



Ontario

ONTARIO LABOUR RELATIONS BOARD

Business Plan

2019 - 2022

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ONTARIO LABOUR RELATIONS BOARD

Business Plan 2019-2022

Executive Summary

The Ontario Labour Relations Board continues to maintain its reputation for excellence and expertise and is working to improve service to the public by increasing the use of case management and the methods of access to adjudicative justice in the workplace community. An e-filing project was completed in 2018 which modernized the Board's forms and allowed for electronic submission of forms and other documents as well as fee payments and greater accessibility to the Board's processes. Improvements to the Board's modernized electronic case management system continue. Subject to expenditure restraints, the Board intends to review and modernize its website in 2019/2020 to better assist its community and to meet AODA requirements as of 2021. The Board began holding electronic votes in 2017/18 and nine votes have been successfully held to date. The Board will continue to provide and increase the use of electronic voting where appropriate.

Board policies continue to provide additional case management including expedited hearings on a variety of files, such as certification and termination of bargaining rights applications in the construction industry, first contract and unlawful strike/lockout applications, video and teleconferencing, the use of consultations for *Occupational Health and Safety Act* (OHSA) complaints, stacking construction-industry grievances under the *Labour Relations Act, 1995*, *Employment Standards Act* appeals and OHSA complaints before a single Vice-Chair and expedited case management under the *School Boards Collective Bargaining Act, 2014* and the *Crown Employees Collective Bargaining Act*.

Active recruitment and appointments of Vice-Chairs and Members continue as needed. The Board continues to seek to make appointments of part-time adjudicators resident outside of Toronto to reduce travel expenditures for the Board and stakeholders and increase accessibility. Case loads are anticipated to remain relatively high as there has been a 20% increase in applications to date in 2018/2019 and, in 2019, it can be anticipated that the Board will receive additional applications during the construction open period and collective bargaining in the education sector, as it has in the past. Any government initiatives, for example, regarding regional or health care reorganization, leading to bargaining unit and union representation issues might also add to the Board's caseload. It is expected that 25% of the Board's case processing staff will apply for the recently announced early exit initiative to retire in 2019, potentially impacting the timely processing of cases, including those with statutory timelines, if staff are not replaced. The Board will monitor and review its operations and adjust staffing levels and resource allocation where possible. In light of these pressures, the Board will continue to examine its processes and use of technology to ascertain where they can be made quicker and simpler.

Mandate and Statutory Authority

Mandate: To provide excellence in administrative justice through the effective resolution of labour and employment disputes.

The Ontario Labour Relations Board (the “Board”) was established by section 2 of the *Labour Relations Act, 1948* and is continued by subsection 110(1) of the *Labour Relations Act, 1995* S.O. 1995, C1, (“LRA”) as amended. The Board is an adjudicative agency of the Government of Ontario and its staff are appointed under the *Public Service Act*. The Board has original jurisdiction under the LRA but also appellate jurisdiction under the *Employment Standards Act, 2000*, S.O. 2000, c. 41 and the *Occupational Health and Safety Act R.S.O. 1990, c.O.1* as well as jurisdiction over complaints under a myriad of different statutes (numbering over 20). The Board also has jurisdiction under the *School Boards Collective Bargaining Act, 2014* SO 2014, c. 5 with respect to both local and central bargaining regarding teachers and other education-related workers, the *Colleges Collective Bargaining Act 2008*, S.O. 1990 c.5, *Crown Employees Collective Bargaining Act, 1993*, S.O. 1993, c. 38, *Ambulance Services Collective Bargaining Act, 2001*, S.O. 2001, c.10, *Hospital Labour Disputes Arbitration Act, R.S.O. 1990, c. H. 14* and the *Public Sector Labour Relations Transition Act, 1997*, S.O. 1997, c.21, Schedule B.

The Board is an independent adjudicative tribunal issuing decisions based upon the evidence presented and submissions made to it by the parties, as well as its interpretation of the relevant legislation and jurisprudence. It plays a fundamental role in the labour relations regime in Ontario. By dealing with matters before it as expeditiously and fairly as possible, the Board provides effective delivery of neutral dispute resolution and adjudicative services, thereby encouraging harmonious relations among employers, employees and trade unions, and the just treatment of individual employees. This in turn maintains the stability of labour relations in the Province by ensuring that economic activity is not disrupted by labour disputes and providing for the expeditious resolution and/or adjudication of such disputes whether they be strikes or lockouts, construction industry grievances or the acquisition or termination of bargaining rights. Often the Crown itself is a litigant before the Board.

The acceptance of the Board’s decisions plays a crucial role in all of the above. Stakeholders, including the Crown, expect qualified senior experienced adjudicators to hear the most important/urgent cases, as does the public, when the resolution of issues can have a significant impact on great numbers of Ontario’s citizens and businesses such as transit, teachers or OPSEU strikes, and health and safety appeals in all sectors including police forces, schools, hospitals and correctional institutions.

