Ontario

PAY EQUITY OFFICE

BUSINESS PLAN 2017-2018

STRATEGIC PLAN 2018-19 to 2019-20

Version: 5/15/2017

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INTRODUCTION

Anniversary

On June 15, 1987, the then Attorney General, the Honourable Ian Scott said at Third Reading:

> I think today is an important day, not only in Ontario history but also in Canadian history. We have before us the first truly proactive pay equity legislation for the public and private sectors in North America, and I am delighted to ask all honourable members of the House to join in assuring its passage.

2017-18 marks the thirtieth year of the *Pay Equity Act, 1987* (the *Act*). Ontario's *Act* continues to be one of the few comprehensive pieces of legislation in the world that works to ensure women's work is valued and compensated. It is a key mechanism, along with many other public policy initiatives, that address women's economic empowerment. The year will be an especially important one, as the Ministry of Labour works to deliver on its mandate to close the gender wage gap and as the Government pursues women's economic empowerment under a newly formed Ministry for the Status of Women.

Mandates

In August 2016, the Ontario government released the Final Report and Recommendations of the Gender Wage Gap Strategy Steering Committee. On November 24, 2016, to acknowledge the anniversary of the introduction of the *Pay Equity Act, 1987*, the Minister of Labour announced Ontario would move forward with the Report's recommendations to develop an effective whole-of-government strategy to close the gender wage gap. Of note, one of the areas of specific focus is a review of Ontario's pay equity legislation. It is anticipated that the Commissioner and PEO staff will offer advice upon request to those tasked with assessing opportunities to improve upon Ontario's unique regulatory compliance approach.

Pay Equity Office Mandate Review

PEO is scheduled to undergo a required Mandate Review in this fiscal period. PEO, like every provincial agency, is thoroughly reviewed once every six years, under the Agencies and Appointments Directive. The PEO's mandate review commenced in early 2017 and will address:

1. Whether, and the extent to which, the agency's mandate continues to be relevant to the goals and priorities of the Government of Ontario.
2. Whether the agency is carrying out the activities and operations as required in its mandate.
3. Whether all or part of the functions of the agency are best performed by the agency, or whether they might be better performed by a ministry, another agency or entity.

Legal and Operational Outlook

In January 2016, the PEO received the decision of the Pay Equity Hearings Tribunal (PEHT) in PEHT Case No: 3696-10-PE Ontario Nurses' Association, and PEHT 1507-11-PE Service Employees International Union v Participating Nursing Homes. The interim decision clarified the interpretation of the proxy maintenance provisions of the *Pay Equity Act (the Act)* as it affects Broader Public Sector (BPS) employers. The PEHT returned the matter to the parties for further negotiation of a Gender Neutral Compensation System for maintenance purposes. It was expected that this matter would be finalized in late 2016 but remains outstanding as the parties have sought several adjournments while they continue to negotiate. In late March 2017, PEO was advised that the parties had adjourned the matter until 2018. It is expected that Government will review and assess the wide impacts of this decision on the BPS. PEO has noted the implications of future proxy cases on PEO from an operational perspective to Government.

Similarly, PEO has alerted the Government to the potential for additional operational pressures should the Federal Government's proposed Pay Equity Act require pay equity compliance certification through the PEO for Ontario-based Federal Contractors.

Commitment

Due in part to Ontario's thirty years of commitment to pay equity, and PEO's reputation internationally for successful and active enforcement of the *Act*, the Commissioner was invited to participate in the *Third International Policy Forum of Chatham House: The Royal Institute of International Affairs* as the only Canadian delegate. The forum gathered 120 participants in London, U.K. representing the public and private sectors, academia, the media and activists to generate ideas for the formation of a W20, mandated to provide key policy recommendations to the G20 to empower women for economic growth.

In July 2017, it is expected that the G20 and W20, hosted by Germany, will focus on gender equality and women's economic empowerment as both are crucial factors for the just and prosperous development of societies. PEO understands the business case for pay equity, the importance of closing the gender age gap. Its long commitment to women's equality is serving as an example for international consideration.

