



Business Plan

Fiscal Year 2024
May 2023 to April 2024

Vision, Purpose and Values



Vision

Working together for a safer Ontario today and tomorrow

Purpose

To enhance safety in Ontario through engagement, evidence, enforcement and education

Values

Safety

Be safety conscious at all times

Collaboration

Work well with others

Accountability

Be responsible for our actions and deliver on our commitments

Integrity

Conduct ourselves with transparency using risk-informed evidence

Inclusion

Leverage diversity through inclusive, respectful leadership

Innovation

Be forward thinking, adaptable and data driven

Table of Contents

Vision, Purpose and Values	2
Message from Our President and CEO	4
TSSA Overview	5
Corporate Overview	5
TSSA Safety Value Chain	6
Safety Programs for Regulated Sectors	8
The Strategic Plan	12
Business Plan Objectives for Fiscal Year 2024 (FY24)	13
Rewarding, Purpose-Driven Work	14
Outcome-Based Regulator	15
Ease of Doing Business	16
Future Ready	18
Assessment of Corporate Resources	19
Supporting Policies and Procedures	25



Message from Our President and CEO

Table of Contents

TSSA has undergone substantial changes to deliver on the ambitious goals of its 2018-2023 Strategic Plan, particularly in recent years, and set its Outcome-Based Regulator transformation in motion.

Most notably, we've implemented a new business model which allows us to put a greater focus on harm reduction strategies and a comprehensive IT business solution that provides us with trustworthy data and digital solutions to better serve our customers. TSSA employees have worked diligently to transform the way we do things as part of our journey to becoming a modern regulator, even as we navigated through a global pandemic. I am very proud of successes we've achieved against our previous Strategic Plan to enhance safety for the people of Ontario. The progress we've made is outlined in our Annual Reports.

With a strong foundation firmly established across all of our major lines of business, we are now embarking on a new five-year Strategic Plan to complete the foundational changes we began six years ago. Our key areas of focus, as determined through extensive stakeholder engagement, are to foster an environment where employees feel valued and engage in meaningful work; finish the transformation to an Outcome-Based Regulator; develop systems for our customers and employees to work together seamlessly; and be ready for the future by embracing new fields of safety work. The first year of our new Strategic Plan is critical to set us up for success over the next five years.

One of the foundational principles of being an Outcome-Based Regulator is to be data-driven so that resources can be applied to safety on a risk-evaluated basis. In that regard, a key priority for TSSA in fiscal year 2024 (FY24), and for the next five years, is to increase the amount of accurate data we have available internally. We will also look to improve the customer experience in a number of ways, including launching self-service portal features that will enable our customers to quickly and easily perform various transactions online, as well as simplifying, harmonizing and digitizing many of our operational processes to make interacting with us more efficient. Working with government to standardize policy frameworks for some existing and emerging technologies is also a key priority for us in the coming year.

FY24 will also see us working with Skilled Trades Ontario, the Ministry of Labour, Immigration, Training and Skills Development, and the Ministry of Public and Business Service Delivery to determine how to recognize Red Seal trades for fuels professionals. We fully support the province moving to Red Seal certification so that Ontario is aligned with the rest of the country.

In constant collaboration with our employees, industry stakeholders, Advisory Councils, and government, we are well positioned to achieve our FY24 goals. Starting the fiscal year with a redefined Vision, Purpose and set of Values that are aligned with our Outcome-Based Regulator approach to guide our actions, we are committed to working together for a safer Ontario today and tomorrow.

Bonnie Rose
President and CEO

TSSA Overview

Corporate Overview

Table of Contents

As Ontario’s technical safety regulator, the Technical Standards and Safety Authority (TSSA) works collaboratively with industry and government to reduce safety risks within its regulated industries for the purpose of enhancing public safety in the province.

Established as a not-for-profit, self-funded organization in 1997, TSSA is delegated by the Government of Ontario to promote and enforce safety in the following sectors:

- Amusement devices, elevating devices, and ski lifts
- Boilers, pressure vessels, operating engineers and plants
- Fuels including propane, natural gas and liquid fuels

TSSA also provides limited non-regulatory services through contracts to organizations in Ontario, predominantly in the nuclear sector.

