

# Follow-Up on Audit Recommendations from 2012 to 2016

## 1.0 Summary

All of our value-for-money audit reports include specific recommended actions that aim to promote accountability, transparency and better services for Ontarians, and improve efficiency and cost-effectiveness.

These goals are at risk when recommended actions are not implemented in a timely way—or not implemented at all.

Two years after we publish audit reports, we follow up on the status of actions taken on our recommendations that ministries and broader-public-sector organizations agreed to when the initial audit was completed. (**Chapter 1** of this volume contains our follow-ups on recommendations in our *2015 Annual Report*.)

This year, in an expanded effort to track the status of our past recommendations, we return to our annual reports of 2012, 2013 and 2014 to, effectively, “follow up on the follow-ups.” In **Section 4.0**, we also report on the status of recommended actions of the Standing Committee on Public Accounts.

Between 2012 and 2014, we audited a total of 38 ministries, Crown agencies and broader-public-sector organizations, and recommended 622 actions overall. From our review this year of the status of those recommended actions, we noted the following:

- **Implementation of recommended actions within two years after issuance of the initial audit report continues to increase.** The two-year average implementation rate of ministries and broader-public-sector agencies has been steadily increasing. For example, the implementation rate at the time of our two-year follow-ups has trended upward: 20% in 2012, 29% in 2013 and 40% in 2014.
- **The average implementation rate for 2012, 2013 and 2014 continued to increase.** From our work this year following up on recommended actions from 2012, 2013 and 2014, we found that the implementation rate increased to about 50% for each of those three years.
- **The average implementation rate is lower than expected.** Although there has been a positive trend to implement recommended actions, we would have expected to see a higher implementation rate for 2012 and 2013, given that we issued, and management accepted, these recommendations more than four years ago.
- **Implementation lagging for short-term recommendations.** We classified as short-term those recommended actions that could reasonably be achieved within two years. We found that 47% of the ones made in 2012 (five years ago), 38% of the ones from 2013 (four years ago), and 39% from 2014 (three years ago) were still outstanding.

- **Pressing issues still not addressed at some ministries.** For example:
  - All 21 recommended actions in our *2014 Annual Report* on Palliative Care were still in the process of being implemented, including one calling for a review of the way nurse practitioners are deployed in order to provide patients with 24/7 access to palliative care at home; and another recommending consideration of new options such as creating additional palliative-care teams to support family physicians who deliver home-based palliative care.
  - The Ministry of Community Safety and Correctional Services still had 21 actions outstanding of the 46 recommended in 2012 and 2014, including one that called for it to strategically target resources to higher-risk offenders so as to reduce high reoffend rates.
  - Our 2014 audit of residential services for people with developmental disabilities, run by the Ministry of Community and Social Services, recommended 31 actions. Twenty remain outstanding, including one that the Ministry develop a consistent prioritization process across the province to ensure services are administered consistently and equitably, and that those most in need receive required services.

## 2.0 How We Evaluated Implementation

We recommended a total of 622 actions in our 2012, 2013 and 2014 annual reports. Based on our review this year, we agreed with auditees that 24 of the actions were “no longer applicable,” which left a total of 598 recommended actions.

We obtained self-assessments by auditees of their progress in implementing the 2012, 2013 and 2014 recommended actions as of March 31, 2017, along with supporting documentation.

Our review work consisted of enquiries and reviews of the supporting documentation to gain assurance that each recommended action was in fact fully implemented. In certain cases, we also conducted further sample testing to confirm the status of the recommended actions.

We also obtained information and documentation for recommended actions assessed as “no longer applicable,” and “will not be implemented,” to determine the reasonableness of the rationale for not completing them.

We conducted our work between April 1, 2017, and August 31, 2017, and obtained written representation from the auditees that they provided us with a complete update of the status of the recommendations we made in the original audits.

As this follow-up work is not an audit, we cannot provide complete assurance that the recommended actions have been implemented effectively.

## 3.0 Detailed Findings

### 3.1 Overview

Of the total 598 recommended actions that we expected to be implemented from our 2012, 2013 and 2014 annual reports, we found that only about half had been fully implemented. The remaining half were either in various stages of implementation, or the auditee determined they would no longer be implemented.

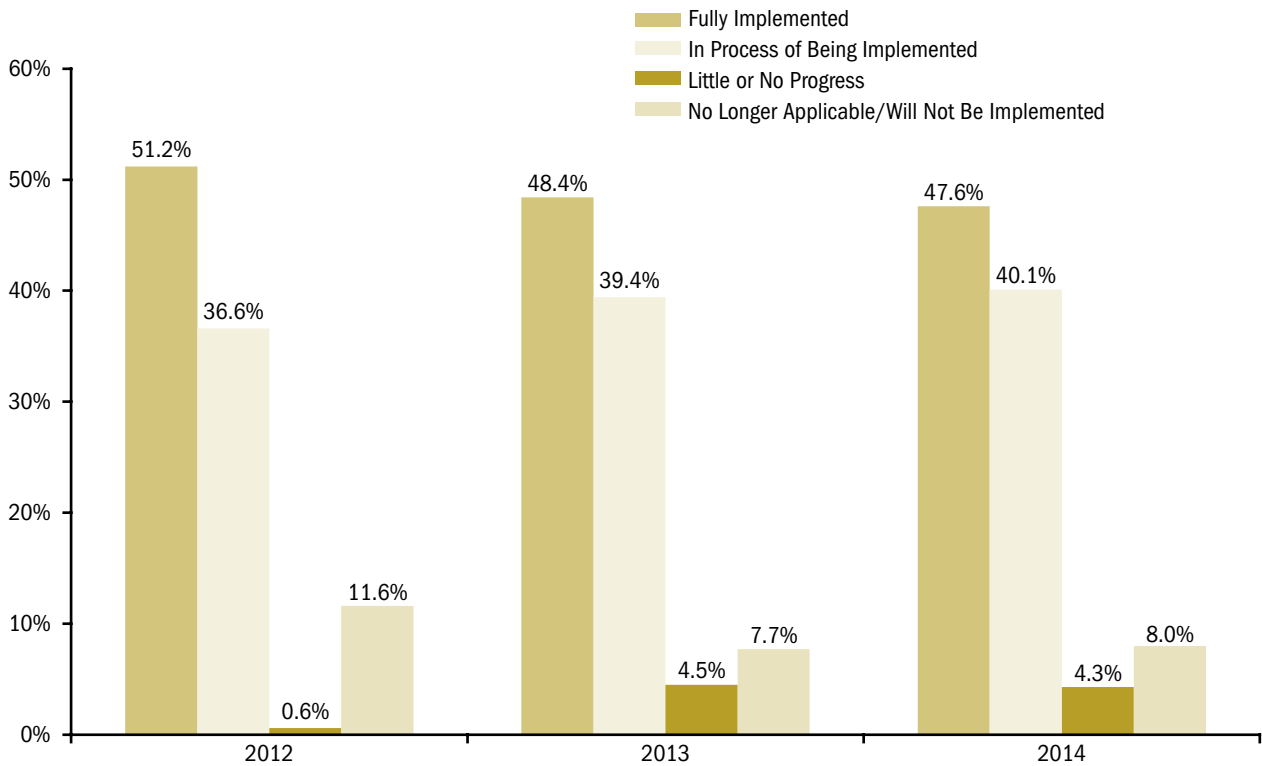
**Figure 1** provides a detailed breakdown by year of the status of recommended actions in our 2012, 2013 and 2014 annual reports.

