

LMTD's New Organizational Design



LMTD is growing and developing

- Over the past several years, MTCU has been engaged in transformational change focused on fulfilling key government commitments to strengthen Ontario's postsecondary education system and to build the employment and skills training system that Ontario needs to become a global economic leader.
- Since the announcement of a new "one-stop" training and employment system in the 2004 Ontario Budget, MTCU has been working on a seamless customer service strategy that is responsive to employer and labour market demands.
- MTCU has taken significant steps towards that goal, including:
 - signing the Labour Market Development Agreement and Labour Market Partnership Agreement with the federal government
 - expanding its commitment to increase the number of new apprenticeship registrations to 26,000 in 2007/08
 - establishing the Apprenticeship Training Tax Credit to encourage Ontario employers to hire and train apprentices in skilled trades;
 - expanding Job Connect with a \$10 million investment in 2005/06 to provide services to both youth and adults, as well as provide funding to open three new locations with services to newcomers;
 - expanding OYAP and pre-apprenticeship programs;
 - creating a new identity and name, Employment Ontario, that reflects the scope and services of Ontario's employment and training network; and
 - doubling the investment in academic upgrading to \$10 million in 2005/06, benefiting 4,200 learners.

Putting the organizational foundation in place

- The transfer of federal skills training and employment programs to Ontario more than doubles the size of LMTD and adds significantly to the scope of our responsibilities.
- The Canada-Ontario Labour Market Development Agreement necessitated much of the change that is being introduced. However, the change to a functional model was necessary even without the LMDA.
- Our current organization was and continues to be successful in meeting performance commitments and providing good client service.
- However, in order to expand our services and provide better information channels, clearer pathways and easier navigation among the full range of training and employment services, our organization needs to change.
- Extensive research and review by the leadership of LMTD and professional organizational design consultants led to the new functional model. The current high quality of work being performed by staff both in the division and within Service Canada was included in this review.



The Current Model

Each branch is accountable for all functional aspects of one or more primary programs

*Staff
focused on
a single
program*



**Deep
program
expertise &
program
“ownership”**

Workplace Training	Skills Investment
Operational Policy	Operational Policy
Program Design	Program Design
Program Development	Program Development
Program Management	Program Management
Service Delivery and/or Management	Service Delivery and/or Management
Performance Monitoring	Performance Monitoring
Program Evaluation	Program Evaluation

Benefits of a functional organization structure

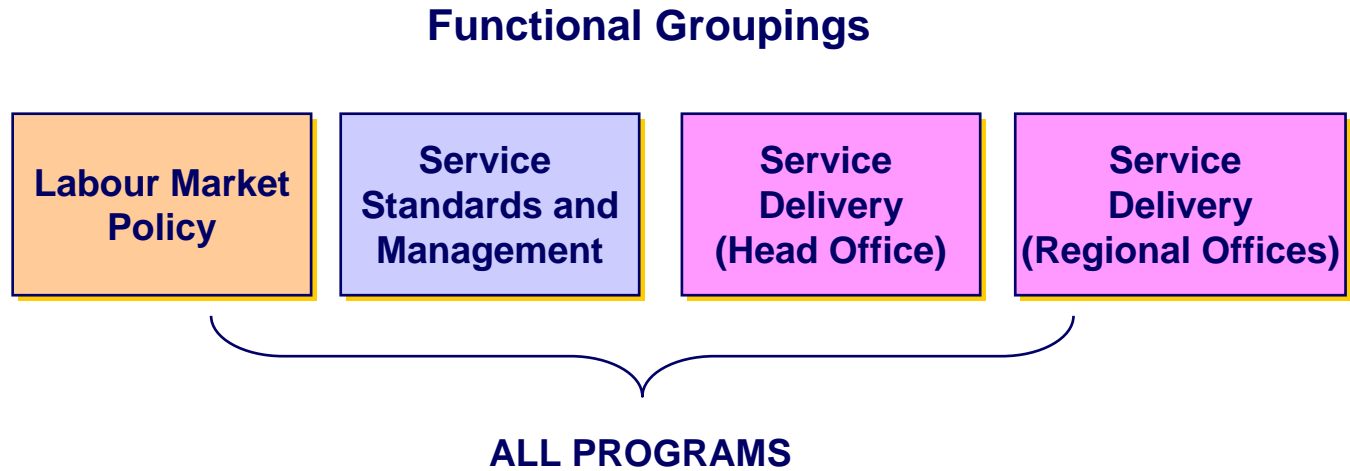
A functional model will:


- Provide **greater capacity and flexibility** to respond quickly to changing labour market issues because of robust regional management and enhanced local planning capacity.
- Enable LMTD to **better support seamless client service**, because services will not be delivered in program silos and the focus will be on the clients' needs and experiences.
- Allow for the smooth transfer and incorporation of federal programs and the transition to an integrated training and employment system.
- Facilitate service delivery when programs and services are changing/expanding.