Scope of Powers and Responsibilities

TSSA is mandated by the Government of Ontario to enforce the Technical Standards and Safety Act, 2000 (the Act), and 17 associated regulations. The organization focuses on its core services to continuously improve safety.

TSSA recognizes that there are many safety risk factors, such as user behaviour (including instances in which people unintentionally and often unknowingly put themselves at risk), which can be influenced but not fully controlled, making traditional enforcement activities unlikely to be effective on their own.

Core Services

- Licensing and registration
- Examinations
- Certifications
- Inspections
- Compliance support
- Engineering and design services
- Investigations
- Enforcement and prosecution activities
- Public education and consumer information
- Safety management consultations
- Data analytics and risk evaluation
- Standards development

TSSA Overview

TSSA Safety Value Chain

Table of Contents



TSSA helps regulated clients, safety partners, and the public by facilitating increased awareness and understanding of the rules and practices to stay safe. This includes acting as a catalyst for action on issues through the following safety-related services that form TSSA's Safety Value Chain.

Support codes and regulations

Leverage TSSA employee expertise to support government in developing regulations and participate in standards development and adoption of codes and issuance of Directors' Orders.

Inform, educate and modify behaviour

Inform and educate the public and industry participants regarding better safety practices and issues, new codes, regulations and requirements, and seek to influence safe behaviours and bring people and equipment into compliance.

Use data and analytics

Collect and diligently manage data that will be analyzed to clearly identify and take action based on risks.

License, register and certify

Support training institutions to ensure workers are properly trained, and effectively examine and certify professionals. Authorize plants and equipment, devices, sites, and contractors to ensure proper tracking and oversight can be maintained.



Review designs

Review the design and engineering of new technology, new installations, alterations and modifications to existing equipment and plants for compliance with codes and regulations.

Inspect and monitor

Inspect and audit regulated professionals, contractors, plants, equipment and sites for compliance with set standards under the codes and regulations, follow up on high risks and monitor developing safety-related trends or issues.

Enforce

Take appropriate action to deter unsafe and non-compliant behaviour to limit the potential for harm.

Investigate

Investigate safety incidents and near-misses to determine the root cause to inform corrective actions and for future learning and risk identification.

Safety Programs for Regulated Sectors



Boilers and Pressure Vessels and Operating Engineers Safety Program



Boilers and Pressure Vessels

TSSA is responsible for regulating all pressure-retaining components manufactured or used in Ontario, in accordance with the Act and applicable regulation, with a commitment to ensuring the safety of boilers, pressure vessels, and piping systems. TSSA also provides services in this area to support the safety of Ontario's nuclear power plants.



Operating Engineers

TSSA examines and certifies operating engineers and operators and also registers, inspects and regulates the safety of plants in Ontario, in accordance with the Act and applicable regulation.

Elevating, Ski and Amusement Device Safety Program



TSSA is responsible for the oversight of elevating devices, ski lifts and amusement rides in Ontario under the Act and applicable regulations.



These devices include elevators, escalators, moving walks, lifts for persons with physical disabilities, construction hoists, ski lifts (passenger ropeways), roller coasters, Ferris wheels, merry-go-rounds, inflatables, bungee devices, zip lines, waterslides, go-karts, and other spinning or whirling rides.



Elevating device mechanics, including ski lift mechanics, must be certified by TSSA to install and maintain elevating devices. Ride mechanics must also be certified and are responsible for the safe and proper set-up, maintenance, and operation of all rides.

Fuels Safety Program



TSSA provides fuel-related safety services, in accordance with the Act and applicable regulations, associated with the safe transportation, storage, handling, and use of fuels, such as gasoline, diesel, propane, natural gas, digester and landfill gas. TSSA delivers programs and services that regulate the safe use of fuels for private, industrial, and commercial uses in Ontario.

TSSA also regulates fuel suppliers, storage facilities, transport trucks, pipelines, contractors and their certified employees, and equipment or appliances that use fuels.

