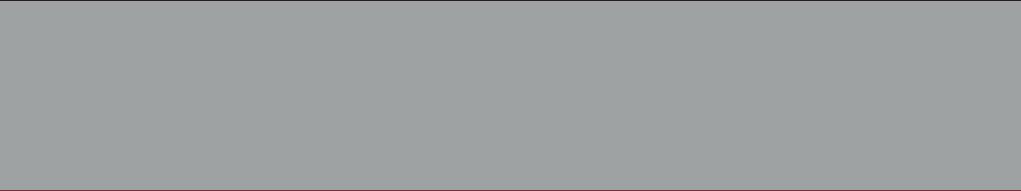




Public Service Commission
of Canada

Commission de la fonction publique
du Canada



Public Service Commission

2004-2005

Annual Report

Chapter 1 – Overview

Canada



Public Service Commission

2004-2005

Annual Report

Chapter 1 – Overview

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by the Public Service Commission of Canada, 2005

The Honourable Liza Frulla, P.C. M.P.
Minister of Canadian Heritage
House of Commons
Ottawa, Ontario
K1A 0A6

Dear Minister:

We have the honour of asking you to transmit for tabling in Parliament the Report of the Public Service Commission of Canada for the 2004-2005 fiscal year.

It is submitted in accordance with section 47 of the *Public Service Employment Act* (Chapter P-33, Revised Statutes of Canada, 1985).

Yours sincerely,



Maria Barrados
President



Manon Vennat
Commissioner



David Zussman
Commissioner

PSC Mission, Vision and Values Statement

Mission and Vision – Striving for Excellence

The Public Service Commission is dedicated to building a public service that strives for excellence. We protect merit, non-partisanship, representativeness and the use of both official languages.

We safeguard the integrity of staffing in the public service and the political impartiality of public servants. We develop policies and guidance for public service managers and hold them accountable for their staffing decisions. We conduct audits and investigations to confirm the effectiveness of the staffing system and to make improvements. As an independent agency, we report our results to Parliament.

We recruit talented Canadians to the public service, drawn from across the country. We continually renew our recruitment services to meet the needs of a modern and innovative public service.

Values to Guide our Actions

In serving Parliament and Canadians, we are guided by and proudly adhere to the following values:

Integrity in our actions;

Fairness in our decisions;

Respect in our relationships; and

Transparency in our communications.

Table of Contents

Foreword	3
Message from the Commission	5
Summaries	13
Chapter 2 – Oversight	14
Chapter 3 – Services	18
Appendices	21
Appendix 1: Exclusion Approval Orders	22
Appendix 2: Personal Exclusions	27
Appendix 3: Glossary	30
Biographies	39
Maria Barrados, President	40
Manon Vennat, Commissioner	41
David Zussman, Commissioner	42
PSC Organization	43
PSC Organization Chart	44
Offices of the Public Service Commission	45

Foreword



Foreword

- 1.1 We are pleased to present the 2004-2005 Annual Report of the Public Service Commission (PSC) of Canada.
- 1.2 This Report presents an assessment of the staffing system, based on the information we receive from departments and agencies through their accountability reports, and on knowledge we acquire through audits, investigations, special studies and surveys. Our Departmental Performance Report, submitted after our Annual Report, will outline the PSC's strategic goals and describe our performance, as an organization, towards the achievement of our identified priorities.
- 1.3 This Report focusses primarily on reviewing the human resources management performance of federal organizations under the current *Public Service Employment Act*. It also introduces the Accountability Framework we have developed under the new Act, which is expected to come fully into force in December of this year.
- 1.4 This year's Report has a new look, in that it comprises three separate chapters. This format better emphasizes the delineation between our roles in oversight and in service delivery. Chapter 1 provides the message from the Commission, summaries of Chapter 2 - *Oversight* and Chapter 3 - *Services*, related appendices, biographies of the Commissioners, an organization chart, and offices of the Public Service Commission.

Message from the Commission



Message from the Commission

- 1.5 The new *Public Service Employment Act* (PSEA), part of the *Public Service Modernization Act* (PSMA), is the first major legislative change in human resources management in the federal government in over 35 years. With the expected coming into full force in December 2005, the new PSEA presents significant challenges and opportunities for public service managers, deputy heads, central agencies and the Public Service Commission (PSC).
- 1.6 Significant portions of the PSMA are already in place – sections giving force to the new labour relations regime, the creation of the new Canada School of Public Service, and the Commission’s new governance structure. A great deal has already been accomplished, but there is still a lot of work to be done in preparation for the full coming into force of the new PSEA.
- 1.7 The 2004-2005 reporting year presented a major challenge for public service departments and agencies: to continue working under the current PSEA, while learning about and preparing to operate under the new Act.
- 1.8 Canada can take pride in the excellence of its public service. The current reforms will strengthen the ability of the federal workforce to meet the challenges of managing its human resources in the 21st century. The new legislation reinforces our commitment to delivering services of the highest quality by a public service that is based on merit and non-partisanship – a public service that strives for excellence, is representative of Canada’s diversity, serves with integrity and provides services to Canadians in the official language of their choice.
- 1.9 We, at the PSC, will play the role of independently safeguarding the human resources management system of merit and non-partisanship. We will also provide assurance that the federal public service is characterized by fair and transparent employment practices, leading to the public service envisioned in the legislation.

The Operation of Staffing

- 1.10 The federal public service is a highly complex and diverse institution that depends on the thousands of public servants it employs. Last year, for example, nearly 35 000 people were hired into the public service, and more than 46 000 internal staffing actions took place. Despite the large number of staffing transactions that take place each year to and from within the public service, only a small number are challenged or brought into question. For example, in 2004-2005, only 1 223 internal staffing actions were appealed; 166 staffing actions were opened for investigation. A PSC study conducted

in 1995 revealed that for the previous ten years (1985-1995) fewer than 2% of all appealable transactions were appealed. Since then, the volume of appeals has remained relatively stable.

- 1.11 Most staffing is carried out properly. There have been exceptions, a number of which are identified in our Report. They point to areas where improvements need to be made. Our Report also identifies some practices that should not be brought into the new regime. These include a reluctance to innovate and take advantage of flexibilities that already exist, as well as patterns of behaviour that reduce the confidence of employees in the integrity of the system.
- 1.12 While the overall number of new hires into the public service has declined over the past two years, hiring is still predominately for a contingent workforce of specified-period (term), casual and student employment. The number of new indeterminate (permanent) hires also fell, to 9 426 in an organization of 153 043 indeterminate (permanent) employees (6%). Of these indeterminate (permanent) hires, only 3 400 were recruited from outside the public service, the remainder being hired from the specified-period (term) pool.
- 1.13 Managers tell us that they need to hire rapidly, and that the current system is too inflexible and cumbersome to allow for permanent appointments. It is not in the interest of managers to hire someone who cannot do the job; nor do they always have the budget to hire permanently. However, the hiring of casual or specified-period (term) employees does not usually adhere to the more stringent requirements associated with permanent appointments – requirements that are in place to ensure broad access and representativeness. The predominance of contingent hiring works against fair access for Canadians to public service jobs, and the representativeness of Canada’s public service.
- 1.14 Further, the data shows that the route to permanent employment is primarily through the contingent workforce. Only 26% of those hired came from outside of the public service. Workers hired from the contingent workforce clearly had an advantage in competitions for permanent jobs, having enjoyed privileged access to the workplace and the opportunity to learn about the job and the public service prior to competing for the position.
- 1.15 With the new PSEA, managers will have a framework that provides for greater flexibility in appointment. The framework also requires human resources planning to be integrated with business planning. We expect that, together, these changes will lead to hiring contingent workers only for contingent work, and not as an indirect means of hiring permanently.