By law, the Board is required to schedule certain cases very quickly such as construction industry grievances and first contract arbitrations. Other urgent cases such as unlawful strikes/lockouts are scheduled within a day or two. Certification and termination votes are conducted within five days of application as the statute suggests, unless the Board orders otherwise. To fulfil its mandate under the *School Boards Collective Bargaining Act* and to facilitate teacher bargaining in the Province, the Board hears and resolves cases such as whether an issue is provincial or local within weeks. And under the *Crown Employees Collective Bargaining Act*, the Board is required to mediate and hear

essential service agreement disputes. In the last round of bargaining, OPSEU and the Crown designed a protocol requiring the Board to do so on a next day basis for some 600 essential service agreements.

Overview of Agency Programs, Key Activities and Strategic Directions

The OLRB can be described as engaging in two key activities: Mediation and Adjudication, primarily, although not exclusively, in the realms of Labour Relations, Employment Standards and Occupational Health and Safety. These two core functions are the foundation for the Board's vision of maintaining a reputation for adjudicative and dispute resolution excellence. The Board engages in these activities as it fulfills its mandate under three key statutes, as well as over twenty others within its mandate. The Board hears and resolves applications for the certification and termination of trade unions, school board collective bargaining disputes, unfair labour practice complaints, unlawful strikes and lockouts, construction grievance referrals, essential services agreements, sale of business/related employer applications, certain broader public sector restructuring which leads to bargaining unit and union representation issues, and employer reprisal complaints. As well, the Board settles and adjudicates appeals from decisions of Employment Standards Officers and Occupational Health and Safety Inspectors.

Adjudication – Vice-Chairs are lawyers appointed to the Board who draw upon specialized expertise in labour and employment law issues in hearing and determining the cases before them. The Board is quasi-judicial in nature and must conduct hearings consistent with the principles of natural justice and procedural fairness. The Board strives to keep its procedures informal, expeditious and fair, and to avoid being overly technical or legalistic. Board Members are appointed to sit on cases as part of the tripartite system. Board Members bring with them a unique knowledge of labour relations matters and issues as they affect their particular employer or union constituencies.

The Board has exclusive jurisdiction to exercise the power conferred upon it and to determine all questions of fact or law that arise. Its decisions are not subject to appeal and privative or finality clauses in the Labour Relations Act and other legislation are intended to limit the scope of judicial review. The Board is also entitled to determine its own practices and procedures, to make rules and to deal with issues on many case types in a consultative manner rather than a traditional hearing.

Mediation – The Board is considered expert in the area of alternative dispute resolution. Mediators at the Board are responsible for mediating all cases coming to the Board. In addition to settling cases, Mediators assist parties in identifying issues and streamlining cases in order to avoid unnecessary litigation and expedite those issues that must be litigated.

Provision of administrative services and adjudication (by way of cross appointment) to other Tribunals - The OLRB provides services to the Pay Equity Hearings Tribunal and the Education Relations Commission. Services provided by the Board include: administration and support staff, budgeting and scheduling expertise, human resources, legal services, library and information technology services and client services. The benefits of these arrangements include an efficient use of resources, consistency of process and outcome and the ability to maintain and

monitor quality control practices. These objectives are accomplished while also safeguarding the particular and unique expertise of each agency or tribunal. A number of OLRB Vice-Chairs are cross-appointed to the Grievance Settlement Board, the Education Relations Commission and the Pay Equity Hearings Tribunal.

Education Relations Commission: The role of the ERC is to determine when, in its opinion, students' course of study is in jeopardy due to a strike or lock-out of a school or schools and to advise the government accordingly. The OLRB provides administrative support to the Commission. The Chair and three Vice-Chairs of the Board are cross-appointed to the ERC. In 2015, for the first time in over a decade, the ERC was asked by the Minister of Education to advise the government of its opinion as to whether students' course of study was in jeopardy due to the continuation of strikes in several school boards. Following consultation with stakeholders, the ERC issued an advisement to the Minister.