In 2022, the Government of Ontario committed to recognizing Gas Technicians (levels 1 and 2) and Oil Burner Technicians (level 1) as Red Seal trades. Skilled Trades Ontario was assigned the responsibility to adopt the Red Seal program for these trades. TSSA is working closely and cooperatively with government and Skilled Trades Ontario on the plans to implement this decision.

Additionally, TSSA works to protect the public, the environment, and property from fuel-related hazards such as spills, fires, explosions and the release of carbon monoxide.



Auditor General Recommendations

TSSA continues to make great progress on addressing the Auditor General of Ontario's recommendations from the 2018 Value-for-Money Audit Report. As of the fourth quarter of FY23, TSSA has 17 per cent of the recommendations left to complete. All initiatives associated with the remaining recommendations are underway. In FY24, TSSA will continue to address the outstanding recommended actions, many of which are tied to the delivery of strategic objectives.

Governance

TSSA is governed by a 13-member Board of Directors that is responsible for stewardship, including oversight of the organization, and taking a leadership role in the development of the organization's strategic direction. The Board is composed of seven elected members and six members appointed by the Minister of Public and Business Service Delivery. All members are recruited to ensure the Board possesses the required diversity of skills, experience and expertise and represents the diversity of Ontario, including gender, geographic distribution, and ethnicity.

The Board and management monitor emerging best practices and act to adopt those that best serve to advance the organization's vision through strong governance and oversight.

Relationship to Government

TSSA is an administrative authority of the Government of Ontario and performs its delegated responsibilities for public safety with diligence, observing the principle of ensuring a fair, safe and informed marketplace that supports a competitive economy. TSSA administers its designated legislation and regulations, recommends amendments to legislation and regulations that will enhance public safety, and advises the Ministry of Public and Business Service Delivery (MPBSD) of any matters that may require action or attention.

Requirements, activities and information sharing between TSSA and MPBSD are contained in the Memorandum of Understanding signed by the Minister and the Chair of the Board. The Memorandum of Understanding underwent significant revisions in FY22, and implementation of new and updated requirements began in FY23.

TSSA sets annual performance targets on its key performance indicators, both of which are reviewed and approved by the Minister of Public and Business Service Delivery and are published on [TSSA's website](#).



Commitment to Stakeholders

TSSA's responsibility to its stakeholders is characterized by a high degree of accountability and transparency, which is expressed through the following statements:

To all stakeholders

The conduct of TSSA and its employees will always be honest, professional and ethical. TSSA will consult with stakeholders and work in partnership to improve safety. Feedback on how TSSA is meeting its commitments and responsibilities is actively solicited and helps the organization to determine priorities.

To our regulated safety partners

TSSA will work to ensure its mandate is delivered, while providing an objective and expert application of its delegated authority that promotes continuous improvement. Endeavouring to reduce unnecessary burden on businesses without compromising safety, TSSA will provide timely and value-added safety services at a fair price.

To the public

TSSA will proactively work with diligence and competence to protect the public interest by maintaining and enhancing safety. TSSA will lead the way in working to prevent avoidable incidents. TSSA will work with its partners to help educate members of the public so they are empowered to take personal responsibility for their safety.

Advisory Councils

TSSA has eight advisory councils with members who dedicate their time and expertise to improving safety in every corner of the province while providing input and insight on how to advance Ontario's economy and society, safely.

Seven industry advisory councils work closely in the spirit of continuous improvement, primarily to identify and reduce risk, as well as to provide feedback on new policies and changes proposed by TSSA.

TSSA also benefits from a Consumers Advisory Council that provides independent, consumer-focused advice and guidance related to the impact of activities on the public and consumers who are purchasers or users of products and devices regulated by TSSA. More information on TSSA advisory councils, including terms of reference, composition, and minutes of meetings, can be accessed on [TSSA's website](#).



Public Reports

TSSA produces a variety of corporate reports about its operations and the state of safety in Ontario. The following reports can be accessed on [TSSA's website](#).

- The Strategic Plan defines the major corporate goals for multiple years and the key strategies that will be used to achieve them.
- The annual Business Plan looks ahead and defines the objectives, various activities and budget that will be implemented during the fiscal year to support its strategic goals and outlines the capabilities that are needed to fulfill everyday business needs as well as the goals of the Strategic Plan.
- The Annual Report reports on TSSA's audited financial statements upon the completion of a fiscal year and describes progress made against the commitments of the Strategic Plan and the Business Plan.
- The annual Public Safety Report provides a review of trends and patterns on public safety as well as a summary and analysis of safety data collected by TSSA for Ontario.