- 1.16 Managers will have to make a concerted effort to change past practices and be ready to rely on larger pools of selected employees within their organizations or across functional communities. For example, we have been discouraged by the continuing low departmental uptake of students from the Post-Secondary Recruitment Program. This Program is open to all Canadian post-secondary students; they are screened and tested and available for quick placement. A number of initiatives are being taken to improve its use, by better tailoring the Program to managers' needs.

Practices Requiring Attention

- 1.17 In preparing for the coming into force of the new PSEA, and as part of our obligation to provide strengthened oversight, we have increased our monitoring and our audits of the current staffing system. In this Report, we want to particularly highlight our findings with respect to equity of access, non-partisanship and representativeness.
- 1.18 Under the new legislation, fair access to the public service, resulting in a representative, non-partisan workforce, remains a key objective. Our findings in the context of the current PSEA remain relevant under the new legislation.
- 1.19 Progress has been slow in making public service jobs more widely available to all Canadians. Managers have met the minimum policy requirements to recruit nationally for all senior-level jobs, but otherwise have opted for provisions to limit competitions by geographic area. This option is used to manage large numbers of candidates. As a result, 19% of all externally advertised jobs, and 28% in the National Capital Region, used a national area of selection.
- 1.20 We are exploring how the use of a national area of selection can be further expanded by taking advantage of the flexibilities provided by the new PSEA, by introducing e-resourcing technology, and by making all officer-level job opportunities in the National Capital Region open to the public across Canada. We have developed and tested a recruitment technology prototype that we will make available to managers. We look forward to making significant progress in this area in the coming year.
- 1.21 Our study of personal favouritism¹ indicates that federal public servants surveyed believe that personal favouritism in staffing occurs. Staffing actions characterized by a lack of competition and transparency contribute to public servants' perception of personal favouritism in staffing. But they also believe that the current values, if upheld, provide sufficient safeguards against personal favouritism.

1 Given that the new PSEA refers to "personal favouritism", this term is used throughout the Report instead of "bureaucratic patronage".

- 1.22 Under the new PSEA, managers will have greater discretion over the appointment process. Managers will determine whether or not to advertise positions and how many candidates to consider for a position. It will be vitally important that all managerial discretion respects the intent of the legislation and is transparent to public servants. This means that managers must play a more active role in staffing. They must plan their staffing actions and communicate those plans to employees.
- 1.23 Our work has shown that public servants are not expecting a system with more rules. They are expecting a more transparent system and greater communication with managers.
- 1.24 Human resources specialists have a crucial role to play in this area; they have a duty to ensure that hiring managers carry out their resourcing activities in a way that respects the intent of the legislation. When they see that a process has taken an inappropriate turn, they are professionally obligated to challenge managers.
- 1.25 Three of the four employment equity designated groups – women, Aboriginal peoples and persons with disabilities – are represented in the same proportion as in the workforce at large. While the representation of members of visible minorities continues to grow in the public service, so does the availability of members of visible minorities in the Canadian workforce. Consequently, the gap between their representation in the public service and their workforce availability persists. Special initiatives to recruit one-in-five from members of visible minorities, undertaken through the Embracing Change Initiative, have not reached the targets or produced the expected results.
- 1.26 We have taken a number of special measures to encourage increased hiring of members of visible minorities into the Executive group. We have been asking departments that have made little progress to provide us with plans on how they will improve. We have also been challenging a number of the staffing strategies aimed at the Executive group.
- 1.27 Under the new PSEA, we will delegate almost all staffing authorities to heads of departments and agencies. All heads will be expected to put in place human resources management plans that include how they will achieve a more representative organization. We are committed to continuing our monitoring in this area and describing progress in our reports.

The Eve of a New Human Resources Management Regime

- 1.28 With the expected coming into force of the new PSEA in December, a number of important changes will be put into operation. We have provided managers with a new Appointment Framework that sets out the high-level policies, as well as the new delegation instrument. There is also a Staffing Management Accountability Framework and a new approach to political activities. These will be supported with guides and tools.
- 1.29 This will be a delegated system. The authority for appointments remains with the PSC, but we will delegate this authority and hold deputy heads accountable for its use. There will be very few instances, such as the priority system, when deputy heads will have to come to us for prior approval.
- 1.30 The current system depends on prescriptive rules and has required frequent interventions by the PSC. The new delegated system takes us out of most operations. Operational decisions are left to deputy heads and their staff.
- 1.31 We will work to make the accountability system effective – the accountability of deputy heads to the PSC and our own accountability to Parliament.
- 1.32 We are strengthening our oversight activities. We will continue to increase our monitoring and audit functions. We have completed the work describing how we will carry out our audits and are sharing it with departments and agencies. As well, we will rebuild our former Recourse Branch as we carry out more investigations and the appeal function winds down.
- 1.33 We will continue to provide support to departments and agencies in understanding the new legislation through all these changes. We will make our investigation services available to deputy heads and support government training.
- 1.34 The significant recruitment services for which departments and agencies have been coming to the PSC will become discretionary. A separate branch will focus on providing services and being a service provider of choice for recruitment and assessment services. The branch will continue to administer the corporate recruitment programs that are vital to the renewal of the public service.

- 1.35 We continue to work with departments and agencies, the Canada School of Public Service and the Public Service Human Resources Management Agency of Canada to get ready for the transition to the new system.
- 1.36 We have been closely monitoring the current system's readiness for the coming into force of the new Act. Much has already been done, but more remains to be done. High-level policies have been set out and training is taking place. The delegation instrument, which sets out the conditions that must be met by departments that receive staffing authorities, is being finalized. Further, we continue to refine the measures for evaluating performance.
- 1.37 Our early assessments have pointed to the importance of starting to do human resources planning: taking the high-level policy framework and developing department-specific policies; and building measurement and information systems.
- 1.38 Based on our preliminary assessment of departmental and agency readiness to implement the new PSEA, further progress is required in the areas of human resources planning, policy development and managing human resources information. There is also a need for additional skilled professionals in the human resources community, as well as for more information systems support, training and cultural change. Increased delegation of authority to departments and agencies means that, more than ever, managers will be looking to human resources professionals for advice and support. It is essential that the human resources community acquire the necessary new skills, and that practitioners are trained to play an effective role in ensuring that the public service is populated by competent professionals who have been meritoriously selected.
- 1.39 The coming into force of the new PSEA will be the beginning of a major transformation of how we staff positions in the public service of Canada. We remain concerned that this opportunity will not be fully exploited. Every player within the human resources management system now has a responsibility to take advantage of the opportunities being presented to them by the new Act. Every player must lead by example, by looking forward and embracing their revised roles and responsibilities in the modernized regime.

- 1.40 The discretion available to managers in the new system will allow innovative new practices to be developed. Unfortunately, it will also allow managers to continue to use past practices and procedures. If managers choose the familiar ways of the old system, a great opportunity for change will be lost. For the new system to succeed, managers will need to take ownership of it and ensure that the new policies are fully implemented. We are embarking on a major cultural transition that requires their full engagement.
- 1.41 The PSC is prepared to do its part. We will carry out our duty to Parliament as overseer of the integrity of the system and will help to ensure that a professional, competent, representative public service is in place to serve Canadians now and in the future.