The PEO's Business Plan continues to focuses on the agency's main mandate of enforcing the *Act,* as a significant contributor to women's economic empowerment while ensuring that the resources allocated to combat gender pay discrimination are used efficiently and effectively to meet the public's high expectations.

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ABOUT THE PAY EQUITY OFFICE

The Pay Equity Commission (PEC) was established by section 27 of the *Pay Equity Act*, 1987, S.O. 1987, c.34 and is continued by subsection 27(1) of the *Pay Equity Act*, R.S.O.1990, c.P.7. (the *Act*) as amended. The Commission consists of two separate, independent parts: the Pay Equity Office (PEO) and the Pay Equity Hearings Tribunal (PEHT). The PEO is responsible for administering and enforcing the *Act*. The Tribunal is responsible for hearing and deciding all questions of fact and law arising under the *Act*. The PEO is classified as a regulatory agency. The PEHT is a quasi-judicial tribunal governed by the *Adjudicative Tribunals Accountability and Governance Act*. This Business Plan relates only to the PEO.

To carry out its enforcement mandate, the PEO investigates pay equity complaints, attempts to resolve disputes and makes such orders as are necessary to effect compliance. The PEO also monitors employers to assess compliance. The PEO provides educational resources and general advice in both official languages to assist employers, employees and bargaining agents in achieving and maintaining pay equity in their workplaces.

The *Act* also specifies that the PEO may conduct research and produce papers concerning any aspect of pay equity and related subjects and make recommendations to the Minister on these matters.

The most recent Memorandum of Understanding (September 2014), sets out the PEO's accountability to the Minister of Labour and the Government of Ontario and the parameters of its independence from the Ministry of Labour. Our strategic objectives, as set out in our Business Plan, are aligned to the Ministry's mission and mandate.

PEO Vision

Advance gender economic equality in Ontario.

PEO Mission

The Office promotes the principles of gender economic equality by ensuring compliance with the *Act* through enforcement, effective case and complaint management, understanding gender wage gap through research and promoting awareness of the economic position of Ontario's working women.

STRATEGIC DIRECTIONS

In keeping with its current strategic direction, in 2017-18 the PEO will continue to:

I. *Foster partnerships to identify initiatives that will advance gender economic equality in Ontario*

Outcome Goal: Strategic initiatives that provide a framework for addressing pay equity issues and support the reduction of the gender wage gap in Ontario.

Working with ministry partners and stakeholders, the PEO will build on the research and recommendations identified by the Gender Wage Gap Strategy Steering Committee. The PEO has identified specific initiatives to complement forthcoming implementation that include research and outreach partnerships with Ryerson University's Center for Labour Management Relations and the University of Toronto's new Gender and the Economy Institute affiliated with the Rotman Business School. The PEO has also identified new relationships with the United Nations' Global Compact Network on Sustainable Development Goal #5 – Women's Equality, the Toronto Public Service Women's Network, Catalyst Canada and the International Labour Organization.

II. *Support compliance across Ontario workplaces, with targeted enforcement.*

Outcome Goal: Innovative enforcement and compliance programs influenced by data analytics that identify priority areas.

The PEO will continue to deliver effective compliance and monitoring programs, based on priorities that are determined through data analytics. New monitoring programs, specified in "Future Programs" below, are in the process of being implemented.

Streamlined pay equity compliance requirements may contribute positively to Ontario's business climate leadership. While PEO has an e-learning platform, the Office is exploring a more robust IT mechanism to assist parties. To this end, the PEO has submitted a proposal to the Ministry and its I&IT partners for an expedited development of a new IT platform to modernize pay equity compliance administrative procedures and processes. The project plan is to strengthen existing information technology support tools to better support businesses' self-managing of pay equity assessment.

<u>Anticipated benefits include:</u>

- improved access to and support from existing regulatory compliance tools
- improved 'time to compliance'
- increased volume of Ontario businesses in compliance

This will align PEO with other jurisdictions who are leading the way in technical analysis of wage gaps and other business practices that act as barriers to women's economic empowerment.

III. *Run a Modern, Accountable and Efficient Organization*

Outcome Goal: Excellent and consistent service through a skilled and diverse workforce and effective operations.