The Strategic Plan



The Business Plan remains anchored by Four Key Themes:



ONE TSSA, together, for a safer Ontario.

TSSA's strategy has four mutually reinforcing streams of activities that collectively create ONE TSSA, an organization that collaborates across the enterprise to deliver on its purpose of enhancing safety in Ontario through engagement, evidence, enforcement, and education.

Business Plan Objectives for Fiscal Year 2024 (FY24)

Table of
Contents

This fiscal year will see TSSA deliver on initiatives under all four key themes.

Rewarding, Purpose-Driven Work

TSSA will strengthen its focus on employee engagement and development through enhanced communication, by working to improve capacity planning and by creating a leadership development program to build the skills required to facilitate employee development and growth within the organization.

Outcome-Based Regulator

TSSA will build on the data available for all of its regulated areas to enable and inform more evidence-based decision making and industry education, while improving safety outcomes.

Ease of Doing Business

TSSA will improve the customer experience by establishing a centralized group responsible for customer care, as well as launching a new easy-to-navigate corporate website and self-service portal features that enable customers to perform various transactions online.

Future Ready

TSSA will develop and standardize frameworks for new areas of safety work and bolster its resources in preparation for engaging with new technologies.

Rewarding, Purpose-Driven Work



Objective

Complete leadership development program for supervisors

To ensure the organization has robust development supports in place to continually nurture a culture of leadership, accountability and teamwork, TSSA will establish a leadership development program for supervisors and future leaders. All employees have a role to play to ensure TSSA will deliver on the ambitious goals outlined for FY24 and throughout the course of the new Strategic Plan. As such, the organization requires strong leadership at every level to work effectively with teams and steer employees in the same direction.

Objective

Improve two-way communications

A key focus of all people leaders at TSSA – the Executive Leadership Team, directors, managers and supervisors – is to improve two-way communication with employees. To enable strong teamwork, all members of the organization must have the opportunity to ask questions, share information, provide feedback and voice concerns; this will also help TSSA to recognize opportunities and potential challenges to delivering on its key priorities. This mutual exchange across the organization will be achieved through more frequent face-to-face meetings between employees and all levels of management, with a greater focus on the new Strategic Plan and TSSA's strategic direction.

Objective

Improve workload balance and knowledge transfer through capacity planning

In light of the current workforce landscape, which includes pending retirements at TSSA, the organization will be focused on ensuring resources are identified and employees are trained in advance of retirements to allow for adequate knowledge transfer and internal promotional opportunities. A key priority in FY24 will also be to cross train employees on how to perform various operational activities to ensure that backups exist for all critical functions and single-source roles.

Outcome-Based Regulator



Objective

Increase internal data available for 40 per cent of TSSA authorizations to further enable TSSA's Outcome-Based Regulator approach

The authorization process is essential for TSSA, as it enables TSSA to track the technical professionals and devices operating in Ontario and collect accurate data on the state of safety of those regulated entities. As part of its outcome-based regulatory approach, TSSA analyzes that data and uses it to develop tools like entity risk scores and Compliance Standards, both of which clearly identify the highest risks that require immediate attention to reduce the potential for harm in the province. In FY24, TSSA will increase the internal data it has available to 40 per cent of all TSSA authorizations, by leveraging and enhancing contractor data in its Elevating Devices and Fuels Safety programs and improving incident data collection. By the end of year five of TSSA's Strategic Plan, the organization intends to capture data for 80 per cent of all of its authorizations.

Objective

Develop Outcome-Based Regulator education and awareness campaigns

As TSSA continues its transformation to an Outcome-Based Regulator, it is important that internal and external stakeholders understand why TSSA is transforming and how the transformation will impact them. For this reason, TSSA will develop an internal Outcome-Based Regulator education and awareness campaign delivered through managers and supervisors that demonstrates how the transformation is relevant to employees and their job functions so that the entire organization is aligned and moving in the same direction to fully realize TSSA's vision and complete its transformation journey. Furthermore, TSSA will develop an external Outcome-Based Regulator education and awareness campaign that demonstrates how TSSA's new regulatory approach improves safety outcomes for the province and explains what regulated parties must do to be compliant.

