

MEMORANDUM OF UNDERSTANDING

B E T W E E N:

THE MINISTER OF EDUCATION

-and-

**THE CHAIR OF THE PROVINCIAL
SCHOOLS AUTHORITY**

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1. Purpose

- 1.1 The purpose of this Memorandum of Understanding (MOU) is to:
 - 1.1.1 Set out the accountability relationships between the Minister of Education, hereinafter referred to as “the Minister” and the Chair of the Provincial Schools Authority, hereinafter referred to as “the Chair” on behalf of the Authority hereinafter referred to as the “Authority”;
 - 1.1.2 Clarify the roles and responsibilities of the Minister, appointed Members including the Chair, the Secretary, the Deputy Minister, and the Director of the Provincial Schools Branch;
 - 1.1.3 Set out the expectations between the Provincial Schools Authority and the Minister of Education.
- 1.2 This MOU should be read together with the *Provincial Schools Authority Act*. This MOU does not affect, modify or limit the powers of the Authority as set out in the *Provincial Schools Authority Act* or interfere with the responsibilities of any of its parties as established by law. In case of a conflict between this MOU and any act or regulation, the act or statute prevails.

2. Definitions

In this MOU:

- 2.1 “Act” means the *Provincial Schools Authority Act* R.S.O.1990, c. P.35
- 2.2 “Agency” means the Provincial Schools Authority.
- 2.3 “AAD” means the Agencies and Appointments Directive of Treasury Board/Management Board of Cabinet
- 2.4 “Appointee” means a member of the PSA appointed by the Lieutenant Governor in Council.
- 2.5 “Authority” means the Provincial Schools Authority.
- 2.6 “Chair” means the appointed Member of the Provincial Schools Authority designated as chair by the Lieutenant Governor in Council.
- 2.7 “Collective Agreement” means the collective agreement between The Provincial Schools Authority and Provincial Schools Authority Teachers.
- 2.8 “Constituting instrument” means the Provincial Schools Authority Act R.S.O.1990, c. P.35.
- 2.9 “Corporate Audit Committee” means the steering committee Chaired by the Secretary of Management Board.
- 2.10 “Deputy Minister” means the Deputy Minister of the Ministry of Education.
- 2.11 “Director” means the Director of the Provincial Schools Branch of the Ministry of Education.
- 2.12 “Internal Audit Division” means that part of the Ministry of Government Services providing an internal audit function that meets enterprise-wide and ministries’ needs.

- 2.13 “LGIC” means Lieutenant Governor in Council.
- 2.14 “MBC” means Management Board of Cabinet.
- 2.15 “Member” means a member of the Provincial Schools Authority appointed by the Lieutenant Governor in Council
- 2.16 “Minister” means the Minister of Education.
- 2.17 “Ministry” means the Ministry of Education.
- 2.18 “Ministry’s Audit Committee” means the committee established in the Ministry and Chaired by the Deputy Minister.
- 2.19 “Other Acts” means the *Education Act, Public Service of Ontario Act, 2006, Crown Agency Act, Freedom of Information and Protection of Privacy Act, Archives and Recordkeeping Act, Financial Administration Act, Public Sector Disclosure Act, Auditor General Act.*
- 2.20 “PSAT” means Provincial School Authority Teachers, the organization formed by teachers pursuant to the Act.
- 2.21 “PSOA” means the *Public Service of Ontario Act, 2006, S.O. 2006, c. 35, Sched. A.*
- 2.22 “PSB” means the Provincial Schools Branch of the Ministry of Education.
- 2.23 “TB” means Treasury Board.
- 2.24 “Secretary” means the Secretary appointed by the Provincial Schools Authority.

3. Crown Agent Status

The Agency is a Crown Agency pursuant to the *Crown Agency Act* R.S.O. 1990 c. C.48.

4. Agency Classification

The Agency is classified as an operational service agency under the AAD and as a Public Body under Ontario Regulation 374/07 to the PSOA.

5. Agency’s Legal Authority and Mandate

- 5.1 The Agency is established pursuant to the *Provincial Schools Authority Act* (formerly the *Provincial Schools Negotiations Act*).
- 5.2 The mandate of the Agency is to function as the employer of record and fulfill the employer functions regarding teachers, principals and vice-principals that work in provincially operated schools. In this regard, the Agency:
 - 5.2.1 Negotiates the Collective Agreement between the Agency and PSAT; and
 - 5.2.2 Makes determinations with regard to employment/labour relations issues.

