

**Office of the Employer Adviser**

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# **Business Plan**

**2020-2021**

**to**

**2022-2023**

**Ontario** 

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# OEA BUSINESS PLAN 2020-2021

## EXECUTIVE SUMMARY

The Office of the Employer Adviser (OEA) continues to successfully meet the needs of Ontario employers with regard to the provision of education, advice and representation on issues relating to the *Workplace Safety and Insurance Act* (WSIA). As reported in the OEA annual report for 2018-19, satisfaction levels continue to exceed our target level of 90% for all clients surveyed.

Marketing and Outreach efforts were directed to all regions of the province – using a variety of tools, such as e-bulletins, social media and partnering with employer associations and system partners in marketing and information/training presentations: participation at ‘live presentations’ was at 1,400 for 2018-19. In addition, 197 participants took part in OEA educational webinars in 2018-19 – due to a gap in webinar delivery as the OEA transitioned from one webinar provider to another. Since implementing webinars with the new provider, the OEA has provided timely information to employers via live webinars and will continue to do so. The OEA provided 2,941 instances of advice through its call centre in 2018-19 – a 6.8% increase from the previous reporting period. Representation services were provided in 1,087 cases, with approximately 34% of services provided to employers who had not previously used OEA services.

With regard to its section 50 mandate, to help small employers with allegations of unfair reprisals under the *Occupational Health and Safety Act* (OHSA), the OEA continued to meet employer demand. 2018-19 saw the OEA undertake representation in 18 cases, 83% of which were either settled or withdrawn; none progressed to the full hearing stage. In addition, 14 general informational calls were taken, and 24 case specific advices were provided.

All services were provided within budgetary and staffing limits.

The need for and use of all OEA services is needs driven – need cannot be created; awareness of the availability of assistance remains key to our work. We continue to analyze and experiment with strategies to increase the public’s awareness, and usage, of OEA services.

2019 has seen the Workplace Safety and Insurance Board (WSIB) continue to focus on its Rate Framework implementation. Providing updates and overviews to Ontario employers on the Funding Framework has been an important responsibility for the OEA this fiscal year.

There is an opportunity for the OEA to provide significant value in educating and supporting the employer community, as the community's role evolves with regard to chronic stress and workplace harassment, etc. Most employers remain unaware of the impending changes to their premium infrastructure – stemming from the Funding Framework initiative - education can be pivotal to help them transition effectively to the new model. As such, the OEA focused on training its own staff in 2019 to prepare them for the upcoming changes brought on by the Funding Framework initiative.

The OEA is focusing on these issues and targeting its resources to address employer needs – allowing employers to focus their time and money on operating their businesses. The availability of expert, prepaid, confidential services is of considerable benefit to small employers; but they need to know of the OEA's existence in order to access and benefit from those services - this remains the challenge and focus of our business planning. Increasing the provision of OEA professional services to as many eligible employers as possible remains our fundamental strategic goal.

## **OEA BUSINESS PLAN 2019-2020**

### **OEA MANDATE**

Pursuant to section 176(2) of the *Workplace Safety and Insurance Act, 1997* (“the WSIA”) the mandate of the Office of the Employer Adviser is to educate, advise and represent primarily those employers with fewer than 100 employees, in issues arising under the WSIA.

The OEA provides expert, timely, and value-added advice and representation on a full range of workplace insurance issues to all employers participating in the workplace safety and insurance system.

The OEA provides timely and relevant workplace safety and insurance information and tools to Ontario employers in a variety of easily accessible ways.

In addition, the OEA is responsible for the provision of advice and representation services to Ontario employers with fewer than 50 employees, with regard to section 50 of the *Occupational Health and Safety Act* (“OHSA”), which relates to worker reprisals.

## **STRATEGIC DIRECTIONS**

The OEA uses technology as much as possible to leverage its staff and resources to maximize reach and services.

