

Office of the Employer Adviser

Business Plan

2021-2022

to

2023-2024

Ontario 

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BUSINESS PLAN 2021-2024

EXECUTIVE SUMMARY

The Office of the Employer Adviser (OEA) continues to successfully meet the needs of Ontario employers by providing education, advice and representation on issues relating to the *Workplace Safety and Insurance Act, 1997* (WSIA). As reported in the OEA annual report for 2019-20, satisfaction levels continue to exceed our target level of 90% for all clients surveyed.

The OEA targets 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 a considerable benefit to small employers.

During the upcoming fiscal years, the OEA will focus its work around 3 strategic directions:

- raising awareness of employer responsibilities in the workplace safety and insurance (WSI) system and how OEA services can help employers;
- continuing to provide training and support to our staff who are expert, client focused and inclusive; and
- contributing to an accessible WSI system

Sharing information and expertise in order to raise awareness of employer responsibilities and how OEA services can help employers remains the focus of our business planning. Information is shared through multiple channels: live and recorded webinars; an up to date website; e-bulletins and Twitter. These virtual methods are directed throughout the province to employers and stakeholder groups.

Activities in the 2021-22 fiscal year will focus on digital services by offering live webinars and developing a digital and social media strategy.

Expert OEA staff and their dedication to excellent client service are the source of the agency's success. Ongoing staff training, mentoring and resources are essential to maintain expertise and stay current with new developments. We will continue to focus on the WSIB's framework for premium rate setting to assist employers in the transition to this new approach. A further focus will be to support staff as we adapt to video hearings offered during COVID-19.

We look forward to serving the employer community and stakeholders during 2021-24 with expertise and innovation, grounded in excellent client service.

OEA BUSINESS PLAN 2021-2024

OEA MANDATE, VISION AND MISSION

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 WSI issues to all employers participating in the WSI system.

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

In addition, the OEA is responsible for the provision of advice, education and representation services to Ontario employers with fewer than 50 employees, with regard to unlawful reprisal matters under section 50 of the *Occupational Health and Safety Act* (“OHSA”).

OEA VISION

An Ontario in which small and medium-sized businesses operate safe, fair and high performing workplaces that contribute to a vibrant, competitive economy.

OEA MISSION

The OEA’s mission is to be the premier organization for providing representation, advice and education to Ontario employers regarding workplace safety and insurance matters and health and safety reprisal issue

STRATEGIC DIRECTIONS

1. Raise awareness of employer WSI responsibilities and how OEA services can help employers

The OEA shares information with Ontario employers, clients and stakeholders using webinars, our web site, social media via Twitter @askOEA, and e-bulletins. For example, informational Tweets are offered in French and English and cover such topics as WSIB policy changes, reminders about employer obligations under the WSIA and important upcoming dates. The OEA has over 2,500 Twitter followers.

Webinar program

The OEA has focused on webinars, live and recorded, to fulfil our education mandate. During the 2020-21 fiscal year, the agency updated 11 webinar topics and added 1 new webinar topic. These 12 webinars were offered in a series over the course of 6 weeks. This approach was very positively received; employers could choose to watch the whole series or dip into topics of interest. The OEA's webinar series aligned well with the accelerated move to virtual meetings necessitated by the COVID-19 pandemic.

We have also implemented a policy of recording the webinars and posting the recorded sessions on the OEA website. This allows all who are interested in the topic to have access to the information at a time that is most convenient for them. Interested parties provide registration details in order to view an archived webinar.

Live webinars are scheduled and advertised using e-bulletins, our website and Twitter @askOEA. The live webinars focus on substantive, timely issues impacting employers, for example the changes to the WSIB's premium rate setting process and the WSIB's approach to COVID-19.

Technology allows the OEA to maximize its resources to cost effectively and efficiently reach out to Ontario employers, share information about workplace safety and insurance responsibilities and raise awareness about how the OEA can help.