Maria Barrados, President

Manon Vennat, Commissioner

David Zussman, Commissioner

Summaries



Summaries

Chapter 2 – Oversight

- 1.42 In December 2005, the new *Public Service Employment Act* (PSEA) is expected to come into full force. The new PSEA provides greater flexibility in the staffing process. Under the new Act, the Public Service Commission (PSC) retains the authority to make appointments to and within the public service; however, the Act encourages delegation of that authority to deputy heads. Deputy heads with delegated authority can customize their staffing systems to meet the needs of their organization.
- 1.43 The PSC has developed an Appointment Framework, as well as a new approach to political activities, along with guides and tools to help departments and agencies carry out their responsibilities under the new Act.
- 1.44 Our assessment of departments' and agencies' adherence to the staffing values in 2004-2005 emanates from our strengthened oversight work.
- **Competency** – Managers are appointing competent people. Greater compliance is required to the conditions that are imposed when language requirements are not met at the time of appointment.
 - **Non-Partisanship** – We found no evidence this year of political patronage in public service staffing; however, some managers use a small network to identify, attract and promote recruits, resulting in perceptions of personal favouritism. Staffing actions characterized by a lack of competition and transparency contribute to public servants' perception of personal favouritism in staffing.
 - **Representativeness** – Progress has been achieved towards a representative public service that reflects labour market availability for three of the four employment equity designated groups (women, Aboriginal peoples, and persons with disabilities). This is not the case for members of visible minorities. Also, in many departments and agencies, employment equity plans are not aligned with human resources and business plans; this creates inconsistencies in policies and procedures.
 - **Equity of Access** – Making public service jobs more widely accessible to all Canadians is progressing slowly.
 - **Fairness and Transparency** – Employees continue to express concerns about the lack of transparency and fairness in staffing.
 - **Flexibility and Efficiency** – Managers estimate that it takes an average of 17 weeks to staff an indeterminate (permanent) position by competition, and 11 weeks without competition.

Oversight and Accountability

- 1.45 As part of the new PSEA's greater emphasis on oversight, we will use a variety of tools to oversee the appointment system. These will include more audits and investigations, to help us monitor the integrity of the staffing process and ensure the non-partisanship of the public service.
- 1.46 As part of the preparations for the new PSEA, we are providing observations on staffing management and results in terms of the new Staffing Management Accountability Framework for 2003-2004 and the early part of 2005.
- **Governance** – The vast majority of departments and agencies have staffing sub-delegation instruments in place and are developing the committee structures, practices and plans needed to give clear direction and set priorities.
 - **Planning** – Only a third of organizations have a human resources planning process in place.
 - **Policy** – More than half the organizations have not begun policy work aimed at implementing the new Act; nor do they adequately monitor staffing practices such as the use of casuals.
 - **Communication** – While departments and agencies use multiple methods to communicate staffing information, overall transparency could be further improved.
 - **Control** – Further efforts are required with regard to applying risk management to staffing, using performance management as the basis for taking corrective action, and managing human resources information.
- 1.47 Weaknesses in the management of staffing are particularly apparent in the areas of planning, policy and control.

Readiness and Challenges

- 1.48 At the time of writing this report, six months prior to December 2005, there have been positive developments in preparing for the coming into force of the new PSEA; however, much remains to be done.
- 1.49 Departments and agencies face significant hurdles in implementing the new Act, especially considering the shortage of skilled professionals being experienced by the human resources community across the public service, and the recognized need for information systems support, training and cultural change.

Political Activities

- 1.50 Over the past year, we have developed guides, tools and processes that will be released in December 2005 as part of a new framework to govern the political activities of public servants. The new policy and regulatory regime will balance the rights of employees to engage in political activities with the need to maintain the political impartiality of the public service.

Audits

- 1.51 In April 2004, we established an Audit Branch. We have since increased the number of auditors from five to 23. We developed an audit plan encompassing nine audits, eight of which were launched in 2004-2005. Since year-end, we have completed the following three additional audits:
- **Audit of the Industrial Security Program of Public Works and Government Services Canada:** We found that the Deputy Minister had established a good staffing management accountability framework. However, the partnership between program managers and human resources advisors, which was expected to produce appropriate staffing outcomes, was found to be ineffective. This resulted in appointments that were not in accordance with merit, and that did not respect the staffing values reflected in the Department's Staffing Delegation and Accountability Agreement. As the Deputy Minister responded quickly to resolve the problems, we have not taken any additional action with respect to his delegated staffing authorities.
 - **Audit of the Commission for Public Complaints Against the RCMP (CPC):** We found that the CPC's staffing practices did not respect the merit principle and staffing values. Hiring practices followed an unacceptable pattern, with managers manipulating selection processes to hire pre-selected individuals. CPC did not receive appropriate advice from its service provider, human resources officials in the former Department of the Solicitor General Canada (now Public Safety and Emergency Preparedness Canada). In June 2004, a new executive director started to take action to put a more appropriate staffing regime in place. Nonetheless, the PSC has placed conditions on the delegation of staffing authorities to the CPC and will monitor progress closely.
 - **Audit of Staffing File Documentation:** We found an improvement in documentation since our 2002 Thematic Review on Staffing Values: Competency and Fairness. Overall, files contained most of the documents required by the PSC. However, the adequacy of some of this documentation for without competition processes remains a concern. Ensuring sufficient or appropriate evidence of the application of merit and respect for PSC policy direction will be a continuing challenge for departments and agencies under the new Act.

Investigations and Appeals (Recourse)

- 1.52 Under the current Act, the PSC hears appeals from candidates who have been unsuccessful in being appointed as the result of internal selection processes. If the appeal is allowed, we prescribe appropriate corrective measures to rectify the defect in the selection process.
- 1.53 The number of appeals in 2004-2005 was fairly consistent with that of previous years, at 1 223. Appeals were allowed in 213 cases (17%) in which:
- the selection board made an improper assessment of the qualifications;
 - the conduct of the selection board was questioned (bad faith, bias or unfair advantage); or
 - other situations, such as failure to assess qualifications and the unreasonable conditions under which examinations were held.
- 1.54 During the same period, the PSC received 695 requests for investigation, relating to:
- concerns about open or non-productive closed competitions;
 - the administration of eligibility lists resulting from competitive processes; or
 - other issues regarding selection processes, such as the review of qualifications.
- 1.55 With the new PSEA, our existing Recourse Branch will gradually transform from a branch dealing with investigations and hundreds of staffing appeals a year to one that will conduct investigations related to:
- external appointments;
 - internal appointments, if not delegated to the deputy head;
 - delegated internal appointments, at the request of the deputy head;
 - appointments involving possible political influence;
 - appointment processes where fraud is suspected; and
 - allegations of improper political activities.

Chapter 3 – Services

- 1.56 In 2004-2005, the PSC provided recruitment, assessment and executive resourcing services to federal departments and agencies.

Recruitment

Hiring activities

- 1.57 The federal public service experienced a decline in external recruitment for the second year – an 11.7% decrease in 2004-2005, and an 11.3% decrease in 2003-2004. We noted an enduring reliance on specified-period (term) hires and casuals. They now represent 86.5% of indeterminate (permanent), specified-period (term) and casual hires, compared to 85.3% last fiscal year.
- 1.58 External recruitment is the primary mechanism for public service renewal. In light of the impending retirement of baby-boomers and the shift towards knowledge workers, it will be important for departments to anticipate their future human resources needs; otherwise, it may be difficult to ensure timely recruitment.

Recruitment programs

- 1.59 Concerns remain about equity of access to federal student job opportunities. In 2004-2005 the PSC launched two Federal Student Work Experience Program pilot projects to assess the impact of using a national area of selection when hiring students.
- 1.60 Despite ongoing efforts to encourage its use by departments and agencies, the Post-Secondary Recruitment Program remains under-utilized. During 2004-2005, 7 224 graduates applied to 14 career opportunities. Over 7 000 candidates were referred, but only 446 were hired. The number of applicants was lower because of greater use of on-line screening, and because foreign service officers were not recruited this year.
- 1.61 New partnerships with departments and agencies led to tailored recruitment initiatives. For example, the Recruitment of Policy Leaders Program is aimed at enhancing the capacity for policy analysis and development in the federal public service.