We are focused on using webinars – both live and recorded/archived - to fulfill our education mandate. We have found that there is considerable pent-up demand for these information sessions. We have had sessions over-subscribed (in excess of 300 registrants) within hours of announcing a particular topic. Rather than repeating standard webinars multiple times, we have implemented a policy of recording the standard webinars and then posting the recorded session on the OEA website. This allows all who are interested in the topic to have access to the information, with the benefit of it being at a time of their convenience. Interested parties provide registration details in order to view an archived webinar; they will be included in future e-bulletins/e-blasts about 'live' webinars. The one downside of the archived webinars being that a viewer does not have that active participation. However, all visitors to the OEA website are encouraged to email any questions or queries for a fast-written response, or a follow up phone call, if that is their preferred means of communications.

Live webinars are scheduled and advertised using our mailing lists. The live webinars focus on substantive, timely issues impacting employers – such as the Funding Framework initiative.

The OEA has launched its new website – a new design and functionality - with awareness marketing initiatives planned.

The OEA continues to use social media – in our case Twitter – to assist in meeting our education mandate on a day-to-day basis and to reach out to the employer community. Informational Tweets are sent out five days a week and cover such things as impending WSIB policy changes, reminders about employer obligations under the WSIA and important upcoming dates. In addition, Tweets are sent out ad hoc, as new and time-sensitive events in the workplace safety world occur. The OEA has 2,645 Twitter followers.

All these uses of technology allow the OEA to maximize its limited resources to cost effectively and efficiently reach out to Ontario employers and address its mandate. Additional initiatives are always under consideration and evaluation as are our existing efforts.

The OEA's mandate, to provide education, advice and representation services, is dependent on the efforts of our committed, well-educated and motivated staff. The OEA's ongoing in-house educational program is directed at maintaining a high level of knowledge about the WSI system, including changes in policy and procedures at the WSIB, etc. In particular, in 2020 the OEA will continue its focus on training staff to prepare them for changes brought on by the Funding Framework initiative. Similarly, to meet the agency's section 50 obligations under the OHSA, staff will continue to be educated about employers' duties and rights in reprisal situations and staff will be supported as they undertake their representational responsibilities at the Ontario Labour Relations Board (OLRB).

Regional support across the province, through geographically distributed staff operating from home offices, will continue to provide employers with local access to expert services.

## ACTIVITIES INVOLVING STAKEHOLDER GROUPS

The OEA Director/General Counsel actively participates in meetings and activities of numerous employer stakeholder organizations, including:

- *The Canadian Manufacturers and Exporters (CME)*
- *The Council of Ontario Construction Associations (COCA)*
- *The Employers' Advocacy Council (EAC)*
- *The Schedule II Employers Group*
- *The Ontario Home Builders Association*
- *Electrical Contractors Association of Ontario*
- *The Workplace Safety and Insurance Appeals Tribunal (WSIAT) Stakeholder Advisory Group*
- *The Ontario Business Coalition*
- *Ontario Construction Users Council*

In addition, the OEA Manager and other staff attend system partnership meetings as the opportunity arises. OEA management also provide representation on advisory committees and identify/attend appropriate outreach opportunities with employer associations.

Presentations to employer groups are booked around the province to ensure all interested stakeholders are aware of the OEA and its services. The OEA continues to search for, and implement, ways to reach as many Ontario employers as possible - wherever they may be located in Ontario.

With regard to section 50 reprisals, Employer Representatives meet with interested employer groups as opportunities arise. Details of our section 50 mandate are now routinely covered in all OEA introductory presentations to employer groups.



## **OVERVIEW OF CURRENT AND FUTURE PROGRAMS AND ACTIVITIES**

The OEA is aligned with the government's priorities of promoting economic growth, and being open for business; and the Ministry of Labour, Training and Skills Development's (MLTSD) commitment to the advancement of safe, fair, and respectful workplace practices. The OEA assists employers:

- to be more competitive – allowing them to focus their time and money on growing their businesses
- to do business on a level playing field
- to understand and meet their on-going obligations to their workers
- to deal with the WSIB and the associated compensation system, and
- to deal with section 50 worker reprisal issues under the OHS Act

through the performance of three key activities pursuant to its mandate - advice, representation and education for employers.

### **Advice for Employers**

Located in its Toronto head office, the OEA operates an Advice Centre staffed by three Intake Advisers, who provide comprehensive legal advice to employers on all workplace safety and insurance issues and general information for section 50 reprisal questions. Inquiries are received through a province-wide 1-800 phone number and e-mail. Clients may also choose to call their local OEA Employer Specialist for advice and assistance. The OEA has a complement of 15 Employer Specialists across the province; please refer to Appendix D to see the OEA Organization Chart.