Of concern to us was that about half of the 170 recommended actions issued five years ago in our *2012 Annual Report*, and over half of the 158 issued four years ago in our *2013 Annual Report*, had not been implemented.

Many of the outstanding recommended actions addressed areas important to Ontarians, such as community safety, social services, health care and the protection of children. **Appendix 1** contains

**Figure 1: Implementation Status of Recommended Actions Issued in Our 2012, 2013 and 2014 Annual Reports, as of March 31, 2017**

Prepared by the Office of the Auditor General of Ontario



a sample of recommendations that we regard as important that have not been implemented.

For purposes of analysis, we classified outstanding recommended actions into what we believed were reasonable timeframes for ministries and agencies to implement: either two years (short-term) or five years (long-term).

We found that with respect to the short-term actions, 47% of the 60 recommended actions we issued in 2012, 38% of the 74 we issued in 2013, and 39% of the 215 we issued in 2014 were still outstanding.

### 3.2 Some Auditees Report Low Implementation Rates

Of the 38 ministries, Crown agencies and broader-public-sector agencies that we audited in 2012, 2013 and 2014, seven had fully implemented 75% or more of our recommended actions, as shown in **Figure 2**.

The remaining 31 had fully implemented fewer than 75% of our recommended actions, and eight of these had implemented fewer than 25%. Examples of specific recommended actions that had not yet been implemented that we believe are important include the following:

#### Ministry of Community Safety and Correctional Services




The Ministry had implemented 25 (54%) of the recommended actions, and 21 actions were outstanding of the 46 recommended in two audits between 2012 and 2014. The majority of the 21 outstanding actions relate to the Adult Community Corrections and Ontario Parole Board audit in our *2014 Annual Report*.

For example, one action still outstanding called on the Ministry to reduce reoffend rates of offenders serving sentences in the community by

**Figure 2: Percentage of Recommended Actions Issued in Our 2012, 2013 and 2014 Annual Reports Fully Implemented, by Organization, as of March 31, 2017**

Prepared by the Office of the Auditor General of Ontario

Ministry or Agency	Implementation Rate (%)
<b>Organizations with More Than 31 Recommended Actions</b>	
Ministry of Citizenship and Immigration	70
Ministry of Education	57
Hospitals (3) <sup>1</sup>	54
Ministry of Community Safety and Correctional Services	54
School Boards (6) <sup>1</sup>	36
Ministry of Community and Social Services	34
Ministry of Health and Long-Term Care	33
Ministry of Children and Youth Services	28
<b>Organizations with 11–30 Recommended Actions</b>	
Ontario Power Generation	100
Ministry of Finance	82
The Financial Services Commission of Ontario	72
Infrastructure Ontario	64
Ministry of the Environment and Climate Change	63
Ministry of Government and Consumer Services	62
Metrolinx	53
Universities (3) <sup>1</sup>	42
Ontario Energy Board	33
Ministry of Energy	20
<b>Organizations with 1–10 Recommended Actions</b>	
Community Care Access Centres (3) <sup>1,2</sup>	100
Independent Electricity System Operator	100
Cancer Care Ontario	67
Ontario Parole Board	67
Ministry of the Attorney General	38
Ministry of Natural Resources and Forestry	22
Ministry of Advanced Education and Skills Development	0
Ministry of Infrastructure	0
Ministry of the Status of Women	0

	Implementation rate of 75% or more
	Implementation rate between 50% and 74%
	Implementation rate of less than 50%

1. Implementation rates of individual broader-public-sector entities:

- Hospitals: Providence Healthcare, 64%; Hamilton Health Sciences, 57%; Ottawa Hospital, 38%
- School Boards: Algoma, 89%; Lakehead, 67%; Hamilton-Wentworth, 30%; Kawartha Pine Ridge, 13%; York Catholic, 10%; Trillium Lakelands, 10%
- Universities: University of Ontario Institute of Technology, 63%; University of Toronto, 33%; Brock University, 29%
- Community Care Access Centres: Central East, 100%; Northeast, 100%; Waterloo Wellington, 100%

2. Now referred to as Local Health Integration Networks.

strategically targeting resources, programs and services to higher-risk offenders.

Another recommended that the Ministry compare its expenditures and program outcomes for supervising and rehabilitating offenders with other jurisdictions to assess whether its programs deliver services cost-effectively.

### Ministry of Community and Social Services

The Ministry had implemented 16 (34%) of the recommended actions, and 31 of 47 recommended actions were outstanding from audits in 2013 and 2014, with most arising from the audit of residential services for people with developmental disabilities in our *2014 Annual Report*.

Some of the outstanding recommendations address access to and quality of care; one, for example, recommended that the Ministry develop a consistent access prioritization process across the province to ensure services are administered consistently and equitably.

Another recommended that the Ministry ensure that wait-time information is consistently recorded to improve the management of wait times for residential services for people with development disabilities.

A third recommended action still outstanding was that the Ministry should ensure that all residential staff who provide direct care to residents undergo regular vulnerable-sector screenings and Canadian Police Information Centre checks.

### Ministry of Health and Long-Term Care

We provided 112 recommended actions in nine audits between 2012 and 2014, but although many actions are in the process of being implemented, only 37 of them have been fully implemented.

Among the actions still outstanding:

*Palliative Care*—All 21 recommended actions we issued in 2014 were still in the process of being implemented, including two related to the care provided to patients at home. These include one recommending the Ministry review the distribution

of nurse practitioners in order to be better able to provide patients with access to palliative care at home; and another that it consider options for promoting the provision of palliative care, such as creating additional palliative care teams to support family physicians who deliver home-based palliative care.

*Immunization*—The Ministry still had not reviewed the immunization program's delivery structure, or considered alternative delivery options, to improve efficiency and cost-effectiveness, as we recommended in our *2014 Annual Report*.

### Ministry of Children and Youth Services

The Ministry implemented only 11 of 39 recommended actions in our 2012 and 2013 annual reports. Areas of concern included:

*Youth Justice Services Program*—One recommended action in our *2012 Annual Report* would have required the Ministry to ensure that case-management plans include specific goals, along with recommended programs and services, to address concerns about youth at high risk.

*Autism Services and Supports for Children*—Some recommendations made in 2013 addressed access to care, such as the Ministry ensuring that clear eligibility, continuation and discharge criteria for Intensive Behaviour Intervention services are developed and applied consistently, and that the Ministry also ensure that it applies program guidelines consistently to all those who meet the eligibility criteria.

## 3.3 Certain Types of Recommendations Appear to Take Longer to Implement Than Others

We categorized the recommended actions we issued in 2012, 2013 and 2014 by the areas they addressed.

A considerable number of our recommended actions related to effectiveness/cost-effectiveness and monitoring and oversight improvements. There are opportunities for services delivered to better

achieve value for money. As well, better monitoring and oversight are needed to ensure that value for money is being achieved when services are provided by ministries, agencies and third parties.

As **Figure 3** illustrates, the categories with the highest implementation rates were those dealing with human resources, efficiency, internal controls and compliance.

The categories that had the lowest implementation rates addressed public reporting, access to care or services, effectiveness or cost-effectiveness, and education/promotion.

### 3.4 Some Recommendations Will Not Be Implemented

Of the 622 total recommended actions that we issued in 2012, 2013 and 2014, 55 either are no longer applicable or will not be implemented by the relevant organizations.