6. Guiding Principles

The parties agree that they will adhere to the following principles in their relationship:

- 6.1 The Minister recognizes that the Authority is an entity that exercises powers and performs duties in accordance with its mandate.
- 6.2 The Chair acknowledges that accountability is a fundamental principle to be observed in the management, administration and operations of the Agency.
- 6.3 As an Agency of government, the Authority will fulfill its mandate in accordance with the management principles of the Government of Ontario. These principles include ethical behaviour; prudent, efficient, and lawful use of public resources; fairness; high quality service to the public; and openness and transparency to the extent allowed under law.
- 6.4 The Authority and the Ministry agree to avoid duplication of services wherever possible.

7. Accountability Relationships

7.1 Minister

The Minister is accountable:

- 7.1.1 To Cabinet and the Legislative Assembly for reporting and responding to the Legislative Assembly on the affairs of the Agency;
- 7.1.2 For attesting, reporting and responding to Treasury Board/Management Board of Cabinet on the Agency's performance and compliance with government's applicable directives and operational policies;
- 7.1.3 To the Cabinet for the performance of the Agency and its compliance with the government's operational policies and broad policy directions;
- 7.1.4 For receiving and ensuring that the Agency's annual report is made available to the public after tabling it in the Legislative Assembly.

7.2 Chair

The Chair is accountable:

- 7.2.1 To the Minister for the performance of the Agency in fulfilling its mandate, and for carrying out the roles and responsibilities assigned to the Chair by the Act or other Acts, this MOU, and applicable TB/MBC, Public Service Commission, and Ministry of Finance directives;
- 7.2.2 For reporting to the Minister, as requested, on the Agency's activities;
- 7.2.3 For ensuring timely communications with the Minister regarding any issue that affects, or can reasonably be expected to affect, the Minister's responsibilities for the Agency.

7.3 Appointed Members

Appointed Members are accountable for carrying out the roles and responsibilities within the mandate of the Agency, pursuant to the Act or other Acts, this MOU, and applicable TB/MBC, Public Service Commission, and Ministry of Finance directives.

7.4 Deputy Minister

The Deputy Minister is accountable to the Secretary of the Cabinet and the Minister for the performance of the Ministry in providing administrative, financial, and organizational support to the Agency and for carrying out the roles and responsibilities assigned by the Minister, the Act, applicable TB/MBC and Ministry of Finance directives, and this MOU.

7.5 Director

The Director is responsible for overseeing the day to day operations of the PSB including addressing all operational and administrative issues related to teachers, principals and vice-principals that work in provincially operated schools.

7.6 Secretary

The Secretary, under the authority of the Director, provides administrative support to the Agency.

8. Conflict of Interest

- 8.1 The Agency abides by the conflict of interest rules set out in Ontario Regulation 381/07, Conflict of Interest Rules for Public Servants (Ministry) and Former Public Servants (Ministry), made pursuant to the PSOA.
- 8.2 The Chair is responsible for ensuring that appointed Members of the Agency are informed of the ethical rules to which they are subject, including the rules on conflict of interest, political activity, and protected disclosure of wrongdoing as they apply to the Agency.

9. Roles and Responsibilities

9.1 Minister

The Minister is accountable to Cabinet and to the Legislative Assembly for:

- 9.1.1 Reporting and responding to the Legislative Assembly on the affairs of the Agency;
- 9.1.2 Attesting, reporting and responding to TB/MBC on the Agency's performance, compliance with applicable TB/MBC directives, the government's operational policies and policy directions;
- 9.1.3 Where required, recommending to Treasury Board/Management Board of Cabinet the merger, any change to the Agency's mandate or dissolution of the Agency;

- 9.1.4 Recommending to TB/MBC the powers to be given to, or revoked from, the Agency when a change to the mandate of the Agency is being proposed;
- 9.1.5 Determining at any time the need for a review or audit of the Agency, and recommending to TB/MBC any changes to the governance or administration of the Agency resulting from any such review or audit;
- 9.1.6 When appropriate or necessary, taking action or directing that corrective action be taken with respect to the Agency's administration or operations;
- 9.1.7 Receiving the Agency's annual report and ensuring that the annual report is made available to the public after tabling it in the Legislative Assembly;
- 9.1.8 Informing the Chair of the government's priorities and broad policy directions for the Agency;
- 9.1.9 Consulting, as appropriate, with the Chair (and others) on significant new directions or when the government is considering regulatory or legislative changes for the Agency;
- 9.1.10 Developing the Agency's MOU with the Chair and signing it into effect after it has been signed by the Chair;
- 9.1.11 Reviewing and approving the Agency's annual business plan;
- 9.1.12 Recommending to TB/MBC any provincial funding to be allocated to the Agency;
- 9.1.13 Directing the Chair to undertake reviews of the Agency on a periodic basis, and making recommendations to TB/MBC as may be required after such reviews are completed;
- 9.1.14 Reviewing the advice or recommendation of the Chair on candidates for appointment or re-appointment as Members of the Authority.