Use of the OEA website, at [www.employeradviser.ca](http://www.employeradviser.ca), represents an efficient, readily accessible means for employers to get answers to straightforward queries. Users can also submit email enquiries for Advice Centre staff via the website.

As noted elsewhere, the OEA implemented its new website – with a new look, feel and organization – in 2019. However, due to recent changes, and the implementation of the Funding Framework initiative, substantive changes to the content of the website will also be required in 2020.

## **Representation for Employers**

The OEA represents employers in WSIA disputes before the Workplace Safety and Insurance Board (WSIB) and the Workplace Safety and Insurance Appeals Tribunal (WSIAT). At the operating level of the WSIB, representation services are provided by an Intake Adviser or an OEA Employer Specialist. Employer Specialists and Representatives represent clients at WSIB and WSIAT appeals. The two OEA Employer Representatives are the only staff that provide advice and representation at the OLRB to employers dealing with section 50 reprisal issues.

## **Education of Employers**

The OEA continues to focus on the education of Ontario employers about workplace safety and insurance, and OHS section 50 matters, through: its website, webinars, social media, information e-bulletins/e-blasts, and live regional presentations and workshops, where warranted.

Given our reliance on electronic platforms to deliver on our education mandate, ensuring that our website stays current is a challenge - including the necessary substantive changes to the content of the website.

Webinars – both live and recorded/archived versions – are at the core of the OEA efforts to meet its education mandate.

Further use of social media to meet the OEA's mandate is an on-going topic for research and evaluation. Using Facebook to access and get involved with various employer groups is one extension of our social media presence that is currently under consideration.

E-bulletins remain a significant focus of education and outreach efforts. E-bulletins detailing changes in WSIB policy or procedures, are routinely directed to the OEA employer database as they occur, providing just-in-time education to that group. The information contained in the e-bulletins are also posted on the OEA website, usually as a "Director's Message", to ensure their availability to the broader employer community. These updates are very well-received.

The OEA has, over the last several years, expanded its ability to deliver relevant e-bulletin messaging to the employer community, with the acquisition of the WSIB list of employers signed up for e-services. The list of employers who continue to 'opt in' to receive OEA communications reflects the value of the service to employers.

The OEA delivers information/training presentations and workshops across the province in partnership with safety groups, employer groups and system partners. The presentations and workshops cover areas of interest to employers such as claims management, chronic mental stress entitlement, and revenue related issues.

A small informational brochure detailing OEA services, which is being redesigned to complement the design of the new website, will continue to serve as a handout where and as appropriate.

It is our aim to continue to use these education and outreach vehicles over the next few years to deliver extensive, timely, and policy-specific education for Ontario employers. The timely provision of information to clients, stakeholders and the Ontario employer community at large remains a primary strategic focus for the OEA.

## **ENVIRONMENTAL SCAN**

### **External Factors**

The OEA is a legislated obligation of the WSIB under the WSIA and operates within the government's fiscal environment. Our funding is provided by employers through their payment of premiums and administrative fees to the WSIB.

### **Paralegal Licensing**

The cost of the eventual removal of the OEA's historical exemption from the requirement for mandatory paralegal licensing to provide its advice and representation services constitutes an ongoing financial strain for the organization. The OEA continues to enjoy the exemption but has been assured by the Law Society of Ontario that it will be repealed. They just haven't told us when.

#### Mitigation

The estimated cost of paralegal licensing for all affected staff is included in the OEA operating budget and carried forward each fiscal year.

### **WSIB Rate Framework Review**

The WSIB is implementing its Rate Framework initiative, which represents a fundamental, generational change in the way employers are classified and assessed premiums. Educating employers about the impending changes will be a challenge and an opportunity for the OEA to heighten its profile across the employer community. It is anticipated that the complexity of the implementation – slated to start in 2020 – will entail extensive support and involvement from the OEA. Employers will expect the OEA to advise and explain these changes. It is clearly a statutory obligation on our part to do so, and our staff will continue to require intensive internal education to bring them to the standard necessary to meet this obligation.