PEO is committed to ongoing review of its service delivery for effectiveness and efficiency. In order to ensure positive change within the organization through a new inclusive workforce engagement approach, the Office has created four Staff Working Groups, with specific terms of reference. Participation by selected staff and management will ensure that the organization provides an opportunity for input on the implementation of administrative initiatives, as well as research and outreach events.

Respect, inclusiveness, fairness and accessibility are integral to the agency and part of the cultural norms with which PEO treats the public, its clients/stakeholders and employees.

The Office supports continuous learning for all staff and regular staff engagement activities to ensure that key priorities benefit from evidence-based policy and program development. In 2017-18, PEO will focus efforts on building its workforce to achieve process efficiencies to improve time to disposition and improve the pay equity self-managed compliance process, leveraging technology, where feasible.

An Inclusion and Diversity Lens will be used to broaden PEO's internal thinking, identify potential or existing barriers to PEO services, and spark insights so it can make its program and initiatives more inclusive and more engaging for staff and internal stakeholders.

Increasing internal awareness of particular diversity dimensions will assist staff in assessing its programs to ensure that there are no barriers that may prevent full access to PEO's operations.

ACTIVITIES INVOLVING STAKEHOLDER GROUPS

External Organizations

The PEO has partnered with key professional associations to ensure that up-to date/relevant information about the *Act* is provided to their members. In 2016-17, the office worked with the Human Resources Professionals Association (HRPA) to provide regional information sessions through their chapters and to several human resources undergraduate and graduate classes across Ontario and this will continue in this fiscal year. Additional partnerships with private sector and broader public sector organizations and associations are being sought and will be further developed where possible.

As part of its mandate, the Office has authority to conduct research on pay equity related matters and to engage in initiatives that will advance gender equality in Ontario. As part of PEO outreach and research efforts in 2017-18, it is seeking to obtain a better understanding of how parties in a unionized environment engage on pay equity. A questionnaire has been developed to facilitate better connection with unions and employers soon to be involved in collective bargaining. Approximately 1,119 collective agreements will expire in 2017. The purpose of the PEO questionnaire is to:

1. Raise awareness with employers and unions of the *Pay Equity Act* in the PEO's 30th anniversary year.

2. Highlight the information resources and staff supports provided by PEO.

3. Gauge the way the parties engage on pay equity issues.

4. Estimate the extent to which parties are using resources or tools provided by PEO and their satisfaction with these resources.

Results may be made public in aggregate form and will assist PEO in developing useful resources for future use.

Inter-governmental Activities

The PEO maintains contact with representatives from other Canadian and international jurisdictions to track emerging wage gap initiatives and exchange best practices. The Commissioner was a Member of Ontario's Official Delegation at the United Nations' Commission on the Status of Women in New York in 2016 and again 2017 as advisor.

The PEO is in regular communication with counterparts in the Canadian Government, especially as it develops its Federal Pay Equity Act scheduled for introduction in 2018. Additionally, PEO has contributed to and benefited from information exchanges with Alberta, New Brunswick, Quebec, Yukon, New Brunswick, Australia, Germany, Iceland, and Great Britain. Municipalities, such as Toronto and Boston, have also established useful exchanges with PEO on matters of mutual interest.

Intra-governmental Partnerships

The PEO has been sought out by Ontario ministries and agencies that share common stakeholders and remains open to explore opportunities for joint education and outreach activities. The PEO will continue to connect with Ministry partners to ensure that existing outreach and education partnerships are maintained (Ministry of Labour, Ministry of Economic Development, Employment and Infrastructure, Ministry for the Status of Women, and Ontario Human Rights Commission).

OVERVIEW OF CURRENT AND FUTURE PROGRAMS AND ACTIVITIES

Review Services

Current enforcement activities include investigating complaints and pro-active monitoring. To maintain performance commitments, the PEO continues to develop internal tools and updated operational policies to support Review Officers in finalizing decisions in a timely manner. Final reports on past monitoring programs are in development and will be completed in Q1 2017-18 for:

- selected public sector agencies (classified agencies)
- employers that had an apparent wage gap from PEO's past Wage Gap Pilot Program.
- employers contacted through the 2016 New Employer Outreach initiative.