Objective

Address historical lapsed authorization inspections

In early FY23, following the successful launch of TSSA's ongoing lapsed authorizations reinstatement program, TSSA implemented a method to address authorizations that had expired between April 30, 2016, and April 30, 2021, strengthening TSSA's ability to track those who may be operating illegally. In FY24, TSSA will continue to address the historical lapsed authorizations identified in its system, with a focus on outstanding inspections. TSSA will also continue to implement verification and shutdown policies for devices unauthorized to operate.

Ease of Doing Business



Objective

Establish a Customer Service Centre and develop a plan to improve customer service

There are several departments within TSSA that interact with customers. TSSA understands that having multiple customer touchpoints and inconsistent service standards can create confusion and frustration for customers. TSSA also recognizes that the organization needs to do better in this area. For this reason, TSSA will develop a plan to improve customer service that involves restructuring the organization and establishing a centralized group responsible for customer care, while leveraging digital offerings such as an online customer self-serve portal and a new optimized website. The organizational restructuring will occur in early FY24, and then TSSA will develop a plan to implement continuous customer service improvements over the course of TSSA's five-year Strategic Plan.

Objective

Document and simplify work instructions

Within the different business areas of TSSA, there are internal processes unique to the various departments. To improve efficiency, consistency and the overall customer experience, TSSA will work to document and simplify 40 work instructions in the Boilers and Pressure Vessels, Elevating Devices, and Fuels Safety programs, as well as in the Shared Services department. This simplification and streamlining of work instructions will ultimately support process improvement and harmonization, as well as knowledge transfer, throughout the organization.

Objective

Launch new corporate website

In FY24, TSSA will finalize the content for and launch its new website. With the improvements to TSSA.org having been informed by stakeholders, the new website will enhance customer satisfaction, make it easier for the public and regulated parties to access relevant safety information, and support regulated parties to be compliant with safety laws.

Ease of Doing Business



Objective

Launch Customer Portal: OASIS Release 4

With three safety program-specific releases of TSSA's new IT and business solution project, OASIS, successfully implemented, TSSA will develop and launch the fourth release – a self-service portal for customers. The goal of the portal is to simplify the customer experience for TSSA's regulated stakeholders by making it easier to access services and conduct transactions. Informed by stakeholder feedback, the newly designed portal will launch in stages and include features like a 360-degree customer dashboard that enables customers to create and update accounts, the ability to make exam requests and view results, access to view inspection reports and issued orders, and the ability to pay online for services like public information requests.

Objective

Implement plan for Payment Card Industry (PCI) compliance to support online transactions

Progress made towards TSSA's modernization and digitization initiative has increased the volume of credit card payments the organization receives, emphasizing the importance of compliance with the PCI Data Security Standard. As required by the standards, TSSA's current PCI control environment was independently assessed, and transactions processed through TSSA's online payment portals were found to be PCI compliant. Additional findings and recommendations from the assessment will be addressed in FY24.



Objective

Develop policy and technical framework for Hydrogen and Biofuels

In FY24, TSSA will develop policies and technical frameworks to support the regulation of Hydrogen and Biofuels by conducting an environmental scan of available standards, research, and regulatory approaches, and then proposing regulatory methods that consider people, devices and existing standards, potentially leveraging an Alternate Rules approach.

Objective

Develop plan to recognize Red Seal Program

Working with Skilled Trades Ontario, the Ministry of Labour, Immigration, Training and Skills Development, and the Ministry of Public and Business Service Delivery, TSSA will help to develop the policies and a resulting plan to recognize a Red Seal Program for gas and oil burner technicians in Ontario to promote labour mobility across the country. Internally, TSSA will also develop a transition plan that prioritizes its people and public safety, while considering operational and potential financial impacts on TSSA.