#### Mitigation

OEA staff will require ongoing training to stay current on the changes flowing from the Rate Framework initiative.

## **Internal Factors**

The OEA continues to have a highly-skilled and dedicated staff which provides the best possible advice and representation to employers. Having staff located around the province meets our commitment to provide the highest level of customer service, but continues to raise technological and management challenges.

### **Potential OEA Staff Retirements**

Many of our employees are close to retirement age, and it is anticipated that retirements may affect timely access to local services when new staff is hired and brought up-to-speed.

In addition, with these anticipated retirements, we expect a substantial increase in severance payouts. These payouts would put significant financial pressure on our budget.

### **Mitigation**

OEA intake staff have been provided with professional development opportunities as backfill employer specialists – to prepare them to effectively compete for potential employment competitions.

Instances of Advice ('advices') and Representation services statistics have remained relatively constant over the last couple of years. Staff continue to report that the complexity of cases is high, and increasing, requiring much attention and time. The Board continues to report an overall decline in caseload. The OEA continues to evaluate opportunities to deliver more services to a wider clientele.

With regard to section 50 responsibilities, timelines for OLRB hearings are much more restrictive than those within the WSI system and require the capacity to cover several hearings within days. While the overall caseload is quite small, having two Employer Representatives provides the redundancy that allows the agency to meet these timelines for all its clients. In our experience, a large segment of the employer community remains unaware of and uneducated about their obligations with respect to workplace harassment under the *Occupational Health and Safety Act*. It is anticipated that demand for assistance will consequently continue to grow in this area.

The OEA continues to monitor the technological capability of the WSIB to support the digital sharing of their files. It is not clear when, but it is anticipated that sometime within the next few years, the WSIB will enable digital access to employer/worker files. Similar capabilities will probably soon follow with regard to WSIAT documents.

It is apparent that these changes will require significant staff education and technical support, both of which will be costly, but the agency is endeavouring to ensure that its in-house technological capabilities keep up with the anticipated change in doing business and can accommodate what's to come.

Meeting the OEA's education mandate primarily through the use of webinars, the OEA website, e-bulletins, Twitter, and possibly other social media channels such as Facebook, allows the OEA to maximize its exposure to Ontario employers electronically, while keeping resource usage and costs down. There has been no change in this focus although implementation is always constrained by current realities.

## HUMAN RESOURCES

Priority	Key Activities	HR Issues and Impact	HR Priorities and Actions for 2020-21	Resource Implications (Y/N)
1	Succession and business planning is an ongoing focus.	<p>Resources are currently aligned to meet service requirements. Increase/geographical shift in service demand will require ongoing staffing adjustments and possible reallocation of job responsibilities. Retirements will increasingly occur over the next few years, putting financial strain on the organization because of attendant termination and replacement/ recruitment costs.</p> <p>LSO paralegal licensing requirements affect recruitment and constitute a significant ongoing cost re employer responsibility for professional dues and insurance.</p>	<p>Anticipate staffing changes to ensure business continuity; continue to adjust staffing levels based on case work demands.</p> <p>Monitor budget and prepare for the impact of additional expenses wherever possible.</p> <p>Monitor workloads to ensure adequate resources are available.</p> <p>Assess and update training and development plans and strategies for all OEA staff.</p>	<p>Severance payouts and replacement/recruitment costs would put significant financial pressure on the OEA budget if a number of staff leaves the agency.</p> <p>Additional training and development is costly, as are professional dues.</p>
2	<p>Employers continue to need education on the changes made to the WSIA and WSIB policies. And with regard to the OHSIA and section 50 obligations.</p> <p>Using OEA-hosted webinars is proving a very effective way of delivering this information/ education.</p>	<p>While the OEA is managing to provide technical support for its electronic outreach within the agency's current resources structure, there is ongoing analysis and assessment required re balancing new opportunities and available resources.</p>	<p>Ensure adequate preparation/ education of OEA staff to remain experts in the areas of workers' compensation and employer reprisals.</p> <p>Deploy resources to maximize employer touch points, either in person or electronically.</p>	<p>Alignment of staff and resource requirements is ongoing.</p>

## **RESOURCES NEEDED TO MEET GOALS AND OBJECTIVES**

The OEA's existing budget and FTE limit is sufficient to meet its current service delivery requirements regarding its WSI system and OHSA section 50 mandates. Given that many of the agency's outreach efforts are electronically based and enabled, support in this area is becoming critical. Additional resources dedicated to this area would be beneficial.