Recruitment initiatives

- 1.62 During 2004-2005, approximately 19% of all externally advertised jobs, and 28% of jobs in the National Capital Region, used a national area of selection (that is, the jobs were open to qualified Canadians no matter where they live).

- 1.63 We are exploring how the use of a national area of selection can be further expanded by taking advantage of the flexibilities provided by the new *Public Service Employment Act* (PSEA) and technology, and by making all officer-level recruitment opportunities in the National Capital Region open to the public across Canada.
- 1.64 It will take several years to put in place the technology (e-resourcing) to address the recruitment and staffing needs of the public service. In the interim, we will expand the use of the Public Service Resourcing System, formerly a pilot project for which the technology was developed in-house.

Executive (EX) Resourcing

- 1.65 An analysis of 52 executive (EX-1 to EX-3) competitions open to the public revealed that only 23% of these positions were filled by candidates from outside the public service. Our analysis determined that a number of barriers exist that make outside applicants' access to executive jobs difficult. We have taken measures to address this issue, such as looking at the wording of the "experience" and "knowledge" requirements to ensure that they are less specific to public service experience.

Assessment Services

- 1.66 During the reporting year, significant efforts were invested in improving the PSC's Second Language Evaluation procedures and instruments and, in particular, the oral interaction test. For example, alternative methods of delivering the test were explored, greater flexibility was introduced in the "warm-up" phase, and more feedback sessions were provided to students and teachers. These measures were initiated in response to concerns raised during 2004-2005 that the success rates on the French oral interaction test were decreasing, and the perception that the test had become more difficult.

Appendices



Appendix 1: Exclusion Approval Orders

Under article 41 of the *Public Service Employment Act* (PSEA), the Public Service Commission (PSC) may, in certain exceptional circumstances and with the approval of the Governor in Council, exempt persons or positions from the provisions of the PSEA, in whole or in part. Such orders are only allowed when the PSC deems that the application of the provisions would be difficult to accomplish and not in the best interest of the public service.

The orders mentioned below were allowed during 2004-2005, and were published in their entirety in Part II of the *Canada Gazette*.

The PSC is of the opinion that the persons named under these orders possess the necessary qualifications to perform the duties of the positions to which they have been appointed.

Exclusion Approval Order for the Appointment of One Employee to a Position at the Department of Health (P.C.2004-778, July 7, 2004)

This order is required to regularize the situation of Mr. S. Ansari with respect to the Standards for Selection and Assessment that are applicable to the Scientific Regulation Group (SG).

Mr. S. Ansari was appointed in 1982 on an indeterminate (permanent) basis to an SG-1 position at Health Canada. He was promoted in 1983 and 1990. When he applied to a selection process in July 2001, it came to the attention of Health Canada that his foreign baccalaureate degree was not equivalent to those granted in Canada. Therefore, he never met the minimum education standard for the SG Group. It should be noted that the good faith of Mr. S. Ansari is not being questioned at all.

His two promotions and several acting appointments over the years attest to his competence. The Department is fully satisfied with his work and has requested that the PSC regularize the situation.

The Order regularizes Mr. S. Ansari's situation by excluding him from the obligation to meet the minimum education standard that the PSC has established for the SG Group pursuant to section 12 of the PSEA.

Exclusion Approval Order for the Appointment of One Employee to a Position at Statistics Canada (P.C. 2004-779, July 7, 2004)

This Exclusion Approval Order is being made to implement a settlement agreement between Mr. A. Solis and Statistics Canada.

Mr. A. Solis was hired in 1990 as a Social Sciences Support employee (SI-1) at Statistics Canada. In 2001, he filed a complaint with the Canadian Human Rights Commission (CHRC) alleging discrimination based on race, colour, national or ethnic origin, and disability, contrary to sections 7 and 14 of the *Canadian Human Rights Act*.

Both parties agreed to mediation and reached an agreement. It was authorized by the Assistant Chief Statistician and approved by the CHRC. The entire settlement agreement is dependent on this Exclusion Approval Order.

Mr. A. Solis is qualified for the IS-3 position to which he will be appointed.

The Order facilitates the appointment on an indeterminate (permanent) basis of Mr. A. Solis by excluding his appointment from the operation of section 10 of the PSEA related to merit, subsection 21(1.1) of the same Act related to appeals, subsections 29(3), 30(1) and (2), and 39(3) and (4) and from any regulations made under paragraph 35(2)(a) of the said Act respecting priority entitlements for appointment.

Exclusion Approval Order for the Appointment of One Employee to a Position in the Department of Human Resources and Skills Development (P.C. 2004-957, September 1, 2004)

This Exclusion Approval Order has been made to regularize the situation of Mr. B. Peksa by appointing him for an indeterminate (permanent) period to a position classified at level 2 of the Programme Administration Group (PM-2).

Mr. B. Peksa has been acting in a PM-2 position since January 1987. The Department sought to appoint him for an indeterminate (permanent) period in July 2000, but appeals were lodged and upheld. This was followed by a request for judicial review. The court found that, contrary to the departmental assessment strategy, each qualification must be assessed separately. As Mr. B. Peksa had failed a qualification, his appointment will be revoked. However, he has demonstrated over the years that he is fully qualified to do the work.

The level of expertise and experience of Mr. B. Peksa are unique. His performance is fully satisfactory. It is estimated that training a replacement would take at least three to five years.

The Order facilitates the appointment on an indeterminate (permanent) basis of Mr. B. Peksa by excluding his appointment from the operation of section 10 of the PSEA related to merit, subsection 21(1.1) of the same Act related to appeals, subsections 29(3), 30(1) and (2), and 39(3) and (4) and from any regulations made under paragraph 35(2)(a) of the said Act respecting priority entitlements for appointment.

Exclusion Approval Order for the Appointment of One Employee to a Position in the Department of Foreign Affairs (P.C. 2004-1327, November 16, 2004)

This Exclusion Approval Order has been made to regularize the situation of Mr. A. Hausser by reappointing him for an indeterminate (permanent) period to a Rotational Officer position classified FS-EX-1 at the Department of Foreign Affairs.

In September 2001, the Department of Foreign Affairs and International Trade initiated its annual FS-2/EX-1 promotion exercise. A total of 264 applications were received and 32 persons were found qualified. However, only the names of the 27 most meritorious persons were initially put on an eligibility list. Four appeal decisions dismissed all appeals against these appointments.

Soon after the creation of that eligibility list, it was decided to create a second eligibility list comprising only the name of Mr. A. Hausser, who was the twenty-eighth best-qualified person. Two appeals were filed against his appointment and dismissed. One of these appeal decisions was judicially reviewed and upheld based on a lack of procedural fairness. A new appeal board upheld the appeal and, consequently, Mr. A. Hausser's appointment has been revoked, as required by the PSEA.

However, it should be noted that his qualifications have never been challenged before the Appeal Board. There is no doubt that Mr. A. Hausser is highly qualified. In addition, he missed the opportunity to compete in the subsequent annual promotion exercise as he was already appointed to an FS-EX-1 position.

Looking at the situation globally, the outcome for Mr. A. Hausser should be no different than that of the 27 appointees. Therefore, not reappointing him would be unfair, as his qualifications have never been questioned.

The Order facilitates the reappointment on an indeterminate (permanent) basis of Mr. A. Hausser by excluding his reappointment from the operation of section 10 of the PSEA related to merit, subsection 21(1.1) of the same Act related to appeals, subsections 29(3), 30(1) and (2), and 39(3) and (4) and from any regulations made under paragraph 35(2)(a) of the said Act respecting priority entitlements for appointment.