9.2 Chair

The Chair is responsible for:

- 9.2.1 Providing leadership to the Agency;
- 9.2.2 Ensuring the implementation of actions that support the goals, objectives, and strategic direction of the Agency;
- 9.2.3 Ensuring timely communications with the Minister regarding any issues or events that may concern, or can reasonably be expected to concern the Minister in the exercise of his/her responsibilities relating to the Agency;
- 9.2.4 Consulting with the Minister in advance regarding any activity which may have an impact on the government and ministry's policies, directives or procedures, or on the Agency's mandate, powers or responsibilities as set out in the Agency's constituting instrument;
- 9.2.5 Monitoring the performance of the Agency;
- 9.2.6 Reporting to the Minister as requested on the Agency's activities within agreed upon timelines;
- 9.2.7 Developing the Agency's MOU with the Minister and signing it on behalf of the appointed Members;
- 9.2.8 Reviewing and approving the Agency's business plan and annual report, and submitting them to the Minister in accordance with the time lines

- specified in the applicable TB/MBC and Ministry of Finance directives, and this MOU;
- 9.2.9 Ensuring that appointed Members are informed of their responsibilities with regard to the rules of ethical conduct (Part IV of the PSOA), including the political activity rules (Part V of the PSOA);
 - 9.2.10 Ensuring that an appropriate framework is in place for appointed Members to receive adequate orientation and training;
 - 9.2.11 Ensuring that appointed Members are aware of and comply with applicable TB/MBC and Ministry of Finance directives;
 - 9.2.12 Cooperating with any review or audit of the Agency directed by the Minister or TB/MBC;
 - 9.2.13 Keeping the Minister informed of upcoming appointment vacancies and providing recommendations for appointments or re-appointments;
 - 9.2.14 Signing the Collective Agreement negotiated between the Authority and PSAT;
 - 9.2.15 Fulfilling the role of ethics executive for public servants who are appointed Members of the Agency with regard to their Agency activities;
 - 9.2.16 Working in cooperation with the Director to ensure effective and efficient fulfillment of the Agency's mandate.

9.3 Appointed Members

Appointed Members, including the Chair, are responsible for:

- 9.3.1 Reviewing and advising about the employer's negotiation mandate for the Collective Agreement;
- 9.3.2 Enlisting the assistance of the PSB, and experts within the Labour Relations Division of the Ministry and TBS to negotiate the Collective Agreement, and with regard to any labour issues that may arise during such negotiations;
- 9.3.3 Ratifying the Collective Agreement between the Authority and PSAT.
- 9.3.4 Ratifying the MOU to be signed by the Chair;
- 9.3.5 Appointing the Agency Secretary;
- 9.3.6 Meeting regularly to consider and make equitable and efficient determinations regarding such employment/labour-relations issues as:
 - 9.3.6.1 Applications for leave submitted by teachers, principals and vice-principals in compliance with the Collective Agreement or terms of employment as applicable;
 - 9.3.6.2 Teachers' grievances at Step 2 of the Grievance Procedure pursuant to the Collective Agreement; and
 - 9.3.6.3 Terms and conditions of employment for principals and vice principals that work in provincially operated schools.

9.4 Deputy Minister

The Deputy Minister is responsible for:

