



Office of the Superintendent  
of Bankruptcy Canada

Bureau du surintendant  
des faillites Canada

An Agency of  
Industry Canada

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d'Industrie Canada

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# OSB's Business Plan

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Canada



Protecting the  
Integrity of the  
Insolvency System

Protéger l'intégrité  
du système  
d'insolvabilité



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## Executive Summary

Given the launch of OSB's renewal and the work invested in Bill C-55 (now c. 47) last year, fiscal year 2006-2007 will be a "Year of Consolidation". To this end, our priorities have been grouped under a Business Agenda and a Management Agenda.

Under the Business Agenda, the key initiatives identified will allow us to consolidate our compliance risk-based management framework across the organization as it relates to both trustee and debtor compliance. We will also establish a framework to provide a more proactive and responsive approach in dealing with regulatory issues. Concurrent with these initiatives, there will be a requirement for a more focussed approach to our outreach and communication activities in order to promote and facilitate the participation of the stakeholders in the insolvency system.

With regard to the Management agenda, we will concentrate on the staffing of some 65 positions and the required training of new employees. We will also refine our internal governance process with a view to clarify roles and responsibilities across the organization, improve internal communications and create synergies among our 6 directorates and achieve greater coherence as a whole. We will continue to apply rigorous stewardship of our limited financial resources to ensure that our clients, stakeholders and the general public receive value for money.

A number of risks have been identified that could impact on the delivery of the OSB's business plan, the most critical ones are as follows:

- Successful completion of staffing critical positions across the organization
- Effective and timely provision of professional services (e.g. Legal services)
- Stability of the financial framework (e.g. sudden decrease in file volumes; availability of carry-forward)
- Efforts that may be required to contribute to the Government's response to the Senate report on c. 47.

Throughout the year, we will monitor the implementation of the key initiatives as described in the business plan. In order to mitigate risks, we will also closely scan our operating environment (internal and external) to identify emerging trends that could have an impact on the successful delivery of our business plan.

The dedication and professionalism of our employees as well as the quality of our programs and services are a pledge for success and will provide for maintaining public confidence in the insolvency and credit system.

**OSB's Mandate** is to supervise the administration of all estates and matter to which the Act applies

**OSB's Vision** is to be recognized as a model regulator and a leader in the field of insolvency.

**OSB's Mission** is to maintain investor and lender confidence in the Canadian marketplace by protecting the integrity of the bankruptcy and insolvency system.

**OSB's Strategic Objectives** are to:

Maintain a modern and effective legislative policy and regulatory framework;

Ensure Trustees and Debtors comply with the Act;

Enable stakeholders participation in the Insolvency system; and

Provide the infrastructure to support the delivery of the OSB's mandate.

## **Our main theme for 2006-07 is "The Year of Consolidation".**

Given the launch of our new structure last fall and the work invested in Statute c. 47, one of our objectives this fiscal year is to provide managers and staff with the opportunity to become more comfortable with the new organization and deal with the impact of these recent changes. To this end, our priorities have been grouped under a "Business Agenda " and a "Management Agenda".

<b><i>Business Agenda</i></b>	<b><i>Management Agenda</i></b>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"><li>• Public confidence in the insolvency system is maintained</li><li>• The OSB is recognized by its clients and stakeholders as a model regulator for the quality of insolvency analysis and information</li></ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"><li>• The OSB is recognized by its clients, stakeholders, employees and peers within the Canadian public service as a model employer</li><li>• The OSB is able to effectively and efficiently use its financial resources to maximize its operational results</li></ul>

## Environment and Operating Context

### Environment

**A**s a Special Operating Agency of Industry Canada and a business unit of the Operations Sector, the OSB will endeavour to support the Strategic priorities of the Department which are to maintain:

- a fair, efficient and competitive marketplace;
- an innovative economy; and
- competitive industries and sustainable communities.

A fair, efficient and competitive marketplace is necessary to:

- build and maintain public confidence
- foster an environment conducive to investment and sustainable development
- create a business environment that is supportive of innovation and economic growth while providing protection to Canadians.

As the Minister of Industry assumes the leadership for the government-wide Smart Regulation initiative, OSB will seek to exemplify recommended best practices in regulatory matters. In doing so, the OSB will integrate the evolving Smart Regulation initiative into its operations by seeking to:

- maintain a level playing field in the provision of professional services in the insolvency system;
- promote and, where possible, facilitate increased use of technology to contribute greater efficiency in dealings with, and among stakeholders; and
- rely on marketplace self discipline to ensure a competitive professional sector.

Furthermore, in accordance with its statutory mandate and in the context of its limited resources, the OSB will:

- provide Stakeholders with the information and services they need to participate efficiently in the insolvency system with a sound understanding of all participants' roles, responsibilities, rights and duties;
- seek Stakeholders views in order to understand and respond by balancing their various interests;
- intervene directly in the marketplace, relying on a risk base approach, to ensure that the legal responsibilities of all participants are maintained and recognized.

As a business unit of the Operations Sector, the OSB will contribute to the cohesiveness of the diversified Sector by actively participating in the Sector's five governance fora: the Operations Management Committee; the Human Resources Council; the Communications Advisory Group; the Policy Network; and the Planning Network.

## OSB's Operating Environment

The OSB will need to adapt and respond to the significantly changed environment in the public service flowing from the proposed Federal Accountability Act, the government-wide Communication Framework and the Human Resources Modernization initiative among others.

Last fiscal year marked the launch of an OSB organizational renewal including a new organizational structure designed to better respond to OSB's evolving operating environment. The new structure has had an impact on all employees in their day to day activities and change management remains a critical challenge for the organization if the new structure is to provide the intended benefits over the long term.

At this time, the future of c. 47 remains uncertain as we await Ministerial direction. It is expected that c. 47 will not be proclaimed in its present form and will therefore require amendments. OSB's position has been and continues to be that a period of 9-12 months will be required to fully operationalize c. 47 after royal assent of any amending legislation. As a result OSB Directorate operational plans do not reflect c. 47 implementation activities. As with any type of potential legislation, we will maintain a standing watch on this file and be prepared to respond quickly if required.

### Highlights

Supervising approximately 1,000 trustees

Over 110,000 individual and corporate debtors filing annually resulting in an average of 280,000 active files throughout the year

12 bankruptcy courts and 75 Court Registrars

Headquarters and 3 regions (comprising 14 offices) deliver the OSB's mandate

Approximately 310 employees located across the country

Highly specialized and skilled workforce in a knowledge-based organization

Special Operating Agency that relies on client user fees

For fiscal years 2005-06 to 2008-09 revenues are projected to remain relatively flat in the \$34M — \$35M range

In 2005-06, the OSB reached its maximum vote-net authority of \$31.85 million



## Business Agenda

**T**wo overarching priorities have emerged for OSB's regulatory business agenda:

1. Consolidation of our compliance risk-based management framework across the organization as it relates to both trustee and debtor compliance.  
Having introduced new compliance processes and tools and provided the related training to staff during the previous fiscal year, it is essential that employees continue to gain experience in conducting their activities within the new framework and that we monitor progress closely, build on merging best practices and address possible gaps in the new framework. With the delegation of the newly decentralized decision making authorities to the regions it is critical that NHQ enhances functional support to the regions in the exercise of their delegated authorities.
2. Establishing a framework to provide a more proactive and responsive approach in dealing with regulatory issues.  
The new framework will require improved market intelligence which in turn will require enhanced business systems. As well, the OSB will be required to have a better appreciation of stakeholders needs and views. The Regulatory Affairs and Outreach Sections of the OSB will play a critical role in supporting the new framework.

## Regulatory Affairs

### Outcomes

- Insolvency system framework is relevant and responsive to changing marketplace needs
- Stakeholders have an enhanced understanding of the BIA and Rules which could have a favourable effect on the promotion of voluntary compliance

### Key Initiatives

- **Support the Department's actions on c. 47:** We are awaiting Cabinet directions on this matter.
- **Directive making E-Filing mandatory:** With over 70% of files being received electronically, the OSB will move towards the goal of 100% of files being received electronically. In doing so, the OSB will maximize its significant investment in the E-filing system over the last three years, increase efficiencies and most importantly, enhance its policy capacity to support its regulatory agenda as well as future legislative reforms.
- **Directive on Verification of Statement of Affairs:** Current practices in verification vary significantly among trustees across the country rendering the system inconsistent, and undermining creditors' confidence. This is an issue that creditors want the OSB to address.
- **Assessment of the Trustee Licensing program:** Given declining enrolment of applicants in the qualification program, the demographics of the trustee population, the increasing differentiation of the market and the expectation under c. 47 that only licensed trustees will be qualified to act as receivers and monitors (in CCAA cases), the OSB will assess its licensing program to determine how best to ensure that future market needs may be met.