Exclusion Approval Order for the Appointment of One Employee to a Position in the Department of National Defence (P.C. 2004-1381, November 23, 2004)

This Exclusion Approval Order has been made to regularize the situation of Mr. T. Borden by appointing him for an indeterminate (permanent) period to a position classified at level 2 of the Financial Management Group (FI-2).

Mr. T. Borden is an indeterminate (permanent) FI-1 employee at the Department of National Defence. His position has been reclassified to FI-2 level. He cannot be appointed to the reclassified position, as he does not meet the minimum education standard established by the Public Service Commission for this level.

Mr. T. Borden has, over the years, attempted to upgrade his education on his own. He has over 30 years of experience in financial management in the public sector. With the exception of the educational requirements, he meets all the qualifications required for the FI-2 position. His performance is outstanding.

The Order facilitates the appointment on an indeterminate (permanent) basis of Mr. T. Borden by excluding his appointment from the operation of sections 10 and 12 of the PSEA related to merit and the standards for selection and assessment, subsection 21(1.1) of the same Act related to appeals, subsections 29(3), 30(1) and (2), and 39(3) and (4) and from any regulations made under paragraph 35(2)(a) of the same Act respecting priority entitlements for appointment.

Statistics Canada 2006 Census Term Employees Exclusion Approval Order/ Regulations on the Employment with Statistics Canada for the Purpose of the 2006 Census (P.C. 2004-1383, November 23, 2004)

Statistics Canada is required under the *Statistics Act* to conduct a census every five years. The next census will take place on May 16, 2006. A census survey consists of two major components: data collection and data processing. Statistics Canada has already begun planning and organizing the various activities essential to conducting this census.

Various staffing methods are followed for hiring the required staff. For example, the tens of thousands of workers who will be working in data collection in May 2006 will be hired pursuant to the *Statistics Act*.

In total, aside from the persons hired for data collection pursuant to the *Statistics Act*, approximately 1 000 persons will be hired under the PSEA for positions in the Program and Administrative Services group.

Given the temporary nature of this recruitment exercise, the time and costs associated with staff training, and the time constraints for conducting the census survey itself, Statistics Canada considers that the hiring of the approximate 1 000 persons to carry out the 2006 Census should not be subject to the full operation of the PSEA. These persons will not be eligible for closed competitions, as their participation in such competitions, and eventually their appointment to other positions, could actually put the census survey operations in jeopardy.

It should be noted that the persons who will be appointed pursuant to the Exclusion Approval Order and Regulations will be excluded from the application of the PSEA, except those provisions concerning the oath or solemn affirmation of allegiance and secrecy, political partisanship, and irregularities and fraudulent practices in a selection process. It should also be noted that the regulations stipulate that recruitment may be limited to Canadian citizens, provided that a sufficient number of qualified candidates are Canadian citizens.

Appendix 2: Personal Exclusions

From April 1, 2004 to March 31, 2005, in addition to the general exclusions, 26 persons were excluded from the application of the *Public Service Employment Act* when appointed to public service positions for a period specified in the Exclusion Approval Orders, or to hold office “during pleasure,” that is, the appointment may be revoked at any time by the Governor in Council.

Order in Council Number	Duration	Name	Title
P.C. 2004-288 2004.03.25	During pleasure effective April 1, 2004	Arthur J. Carty	National Science Advisor to the Prime Minister
P.C. 2004-396 2004.04.08	During pleasure effective April 26, 2004	Marie E. Fortier	Deputy Minister, (Intergovernmental Affairs), Privy Council Office
P.C. 2004-398 2004.04.08	During pleasure effective May 10, 2004	Michelle d’Auray	Deputy Minister of the Economic Development Agency of Canada for the Regions of Quebec
P.C. 2004-401 2004.04.08	During pleasure effective May 10, 2004	Yaprak Baltacıoğlu	Deputy Secretary to the Cabinet (Operations), Privy Council Office
P.C. 2004-403 2004.04.08	During pleasure effective June 14, 2004	Suzanne Tining	Associate Deputy Minister of Indian Affairs and Northern Development
P.C. 2004-405 2004.04.08	During pleasure effective April 13, 2004	Susan Peterson	Associate Deputy Minister of Canadian Heritage
P.C. 2004-411 2004.04.08	During pleasure effective June 1, 2004	Paul Michael Boothe	Associate Deputy Minister of Finance

Order in Council Number	Duration	Name	Title
P.C. 2004-609 2004.05.10	During pleasure effective May 10, 2004	Gordon S. Smith	Co-Chairperson, Canada Corps
P.C. 2004-611 2004.05.10	During pleasure effective May 10, 2004	Julie Payette	Co-Chairperson, Canada Corps
P.C. 2004-721 2004.05.20	During pleasure effective May 20, 2004	André Juneau	Federal Commissioner for Québec City's 400th Anniversary Celebrations
P.C. 2004-902 2004.08.11	During pleasure effective August 11, 2004	Clifford Lincoln	Chairman of the Panel on Access to Third-language Public Television Services
P.C. 2004-904 2004.08.11	During pleasure effective August 11, 2004	Roger Tassé	Member of the Panel on Access to Third-language Public Television Services
P.C. 2004-906 2004.08.11	During pleasure effective August 11, 2004	Anthony Cianciotta	Member of the Panel on Access to Third-language Public Television Services
P.C. 2004-913 2004.08.17	During pleasure effective August 17, 2004	Munir Sheikh	Deputy Secretary to the Cabinet (Expenditure Review)
P.C. 2004-1078 2004.09.23	During pleasure effective September 24, 2004	David Butler-Jones	Chief Public Health Officer of Canada, Public Health Agency of Canada
P.C. 2004-1201 2004.10.21	During pleasure effective November 1, 2004	Kevin Lynch	Special Advisor to the Minister of Finance

Order in Council Number	Duration	Name	Title
P.C. 2004-1204 2004.10.21	During pleasure effective November 15, 2004	Mark J. Carney	Senior Associate Deputy Minister of Finance
P.C. 2004-1206 2004.10.21	During pleasure effective November 1, 2004	Louis Lévesque	Associate Deputy Minister of Finance
P.C. 2004-1208 2004.10.21	During pleasure effective November 1, 2004	Christiane Ouimet	Associate Deputy Minister of Agriculture and Agri-Food
P.C. 2004-1210 2004.10.21	During pleasure effective November 1, 2004	Margaret Purdy	Special Advisor to the Deputy Minister of Transport
P.C. 2004-1461 2004.12.02	During pleasure effective December 20, 2004	Ian C. Green	Special Advisor to the Minister of Health
P.C. 2004-1467 2004.12.02	During pleasure effective December 20, 2004	Alan Nymark	Deputy Minister of Human Resources and Skills Development
P.C. 2004-1470 2004.12.02	During pleasure effective December 20, 2004	James Lahey	Associate Deputy Minister of Indian Affairs and Northern Development
P.C. 2004-1472 2004.12.02	During pleasure effective December 6, 2004	Guy McKenzie	Associate Deputy Head of the Office of Infrastructure of Canada
P.C. 2004-1474 2004.12.02	During pleasure effective January 24, 2005	François Guimont	Associate Deputy Minister of Public Works and Government Services
P.C. 2004-1476 2004.12.02	During pleasure effective December 20, 2004	Hélène Gosselin	Associate Deputy Minister of Health

Appendix 3: Glossary

Accelerated Economist Training Program (AETP) [*Programme de formation accélérée pour les économistes (PEAE)*] – a two-year program under the Post-Secondary Recruitment umbrella, now administered by the Public Service Human Resources Management Agency of Canada, that is aimed at attracting students in economics or public policy. The AETP offers Master’s degree candidates in any discipline the opportunity to work alongside decision-makers on social, economic and international policy agendas.