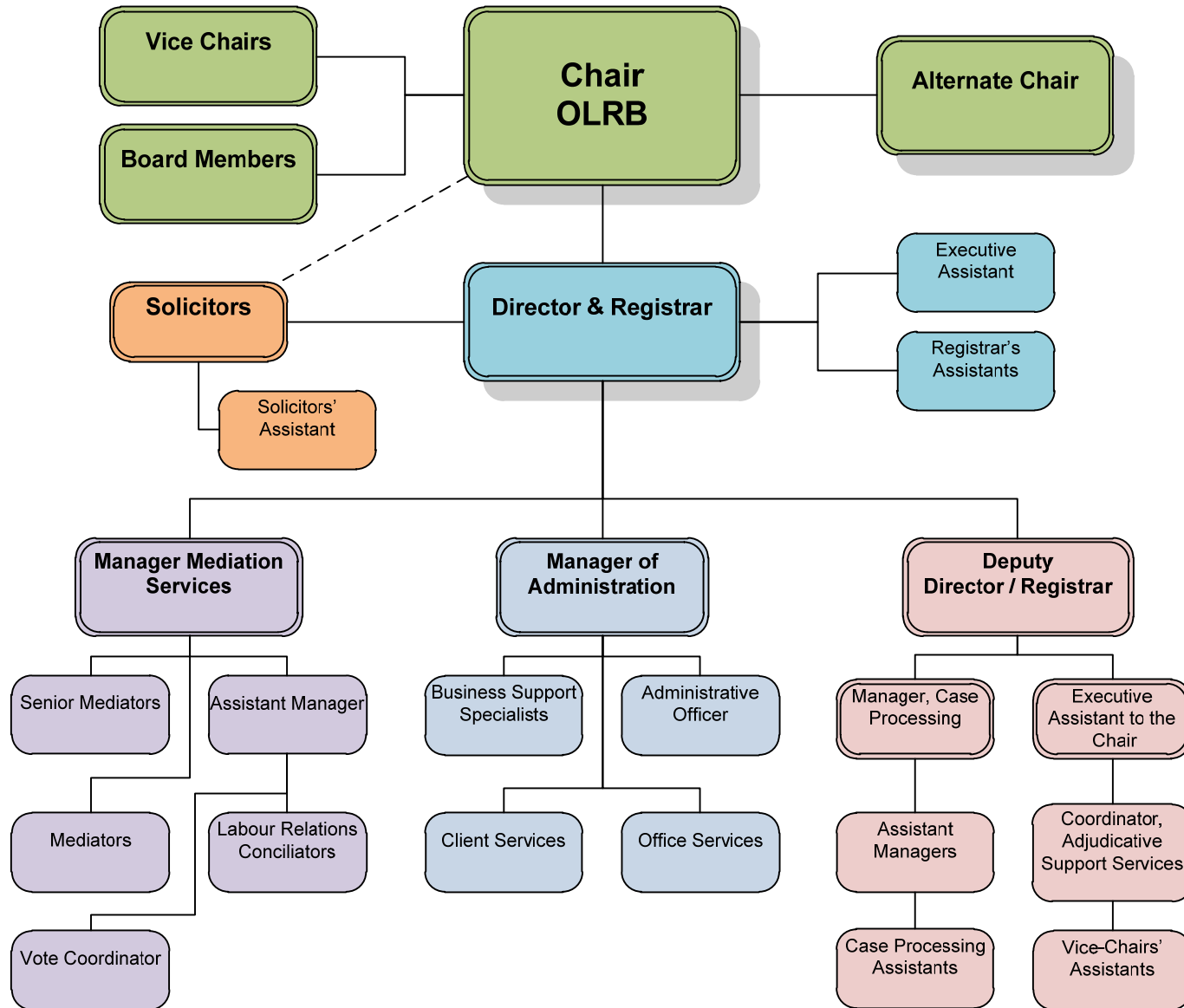
Pay Equity Hearings Tribunal: The *Pay Equity Act* established the Tribunal to hear and decide pay equity disputes. The Tribunal has exclusive jurisdiction to determine all questions of fact or law that arise before it and decisions of the Tribunal are final and conclusive for all purposes. The OLRB provides administrative support to the Pay Equity Hearings Tribunal. The Presiding Officer of the PEHT is a Vice- Chair of the OLRB. In addition, the Alternate Presiding Officer and two Deputy Presiding Officers and four Members are cross appointed from the OLRB.

Information Technology:

An electronic case management system supports the Board in its aim to deliver timely, cost effective solutions to parties. Over the past year, the Board has finalized an e-filing project for Board and PEHT forms, submissions, attachments and fee payments for construction-industry grievances. Approximately over 90 Board forms in French and English (eg. Applications, Responses, Notices, Information Bulletins, Guides) and Rules as well as several PEHT forms were modernized as part of the project. In addition to the usual methods of filing with the Board, stakeholders are now able to electronically submit forms, submissions and attachments and fees thereby making the Board and PEHT more accessible to the public and its stakeholders.

The Board holds votes of employees in certification and termination of bargaining rights cases, final offers as well as Public Sector Labour Relations Transition Act applications. In 2017/18, the Board began holding electronic votes allowing employees to vote via phone or online as a means to provide greater accessibility, flexibility and potentially save travel costs for Board staff who travel province-wide to conduct votes on short notice. To date, nine votes have been successfully held.

Ontario Labour Relations Board Organizational Chart – February 2019



OLRB Environmental Scan

External Scan:

Client and stakeholder expectations for quicker, less expensive and less onerous forms of dispute resolution and adjudication are a constant pressure on the OLRB. The Board's case management system includes an experienced and flexible roster of adjudicators who, where appropriate, can use a range of options to handle cases including consultation, rather than formal hearings, or adjudicator-led mediation.