In 24 cases, we agreed with the auditees' rationale for choosing not to implement. In most cases, the main reason was that upcoming legislative or program changes make the recommendations no longer applicable. In other cases, the entity used an alternative approach to deal with the identified issue rather than implement the specific action in our recommendation.

We continue to believe that the remaining 31 recommended actions that we list in **Appendix 2** should be implemented. Over half of these recommended better monitoring/oversight, or addressed the effectiveness or cost-effectiveness of programs or services.

### 3.5 Improvement in Two-Year Implementation Rate of Value-for-Money Recommended Actions

Two years after a value-for-money audit is issued, our Office conducts a follow-up audit

**Figure 3: Implementation Rate by Category of Actions Recommended in Our 2012, 2013 and 2014 Annual Report, as of March 31, 2017**

Prepared by the Office of the Auditor General of Ontario

Category	Total # Relevant Recommended Actions (A)	# of Recommended Actions Fully Implemented (B)	Recommended Actions Fully Implemented/Total Recommended Actions (%)
Human Resources	8	7	88
Efficiency	10	8	80
Internal Controls	24	17	71
Compliance	46	31	67
Collect/Analyze Data	20	12	60
Enforcement	15	9	60
IT	11	6	55
Monitoring and/or Oversight	109	60	55
Quality of Care or Services	44	22	50
Economy/Funding/Costs	67	33	50
Governance	31	14	45
Education/Promotion	30	13	43
Effectiveness or Cost-effectiveness	124	50	41
Access to Care/Services	56	21	38
Public Reporting	4	1	25

on the progress made by ministries and broader-public-sector agencies in implementing our recommendations. The two-year average implementation rate of ministries and broader-public-sector agencies has been steadily increasing. That is, the implementation rate at the time of our two-year follow-ups has trended upward: 20% in 2012, 29% in 2013, and 40% in 2014.

Auditees have fully implemented about 65% of the recommended actions issued by the Committee over that time. The remaining 35% are either in various phases of implementation, or the entity determined that the recommended action will not be implemented (as discussed in **Section 4.2**).

**Figure 4** provides a breakdown of the status of the actions recommended by the Committee from March 2015 up to April 2016.

## 4.0 Follow-Up on Recommendations Issued by the Standing Committee on Public Accounts in 2015 and Early 2016

Starting in 2015, our Office began assisting the Standing Committee on Public Accounts (Committee) in following up on the status of its recommended actions to auditees. The Committee issued 115 recommended actions in 2015 and up to April 2016.

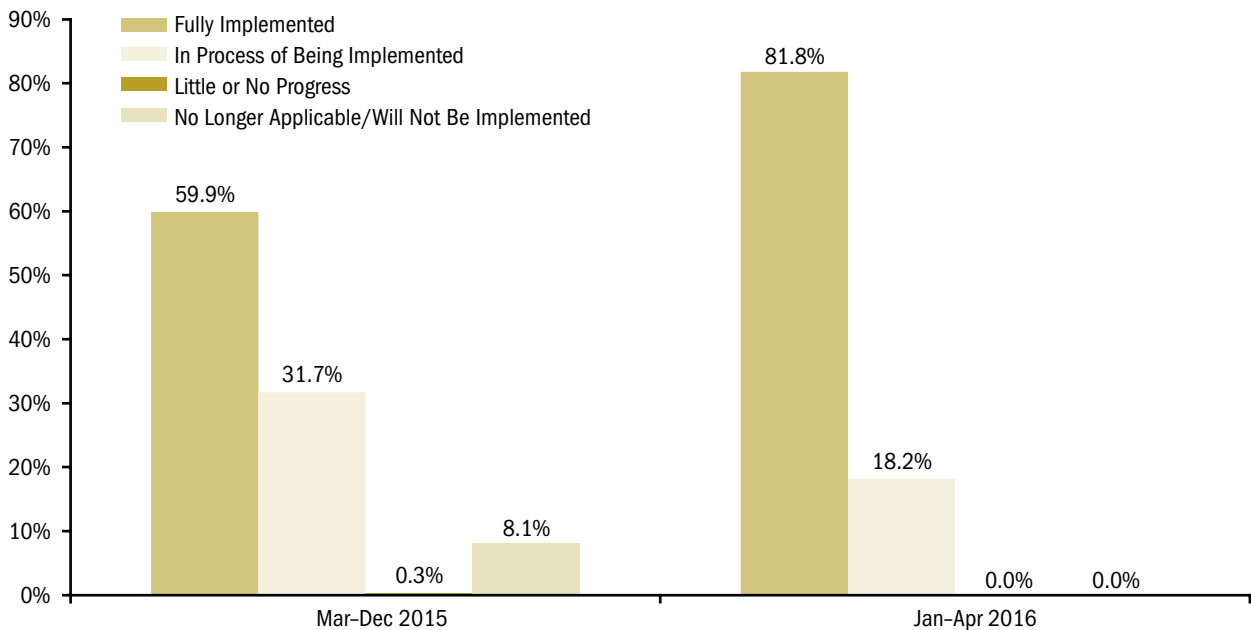
### 4.1 Some Entities Better Than Others at Implementing Committee Recommendations

**Figure 5** shows that of the 15 ministries/agencies that were the subject of Committee reports tabled in 2015 and up to April 2016, seven had fully implemented 70% or more of the Committee’s recommended actions. Specifically, the 15 ministries/agencies were the subject of the following 10 Committee reports:

- Violence Against Women
- Ontario Power Generation Human Resources
- Health Human Resources

**Figure 4: Implementation Status of Recommended Actions Issued by the Standing Committee on Public Accounts between March 2015 and April 2016, as of March 31, 2017**




Prepared by the Office of the Auditor General of Ontario



**Figure 5: Percentage of Actions Recommended by the Standing Committee on Public Accounts between March 2015 and April 2016 Fully Implemented, by Organization, as of March 31, 2017**

Prepared by the Office of the Auditor General of Ontario

Ministry or Agency	# of Recommended		Implementation Rate (B/A) (%)
	Actions (A)	Actions Fully Implemented (B)	
Ministry of Infrastructure	2	2	100
Ontario Power Generation	17	17	100
Cancer Care Ontario	10	9	90
Ministry of Energy	9	8	89
Ministry of Education	6	5	83
Treasury Board Secretariat	5	4	80
Infrastructure Ontario	10	7	70
Financial Services Commission of Ontario	18	10	56
Ministry of Advanced Education and Skills Development	2	1	50
Ministry of Health and Long-Term Care	14	6	43
Universities (3)*	12	4	33
Ministry of Community and Social Services	11	2	18
Ministry of the Status of Women	3	0	0

	Implementation rate of 75% or more
	Implementation rate between 50% and 74%
	Implementation rate of less than 50%

- \* Implementation rates of individual universities:
- University of Ontario Institute of Technology, 50%
  - University of Toronto, 25%
  - Brock University, 25%

- Cancer Screening Programs
- Pension Plan and Financial Services
- Alternative Financing and Procurement
- Smart Metering Initiative
- University Undergraduate Teaching Quality
- Education of Aboriginal Students
- Public Accounts of the Province

The Ministry of Infrastructure and Ontario Power Generation implemented all outstanding recommendations. The remaining eight entities had fully implemented fewer than 70% of the Committee's recommended actions; this included two ministries that had implemented fewer than 25%.

## 4.2 Some Committee Recommendations Will Not Be Implemented

Of the 115 recommended actions that the Committee issued, 10 either will not be implemented by the entities concerned, or are no longer applicable.