- **Assessment of fee practices:** In anticipation of future needs to review the OSB's fee structure and in compliance with the User Fee Act, the OSB needs to understand other countries' approach in this area. In this regard, the OSB will conduct a survey among the 22 members of the International Association of Insolvency Regulators (IAIR).
- **Adoption of a multi-year research program:** This program will support the OSB's objective of becoming more proactive in responding to market needs and supporting future legislative reform. Such a program would also help independent researchers to better understand the OSB's needs and priorities for research.

It should be noted that as a result of recent amendments to the Official Languages Act, it is no longer sufficient for the OSB to provide information and services in both official languages. It must also conduct impact assessments on minority communities before introducing new programs or services. Therefore, the OSB will further its understanding of the new requirements before finalizing the above-mentioned initiatives.

### **Identified risks**

- Efforts in contributing to the Government's response to the Senate report on c. 47 could compromise our capacity to deliver on all key regulatory initiatives given limited resources.
- Stakeholders have great expectations with regard to c. 47 and could disengage from the consultation processes if they do not see a forthcoming solution.
- The key initiatives require ongoing and timely provision of legal services.
- The due diligence required by the new Official Languages Act given the absence of precedents in this area.
- The matter of fees is not of a general interest to IAIR members and therefore the survey response may be limited.
- The government-wide communication framework may be misunderstood and limit the OSB's capacity to conduct timely and effective consultations.

## **Trustee Compliance**

### **Outcomes**

- The Compliance Framework provides the tools to promote, monitor and enforce the BIA and Rules
- The identified non-compliant (high risk) trustees comply with the BIA and Rules or will be subjected to conservatory measures and/or professional conduct within two years from identification
- Low-risk trustees, under a risk-based management approach receive a baseline level of supervision (identified minimum acceptable level of supervision)

### **Key initiatives**

Through a range of tools, programs and activities the OSB will continue to promote and ensure standards of estate administration by the community of some 1,000 trustees across the country. The more recent analysis shows that some 187 trustees are currently rated high risk.

- **Managing high risk trustee portfolio:** Within their portfolio of high risk trustees, Senior Bankruptcy Analysts and their managers are required to grade each trustee's level of risk and adopt proper action plans for each high risk Trustee. The Senior Bankruptcy Analysts will be required to ensure that all trustees maintain an improvement plan and that there is a risk mitigating strategy in place including an enforcement approach.

- **Implementation of a revised baseline supervision:** This approach is designed to maintain a minimum acceptable level of supervision of low risk trustees and to allow for the re-allocation of resources to resolve high risk trustees situations and address debtor compliance systemic issues.
- **Implementation of new banking review program:** The implementation of this new program will be progressive and targeted. It is designed as a "look see" at trustees' banking operations to detect emerging risks.
- **Collect and analyse new Banking Reports:** Since April 2005 trustees have been required to file an annual banking report on over 30,000 trust accounts that they maintain. The analysis of these reports assists the OSB in evaluating the financial risks in the insolvency system and in the adoption of proper risk mitigating strategies. The information will be one of the cornerstones of our trustee score card.

### **Identified risks**

- Successful completion of staffing action of critical positions across the organization.
- Effective and timely provision of professional services, particularly from Justice — Legal Services.
- Capacity to re-allocate resources as a result of the new organizational model.
- Reliance on smart information systems to apply business rules to detect basic non-compliance.
- Accuracy and reliability of data base sources, particularly as it relates to Trustee Compliance Reports, complaints and interventions.

## **Debtor Compliance**

### **Outcomes**

- The Compliance Framework provides the tools to prevent, detect and deter debtor non-compliance with the BIA and Rules
- Systemic debtor compliance issues important to stakeholders are identified and their validity assessed
- Day-to-day debtor non-compliance is identified and the highest risk behaviour is addressed

### **Key Initiatives**

In accordance with its statutory mandate and within a risk-based management approach, the OSB will seek that:

- honest debtors having accounted for their financial situation receive the benefit of a fresh start as they are entitled under the Act;
  - debtors who have materially failed to fulfill their duties under the Act have the matter of their discharge reviewed by the court for proper resolution of their case;
  - where there is reasonable ground to believe that an offence has been committed, the conduct of the debtor be investigated and, as appropriate, be prosecuted by the responsible authorities.
- **Systemic Compliance Issues:** In 2006-07, in accordance with its statutory mandate and in the context of its limited resources, the OSB will continue to address the national systemic issue of income tax driven bankruptcies and the three regional systemic issues of: 1) repeat bankruptcies; 2) credit abuse; and 3) credit card abuse.

- **Debtor Compliance Strategy:** The OSB will continue to refine its debtor compliance strategy and supporting programs and tools. More specifically, the OSB will seek to establish a governance mechanism that will foster input from stakeholders in the management of systemic issues and the identification of potential emerging issues.
- **Implementation of a revised baseline supervision:** This approach is designed to maintain a minimum acceptable level of supervision of estates and allow for the re-allocation of resources to resolve high risk trustees' situations and address debtor compliance systemic issues.

### **Identified risks**

- Successful completion of staffing action of critical positions across the organization.
- Effective and timely provision of professional services, particularly from Justice — Legal Services.
- Capacity to re-allocate resources as a result of the new organizational model.
- Reliance on smart information systems to apply business rules to detect basic non-compliance.
- Accuracy and reliability of data base sources, particularly as it relates to complaints and interventions.
- Level of cooperation and involvement of creditors and other parties

## **Outreach, Communications and Market Intelligence**

Historically the OSB has conducted a wide variety of outreach and communication activities with a number of stakeholders' groups. In 2005-06 with the adoption of a new structure, the OSB recognized the need for a more focussed approach to these activities and as a result created an Outreach and Service Innovation (OSI) Directorate with one section being Outreach and Business Intelligence. While the OSB will continue to maintain its current stakeholders' networks such as with Trustees, Court Registrars, Academics and Crown Agencies it will seek to renew its efforts towards private sector creditors so as to promote and facilitate their participation in the insolvency system.

### **Outcomes**

- Key OSB information and messages are strategically communicated to clients and stakeholders
- Information is gathered from clients and stakeholders on emerging issues that are important to them and that may be systemic in nature
- Mutually beneficial networks are developed and/or maintained with clients and stakeholders

### **Key Initiatives**

- **Finalize OSB's Outreach and Communication Strategy:** while a draft strategy has been developed it will require a review by the OSB's private sector Management Advisory Board (MAB) and its Communication Committee. We will also seek feedback from the Operations Sector's Communication Advisory Group as well as from Industry Canada's Communication and Marketing Branch. The framework will bring increased focus and coherence in the many outreach and communications activities conducted by the OSB each year.
- **Academics Conference:** we will hold our third Academics Conference in support of the academic network across Canada. This forum was created to foster research into the social, legal, and economic aspects of insolvency by encouraging a multi-disciplinary approach. The research is framed within a plan designed to support the OSB's program improvement as well as future legislative reform.

- **Registrar Network:** We will hold our fifth annual Court Registrars' meeting bringing registrars together from across all jurisdictions in Canada to review developments in the insolvency system and share best practices between Courts.
- **Credit Bureaus meeting:** Following up on a Senate Committee's recommendation, we will conduct a meeting of Credit Bureaus to address two key aspects of their role in the insolvency system: current credit rating practices regarding bankrupts and consumer debtors filing proposals, which are perceived as a disincentive for proposals despite proposals being significantly more beneficial to creditors than bankruptcy liquidation; the meeting will also address the issue of how the Bureaus may assist in facilitating a more rigorous verification of debtors' statements of affairs.
- **Regional initiatives:** in addition to the above the OSB will conduct three initiatives:
  - **Eastern Region:** the OSB will establish a creditor's panel to seek advice on the effectiveness of its debtor compliance strategy and to provide creditors with the opportunity to identify emerging issues (that may be systemic in nature), options to address the identified issues and their implications.
  - **Ontario Region:** the OSB will hold a multi stakeholders session bringing together representatives from the Courts, the trustee profession and Crown creditors (both Federal and Provincial) to discuss emerging issues, identify best practices and open a constructive dialogue on administrative and operational policies affecting the insolvency system.
  - **Western Region:** the OSB will explore with the Credit Institute of Canada, one of the largest trade creditors association, approaches to provide better and timely information as well as explore methods to facilitate ways for members to express their views on how to make the insolvency system more effective.
- **Promotion and education of general public:** The OSB will seek to ensure that consumers, debtors and the general public have access to information and tools to deal with credit management issues with a view to avoiding financial difficulties. In this regard, given its limited resources, the OSB will seek partnerships in delivering adapted information and tools to youth consumers.

### **Identified Risks**

- Capacity of conducting timely and effective business intelligence relying on effective data mining tools and analysis in support of policy, program and services assessment.
- The government-wide communication framework may be misunderstood and limit the OSB's capacity to conduct timely and effective consultations.