The Board continues to consult with the community about innovative ways of dealing with files to ensure more efficient processing of cases and therefore fewer hearing dates lost to the consideration of preliminary, procedural or production issues. The Board will continue using an expedited process for certification applications in the construction industry which includes increased obligations on the parties to identify issues and deliver detailed submissions and a Vice-Chair review of the file prior to a case management hearing. It is to be noted that these processes result in more time spent by Vice-Chairs in the early stages of a case. The construction industry "open period" in 2019 under the *Labour Relations Act, 1995* is expected to bring an increase of certification and termination of bargaining rights applications, as it has in the past, which will be managed under the Board's open period processes. The Board will also continue to engage Mediators in the early stages of construction jurisdictional disputes in an effort to reduce hearing times.

Multiple electronic votes were conducted in 2017/2018 with success. The Board will continue to review the electronic vote process which will include a community consultation that will likely lead to a written Information Bulletin or Practice Note and determine whether there are other opportunities for the conduct of such votes in the future and in which cases.

Expedited hearings of specified cases will continue for discharges, interim orders, unlawful strikes or lockouts etc. The Board will also continue to use case management methods for employment standard appeals and construction-industry grievances which constitute a significant amount of the Board's caseload.

The increasing need to address and meet the diverse needs of our client groups and to deliver accessible services across all channels will continue to be a pressure and a priority for the Board. The Board intends to review and modernize its website in 2019/20. The Board is required to meet AODA requirements by 2021. The costs involved in engaging in IT transformation have shown to be substantial in the past and will continue to be a pressure for the Board as such costs are funded from within the Board's budget.

Legislative changes to any one of the more than 20 statutes under the Board's jurisdiction or the addition of new jurisdiction for the Board must be responded to within required timelines. This may result in a pressure on the Board both in terms of response time and effort in creating new processes, forms and Rules of Procedure as well as an additional pressure on the Board's available resources.

Internal Scan:

The Board is responsible for mediation and adjudication under a number of statutes including the *Labour Relations Act, 1995*, *Employment Standards Act*, *Occupational Health and Safety Act*, *Crown Employees Collective Bargaining Act*, *School Boards Collective Bargaining Act*, *Hospital Labour Disputes Arbitration Act* and more than 20 others. The Board also provides administrative services to the Pay Equity Hearings Tribunal and the Education Relations Commission to which a number of its adjudicators are cross-appointed resulting in more complex administrative arrangements. In addition, to date, there has been a 20% increase in applications to the Board in 2018/19. Future legislative changes added to the Board's jurisdiction, which are clearly beyond the Board's control, may add to the Board's caseload without much warning. The increasing demands associated with the OLRB's own caseload, the ongoing difficulty in filling adjudicator positions or delays in appointments, the anticipated early retirement of Board staff and expenditure restrictions are all a pressure on the Board's resources.

Vice-Chair salaries are increasingly less attractive to those from the private sector. The starting rates for Vice-Chairs (who are all lawyers and who the Board and in particular, stakeholders expect to have practiced for a number of years in order to gain the necessary experience) are much less than similarly experienced lawyers can earn at law firms which appear before the Board or the Board's solicitors who are paid as Crown Counsel 3. This has resulted in a situation where the solicitors retained to advise and assist Vice-Chairs in decision-writing are significantly better paid than those they assist. It has also effectively put an end to the prior practice and tradition of Board solicitors being appointed (or promoted) as Vice-Chairs, further exacerbating recruitment problems. These salaries are also dramatically less than what Vice-Chairs could earn as private arbitrators and mediators which has resulted in an ongoing history of Vice-Chairs leaving the Board as experienced adjudicators and mediators to successfully pursue private careers at enhanced income levels. It is not a coincidence that virtually all of the most popular and highly sought-after arbitrators in the province are former Vice-Chairs of the Board. Not only do the low salary levels create retention and recruitment problems (particularly in areas of heavily sought expertise such as construction) but they are compounded by the Agency and Appointments Directive. Notwithstanding the great diversity and scope of the different tribunals to which the Directive applies, very few if any have comparable caseloads and demands for special and wide expertise that the Board requires or operate in areas where adjudicators can so easily transition to far more lucrative private sector careers.

The updated Government Directive still states that appointees will not normally be appointed in excess of 10 years except in exceptional circumstances. This rule applies to all appointees who reach the 10-year threshold. The increasing work load, lower salaries, delays in the processing of recommended appointments and job insecurity associated with the limits imposed on appointment terms may result in the loss

of extremely valuable, senior OLRB adjudicators and make it difficult for the OLRB to attract well-qualified replacements as part of its succession plan. In the past, the Board has made successful applications for the re-appointment of its senior Vice-Chairs based on exceptional circumstances. The Board intends to continue to argue for the re-appointment of an experienced construction Vice-Chair in 2019. When considering succession planning, the challenges the Board faces in attracting experienced adjudicators to underpaid positions will significantly impact the Board's ability to deliver on its commitments.