We agreed with the entities' rationale for five of the recommended actions that will not be implemented. The main reason they gave was that proposed legislative changes make the recommendations no longer applicable.

However, we continue to believe that the five remaining actions listed in **Appendix 3** should be implemented. These five generally required the entity to assess the quality of services provided, or to disclose more information to the public.



## Appendix 1: Examples of Recommended Actions from 2012 to 2013 That Have Not Been Implemented

Prepared by the Office of the Auditor General of Ontario

Audit Year	Report Section	Ministry/ Agency	Rec. #	Recommended Action	Category of Recommended Action
2012	3.01 Cancer Screening Programs	Cancer Care Ontario	5	To ensure that Ontarians are receiving quality cancer screening services, Cancer Care Ontario should work with the Ministry to obtain screening data so it can review and assess the work performed by all service providers and measure the results against appropriate quality assurance standards.	Quality of care/ services
2012	3.03 Diabetes Management Strategy	Ministry of Health and Long-Term Care	5	To ensure that people receive adequate, timely and quality bariatric surgical services across the province, the Ministry of Health and Long-Term Care should consider providing the public with information on the average elapsed time between a physician's referral and completion of the required pre-surgery assessments.	Access to care/ services
2012	3.05 Education of Aboriginal Students	Ministry of Education	3	To help assess the progress being made toward achieving the goals and performance measures outlined in the Ontario First Nation, Métis and Inuit Education Policy Framework, the Ministry of Education and school boards should periodically review progress made with regard to closing the gap between Aboriginal and non-Aboriginal student achievement so that additional or alternative strategies can be implemented where necessary.	Effectiveness/ cost-effectiveness
2012	3.08 Long-term-care Home Placement Process	Ministry of Health and Long-Term Care	3	To better ensure that clients have sufficient information on the long-term-care (LTC) home placement process and wait times for LTC home admission, the Ministry of Health and Long-Term Care, in conjunction with the Local Health Integration Networks (formerly conducted by Community Care Access Centres), should provide the public with detailed information on the LTC home admission process and the policies in place to ensure the process is administered equitably.	Education/ promotion
2012	3.12 University Undergraduate Teaching Quality	Ministry of Advanced Education and Skills Development	1	To help ensure that administrators and students have sufficient information to make informed decisions, and that all faculty members receive the necessary feedback to maintain or enhance teaching quality, universities should ensure that faculty, including sessional faculty, periodically receive constructive feedback on their teaching effectiveness, and encourage faculty to undertake any necessary professional development.	Effectiveness/ cost-effectiveness
2013	3.03 Healthy Schools Strategy	Ministry of Education	1	To help ensure that offering healthier food choices in schools contributes to improved student eating behaviours and their goals of improving student health and academic achievement, the Ministry of Education and school boards should develop consistent and effective strategies to monitor compliance with the Ministry's School Food and Beverage Policy, especially ensuring that all items sold in schools comply with the policy's nutrition standards.	Monitoring/ oversight

Audit Year	Report Section	Ministry/ Agency	Rec. #	Recommended Action	Category of Recommended Action
2013	3.03 Healthy Schools Strategy	Ministry of Education	2	To help safely increase physical activity as well as contribute to reduced sedentary behaviour and improved academic achievement, the Ministry of Education and school boards should set specific goals and targets for increasing physical activity in schools, and periodically monitor, measure and publicly report on the progress made.	Effectiveness/ cost-effectiveness
2013	3.06 Private Schools	Ministry of Education	3	To ensure that adequate policies and procedures are in place to verify that credit-granting private schools are awarding course credits and diplomas in compliance with ministry policies, including the provincial grade 9 to 12 curriculum, the Ministry of Education should establish effective procedures to identify, track and take timely corrective action against private schools that are repeatedly non-compliant with ministry policies.	Enforcement
2013	3.08 Rehabilitation Services at Hospitals	Ministry of Health and Long-Term Care	1	To better ensure that Ontarians requiring rehabilitation have equitable access to services, the Ministry of Health and Long-term Care should work with the Local Health Integration Networks to establish a province-wide co-ordinated system for rehabilitation, including both regular (shorter-term) and restorative (longer-term) inpatient services and all community-based outpatient services.	Access to care/ services
2013	3.10 Violence Against Women	Ministry of the Status of Women	1	To assess whether the province's Domestic Violence Action Plan and Sexual Violence Action Plan have reduced domestic and sexual violence and improved supports for women who have experienced violence and their children, the Ministry of Status of Women (formerly referred to as Ontario Women's Directorate) should ensure that the commitments contained within the action plans have measurable goals or targets attached to them and that progress is regularly assessed and reported.	Effectiveness/ cost-effectiveness

## Appendix 2: Recommendations from 2012, 2013 and 2014 Assessed as “Will Not Be Implemented” That the Auditor General Believes Should Be Implemented

Prepared by the Office of the Auditor General of Ontario

Section	Organization	Recommendations	Status	Rationale
<b>2012</b>				
3.02: Criminal Prosecutions	Ministry of the Attorney General	<b>Recommendation 3—Action 1</b> To ensure that Crown attorneys have the workload flexibility to devote a similar amount of time to charges of a similar nature, the Criminal Law Division should establish benchmarks for what a reasonable workload for each Crown attorney should be.	Assessed in 2017 as Will Not Be Implemented	Criminal Law Division relies on comparison data and not specific benchmarks. As a result, this recommendation will not be implemented.
3.05: Education of Aboriginal Students	Ministry of Education	<b>Recommendation 3—Action 1</b> To help assess the progress being made toward achieving the goals and performance measures outlined in the Ontario First Nation, Métis and Inuit Education Policy Framework, the Ministry of Education (Ministry) and school boards should establish a baseline with respect to the goals and performance measures identified in the Framework and set measurable, realistic targets.	Assessed in 2017 as Will Not Be Implemented	The Ministry created baselines and performance targets for three out of the 10 performance measures identified in the Ontario First Nation, Métis and Inuit Education Policy Framework, 2007.  The ministry does not have targets or baselines associated with the remaining seven qualitative performance measures. The Ministry uses survey, engagement and program data to assess progress on the qualitative performance measures. Results are publicly reported every three years.
	Kawartha Pine Ridge District School Board	<b>Recommendation 5—Action 1</b> In order to improve educational outcomes for First Nation students living on reserves, the Ministry of Education and, where applicable, school boards, should develop standardized template tuition agreements and guidelines that can be used by all boards and periodically monitor whether valid tuition agreements are in place with all bands.	Assessed in 2017 as Will Not Be Implemented	Kawartha Pine Ridge District School Board stated that the School Board does not use standardized template tuition agreements because it negotiates contracts, which are mutually agreed upon by the board and each of the three First Nations Territories.
3.06: Independent Health Facilities	Ministry of Health and Long-Term Care	<b>Recommendation 3—Action 3</b> To better ensure that independent health facilities are providing services according to quality medical standards established by the College of Physicians and Surgeons of Ontario (College) and are meeting other legislated requirements, the Ministry should consider including additional expectations in its Memorandum of Understanding with the College, such as requiring that assessment results for facilities with significant issues be more promptly reported to the Ministry after the assessment.	Assessed in 2017 as Will Not Be Implemented	The Ministry has not implemented a deadline. The Ministry indicated that each assessment is unique, and each assessment varies from others. Therefore a deadline is both impractical and may lead to haste that could compromise the thoroughness, comprehensiveness and completeness needed to provide robust and valid report findings and recommendations. The Ministry noted that within the overall assessment timeline, sub-processes are monitored and followed up on to ensure timely responses.