In 2017-18 the PEO's new monitoring priorities include:

1. Delivery of a monitoring program of Ontario companies participating in Ontario's Vendor of Record procurement programs to ensure that they can provide evidence of compliance with the provincial legislation.

   The 2016 Report of the UN Secretary-General's High-Level Panel on Women's Economic Empowerment entitled *Leave No One Behind: A Call to Action For Gender Equality and Women's Economic Empowerment* highlighted the importance of government procurement programs in driving change towards women's equality. It noted that the public sector can lead by implementing policies to promote inclusive growth and women's economic empowerment, and by improving public sector practices in employment and procurement. Monitoring the businesses within Ontario's Vendor of Record procurement programs can assist by changing business culture and practices and hold procurement decision makers accountable.

2. Delivery of a monitoring program of Ontario-based companies who are part of the Federal Government contractors list to ensure that they can provide evidence of compliance with the provincial legislation

   In June 2016, the *House of Commons' Special Committee on Pay Equity* released a report and provided 31 recommendations. One of the recommendations was that the Government of Canada draft proactive gender pay equity legislation such that it applies to the federal public service, Crown corporations, all federally regulated companies with 15 employees or more and companies participating in the Federal Contractors Program.

It further recommended that companies within the Federal Contractors Program that already report to provincial jurisdictions with pay equity legislation, that could provide evidence of compliance with the provincial legislation, should be exempted from federal pay equity plan, monitoring and reporting obligations.

3. New Employer Monitoring Program focused on employers who have been in business for three years, have 10 or more employees, and are located specified municipalities within Western Ontario, Eastern Ontario and Northern Ontario.

   The key benefit to contacting new employers is to raise awareness and compliance of pay equity while a company is new. Early compliance minimizes the risk of large adjustments being paid out should it be deemed that Employers are not in compliance.

In addition, in 2017-18 PEO will develop a plan to monitor employers in Ontario's innovation sectors in 2018-19 as digital transformation is creating new professional prospects for women, particularly in Ontario. Ontario is investing in an aggressive innovation agenda to ensure it is one of the winning economies in the 21st century. Supported by close to $3 billion in spending over eight years and a focus on seizing global opportunities, this innovation agenda is intended to help Ontario create new companies and industries. Initial areas of focus include the bio-economy and clean technologies; advanced health technologies; pharmaceutical research and manufacturing; and digital media and information & communications technologies. Staff will consider developing a 2018-19 monitoring program with a representative sample of select employers in some Ontario's innovation clusters.

PEO's new monitoring program focuses on the government's innovation agenda, and ensures that the selected employers in this sector can provide evidence of compliance with the provincial legislation, particularly since many of them may be newer companies expecting growth.

Outreach

Outreach serves a role informing employers, employees and unions about their roles, rights and responsibilities under the *Act* and the first step in a compliance continuum.

The PEO continues to evaluate its web-based materials to ensure that they are up-to date. In 2016-17, the PEO website moved to a new platform that will improve the internal process to ensure timely information updates and permit future development of interactive resources. This transition will continue into 2017-18. As part of an Open Government initiative, PEO will post summaries of its decisions on its website.

The three priority areas for outreach are:

1. New Businesses -- The PEO will repeat its previous outreach campaign to target new businesses through a letter and brochure on PEA requirements.

2. Unions and Employers -- The PEO will be contacting employers and bargaining agents whose collective agreements are set to expire to note pay equity obligations and to determine by means of a questionnaire how pay equity issues are raised in their settings.

3. Educators -- The PEO will undertake a campaign to reach educators on its learning tools for students' improved understanding of the unconscious bias associated with gender pay discrimination.