There is a continued need for succession and recruitment activities to support a modern service organization that reflects Ontario's diversity and ensures that the Board is well positioned for the future. Training, development and engagement activities are priorities however opportunities remain significantly reduced at this time in keeping with expenditure restrictions. Succession planning is a priority and will be a pressure for the Board as it is anticipated that 25 % of its case processing staff, as well as other staff including mediators, will take part in early retirement initiatives in 2019. This reduction in staffing will put significant pressure on the Board's ability to maintain its prior performance levels and process cases in a timely and efficient way including difficulty in meeting statutory timelines.

Innovation and the modernization of services will continue as a priority. The recently implemented e-filing system resulted in over 90 modernized Board forms, Notices, Information Bulletins, Rules of Procedure, in both English and French. The system allows for electronic submission of forms, attachments and fees. As a result, the e-filing system created efficiencies in case processing for the Board. The Board engaged the Labour and Transportation Cluster as well as Ontario Shared Services (OSS) in order to maximize existing systems. The development of these forms was a significant pressure on Board resources. The cost associated with this project was borne entirely by the Board within its budget and is therefore a significant pressure for 2018/19. Since all electronic forms are now hosted by OSS on its electronic system and OSS charges the Board for all changes, the Board will have new costs when it inevitably seeks to improve or add forms including those required by any changes to legislation. In 2019/20, the Board will begin a project to modernize its website to provide better access to its services by engaging new technologies and design where fiscally possible. Changes are also required for the website by 2021 to meet the requirement of the AODA. The cost will be borne entirely within the Board's budget and will create a significant pressure for 2019/20 and possibly 2020/21.

In addition, in 2019/20, the Board intends to launch a pilot project for "paperless files" using specific case types as a model as the Board continues to take a fresh look at its internal processes with a view to modernization and efficiencies. A review of the *Employment Standards Act* appeals and the Board's related internal processes was recently completed and resulted in several significant changes to streamline and update the Board's process.

The Board supports the development and implementation of initiatives to increase employee awareness, understanding, respect and engagement with respect to enhancing and embracing diversity.

The Board completed renovations in early 2018 in order to optimize office space. This move was a part of the Government's strategy across all Ministries. The Board is now investigating further opportunities for efficiencies through the elimination of many, if not most, landlines throughout its office. By increasing the use of technology and, in particular, electronic votes, the Board hopes to reduce its travel and accommodation costs.

Strategic Plan Implementation and Risk Assessment

Environmental Scan Issues:	Key Strategies and Implementation (Identifying Risks)	Risk and Operating Implications (Assessing Risk)	Strategy for Mitigating Risk (Taking Action on Risk)
<p>Amendments to legislation under Board's jurisdiction including LRA and ESA and/or new legislation may increase the Board's caseload and/or increase pressure on financial and human resources. Further caseload pressures include cross-appointments to other Tribunals, construction sector activity and increases in inter and intra union disputes.</p>	<p>Service Delivery and Operational Risk</p> <p>Legal Compliance Risk</p> <p>Stakeholder Satisfaction/Public Perception Risk</p> <p>People/HR Risk</p>	<p>Service levels and OPS Service Directive jeopardized. Performance measures may not be met.</p> <p>Case disposition times and statutory mandate impacted. Statutory timelines may not be met.</p> <p>Institutional responsiveness impacted.</p> <p>Possible Client dissatisfaction.</p>	<p>Modern case management strategy in place to deliver timely, cost effective solutions to parties. Expanded adjudicator case management and mediation, increase in use of electronic or written hearings (where appropriate), enhanced use of consultation power. Enhanced use of electronic voting where appropriate</p> <p>Monitor and respond to legislative changes in a timely manner. Resources reallocated to balance case/policy/and program pressures. Monitor caseload and resources for increased need for OICs and human resources.</p> <p>Succession plans implemented to fill service gaps and organizational needs. The Board will continue to seek exemption from the Ministry's 10- year rule to minimize potential impacts.</p> <p>Ongoing review of management structure and staffing mix to more effectively manage change and resources.</p> <p>Review and change current forms, Rules, policies, processes and practices in light of legislative amendments or to achieve greater efficiencies and expedition.</p>
<p>Expenditure Controls</p>	<p>Stakeholder Satisfaction</p> <p>Legal Risk (compliance with corporate/legislative obligations)</p>	<p>Administrative and operational efficiencies not realized; future organizational changes on hold.</p> <p>Compromised ability to attract and retain experienced Adjudicators with expertise. Reduced ability to meet corporate (AODA, FLS, Diversity, Green) targets and objectives.</p> <p>Inability to implement IT projects or other digital transformation. .</p> <p>Inability to meet statutory timelines and respond to new legislation requirements.</p>	<p>Fiscal strategies reviewed quarterly and contingency offsets identified to safeguard statutory and program priorities and create savings. Follow objectives to maximize service with minimum business cost – travel audits, travel policy, alternative service delivery models etc.</p> <p>Remuneration of OICs to meet market standards will impact financial resources. Leverage Ministry and corporate resources to meet targets and objectives.</p> <p>Seek additional resources where required as a result of legislative changes and/or caseload.</p>