The Functional Model

Each branch is accountable for taking functional leadership for all Employment Ontario programs



- *Each branch is responsible for its identified functional aspect(s) of all programs*
 - *Staff with program expertise may initially be focused on a single program, with broader involvement through program integration as appropriate*
- 
- **Functional expertise is applied across a broad range of programs**
 - **Shared responsibility for all programs**

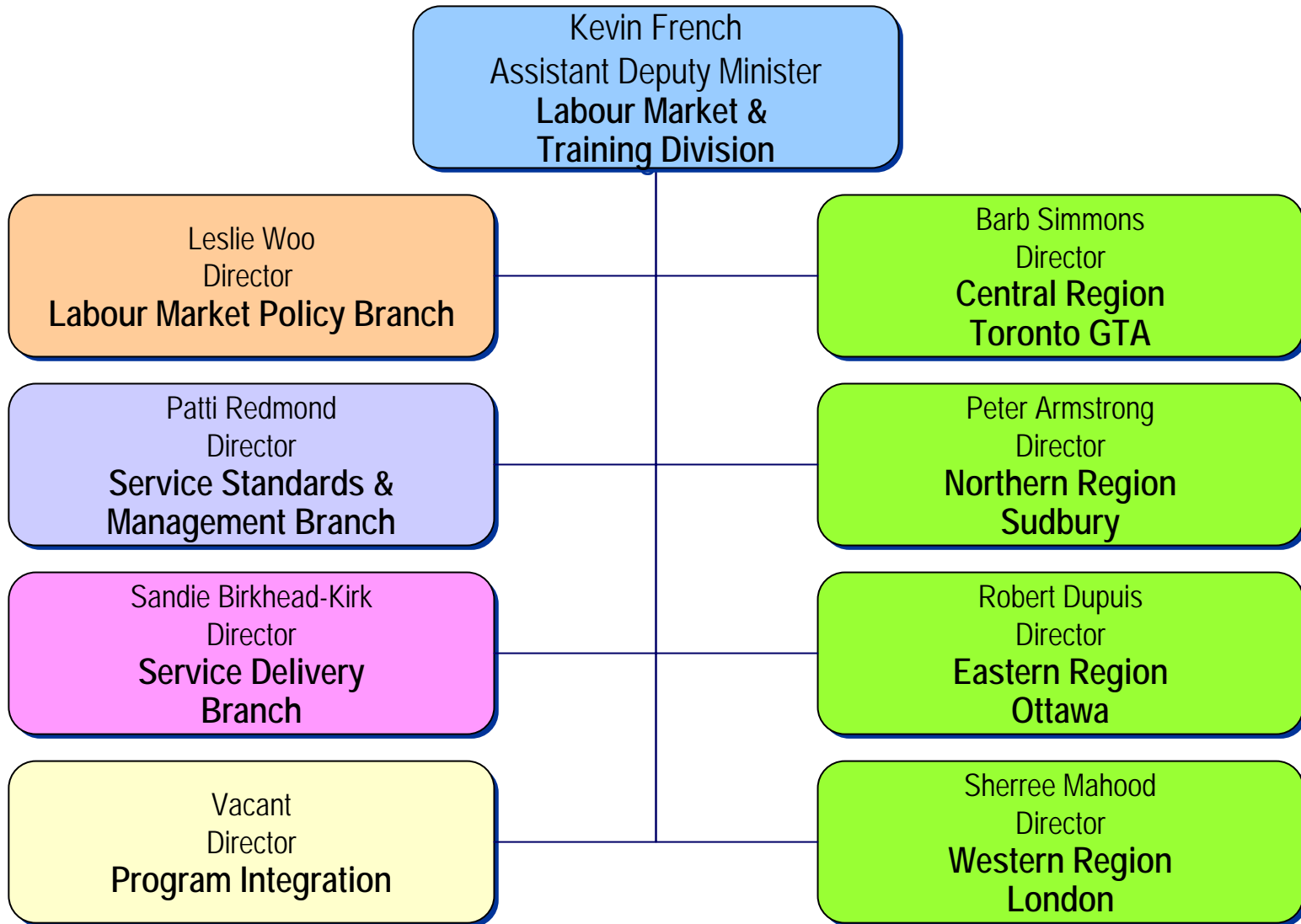
Implications of a Functional Model on the Client

CLIENT BENEFITS

- Clients won't have to understand LMTD's organizational structure to get services
- Provides better information channels, clear pathways and easier navigation among the full range of training and employment services
- Responsive policy and program changes designed to increase the quantity and quality of skilled labour will address slower labour force growth and the rapid pace of technological change



A New Organization Model for LMTD





The functional foundation of LMTD's new organization model

Leslie Woo
Director
Labour Market Policy Branch

Responsible for development and alignment of strategic, province-wide labour market policy in the areas of employment and skills training to support government priorities and commitments. Leads the inter-ministerial and inter-jurisdictional initiatives, labour market research and analysis and program evaluation necessary to inform these policy decisions and report on outcomes. Ensures effective policy coordination and issues management for the Division.