## Management Agenda

**W**ith regard to the Management Agenda, a number of key initiatives have been identified to support the following main priorities:

- **Consolidation of the organization:** following the implementation of the new model, new synergies and changes in the accountabilities, roles and responsibilities between directorates have been adopted; there is a need to strengthen linkages and maintain flexibility in the allocation of resources to support the new organization.
- **Staffing and training of new employees:** a number of positions will be staffed and have been identified as critical to the delivery of this business plan. However, OSB's operating environment is knowledge-based and requires a highly specialised and skilled workforce. As a result, there will be a time period required for OSB's new recruits to acquire technical knowledge and on the job work experience before becoming fully operational in OSB's operating environment.

### Governance

#### Outcome

- The OSB has a strengthened governance structure to support effective decision making processes and accountability mechanisms.

#### Key Initiatives

- **Augment leadership/management capacity to continue the transition to a risk-based management approach:** this entails stabilizing the organization by continuing to implement the OSB's revised governance structure; by refining the roles and responsibilities of the Bankruptcy Executive Committee (BEC), the Bankruptcy Management Committee (BMC), the Insolvency Regulatory Committee (IRC), and networks.
- **Improved internal communications:** establish a framework for effective internal communications including the integration of the OSB Corporate Calendar.
- **Implement an organizational and individual performance framework to reflect the OSB's approach to risk management:** launching the OSB's 2006-07 Organizational Performance Framework and phasing in performance indicators as data sources are developed or updated; a common look and feel as well as a functional approach to the development of EX Performance Management Agreements, and Managers' Management Accountability Agreements.

#### Identified Risks

- Ineffective governance may lead to reduced organizational performance due to untimely decisions and/or unclear accountabilities.

# Human Resources Management

## Outcome

- Appropriate staff (skills) are hired, trained and motivated to deliver the OSB's mandate.

## Key Initiatives

- **Timely implementation of the HR Staffing Plan:** pursuing a coherent approach to staffing and the delivery of orientation and training programs for new managers and staff; expanding the use of the Federal Student Work Experience Program (FSWEP); developing a succession plan for the position of Regional Director, Western Region.

Highlights of Staffing Actions 2006-07 (see attached HR Staffing Plan)	
<p><b>Regional Operations</b></p> <ul style="list-style-type: none"> <li>• Complete staffing 8-10 managers by June; key change agents</li> <li>• Potential acting opportunities (approx 4) as a result of language training and succession planning</li> <li>• Planned staffing:  13 Senior Bankruptcy Analysts CO-2  16 Bankruptcy Analysts CO-1  4 Assistant Bankruptcy Analysts PM-2  5 Clerical Support CR-4</li> </ul>	<p><b>NHQ</b></p> <ul style="list-style-type: none"> <li>• Classification of a number of positions including the establishment of a Professional Services Unit</li> <li>• Planned staffing:  2 National Managers CO-3  1 Junior Compliance Officer CO-1  8 Other support positions  6 Clerical Support CR-4</li> </ul>

- **Official Languages:** maintain capacity to offer services to our stakeholders as well as provide staff with ongoing opportunities for non-statutory second language training; implementing an action plan developed with Office of the Commissioner of Official Languages with regard to bilingual communications and increase bilingual capacity in the Ontario Region.
- **Training and Professional Development:** delivering orientation and training programs for new employees; employees are trained to meet existing and changing requirements of their jobs (including newly delegated authorities); offering training on "working in teams" for managers and staff.
- **Stabilize the new organization:** the organisation will review and update existing positions within its new structure on a cascading basis; regularize the status of employees who previously held positions in the Compliance and Investigations Directorate and positions as Senior Analyst, Disciplinary Affairs; realign the grievance process within the context of the new structure.

## Identified Risks

- Delays in the staffing of critical positions will seriously affect the OSB's capacity to deliver its business plan.
- The OSB's capacity to integrate a large number of new staff and provide them with timely orientation and training.

## Services and Systems

### Outcome

- Business Systems meet changing operational requirements and supports the OSB's business and management priorities.

### Key Initiatives

- **Work towards the provision of a defined level of corporate services support through agreed upon service standards:** this entails identifying any key issues to be resolved in order to establish and maintain an effective and collaborative relationship with Corporate Service providers (e.g., ICLS, DoJ, CIO).
- **IMIT:** develop and implement a process to prioritize system changes and/or the development of business applications so that priorities are addressed on a timely basis in line with the strategic objectives of the organization. As well, there will be a requirement to understand the department's IMIT governance process and its implications for the OSB.
- **Enhance the OSB's capacity in business services:** development of a "quick response" capacity for key areas of activity where support is required on a timely basis (e.g., procurement for staffing and performance management); knowledge transfer for e-filing.

### Identified Risks

- The timely implementation of system changes and/or the development of business applications as well as the lack of defined governance on IMIT (e.g., MoU and SLA).
- The departmental IMIT governance process delays OSB IMIT activities.



# Financial Management

## Outcomes

- Effective and efficient use of financial resources to maximize operational results
- Financial sustainability and the ability to manage financial pressures as they arise

## Key Initiatives

- Financial strategy to rigorously and collectively manage the OSB financial resources (*refer to Tables A and B below for financial information*) through:
  - the development of an OSB Resource Allocation Framework which builds on A-base budgets created in FY 2005-06, and including Guiding Resource Allocation Principles approved by the Bankruptcy Management Committee (BMC)
  - increased communications regarding financial management (e.g., FY 2006-07 A-base budgets were communicated to Directorates in mid-January 2006 for fiscal year 2006-07 business planning purposes)
  - OSB Monthly Financial Forecast Reporting will start earlier than the Sector's August start date and will continue to be presented to the BMC for information, discussion, advice and/or potential decisions
  - All EX Performance Management Agreements will contain a commitment that year-end expenditures will not deviate more than  $\pm 1\%$  from their respective December 31 forecast.
  - a completely revamped financial coding structure which is aligned with the new structure will provide the organization with valuable financial information for decision-making purposes
  - updated delegated financial signing authorities
  - review of various OSB financial procedures and processes
- Quarterly updates of OSB's macro-economic estate file forecasting model that has been in place since January 2004 (performance accuracy is  $\pm 4\%$  relative to actual results). The model, based on numerous variables, forecasts estate file volumes which is subsequently used to generate revenues forecast for both "registration fees" and "levy".
- A medium term financial review (3 year time frame — revenues and expenditures) will be completed by mid-term FY 2006-07 which will better position the OSB to make decisions regarding issues that may be identified (current and forward looking).

## Identified Risks

- Sudden decrease in file volume
- Statute c. 47 — only minimal funding has been built into the Resource Allocation Framework, however, there is flexibility to adjust expenditures should c. 47 require additional funding
- Availability of FY 2005-06 Carry-forward (approximately \$1.2M)
- Government-wide financial cuts/reductions
- Centralization of services (e.g., CIO consolidation, procurement, etc.)
- Timeliness of decisions external to the OSB but that will affect the OSB (e.g., departmental financial governance, procurement, etc.)
- Retention of financial staff

The following table highlights OSB's financial assessment for FY 2006-07 as at April 2006:

<b>Table A</b>	
<b>Projected Revenues</b>	<b>\$Million</b>
<b>Revenues — Accessible *</b>	
• Registration Fees **	\$9.506
• Levy **	\$22.211
• Information Products	\$1.850
• Other	\$0.600
Total Accessible Revenues	\$34.167
<b>Revenues — Not Accessible</b>	
• Trustee Licenses	\$1.000
<b>Total OSB Revenues</b>	<b>\$35.167</b>
Net Vote Authority	\$31.850
Projected Funds to be returned to the CRF	\$3.317
<p>* Current financial projections indicate that OSB <b>will not have to access revenues</b> in excess of its net vote authority (assumes the carry-forward is available to OSB — see Table B below)</p> <p>** Updated Quarterly (Forecasted Fees as at April 06)</p>	

<b>Table B</b>	
<b>Projected Available Resources / Expenditures</b>	<b>\$Million</b>
<b>Available Resources</b>	
• Net Vote Authority	\$31.850
• Appropriations	\$0.311
OSB Reference Level	\$32.161
• FY 05-06 Carry-forward	\$1.200
Total Fund Available	\$33.367
<b>Expenditures</b>	
• Salaries	\$21.897
• Non-salary	\$10.543
• Salary Conversion Charge	\$0.214
Total Expenditures	\$32.654
Projected FY 06-07 Carry-forward	\$0.707

# Annexes

## OSB's Human Resources Staffing Plan

April 2006 to March 2007

### Foreword

This document serves as an overview of HR staffing plans and activities in the OSB. Its purpose is to help the OSB continue to be an employer of choice by guiding managers in their HR actions as well as identifying to employees the management principles that will guide staffing in the coming year and to allow them to prepare for any upcoming staffing opportunities in which they are interested. It will be re-issued on a regular basis.