Research

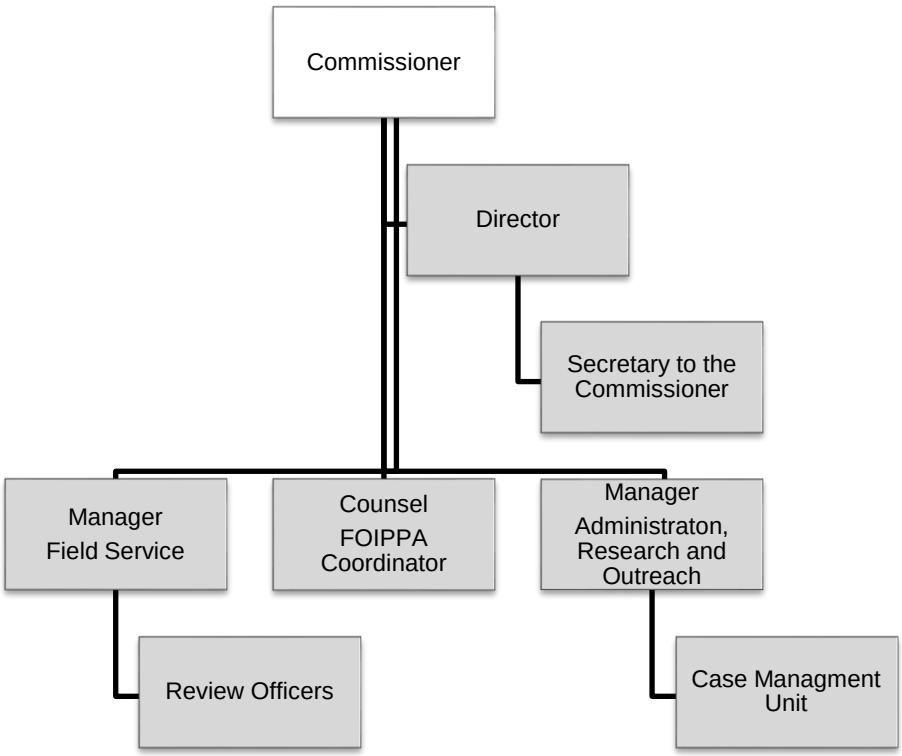
Gender Wage Gap Grant Program

The PEO's Wage Gap Grant Program continues to advance understanding of the causes or contributors to Ontario's gender wage gap. In 2016-17 and again in 2017-18, the Program will pursue issues identified in the Gender Wage Gap Strategy consultation process that have a bearing on pay equity and compensation practices.

Wage Gap Analysis

PEO is also exploring a research partnership on wage analysis with the University of Waterloo, the Canadian representative of the United Nations HeForShe IMPACT 10 X 10 X 10 initiative aimed at women's economic empowerment. This UN Women initiative was unveiled at the 2015 World Economic Forum in Davos. (UN Women is the United Nations entity dedicated to achieving gender equality and women's empowerment.) The initiative is a pilot effort that aims to engage governments, corporations and universities as instruments of change. The focus is on organizations and areas that have the greatest capacity to make and influence positive gender equality changes. Each sector will identify approaches for addressing gender inequality, and pilot test the effectiveness of these interventions for scalability.

PAY EQUITY OFFICE
Organizational Structure (2017-18)



The Commissioner is the statutory head of the Office and the Chief Administrative Officer (CAO). The CAO shall provide leadership and strategic policy and program direction to the Office and is responsible for the overall management and administration of the Office. The CAO is accountable to the Deputy Minister for ensuring that the Office operates within its budget.

The Director is delegated responsibility for human resources and the day-to-day management of the Office's operations in accordance with accepted business and financial practices and standards. In 2017-18, the total full time equivalent complement is 25. The Director is prescribed as the Ethics Executive under the *Public Service of Ontario Act* for public servants.

ENVIRONMENTAL SCAN

External Factors

1. **Government mandate for women's economic empowerment, including a strategy for closing the gender wage gap**

   The Ministry of Labour has committed to possible legislative changes to the Pay Equity Act, as part of its broader mandate to close the gender wage gap and as recommended by the Gender Wage Gap Strategy Steering Committee. The Ministry for the Status of Women has a mandate to pursue economic empowerment for Ontario's working women. The delivery of these legislative change and new program frameworks are due in mid-2017 and the Spring of 2018 respectively. Any proposals arising from the development of these frameworks will require detailed impact analyses on PEO.

