

Office of the Fairness Commissioner

2024-2027 Business Plan



FAIRNESS COMMISSIONER

COMMISSAIRE À **L'ÉQUITÉ**

OFFICE OF THE FAIRNESS COMMISSIONER
BUREAU DU COMMISSAIRE À L'ÉQUITÉ

An agency of the Government of Ontario
Un organisme du gouvernement de l'Ontario

2024-2027 Business Plan

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Any questions about this policy, or requests for alternate formats, can be sent to the Office of the Fairness Commissioner by email at ofc@ontario.ca.

Table of Contents

| | |
|---|----|
| Mandate of the Office | 3 |
| The OFC’s Registration and Stakeholder Ecosystem..... | 6 |
| Priority Initiatives for the 2024-27 Business Plan..... | 6 |
| 1. Implementing Recent Amendments to the Fair Access to Regulated Professions and Compulsory Trades Act..... | 7 |
| 2. Modernizing the OFC’s Compliance Framework..... | 8 |
| 3. Digital Transformation: Developing an OFC Data Portal..... | 9 |
| 4. Leading the Development of Best Practices to Promote Better Registration Outcomes | 9 |
| Internal Workplace Priorities..... | 11 |
| Performance Measurement Framework | 12 |
| Performance Measurement Framework Chart | 13 |
| Organizational Structure of the OFC | 16 |
| Staff Functions of the OFC | 17 |
| Business Plan Budget of the OFC – FY 2024 – 2027 | 18 |
| Appendix A – The OFC Ecosystem | 19 |
| Appendix B - Risk-based Continuum Categories with Associated Compliance Tools | 20 |

Mandate of the Office

The Office of the Fairness Commissioner (OFC) is an agency of the Ontario government, which performs an important oversight role across the province's regulated professions, health regulatory colleges and Skilled Trades Ontario.

Its mandate is to help ensure that the registration practices in place at these organizations are transparent, objective, impartial and fair. The work of the OFC is designed to provide better outcomes for applicants who wish to practice in their chosen trade or profession, including both domestically and internationally trained individuals.

The OFC is led by the Fairness Commissioner, whose overall mandate is set out in section 13(3) of the *Fair Access to Regulated Professions and Compulsory Trades Act, 2006* (FARPACTA) and in Schedule 2 of the *Regulated Health Professions Act, 1991* (the RHPA).

Section 13(3) of FARPACTA, which is similar, but not identical, to section 22.5(1) of Schedule 2 of the RHPA provides that:

It is the function of the Fairness Commissioner to:

- (a) assess the registration practices of regulated professions based on their obligations under this Act and the regulations.
- (b) specify audit standards, the scope of audits, times when registration practices shall be reviewed, times when fair registration practices reports and auditors' reports shall be filed, the form of all reports and certificates required under this Act and the regulations and the information that they must contain.
- (c) consult with regulated professions on the cost, scope, and timing of audits.
- (d) monitor third parties relied on by regulated professions to assess the qualifications of individuals applying for registration by a regulated profession to help ensure that their assessments are based on the obligations of regulated professions under this Act and the regulations.
- (e) provide information and advice to regulated professions and to professions that may be named as regulated professions to assist them in understanding how to comply with the requirements of this Act and the regulations.
- (f) advise regulated professions, government agencies, community agencies, colleges, and universities, third parties relied on by regulated professions to assess qualifications and others as the Minister may direct with respect to matters under this Act and the regulations.
- (g) advise ministries with respect to matters under this Act and the regulations that affect a ministry or a regulated profession that falls under the jurisdiction of the ministry.
- (h) establish eligibility requirements that a person must meet to be qualified to conduct audits.

- (i) establish a roster of persons who in the opinion of the Fairness Commissioner have satisfied the eligibility requirements established under clause (h).
- (j) advise the Minister on matters related to the administration of this Act.
- (k) report to the Minister on registration practices related to internationally trained individuals and their registration by regulated professions and to other ministers in respect of those same issues as they relate to regulated professions that fall under the jurisdiction of their respective ministries; and
- (l) perform such other functions as may be assigned by the Lieutenant Governor in Council.

The FARPACTA statute applies to the 15 non-health regulatory bodies, including Skilled Trades Ontario, whereas the RHPA governs the 26 health regulatory colleges.

The two legislative schemes are quite similar in nature. For example, both statutes impose a duty on regulators to provide registration practices that are transparent, objective, impartial and fair (section 6 in FARPACTA and section 22.2 in Schedule 2 of the RHPA). Other provisions are similar in nature but do not contain identical language. In still other cases, there are substantive differences in wording and one statute may contain obligations not found in the other.

Sections 7 through 12 of FARPACTA (sections 22.3 and 22.4 of Schedule 2 of the RHPA) outline the specific duties to which all regulators must adhere as part of the process to register applicants. These obligations relate to such matters as the provision of information to applicants, the timeliness of registration decisions, the development of appropriate assessment processes, the availability of an internal review or appeal process, the right of applicants to make submissions during these processes, and the right to access relevant records for this purpose.