Objective

Implement Phase 1 of the digitization strategy for historical data and decommission legacy system

Now that TSSA's new IT and business solution, OASIS, has been successfully implemented in all safety program areas, TSSA will decommission its prior system. In doing so, TSSA will determine the business use of the stored historical data, and then move the data based on priority into a data repository. In addition, TSSA will build, test and validate a data repository search tool that enables the organization to access historical data for research purposes.

Assessment of Corporate Resources

To ensure TSSA has the resources to achieve objectives and fulfill its safety mandate and regulatory responsibilities, the organization has a number of supporting plans, highlighted here.

Financial Resources

The FY24 budget represents management's commitment to stakeholders to develop and implement a practical financial plan aligned with the vision and strategic priorities of TSSA. The emphasis is on delivering efficient, customer-focused processes that support TSSA's regulated mandate, while funding investments to ensure a solid business foundation and modernization for the future.

To address the inflationary pressures for FY24, a fee increase is planned to support TSSA's key responsibilities and ensure its financial stability. In FY24, fees for all programs (except ED/AD/SKI will be increased by 4.0 per cent in order to expedite the reduction of cross-subsidization between safety programs, support the modernization process, and continue to address the Auditor General's recommendations. The inflationary fee increase will reduce the net margin deficit; however, the increase is not enough to eliminate the deficit. TSSA will be reviewing fees on an annual basis or based on the payment cycle (i.e. three-year certificates can only be reviewed after the increase has been in place for a full three-year cycle).

FY23 revenue was reduced as a result of the inspectors' labour disruption, which lasted approximately 12 weeks from July to October 2022.

TSSA's total budgeted expenses amount to \$84.3 million, which is an increase of 14.0 per cent over the prior year and includes internal resource costs to support the volume of planned activities to deliver TSSA's safety mandate and investments to achieve the strategic and business plan objectives. Core business expense growth, excluding OASIS program expenses, is expected to be 17.9 per cent over FY23. This increase is primarily driven by lower salary and benefits in FY23 due to the labour disruption, in addition to increases in IT costs for software licences, data storage and the Data Lake - a central repository for historical and current data to enable analytics and reporting. Additionally, TSSA continues to focus on planned initiatives, including its transformation to an Outcome-Based Regulator, digitization including its online customer portal, and developing a regulatory framework in new areas in an effort to position TSSA for the future.

TSSA's capital budget for FY24 is projected at \$2.5 million. The spend is driven by a combination of the OASIS program and the Data Lake, as well as spend to upgrade and maintain IT infrastructure to ensure effectiveness, security, performance and reliability.

The balance sheet is expected to remain solid, and liquidity will continue to be strong, based on available working capital and ongoing cash management. TSSA's liquidity ratios are strong, with cash available to support operations and capital investments. TSSA's investment portfolio of high-grade, low-risk investments remains consistent with the corporation's policy and is also closely monitored by a third-party investment manager.

TSSA continues to monitor its reserves, which are expected to be 30.8 per cent of expenses, excluding OASIS expenses, at the end of FY23. The total reserve level at the end of FY24 is expected to be 23.2 per cent. The reserve policy targets a restricted reserve level of 25 per cent of budgeted operating expenses. It is expected that reserves will begin to increase in FY25 as TSSA works towards completion of the Data Lake and digitization initiatives. Recovery of the reserves will be achieved through fee increases, in addition to other measures identified by management, to support the business in achieving its long-term vision and goals and ensure adequate capital for unforeseen economic events. As such, TSSA expects that the reserve target will be surpassed in FY26.

TSSA is confident that the established operating and capital budgets will enable the successful execution of TSSA's regulatory mandate and overall business plan. In FY24, TSSA will continue to focus on its New Strategic Plan and transformation into an Outcome-Based Regulator, with the ability to clearly demonstrate improved safety outcomes for Ontarians. TSSA is committed to being a trusted partner and educator and assisting the regulated community in achieving compliance and safety outcomes, while reducing unnecessary burden on the industry and fostering economic growth.



