Good day,

My name is Lynn Stevens and I am the Vice President of Human Resources for Calian, an Ontario based company located in Ottawa. For the purposes of the Employment Standards Act we have been designated as a temporary help agency. I have reviewed the Changing Workplace Review- Interim Report and have some serious concerns regarding the proposed changes to organizations who are deemed to be temporary help in Ontario. On page 236 of the report you reference the size of this industry to be roughly $7 Billion strong and I am confident in saying that if you move forward with some of the proposed changes you will cripple this industry and thereby significantly impact a strong and robust sector of the Ontario economy.

At the outset of the section on Temporary Help Agencies on page 238 you reference the Assignment Worker Profile to be "less likely than other workers to have completed high school or have a university degree" and that many of the workers have involuntarily entered into the sector due to an inability to find more stable employment. You then continue to refer to the workforce under the Submissions section on page 250 as "fundamentally vulnerable" and that these workers experience: "lower pay, difficulty understanding and exercising employment rights, job instability, deterioration of health and barriers to permanent employment".   Finally also on page 250 you indicate that the wage differential between the agency and the worker "creates an incentive to keep wages as low possible and to keep the worker in that vulnerable temporary position for as long as possible". This can be tied back to your anecdotal evidence referenced on page 237 that the premium to the client is "40% or more above the hourly rate" provided to the worker.

Calian was incorporated in 1982 and is publically traded on the TSX. We employ more than 1200 employees across Canada in a variety of large, multi-year contracts with public sector clients across all areas (federal, provincial and municipal) and with many private sector clients in diverse industries. Our experience with the "temporary worker" is nothing like what has been outlined in your report. A significant portion of our employee base is not only university educated but many also possess high level degrees such as medical doctors and dentists, engineers and countless employees with PHds and Masters degrees. We employ physiotherapists, nurses, dental hygienists, psychologists, SAP and business analysts, cyber security experts, instructional designers and project managers, as well as many other employees who have spent years in educational institutions to achieve their careers of choice. These are not people who have entered these roles involuntarily. Many of our employees are retired military personnel who achieved high level rankings in the military and whose expertise is critical in the design and execution of key military training exercises. Our employees are provided with ESA standards as a minimum and in many cases enjoy benefits that far exceed the ESA requirements. Many of these employees have been employed with Calian for greater than 10 years, certainly leaving one with the ability to deduce that our employees are neither vulnerable nor involuntarily remaining in this category of employee. Given the education, experience and expertise of our work force I can assure you that they are fully aware of their earning potential and do not accept positions with Calian at lower than the going rate for their skills. The "premium" we receive is nowhere near 40% (and I am challenged to think of any competitor who would enjoy anywhere close to 40%). In fact in some cases, we have specialist individuals working on large contracts where we are experiencing a loss because a required skillset costs more than a customer can afford (i.e., the wage they are being paid is greater than the payment received from the customer for that same individual). Although these circumstances are rare, the mark up is typically less than half of the value of the anecdotal evidence provided on page 237.

In summary it appears to me that a very narrow and antiquated view of the temporary help agency market was taken into consideration when writing the interim report. I hope I have shed some light on the fact that this industry is both strong and supportive of its employee base; that employees in this industry are treated fairly, and have long term meaningful employment in professional capacities with competitive wages and benefits.

Finally I question whether the organizations who are the customers to temporary help agencies in Ontario had a voice during this process. I am certain that they would find many of the suggested options untenable; customers of Calian include the federal government (DND, CIC, Canadian Border Services Agency to name a few) Royal Military College, City of Toronto, Bruce Power, Caesar's Windsor, Humber College, and the TTC amongst others. For these customers it makes good sense to augment their labour market with professionals engaged through contracts with Calian. These customers find tremendous value by acquiring professional services from companies who specialize in specific services as Calian does (i.e., health, training, information technology, and engineering) as it allows them to focus on their core business. The options being suggested on pages 252-253, in particular option 6 which would limit a customer's use of temporary workers and even more so option 7 which suggests limits to how long a company can use temporary help will have a massive impact to their business model. I strongly believe these changes will have an overall negative impact on the Ontario economy and the $7 billion of operating revenue that the temporary help sector is driving into the Ontario economy.

I am available for further comment if necessary and can be reached via email or at the numbers below should you have any questions regarding my concerns. I appreciate the opportunity to voice my concerns and trust they will be taken under consideration.

Regards,
Lynn Stevens

Lynn Stevens, *Vice President of Human Resources*