OPSEU SEFPO
Ontario Public Service Employees Union
Syndicat des employés de la fonction publique de l'Ontario

# MEMORANDUM

**TO:** All Presidents and members in Ministry Community and Social Services

All Stewards in Ministry of Community and Social Services

**FROM:** Ruth Hamilton, OPS Supervisor

**DATE:** June 23, 2010

**SUBJECT:** **Ministry of Community and Social Services ODSP MERC Minutes – June 15, 10**

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Attached, for your information, please find the minutes of the above captioned meeting(s).

Please post or otherwise make them available to the members in your workplaces.

You will also find attached a MERC referral form which should be used when referring unresolved local issues to the ministry level. We request that you provide the Job Security Group with all supporting documentation, (i.e. minutes, correspondence, etc.), with any referrals.

**PLEASE NOTE: THESE MINISTRY MINUTES WERE PREPARED BY THE EMPLOYER.**

AUTHORIZED FOR DISTRIBUTION:

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IN SOLIDARITY,

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/sk
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cc: MERC Chairs
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## MINISTRY OF COMMUNITY AND SOCIAL SERVICES

## MINISTRY EMPLOYEE RELATIONS COMMITTEE (MERC) SUBCOMMITTEE ON ONTARIO DISABILITY SUPPORT PROGRAM (ODSP)

### FINAL MINUTES – June 15, 2010

**Location:** **2 Bloor Street West, Toronto, Ontario, 30th Floor SAMO Boardroom**

**Duration:** **9:30 A.M. to 3:00 P.M.**

**Co-Chairs:** **Stuart McInnes** **Maxine Daley**

**Attendees:**

| **OPSEU** | **Management** |
|---|---|
| Stuart McInnes (Chair) | Maxine Daley |
| Dylan Lineger | Susan Waring |
| Roxanne Barnes | Paul Baldassarro |
| Mario Dicaire | Pam Anderson |
| Stephen George | Joe Lucas |
| | Sue Pettersone |

**Regrets:** Cindy Hayes-Wright, Norm Pilon, Tony Magee

**Guests:** Ray Ladner, Sheila Walsh, Peggy Black, Sandy Mills, Maud LaForge, Netta DiNiro, Treasa Labaj

**Minutes:** Ira Matthews

| AGENDA ITEM | | DISCUSSION | ACTION |
|---|---|---|---|
| **New Business** | | | |
| **1.1** | **Review of Agenda/Action Items** | • Management suggested holding the September Subcommittee meeting in the Central East Region with future meetings held in other Regions.<br>• Management noted that they would like to extend an invitation to the Local/Regional Employee Relations Committee and the Regional Director to attend the meeting.<br>• The Union agreed to this suggestion and suggested that the October meeting be held in the South West Region. | • **Management to coordinate these meetings with the appropriate Regional Directors.** |
| **ODSP Modernization** | | | |
| **2.1** | **Critical Path of Implementation Activities**<br>• **Training**<br>• **Change Management**<br>• **Service Delivery**<br>• **Workforce Transition**<br><br>**Guests:**<br>• **Sandy Mills**<br>• **Sheila Walsh**<br>• **Peggy Black**<br>• **Ray Ladner** | • Management provided copies of the Phased Implementation Timeline and the Service Delivery Model Handbook.<br>• Management noted that the implementation schedule had been announced by the Operations Division Assistant Deputy Minister to all ODSP staff on June 4, 2010.<br><br>**Training**<br>• Management indicated that the training needs assessment was currently being completed for all staff.<br>• Management noted that the critical core training had now been defined and that training | |

| AGENDA ITEM | | DISCUSSION | ACTION |
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| | | sessions were currently being rolled out.<br>• Management identified that 689 staff across the province had received the "Let's Get Ready" training session to date.<br>• Management noted that the Employment Supports training was piloted last week.<br>• The Union inquired if any Employment Supports Specialists had been involved in the pilot.<br>• Management confirmed that some Employment Supports System Managers and Employment Supports Specialists had been involved and had provided feedback.<br>• Management identified that part of the overall training plan is to conduct mock Employment Information Sessions for staff who are unfamiliar with the process.<br>• Management informed the Subcommittee that training sessions are focusing on the program aspect only and that training on business processes will be provided closer to implementation.<br>• Management is encouraging staff to complete the required End-to-End training modules prior to attending any of the instructor lead training in order to form a knowledge base for the session.<br>• Management provided an update on the roll-out of the Article 20 training sessions and noted that they were expected to be completed by the end of the month with some make-up sessions to be provided.<br>• Management indicated that individual | |