Section	Organization	Recommendations	Status	Rationale
3.10: Ontario Provincial Police	Ministry of Community Safety and Correctional Services	<p><b>Recommendation 4—Action 2</b></p> <p>To help ensure that non-policing duties and responsibilities are handled as cost-effectively as possible, the Ontario Provincial Police should establish cost-saving targets and timelines for designating positions to either civilians or officers, depending on the duties of the position.</p>	Assessed in 2017 as Will Not Be Implemented	The OPP noted that it will not be establishing cost savings targets and timelines for designating positions to either civilians or officers, depending on the duties of the position, primarily due to HR policy complexities.
		<p><b>Recommendation 4—Action 3</b></p> <p>To help ensure that non-policing duties and responsibilities are handled as cost-effectively as possible, the Ontario Provincial Police should reassign officers who are currently in civilian positions back to front-line policing where possible.</p>	Assessed in 2014 as Will Not Be Implemented	The OPP advised us that the positions are reviewed as they become vacant. In some cases, these positions are held by accommodated officers who might never return to front-line duties. Accommodated members must get medical clearance before returning to front-line duties.
		<p><b>Recommendation 10—Action 2</b></p> <p>To help ensure that police resources are focused on the Ontario Provincial Police's key objectives for effective policing, the Ontario Provincial Police should monitor average officer response times to calls for service for each detachment to ensure that adequate response times are achieved, particularly for higher-priority calls and during peak demand periods.</p>	Assessed in 2014 as Will Not Be Implemented	We were advised that the OPP continues to believe that monitoring response times and possibly establishing targets is problematic, due to significant geographic differences among detachment areas across the province. In addition, the OPP noted that monitoring response times is not a current function of its computer-aided dispatch system.
		<p><b>Recommendation 11—Action 1</b></p> <p>To help ensure that its two key information systems contain accurate information that can be reliably used for managing and reporting on its policing activities and on crime and traffic occurrences, the Ontario Provincial Police should assess the extent to which the Records Management System and Daily Activity Reporting systems do not reconcile with each other for critical data such as occurrences and calls for services.</p>	Assessed in 2014 as Will Not Be Implemented	In 2014, the OPP had neither addressed the differences we identified in our 2012 audit report nor put in place plans to reconcile the information between the two databases. As a result, the OPP has increased its risk with respect to the accuracy and reliability of its published information, and the usefulness of its activity-based information for decision-making.
		<p><b>Recommendation 11—Action 2</b></p> <p>To help ensure that its two key information systems contain accurate information that can be reliably used for managing and reporting on its policing activities and on crime and traffic occurrences, the Ontario Provincial Police should consider whether periodic supervisory approval of officers' daily or weekly data input would help minimize inconsistent and inaccurate data between the two systems.</p>	Assessed in 2014 as Will Not Be Implemented	The OPP advised us that it had decided not to establish a new requirement that supervisors periodically approve officers' daily or weekly data input, to ensure greater accuracy, since it would be a time-consuming process for supervisory resources that are already fully tasked. The OPP plans to continue its practice of requiring supervisor approval when officers record overtime hours and to ensure weekly that officers have updated the DAR, but they do not check or approve the officer's data entries. The OPP noted that it recently expanded the use of civilian staff to enter data for officers into the RMS and this should result in improved data entry because the civilian staff is directly supervised.

Section	Organization	Recommendations	Status	Rationale
3.12: University Undergraduate Teaching Quality	University of Toronto	<b>Recommendation 1—Action 4</b> To help ensure that administrators and students have sufficient information to make informed decisions, and that all faculty members receive the necessary feedback to maintain or enhance teaching quality, universities should ensure that faculty, including sessional faculty, periodically receive constructive feedback on their teaching effectiveness, and encourage faculty to undertake any necessary professional development.	Assessed in 2017 as Will Not Be Implemented	The University indicated that it has no immediate plans to make the annual performance review mandatory for all sessional instructors.
		<b>Recommendation 1—Action 3</b> To help ensure that administrators and students have sufficient information to make informed decisions, and that all faculty members receive the necessary feedback to maintain or enhance teaching quality, universities should provide students with the summarized results of student course evaluations to assist them in making informed decisions on course selection.	Assessed in 2017 as Will Not Be Implemented	The University stated that it will not be posting course evaluations. The University indicated that other actions have been taken to support student decision-making in course selection, including implementation of a new calendar to allow students to access course and program information from any device and to see relevant information and course information that is important to their study.
<b>2013</b>				
3.06: Private Schools	Ministry of Education	<b>Recommendation 1—Action 3</b> To help ensure that private school students receive satisfactory instruction in a safe and healthy environment and to ensure compliance with ministry policy and legislation, the Ministry of Education (Ministry) should revalidate private schools annually or on a cyclical basis to ensure that information provided is correct and to revoke the authority to operate for those schools that do not meet the definition of and general requirements of a private school.	Assessed in 2015 as Will Not Be Implemented	The Ministry stated that it is not considering implementing our recommendation to revalidate all private schools as its focus is on inspections of credit-granting private schools. For private elementary and non-credit-granting secondary schools, the Ministry will continue to rely on the self-reporting by these schools.
		<b>Recommendation 1—Action 4</b> To help ensure that private school students receive satisfactory instruction in a safe and healthy environment and to ensure compliance with ministry policy and legislation, the Ministry of Education (Ministry) should provide education officers with access to the Ontario School Information System to, for example, reconcile and validate enrolment.	Assessed in 2015 as Will Not Be Implemented for non-credit-granting schools	The Ministry indicated it has no plan to reconcile and validate information submitted by non-credit-granting schools because its focus is on ensuring credit-granting schools are meeting ministry requirements.
		<b>Recommendation 1—Action 5</b> To help ensure that private school students receive satisfactory instruction in a safe and healthy environment and to ensure compliance with ministry policy and legislation, the Ministry of Education (Ministry) should identify all private school locations and verify that all locations comply with ministry policy and legislation.	Assessed in 2015 as Will Not Be Implemented for non-credit-granting schools	The Ministry continues to allow the 93 additional locations identified by non-credit-granting schools to operate under the Notice of Intention to Operate a Private School for their main sites. The Ministry has no plan to validate or inspect any of these additional locations.