The objective of this plan is to guide the organization's staffing activities over the coming year, as well as to ensure that the organization recruits, develops and retains the necessary talent to fulfill its mandate and support the realization of organizational objectives as follows:

- to identify OSB's human resource requirements;
- to provide managers and employees with OSB's values and guiding principles with regards to staffing;
- to support employees interested in furthering their careers within the OSB.

**OSB Staffing Values Statement:** with regard to its staffing activities, the OSB will uphold the principles and values of merit, non-partisanship, transparency, fairness and access, and respect for employees.

### Background

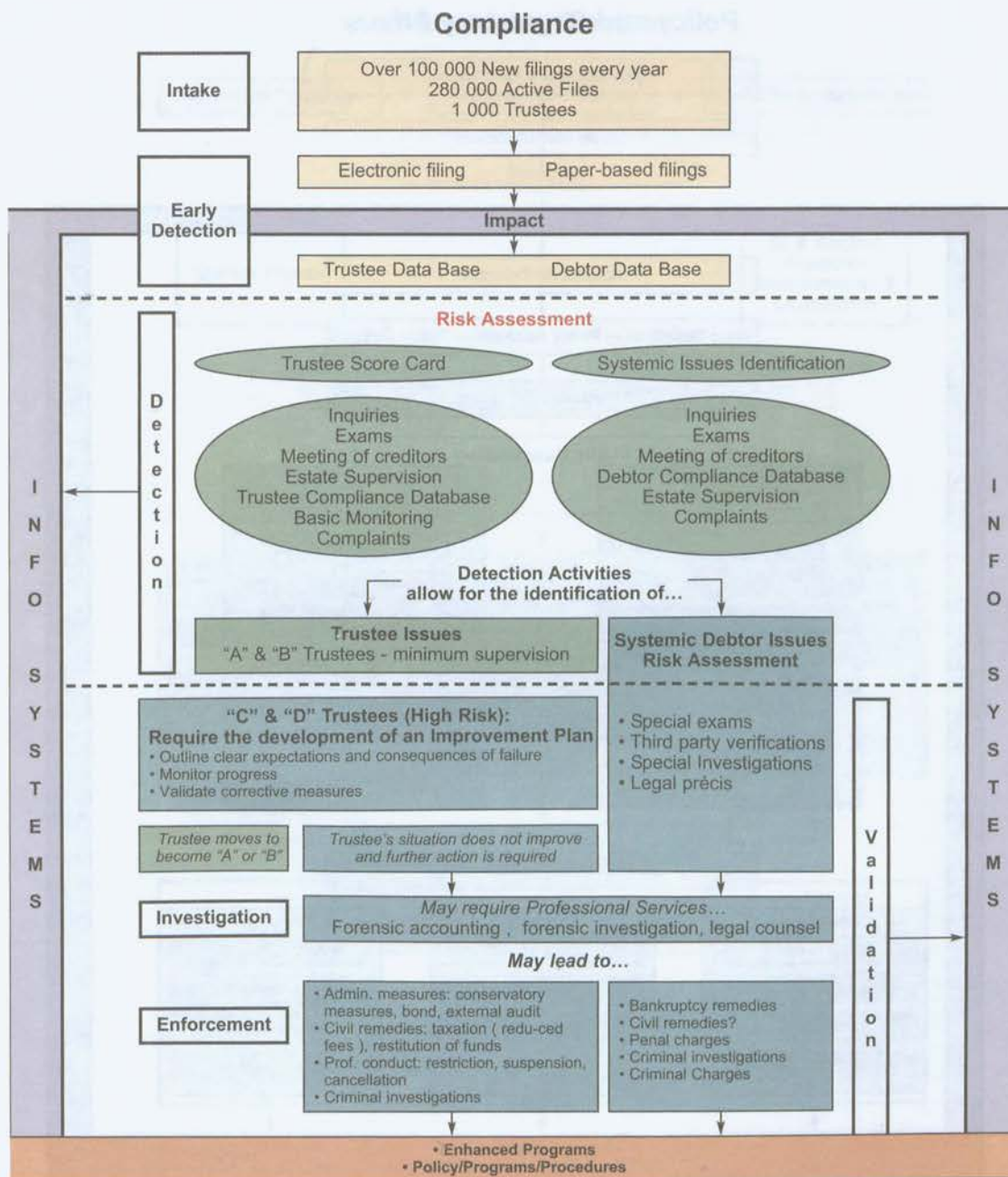
The OSB is mandated to supervise the administration of all estates and matters to which the *Bankruptcy and Insolvency Act* (BIA) applies and, in doing so, ensures that the integrity of the Canadian insolvency system is safeguarded. To this end, the OSB plays an important role in Industry Canada's marketplace service framework by maintaining lender and investor confidence, and providing a source of strategic information for clients and stakeholders. The OSB is privileged to have a dedicated workforce that takes this mandate to heart.

The organization has seen many changes over the years. The BIA is very process-driven and for many years, so was the OSB. However, this did not always result in the OSB fully embracing its mandate. To be a leader in the insolvency field and a model regulator, as well as to position itself to more fully embrace the scope of its mandate, the OSB had to reorganize. The new organizational model was initially launched in June 2005. The biggest change in this renewal exercise was to establish a decentralized decision-making authority in the organization with three regions that would be fully supported by a national headquarters.

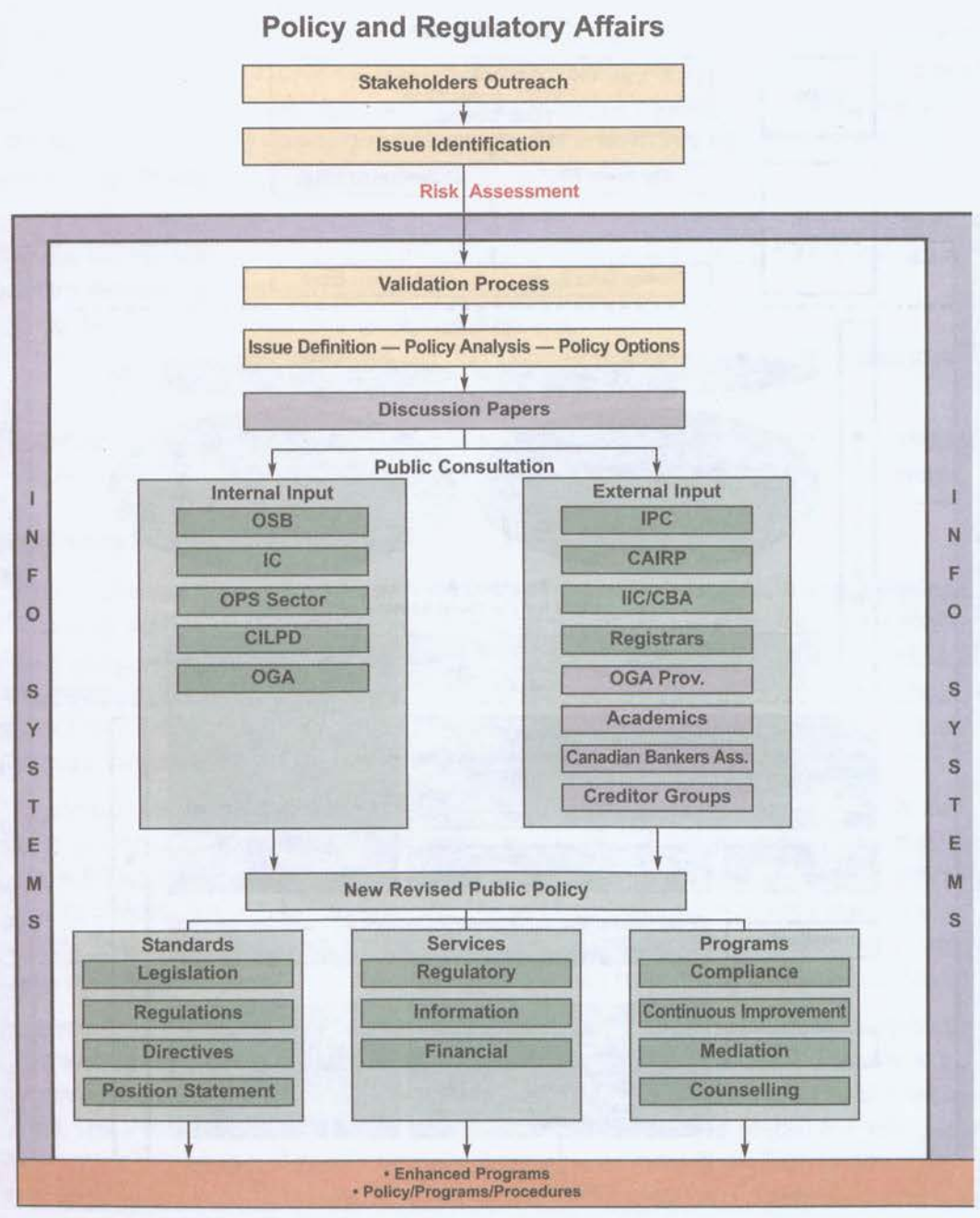
Change is not new to the OSB. In fact, since 1993, and as a result of increased numbers of insolvency filings, it evolved from an organization that undertook file-by-file reviews of trustees and debtors, to a risk-based management framework in which only the files of debtors and trustees identified as high-risk are reviewed. This allows the OSB to devote its resources to where they are most needed and better position the organization to respond to a steadily increasing number of insolvency filings. This move from a process-driven to a risk-based management framework required a different set of skills and competencies of its employees. Adjusting to these very significant changes remains a challenge.