These responsibilities are subsets of the overarching general duty articulated in section 6 of FARPACTA (section 22.2 of Schedule 2 of the RHPA), which indicates that: “A regulated profession has a duty to provide registration practices that are transparent, objective, impartial and fair”.

The four principles of transparency, objectivity, impartiality, and fairness guide and inspire the mandate of the Fairness Commissioner.

In fulfilling this mandate, the OFC seeks to identify artificial or systemic barriers that can impede the ability of qualified applicants to work in their chosen profession or compulsory trade. These barriers are especially problematic for internationally trained applicants whose competencies will be discounted unless regulators incorporate fair and progressive practices into their registration schemes.

The OFC also works collaboratively with its partners at the Ontario Ministry of Labour, Training, Immigration and Skills Development (MLITSD) and other ministries that oversee regulators to help ensure that Ontario's fair access and labour market goals for skilled workers are met.

The OFC now oversees the licensing practices of 41 regulatory bodies. These organizations cover virtually every sector of the province's economy. The available statistics indicate that Ontario's workforce is aging. On this basis, it is critical for the province to secure a sufficient supply of skilled workers to replenish employees who have retired or are about to leave the workforce.

Newcomers represent an important source of new entrants into the labour market. Net migration (derived from both immigration and inter-provincial movement) is projected to account for 85 per cent of all population growth in the province over the 2022–2046 period. This means that only 15 per cent of population growth will come from in-province increases.¹

On this basis, the need to promote fair and timely access to the professions and compulsory trades -- with a focus on removing barriers that unnecessarily restrict access for internationally trained individuals and those moving from other provinces -- constitutes an important component of a strategic labour-market plan.

There is also a critical need to improve collaboration among the various parties involved in the immigration, labour market, post-secondary education, professional registration, skills training, and employment spheres to help ensure that more applicants can more easily obtain meaningful employment. The OFC will continue to promote approaches that have worked both in Ontario and in other jurisdictions and to discuss these with its partners in government and the stakeholder community.

Since the OFC was established in 2007, the office's methods of operation have evolved and now focus on applying a risk-informed compliance framework, disseminating best practices, influencing legislative and regulatory change, and consulting with regulators on proposed adjustments to their fair registration practices.

During this continuing journey, our office has taken important steps to become a modern and responsive regulator, and to adopt evidence-based policy initiatives. In addition, the government has provided the Fairness Commissioner with an expanded set of legislative authorities.

The OFC recognizes that there are multiple routes to promote the adoption of fair registration practices. Over the life of this business plan, the agency will continue to enlarge its "toolbox"

¹ Ontario Ministry of Finance, Ontario Population Projections, 2021-2046. Updated July 2023.

with an unwavering focus on achieving better registration and employment outcomes for applicants.

The OFC's Registration and Stakeholder Ecosystem

Our office's registration and stakeholder ecosystem is broad and multi-layered. It mirrors the journey of applicants through various stages of the immigration, education, credentials assessment, professional registration / licensure, and employment processes. Appendix A of this business plan provides a visual representation of this ecosystem.

While our office regularly engages with many stakeholders, our relationships with Ontario's 41 regulators is particularly important as they are directly accountable for implementing fair registration practices. During the first two years of our business plan, our office worked hard to strengthen these relationships. As an example, the Fairness Commissioner has met personally with each regulator to discuss his vision and to explore common issues.

The OFC similarly takes stakeholder engagement seriously. Our office has consulted broadly on a number of important public policy initiatives. These include ways for regulators to optimally implement recent amendments to FARPACTA and its regulations, and proposals to adjust our risk-informed compliance framework. We also solicited and obtained feedback on our compliance tools and processes, such as the annual Fair Registration Practices reports and the design of our upcoming data portal.

These discussions have materially improved the quality of our work products. We will continue to engage with stakeholders on all our major initiatives during the third year of our business plan.

Priority Initiatives for the 2024-27 Business Plan

The government's decision to appoint a full-time Fairness Commissioner has enabled the OFC to roll out a robust list of legislative, policy-based, and operational initiatives over the course of the business plan cycle. While the OFC's main objective is to improve registration outcomes for applicants, it has also taken steps to become a modern regulator and to reduce burdens for both OFC staff and regulators.

In addition, the government's decision to place the OFC in MLITSD has allowed our office to leverage the resources available in the ministry's labour market and global talent and settlement services programs. These synergies have enabled us to promote more wholistic approaches for the registration and employment of individuals applying to the professions and compulsory trades, particularly those who are internationally trained.

The 2024-25 fiscal year will represent the third full year of the OFC's major change agenda. During the upcoming three years, our office will focus on three inter-related priority initiatives, which are described below. Many of these are carry-forwards from last year that have been

packaged together in a different way. Depending on implementation timetables, our office will continue to work on these items in the out years of our business plan.