- 9.4.1 Advising and assisting the Minister regarding the Minister's responsibilities for the Agency;
- 9.4.2 Advising the Minister on the requirements of the AAD, the Government Appointees Directive and other directives that apply to the Agency;
- 9.4.3 Recommending to the Minister, as may be necessary, the evaluation or review, including a risk-based review of the Agency, or changes to the management framework or operations of the Agency;
- 9.4.4 Attesting to Treasury Board/Management Board of Cabinet as required, to the Agency's compliance with the mandatory accountability requirements set out in the AAD;
- 9.4.5 Ensuring that the Ministry and the Agency have the capacity and systems in place for on-going risk-based management, including appropriate oversight of the Agency;
- 9.4.6 Supporting the Minister in reviewing the performance targets, measures and results of the Agency;
- 9.4.7 Advising the Minister on documents submitted by the Agency to the Minister for review or approval, or both;
- 9.4.8 Undertaking reviews of the Agency as may be directed by the Minister;
- 9.4.9 Cooperating with any review of the Agency as directed by the Minister or TB/MBC;
- 9.4.10 Monitoring the Agency on behalf of the Minister while respecting the Agency's authority, identifying needs for corrective action where warranted, and recommending to the Minister ways of resolving any issues that might arise from time to time;
- 9.4.11 Negotiating a draft MOU with the Chair as directed by the Minister;
- 9.4.12 Consulting with the Chair, as needed, on matters of mutual importance including services provided by the ministry and compliance with TB/MBC directives and ministry policies;
- 9.4.13 Ensuring the effective administration of the Agency;
- 9.4.14 Ensuring that the Agency uses public funds prudently and only for the business of the Agency based on the principle of value for money, and in compliance with applicable legislation and TB/MBC directives;
- 9.4.15 Ensuring that Agency funds are used with integrity, honesty, fairness and effective controllership;
- 9.4.16 Informing the Chair, in writing, of new government directives and any exceptions to or exemptions in whole or in part from TB/MBC directives or Ministry administrative policies;
- 9.4.17 When required, submitting a report to the Secretaries of TB/MBC on the wind-down of the Agency, disposition of any assets, completion of any outstanding responsibilities by the Agency, and the termination of any appointments; and
- 9.4.18 All matters relating to administration in respect of teachers who teach in a provincial or demonstration school operated by the Ministry.

9.5 Director

The Director is responsible for:

- 9.5.1 Overseeing the day to day administrative and operational functions of all provincially operated schools;
- 9.5.2 Developing the roles and responsibilities of all superintendents, principals, vice-principals and teachers, as well as all other managers and staff who work in provincially operated schools;
- 9.5.3 Consulting with the Chair regarding employment/labour relations issues that arise concerning principals, vice-principals and teachers; and
- 9.5.4 Working in cooperation with the Chair to ensure effective and efficient fulfillment of the Agency's mandate.

9.6 Secretary

The Secretary is responsible for:

- 9.6.1 Providing administrative support to the Agency under the authority of the Director;
- 9.6.2 Fulfilling responsibilities, including:
 - 9.6.2.1 Arranging agency meetings and related accommodations;
 - 9.6.2.2 Arranging Drafting Agency reports for review by the Director and Chair; and
 - 9.6.2.3 Maintaining Agency records.

10. Reporting Requirements

10.1 Annual Business Plan

- 10.1.1 The Chair will ensure that the Minister is provided annually with the Agency's business plan covering a minimum of three years from the current fiscal year, for approval within the timelines established by the Minister for this purpose.
- 10.1.2 The Chair is responsible for ensuring that the Agency's annual business plan meets the requirements of the AAD.
- 10.1.3 The Chair is responsible for ensuring that the Agency's business plan includes performance measures.
- 10.1.4 The Minister will review the Agency's annual business plan and will promptly advise the Chair whether or not he/she concurs with the directions proposed by the Agency. The Minister may advise the Chair where and in what manner the Agency's plans vary from government or Ministry policy or priorities as may be required, and the Agency shall revise its plan accordingly.
- 10.1.5 In addition, TB/MBC may require the Minister to submit the Agency's business plan to TB/MBC for review at any time.

10.2 Annual Report

The Chair will ensure that the Minister is provided with the Agency's annual report within 90 days of the Agency's fiscal year end; that is, on or before June 30th of each year.

10.3 Other Reports

The Chair is responsible for:

- 10.3.1 Ensuring that the reports and documents set out in Appendix 1 to this MOU are submitted for review and approval to the Minister in accordance with the prescribed time lines; and
- 10.3.2 At the request of the Minister or Deputy Minister, supplying specific data and other information that may be required from time-to-time for the purpose of Ministry administration.

11. Communications

The parties to this MOU recognize that the timely exchange of information on the operation and administration of the Agency is essential for the Minister to meet his or her responsibilities for reporting and responding to the Legislative Assembly on the affairs of the Agency. The parties also recognize that it is essential for the Chair to be kept informed of the government initiatives and broad policy directions that may affect the Agency's mandate and functions. The Agency and Ministry will adhere to the Public Communications Protocol set out in Appendix 2 of this MOU.