Statement of Income and Expenses

Fiscal 2024 Budget

All figures \$'000	Fiscal 2024 Budget
Regulatory Business	
Boiler and Pressure Vessels/Operating Engineers Revenue	\$ 19,089
Elevating Devices and Amusement Devices Revenue	31,116
Fuels Revenue	24,384
Total Regulatory Revenue	\$ 74,589
Expenses	\$ 79,202
Net Margin	\$ (4,613) (6.2%)
Non-Regulatory Business	
Revenue	\$ 6,467
Expenses	5,140
Net Margin	\$ 1,327 21%
Investment Income	\$ 1,334
Total TSSA	
Revenue	82,390
Expenses	84,342
Net Margin	\$ (1,952) (2.4%)

Capital Expenditure

All figures \$'000	Fiscal 2024 Budget
Capital Expenditure	\$2,453

TSSA continues to undergo change and evolution in FY24 as it becomes an Outcome-Based Regulator. With the continued automation of business systems to better manage core business tasks in support of strategic initiatives, several programs and processes will be implemented to support its workforce.

Human Resources

In late FY23, TSSA launched a new and robust human capital management system, MyHR, to establish a foundation for improving the employee experience. Over the coming years, TSSA will augment MyHR to streamline the employee experience. In support of the new Strategic Plan, TSSA's redefined corporate values will be integrated into the system and aligned with internal performance management processes to ensure awareness, understanding and adoption of the values. In addition, new components will be built into MyHR to streamline the recruitment process, improve the candidate experience, and boost onboarding success.

Building on the good work undertaken by TSSA's Inclusion, Diversity, Equality Alliance (IDEA) in FY23, TSSA will continue to develop new methods of raising awareness and fostering inclusion across the organization. TSSA will also build on the internal workplace culture survey delivered in FY23 by identifying new ways to effectively measure and manage the employee experience in FY24.

With collective agreements now in place for TSSA's Inspectors and Engineers, work will continue with people leaders at all levels and unionized employees to establish processes to support how the organization works within the collective agreements.

In support of TSSA's strategic initiatives and technical training requirements, the TSSA Education Team, formed in FY23, will be focused on evaluating TSSA's safety programs and developing educational offerings to enhance employee skills and knowledge and improve program efficacy in FY24. In addition to the strategic priority to develop a leadership development program to build the skills required to facilitate employee development and growth within the organization, another key initiative is to address employee pain points through enhanced communication and capacity planning. Programs will be planned to train employees and support them throughout their TSSA careers – both as individuals and as teams.

TSSA will continue to focus on health and safety to ensure the wellbeing of employees. In addition, TSSA programs and training will be reviewed and updated as required to meet the new realities of TSSA's hybrid working model.

TSSA has made foundational investments in its IT systems (OASIS, human capital management, and finance) and will build on these foundations in a unified and coordinated manner.

Information Technology

With OASIS implemented for all safety programs, TSSA will enhance the system with self-service capabilities for regulated parties by integrating an online portal. Stakeholders will be empowered to view business dealings with TSSA and transact with TSSA online. The portal's functionality will be enhanced in four phases in FY24. In support of TSSA's commitment to strengthen its digital capabilities, TSSA will also rebuild its website from the ground up to enhance customer satisfaction and make it easier for the public and regulated parties to access relevant safety information.

In addition, TSSA will continue to invest in applications and methods to support its Outcome-Based Regulator transformation and customer service objectives. IT infrastructure and applications will be enhanced for analytics initiatives that will leverage TSSA's data for optimal decision making in support of the safety of TSSA's stakeholders. TSSA will continue to enrich functional capabilities and integrations of application data, as well as enhance data feeds to the TSSA Analytics Platform (TAP), which is used internally to create various reports for operational and strategic planning. Continued investments to leverage TAP will unleash the full value of TSSA's data assets and decision criteria.

As data is an integral component of TSSA being an Outcome-Based Regulator, the organization must continue investing in cybersecurity vigilance. This involves ongoing upgrades and enhancements to protect data and technology assets. FY24 will once again see investments in several cybersecurity initiatives. Investments will include enhancements to internal network controls, advanced threat detection and management measures, as well as incident monitoring, detection and mitigation. TSSA will continue to elevate cybersecurity awareness among stakeholders with ongoing educational programs and periodic cybersecurity attack simulations.