1. Implementing Recent Amendments to the Fair Access to Regulated Professions and Compulsory Trades Act

In December 2021, five substantive amendments to FARPACTA came into force. These amendments were designed to:

- Eliminate Canadian work experience requirements for professional registration and licensing unless the Minister of Labour, Training, Immigration and Skills Development grants an exemption based on a demonstrated public health and safety risk.
- Reduce duplicative official language proficiency testing, so that newcomers need not complete multiple tests for the purposes of immigration, post-secondary / bridge training and professional licensing.
- Prescribe mandatory time limits for the completion of registration processes for internationally trained applicants.
- Require that regulators compile emergency plans to address the continuity of registration practices during emergency situations such as a pandemic.

In April 2022, the legislature passed further amendments to FARPACTA to prescribe mandatory time limits for the registration of domestic labour mobility applicants.

In addition, during the same period, the government made amendments to Schedule 2 of the RHPA that prescribed similar, yet distinct, legal obligations on health regulatory colleges.

Over the last 12 months, the OFC has undertaken significant work to implement these amendments. This has included initiating conversations with regulators and drafting guidance notes to help them better understand the nature of the new obligations and how to comply with them.

In October 2023, the legislature passed several additional important amendments to FARPACTA. The first provides that “a regulated profession may accept Canadian experience in satisfaction of a qualification for registration only if it also accepts alternatives to Canadian experience that meet the criteria prescribed by the regulation”.

The second specifies that a regulated profession has a duty to work in consultation with its responsible minister “to ensure, as a matter of public interest, that the people of Ontario have access to adequate numbers of qualified, skilled and competent regulated professionals”.

To date, the OFC has engaged with five regulated professions to discuss the impact of the viable alternative provision on their experiential registration requirements. We also plan to

develop guidance materials for regulators with respect to their new obligation to consult with their ministers on labour supply issues within their professions.

The OFC will continue to work with MLITSD and the Minister's Office to promote further approaches to enhance FARPACTA and its regulations.

2. Modernizing the OFC's Compliance Framework

In April 2022, the OFC launched the first iteration of its risk-informed compliance framework (RICF). Under this scheme, the OFC established both historical performance indicators and a set of forward-looking risk factors to allow our office to develop risk profiles for individual regulators. Of the 41 regulators for which the OFC has oversight, it assessed 80% as low-risk, 13% as moderately low risk and 7% as exhibiting a moderate to high risk profile.

Our office believes that the RICE has yielded positive results. It has allowed regulators and our staff to focus our collective resources on key critical issues impacting fair registration practices. Over the past two years, many higher-risk regulators have made material progress in addressing their identified risk factors, as reported in our 2022-23 annual report.

In late 2023, the OFC updated the original version of its RICE based on lessons learned and feedback received from regulators. Two risk factors were added and two were eliminated. We also incorporated recent legislative changes into the framework, as well as associated change management considerations.

In addition, our office refreshed the tools and procedures required to operationalize this updated framework and launched a targeted survey to regulators where they provided feedback on how they are addressing the identified risk factors. In 2024, the OFC will formally implement the new framework. Going forward, our office plans to undertake risk assessment cycles on a bi-annual basis.

As a responsive regulator, the OFC also monitors emerging issues and stakeholder needs to support compliance with the legislation. Our office continues to provide advice and information respecting the establishment of new professions, such as physician assistants and applied behavioural analysts. The objective is to help ensure that the affected regulators embed fair registration practices at the outset of the process and consider transition issues. The OFC also continues to update its *Legislated Obligations and Fair Registration Best Practices Guides* to reflect legislative and regulatory amendments and to provide additional tools for regulators.

The OFC will also continue to assess opportunities to modernize our compliance program and apply modern regulator principles to streamline reporting and to design targeted compliance initiatives.

3. Digital Transformation: Developing an OFC Data Portal

The OFC recognizes that, now more than ever, there is a need to deploy digital technologies to deliver better programs and services and to more strategically manage data related to the regulated professions, health colleges and the compulsory trades. The OFC has taken steps to enable the delivery of agency services in the digital age, while creating a foundation to facilitate ongoing data collection, analysis, and the application of business intelligence tools.

When the OFC assesses regulators to help ensure that their registration practices are transparent, objective, impartial and fair, our office requires that they submit annual Fair Registration Practices reports (FRPs). For several years, the OFC has worked with MLITSD's I+IT Cluster to plan out and develop a data portal to digitize the FRP process.

We are designing the data portal to allow regulators to more easily complete reports, while significantly improving the OFC's data management capacity. The new system would also improve process integrity and security, allow OFC staff to more easily manage files and to run data analytics and create a "user-friendly" interface for both internal and external users.

The data portal is scheduled to launch in early 2024, with the next FRP report earmarked as the priority for the first release. Subsequent releases are planned to enable OFC staff to better collect and manage information and reports from regulators.