12. Administrative Arrangements

12.1 Applicable Treasury Board/Management Board of Cabinet and Ministry of Finance Directives

The Chair is responsible for ensuring that the Agency operates in accordance with all TB/MBC directives whose application and scope covers Board-Governed Provincial Agencies, all Public Service Commission and Ministry of Finance directives, and all Ministry financial and administrative policies and procedures.

12.2 Administrative and Organizational Support Services

- 12.2.1 The Director has the delegated responsibility of the Deputy Minister for ensuring that the Agency is provided with the administrative and organizational support services listed in Appendix 3 to this MOU, and for negotiating with Ontario Shared Services concerning these services, as appropriate.
- 12.2.2 Appendix 3 may be reviewed at any time at the request of either party.
- 12.2.3 The Director, as delegated by the Deputy Minister, will ensure that the support or services provided to the Agency are of the same quality as those provided to the Ministry's own divisions and branches.

12.3 Legal Services

Legal services will be provided to the Agency as an administrative and organizational support service by the Ministry's Legal Services Branch.

12.4 Freedom of Information and Protection of Privacy

The Minister is the institution head for the purposes of the *Freedom of Information and Protection of Privacy Act*.

12.5 Ethical Conduct

- 12.5.1 The Chair is the Ethics Executive for appointed Members of the Authority.
- 12.5.2 The Conflict of Interest Commissioner is the Ethics Executive for the Chair of the Authority.

12.6 Records Management

- 12.6.1 The Director shall ensure that a system is in place for the creation, collection, maintenance, and disposal of records.
- 12.6.2 The Chair shall ensure that the Agency complies with the TB/MBC Management of Recorded Information Directive.
- 12.6.3 The Chair shall ensure that the Agency complies with the *Archives and Recordkeeping Act, 2006*, S.O. 2006, Chapter 34, Schedule A.

12.7 Client/Customer Service

The Chair will ensure that the Agency delivers its services at a quality standard that reflects the principles and requirements of the OPS Service Directive.

13. Financial Arrangements

13.1 Funding

- 13.1.1 Per the Authority's constituting instrument, the money required for operation of the Authority is payable out of money appropriated therefore by the Legislature.
- 13.1.2 The Agency acknowledges that it does not receive funding from the Province of Ontario that is separate from the funding provided to the Ministry.
- 13.1.3 The Agency has no authority to purchase any goods or services or otherwise expend any funds with the exception of expenses of appointed Members incurred in the performance of their duties in accordance with the relevant government directives, guidelines and policies.
- 13.1.4 The Agency shall not enter into commitments with third parties with the sole exception of the Collective Agreement between the Agency and PSAT.

13.2 Financial Reports

The Agency does not hold capital assets; or incur financial liabilities or other commitments, such as borrowing or lending. Also, its revenues and/or expenditures are not material to government operations. The Agency does enter into a Collective Agreement with the teachers who work in provincially operated schools. However, in accordance with the Agency's constituting instrument, all consequent financial obligations of the Collective Agreement, including salaries, benefits and pensions, are the responsibility of the Deputy Minister. The only expenditures of the Agency are those incurred by its appointed Members pursuant to the Travel, Meals and Hospitality Expenses Directive. These expenses are submitted to and paid by the Ministry, directly. For these reasons, the Agency is not required to submit an audited financial statement.

14. Audit and Review Arrangements

14.1 Audits

- 14.1.1 The Agency is subject to periodic review and value-for-money audit by the Auditor General of Ontario under the *Auditor General Act* or by the Ontario Internal Audit Division.
- 14.1.2 The Ontario Internal Audit Division may also carry out an internal audit, if approved to do so by the Ministry's Audit Committee or by the Corporate Audit Committee.
- 14.1.3 Regardless of any annual external audit, the Minister may direct that the Agency be audited at any time.
- 14.1.4 The Agency will promptly provide a copy of every report from an audit to the Minister and the Minister of Finance. The Agency will also provide a copy of its response to the audit report and any recommendations therein. The Agency will advise the Minister annually on any outstanding audit recommendations.
- 14.1.5 The Chair may request an external audit of the financial transactions or management controls of the Agency at the Agency's expense.

14.2 Reviews

- 14.2.1 The Agency may be subject to a review at the discretion and direction of TB/MBC or the Minister. The review may cover such matters relating to the Agency that are determined by TB/MBC or the Minister, and may include the mandate, powers, governance structure and/or operations of the Agency.
- 14.2.2 The Minister will consult the Chair as appropriate during any such review.
- 14.2.3 The Chair and Agency shall cooperate in any such review.