As data is a critical component to becoming an Outcome-base Regulator, in the first year of TSSA's new Strategic Plan, the organization's focus is to enhance the data it has available to support analytics for regulated parties.

Strategic Analytics

An increase in accurate data will enable TSSA to build more fulsome profiles of regulated entities' safety, compliance and risk. More specifically, TSSA will concentrate on enhancing its ability to track, analyze and act on data about contractors and their safety performance, as well as incident data.

In addition, TSSA will develop a new method to determine and assess risk scores for regulated entities. The new risk scoring method will improve upon the existing method that has been in place for more than 15 years and will leverage data analytics and predictive modelling to identify devices and sites that are more likely to have an incident. This way, TSSA can better prioritize its resources to those devices and sites that pose a higher risk.

Underpinning its analytics priorities, TSSA continues to expand its reporting and data governance program that it established as part of its previous Strategic Plan. Monitoring data quality will continue to be an organizational priority with associated goals and metrics. Finally, with the transition to OASIS, TSSA's new IT and business solution, TSSA will develop a plan to move all historical legacy data into a central repository for reporting and consolidated analytics.

Supporting Policies and Procedures



Privacy

TSSA is required to collect and maintain current client data for the purposes of conducting its business and the furtherance of public safety. As an organization, TSSA is committed to maintaining the accuracy and security of its information. TSSA will take measures to protect private information and will only collect, use or disclose this information for legitimate business purposes.

TSSA follows privacy best practices and abides by the highest standards for privacy protection. It is TSSA's commitment to its regulated stakeholders that any private or proprietary information it collects about them will only be used for legitimate purposes that are in the interests of public safety. Stakeholder information will not be used for any purpose relating to the advancement of discretionary business or for recruitment.

Visit TSSA's website to access the [TSSA Privacy Policy](#).

Enterprise Risk Management

TSSA has established and implemented an Enterprise Risk Management (ERM) program to assess and respond to risks and opportunities that may impact the achievement of strategic and operational objectives. The goal of the organization's ERM program is to identify and manage significant risks and their potential impacts following a systematic approach. TSSA has identified internal and external risks and considers eight categories of risks: strategic; compliance; operational; technological; financial; human resources; governance and stakeholder. TSSA's enterprise-wide risk profile is periodically updated, including an assessment of risks based on their potential impact and probability of occurrence.

French Language Services

TSSA responds to all requests for French services as they arise during the year. Moreover, TSSA monitors requests for services in French to determine the appropriate level of service to meet public safety and regulated stakeholder service needs. TSSA will continue to translate its educational safety information targeted to the general public.

Accessible Goods, Services and Facilities

TSSA is committed to providing services that are accessible to people with disabilities in accordance with the provincial Accessibility for Ontarians with Disabilities Act (AODA) - Accessibility Standard for Customer Service: Regulation 429/07, TSSA strives to ensure the provision of customer service in a way that reflects the AODA core principles: Dignity, Independence, Integration and Equal Opportunity. TSSA's Customer Service Accessibility Policy, and Multi-Year Accessibility Plan are available on [TSSA's website](#).



Complaint Handling

TSSA strives to achieve fairness and satisfaction as a valued regulator and has a framework in place to handle complaints. A complaint may be an expression of dissatisfaction with respect to services TSSA provides or actions of staff. Although TSSA seeks to address complaints at the level they are raised, should the matter require further attention, the complaint is escalated to more senior leaders, including Statutory Directors appointed under the delegated safety legislation, or the President and Chief Executive Officer.

TSSA also has a third-party Whistle Blowing Service to which potential TSSA wrongdoings can be reported by anyone. Reports are then investigated and tracked on a confidential basis. The Whistle Blowing Service also accepts reports and complaints about TSSA's regulated parties. Visit TSSA's website for more information about the [Whistle Blowing Service](#).

An independent and confidential resource employed by TSSA, TSSA's Ombudsman supplements the organization's other formal communications channels. Concerns may be raised and discussed with the Ombudsman and suggestions for improvements brought forward.

The Ombudsman's Annual Report documents both the Ombudsman's and Whistle Blower Service's activities. Visit TSSA's website for more information about [TSSA's Ombudsman](#).



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