The new structure has three key compliance components:

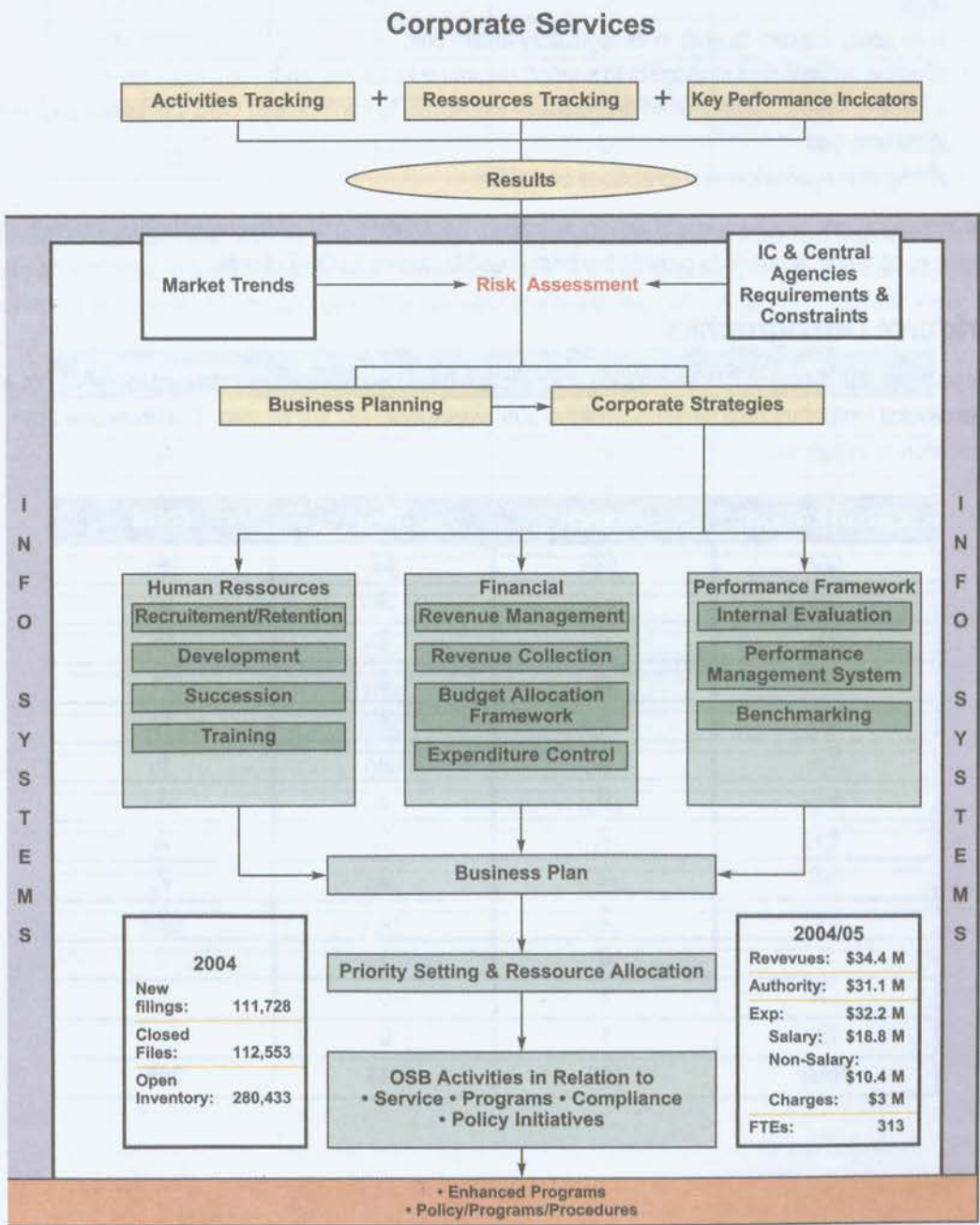
- detection function;
- trustee compliance function; and
- debtor compliance function.



Of course, compliance cannot be done without the full support and involvement of a strong policy and regulatory affairs component.



Nor can these compliance and regulatory affairs components exist without an efficient and responsive corporate services.



... these being supported by state-of-the-art information systems.

## **I) Human Resource Requirements**

In terms of human resource requirements, the OSB will be recruiting employees with the following skills and competencies:

- resourceful and meticulous go-getters to work in its detection units;
- strong-minded individuals with analytical skills to work in its compliance teams;
- strong-minded individuals who possess the expertise to work in its investigation and enforcement units;
- solid policy makers to work in its regulatory affairs unit;
- effective and efficient strategists to support corporate initiatives; and
- service-oriented, client-centred and creative individuals to contribute to OSB's outreach and service initiatives; and
- strong managerial/leadership abilities and skills.

These individuals will require a mix of writing, speaking, negotiating, and interpersonal skills; they will share one thing in common, a desire to provide the best possible service to OSB clients.

### **Workforce Demographics**

On September 30, 2005, the OSB had 305 full-time staff. It also employs more than a dozen students as well as several temporary help personnel. Of the 305 employees, 192 are women. The breakdown by classification is as follows:

<b>Classification</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
CO	62	82	144
CR	50	6	56
PM	39	7	46
AS	26	2	28
CS	6	7	13
EX	3	3	6
ES	0	3	3
ST	2	0	2
GT	0	2	2
FI	2	0	2
SI	0	1	1
CA	1	0	1
IS	1	0	1
<b>Total</b>	<b>192</b>	<b>113</b>	<b>305</b>



The following is a breakdown of staff by first official language:

Level	English	French	Total
EX	2	4	6
EX Equivalent	1	0	1
EX minus 1	17	9	26
EX minus 2	49	29	78
Intermediate	4	7	11
Support/Technical	45	42	87
Entry Level	57	39	96
<b>Total</b>	<b>175</b>	<b>130</b>	<b>305</b>

As a result of the technical nature of the work at the OSB, people who join the OSB and take the time to acquire an expertise in the insolvency field tend to stay here. It is not surprising to see that the majority of its workforce is 35 years of age and over. The following is a breakdown of age group by classification:

Classification	<35	35-49	50+
AS	21%	64%	14%
CA	0%	0%	100%
CO	11%	42%	47%
CR	20%	47%	33%
CS	23%	62%	15%
ES	67%	33%	0%
EX	0%	67%	33%
FI	0%	50%	50%
GT	50%	50%	0%
IS	0%	0%	100%
PM	9%	52%	39%
SI	0%	100%	0%
ST	0%	100%	0%
<b>Total</b>	<b>14%</b>	<b>48%</b>	<b>38%</b>

Due to these demographics, the OSB is somewhat vulnerable when it comes to La Relève and will have to take a more proactive approach to recruit and retain employees in the <35 age bracket. The following is a breakdown of potential retirements:

Retirements	2005–2006	2006–2007	2007–2008
Population (March 2005)	282	282	282
Eligible for retirement	7.4%	9.6%	13.0%
Expected to retire	3.3%	3.0%	3.5%
Anticipated retirements	9	9	10
Minimum retirements expected	6	6	7
Maximum retirements expected	12	11	13

In 2005–2006, twenty-two COs are eligible or will become eligible for retirement. For other categories, the numbers are as follows: two CRs, five PMs, one CS and one EX. Our priority is to staff these positions as they become vacant while we work on a longer term strategy.

### Employment Equity

Employment Equity representation within OSB across Canada meets or exceeds the Labour Force Available of designated group members. However, for some occupational groups in some cities, slight (1 or 2) improvements are needed for three of the designated groups (Women, Persons with Disabilities and Visible Minorities). As we implement our staffing plan, employment equity representation will be addressed by including this as a factor in Organizational needs.

### Official Languages

Following the creation of three Regions, the OSB has recently placed greater emphasis on official languages training, particularly in the Eastern Region. In 2005/6 we encouraged and supported employees to pursue language training and will continue to do so in 2006/7. As OSB is still in transition, our priorities are to continue establishing protocols for communications to and amongst employees.