2. **Ministry of Labour's Reviews (Changing Workplaces Review, Fair Wage Policy)**

   The Ministry of Labour's Changing Workplaces Review is examining the *Employment Standards Act (*ESA*)* and *the Labour Relations Act, 1995 (*LRA*)*. The Commissioner made submissions to the Special Advisors to recommend the transfer of the gendered "equal pay for equal work" provisions in the ESA to the *Pay Equity Act*. The PEO continues to monitor this Review as many of the emerging themes on workplace relationships and legislative protections have an indirect bearing on the *Act* and may influence how the *Act* is interpreted.

3. **Provincial Economic Outlook**

   As businesses focus on viability, regulatory requirements become difficult to enforce without additional resources. Political actors have levelled criticisms at the government for potential underfunding of the enforcement activities of PEO despite the agency achieving more than $6.8 million in adjustments stemming from the Pay Equity Office's workplace investigations for 1,899 employees in 2015-16 (the most recent public report available). Recent PEHT decisions affecting the proxy sector, coupled with lack of funding for pay equity liability in the proxy sector may require more outreach resources.

4. **Age of the legislation**

   The *Act* continues to be considered nationally and internationally as a legislative model however, there have been no amendments since 1993 to accommodate the changes to jobs and employment structures, making maintenance in both the private and public sectors challenging. The *Act* does not set out reporting requirements as in Quebec, nor time limits for initiating complaints, nor any cap on retroactivity of adjustments when employers have not met the *Act's* requirements. These issues present significant and ongoing barriers to enforcement and result in PEHT litigation.

Internal Factors

1. Fiscal Responsibility

The PEO continues to focus on working within its fiscal envelope. The public's focus on closing the gender wage gap and women's economic empowerment has resulted in more interest on the agency's operational activities and policy and program resources.

2. Pay Equity Hearings Tribunal (PEHT) decisions

Decisions from the PEHT that provide clarification around the *Act's* interpretation can have a significant impact on PEO operations, both from a process and training perspective. As outlined previously, the recent PEHT cases involving proxy sector employers, has shone a light on the problems caused by the combined delay in bringing forward complaints by employees/unions and in the PEO's investigation/decision-making process.

The PEHT has confirmed that maintenance is required under the proxy method of comparison and that there is no requirement for continual comparisons of compensation rates between organizations entitled to use the proxy method and their proxy organizations.

PEO anticipates further increases in applications for non-compliance from other proxy sectors once PEHT issues a final decision in the nursing home cases, now expected in late 2018.

3. Turnover of PEO Staff and Knowledge Transfer

Staff turnover at the PEO continues at a higher rate than the OPS average. Recruitment of expert individuals to fill Review Officer positions is underway to ensure adequate capacity to deal with increasing numbers of monitoring files and increasingly complex complaint files. The PEO has developed a robust training plan and is engaged in continuous training for existing staff and newer hires.

4. Enforcement Workload

The number of complaint applications has fluctuated in the last few years, making projections of caseload inventory difficult. Complaints can be precipitated by union interaction, follow-on from PEHT decisions, or by awareness-raising campaigns launched by the PEO.

Monitoring continues to make up the majority of investigation work. In 2017-18, the Office has set out three monitoring priorities that align with its environmental scan and will address compliance strategically by concentrating on new employers and employers conducting business with both the provincial and federal governments.

Modernizing pay equity compliance administrative procedures and processes through a new interactive e-tool -- strengthening existing information technology support tools -- will better support businesses' self-management of their pay equity processes and allow PEO to more effectively administer its mandate given its budgetary envelope.

RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

Identified Risk	Agency Mandate/ Objective	Likelihood/ Consequence	Overall Risk	Mitigating Strategies	Mitigation Lead	Target Date
1. Impact of pending PEHT and future Judicial decisions Decisions impacting how a Review Officer conducts investigations and the information required Category: Operational	Effective enforcement	Medium likelihood High impact	Medium risk	• Interim PEHT decisions were released and have not yet been finalized; office review of operational impact underway	Director / Counsel	On-going
2. Loss of expert knowledge due to staff turnover Category: Operational	Effective enforcement	Medium likelihood High impact	Medium risk	• Recruitment of new Review Officers • On-going knowledge transfer between Review Officers as part of the Human Capital Plan • Additional training (internal/external)	Director Manager of Field Services	As required

Identified Risk	Agency Mandate/ Objective	Likelihood/ Consequence	Overall Risk	Mitigating Strategies	Mitigation Lead	Target Date
3. Lack of awareness of *Pay Equity Act* and maintenance obligations Category: Operational	Effective enforcement Research & Outreach	High likelihood Medium impact	Medium risk	• Provide in-depth experiential information sessions by Commissioner, Review Officers to HR community and academic organizations whose membership is composed of those who implement pay equity • Priorities for 2017/18 outreach initiatives identified and underway	Commissioner, Director & Manager, Administration, Manager of Field Services	On-going
4. Lack of data analysis on case files to identify impacts and trends Category: Operational	Effective enforcement	Low likelihood High impact	Low risk	• Development of new Statistical Operational Reports	Director, Manager Administration, Manager of Field Services	

HUMAN RESOURCES PLAN

The PEO regularly reviews its human resources complement and organization structure to ensure efficient delivery of effective programs within mandate; regular assessments are communicated to the Ministry.

Ongoing training is provided to staff to ensure competence, a strong skills base in enforcement and timely decision-making. A comprehensive training program for new Review Officers continues to be administered to new Officers.

Internal mentoring is conducted to build appropriate competencies and skill sets.

INFORMATION TECHNOLOGY/ELECTRONIC SERVICE DELIVERY PLAN

Information Technology

The PEO uses a customized version of FileMaker Pro for its case management. A review of FileMaker was undertaken in 2015-16 however changing to a more functional case management system was cost-prohibitive. Upgrades allowing for greater functionality continue to be made where possible and ongoing training continues to ensure that staff utilize new features.

The agency continues to leverage social media through its Twitter account and build a focussed mailing list for our “What’s New” newsletter (also posted on website).

Electronic Service Delivery

The agency’s website migrated to a SharePoint site in 2016, enabling PEO to update information on its website regularly. The agency has met its *Accessibility for Ontarians with Disabilities Act* (AODA) requirements.

COMMUNICATIONS PLAN

2017-18 communications are focussed on highlighting the 30th anniversary of the enactment of the *Act*. To this end, the PEO created a special visual identity/logo to highlight the year and this is being used on all external communcations.

In January of 2017, the PEO hosted a kickoff evening with 120 attendees. The focus of the evening was to celebrate the many people and organizations that were instrumental in the passage of the Act and the continued support for pay equity throughout the decades. The Minister of Labour provided greetings and congratulations from the Premier. In February 2017 PEO announced the formation of a women and work library with the opening of the Ursula Franklin Pay Equity Reading Room.

For 2017-18, select Q1 initiatives with a communications impact are as follows:

March 2017

- Follow-up to the International Women's Day event for the City of Toronto
- Follow-up to the March 2017 PEO-Centre for Labour-Management Relations Conference entitled "Ontario's Next Steps Towards Gender Economic Equality
- Follow-up to the March 2017 Official opening of the Ursula Franklin Pay Equity Reading Room
- Follow-up to the UN Commission on the Status of Women, 61st Session

April 2017

- Gender Wage Gap Grant Proposal (broad outreach to targeted audience and stakeholders)
- April 3 – 4 participation in the Gender Equality Forum hosted by the UN Global Compact Network Canada
- April 11 – Ontario Equal Pay Day 2017
- April 18 – PEO-Gender and the Economy Institute at the University of Toronto Conference

May 2017

- University of Waterloo Equals Conference

In June of 2017, Ontario will be hosting the Annual Meeting of the Federal-Provincial-Territorial Ministers Responsible for the Status of Women where women's economic empowerment will be on the agenda. PEO may provide background information at this meeting.

Other events, including an academic symposium with the Institute for Gender and the Economy are under discussion for later in the year.

