

Ministry of Advanced
Education and Skills
Development

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Memorandum To: MAESD Stakeholders and Partners

From: Sheldon Levy
Deputy Minister

Date: September 8, 2017

Subject: Ministry Realignment

To start, I want to thank you for partnering with us to better serve the learners, job seekers, learning institutions and employers of Ontario. I am tremendously proud of what we have achieved to date.

Building on our successes, my executive team has reviewed the Ministry's existing divisions and identified opportunities in both alignment of programs and accountabilities. These discussions have resulted in an enhanced ministry structure, with redefined divisional mandates, aimed at accelerating our ability to deliver on ministry and government priorities.

Today, I am pleased to announce this Ministry realignment that will help us move into the future and deliver on these priorities together. The changes are effective **October 16, 2017**. I have attached a new ministry organizational chart for your information.

Goals

The Ministry executive team set out to accelerate and strengthen MAESD's ability to support the economy of the future for diverse learners and job seekers. This involved examining the ministry's core components, including advanced education learner access, postsecondary education policy, workforce strategies, as well as employment programs to drive job creation at all levels for a modern and sustainable workforce.

Additionally, we identified the following goals to support our ministry's mandate and enhance how we work within the ministry and with you — our valued stakeholders and partners —as we move forward:

- **Distributing policy bench-strength throughout MAESD:** Integrate policy across the ministry, with an ability to enhance and accelerate policy development and leverage other internal and external innovative policy organizations.
- **Harnessing data:** Continue to build strong data and workforce analytics capability, positioned to serve the whole ministry and designed to keep pace with the landscape for jobs and the economy.
- **Enhancing sector stewardship:** Continue to support Strategic Mandate Agreements (SMA) as continuous work of the ministry, and further enable collaboration, stewardship and trust with the postsecondary education sector.
- **Ensuring strength for Indigenous and French Language files:** Support strong integration of Indigenous and French Language perspectives across postsecondary education and employment and training sectors.
- **Leveraging digital development:** Leverage ministry successes to support digital government strategies across our business lines by providing multiple digital channels of choice designed to meet expectations by diverse end-users.
- **Adopting a balanced approach to implementation:** Balance the need for change with organizational stability through a period of ambitious deliverables for the Ministry.

Key Changes to the Ministry

Policy Development

The current model of the Ministry was implemented in 2007 and since that time, the Strategic Policy & Programs Division (SPPD) has successfully grown and developed the Ministry's strategic policy agenda. SPPD has been responsible for many major advances in the work of our ministry and in the process has grown strong policy talent for the OPS.

Our world continues to evolve and we must evolve with it. More than ever before, we are working with you as partners and co-developers of strategies that will support learners to have better outcomes and job seekers to find good jobs and careers that are relevant for our economy. We have heard from our staff and from you about how this engaging and collaborative spirit is benefiting all aspects of policy and operations in the Ministry, and how we must work to help it thrive. We now want to accelerate and enhance this new way of doing business.

As a result, the new organizational structure will embed our strategic policy functions, currently housed in the Strategic Policy & Programs Division (SPPD), throughout the Ministry so we can better support collaboration and cross-functional teams. SPPD will be dissolved as a division once the new organization takes effect October 16, 2017.

New Divisional Mandates

Along with our shared corporate divisional partners, the Ministry has redefined its program divisions to help support the stated goals, strengthen and foster cross-collaboration, enhance executive capacity, and clarify leadership roles for both inside and outside of the ministry. The mandates for these divisions are as follows:

Postsecondary Education Division (PSED): Enable an innovative, high quality, accessible postsecondary education system. Support institutions as partners in providing students with the best postsecondary education experience, positioning them for success in the labour market.

New Advanced Education Learner Supports Division (AELSD): Support Ontarians who are seeking access to the postsecondary education system by providing financial and regulatory support as well as modern delivery channels, enabled by technology.

Workforce Policy & Innovation Division (WPID): Strengthen our support for Ontario's highly skilled workforce by leading innovative provincial labour market and workforce development policies and strategies to facilitate strong and successful connections between the economy, education, employers and job seekers. Act as the incubator for workforce development policies, and integrator of labour market information and broader government initiatives related to workforce and labour market initiatives.

Employment & Training Division (ETD): Promote strong local economic development by helping job seekers improve skills and find employment opportunities, in collaboration with employers. Foster a seamless, integrated, client-focused employment and training system to improve the experience and employment outcomes for workers and job seekers to meet client needs by helping to overcome special challenges.

French Language Teaching, Learning & Achievement Division: Develop and promote policies and programs to support French-language student achievement and well-being, and to provide expertise across the Learning Ministries and the government related to French-language education. Foster integrated and efficient delivery of commitments to implement the aménagement linguistique (PAL) from the early years through to postsecondary education, including adult education and training.

Corporate Divisions / Functions: The Ministry's shared services divisions / functions maintain their current mandates.