New technology requirements	Technology Risk	Will not be able to correct or develop new technology in order to improve operations; may impact statutory mandate; client expectations for accessibility, speed and efficiency not met, lack of reporting capabilities impacts transparency and reporting capabilities.	Continue to work with Cluster to continue improvements and fixes to the case management system. Continue to work with OSS to keep electronic filing up-to-date and make changes to forms where necessary. Maximization of current technologies Review and modernize websites in a manner which, among other things, takes into account current technology, cost-effectiveness and efficiency.
Difficulty in the recruitment and retention of Vice-Chairs. Uncertainty regarding renewal of appointees who have reached the 10-year maximum appointment period. Inadequate human resources and delays in hiring	People risk	Will affect case disposition times if unable to hire effectively. Potential loss of institutional memory. New (junior) appointees may require longer training times than more senior or experienced hires. Appointments may not live up to the expectations of the parties. The length of time in processing recommendations for appointments may impair the Board's ability to nimbly manage its resources to adjusting needs and demands. Notwithstanding interim increases, the low OIC salaries (both on government and private sector comparisons) significantly impact ability to recruit and retain Vice-Chairs. Will affect case processing and disposition times if unable to replace retirees.	The Board will recommend the extension of the terms of most if not all of its senior Vice-Chairs. Continue to discuss remuneration of OICs with MOL senior management and government. Seek approval to replace staff taking early retirement where necessary.

Key Activities with Stakeholder Groups

Advisory Committee: The Ontario Labour Relations Board has established an Advisory Committee whose mandate is to function as a consultative group for the Board. The Committee is composed of members of the labour and management side bar, the Director of Legal (MOL), representatives from the Ontario Bar Association Labour & Employment Law Section (plus the OLRB Chair, Alternate Chair, Director/Registrar and Solicitor) and acts as a resource to the Board for consultation/feedback. The Committee meets three times per year, and more often if necessary. Committee membership and minutes of meetings are posted on the Board's website.

Internship Programs: Collaborative external partnership programs with client labour law firms and post-secondary institutions continue. The program provides opportunities for students currently articling and recent graduates (and/or current students of MIR and Labour Studies programs) to put their academic training to practical use with a hands-on professional learning experience at the OLRB.

Outreach: Regular community outreach by the Chair, Alternate Chair, Director and Deputy Director/Registrar at consultations held with client and stakeholder groups and Town Hall and community meetings where advisable.

These individuals are invited to and routinely speak at professional and stakeholder conferences, conventions, seminars, continuing education programs and meetings. In the past, events have included those listed below but are now subject to expenditure restrictions:

Representation at Labour Board conferences
Conference of Labour Board Chairs and Senior Administrators
Association of Labor Relations Agencies (ALRA)
Council of Canadian Administrative Tribunals (CCAT)
Canadian Institute of Administrative Justice (CIAJ)
Society of Ontario Adjudicators and Regulators
Ontario Bar Association
Canadian Institute of Administrative Justice
Law Society of Upper Canada

The OLRB provides services in both official languages, including the publication of forms, information bulletins, website messages etc., and strives to ensure the accessibility of our websites and the conduct of hearings. The ability of our clients and stakeholders to readily communicate with the Board in an accessible manner in either French or English - from reception through to adjudication – continues to be a priority.

Communications Plan

The OLRB will continue to communicate with its community through the use of our website and through our regular publications: *HIGHLIGHTS*, Bi-monthly Reports; Annual Report, Notices to the Community, etc. A review and modernization of the Board's website is anticipated for 2019/20. Engaging the community through regular participation in the Canadian Bar Association of Ontario Labour Sub-Section will also be part of our ongoing dialogue with our client and stakeholder groups. The Chair regularly meets with a large cross section of the parties and counsel that regularly appear before the Board.