The OFC will work diligently over the life of the business plan to respond to opportunities to acquire modern and accessible tools to support service delivery that incorporates exemplary regulatory practices in the digital space. Part of this work will include a focus on streamlining and modernizing internal processes.

4. Leading the Development of Best Practices to Promote Better Registration Outcomes

There continues to exist substantial gaps in the sharing of information and best practices among the 41 regulators for which our agency has oversight. This is not surprising given the highly disparate sectors in which regulators operate.

On this basis, and in the context of our education and advice-giving mandates, there is an important opportunity for the OFC to build upon its traditional roles by, for example:

- a) serving as a more proactive aggregator and disseminator of best practices, key learnings and trends.
- b) designing and delivering a variety of training opportunities and shared learning experiences with participants.
- c) establishing partnerships with other organizations; and

- d) serving as a strategic advisor and / or facilitator for ministries to address issues involving their professions or compulsory trades.

Over the next three years, the OFC will continue to ramp up our traditional communications vehicles that focus on our stakeholders. This will include continuing to disseminate our monthly *Newsletter* publications, making presentations to regulators at their annual meetings and participating with stakeholders to present, or participate in, webinars and conferences.

As noted earlier in this business plan, the OFC also plans to enhance its educational offerings by developing guidance notes and related publications to (a) assist regulators to interpret and understand their obligations under FARPACTA and the RHPA and (b) absorb new and emerging best practices in the sector.

It should be noted that, based on the most recent survey of regulators, there is a strong desire for the OFC to continue to show leadership in this field. Within this subject area, the OFC will continue to prioritize two themes, which are outlined below.

A. Diversity and Anti-racism Best Practices for the Registration of Professionals

The registration of professionals and skilled tradespersons is influenced by the same sources of institutional bias common to other broader public sector activities. In that respect, many regulators have recognized the need to squarely identify diversity, inclusion and anti-racism issues that may impact their registration decisions, particularly as they relate to internationally trained applicants. There has been considerable innovation, and progress made across the sector, as regulators have worked proactively to discuss and implement these practices.

Since 2021, our office has engaged regulators and other stakeholders on how such initiatives could best be launched and embedded into organizational cultures. This work has included participating with regulators on panel discussions on best practices for diversity, equity, and inclusion (DEI) in registration practices.

The OFC believes that it is important to build upon this proactive work and to promote more formal inclusion and anti-racism tools to improve the registration process. The OFC plans to further this conversation by continuing to work with partner organizations and by sponsoring more education and outreach activities over the next three years.

B. Accountability Measures for Third Party Service Providers

Increasingly, regulators in Ontario are devolving important components of their assessment, examination, and registration processes to third party service providers (TPSPs). The importance of the work that these third parties perform has been driven home by the Covid-19 pandemic, where a number of these service providers were compelled to cancel examinations that regulators had asked them to oversee. These decisions created material impacts for registrants.

During 2021, the OFC established three working groups to explore these accountability issues and related client service considerations, in greater detail. These groups were, comprised, respectively, of regulators, TPSPs and representatives from the immigration and settlement communities. The diagnostic work and insights that these groups provided were extremely useful, and the OFC is committed to build on this work in the upcoming fiscal year.

On November 14, 2023, the government introduced, and has since passed, Bill 149, the Working for Workers Four Act, 2023. This legislation adds new provisions to section 10 of FARPACTA. These provisions authorize the government to enact regulations to define the reasonable measures that a regulated profession must take to ensure that its TPSP undertakes its assessments in a way that is transparent, objective, impartial and fair. This Act supports the OFC's belief that there is a need for greater regulatory clarity in this space.

Based on this positive development, and depending on whether the legislation passes in its current form, the OFC will subsequently reassess how it can best assist the government and regulators to operationalize these new provisions.

In the intervening period, our office has articulated, in its two Legal Obligations and Best Practices Guides, a list of accountability measures and complementary best practices that regulators and TPSPs can implement to further enhance the quality of their services.

Our office will also continue to work with regulators individually to strengthen their accountability schemes and to encourage TPSPs to apply progressive client service principles to services that they offer.

Internal Workplace Priorities

After a successful co-location with the Pay Equity Office in April 2022, the OFC has made a smooth return to the office. The OFC will continue to ensure it is aligned with Ontario Public Service (OPS) directives and guidelines on in-office attendance.

Our office has also adopted an innovative Workplace Charter that defines the parameters of a respectful workplace, addresses the ever-changing regulatory landscape, and promotes mental health and wellness. The OFC has also shown leadership in establishing, and sharing, new approaches to foster diversity, address anti-racism, and promote wellness, including the adoption of Focus Fridays as a way for staff to prioritize attention on outstanding work from the week without the disruption of meetings.

In addition, the OFC continues to augment its Anti-racism Action Plan with the support of its Diversity Committee. Over the next three years, this team will continually look for opportunities to enhance this important work.