15. Appointments

- 15.1 Members of the Agency are appointed by the LGIC. One member, so appointed, is designated by the LGIC as Chair of the Agency.
- 15.2 Public servants employed under Part III of the PSOA who are also appointed by the LGIC as Members of the Authority are not permitted to be paid or accept any remuneration in respect of that appointment other than their salaries as public servants employed under Part III of the PSOA.
- 15.3 Expenses incurred by appointed Members of the Agency shall be paid by the Ministry according to the relevant OPS directives.

16. Liability Protection and Insurance

The Agency is covered by the province's protection program against claims that might arise from anything done or omitted to be done by the Agency or its directors, officers, employees, or agents, and from anything done or omitted to be done where bodily or personal injury, death, or property damage, including loss of use thereof, is caused.

17. Effective Date and Duration and Periodic Review

- 17.1 This MOU becomes effective on the date it is signed by the Minister.
- 17.2 This MOU will remain in force until it is revised.
- 17.3 If a new Minister or Chair takes office, the Minister and Chair must affirm by letter that the MOU will continue in force without a review; or a review must be initiated at the written request of either party.
- 17.4 Without affecting the effective date of this MOU, either the Minister or Chair may initiate a review of this MOU by written request to the other.
- 17.5 A full review of this MOU will be conducted immediately in the event of a significant change to the Agency's mandate, powers or governance structure.

18. Signatures

**Chair,
Provincial Schools Authority**

Date

**Minister,
Ministry of Education**

Date

Appendix 1: Summary of Annual Agency Reporting Requirements

DUE DATE	REPORT/DOCUMENT	RESPONSIBLE OFFICIAL
December 31	Annual Business Plan <ul style="list-style-type: none"> • Submitted to Chief Administrative Officer, Minister of Education for ministry review prior to Minister's approval 	<ul style="list-style-type: none"> • Chair
June 30	Annual Report	<ul style="list-style-type: none"> • Chair
Quarterly	Financial Reports <ul style="list-style-type: none"> • Expenditure budget-variance reports; expenses, etc. (as part of ministry's reports) 	<ul style="list-style-type: none"> • Director
September 15 or as directed by the ministry	Risk Assessment	<ul style="list-style-type: none"> • Chair
At the discretion of the Minister	Other Reports, as may be required by the Minister	<ul style="list-style-type: none"> • Chair

Appendix 2: Public Communications Protocol

1. Definitions

- a. "Public communications" means any material that is communicated to the public, either directly or through the media, including social media, in:
 - Oral form, such as a speech or public presentation;
 - Printed form, such as a hardcopy report;
 - Electronic form, such as photos, video or text a posted to a website, Twitter, Facebook.
- b. A "contentious issue" is a matter that is, or may reasonably be expected to be, of concern to the Legislative Assembly or the public, or is likely to result in inquiries being directed to the Minister or government. Contentious issues may be raised by:
 - Members of the Legislative Assembly;
 - The public;
 - Media;
 - Stakeholders;
 - Service delivery partners.

2. The Agency will comply with the Ontario Government Visual Identity Directive and identify itself in all media responses and news releases as an Agency of the Government of Ontario.

3. The public communications "lead" for the Agency is the Director.

4. The Ministry and the Agency will consult with each other on public communications strategies. Final approval on all public communications is required from the Minister and/or the Minister's staff.

5. The Ministry will notify the Agency of any planned public communications. The Agency must not issue any public communications without prior approval from the Minister or the Minister's Office. Final approval on all public communications is required from the Minister and/or the Minister's staff.

6. All media requests must be directed to the Ministry spokesperson.

Appendix 3: Administrative or Organizational Support Services

The Deputy Minister, as delegated to the Director, is responsible for ensuring that the Ministry, TBS and Ontario Shared Services, as applicable, provide the following administrative support services to the Agency:

- a. Accommodation: planning, office accommodation, reception, security, library services; provision of supplies/materials as required by the Chair or Minister;
- b. Financial administration: remuneration and expenses administration, accounts payable and technical advice, purchasing, central mail and printing services, and records management services;
- c. Human resource services, including administration of agency appointments;
- d. Labour relations services;
- e. Information technology and telecommunications services;
- f. French language services translation and interpretation services;
- g. Secretarial services including scheduling, correspondence, photocopying;
- h. Internal audit: financial compliance, management, and information systems audits, operational reviews, and special investigations as required;
- i. Legal services;
- j. Freedom of information program services;
- k. Business planning; and
- l. Performance measurement and program evaluation.