Accelerated Executive Development Program [*Programme de perfectionnement accéléré des cadres supérieurs*] – a development program, now administered by the Public Service Human Resources Management Agency of Canada, that identifies a representative group of executives at the EX-1 to EX-3 level who demonstrate strong leadership potential and may become assistant deputy ministers, and that invests in their development and progression.

Acting Appointment [*Nomination intérimaire*] – the temporary assignment of an employee to the duties of a higher level position (i.e., one with a maximum rate of pay that would constitute a promotion). Only acting appointments of more than four months are reported.

Appeal [*Appel*] – the recourse process for an individual who has not been selected for an appointment in an internal closed competition or without competition process, pursuant to section 21 of the PSEA.

Appointment Framework [*Cadre de nomination*] – approved by the Public Service Commission on March 11, 2005. The Framework has three components: appointment policy; delegation; and accountability. The Appointment Framework will guide deputy heads in designing staffing systems that are tailored to their specific needs and ensure respect for legislative requirements and the staffing values.

Area of Selection [*Zone de sélection*] – refers to the established geographic/occupational/organizational parameters that prospective candidates must meet in order to be eligible for appointment to the federal public service. In a non-competitive process, the area of selection determines who has the right of appeal.

Audit [*Vérification*] – an objective and systematic examination of activities that provides an independent assessment of the performance and management of those activities.

Casual Employment [*Emploi temporaire*] – a short-term employment option to hire persons to the public service for a period not exceeding 90 calendar days at one time nor for more than 125 working days within any 12-month period in any one department. None of the provisions of the *Public Service Employment Act* (other than those authorizing the making of such appointments) applies to these hires.

Closed Competition [*Concours interne*] – a competition open only to persons employed in the public service.

Competency [*Compétence*] – one of the public service staffing values, referring to the combination of attributes that ensure that public servants are qualified to fulfill their public service duty.

Contingent Workforce [*Effectif occasionnel*] – comprised of specified-period (term) employees, casual workers and student employees. Managers in the federal public service rely on the use of this workforce for a number of reasons, including: the need to fill positions on a temporary basis (e.g., while employees are on leave or to meet immediate and/or unplanned resourcing needs not anticipated within departmental human resources planning).

Co-operative Education/Internship Program [*Programme de stages d'enseignement coopératif et d'internat*] – a program designed to provide post-secondary students with relevant and practical work experience in the public service, to help them fulfill the requirements of their academic program.

Efficiency [*Efficienc*e] – a management/service delivery principle, to ensure that staffing approaches provide good value for money and are simple, timely and effective in their delivery.

Embracing Change [*Faire place au changement*] – the Government's action plan established in 2000 that set one-in-five (20%) benchmarks for increasing the participation rates of members of visible minorities in the public service, including entry into the public service by 2003 and entry into the Executive group by 2005.

Employment Equity Designated Groups [*Groupes désignés aux fins de l'équité en matière d'emploi*] – as defined by the *Employment Equity Act*, these include Aboriginal peoples, persons with disabilities, members of visible minorities and women. Data on Aboriginal peoples, persons with disabilities and members of visible minorities are obtained by matching employee data with the Employment Equity Data Bank of the Public Service Human Resources Management Agency of Canada. Data on women are obtained from the Public Works and Government Services Canada pay system.

Equity of Access [*Égalité d'accès*] – a staffing value, aimed at ensuring equal access to employment opportunities; staffing practices are barrier-free and inclusive.

E-resourcing [*Ressourcement électronique*] – the use of technology to electronically screen large numbers of applications to alleviate one of the main obstacles (volume management) to making public service jobs available on a national basis. “Resourcing” incorporates both recruitment (from outside the public service) and staffing (within the public service).

Fairness [*Justice*] – a public service staffing value, aimed at ensuring that decisions are made objectively, free from political patronage or personal favouritism; staffing practices reflect the just treatment of employees and applicants.

Federal Student Work Experience Program (FSWEP) [*Programme fédéral d'expérience de travail étudiant (PFETE)*] – the primary vehicle through which federal departments and agencies recruit students for some 7 000 temporary student jobs each year. FSWEP gives full-time secondary school, CEGEP, college, technical institute and university students opportunities to learn about the federal government and gain valuable experience while developing and improving their employability skills.

Flexibility [*Souplesse*] – a management/service delivery principle that ensures that staffing approaches are adapted to the specific needs of a department or agency.

Functional Community [*Collectivité fonctionnelle*] – a specific career grouping within the federal public service (e.g., Finance, Communications, Policy, Comptrollership), of which a cross-collaboration of departments and agencies has been formed, both *Public Service Employment Act* and *non-Public Service Employment Act*, to address the collective human resources needs of the community. The management of such a community responds to the interests of individuals and departments who share common elements with the goal of increasing the capacity of the public service workforce. Functional community heads are assigned to lead specific community initiatives, such as learning and development opportunities.

Generic Competition [*Concours générique*] – an approach that allows for one staffing process to fill similar positions within or between departments/agencies, as opposed to several individual processes.

Imperative Staffing [*Dotation impérative*] – the requirement that the person about to be appointed meet the language requirements of the position at the time of appointment.

Indeterminate (Permanent) Employment [*Emploi pour une durée indéterminée (poste permanent)*] – part-time or full-time employment of no fixed duration.

Individual Merit [*Mérite individuel*] – a person is assessed and found qualified for appointment without being compared to others. Individual merit appointments can only be made in the circumstances described in the *Public Service Employment Regulations*.

Investigation [*Enquête*] – an inquiry into a complaint alleging a violation of the *Public Service Employment Act* and/or Regulations for matters which are not appealable under Section 21 of the Act.

IPEX – Identification of Pathways for EX Development, the PSC's new instrument aimed at middle managers contemplating senior management positions. IPEX is a suite of assessment instruments designed to provide a complete picture of a participant's leadership strengths, as well as areas requiring development.

Management Trainee Program [*Programme de stagiaires en gestion*] – a program under the Post-Secondary Recruitment umbrella, now administered by the Public Service Human Resources Management Agency of Canada, that recruits and develops recent university graduates in a variety of disciplines.

Merit [*Mérite*] – Under the current *Public Service Employment Act*, merit involves the application of values in staffing actions. No formal definition exists for this term. (See Relative and Individual Merit). Under the new PSEA, merit has two components. First, everyone who is appointed must meet the essential qualifications, which includes official language proficiency. Second, the manager (or other delegate of the deputy head) may take into account and consider:

- qualifications that are considered an asset for the work, currently or in the future;
- any current or future operational requirements and organizational needs that he or she has identified; and
- the current and future needs of the public service, as determined by the Employer, in deciding on the needs of their organization.

National Area of Selection [*Zone nationale de sélection*] – the result of removing geographic limits that prospective candidates must meet to be eligible to apply for public service positions.

Non-imperative Staffing [*Dotation non impérative*] – means an appointment process for an indeterminate (permanent) period to a bilingual position that has been identified by the deputy head as not requiring, at the time of the appointment, occupation by a person qualified in the knowledge and use of both official languages. If the candidate chosen for the position does not meet the linguistic requirements of the position, that person is required to demonstrate that he or she is eligible for language training or is excluded for other reasons, as stated in the *Public Service Official Languages Exclusion Approval Order*. To be eligible for language training, a person must demonstrate the potential to become proficient in the use of the second official language within the allowable training time and the 24-month exemption period.

Non-Partisanship [*Impartialité*] – one of the public service staffing values, aimed at ensuring that employees are appointed and promoted objectively, free from political patronage or personal favouritism.

Open Competition [*Concours public*] – a competition open to the public, including persons employed in the public service.

