Public Service Commission of Canada

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament
Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report.*

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results* - Volumes 1 and 2.

This **Departmental Performance Report,** covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results.*

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
http://www.tbs-sct.gc.ca/tb/key.html

Comments or questions can be directed to the TBS Internet site or to:

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Public Service Commission of Canada

Departmental
Performance Report

For the period ending
March 31, 1999

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The Honourable Sheila Copps
Minister of Canadian Heritage

Minister's Message

This report highlights the achievements of the Public Service Commission over the past year.

The Public Service Commission maintains and preserves a highly competent and qualified Public Service. It ensures that the Public Service is non-partisan and its members are representative of Canadian society. It is an active partner in developing the broad framework for human resource management and in monitoring the health of the federal human resources system, within the scope of its mandate.

My thanks go to the dedicated women and men who serve Canadians through the Public Service Commission at this time of enormous and exciting change.

Sheila Copps
Minister of Canadian Heritage

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Executive Summary

Context

In 1998-99, the Public Service Commission continued to evolve in tune with the ever-changing environment. One of the features of the new climate is the "modern comptrollership" model that includes a results orientation, rigorous accountability, and the integration of ethical practices and values into the daily work of management.

In carrying out its activities, the Public Service Commission recognizes that the concept of partnership and the sharing of responsibilities are vital to achieving desired results in the domain of human resource management. It is increasingly engaging in consultations in planning and carrying out its various activities. It is also aware of the necessity to make optimal use of modern technology, which it has done in such areas as recruitment, learning and information exchange. As well, with a client focus, the Public Service Commission is taking a variety of measures to streamline and speed up both the staffing and recourse processes in the Public Service.

This *Departmental Performance Report* presents the performance accomplishments of the Public Service Commission in 1998-99, according to its business line structure and in response to the major expectations listed in the 1998-99 Report on Plans and Priorities for the Public Service Commission. This year's report is based on the business line, organizational and performance reporting structure adopted in 1997-98 and described in last year's *Departmental Performance Report*.

The Public Service Commission recognizes that improved performance measurement is a long-term investment and an iterative process. It is developing a Performance Measurement Strategy and is working to ensure that its performance measures are consistent for all of its planning and reporting exercises. The plan is to have the strategy adopted this fall and fully implemented within three years. Implementation of the strategy will greatly assist the Public Service Commission in reporting its performance results to Parliament.

Challenges and Accomplishments

In 1998-99, the Public Service Commission made major progress in implementing Staffing Reform. This featured: working with departments to develop Staffing Delegation and Accountability Agreements, including performance indicators linked to the staffing values, which departments will use to report to the Public Service Commission on their staffing performance; developing a *Values in Staffing Workshop* that will be marketed to departments to help them train their managers and human resource specialists to conduct staffing in the new values-based paradigm; hosting SmartShops to give departments the opportunity to share best practices in human resource management; and providing departments with increased delegation and flexibility to make appointments under the existing legislation.

With its partners, the Public Service Commission implemented a number of initiatives to ensure that the Public Service will have the future leaders that it needs. These included: administration of further rounds of the Accelerated Executive Development Program and the Assistant Deputy Minister Pre-qualification Process, including design changes as proposed after the first round; redesign of the EX resourcing process to reduce staffing time, improve service and provide hiring managers with increased flexibility; and redesign of the Career Assignment Program, the Interchange Canada Program and the Management Trainee Program to ensure alignment with other levels of the management continuum.

Over the year, the Public Service Commission enhanced its approach to recruitment through: more streamlined recruitment processes; more focussed marketing strategies, especially with regard to Post-Secondary Recruitment; more extensive use of the Matching People with Work initiative; and more creative methods of attracting candidates in the field of Information Technology/Information Management.