### OSB Recruitment

In the past, the OSB has, like many government organizations, had a more reactive approach to staffing. Instead of investing in a slower but more balanced approach to recruitment, managers responded to immediate pressures by seeking qualified individuals who would be immediately operational. Recently, the OSB is working to expand its reach by providing opportunities to all employees with regulatory experience, as well as using a variety of external staffing processes, and incorporating evaluation tools developed to better identify, assess and select candidates with the skills and competencies required by the OSB.

As well, and since 2001, the OSB has employed between twelve and fifteen students through the Federal Student Work Experience Program (FSWEP), and, through the bridging mechanism, has formally employed six of these students as permanent employees. OSB will continue to use it as a pool for entry-level positions. While the organization has focussed mostly on law students, it intends to expand the program to students in other programs, such as accounting, business administration and office administration.

The OSB will continue to rely on specialized evaluation tools for both internal and external staffing processes (e.g., psychometrics). The new *Public Service Employment Act* (PSEA) is an opportunity for the OSB to move towards joint staffing actions, as appropriate, and the creation of pre-qualified pools of

candidates at both headquarters and in the regions. It is anticipated that these new processes will significantly reduce staffing time frames and better enable managers to respond to both ongoing and emerging demands.

OSB will take advantage of every opportunity offered by the new PSEA to define its staffing processes and offer as many opportunities as it can to OSB staff. At the management levels, generally, staffing processes will be opened to candidates from outside the OSB. While the OSB is committed to developing the required set of skills and competencies within the current population base, it will be equally important to recruit from outside the OSB in order to position the organization to deal with projected retirements and departures as well as introducing a range of new skills and approaches. The OSB will update the Human Resources Staffing Plan on a regular basis in order to update employees with regard to any changes or new developments.

From January 2006 to March 2008, the OSB will aim for the following recruitment targets:

<b>External</b>	<b>Internal</b>	<b>Within the OSB</b>
35%	30%	35%

## II) Detailed Staffing Activity for 2006/7

### Operating Context — Recent OSB Reorganization

The OSB recently began to implement a reorganization (ORE) to enable it to more fully embrace the scope of its mandate. A key feature of the ORE is the creation of three regions — Eastern, Ontario and Western and is based on a model that:

- establishes 3 regions with proportional resources
- pools resources through the use of multi-disciplinary teams
- provides flexibility to tailor regional organizations to address local realities
- favors local decision-making through delegations
- promotes a shift towards a systemic oversight role with regard to compliance activities
- assigns four OSB-wide accountabilities to Directors in the national headquarters (NHQ) to define national frameworks within which Regional Directors are responsible for delivering OSB programs.

The OSB continues to face a number of change management challenges and opportunities associated with the reorganization:

- the new structure was initiated in June 2005 and once it has operated for a year, we expect that it will need to be refined;
- managers are key change agents in the ORE but a large number of these positions are currently vacant;
- to complete the reorganization, OSB needs to review and update job descriptions on a cascading basis and a number of new positions need to be classified and then staffed;
- a number of activities to regularize the status of positions/employees following the reorganization include:
  - employees who previously held positions in the Compliance and Investigations Directorate;
  - employees formerly holding positions as Senior Analyst, Disciplinary Affairs;
  - employees formerly holding the positions of Senior Evaluation Officer;
- the review and update of positions will result in a revised language rating and transitional measures while incumbents are on language training;
- Regional Directors have begun evaluating the critical capacity requirements by group and level. Staffing plans will be adjusted as gaps are identified in capacity requirements. Priority may be given to the staffing of other levels and groups based on operational requirements as opposed to filling existing vacancies;
- the staffing of a large number of CO-3, CO-2, and CO-1 positions in regional operations will create a major integration challenge both in terms of orientation for new employees and training;
- OSB is continuing to evaluate the need for funding additional positions in light of the new structure.

This means that OSB's 2006/7 Staffing Plan will be updated throughout the year as we continue complete the reorganization.

# 1. National Headquarters (NHQ)

OSB's new organization model was launched in June 2005. Since the reorganization, management has focused on re-writing job descriptions and creating new positions. It is anticipated that most positions will simply be reviewed and updated to reflect the organizational changes.

The table below provides some additional detail on HR actions including classifications, review and update of work descriptions as available.

<b>Executive Office</b>	
Office of the Corporate Secretary	A number of positions to be classified
Office of the COO	Position of Senior Advisor, Governance and Business Affairs to be classified
<b>BMS</b>	
Financial Services	Review and update of work descriptions: Revenue and Accounts receivables Agent, Financial Agent, Financial officer
Training and Professional Development	Review and update of work descriptions: Manager TPD, Training Officer
Planning, measurement & evaluation	New positions to be classified: Manager, Planning officer
<b>RAC</b>	
Debtor and Trustee Compliance Sections	Review and update of work descriptions: National Manager, Senior Compliance Officer, Junior Compliance Officer
Complaints and Issues Section	Review and update of work descriptions
Professional Services Unit	positions to be classified Special Compliance Investigator and Special Compliance Investigator (accounting)
<b>OSI</b>	
Outreach and Business Intelligence	New positions to be classified: National Manager, Outreach and Business Intelligence, Senior Business Analyst, Business Issues Analyst, BIC Manager, BIC Manager, BIC Analyst, BIC Junior Analyst
Information Products and Services	New positions to be classified: National Manager, Information Products and Services and Info Products officer
Senior Director's Office	Administrative (Executive) Assistant

We will continue to recruit a number of students under the FSWEF program. Furthermore, through the bridging mechanism of this program, we will also offer permanent positions to students when the appropriate circumstances and conditions are met.

The table below summarizes staffing planned within NHQ.

<b>Group and Level</b>	<b>Number of Positions</b>	<b>Anticipated Staffing Process</b>	<b>Anticipated Area of Selection</b>	<b>Pre Qualified Pool</b>
<b>Executive Office</b>				
AS-2	1	Internal Advertised	NCR	No
AS-1	1	External Advertised	National	Yes
<b>BMS</b>				
CR-4	3	External Advertised	NCR	Yes
AS-1	3	Internal Advertised	IC	Yes
CO-3	1	Acting	OSB	No
<b>RAC</b>				
CO-1	1	Term	NCR	No
CO-3	1	External Advertised	National	No
<b>OSI</b>				
AS-1	2	Internal Advertised	IC	Yes
CR-4	3	Internal Advertised	IC	Yes
PM-2	1	Assignment	OSB	No
CS-2	2	External Advertised	National	Yes
CS-3	1	External Advertised	National	Yes

## 2. Regional Operations

OSB's three Regions, Eastern, Ontario, and Western are responsible for directing adapting and ensuring the coherent delivery of insolvency programs and services in the region.

Regional Directors anticipate the following staffing actions:

### At the CO-3 level

In October 2005, Regions initiated a nationally coherent approach to staffing the position of Assistant Superintendents to fill 8-10 vacancies. This process is expected to be finalized by the end of May 2006.

The Eastern Region plans on providing acting opportunities for two CO-3 positions while the incumbents are on language training.

Depending on the number of individuals identified as potential candidates to fill the Regional Director, Western Region in 2008, additional acting opportunities at the CO-3 level are possible.

### At the CO-2 level

Regions will proceed in the first quarter with competitions in each region that will be an internally advertised process, that results in a pool, to staff up to 13 CO-2, Senior Bankruptcy Analysts.

### At the CO-1 level

Regions will proceed in the first quarter with competitions in each region that will be an advertised process, that results in a pool, to staff up to 16 CO-1, Bankruptcy Analysts.

### At the PM-2 level

The Eastern and Western Regions will follow an internally advertised process to fill 5 positions.

### At the CR-4 level

The Eastern and Western Regions will follow an internally advertised process to fill 4 positions.

*Note: Regions anticipate that the CO-3 competition followed by competitions at the CO-2 and CO-1 levels will result in vacancies on a cascading basis so the number of vacancies cannot accurately be predicted.*

Regional Directors intend to classify the following positions:

Regional Director	Manager, Business Management Services Special Projects Advisor Executive Assistant
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### Regional Offices

The position of Manager, Business Management Services will be filled following an internally advertised process.

The position of Special Projects Advisor will be staffed variously either through an assignment opportunity or an internally advertised process.

The position of Executive Assistant will be filled through an internally advertised process where applicable.