Action items

- Develop a social media strategy and update our marketing plan, including metric identification
- Develop metrics based in website analytics

How we know we are successful

- Positive responses to webinars / education sessions offered and registrations
- Information shared (i.e.: E-bulletins, Tweets); and
- Website measures (to be developed)

2. Expert, client focused and inclusive

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. Similar to the last few years, the OEA will continue training staff to respond to questions about the WSIB's new framework for setting premium rates. The agency will also support staff in the transition to hearings by video conference.

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 in their work before the Ontario Labour Relations Board (OLRB).

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

Our client focus on excellent service is demonstrated through strong client satisfaction. (See Appendix C)

Action items 2021-23

- Renew staff training materials and resources
- Renew data capture of issues raised by employers to be more responsive when sharing information and developing education materials (i.e.: Twitter and website FAQs)
- Learn from and support each other

How we know we are successful

- High client satisfaction
- Repeat clients; and
- Client referrals

3. Contribute to an accessible WSI System

The OEA is an effective, valued system partner. We help employers navigate the WSI system and we resolve client issues at the earliest point. We contribute to system improvement through strong relationships with stakeholders, partner agencies and the Ministry of Labour, Training and Skills Development (MLTSD).

Action items 2021-23

- Experiment with survey tools and website analytics to learn more about issues that are top of mind for employers
- Renew KPI for program services and education programs
- Share knowledge with employers and system partners through presentations, information sessions and webinars to reflect learnings.

How we know we are successful

- Advices, Representation and Education; and
- Community partnerships

ACTIVITIES INVOLVING STAKEHOLDER GROUPS

The OEA management team 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 Schedule II Employers Group*
- *Electrical Contractors Association of Ontario*
- *The Workplace Safety and Insurance Appeals Tribunal (WSIAT) Stakeholder Advisory Group*
- *The Ontario Business Coalition*
- *The Ontario Mining Association*

In addition, OEA management and other staff attend system partnership meetings as the opportunity arises. OEA management also participate 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 PROGRAMS

The OEA contributes to a prosperous, safe economy by supporting small businesses in a specialized administrative and adjudicative system.

The OEA assists Ontario employers, particularly small employers:

- by raising awareness of workplace responsibilities
- by helping employers in their dealings with WSIB, allowing business owners to focus their time and money on growing their businesses
- by helping employer understand and meet their on-going obligations to their workers; and
- by helping employers address OHS section 50 worker reprisal issues

In November 2020, the final report was released of an operational review of the WSIB conducted by Linda Regner Dykeman and Sean Speer. The authors noted that “[s]takeholders rarely agree on Workplace Safety and Insurance Board-related matters but there is near universal recognition that the Office of Worker Adviser and Office of the Employer Adviser provide useful services to help non-unionized workers and small employers navigate WSIB adjudication, appeals and the broader occupational health and safety system.”

Advice for Employers

The OEA operates an Advice Centre that provides comprehensive legal advice to employers on all WSI issues and general information for section 50 reprisal questions. Inquiries are received through a province-wide 1-800 phone number and e-mail. The Advice Centre is staff by 3 Intake Advisers. 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 and 2 Employer Representatives; please refer to Appendix D to see the OEA Organization Chart.

The OEA website, at www.employeradviser.ca, is 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.

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). OEA Employer Specialists provide representation services at the WSIB operating level and the Appeals Services Division, and the WSIAT. Employer Representatives provide advice and representation at the Ontario Labour Relations Board (OLRB) to employers with fewer than 50 employees regarding section 50 unlawful reprisal matters and also represent clients at WSIB and WSIAT appeals.

Education of Employers

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

Live webinars will be at the core of the OEA efforts to meet its education mandate.

E-bulletins remain a significant focus of education and outreach efforts. Topics about changes in WSIB policy or procedures are routinely sent out to the OEA employer database as they occur, providing just-in-time education.

Over the last several years, the OEA has 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 OEA's experience has been that few stakeholders choose to "unsubscribe" from our communications, reflecting the value of the information service to employers.

During the upcoming fiscal year, the OEA will focus on its series of webinars, and virtual information/training presentations and workshops across the province in partnership with safety groups, employer groups and system partners.