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| | | notification letters would be sent to eligible staff to notify them of their first opportunity to apply Article 20.<br>• The Union inquired as to how many days staff would be provided to respond.<br>• Management indicated that this had not been decided but that it would likely be three to five days.<br>• The Union suggested that staff should be provided with at least five days to respond and also suggested that the letter indicate the date of their second opportunity as well.<br><br>**Change Management**<br>• Management provided an overview of the Change Management – Regional Readiness Activities to Support Phased Implementation.<br>• Management noted that Regions were well positioned to transition to the new Integrated Customer Service Delivery Model and Staffing Model in the three phases of the implementation roll-out.<br>• Management indicated that the implementation dates had been reviewed in conjunction with a number of key activities that need to happen prior to transition to the new service delivery model, including:<br>  ○ Training roll-out and completion<br>  ○ Adequate accommodations for staff<br>  ○ Development and integration of new business processes | |

| AGENDA ITEM | | DISCUSSION | ACTION |
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| | | ○ Etc.<br>• The Union inquired if adequate accommodations would be completed for all staff prior to implementation.<br>• Management noted that a strategy is in development to ensure that all staff are accommodated at the time of implementation.<br>• Management indicated that implementation timelines were being planned around staff pay dates to minimize impacts on the Ontario Shared Services.<br>• Management identified that regional readiness is also determined on a number of criteria, such as:<br>○ Completion of training needs assessment for staff<br>○ Establishing access rights in the Service Delivery Model Technology (SDMT)<br>○ Mapping of staff to new roles<br>○ Etc.<br>• Management noted that a detailed plan for each phase was being developed and that it would be shared with Regions when finalized.<br>• Management provided an overview of the status of several readiness activities in each Region.<br><br>**Service Delivery**<br>• Management provided copies of the DRAFT Delegation of Authority documents to the Union which have been aligned with the appropriate job specifications. | |

| AGENDA ITEM | | DISCUSSION | ACTION |
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| | | • Management highlighted the "do's and don'ts" of organizing local offices under the new service delivery structure.<br>• The Union inquired if this meant that different delivery structures could be established in each local office.<br>• Management confirmed that this was possible based on local needs.<br>• Management are asking offices to use Interest Based Problem Solving to determine the appropriate structure for their office.<br>• Management indicated that recommendations were being finalized for potential service delivery adjustments and that these recommendations would be forwarded to the Operations Division Assistant Deputy Minister shortly.<br>• Management identified that they anticipated having a decision on these recommendations by the end of June.<br>• Management confirmed that revised and new business processes were being finalized to support the new service delivery model and that a focus was being placed on provincial consistency and streamlining.<br>• Management noted that provincial business processes will be released in mid-July.<br>• Management indicated that Regions will report back on their final service delivery structures.<br>• Management informed the Subcommittee that an overall communication strategy was being | |

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| | | developed corporately which will provide Regional Offices with consistent messaging and templates to communicate the service delivery changes to stakeholders and clients.<br>• Management identified that the Service Delivery team will be providing an orientation within each Region on the new service delivery model and business processes prior to implementation and will be available to provide support during the transition phase two weeks prior and two weeks post implementation.<br><br>**Workforce Transition**<br>• Management provided an overview of the process for direct assignments to the Caseworker and Program Support Clerk positions, including staff notification, changes to merit dates and reporting manager.<br>• Management indicated that they are currently working with the Regional Offices on a roll-out plan for Client Service Representative four month temporary assignments and their role following after the four months.<br>• Management noted that they are working on developing performance management tools for managers and that these will be finalized in September with training to be provided to managers.<br>• Management confirmed that it will be mandatory for managers to discuss performance with staff with at the end of each month in order to | |

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| | | support coaching and mentoring.<br>• Management indicated that they were working with the Centre for Leadership and Learning to identify a vendor to develop and provide resume writing and interview skills training for staff.<br>• Management confirmed that this training would be provided prior to phase one implementation.<br>• Management noted that they were working on a standard benchmark for the phase one competition.<br>• The Union inquired if the benchmarks used in previous competitions were being looked at to support developing the standard benchmark as some existing staff have been unsuccessful in meeting these benchmarks.<br>• Management confirmed that they will not be looked at.<br>• The Union requested clarification of the language used the answer to question two of the May newsletter related to Client Service Representatives who have indicated an interest in being interviewed for the phase one Caseworker competition.<br>• The Union also requested clarification on what will happen to Client Service Representatives if they decline a job offer to the Caseworker position following phase one competition.<br>• Management confirmed that Client Service Representatives will receive a letter advising of their second opportunity to elect for Article 20 following phase one competition. | • **Management to provide clarification on the language used.**<br><br>• **Management to provide clarification.** |