**OSB's Performance Framework**

<b>Regulatory Affairs</b>		
<b>Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
<p><b>Ultimate</b> Canada's insolvency system is respected nationally and internationally as a world leader</p> <p><b>Immediate &amp; Intermediate</b> Insolvency system framework is relevant and responsive to changing marketplace needs</p> <p>Stakeholders have an enhanced understanding of the BIA and Rules which could have a favourable effect on the promotion of voluntary compliance</p>	<ul style="list-style-type: none"> <li>• Regulatory Framework:               <ul style="list-style-type: none"> <li>• Consultation process</li> <li>• Impact assessment</li> <li>• Issue identification process</li> </ul> </li> <li>• Regulatory instruments:               <ul style="list-style-type: none"> <li>• Directives</li> <li>• Regulations</li> <li>• Forms</li> <li>• Position Statements</li> </ul> </li> <li>• Reports and Briefs</li> <li>• Comparative analysis (e.g. federal and provincial policies)</li> <li>• Research Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and review forms, rules and directives as needed</li> <li>• Draft position papers for regulatory issues identified by stakeholders and OSB employees</li> <li>• Consultation of stakeholders in view of drafting regulations, directives and position statements</li> <li>• Provide input to the legislative process</li> <li>• Respond to information requests on policy issues</li> <li>• Policy research</li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• Policy issues researched and addressed</li> <li>• Regulatory instruments that are required and completed:               <ul style="list-style-type: none"> <li>• Turn around time to issue a directive</li> <li>• Number of regulatory instruments struck down by the Courts</li> </ul> </li> <li>• Number of studies conducted by or on behalf of the OSB</li> <li>• Stakeholders Surveys</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	



## Trustee Compliance

Outcomes	Outputs	Activities
<p><b>Ultimate</b></p> <p>Public confidence in the insolvency system is maintained</p> <p><b>Immediate &amp; Intermediate</b></p> <p>The Compliance Framework provides the tools to promote, monitor and enforce the BIA and Rules</p> <p>The identified non-compliant (high risk) trustees comply with the BIA and Rules or will be subjected to conservatory measures and/or professional conduct within two years from identification</p> <p>Low-risk trustees, under a risk-based management approach receive a baseline level of supervision</p>	<ul style="list-style-type: none"> <li>• Risk Management Framework</li> <li>• Detection tools and processes</li> <li>• Resolution of Complaints and associated responses</li> <li>• Triage and rating of risk:                             <ul style="list-style-type: none"> <li>• Risk associated to trustees is assessed and classified</li> <li>• Identification of trends</li> </ul> </li> <li>• Professional Conduct Reports</li> <li>• Results of investigations</li> <li>• Conservatory Measures</li> <li>• Interventions:                             <ul style="list-style-type: none"> <li>• comment letters</li> <li>• 5(4) intervention</li> <li>• court brief/case</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Detection Activities                             <ul style="list-style-type: none"> <li>• banking review</li> <li>• baseline of supervision</li> <li>• complaints</li> <li>• IOTA — aging of file</li> <li>• design of score card</li> <li>• TCR</li> <li>• analysis and follow-up of banking reports</li> <li>• practice review</li> </ul> </li> <li>• Investigations                             <ul style="list-style-type: none"> <li>• professional conduct investigation</li> <li>• forensic audits (prof. services)</li> <li>• regular investigations</li> <li>• request, approve and monitor improvement plan</li> <li>• conservatory measures</li> </ul> </li> <li>• Interventions                             <ul style="list-style-type: none"> <li>• review of SRDs</li> </ul> </li> <li>• Manage portfolio of Trustees</li> <li>• Post Mortems</li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• Application of the <u>Compliance Framework</u> by Regional Operations                             <ul style="list-style-type: none"> <li>• information related to meeting KPIs is maintained or improved</li> <li>• service standards maintained or improved</li> <li>• post mortems of cases</li> </ul> </li> <li>• Number of high risk trustees:                             <ul style="list-style-type: none"> <li>• moved to low risk level as a result of a follow-up monitoring or other detailed review</li> <li>• moved to low risk level as a result of a completed improvement plan</li> <li>• in which an improvement plan is in place, and is being met</li> <li>• in which an improvement plan is in place, but is not being met</li> <li>• in which a professional conduct action has begun / is in process</li> <li>• in which a professional conduct action was concluded in OSB's favour</li> <li>• in which a professional conduct action was concluded in the trustee's favour</li> <li>• subject to conservatory measures</li> </ul> </li> <li>• Number of low risk trustees remaining low risk</li> <li>• Number of enforcement actions taken to ensure estate compliance (eg. Interventions, complaints resolved)</li> <li>• Number of low risk trustees identified as high risk and/or moved to high risk level</li> <li>• Number of trustee off/on IOTA</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	

<b>Debtor Compliance</b>		
<b>Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
<p><b>Ultimate</b></p> <p>Public confidence is maintained in the insolvency system</p> <p><b>Immediate &amp; Intermediate</b></p> <p>The <u>Compliance Framework</u> provides the tools to prevent, detect and deter debtor non-compliance with the BIA and Rules</p> <p>Systemic debtor compliance issues, important to stakeholders, are identified and their validity is assessed</p> <p>Day-to-day debtor non-compliance is identified and the highest risk behaviour is addressed</p>	<ul style="list-style-type: none"> <li>• Debtor Compliance Framework</li> <li>• Detection tools and processes               <ul style="list-style-type: none"> <li>• Renewed examination program</li> </ul> </li> <li>• Systemic issues:               <ul style="list-style-type: none"> <li>• validation</li> <li>• identification of new potential systemic issues</li> </ul> </li> <li>• Resolution of Complaints and associated responses</li> <li>• Interventions</li> <li>• Mediations</li> <li>• Investigation Orders</li> <li>• Examination reports</li> <li>• Criminal Investigations</li> </ul>	<ul style="list-style-type: none"> <li>• Detection activities               <ul style="list-style-type: none"> <li>• examinations</li> <li>• complaints</li> <li>• sampling of estate; initial file review</li> <li>• targeted detection of systemic issues</li> </ul> </li> <li>• Mediations</li> <li>• Assess and analyse identified systemic issues</li> <li>• Stakeholders consultations</li> <li>• Criminal investigation orders</li> <li>• Interventions at bankrupt's discharge</li> <li>• Criminal Investigations               <ul style="list-style-type: none"> <li>• conduct investigations</li> <li>• prepare briefs</li> </ul> </li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• Application of the <u>Compliance Framework</u> by Regional Operations               <ul style="list-style-type: none"> <li>• information related to meeting KPIs is maintained or improved</li> <li>• service standards maintained or improved</li> </ul> </li> <li>• Evaluation and assessment of the identified systemic issues</li> <li>• Number of 'National' systemic debtor cases:               <ul style="list-style-type: none"> <li>• analysed and resolved with no corrective action required</li> <li>• in the process of being resolved</li> <li>• resolved in the OSB's favour</li> <li>• resolved in the debtor's favour</li> </ul> </li> <li>• Number of 'Regional' systemic debtor cases:               <ul style="list-style-type: none"> <li>• analysed and resolved with no corrective action required</li> <li>• in the process of being resolved</li> <li>• resolved in the OSB's favour</li> <li>• resolved in the debtor's favour</li> </ul> </li> <li>• Number of cases of potential debtor non-compliance that is: a) investigated, b) corrected, and c) enforced</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	

## Outreach, Communications & Market Intelligence

Outcomes	Outputs	Activities
<p><b>Ultimate</b></p> <p>The OSB is recognized by its clients and stakeholders as a model regulator for the quality of insolvency analysis and information</p> <p><b>Immediate &amp; Intermediate</b></p> <p>Key OSB information and messages are strategically communicated to clients and stakeholders</p> <p>Information is gathered from clients and stakeholders on emerging issues that are important to them and that may be systemic in nature</p> <p>Mutually beneficial networks are developed and/or maintained with clients and stakeholders</p>	<ul style="list-style-type: none"> <li>• Outreach Framework and Strategy</li> <li>• Communication Framework and Strategy</li> <li>• Targeted stakeholder events and consultations</li> <li>• Publications of statistics, analysis, newsletters, bulletin</li> <li>• Business Intelligence Centre                             <ul style="list-style-type: none"> <li>• information is analysed in light of OSB priorities</li> <li>• standard and ad hoc reports</li> <li>• clear data standards and definitions</li> </ul> </li> <li>• Insolvency Research Framework and Papers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an Outreach and Communications Frameworks</li> <li>• Presentations and consultations with targeted stakeholders</li> <li>• Produce and deliver new or improved information products and services:                             <ul style="list-style-type: none"> <li>• development of publications</li> <li>• economic analysis</li> </ul> </li> <li>• Educational tool kits</li> <li>• Develop and implement new business information systems</li> <li>• Conduct Business Intelligence activities                             <ul style="list-style-type: none"> <li>• access to OSB insolvency info</li> <li>• OSB operational reports</li> </ul> </li> </ul>

### Performance Indicators

- Targeted messages/initiatives successfully communicated
- Key Stakeholders attend OSB sponsored events
- Networks with clients and stakeholders
- Stakeholders Surveys (stakeholder satisfaction with issues, contacts or materials)
- Demand for reports and analysis is stable or increasing; meets or exceeds needs