Human Resources Plan OLRB 2019 - 2022

Priority	HR Plan Strategy	HR Issues and Impact	2019-22 Actions to Address
1	Recruit and Retain OICs and Board staff	OIC remuneration relative to market indexes will make recruitment and retention difficult for the Board. Impact of 10-year rule for OIC re-appointments Early retirement of significant numbers of staff will create HR pressures	Communicate concerns regarding remuneration to Minister. The Board may require additional funding to support significant increases in remuneration. Active recruitment among stakeholders. Seek exemption to 10-year rule where appropriate. Seek to replace staff where necessary
2	Modern Workplace	- Impacts organizational responsiveness, effectiveness - Modernize service delivery - Supports high-level decision making	Implementation of strategies relating to modern governance and effectiveness, and modernized service delivery:
3	Succession Planning (Support Staff, LROs and Management)	- Adjusts human resources to meet ongoing and future business demands. This applies to both FTEs and OICs. - Identifies candidates for future positions; focuses on key business/HR needs - Ensures orderly transition and sustainable modern service delivery	Continue to implement succession plan strategies: Hiring with a view to long term potential Advance, where possible, internship recruitment strategies to Universities, College graduates, co-ops, law firms. Create further career/developmental opportunities for personal growth, retention and advancement of internal staff. Succession planning to continue in 2019/20 for OICs
4	Employee Engagement Training Reward and Recognition Diversity, Equitable Leadership and Accessibility	- Advances HR organizational goals/objectives for flexible, trained staff; improves retention and morale, engages staff, sustaining staff interest and modern organizational growth.	Continue to engage through: Developmental opportunities Expressions of Interest postings, job shadowing, cross assignments and secondments, Promote training and learning opportunities for staff and managers where expenditure restrictions permit: (i) Diversity and Equitable Leadership (ii) Ethics and Conflict of Interest (iii) Accessibility Formal staff recognition/award events at year-end. Advance Ministry GEM award nominees where/when appropriate.

Information Technology / Implementation Plan 2019 - 2022

The OLRB will continue to advance its I&IT strategy to improve operational efficiency and service delivery. The Board recently completed a new e-filing system in late 2018 with improvements and changes likely to follow as new technology and options become available and taking into account the experience of the Board and its clients, cost-effectiveness and accessibility.

Indicated Priority	Initiatives	Contribution to your key activities	Agency Planning	
			Initiatives Underway/Planning (2019-22)	Plan for 2019/2020
1	E-Filing	(i) Improves operational efficiency (ii) Streamlines access to services (iii) Ease of access for public	Over 90 forms were modernized and converted by late 2018 into an electronic format in English and French. E-filing of forms, submissions and attachments as well as ccPay for grievance fees is now available. E-filing will require updates and changes when there are legislative changes or improvements required.	Form improvements where necessary or modification and development of new forms as required by legislative changes.
2	Website Modernization	(i) Improves operational efficiency (ii) Improves regional access to services (iii) Meets AODA requirements for WCAG 2.0 compliance by 2021.	Website modernization project to commence in early 2019.	Modernization of the website will include e-filing, news releases, archives and communication information. AODA compliance.
3	Case Management system – Upgrades/Fixes	(i) Improves operational efficiency/ workflow	MOCHA platform enhancements to improve client use and program availability.	Changes to improve the operational capability of the MOCHA case management system. Other changes as required.
4	Direct Data Access	Greater efficiency in retrieving data for reporting and/or statistical purposes.	LTC to provide draft proposal for OLRB review.	Initial project scope, charter and estimate in 2019/20. Possible commencement of direct data access project. All subject to expenditure restrictions.

APPENDIX A – FINANCIAL: OLRB 2019-20

FY 2019-20 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
Ontario Labour Relations Board	103.0	8,159.9	1,002.1	448.9	1,493.1	82.2	2,024.2		11,186.2		11,186.2
Program Sub-total	103.0	8,159.9	1,002.1	448.9	1,493.1	82.2	2,024.2	-	11,186.2	0.0	11,186.2
OLRB IT Project							-		-		-
Lease					1,704.5		1,704.5		1,704.5		1,704.5
Grand Total	103.0	8,159.9	1,002.1	448.9	3,197.6	82.2	3,728.7	-	12,890.7	-	12,890.7
Revenue											
Construction Grievances							-		-		410.0
Subscriptions							-		-		22.0
Total Revenue		-	-	-	-	-	-	-	-	-	432.0

APPENDIX A – FINANCIAL: OLRB 2020-21

FY 2020-21 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipmt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
Ontario Labour Relations Board	103.0	8,159.9	1,002.1	448.9	1,490.7	82.2	2,021.8		11,183.8		11,183.8
OLRB IT Project							-		-		-
Program Sub-total	103.0	8,159.9	1,002.1	448.9	1,490.7	82.2	2,021.8	-	11,183.8	-	11,183.8
OLRB IT Project											
Lease					1,704.5		1,704.5		1,704.5		1,704.5
Grand Total	103.0	8,159.9	1,002.1	448.9	3,195.2	82.2	3,726.3	-	12,888.3	-	12,888.3
Revenue											
Construction Grievances							-		-		410.0
Subscriptions							-		-		20.0
Total Revenue		-	-	-	-	-	-	-	-	-	430.0