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| **Business Arising** | | | |
| **3.1** | **Regional Recruitment Centre – Overview**<br><br>**Guest:**<br>• **Maud LaForge** | • The Regional Recruitment Centres (RRC) were implemented in 2008 to streamline the recruitment functions of all ministries as part of HR Transformation.<br>• The RRCs provide recruitment support to over 8,000 managers through 5 RRCs throughout the province.<br>• Services include providing support and strategic advice to hiring managers throughout the recruitment process including, job advertisement writing, prepare hiring documentations, reference check services, etc.<br>• The RRCs also provide advice to hiring managers as to how many interviews to conduct for the number of available positions.<br>• Hiring managers continue to have overall responsibility for their individual recruitments.<br>• The end-to-end recruitment service standard is 67 days.<br>• Although the RRC provides screening services, based on predefined criteria, they do not usually participate in the interview process.<br>• The RRC will provide feedback to individuals who were not screened into a competition but do not provide feedback on the results of the interview unless they were part of the interview panel.<br>• The hiring manager is responsible for providing feedback on the interview. | |

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| | | • Although the RRCs provide screening services as part of their service offerings, individual hiring managers may choose to screen their own applications.<br>• A barrier free recruitment strategy was implemented in December 2009 which includes a guide and tools for hiring managers for eliminating unintentional barriers from job postings.<br>• As a result of the high number of unqualified applications being submitted for competitions, open competitions are no longer required to be posted on the public Ontario Public Services (OPS) portal.<br>• Hiring managers can now consider alternate posting options for open competitions, such as targeted posting in schools.<br>• Open competitions continue to require posting on the internal OPS portal.<br>• A process is currently being implemented to ensure that plain language is used in all job postings.<br>• Screening methods provided by the RRC may include a review of the applicant's cover letter and resume, candidate testing, eligibility screening.<br>• Once screening is complete, a short list of qualified candidates is identified and referred to the hiring manager for consideration.<br>• Applicants are ranked based on how they demonstrate their qualifications for the position. | |

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| | | The onus is on the applicant to ensure that their application is accurate and complete.<br>• Those that do not adequately demonstrate these qualifications are not screened into the interview process.<br>• Applicants selected for interviews are based on their ranking and pre-established threshold which is set by the hiring manager.<br>• Each competition is screened by one recruitment specialist or hiring manager to ensure that ranking is consistent for that particular competition.<br>• For ODSP competitions, generic criteria are used for each position to support the screening process.<br>• The Union suggested that the screening process needs to be clarified and be more transparent so that all staff understand the process.<br>• Management suggested that RRCs should provide additional clarification on the screening process more broadly to all hiring managers.<br>• Management clarified that the RRCs would not be used during the first round of the Caseworker competition for ODSP Modernization. However, they may be used during the second and third phases. | |
| **3.2** | **Feedback from Joint Problem Solving Transition to Regions** | | • **Due to time constraints, this item was deferred to the July meeting.** |

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| 3.3 | **Subcommittee Orientation Package** | | • **Due to time constraints, this item was deferred to the July meeting.** |
| 3.4 | **Subcommittee Meeting Evaluation Questions** | | • **Due to time constraints, this item was deferred to the July meeting.** |
| 3.5 | **Social Services Solutions Modernization Project (SSSMP)**<br><br>**Guests:**<br>• **Netta DiNiro**<br>• **Treasa Labaj** | • Approvals were received for the project in December 2009 with initiation beginning in February 2010.<br>• Since February 2010 the project has been working to complete their staffing requirements.<br>• The focus of the project is to modernize the technology used to support the ministry in its delivery of ODSP, Ontario Works and the Assistance for Children with Severe Disabilities programs.<br>• The new technology is being developed to replace the existing SDMT legacy system which has proven to be inflexible and expensive to maintain.<br>• The new system will leverage a "commercial off the shelf" product that will be modified to support the social assistance programs.<br>• It is anticipated that the new technology will be fully implemented by spring 2013.<br>• Significant planning is involved in developing the implementation plan, business processes and requirements and will include workshops with staff from the local level.<br>• The Union questioned if the new technology will also replace the Employment Supports | |

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| | | Management System.<br>• The Project Team confirmed that the scope of the project is to provide a replacement for the SDMT but does not include other outside systems.<br>• Engagement and communication strategies are being developed to inform the project as they develop the new system.<br>• Once these strategies are approved by senior management a communication update will be sent to staff. Regular updates will also be provided moving forward.<br>• Initial staffing for the project included staff reassignments from Ontario Works Policy Branch, ODSP Policy Branch, the Social Assistance and Municipal Operations Branch and the Information and Information Technologies Branch.<br>• Three additional positions have been seconded through the local sites and were recruited through a competitive process.<br>• Additional positions are being filled through competitions.<br>• To support the project, nine management excluded Regional Change Leads will also be hired. | |

**Meeting Adjourned**

**Approved on June 15, 2010 by:**

Stuart McInnes
OPSEU Co-Chair

Maxine Daley
Management Co-Chair

**Next Meeting:** Tuesday, July 13, 2010.