As noted, agency financing will be under pressure to support transitioning from an aging workforce, and to accommodate the extra cost of paralegal licensing and insurance fees for staff. Staffing -- hiring replacements in a timely manner -- will be affected to a greater or lesser extent, depending on when the anticipated retirements actually occur.

## **IMPLEMENTATION PLAN**

Little will change with regard to the OEA's core businesses in the foreseeable future – the Advice Centre will continue to be staffed to provide centralized service for employers around the province; representation services will be provided on a local basis, by regionally distributed Employer Specialists; and OHSA section 50 representation will be centralized in Toronto, with travel as required to support employer clients.

Education will be both centralized and local – much of the OEA's efforts will be electronically-based, using the website, e-bulletins, social media (Twitter) and webinars. Current staffing and budgetary resources are sufficient to continue with all these delivery mechanisms, but will be affected, as noted, by the additional retirements that are anticipated over the next few years.



## COMMUNICATION PLAN

The OEA's communication plan for 2020-21 continues its focus on alerting clients and stakeholders to changing policies and priorities in the workplace safety and insurance system. The OEA is a significant provider of news, information and education about WSIB policies and procedures, and changes to policies and procedures, for a number of stakeholder organizations and OEA clients. In addition, we are including approximately 60,000+ employers – not immediate users of OEA services -- who registered for e-services with the Board in the distribution of our informational e-bulletins/e-blasts. Ensuring that the OEA reaches as many of the affected employers as possible necessitates the OEA using a number of different communication channels, including its website, webinars, social media (Twitter), e-bulletins/e-blasts, in-person regional presentations, guides and informational pamphlets. We are considering the use of other social media to interact with various employer communities, and gain a higher social media profile.

With regard to the agency's Section 50 (OHSA) mandate, the OEA uses the same information vehicles, as opportunities arise, although distinct interest groups are not especially relevant.

Providing Ontario employers with free, confidential and expert services to help them deal with WSIB and Section 50 reprisal issues, supports governmental efforts to aid small business and grow the province's economy.

The agency measures the effectiveness of its communications by the increase of its reach – for example, the number of Twitter followers the OEA has, the number of attendees for agency webinars, and the number of employer advices and representations the agency provides. The OEA strives to have the number of employers touched by its services, including its communications, rise year-over-year.

Cost effective and targeted to those who have immediate need for the presented information, webinars will remain at the core of the OEA's education strategy. Archiving webinar presentations to the agency's website will make all presentations readily available to employers and extend the reach and life of the live presentations. The growth of that archive is fundamental to the extension of our education efforts, as new webinar topics are added each year. Twitter and e-bulletins/e-blasts and direct communications with agency clients will continue to be used to promote the webinars and in-person information presentations to stakeholder groups.

Social media continue to be evaluated for their usefulness and effectiveness in delivering the OEA message to Ontario employers and enhancing the agency's visibility and accessibility.

The WSIB and WSIAT and MLTSD inspectors remain significant referral sources for OEA clients, and agency relationships with these groups being fostered on a personal and organizational level through such things as website links and 'meet and greet' initiatives.

We continue to monitor and take advantage of any recurring opportunities to meet with WSIB, WSIAT staff and/or MLTSD inspectors to maintain their knowledge and awareness of the OEA and its services, and how referrals can help them fulfill their work obligations. Any increase in the number of employers seeking OEA assistance means more services delivered and OEA mandates met at a broader level.

The primary message for all OEA communications is that the OEA provides 'free, confidential and expert' services for Ontario employers; primarily those with fewer than 100 workers, under the WSI mandate, and those with fewer than 50 workers under the OSHA Section 50 mandate. This reflects the inclusion of the OEA's services as part of the payment of WSIB premiums by employers and is a benefit that many more employers could use.