FY 2021-22 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
Ontario Labour Relations Board	103.0	8,159.9	1,002.1	448.9	1,490.7	82.2	2,021.8		11,183.8		11,183.8
Program Sub-total	103.0	8,159.9	1,002.1	448.9	1,490.7	82.2	2,021.8	-	11,183.8	0.0	11,183.8
IT Corporate Account OLRB											
Lease					1,704.5		1,704.5		1,704.5		1,704.5
Grand Total	103.0	8,159.9	1,002.1	448.9	3,195.2	82.2	3,726.3	-	12,888.3	0.0	12,888.3
Revenue											
Construction Grievances							-		-		410.0
Subscriptions							-		-		20.0
Total Revenue		-	-	-	-	-	-	-	-	-	430.0

APPENDIX B – FTE LIMIT: OLRB 2019-22

Compensation Group	2019-20						2020-21						2021-22					
	Regular		Fixed Term		Total		Regular		Fixed Term		Total		Regular		Fixed Term		Total	
	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies
SMG / ITX					0.0	1.0					1.0	0.0					1.0	0.0
MCP					0.0	30.0					30.0	0.0					30.0	0.0
Excluded					0.0	0.0					0.0	0.0					0.0	0.0
OPSEU					0.0	44.0					44.0	0.0					44.0	0.0
AMAPCEO					0.0	7.0					7.0	0.0					7.0	0.0
PEGO					0.0	0.0					0.0	0.0					0.0	0.0
ALOC					0.0	0.0					0.0	0.0					0.0	0.0
OCAA (Excluded)					0.0	2.0					2.0	0.0					2.0	0.0
PSAT					0.0	0.0					0.0	0.0					0.0	0.0
AOPDPS					0.0	0.0					0.0	0.0					0.0	0.0
OPPA					0.0	0.0					0.0	0.0					0.0	0.0
Minister's Staff					0.0	0.0					0.0	0.0					0.0	0.0
OIC					0.0	19.0					19.0	0.0					19.0	0.0
To be Determined					0.0	0.0					0.0	0.0					0.0	0.0
Students					0.0	0.0					0.0	0.0					0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0	103.0	0.0	0.0	0.0	0.0	103.0	0.0	0.0	0.0	0.0	0.0	103.0	0.0

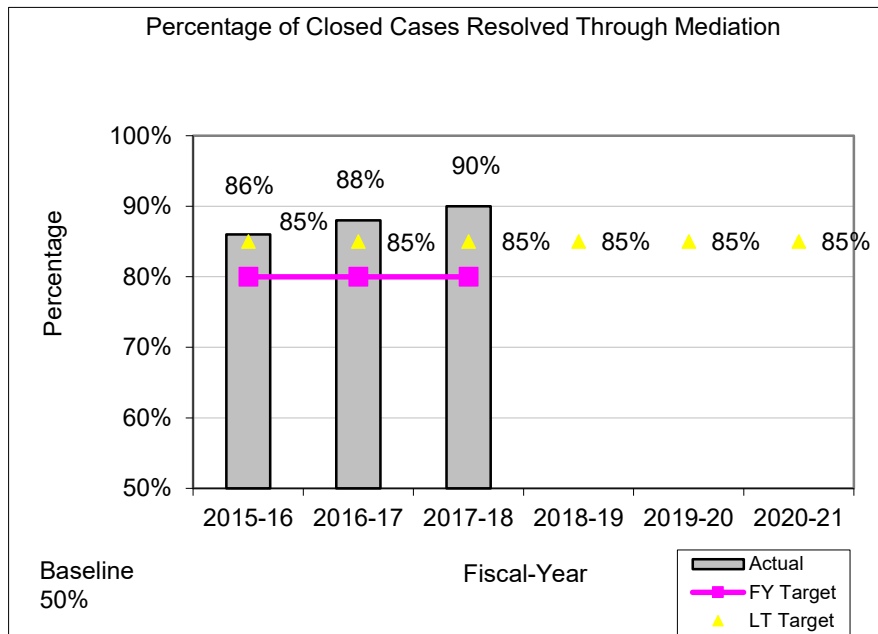
TOTAL with Funded Vacancies 103.00

TOTAL with Funded Vacancies 103.00

TOTAL with Funded Vacancies 103.00

Appendix C – Performance Measures (Public): OLRB 2019-2022

Percent Settlement of disputes without requirement for final litigation at a hearing before the Ontario Labour Relations Board.



Ministry Contribution

▶ As an independent, quasi-judicial tribunal the Ontario Labour Relations Board (OLRB) promotes safe, fair and harmonious conditions in Ontario’s workplaces by consistently mediating settlements in at least 80-85% of the labour relations/employment disputes disposed of annually.

What does the graph show?

▶ Minor fluctuations in settlement trends are impacted by the changing nature and complexity of disputes, economic cycles, legislative initiatives, expanded jurisdiction and differing case types.

2019-2022 Commitments

▶ 80-85% of disputes settled without final litigation at the OLRB.

Long-term Target

▶ Maintain 80-85% of disputes settled without final litigation at the OLRB.