Patti Redmond
Director
Service Standards &
Management Branch

Responsible for program design, development, and planning to achieve strategic objectives. Develops and manages an accountability framework for contract administration, oversees Division financial and corporate planning and reporting, and provides business support systems, processes and tools.

Sandie Birkhead-Kirk
Director
Service Delivery Branch

Responsible for centralized electronic and voice channel services; accessibility of Employment Ontario programs and services; coordination of services to Franco-Ontarians; and central coordination and support to regional service delivery. The Director acts in the legislative role of Director of Apprenticeships.

Vacant
Director
Program Integration

Works closely with LMTD, counterparts in related ministries and Service Canada to identify and plan for program and service integration. It currently functions as a small team in a matrix reporting relationship to the Executive Lead, Transition Management Office during the period of transition.



Labour Market Policy Branch

Policy and Issues
Coordination

The Policy and Issues Coordination Unit enables a coordinated response by LMTD to labour market policy and issues, including the preparation and/or coordination of related materials to support informed strategic decision-making

Program Evaluation

The Program Evaluation Unit undertakes evaluation of Employment Ontario programs and services to support continuous, system-wide improvement, including compliance with government priorities, commitments and accountability requirements

Information
& Research

The Information and Research Unit oversees data collection and leads research and analysis related to labour market trends at local, regional and provincial levels to determine impacts and relevance of Employment Ontario

Inter-jurisdictional Initiatives

The Inter-jurisdictional Initiatives Unit leads inter-jurisdictional relations on labour market policy issues to ensure that the government and Ministry position is clearly articulated and the province's interests represented

Strategic Policy

The Strategic Policy Unit establishes medium- to long-term strategic policy related to employment and skills training to support government priorities and commitments



Service Standards & Management Branch

Resource Planning
& Management

The Resource Planning and Management Unit provides overall direction, controllership and advice to the Division on financial and human resources planning, management and reporting, based on corporate requirements

Quality Assurance

The Quality Assurance Unit ensures compliance to standards in the administration of contracts with external service providers for the delivery of a wide range of labour market training products and services province-wide

Program Design

The Program Design Unit establishes operational policy, develops new programs and services, and maintains existing programs based on strategic policy direction and regulatory requirements

Program Development

The Program Development Unit develops detailed curricula and program materials, tools and training

Business Support

The Business Support Unit works in partnership with the I&IT Cluster to lead the development and implementation of strategies, innovative tools and new business processes to manage Employment Ontario program information and content



Service Delivery Branch

Centralized Service Delivery

The Centralized Service Delivery Unit manages development and delivery of centralized electronic and voice channel services, and provides centralized administration of apprenticeship and modular training records

Delivery Support & Integration

The Delivery Support and Integration Unit provides central coordination and support for service delivery planning, implementation and operations

French Language Services & Delivery Coordination

The French Language Services and Delivery Coordination Unit ensures that Employment Ontario programs are accessible to all Ontarians and meet the needs of Franco-Ontarians, per provisions of the LMMA

Program Information Exchange

The Program Information Exchange Unit leads the collection, exchange, analysis and reporting of Employment Ontario program data and personal information in support of corporate reporting and LMMA-related information and data sharing arrangements

Regional Delivery

Regional Director

Oversees direct and third party delivery of programs and services in the region, including Job Connect, literacy and basic skills, apprenticeship, adjustment advisory program, Local Boards relations, and transferred employment supports benefits and measures (ESBM)

Manager
Resources & Planning

Leads regional and local financial and business planning, including resource management, stakeholder engagement, communications and marketing. Coordinates and supports, resource allocations, workforce management and training, procurement, accommodations, expenditure management, and statistical reporting

Regional Program Manager

Leads a management team of Service Delivery Managers responsible for direct and third party delivery of programs and services, benefits & measures through local and satellite delivery locations within a specified geographic area.

Service Delivery Manager

Manages staff responsible for the direct and third party delivery of programs and services, benefits & measures through local and satellite delivery locations within a specified geographic area.