OEA marketing and outreach have an impact on increasing client awareness and utilization of services. Broadening its reach and meeting its mandate within entirely untapped client groups remains the most significant challenge for the OEA; however, successful outreach is much appreciated by employers newly aware of the agency's 'free' (i.e. pre-paid through the employers' WSIB premiums) services.

## APPENDIX A FINANCIAL RESOURCES

FY 2020-21 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OEA - Programs	29.0	2,582.7	594.1	154.3	210.7	89.8	454.8		3,631.6	0.0	3,631.6
Program Base Allocation	29.0	2,582.7	594.1	154.3	210.7	89.8	454.8	-	3,631.6	0.0	3,631.6
Lease					144.4		144.4		144.4	0.0	144.4
							-		-		-
<b>TOTAL</b>	<b>29.0</b>	<b>2,582.7</b>	<b>594.1</b>	<b>154.3</b>	<b>355.1</b>	<b>89.8</b>	<b>599.2</b>	<b>-</b>	<b>3,776.0</b>	<b>0.0</b>	<b>3,776.0</b>
FY 2021-22 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OEA - Programs	29.0	2,582.7	594.1	154.3	210.7	89.8	454.8		3,631.6	0.0	3,631.6
Program Base Allocation	29.0	2,582.7	594.1	154.3	210.7	89.8	454.8	-	3,631.6	0.0	3,631.6
Lease					144.4		144.4		144.4	0.0	144.4
							-		-		-
<b>TOTAL</b>	<b>29.0</b>	<b>2,582.7</b>	<b>594.1</b>	<b>154.3</b>	<b>355.1</b>	<b>89.8</b>	<b>599.2</b>	<b>-</b>	<b>3,776.0</b>	<b>0.0</b>	<b>3,776.0</b>
FY 2022-23 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
OEA - Programs	29.0	2,582.7	594.1	154.3	210.7	89.8	454.8		3,631.6	0.0	3,631.6
Program Base Allocation	29.0	2,582.7	594.1	154.3	210.7	89.8	454.8	-	3,631.6	0.0	3,631.6
Lease					144.4		144.4		144.4	0.0	144.4
							-		-		0.0
<b>TOTAL</b>	<b>29.0</b>	<b>2,582.7</b>	<b>594.1</b>	<b>154.3</b>	<b>355.1</b>	<b>89.8</b>	<b>599.2</b>	<b>-</b>	<b>3,776.0</b>	<b>0.0</b>	<b>3,776.0</b>

**APPENDIX B FTE CAP**

Position Title	Job Code	Compensation Group	Head Count March 31, 2020	Change	Head Count March 31, 2021	Change	Head Count March 31, 2022	Change	Head Count March 31, 2023	Comments for Change
Director	OIC	OC003	1.0		1.0		1.0		1.0	
General Counsel	Excluded	EL003	-		-		-		-	
Assistant General Counsel	Excluded	EL003	1.0		1.0		1.0		1.0	
Manager, OEA Services	MCP	EXCLUDED	1.0		1.0		1.0		1.0	
Business Analyst	AMAPCEO	14AGA	1.0		1.0		1.0		1.0	
Outreach Coordinator	AMAPCEO	17AGA	1.0		1.0		1.0		1.0	
Program Analyst	AMAPCEO	17APA	1.0		1.0		1.0		1.0	
Finance/Admin Officer	OPSEU	10OAD	1.0		1.0		1.0		1.0	
Executive/Legal Secretary	OPSEU	09OAD	1.0		1.0		1.0		1.0	
Employer Specialist	OPSEU	02293	15.0		15.0		15.0		15.0	
Intake Adviser	OPSEU	10570	2.0		2.0		2.0		2.0	
Program Assistant	OPSEU	08OAD	1.0		1.0		1.0		1.0	
INTAKE ADVISER (B)	OPSEU	10570	1.0		1.0		1.0		1.0	
-	-	-	-		-		-		-	
EMPLOYER REPRESENTATIVE	03525 / EO3	OPSEU	2.0		2.0		2.0		2.0	
					-		-		-	
					-		-		-	
					-		-		-	
					-		-		-	
<b>Total Head Count</b>			<b>29.0</b>	<b>0.0</b>	<b>29.0</b>	<b>0.0</b>	<b>29.0</b>	<b>0.0</b>	<b>29.0</b>	
<b>Total Approved FTE</b>			<b>29.0</b>	<b>0.0</b>	<b>29.0</b>	<b>0.0</b>	<b>29.0</b>	<b>0.0</b>	<b>29.0</b>	
<b>FTE Variance</b>			<b>-</b>	<b>0.0</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	