Appendix A - Multi-Year Preliminary Planning Base

		FY 2017-18 ($000)									
Program/Region	*FTE*	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recover	TOTAL
Pay Equity Office	*25.0*	2,347.1	266.1	50.0	131.5	20.0	201.5	50.0	2,864.7	0.0	2,864.7
Commissioner's Office							-		-		-
Director's Office							-		-		-
Review Services							-		-		-
Education & Communication							-		-		-
							-		-		-
Program Sub-total	*25.0*	2,347.1	266.1	50.0	131.5	20.0	201.5	50.0	2,864.7	0.0	2,864.7
Lease					234.3		234.3		234.3		234.3
Grand Total	***25.0***	**2,347.1**	**266.1**	**50.0**	**365.8**	**20.0**	**435.8**	**50.0**	**3,099.0**	**0.0**	**3,099.0**

		FY 2018-19 ($000)									
Program/Region	*FTE*	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recover	TOTAL
Pay Equity Office	*25.0*	2,347.1	266.1	50.0	131.5	20.0	201.5	50.0	2,864.7	0.0	2,864.7
Commissioner's Office							-		-		-
Director's Office							-		-		-
Review Services							-		-		-
Education & Communication							-		-		-
Program Sub-total	*25.0*	2,347.1	266.1	50.0	131.5	20.0	201.5	50.0	2,864.7	0.0	2,864.7
Lease					234.3		234.3		234.3		234.3
Grand Total	***25.0***	**2,347.1**	**266.1**	**50.0**	**365.8**	**20.0**	**435.8**	**50.0**	**3,099.0**	**0.0**	**3,099.0**

		FY 2019-20 ($000)									
Program/Region	*FTE*	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recover	TOTAL
Pay Equity Office	*25.0*	2,347.1	266.1	50.0	131.5	20.0	201.5	50.0	2,864.7	0.0	2,864.7
Commissioner's Office							-		-		-
Director's Office							-		-		-
Review Services							-		-		-
Education & Communication							-		-		-
Program Sub-total	*25.0*	2,347.1	266.1	50.0	131.5	20.0	201.5	50.0	2,864.7	0.0	2,864.7
Lease					234.3		234.3		234.3		234.3
Grand Total	***25.0***	**2,347.1**	**266.1**	**50.0**	**365.8**	**20.0**	**435.8**	**50.0**	**3,099.0**	**0.0**	**3,099.0**

APPENDIX B – FTE CAP

Compensation Group	2017-18	2018-19*	2019-20*
	Regular FTE	Regular FTE	Regular FTE
SMG/ITX	2.0	2.0	2.0
MCP & Excluded	15.0	15.0	15.0
OPSEU	3.0	3.0	3.0
AMAPCEO	3.0	3.0	3.0
ALOC	1.0	1.0	1.0
OIC	1.0	1.0	1.0
TOTAL	**25.0**	**25.0**	**25.0**

*The FTE cap is to be determined through the OPS Program Review, Renewal and Transformation (PRRT), a multi-year planning and budgeting approach. The PRRT builds on the work of the Commission on the Reform of Ontario's Public Services focusing on program objectives to assess outcomes in an effective, efficient and sustainable way.

APPENDIX C - PERFORMANCE MEASURES REPORTING

	Program Outcome: Pay Equity	Measure	2015-16 Achieved	2016-17 Target	2016-17 Achieved *(as of March 20, 2017)*	2017-2018 2018-2019 2019-2020 Annual Targets*
1	Employers, unions and employees work collaboratively to address emerging pay equity issues	Percentage of cases where compliance achieved without order, no contraventions, settled.	84%	85%	247 / 273 or 91%	**85%**
2	Employers take corrective action to become pay equity compliant	Number of pay equity cases resolved.	**Target:** 340 **Achieved:** 302	340	273	**340** (*based on full case load assignments for maximum possible available Initial Review Officers and Senior Review Officers)
3	Program services are delivered in a timely professional, knowledgeable and cost effective manner	Percentage of cases resolved within 36 months (complaint and monitoring)	**Target:** 90% **Achieved:** 88% of cases < 3 years	90% of cases < 3 years	255 / 273 or 93%	**90%**
		Percentage of cases resolved within 24 months (complaint)	**Target:** 80% **Achieved:** 55%	80%	82 / 88 Or 93%	**80%**