OEA presentations and workshops cover areas of interest to employers such as claims management, chronic mental stress entitlement, and revenue-related issues. They also address system changes such as the WSIB's new rate framework and the WSIB's response to COVID-19.

During 2020-21, the agency developed specialized return to work programs for construction and non-construction employers to support participants in the WSIB's new Health and Safety Excellence program; these sessions will be delivered throughout the 2021-22 fiscal year.

It is our aim to continue using 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.

WSIB's New Rate Framework

The new rate framework represents a fundamental, generational change in the way employers are classified and assessed premiums. Educating employers about the changes is an opportunity for the OEA to heighten its profile across the employer community. It is anticipated that the complexity of the implementation 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 transition to new premium rate setting method and the complexities of the new system. Of note, the transition into the new framework has been deferred 1 year as part of the WSIB's COVID-19 financial relief package.

Video Conference Hearings

System partners have offered telephone hearings during COVID-19 and the next phase is adapting to video conference hearings and helping clients to navigate this change.

Mitigation

The agency will closely monitor its technology to ensure that staff have capacity to professionally participate in video conference hearings offered by partner agencies. Further, we will develop opportunities for staff to practice using the technology during staff meetings.

Paralegal Licensing

The OEA has an historic exemption from mandatory licensing to provide legal services in the area of workplace safety and insurance matters. At this time, the OEA continues to rely on the exemption; and, we expect that it will be repealed by the Law Society of Ontario in due course.

Mitigation

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

COVID-19 Pandemic

In early 2020, the OEA was preparing updates to its series of webinars. As a result of this preparation, the OEA was well positioned to pivot its educational offering of webinars to the virtual methods necessitated by COVID-19.

Internal Factors

The OEA has highly-skilled and dedicated team of staff who provide 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.

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.

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

Advice and Complexity

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, two Employer Representatives enable the agency to meet tight timelines for all its clients and these staff also contribute to the WSI education events, and policy projects as needed. In our

experience, a large segment of the employer community remains unaware of and uneducated about their obligations with respect to unlawful reprisals under the *Occupational Health and Safety Act*. It is anticipated that demand for assistance will consequently continue to grow in this area.

Technology

E-Access to WSIB Files

During the COVID-19 pandemic, the OEA started to receive e-file access from the WSIB. This welcome transition led to an agency investment in new software to enable staff to better use a PDF file and training on the new software occurred during the 2020-21 fiscal year. The OEA welcomes the availability of e-services for employers, providing more accessible methods for employers to interact with the WSIB and enabling faster access to information.

Website Analytics

Meeting the OEA's education mandate primarily through the use of webinars, the OEA website, e-bulletins, Twitter, and allows the OEA to maximize its exposure to Ontario employers electronically. There has been no change in this focus although implementation is always constrained by current realities. Exploring the OEA web site analytics in more detail may contribute to our understanding of issues or topics top of mind for employers.

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 due to the employer's responsibility to pay 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 put financial pressure on the OEA budget if a number of staff leave the agency in the fiscal year.</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 as well as unlawful reprisals under section 50 of OHSA.</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 regarding 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 unlawful 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

Given that many of the agency's outreach efforts are electronically based and enabled, support to adapt in this area is critical. Additional resources dedicated to technology, and particularly e-outreach, would be beneficial.

As noted, agency financing will be under pressure to address retirement costs as they occur, 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

The OEA's core business model will continue: the Advice Centre will continue 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 primarily centralized with much of the OEA's efforts electronically-based, using the website, webinars, e-bulletins, and social media (Twitter). Adapting to increased use of e-outreach would benefit from expertise in and resources to develop a social media strategy and update our marketing plan.

COMMUNICATION PLAN

The OEA's communication plan for 2021-24 continues its focus on alerting clients and stakeholders to changing policies and priorities in the WSI system.

Providing Ontario employers with free, confidential and expert services to help them deal with WSIB and Section 50 unlawful reprisal issues, supports small business and contributes to a prosperous, stable economy.