Oral Interaction Test [*Test d'interaction orale*] – the Second Language Evaluation Oral Interaction Test assesses a candidate's ability to speak and understand his or her second official language in a work context. The evaluation takes the form of a conversation with an assessor about work-related matters and lasts about 30 minutes.

Personal Favouritism in Staffing [*Favoritisme personnel en dotation*] – within the federal public service's staffing and recruitment process, personal favouritism involves an inappropriate action or behaviour by a public servant who, by using knowledge, authority or influence, provides an unfair advantage or preferential treatment to: 1) a current employee or 2) a candidate for employment in the public service, for personal gain (benefit) and contrary to the good of the organization.

Post-Secondary Recruitment Program [*Programme de recrutement post-secondaire*] – a program designed to provide departments and agencies with the flexibility to recruit recent university graduates into entry-level positions, year-round.

Pre-Qualified Pool (PQP) [*Répertoire de préqualification (RPQ)*] – a pool of fully assessed and fully qualified candidates. A PQP is an efficient staffing mechanism for both candidates and managers, as it provides a source of individuals who have been thoroughly assessed relative to the requirements of a position, or for similar positions within the same occupational group and level.

Priority Person [*Bénéficiaire de priorité*] – a person who has an entitlement under the *Public Service Employment Act* or Regulations, for a limited period, to be appointed without competition and ahead of all others to any position in the public service for which he or she is qualified.

Promotion [*Promotion*] – the appointment of an employee to a position at a higher level for which the maximum rate of pay exceeds that of the former position by an amount equal to or greater than the lowest pay increment of the new position. When the new position has no fixed pay increments, the increase must be at least 4% of the maximum rate of pay of the former position.

Public Service Official Languages Exclusion Approval Order [*Décret d'exclusion sur les langues officielles dans la Fonction publique*] – provides for certain circumstances in which a unilingual person is excluded from meeting the official language proficiency requirements of a bilingual position.

Public Service Resourcing System [*Système de resourcement de la fonction publique*] – a prototype system designed to assess the ability of technology to screen larger volumes of job applications, in anticipation of expanding the use of national area of selection.

Radii [*Rayons*] – The use of radii to define areas of selection consists of establishing a radius of a certain number of kilometres from a job location. The minimal distance used in defining a local area of selection is based on census commuting distances in a region.

Recruitment of Policy Leaders Program [*Programme de recrutement des leaders en politiques*] – targets and recruits exceptional graduates into the public service. It takes into account candidates' advanced educational and professional qualifications, in order to recruit policy analysts at higher levels of responsibility.

Relative Merit [*Mérite relatif*] – a person is assessed along with other candidates, found qualified for a position, and ranked in order of merit.

Representativeness [*Représentativité*] – a staffing value, aimed at ensuring that the composition of the federal public service reflects that of the Canadian labour market.

Research Affiliate Program [*Programme des adjoints de recherche*] – a recruitment program specifically designed to give post-secondary students experience in applied research (design, execution, evaluation), when they must attain such knowledge and skills in order to graduate.

Resourcing [*Ressourcement*] includes both recruitment and staffing.

Recruitment [*Recrutement*] refers to hiring from outside the public service.

Staffing is filling a position from within the public service.

Second Language Evaluation [*Évaluation de langue seconde*] – a language test used by the PSC to determine the second (official) language proficiency of employees and of candidates for public service positions.

SELEX – Simulations for the Selection of Executives, the PSC's instrument for assessing key leadership competencies for effective performance in executive positions.

Separate Agencies [*Organismes distincts*] – agencies listed in Schedule V of the *Financial Administration Act*. They are independent employers within the wider public service, and generally operate their own staffing systems.

Specified-period (Term) Employment [*Emploi pour une période déterminée*] – part-time or full-time employment of a fixed duration.

Staffing Management Accountability Framework (SMAF) [*Cadre de responsabilisation en gestion de la dotation (CRGD)*] – one of a range of mechanisms developed to support deputy heads' accountability for the way they exercise their delegated staffing authorities. The SMAF sets out five indicators: governance; planning; policy; communication; and control. These specify the PSC's expectations for a well managed appointment system that produces the results outlined in the new *Public Service Employment Act*. Departments and agencies must annually submit a Departmental Staffing Accountability Report to report on the indicators, providing the PSC with information that it uses to assess the staffing system.

Staffing Values and Principles [*Valeurs de dotation et principes*] – The Results values are competency, non-partisanship and representativeness. The Process values are equity of access, fairness and transparency. The Management and Service Delivery principles are flexibility and efficiency.

Student Bridging [*Mécanisme d'intégration des étudiants et étudiantes*] – a mechanism that allows managers to hire recent post-secondary graduates. To be bridged, students must have completed a program of study within the last 18 months, must have previously worked in the public service through either the Federal Student Work Experience Program or the Co-operative Education and Internship Program, and must be qualified.

Student Hiring [*Embauche d'étudiants et d'étudiantes*] – The Student Employment Programs Exclusion Approval Order and Regulations that took effect on April 9, 1997, exclude students from the operation of the *Public Service Employment Act* with the exception of subsections 16(4) and 17(4), which deal with citizenship. These recruits are no longer considered appointments to the public service under the *Public Service Employment Act*. No occupational group is specified for student programs.

Surplus Employee [*Fonctionnaire excédentaire*] – an indeterminate (permanent) employee who has been formally declared surplus, in writing, by his or her deputy head – owing to lack of work, discontinuance of a function, or the transfer of work or a function outside the public service (alternative service delivery initiative).

Transparency [*Transparence*] – a public service staffing value, ensuring open communication with employees and applicants about staffing practices and decisions.

Biographies





Maria Barrados, President

Ms. Maria Barrados was confirmed as President of the Public Service Commission of Canada effective May 21, 2004. She had served as interim President since November 2003. From December 1993 to that date, she was Assistant Auditor General, Audit Operations, at the Office of the Auditor General of Canada.

Educated as a sociologist, Ms. Barrados has a wealth of knowledge of and a solid background in audit, evaluation and statistical analysis. In 1975, she began her career as a Lecturer and later a Research Project Supervisor at Carleton University. In March 1985, she joined the Office of the Auditor General, where she held positions of increasing responsibility in the Audit Operations Branch. She chaired executive committees on value-for-money and professional practices, representing the Office of the Auditor General at parliamentary hearings and meetings with ministers and senior officials. She was responsible for many financial and value-for-money audits, including audit work related to results measurement, accountability, human resources management and public service renewal.

Ms. Barrados is also involved in her community. She is a member of the Salvation Army Advisory Board of Ottawa and the Ottawa Grace Manor Board. In the recent past she worked at the Ottawa Hospital as a member of the Board of Trustees, and as Chair of the Quality and Finance committees of the Board of Trustees.

Ms. Barrados obtained a B.A. with high honours in Sociology from the University of Saskatchewan in 1966. She also has an M.A. in Sociology from McGill University (1970) and a Ph.D. in Sociology from Carleton University (1978).

She is a recipient of the Confederation Medal (1992).

Ms. Barrados is married and has one daughter. She was born in the Netherlands, is a Canadian citizen and lives in Ottawa.



Manon Vennat, Commissioner

Effective June 10, 2004, Ms. Manon Vennat was confirmed as a part-time Commissioner of the Public Service Commission of Canada. She will hold office for a term of seven years.

Ms. Vennat, a lawyer by profession, was until September 30, 2004 Chairperson of Spencer Stuart (Montréal), an international executive search firm. She has since established her own consulting firm, Manon Vennat and Associates.