Performance Measurement Framework

The OFC believes that its overarching goal is to improve outcomes for registrants. At the end of the day, this means that all qualified applicants – including internationally trained registrants – can obtain employment that corresponds to their training and competencies.

As this is a system-wide performance metric and would be challenging for the OFC to measure on its own, our office does not believe that it can be used to evaluate its effectiveness. The OFC considers it important, however, to work with other divisions within MLITSD and elsewhere to ascertain whether a measure of this nature could be developed.

The OFC also has a mandate to work with regulators to incorporate the principles of transparency, objectivity, impartiality, and fairness, as well as more specific legislative obligations, into their registration practices. Therefore, the outcomes associated with this compliance function, must form a prominent feature of any performance measurement scheme.

The OFC has articulated four interim performance indicators to constitute its new performance measurement framework. As the OFC transitions into a mature risk-informed compliance framework and operationalizes several waves of FARPACTA and RHPA amendments, we believe that it would be prudent to maintain these interim measures for another year. These performance indicators are set out below:

- The reduction in the number of professions that the OFC places in its medium to high-risk compliance categories during successive assessment cycles.
- The number of best practices that the OFC disseminates to the professions.
- The number of events, webinars, and publications that the OFC completes on an annual basis.
- The percentage of regulators and other stakeholders that identify the OFC as an effective or highly effective regulator and service delivery agency.

The particulars of this performance management framework are contained in the table that follows.

Over the 2024 calendar year, the OFC plans to reassess these metrics, to ensure that they accurately measure how our office is taking concrete and proactive steps to encourage and assist regulators to improve their fair registration practices. We intend to involve stakeholders in this process.

Performance Measurement Framework Chart

| Key Performance Indicators | Description | Related Activity | Performance Target |
|--|--|------------------|---|
| <p>Reduction in the number of professions that the OFC places in its medium to high-risk compliance categories</p> | <ul style="list-style-type: none"> • In April 2022, the OFC introduced its RICF to inform the placement of regulators into low/medium or high-risk compliance categories. • The OFC has assigned risk ratings to regulators, which will be reassessed in 2024. • This KPI will measure the OFC's success in monitoring / working with medium and high-risk regulators to improve their registration practices and to move them out of these categories. | <p>Oversight</p> | <p>20% reduction during two successive assessment cycles</p> <p>The OFC will begin reporting on this commitment in its 2024 annual report once the risk ratings for the second assessment cycle are disseminated.</p> |