INFORMATION SHARING

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. For example, in 2020-21 our information e-bulletin distribution grew to approximately 80,000 employers, by including those who registered for e-services with the Board. To reach as many affected employers as possible necessitates the OEA using a number of different communication channels including its website, webinars, social media (Twitter), e-bulletins, and in-person regional presentations, as appropriate.

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.

The agency measures the effectiveness of its communications by the increase of its reach; for example, the number of Twitter followers, 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. The agency also monitors qualitative feedback, through comments following webinars and received by staff members as an indicator of value provided to employers and stakeholders

Webinars

Webinars are a cost-effective, core component of the OEA's education strategy. Offering live webinars will be the focus during fiscal year 2021-2022. Archiving webinar presentations to the agency's website will continue, making the presentations readily available to employers on demand.

System Partners

The WSIB, WSIAT and MLTSD inspectors remain significant referral sources for OEA clients. Agency relationships with these groups are 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 and 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 assists the OEA to meet its mandate at a broader level.

OEA messaging

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 OHSA 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 are necessary to increase client awareness and promote utilization of services. Broadening our marketing and outreach to raise awareness with new client groups remains the most significant challenge for the OEA. And, 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

Standard Account	2021-22 Preliminary Planning Base	2022-23 Preliminary Planning Base	2023-24 Preliminary Planning Base
Salaries & Wages	2,582,700	2,582,700	2,582,700
Benefits	594,100	594,100	594,100
Total SWB	3,176,800	3,176,800	3,176,800
ODOE: Transportation & Communication	148,700	148,700	148,700
Services (Including Lease)	210,700	210,700	210,700
Supplies & Equipment	89,800	89,800	89,800
Total ODOE	449,200	449,200	449,200
Grand Total	3,626,000	3,626,200	3,626,200

APPENDIX B FTE CAP

Position Title	Job Code	Compensation Group	Head Count March 31, 2021	Change	Head Count March 31, 2022	Change	Head Count March 31, 2023	Change	Head Count March 31, 2024	Comments for Change
Director	XEXE2	OC003	1.0		1.0		1.0		1.0	
General Counsel	EL003	Excluded	-		-		-		-	
Assistant General Counsel	EL003	Excluded	1.0		1.0		1.0		1.0	
Manager, OEA Services	M1104B	Excluded	1.0		1.0		1.0		1.0	
Business Analyst	3A004	AMAPCEO	1.0		1.0		1.0		1.0	
Outreach Coordinator	4A008	AMAPCEO	1.0		1.0		1.0		1.0	
Program Analyst	4A004	AMAPCEO	1.0		1.0		1.0		1.0	
Finance/Admin Officer	10OAD	OPSEU	1.0		1.0		1.0		1.0	
Executive/Legal Secretary	09OAD	OPSEU	1.0		1.0		1.0		1.0	
Employer Specialist	02293	OPSEU	15.0		15.0		15.0		15.0	
Intake Adviser	10570	OPSEU	2.0		2.0		2.0		2.0	
Program Assistant	08OAD	OPSEU	1.0		1.0		1.0		1.0	
INTAKE ADVISER (B)	10570	OPSEU	1.0		1.0		1.0		1.0	
-	-	-	-		-		-		-	
EMPLOYER REPRESENTATIVE	03525 / EO3	OPSEU	2.0		2.0		2.0		2.0	
					-		-		-	
					-		-		-	
					-		-		-	
					-		-		-	
Total Head Count			29.0	0.0	29.0	0.0	29.0	0.0	29.0	
Total Approved FTE			29.0	0.0	29.0	0.0	29.0	0.0	29.0	
FTE Variance			-	0.0	-	0.0	-	0.0	-	