She joined the Company of Young Canadians in 1966 as Director of Legal Affairs and Executive Assistant to the Director General. Prior to founding *Le Centre de linguistique de l'entreprise de Montréal*, where she was Executive Director until 1980, she held various positions with the Government of Canada. Ms. Vennat represented the private sector in government legal and regulatory dossiers in Québec and Ottawa and took part in a number of federal government task forces and advisory groups.

She is currently Chairperson of the Board of Directors of the McCord Museum of Canadian History and is an emeritus governor of McGill University. She is a former member of the Public Policy Forum, where she was honoured in 2001 for her contribution to public sector management and public policy in Canada.

Prior to her joining Spencer Stuart in 1986, Ms. Vennat was Vice-President, Administration, General Counsel and Secretary to the Board of Directors at AES Data. Ms. Vennat holds a Ph.D. (honoris causa) from the University of Ottawa. She is a member of the Quebec Bar and a member of the Order of Canada.



David Zussman, Commissioner

On June 10, 2004, Mr. David Zussman was confirmed as a part-time Commissioner of the Public Service Commission of Canada to hold office for a term of seven years.

Mr. Zussman has had a varied career in government, the private sector and in academia and is a recognized authority on public sector management, public administration and public policy. He has been closely involved in some of the most exciting developments in Canada in public sector governance and alternative service delivery over the past 15 years. For example, in 1993, Mr. Zussman was responsible for the transition of the newly elected government and then, in 1994, he was appointed Assistant Secretary to the Cabinet for Program Review and Machinery of Government, to help the government implement its commitment to a fundamental review of federal spending.

In 1995, Mr. Zussman joined the Public Policy Forum, an organization committed to bridging the gap between government, business, labour and the voluntary sector. He was appointed President in 1996, and remained in that position until joining EKOS Research Associates Inc. in 2003. Currently, Mr. Zussman is Executive Vice-President and Chief Operating Officer of EKOS.

Mr. Zussman has served in a number of positions at the University of Ottawa. He was Assistant and Associate Dean of Graduate Programs (School of Management) and Dean of the School of Management from 1988 to 1992. During that time he was a Professor of Public Policy and Management and taught in the Executive MBA Program until 2004. He is also an adjunct professor at the University of Canberra (Australia).

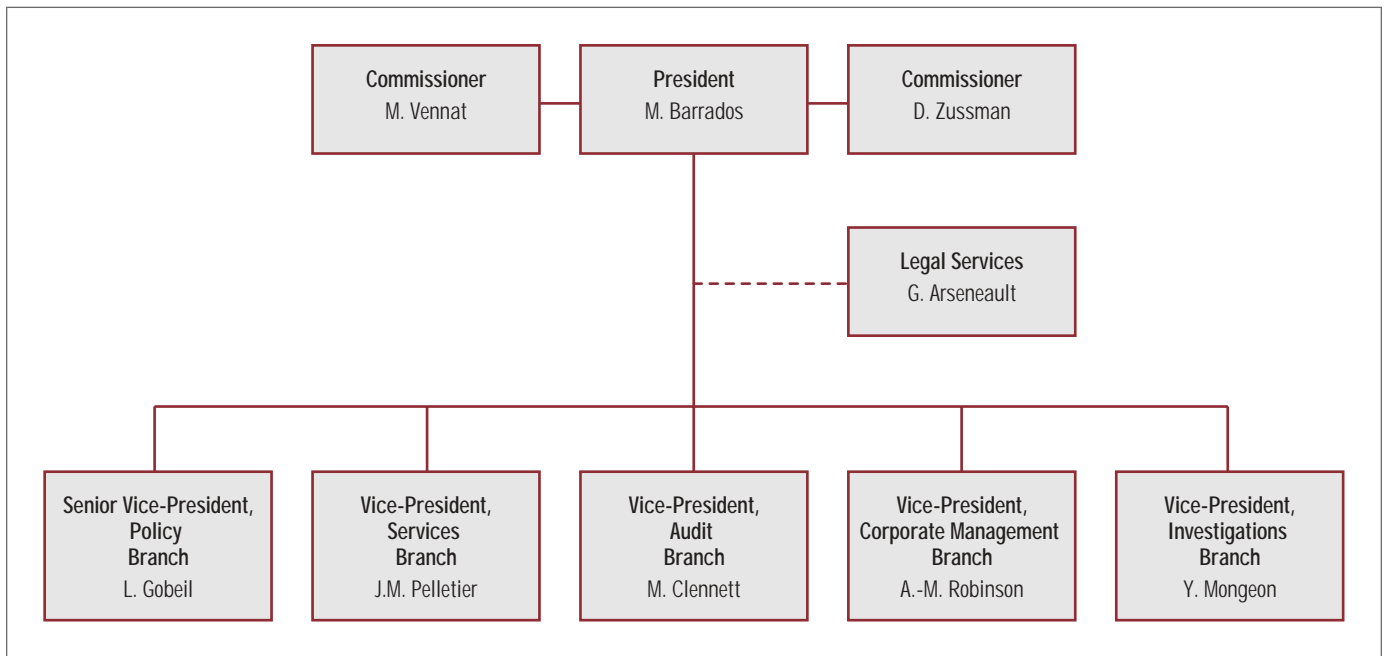
Mr. Zussman has published articles and books on public management and policy making in Canada, and is the author and co-author of many publications, including *Alternate Service Delivery: Sharing Governance in Canada* and *The Vertical Solitude: Managing in the Public Service*. He writes a monthly public policy column for the *Ottawa Citizen*.

He sits on numerous public and private sector advisory boards and boards of directors. In 2003, he was awarded the Public Service Citation Award by the Association of Professional Executives of the Public Service of Canada (APEX).

PSC Organization



PSC Organization Chart



Offices of the Public Service Commission

All PSC offices provide services in both official languages.

Internet

PSC Corporate Web site: www.psc-cfp.gc.ca

PSC Recruitment site: jobs.gc.ca

E-mail: infocom@psc-cfp.gc.ca

Headquarters

L'Esplanade Laurier, West Tower

300 Laurier Avenue West

Ottawa, Ontario K1A 0M7

Information: (613) 992-9562

Facsimile: (613) 992-9352

Regional Offices

Halifax

1505 Barrington Street, 17th Floor South

P.O. Box 1664, CRO

Halifax, Nova Scotia B3J 3V3

Information: (902) 426-2171

Facsimile: (902) 426-7277

Montréal

200 René-Lévesque Boulevard West

East Tower, 8th Floor

Montréal, Quebec H2Z 1X4

Information: 1-800-645-5605

Facsimile: (514) 496-2404

TTY: 1-800-532-9397

National Capital and Eastern Ontario

66 Slater Street, 3rd Floor

Ottawa, Ontario K1A 0M7

Information: 1-800-645-5605

Facsimile: (613) 996-8048

TTY: 1-800-532-9397

Toronto

1 Front Street West, 6th Floor

Toronto, Ontario M5J 2X5

Information: (416) 973-3131/1-800-387-0776

TTY: (416) 973-2269

Facsimile: (416) 973-1883

InfoTel: 1-800-645-5605

TTY: 1-800-532-9397

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320 Donald Street, 1st Floor

Winnipeg, Manitoba R3B 2H3

Information: (204) 983-2486/1-800-645-5605

Facsimile: (204) 983-8188

TTY: 1-800-532-9397

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9700 Jasper Avenue, Room 830

Edmonton, Alberta T5J 4G3

Information: (780) 495-6134/1-800-645-5605

Facsimile: (780) 495-3145

TTY: 1-800-532-9397

Vancouver

757 West Hastings Street, Suite 210

Vancouver, British Columbia V6C 3M2

Information: (604) 666-7026/1-800-645-5605

Facsimile: (604) 666-6808

TTY: 1-800-532-9397