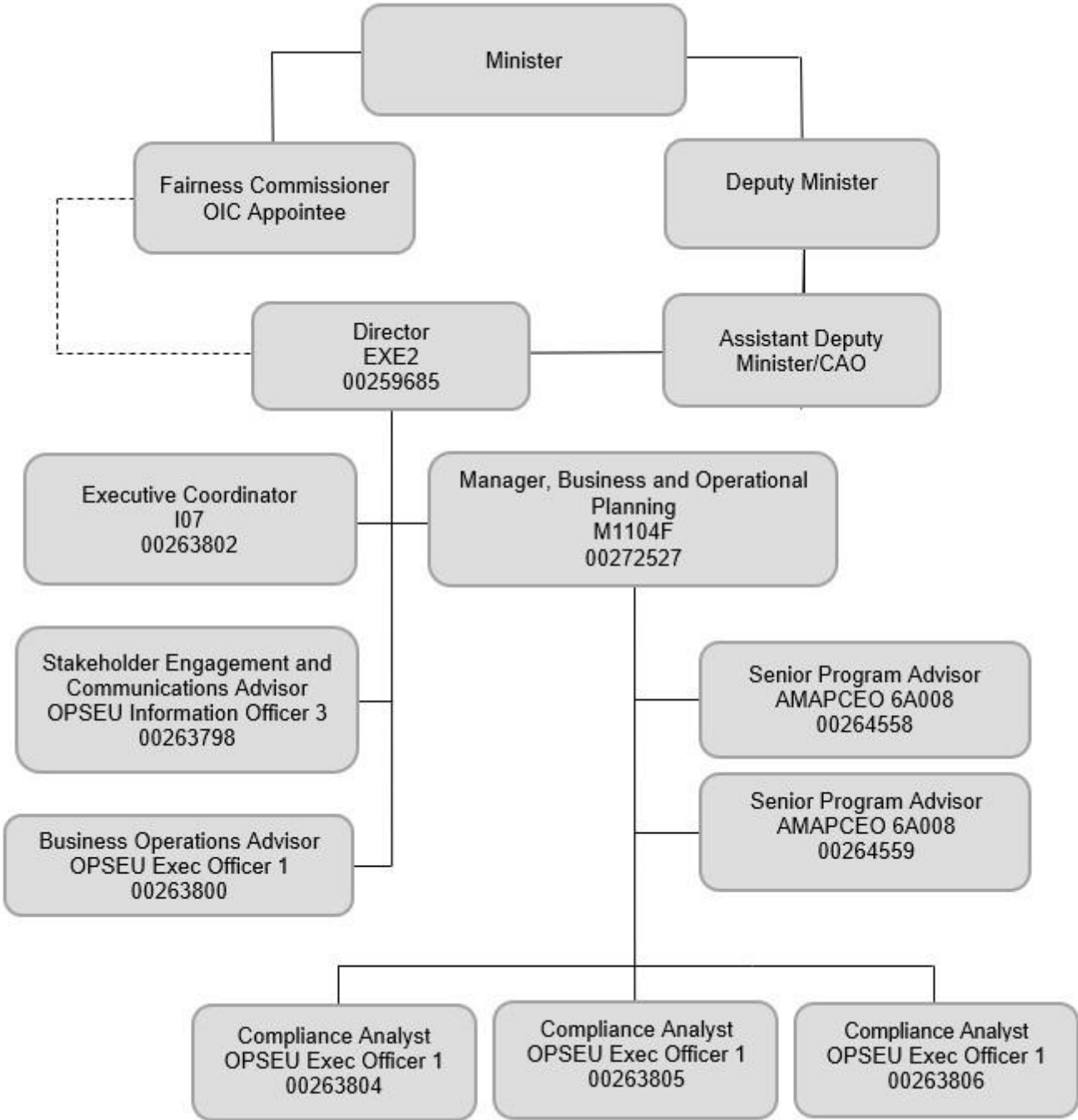
| | | | |
|---|---|-------------------------------|---|
| <p>Number of best practices that the OFC collects and disseminates to the professions on an annual basis.</p> | <ul style="list-style-type: none"> • As part of the OFC’s goal to become a Centre of Excellence, the office will partner with regulators and other stakeholders to develop and / or distribute best practices to be shared across the regulatory community. | <p>Leading best practices</p> | <p>Twenty best practices annually</p> <p>Fifty-six best practices have been included in the OFC’s <i>new RHPA: Legal Obligations and Best Practices Guide</i> (the guide) published in November 2022. The guide has been updated with information related to recent FARPACTA changes. The OFC also developed and hosted a webinar panel discussion to disseminate best practices for diversity, equity, and inclusion. Other best practices have routinely been included in the OFC’s monthly <i>Newsletter</i> publications.</p> |
| <p>Number of events, webinars, and publications that the OFC completes on an annual basis.</p> | <ul style="list-style-type: none"> • The OFC, in consultation with regulators, ministry partners and other stakeholders, will design, deliver and/or publish needs-based knowledge transfer or learning opportunities designed to address gaps in, and otherwise enhance, fair registration practices. | <p>Leading best practices</p> | <p>Twenty-two touch points annually.</p> <p>The OFC proceeded with 22 items in 2022-23, including monthly Newsletter publications, surveys, the OFC’s annual report, two FRP templates, two RICF consultation sessions, our business plan, and webinars.</p> <p>In addition, the Fairness Commissioner spoke at nine regulator AGMs, board / council meetings on recent FARPACTA / RHPA amendments and presented an overview of the OFC’s role.</p> |

| | | | |
|--|---|------------------|--|
| <p>Percentage of regulators and other stakeholders who identify the OFC as an effective or highly effective regulator and service delivery agency.</p> | <ul style="list-style-type: none"> • The OFC will survey regulators and other stakeholders to track our office’s level of performance, degree of effectiveness and agility to produce better outcomes for registrants. • The OFC plans to launch the second iteration of its client satisfaction survey in Q2 of 2024-25. | <p>Oversight</p> | <p>80% Baseline</p> <p>The OFC received the results of its first stakeholder satisfaction survey to regulators in February 2022. We obtained a high response rate of 75% and an impressive overall satisfaction rate of 90% as the median of satisfaction scores for the 11 quantitative questions.</p> <p>The OFC scored the highest client satisfaction rates for the questions relating to staff professionalism (100%), steps to assist regulators to understand the office’s new RICF (97%), consultation with regulators (93%) and OFC adherence to modern regulator principles (93%).</p> <p>The office achieved lower client satisfaction scores on questions pertaining to collaboration with regulators to solve more complex or longstanding issues or problems (63%), the relevance and timeliness of OFC communications products (67%), OFC availability to provide insights and/or advice on issues that the regulator considered to be urgent or important (80%) and on the statement that the OFC has been an effective regulator and service delivery agency (83%). The last score, however, exceeded our business plan benchmark of 80%.</p> |
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Office of the Fairness Commissioner

Organizational Structure of the OFC

(As described in the Memorandum of Understanding between the Minister of Labour, Immigration, Training and Skills Development and the Fairness Commissioner)