Section	Organization	Recommendations	Status	Rationale
3.08: Rehabilitation Services and Hospitals	Providence Healthcare  The Ottawa Hospital	<p><b>Recommendation 4—Action 3</b> To help ensure that sufficient information is submitted to enable effective oversight of the private school sector and compliance with legislation and related policies, the Ministry of Education (Ministry) should analyze data received to highlight potential concerns and to determine if private school students are progressing appropriately.</p> <p><b>Recommendation 5—Action 1</b> To help ensure that Ontario secondary school diplomas and Ontario scholar certificates are issued only when they are earned and that adequate controls are in place over their distribution, the Ministry of Education (Ministry) should reconcile the number of diplomas and certificates requested to the number of graduating students reported at each private school, and investigate any unreasonable discrepancies.</p> <p><b>Recommendation 7—Action 1</b> To help ensure that private school students receive satisfactory instruction and are provided with the opportunity to realize their potential and develop into highly skilled, knowledgeable citizens, the Ministry of Education (Ministry) should consider options to increase private school participation in standardized testing.</p> <p><b>Recommendation 7—Action 2</b> To help ensure that private school students receive satisfactory instruction and are provided with the opportunity to realize their potential and develop into highly skilled, knowledgeable citizens, the Ministry of Education (Ministry) should analyze test results for private school students and follow-up on any outcomes that suggest these students are not receiving a quality education.</p>	<p>Assessed in 2015 as Will Not Be Implemented for non-credit-granting schools</p> <p>Assessed in 2015 as Will Not Be Implemented for Ontario scholar certificates</p> <p>Assessed in 2015 as Will Not Be Implemented</p> <p>Assessed in 2015 as Will Not Be Implemented for Grade 3, 6 and 9 EQAO assessment results</p>	<p>For non-credit-granting schools, the Ministry does not analyze this data to highlight potential concerns at these schools as it continues to focus only on credit-granting schools.</p> <p>Some private schools requested scholar certificates equal to the number of diplomas, suggesting that all of their graduates would achieve an 80% average. The Ministry planned to continue issuing certificates equal to the total number of diplomas issued. And inspectors would verify whether these certificates were awarded to students who have obtained at least an 80% average.</p> <p>Currently, the Ministry is not considering options to increase private school participation in future standardized testing since changes to legislative authority would be needed to require private schools to participate.</p> <p>The Ministry will not be analyzing Grade 3, 6 and 9 EQAO assessments, as not all private schools participate in these tests and no inspections are undertaken for the private elementary and non-credit-granting secondary schools.</p>
		<p><b>Recommendation 2—Action 5</b> To better ensure that inpatient rehabilitation meets patients' needs as efficiently and equitably as possible, hospitals should track and monitor information on the time it takes to fill a bed after a patient is discharged.</p>	<p>Assessed in 2015 as Will Not Be Implemented</p>	<p>The hospital indicated that its turnaround time is less than two hours due to advance planning of admissions and discharges taking place on the same day. Therefore, it was not necessary to track the time it takes to fill a bed after a patient is discharged.</p> <p>The hospital indicated that because it plans in advance when patients are admitted and discharged, its turnaround time is less than a day. Therefore, it said it would not be implementing this recommendation.</p>
		<p><b>Recommendation 3—Action 2</b> To better ensure that patients have timely access to required outpatient services, hospitals should assess the need for, and the costs and benefits of, providing evening and weekend services.</p>	<p>Assessed in 2017 as Will Not Be Implemented</p>	<p>According to the hospital, there is inadequate funding to support evening and weekend hours. Therefore, this recommendation will not be implemented.</p>

Section	Organization	Recommendations	Status	Rationale
3.09: Service Ontario	Ministry of Government and Consumer Services	<p><b>Recommendation 1—Action 2</b> To help further reduce service delivery costs, ServiceOntario should examine possible changes it could make, including to its pricing strategy, to promote greater use of online transactions.</p> <p><b>Recommendation 4—Action 1</b> To improve service and security surrounding the issuing and management of licences, certificates, registrations, and permits that it administers, ServiceOntario should ensure that it completes enough guarantor audits for birth certificate applications.</p> <p><b>Recommendation 6—Action 2</b> ServiceOntario should also periodically test its copy of the land registry program software.</p>	<p>Assessed in 2015 as Will Not Be Implemented</p> <p>Assessed in 2015 as Will Not Be Implemented</p> <p>Assessed in 2015 as Will Not Be Implemented</p>	<p>ServiceOntario informed us that a differential fee structure will not be explored because changes to prices for services require a minister's order and Treasury Board approval. ServiceOntario also indicated that it has made such requests in the past, though not recently, and they were not approved.</p> <p>In 2014, ServiceOntario completed an analysis of the effectiveness of guarantor audits for birth certificate applications and determined that the random audit of guarantors did not add value to the existing application screening process for verifying the eligibility of applicants. ServiceOntario indicated that the existing guarantor audit process is only used to verify the credentials of the guarantor, not to verify that the applicant is entitled to a birth certificate or that the information provided about the applicant is correct. The audit process was therefore eliminated in August 2014.</p> <p>ServiceOntario has decided not to periodically independently test the source code because the cost is too high. Instead, it will rely on annual audits by an external auditor to continue to validate that Teranet's operating controls over electronic land registration services are effective.</p>
3.10: Violence Against Women	Ministry of Community and Social Services	<p><b>Recommendation 2—Action 1</b> To help ensure that the services provided by transfer payment agencies to abused women and their children are of an acceptable and reasonably consistent quality standard, the Ministry of Community and Social Services should establish acceptable quality standards for shelter services, particularly with regard to minimum staffing levels.</p> <p><b>Recommendation 5—Action 1</b> To better ensure that the service needs of abused women and their children are met, the Ministry of Community and Social Services should require agencies to maintain wait-list information for their services.</p>	<p>Assessed in 2017 as Will Not Be Implemented</p> <p>Assessed in 2017 as Will Not Be Implemented</p>	<p>The Ministry stated that it will not implement minimum staffing levels. The Ministry noted that, at the day-to-day operational level, agencies are in the best position to determine staffing configurations and levels that are cost-effective and meet or exceed expectations in delivering services to women in need. Each shelter develops its own operational procedures for appropriate staffing levels according to its specific resources, needs of residents and staff, programs delivered, and priorities and is required to report staffing and salary costs.</p> <p>The Ministry consulted with the Violence Against Women (VAW) Stakeholder Advisory Group on the feasibility of collecting additional information on wait lists for all VAW agencies and programs, as well as any methodologies they may already use to collect this information. The VAW Stakeholder Advisory Group emphasized that there are many challenges to maintain wait lists and that VAW agencies need the flexibility to determine how best to meet the needs of their clients given the resources available to them. Wait lists may also not be relevant to all types of VAW services. As a result of these consultations, the Ministry does not have plans to collect wait list data in addition to the information already being collected in the Transfer Payment Budget Package and the VAW Client Satisfaction survey.</p>