<b>Targets</b>	<b>Data Source</b>
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>

<b>Organizational Health</b>		
<b>Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
<p><b>Ultimate</b></p> <p>The OSB is recognized by its clients, stakeholders and peers within the Canadian public service as a model regulator</p> <p><b>Immediate &amp; Intermediate</b></p> <p>Coherent Business and Management practices are in place within a new organizational structure to optimize organizational capacity and quality of service delivery</p> <p>OSB has a strengthened governance structure to support effective decision making processes and accountability mechanisms</p> <p>A mutually beneficial and effective collaborative relationship is maintained with departmental service providers</p>	<ul style="list-style-type: none"> <li>• New approach to leadership and file management</li> <li>• Organizational capacity optimized</li> <li>• Operational Issues addressed</li> <li>• Networks established</li> <li>• OSB Performance Framework</li> <li>• Internal Communication Framework</li> </ul>	<ul style="list-style-type: none"> <li>• BEC, BMC &amp; IRC meet to decide on strategic, management and policy issues to provide leadership and direction</li> <li>• MAB meetings</li> <li>• OSB networks, standing committees and working groups formed to study and work on strategic management issues</li> <li>• OSB Performance Framework developed (planning, operations, measurement, reporting and evaluation)</li> <li>• OSB represented on sectoral, departmental and government-wide issues</li> <li>• MOUs negotiated with IC</li> <li>• RIMS</li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• Strategic approach to NHQ visits to the regions is in place</li> <li>• OSB Employee Surveys</li> <li>• Progress reports against management commitments in business &amp; operational plans</li> <li>• Progress report demonstrating a substantial increase in the time of Managers' dedicated to management issues</li> <li>• Reports on the status of relationships with DOJ, IC Central Services (emphasis on CIO) and regional support services</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	

## Human Resources Management

Outcomes	Outputs	Activities
<p><b>Ultimate</b></p> <p>The OSB is recognized by its employees as a model public service employer (i.e. a continuous learning organization comprised of highly skilled professionals who share a common set of values, vision and understanding of the direction of the OSB).</p> <p><b>Immediate &amp; Intermediate</b></p> <p>Appropriate staff (skills/#) are hired, trained and motivated to deliver OSB's mandate</p> <p>Frameworks and information sources exist to support managers in their understanding (and decision-making) of the HR environment within the context of the broader public service objectives</p> <p>Organizational change is well managed and supported</p>	<ul style="list-style-type: none"> <li>• OSB Staffing Plan</li> <li>• Staffing framework is developed integrating the requirements under the new PSEA (HR modernization)</li> <li>• Manager's tool kit</li> <li>• Performance framework for employees</li> <li>• Updated job descriptions</li> <li>• Code of conduct document</li> <li>• Rewards and Recognition Program</li> <li>• Analysis of Employees survey results</li> <li>• Organizational data base:               <ul style="list-style-type: none"> <li>• reports for management (eg. employment equity, official languages, Peoplesoft)</li> </ul> </li> <li>• HR Network</li> <li>• Executive group PMAs articulate senior management's commitment to good HR Management</li> <li>• Labour relations issues addressed</li> </ul>	<ul style="list-style-type: none"> <li>• Develop staffing plan</li> <li>• Manage the staffing process of the OSB</li> <li>• Develop an HR Strategy (succession plan etc)</li> <li>• Develop a manager's tool kit</li> <li>• Develop a performance framework for OSB employees (e.g. performance reviews, work objectives)</li> <li>• Phased updating of OSB job descriptions</li> <li>• Draft Employee Code of Conduct</li> <li>• Issue rewards and recognition</li> <li>• Conduct employee surveys</li> <li>• Discussion of HR issues at management meetings</li> <li>• Consultations with Unions</li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• HR indicators to identify OSB standards (eg. Number of vacancies, positions staffed, turnover rate, employment equity representation, leave usage, grievances, etc.)</li> <li>• Timely implementation of the HR Staffing Plan</li> <li>• OSB surveys — managers</li> <li>• OSB surveys — employees</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	

<b>Training and Professional Development</b>		
<b>Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
<p><b>Ultimate</b></p> <p>The OSB is recognized by its employees, clients and stakeholders as a model public service employer (i.e. a continuous learning organization comprised of highly skilled professionals who share a common set of values, vision and understanding of the direction of the OSB).</p> <p><b>Immediate &amp; Intermediate</b></p> <p>Employees receive the training needed to meet existing and changing requirements (eg. C-47) of their jobs.</p> <p>Employees are trained to meet the requirements of their jobs (eg. delegations)</p>	<ul style="list-style-type: none"> <li>• Relevant and effective training courses</li> <li>• Training policy</li> <li>• Training materials, tools, support</li> <li>• Approved corporate and individual training plans</li> <li>• Reports on evaluation of training activities</li> <li>• Tailored training and professional development is provided to employees on a timely basis</li> </ul>	<ul style="list-style-type: none"> <li>• Development and update of training materials, tools, support</li> <li>• Establish individual and corporate training plans</li> <li>• Deliver training sessions</li> <li>• Advertise/publicize the training available to staff</li> <li>• Finalize the training policy for OSB</li> <li>• Orientation sessions for new employees</li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• Quantitative measures of training: number of training sessions, number of employees trained, number of hours invested in training, % of budget spent on training</li> <li>• Number of new employees receiving orientation sessions</li> <li>• Number of current employees receiving training on insolvency topics</li> <li>• Quantitative measures of development: number of employees on the trustee training program, number of courses taken outside of the OSB</li> <li>• Employee survey questions on Training and Development</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	

<b>Financial Management</b>		
<b>Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
<p><b>Ultimate</b></p> <p>The OSB is able to effectively and efficiently use its financial resources to maximize operational results</p> <p><b>Immediate &amp; Intermediate</b></p> <p>OSB's expenditures are managed within its allocated budgets (vote net authority, carry-forward, incremental revenues)</p> <p>OSB is able to position itself for financial sustainability and to manage financial pressures as they arise</p>	<ul style="list-style-type: none"> <li>• Monthly Financial Forecasts</li> <li>• Financial Reports</li> <li>• Financial Resources Framework and resource allocation</li> <li>• Medium Term (3 year time frame) Financial Review</li> <li>• IMPACT and Departmental financial systems are updated with accurate revenue and expense data</li> <li>• Systematic approach to remind staff of their responsibilities under the FAA</li> </ul>	<ul style="list-style-type: none"> <li>• Activities related to Revenues (cheque processing and banking reconciliation)</li> <li>• Activities related to Expenditures</li> <li>• Activities related to UA/UD</li> <li>• Analysis of revenues and expenditures trends</li> <li>• Review delegated signing authorities</li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• Year-end Expenditures do not deviate more than <math>\pm 1\%</math> from the December 31 forecast</li> <li>• Medium Term financial review is updated annually</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	

<b>Services &amp; Systems</b>		
<b>Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
<p><b>Ultimate</b> The OSB is recognized by its clients and stakeholders for the quality of insolvency information and analysis</p> <p><b>Immediate &amp; Intermediate</b> Business Systems meet changing operational requirements and supports OSB's business and management priorities</p> <p>Relevant and accurate information is available to support OSB's Performance Framework</p> <p>Insolvency Professionals, Clients and Stakeholders receive innovative information products and services</p>	<ul style="list-style-type: none"> <li>• IMIT strategies and plans</li> <li>• Business Application systems (IMPACT, Name Search, e-filing etc) are maintained and enhanced.</li> <li>• Trustee licenses               <ul style="list-style-type: none"> <li>• competent licensees</li> </ul> </li> <li>• Info Products policy</li> <li>• Estates are registered and the public record is maintained</li> <li>• Usage of e-filing system</li> </ul>	<ul style="list-style-type: none"> <li>• IMIT:               <ul style="list-style-type: none"> <li>• system design, programming and development</li> <li>• maintenance of systems, databases, user documentation and inventory</li> </ul> </li> <li>• Administering the licensing process of the OSB (including NIQP)</li> <li>• registration of insolvency estates</li> </ul>
<b>Performance Indicators</b>		
<ul style="list-style-type: none"> <li>• Governance process to prioritize IMIT system changes and development</li> <li>• Status report — progress versus IMIT work plan commitments (vs budget, time table etc)</li> <li>• Level of satisfaction of internal and external clients (surveys)</li> <li>• Licensing process administered (complaints, oral board process, number of licences issued)</li> <li>• Demand for information products and services is stable or increasing; meets or exceeds needs</li> <li>• Percentage of estates e-filed by type year over year</li> </ul>		
<b>Targets</b>	<b>Data Source</b>	
<b>Input (human &amp; financial)</b>	<b>Reporting on Results</b>	