Office of the Fairness Commissioner
Staff Functions of the OFC

| Position | Description |
|---|---|
| Director | Accountable for all office operations and the fulfillment of the Commissioner's vision for the OFC |
| Executive Coordinator | Coordinates key administrative and support functions for the Commissioner and Director |
| Stakeholder Engagement and Communications Advisor | Coordinates all OFC communications and website-based activities |
| Business Operation Advisor | Coordinates office operations, budget forecasting, procurement, protection of health and safety, and facilities liaison |
| Manager, Business and Operational Planning | Provides manager level leadership, strategic direction, guidance, and support to direct reports |
| Senior Program Advisor | Provides strategic policy input, development, and research for OFC business plan activities |
| Compliance Analyst | Carries out direct oversight of an assigned roster of regulators |

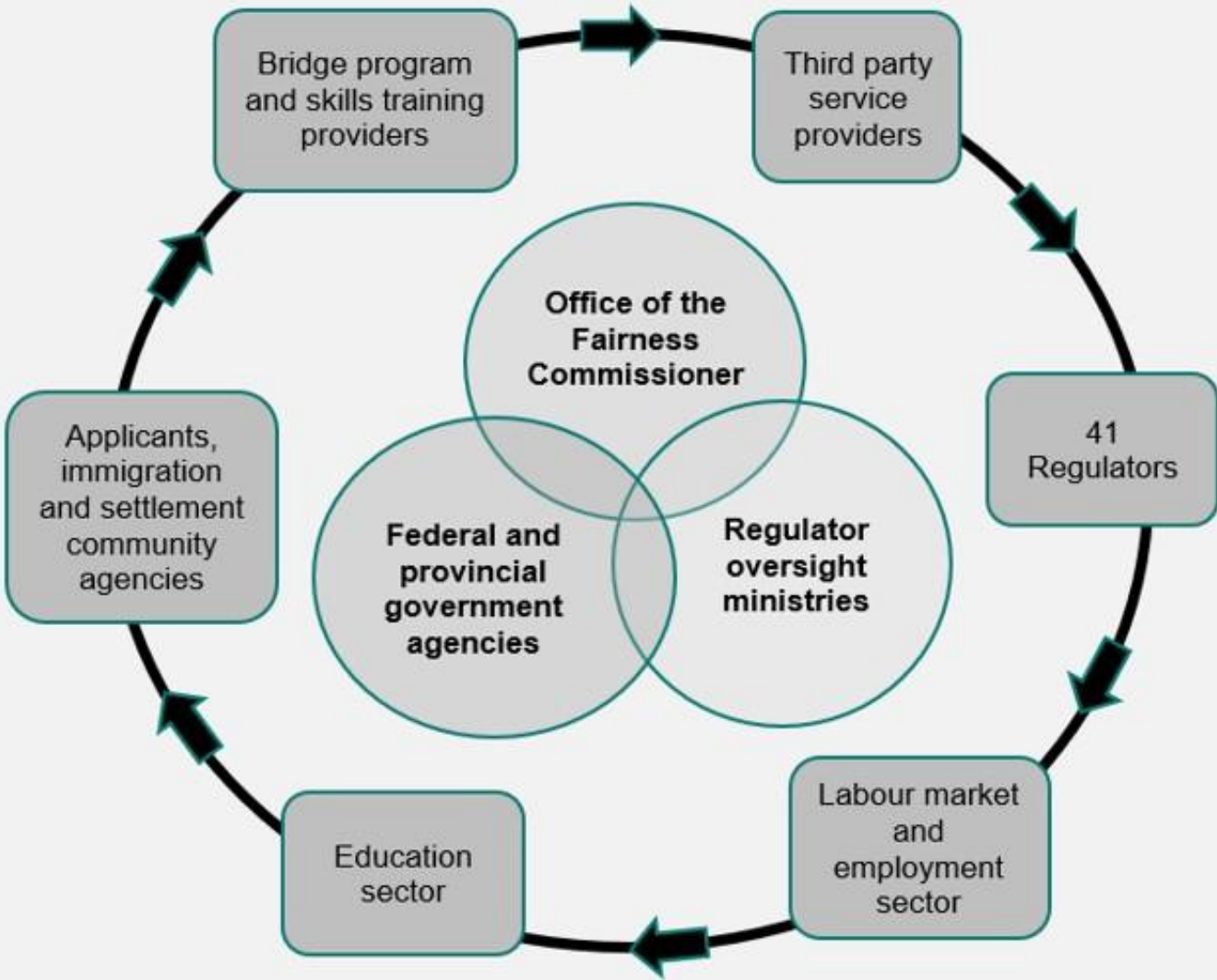
Office of the Fairness Commissioner
Business Plan Budget of the OFC – FY 2024 – 2027

| Standard Account | 2024-25 Preliminary Planning Base | 2025-26 Preliminary Planning Base | 2026-27 Preliminary Planning Base |
|---|--|--|--|
| Salaries & Wages | 800,300 | 800,300 | 800,300 |
| Benefits | 119,500 | 119,500 | 119,500 |
| <i>Total SWB</i> | <i>919,800</i> | <i>919,800</i> | <i>919,800</i> |
| ODOE: Transportation & Communication | 0 | 0 | 0 |
| Services (Including Lease) | 934,900 | 934,900 | 934,900 |
| Supplies & Equipment | 0 | 0 | 0 |
| <i>Total ODOE</i> | <i>934,900</i> | <i>934,900</i> | <i>934,90000</i> |
| Grand Total | 1,854,700 | 1,854,700 | 1,854,700 |