Section	Organization	Recommendations	Status	Rationale
<b>2014</b>				
3.02: Child Care Program (Licensed Daycare)	Ministry of Education	<p><b>Recommendation 3—Action 2</b> To ensure that child care operators are inspected in a timely manner to verify that they maintain compliance with legislative requirements and deliver services to children in a healthy, safe environment, the Ministry of Education should identify high-risk operators and develop a risk-based approach for determining how often these and other child care operators should be inspected.</p> <p><b>Recommendation 3—Action 4</b> To ensure that child care operators are inspected in a timely manner to verify that they maintain compliance with legislative requirements and deliver services to children in a healthy, safe environment, the Ministry of Education should schedule visits in a way that minimizes timing predictability.</p> <p><b>Recommendation 7—Action 1</b> To help ensure the delivery of a high-quality, accessible and co-ordinated child care system in Ontario that encourages child cognitive, language and social development, the Ministry of Education should re-evaluate the education requirement for program advisors on a go-forward basis to consider their education level and experience with child care operations.</p> <p><b>Recommendation 9—Action 6</b> To help reduce the risk to the health and safety of children at child care facilities and to appropriately address, report and analyze serious incidents, the Ministry of Education should consider posting serious occurrences online where parents can readily access them.</p> <p><b>Recommendation 5—Action 4</b> To ensure that pension plan members get more detailed disclosures about their pensions, and about the regulatory oversight performance of the Financial Services Commission of Ontario (FSCO), the FSCO should assess how well their plan performed and was administered in comparison to other plans.</p>	<p>Assessed in 2016 as Will Not Be Implemented for home child care agencies</p> <p>Assessed in 2016 as Will Not Be Implemented for home child care agencies</p> <p>Assessed in 2017 as Will Not Be Implemented</p> <p>Assessed in 2016 as Will Not Be Implemented</p> <p>Assessed in 2016 as Will Not Be Implemented</p>	<p>The Ministry is not implementing the tiered system for licensed home care agencies. It inspects these agencies annually and relies on the agencies to inspect the home child care premises they oversee at least once every quarter, as required by legislation.</p> <p>Licence renewal inspections for existing operators continue to be performed only after the operator has submitted a licence renewal form because, the Ministry said, it prefers to conduct inspections only if it knows the operator will continue to deliver the service.</p> <p>Tiered licensing will not be implemented for child care centres that have been operating for less than three years and for licensed home child care agencies.</p> <p>The Ministry indicated that the education requirement for program advisors was re-evaluated in 2016; however, the Ministry did not provide a copy of the re-evaluation analysis and final Ministry recommendations.</p> <p>The Ministry noted that there is ongoing training and operational support for licensing staff, and performance assessments to ensure that program advisors effectively perform their job responsibilities.</p> <p>In addition, the Ministry noted that ECE designated senior program advisors provide oversight and training of program advisors.</p> <p>There are no plans to conduct a further evaluation.</p> <p>The Ministry decided it would not implement this recommendation. It told us that the posting of serious occurrences online would require in-depth consultations with its stakeholders and legal counsel, and may not provide good information to parents because it does not include follow-up information. It also told us that it may create a disincentive for operators to report serious occurrences.</p> <p>In our 2014 audit, we found that although the FSCO published annual data about the size and number of pension plans in Ontario, as well as the overall solvency position of defined-benefit plans, it did not publish detailed information on individual plans.</p> <p>The FSCO said it did not intend to publish information about individual pension plans to preserve confidentiality. Plan members can compare their plan's performance against others in Ontario as a whole using information that is already public.</p>
3.03: Pension Plan and Financial Service Regulatory Oversight	The Financial Services Commission of Ontario			



Section	Organization	Recommendations	Status	Rationale
3.04: Immunization	Ministry of Health and Long-Term Care	<b>Recommendation 9—Action 2</b> To help prevent health-care providers from administering a duplicate influenza vaccine to people who have already been vaccinated and to identify erroneous duplicate billings, the Ministry should review and revise its claims payment systems to reject billings from health-care providers for patients who have already received their influenza vaccine.	Assessed in 2016 as Will Not Be Implemented	In May 2015, the Ministry implemented changes to its billing system, which now disallows payments for flu vaccinations outside of the flu season (September to May), and payments for a third immunization for the same person within a flu season. The Ministry indicated that payments for duplicate immunizations continue to be allowed since some patients, such as those with a compromised immune system, may require two doses within one season. We noted in our 2014 audit that only a minority of patients legitimately require two vaccine shots to create immunity against the flu. However, the Ministry does not intend to revise its claim system to reject duplicate payments because the Ministry has concluded that duplicate physician billings for the flu vaccine occur too infrequently to warrant such measures.
		<b>Recommendation 9—Action 3</b> To help prevent health-care providers from administering a duplicate influenza vaccine to people who have already been vaccinated and to identify erroneous duplicate billings, the Ministry should periodically compare payments made to physicians for administering the influenza vaccine to those made to pharmacists, and follow up on duplicate payments made for the same patient.	Assessed in 2017 as Will Not Be Implemented	It is the Ministry's position that the incidence of duplicate billing is very low, and the financial impact is minimal. The Ministry will compare the data for future influenza seasons to detect any duplicate billings.  The Ministry will not implement the recommendation as worded.
3.05: Alternative Financing and Procurement	Infrastructure Ontario	<b>Recommendation 3—Action 1</b> Infrastructure Ontario should ensure that all proposed changes to its VFM assessment methodology, including its plan to increase the base cost on the public-sector comparator side by up to 13.3% to reflect value-added innovations that the private sector may be bringing to projects, can be and are fully supported and can sustain scrutiny.	Assessed in 2017 as Will Not Be Implemented	According to Infrastructure Ontario, it continues to incorporate the innovation adjustment in all projects and believes that changes made within its value-for-money methodology are supported. In our 2016 <i>Annual Report</i> , our Office questioned the assumptions made to arrive at the innovation adjustment.  Infrastructure Ontario stated that it will not be undertaking any future work with regard to this recommendation.
3.09: Provincial Nominee Program	Ministry of Citizenship and Immigration	<b>Recommendation 3—Action 5</b> To ensure that only qualified individuals are nominated and to detect misrepresentation, the Ministry of Citizenship, Immigration and International Trade should assign nominee applications from the same employer to the same processing staff.  <b>Recommendation 7—Action 4</b> To ensure that all investment component applications are consistently assessed on how well they achieve program objectives, the Ministry of Citizenship, Immigration and International Trade should explore advertising Program criteria in media that reach ethnic groups that commonly use the Program, and monitor such media for questionable advertisements relating to the Program.	Assessed in 2016 as Will Not Be Implemented	The Ministry informed us that it cannot always assign nominee applications from the same employer to the same processing staff because of staff turnover and workload management.  The Ministry had not explored advertising Program criteria in media that reach ethnic groups. Instead, the Ministry contracts a media monitoring firm to provide summaries of news stories in Ontario that are related to the Program, including those targeting ethnic groups and in languages other than English and French.  The Ministry indicated that it ensures that its website contains current Program information, but that it would be challenging to monitor advertisements in local ethnic media to ensure that Program information is accurately advertised to potential applicants.

Section	Organization	Recommendations	Status	Rationale
3.10: Residential Services for People with Developmental Disabilities	Ministry of Community and Social Services	<p><b>Recommendation 7—Action 1</b></p> <p>To help ensure the well-being of people with developmental disabilities living in Ministry-funded residences, the Ministry of Community and Social Services should establish further standard-of-care benchmarks, such as staff-to-resident ratios and the minimum number of times a year that each resident should be seen by health professionals such as physicians and dentists.</p>	Assessed in 2016 as Will Not Be Implemented	<p>The Ministry stated that people with developmental disabilities have a wide range of needs—some need minimal support (e.g., for learning how to take public transportation independently or addressing personal issues as they arise) and others need intensive support (e.g., 24/7 support with all aspects of daily living, and to manage challenging behaviours, such as self-harm). Therefore, it is difficult for the Ministry to accurately set a standard for staff-to-client ratios that is meaningful and appropriate for people who live in developmental services settings or participate in other Ministry-funded programs.</p> <p>The Ministry feels minimum standards are not needed because it already requires that funded service agencies develop an individual support plan for every person receiving services, and that these plans identify the community resources that may be required or accessed by the individual, including medical resources.</p>
3.11: Smart Metering Initiative	Ministry of Energy	<p><b>Recommendation 1—Action 2</b></p> <p>To ensure that any future major initiative in the electricity sector is implemented cost-effectively and achieves its intended purposes, the Ministry of Energy should review the role of the Ontario Energy Board as an independent regulator when ministerial directives that impact electricity rates are issued.</p>	Assessed in 2016 as Will Not Be Implemented	<p>The <i>Energy Statute Law Amendment Act, 2016</i>, proclaimed into force on July 1, 2016, changed the electricity planning process in Ontario. Under the new legislation, the Ministry is responsible for developing and updating Long-Term Energy Plans for Ontario while the Ontario Energy Board (OEB) is responsible for preparing an implementation plan when the Ministry requests it. The Ministry will not implement this recommendation because the new long-term energy planning process does not enable the OEB to review and approve the Ministry's plans as an independent regulator.</p>