Further Changes to the Ministry

To support the fulfillment of the above mandates, I am pleased to announce the following key changes that will add capacity, focus and strength to the Ministry:

- **New ADM of Advanced Education Learner Supports Division:** This new division will continue to provide leadership to OSAP Transformation, Student Financial Assistance overall, and delivery of Private Career Colleges leadership functions. In addition, it will have a key role to play in leveraging the tools, technology and other business development we have learned and built through OSAP Transformation across the Ministry. A new **Digital Learning Policy Branch** is also being established within the division to build on the work we have already done with postsecondary institutions to leverage digital platforms to make postsecondary education more accessible across the province and country.
- **Postsecondary Education Division:** With the creation of a new division dedicated to Advanced Education and Learner Supports, the Postsecondary Education Division has a renewed focus on continued partnership and stewardship with the postsecondary sector. The ongoing role of Strategic Mandate Agreements will be a big part of this, as well as embedding the Strategic Policy and Initiatives Branch (newly renamed **PSE Policy Branch**) to establish dedicated policy development for the postsecondary sector. The Indigenous Education Branch will also move into PSED and become a two-unit structure, with the addition of a **Strategic Initiatives Unit**, and renaming the existing Indigenous Education Unit to **Programs and Policy Unit**. This will support the branch to more efficiently deliver on its growing list of priorities and to better oversee strategic ministry initiatives such as redesigning the ministry's approach to engagement with Indigenous communities. The addition of other SPPD functions, including the Postsecondary Education Quality Assessment Board, will continue to support the evolution of work with our postsecondary partners, in collaboration with our Postsecondary Accountability Branch and our Postsecondary Finance and Information Management Branch.
- **New Executive Director for the Employment & Training Division:** The Ministry will establish a temporary **Executive Director, Employment & Training Operations** for up to two (2) years to work with the regions to lead effective planning and delivery of regionally based employment and training programs that continue to be locally responsive and accountable. The Regional Review team will also continue to support the ADM, ETD in its ongoing work with other divisions, partner ministries and jurisdictions to transform Employment Ontario programs and services to meet the current and emerging needs of Ontario's economy.

- **Workforce Policy & Innovation Division (formerly Highly Skilled Workforce Division):** This division will receive some key functions from Strategic Policy and Programs Division, and will now house the Information Management and Strategy Branch as our data and evaluation hub, working with all divisions to strengthen the Ministry's strategies supporting our data and analytics and to collectively evolve expertise. Also, Programs Branch will be newly named to **Strategic Workforce Policy and Programs Branch**. This will include a new **Strategic Policy and Research Unit** to enable and leverage direct linkages to our partner research organizations. Combined with the Policy & Program Design Units, these functions will support transformation of employment for the new economy, providing leadership to the development and execution of strategies and programs to drive ongoing job creation for a modern and sustainable workforce.
- **New French Language Priorities Branch:** We are establishing a dedicated branch to address the development and growth of a continuum of education programs and services for French-language and bilingual learners at the postsecondary level as well as in adult education, training and employment programs.

Our MAESD Executive Team

Given our revised divisional mandates and our talented executive team, I have determined that a realignment of portfolios will further enhance our leadership capacity by better connecting knowledge, skills and ability to key areas. I am very pleased to confirm the following MAESD executive team, and I would like to thank them for their collaborative work on this endeavour.

- David Carter-Whitney – ADM, Employment & Training Division
- Erin McGinn – ADM, Workforce Policy & Innovation Division
- Glenn Craney – ADM, Postsecondary Education Division
- Noah Morris – A/ADM Advanced Education & Learner Supports
- Bohodar Rubashewsky – ADM and Chief Administrative Officer, Corporate Management & Services Division
- Soussan Tabari – Chief Information Officer
- Denys Giguère – ADM, French Language Teaching, Learning & Achievement Division
- Ian Ross – Director, Communications

I would like to thank Shelley Unterlander for her support, wisdom and guidance through this process as she agreed to oversee the Employment & Training Division. As a member of the executive team, Shelley's strong and steady leadership has been extremely important to the division and to the Ministry during this very active time.

As announced earlier this week by Ontario's Secretary of the Cabinet Steve Orsini, I will be leaving the Ministry shortly. Nevertheless, I am reassured that the organizational changes that I am announcing today will provide an excellent foundation for Greg Orencsak as the incoming Deputy Minister. I am also reassured by the commitment of my executive team to implement this new structure.

This is an exciting time for the ministry. These important changes will lead to better working relationships and collaboration both internally and with you – our MAESD partners and stakeholders. Together, we will build a future where all learners and job seekers can discover a path to make their dreams come true.

Sincerely,

A handwritten signature in black ink, appearing to read "Sheldon Levy". The signature is written in a cursive, flowing style.

Sheldon Levy
Deputy Minister