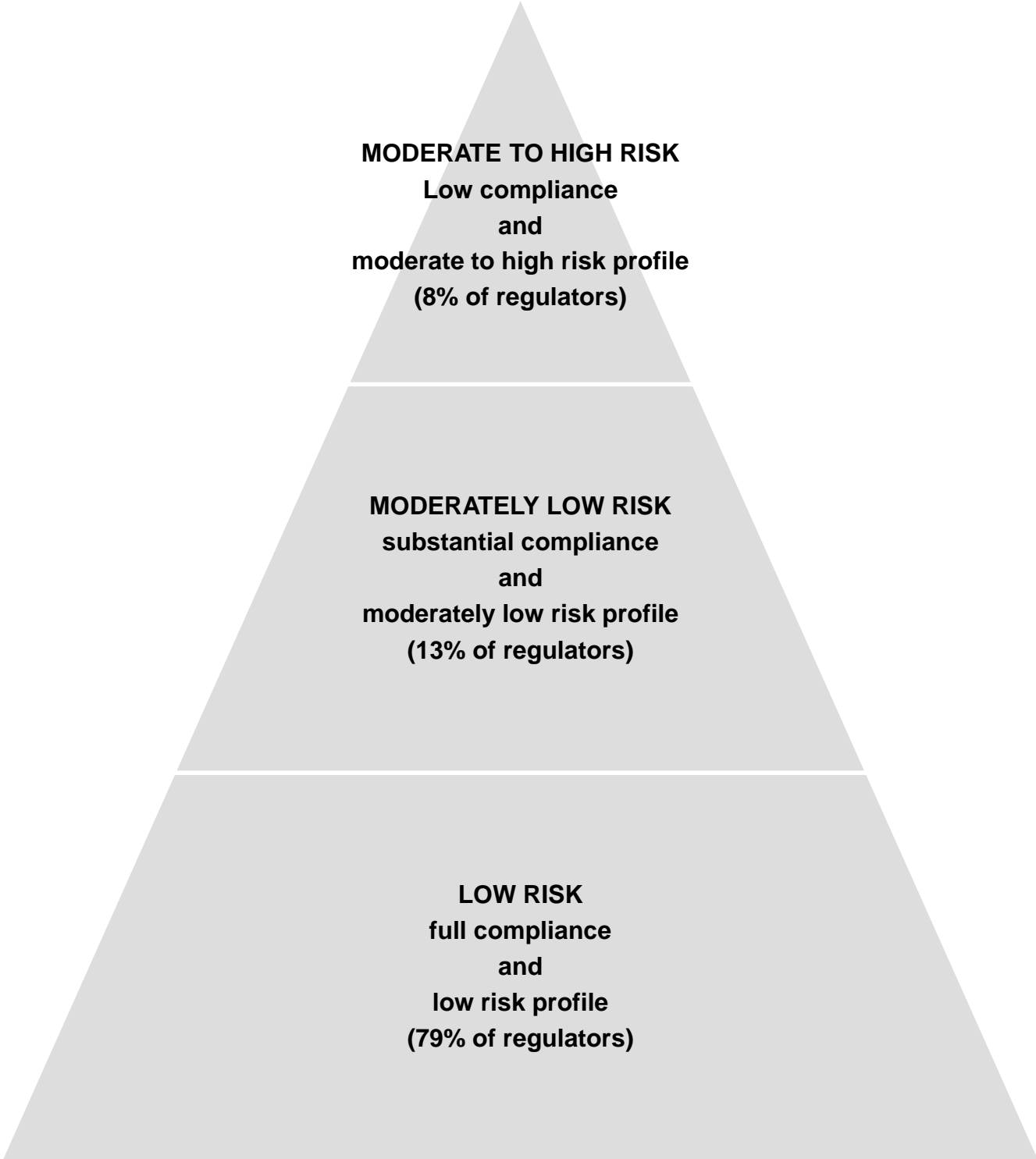
Appendix A – The OFC Ecosystem

THE APPLICANT REGISTRATION ECOSYSTEM

There are a large variety of organizations that impact an applicant's journey towards licensure and employment. The key groups are displayed around the periphery of the circle. The Office of the Fairness Commissioner will typically deal with each of these sectors in fulfilling its broad-based mandate. The government agencies depicted in the centre of the circle will interact with these sectors either through a funding, oversight or partnership relationship.



Appendix B - Risk-based Continuum Categories with Associated Compliance Tools





FAIRNESS COMMISSIONER

COMMISSAIRE À **L'ÉQUITÉ**

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