APPENDIX C PERFORMANCE MEASURES

Key Activity: Advice and Representation Services		C1																						
Performance measure for 2021-22 -- 65% of disputes resolved without a hearing																								
<p style="text-align: center;">Percentage of Disputes Resolved without a Hearing</p> <table border="1"> <thead> <tr> <th></th> <th>2017-18</th> <th>2018-19</th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> </tr> </thead> <tbody> <tr> <td>Disputes - No Hearing %</td> <td>58%</td> <td>54%</td> <td>61%</td> <td>65%</td> <td>65%</td> <td>65%</td> </tr> <tr> <td>Target</td> <td>65%</td> <td>65%</td> <td>65%</td> <td>65%</td> <td>65%</td> <td>65%</td> </tr> </tbody> </table>			2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Disputes - No Hearing %	58%	54%	61%	65%	65%	65%	Target	65%	65%	65%	65%	65%	65%	<p>Agency Contribution</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>	
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23																		
Disputes - No Hearing %	58%	54%	61%	65%	65%	65%																		
Target	65%	65%	65%	65%	65%	65%																		
<p>What does the graph show?</p> <p>The OEA is promoting resolution at the earliest point, helping employers to manage disputes more efficiently and effectively.</p> <p>This performance measure was introduced in fiscal 2004-05.</p>		<p>2021-22 Commitments</p> <p>The commitment for 2021-22 is 65 per cent of disputes resolved without a hearing.</p> <p>Long-term Target</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)

Key Activity: Advice and Representation Services		C2																						
Performance measure for 2021-22 -- A customer satisfaction rate of 90% or higher																								
<p style="text-align: center;">Percentage of Satisfied Clients</p> <table border="1"> <thead> <tr> <th></th> <th>2017-18</th> <th>2018-19</th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> </tr> </thead> <tbody> <tr> <td>—◆— Satisfied Clients</td> <td>99%</td> <td>94%</td> <td>98%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>...◆... Target</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>			2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	—◆— Satisfied Clients	99%	94%	98%				...◆... Target	90%	90%	90%	90%	90%	90%	<p>Agency Contribution</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>	
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23																		
—◆— Satisfied Clients	99%	94%	98%																					
...◆... Target	90%	90%	90%	90%	90%	90%																		
<p>What Does the Graph Show?</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>2021-22 Commitments</p> <p>The client satisfaction rate in 2021-22 will be maintained at 90 per cent or higher.</p> <p>Long-term Target</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 C PERFORMANCE MEASURES (cont'd)

Key Activities: Advice and Representation Services		C3																						
Performance measure for 2021 -22: Percentage of clients served in year that used OEA services for the first time																								
<p style="text-align: center;">Percentage of New Clients Served</p> <table border="1"> <thead> <tr> <th></th> <th>2017-18</th> <th>2018-19</th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> </tr> </thead> <tbody> <tr> <td>—◆— New Clients</td> <td>52%</td> <td>56%</td> <td>59%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>...◆... Target</td> <td>50%</td> <td>50%</td> <td>50%</td> <td>50%</td> <td>50%</td> <td>50%</td> </tr> </tbody> </table>			2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	—◆— New Clients	52%	56%	59%				...◆... Target	50%	50%	50%	50%	50%	50%	<p>Agency Contribution</p> <p>Client feedback consistently calls on the OEA to ensure that more employers are aware of our services. The OEA also strives to ensure that employers become more self-reliant through casework.</p> <p>This measure helps to determine whether the agency is expanding its reach to those eligible employers who are paying for OEA services in their WSIB premiums, but who have not previously accessed our services.</p>	
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23																		
—◆— New Clients	52%	56%	59%																					
...◆... Target	50%	50%	50%	50%	50%	50%																		
<p>What does the graph show?</p> <p>We continue to try and inform as many employers as possible of our no-charge, confidential services. While we have met our target level, much work remains to be done to ensure that more Ontario employers are aware of, and avail themselves of, the OEA and its services.</p>		<p>2021-22 Commitments</p> <p>The commitment for 2021-22 is 50% new clients served in year.</p> <p>Long-term Target</p> <p>The long-term target is 50%.</p>																						
Proposed for Publication	Internal Use Only	<input checked="" type="checkbox"/> Existing Measure	<input type="checkbox"/> New Measure																					

APPENDIX D OEA ORGANIZATION CHART