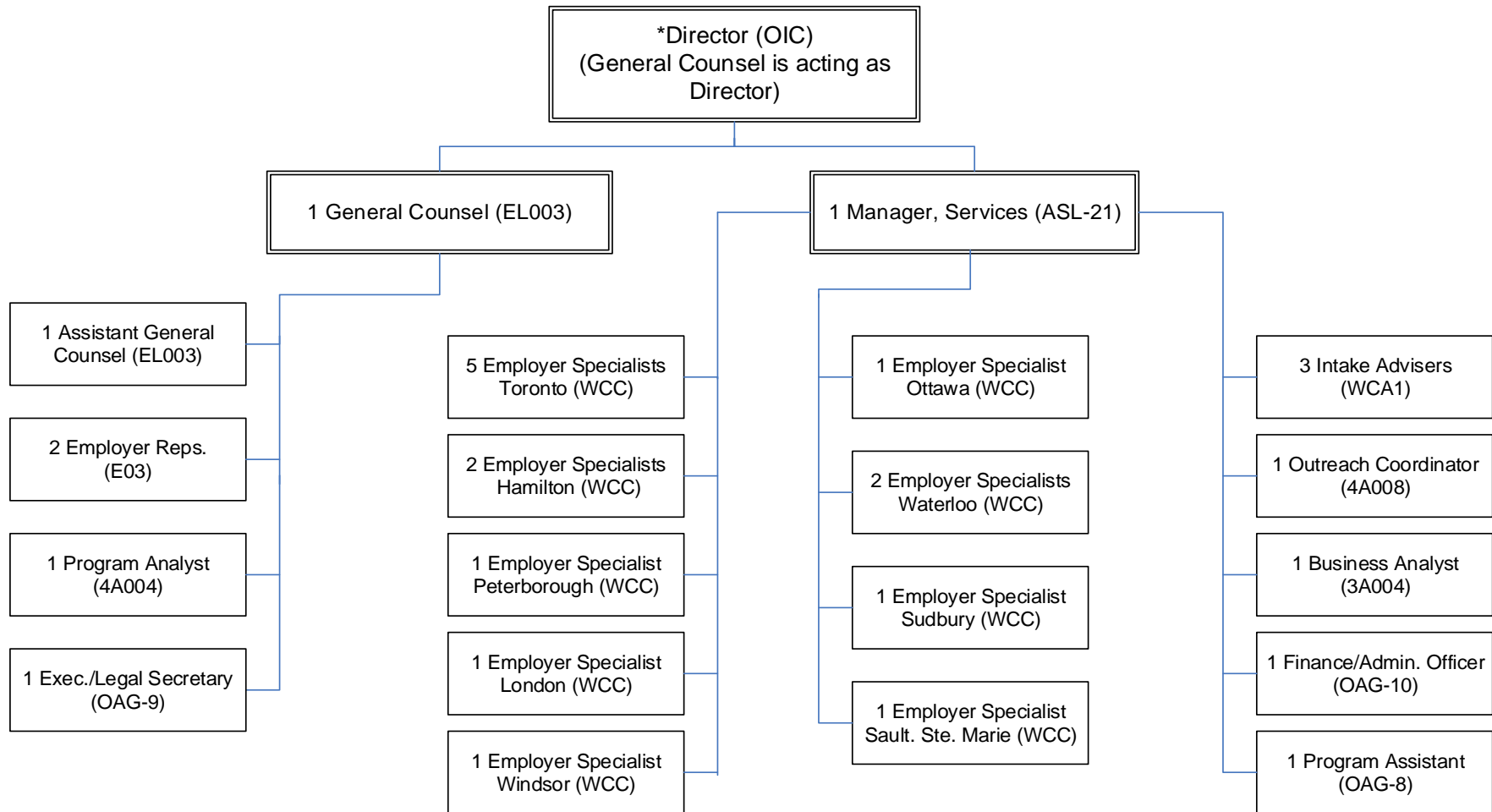
**APPENDIX C PERFORMANCE MEASURES**

<b>Key Activity:</b> Advice and Representation Services		C1																
<b>Performance measure for 2020-21</b> -- 65% of disputes resolved without a hearing																		
<p style="text-align: center;"><b>Percentage of Disputes Resolved Without A Hearing</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>2018-19</th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> </tr> </thead> <tbody> <tr> <td>Disputes - No Hearing %</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target %</td> <td>65</td> <td>65</td> <td>65</td> <td>65</td> </tr> </tbody> </table>			2018-19	2019-20	2020-21	2021-22	Disputes - No Hearing %					Target %	65	65	65	65	<p><b>Agency Contribution</b></p> <p>OEA staff employs alternative dispute resolution strategies such as negotiation and mediation to help employers resolve disputes at an earlier stage. This may be considered an effectiveness measure.</p> <p>In revenue matters where the dispute only involves two parties (i.e. the WSIB and the employer), every effort is made to resolve matters at the operating level.</p> <p>However, overall, 95 per cent of appeals are worker-driven and employers often contact the OEA for assistance after the dispute has proceeded to the appeal level.</p>	
	2018-19	2019-20	2020-21	2021-22														
Disputes - No Hearing %																		
Target %	65	65	65	65														
<p><b>What does the graph show?</b></p> <p>The OEA is reducing adversity in the workplace safety and insurance system and helping employers to manage disputes more efficiently and effectively.</p> <p>This performance measure was introduced in fiscal 2004-05.</p>		<p><b>2020-21 Commitments</b></p> <p>The commitment for 2020-21 is 65 per cent of disputes resolved without a hearing.</p> <p><b>Long-term Target</b></p> <p>The long-term target is 65 per cent of disputes resolved without a hearing.</p>																
Proposed for Publication	Internal Use Only	<input checked="" type="checkbox"/> Existing Measure	<input type="checkbox"/> New Measure															

**APPENDIX C PERFORMANCE MEASURES (cont'd)**

<b>Key Activity:</b> Advice and Representation Services		C2																