Section	Organization	Recommendations	Status	Rationale
		<p><b>Recommendation 2—Action 3</b> To ensure that the combination of smart meters and time-of-use (TOU) pricing is effective in changing ratepayer electricity-usage patterns to reduce peak electricity demand and related infrastructure costs, and that ratepayers understand the impacts of TOU pricing on their electricity bills, the Ministry of Energy should work with the Ontario Energy Board and/or the distribution companies to disclose the components of the TOU rates (electricity market price and Global Adjustment) separately on electricity bills so that the impact of the Global Adjustment is transparent to ratepayers.</p>	Assessed in 2016 as Will Not Be Implemented	<p>The OEB has considered our recommendation, but decided not to implement it. The Global Adjustment is a component of the cost of electricity and is incorporated into the setting of TOU prices. The OEB does not believe a breakdown of TOU prices would clarify pricing for consumers but would be likely to create more confusion. It does not think that showing the Global Adjustment as a separate line item will help consumers make decisions about electricity consumption and how to manage their electricity costs. Instead, it believes consumers are focused on their TOU usage when making decisions about how to reduce their electricity costs. Instead of showing the Global Adjustment as a separate line item on the electricity bill, the Independent Electricity System Operator (IESO) publicly reports the Global Adjustment breakdown by business and consumer categories. It also indicated that it will conduct pilots to assess other changes to make the electricity bills easier to understand.</p> <p>The OEB has limited ability to mandate changes to the electricity bills of low-volume consumers because they are governed by Ontario regulations. The OEB noted that consumers have access to information regarding the cost of the Global Adjustment through the IESO's publicly available market price website. The OEB's Regulated Price Plan Reports also provide details on estimates of the Global Adjustment costs and how those costs are allocated to the three TOU periods.</p>
		<p><b>Recommendation 5—Action 1</b> To improve cost-efficiency of the distribution companies and reduce variations in distribution companies' costs, the Ministry of Energy, in conjunction with the Ontario Energy Board, should formally conduct a cost-benefit analysis into consolidating distribution companies as recommended by the Ontario Distribution Sector Review Panel.</p>	Assessed in 2016 as Will Not Be Implemented	<p>The Ministry advised us that although the government will not legislate or force consolidation within the distribution sector, it has created incentives for voluntary consolidation. In June 2015, the Ontario government announced a time-limited relief on taxes pertaining to transfers of electricity assets, such as transactions involving the merger or acquisition of distribution companies. Between January 1, 2016, and December 31, 2018, the provincial transfer tax rate of local distribution companies will be reduced from 33% to 22%, and distribution companies with fewer than 30,000 customers will be completely exempt from paying transfer taxes.</p>

Note: Actions directed at a group of entities are divided by the number of entities involved, and are counted in fractions. Therefore, the number of actions in this appendix will be higher than the 31 noted in Section 3.4.

## Appendix 3: Recommendations from 2015 by the Standing Committee on Public Accounts Assessed as “Will Not Be Implemented” That the Auditor General Believes Should Be Implemented

Prepared by the Office of the Auditor General of Ontario

Section	Organization	Recommendations	Status	Rationale
June: Pension Plan and Financial Service Regulatory Oversight	Financial Services Commission of Ontario (FSCO)	<b>Recommendation 3—Action 2</b> The FSCO complete analysis of ways to improve monitoring of the Pension Benefits Guarantee Fund, such as to incorporate expanded disclosure in the financial statements of the fund to better reflect plan exposure.	Assessed in 2017 as Will Not Be Implemented	<p>According to the FSCO, it will not implement this recommended action because the current Pension Benefits Guarantee Fund financial statement disclosures satisfy the applicable accounting rules. The FSCO stated that the Pension Benefits Guarantee Fund financial statement disclosures were expanded in 2010 to include large potential claims for companies under Companies' Creditors Arrangement Act protection. The FSCO stated that, due to confidentiality of a pension plan's funded status, no further expansion of disclosures was considered to be appropriate.</p> <p>The FSCO conducted a comparative analysis of financial statement disclosures of the Fund to similar funds in the U.S. and U.K. However, the FSCO did not make any changes as a result of this review.</p>
June: University Undergraduate Teaching Quality	University of Toronto	<b>Recommendation 2—Action 1</b> Universities conduct performance appraisals of sessional instructors.	Assessed in 2017 as Will Not Be Implemented	<p>The University's collective agreement does not require sessional faculty members to receive annual performance evaluations. Sessional instructors who initiate the advancement track are subject to performance appraisals.</p> <p>The University noted that there are no immediate plans to make the annual performance review mandatory for all sessional instructors.</p>
	Brock University		Assessed in 2016 as Will Not Be Implemented	<p>The University informed us that it has no formal process in place to evaluate sessional instructors. Its collective agreement requires only faculty members holding tenured or tenure-track positions to undergo an annual performance appraisal.</p> <p>The University does not intend to implement mandatory performance appraisals of sessional instructors or include them in the next round of negotiations with its faculty union. It stated that the majority of its instructors are evaluated since its collective agreement limits the percentage of courses that can be taught by non-tenured or tenure-track faculty.</p>
		<b>Recommendation 3—Action 1</b> Examine the impact on teaching quality of the use of sessional instructors.	Assessed in 2016 as Will Not Be Implemented	<p>The University has no plans to address this recommended action. It advised that the impact on teaching quality of the use of sessional instructors could be assessed by comparing student course evaluations of sessional instructors with those of full-time tenured faculty. However, the student course evaluations of full-time tenured faculty are the property of the instructor. The university therefore does not have access to those course evaluations.</p>

Section	Organization	Recommendations	Status	Rationale
	University of Ontario Institute of Technology	<p><b>Recommendation 1—Action 1</b> Universities continue to take steps to make the results of course evaluations available to students to assist them in making their course selections.</p>	Assessed in 2016 as Will Not Be Implemented	The University advised that this recommendation would not be implemented because almost 98% of courses have positive reviews, 40% of courses are offered only once per year, and only 20% of courses have more than one instructor. In addition, the University believes publication of student course evaluations would damage faculty relations while failing to improve teaching. In addition, changes in the availability of student evaluations would have to be negotiated with faculty unions.
November, Smart Metering Initiative	Ministry of Energy	<p><b>Recommendation 1—Action 1</b> The Ministry review the role of the OEB as an independent regulator when ministerial directives that impact electricity rates are issued and report back to the Committee on its results.</p>	Assessed in 2016 as Will Not Be Implemented	<p>The Ministry did not review the role of the OEB as an independent regulator when ministerial directives that impact electricity rates are issued. The <i>Energy Statute Law Amendment Act, 2016</i>, proclaimed into force on July 1, 2016, changed the electricity planning process in Ontario. Under the new legislation, the Ministry is responsible for developing and updating Long-Term Energy Plans for Ontario while the OEB is responsible for preparing an implementation plan when the Ministry requests it.</p> <p>Although the new long-term energy planning process includes a role for the OEB in facilitating the implementation of the Long-Term Energy Plan objectives, it does not enable the OEB to review and approve the Ministry's plans as an independent regulator.</p>