<b>Performance measure for 2020-21</b> -- A customer satisfaction rate of 90% or higher																		
<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>2018-19</td> <td>2019-20</td> <td>2020-21</td> <td>2021-22</td> </tr> <tr> <td>Target Satisfaction %</td> <td>90</td> <td>90</td> <td>90</td> <td>90</td> </tr> <tr> <td>Satisfaction %</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>			2018-19	2019-20	2020-21	2021-22	Target Satisfaction %	90	90	90	90	Satisfaction %					<p><b>Agency Contribution</b></p> <p>This customer service measure has historically demonstrated that OEA clients have been very satisfied with the service(s) they have received. The primary complaint is that they did not learn of the services available from the OEA earlier.</p> <p>In addition to OPS customer service standards, the OEA has a number of internal standards, policies and performance measures that have helped the OEA achieve this success.</p> <p>To ensure the agency continues to provide high quality services that meet its clients' needs, the OEA continues to monitor client satisfaction on an on-going basis.</p>	
	2018-19	2019-20	2020-21	2021-22														
Target Satisfaction %	90	90	90	90														
Satisfaction %																		
<p><b>What Does the Graph Show?</b></p> <p>Clients often have a difficult time separating their appeal results (favourable or unfavourable) from the efforts made by OEA staff to achieve those results. The OEA tries to educate clients about the system and the agency's work; the agency appears to be successful in having its client community appreciate those efforts on their behalf.</p> <p>This performance measure was introduced in fiscal 2003-04.</p>		<p><b>2020-21 Commitments</b></p> <p>The client satisfaction rate in 2020-21 will be maintained at 90 per cent or higher.</p> <p><b>Long-term Target</b></p> <p>The long-term target is to achieve a 90 per cent customer satisfaction rate.</p>																
Proposed for Publication	Internal Use Only	<input checked="" type="checkbox"/> Existing Measure	<input type="checkbox"/> New Measure															

**APPENDIX D OEA ORGANIZATION CHART**



\* No FTE -- an OIC appointment has not been made to the OEA, and the General Counsel is currently acting as the Director