Again, working with its partners, the Public Service Commission made concerted efforts to foster employment equity in the Public Service. For example, the Public Service Commission is working jointly with the Treasury Board Secretariat to deliver the Employment Equity Positive Measures Program. In addition, the Public Service Commission conducted three reviews to identify and eliminate systemic or attitudinal barriers to the employment of members of designated groups, as required by the *Employment Equity Act*. These reviews led to the development of detailed action plans to improve the situations with milestones specific for actions to be completed so as to ensure that all improvements are accomplished by December 2000.

In partnership with the other central agencies, departments, provincial governments and the private sector, the Public Service Commission contributed to the horizontal management of learning across the Public Service, responded to the learning needs of functional communities, continued to provide language training and pursued its efforts to advance learning through technology. As well, the Public Service Commission has provided support to competency-based management in the Public Service, through a variety of initiatives undertaken at both the corporate and the departmental level.

Over the year, the Public Service Commission took a number of initiatives to make recourse more flexible, responsive and able to provide the parties involved with greater ownership of the process. It modernized its approaches, streamlined its operations, accelerated the recourse process, encouraged early intervention, conducted broad consultation on further improvements that should be made, and delivered courses on recourse and harassment to a variety of clients.

The Public Service Commission is currently reviewing and updating the *Public Service Employment Regulations*, the *Standards for Selection and Assessment*, and the *Staffing Policies and Guidelines*. The Public Service Commission has undertaken a number of initiatives to foster knowledge management and the exchange of information on human resource issues. The Public Service Commission has also conducted a number of studies, demographic analyses, and labour market analyses relating to human resource issues.

The performance accomplishments presented in this report demonstrate the progress that the Public Service Commission is making to achieve the results it is aiming for, as outlined on the following page.

Chart of Key Results Commitments

To provide Canadians with:	To be demonstrated by:	Achievement reported in the PSC's 1998-99 DPR:
A highly competent, non-partisan, professional Public Service appointed on the basis of merit	• A majority of external candidates, at the entry level, drawn from the highest levels of available recruits • A supply of qualified and trained EX and senior EX candidates sufficient to meet demand • A recruitment system that is easily and directly accessible to departments and the public	Resourcing Section 3.2.2.1
	• A healthy Public Service staffing system	Policy, Research and Outreach Section 3.2.2.4
	• Confidence of public servants in integrity of staffing and recourse system	Recourse Section 3.2.2.3
A representative Public Service workforce	• A proportion of designated group member external recruits to the Public Service equal to or greater than labour force availability • More effective use of departmental programs and initiatives to improve the representativeness of the Public Service • Resourcing frameworks, systems and tools which are free of systemic barriers	Resourcing Section 3.2.2.1 Policy, Research and Outreach Section 3.2.2.4
A Public Service which builds on its competencies through development and continuous learning	• Effective participation in the corporate-level governance of learning • Increased competency of officers and managers through development programs • PSC learning products which support the Government's strategic goals and priorities • Incorporation of the values and practices of a professional Public Service into PSC learning products and programs, and counselling and orientation tools	Learning Section 3.2.2.2
The recognition and sustaining of a non-partisan Public Service as a cornerstone of the governance system	• A public, Parliament and federal institutions which understand both the value of a professional Public Service, and current Public Service performance relative to that ideal • Collaboration with other federal institutions to preserve and enhance the integrity of the professional Public Service	Policy, Research and Outreach Section 3.2.2.4
A PSC which is an independent champion and steward of the *Public Service Employment Act* principles governing a professional Public Service, in the public interest	• Recognition of the PSC as an authoritative and independent resource in the areas of key public administration values (non-partisanship, merit, representativeness)	Policy, Research and Outreach Section 3.2.2.4

Section I – President's Message

This *Performance Report* reflects the Public Service Commission's (PSC) efforts over the last year to fulfill its commitment to serve Canadians as a politically independent agency that maintains the integrity of the staffing system in the federal Public Service.

The PSC has been working closely with its partners, stakeholders and clients to achieve an integrated human resource management system that supports federal departments and agencies as they work to achieve their business priorities and goals.

Currently, the PSC is facing a two-pronged challenge. Taking into account individual departmental situations and workloads, the PSC would like to offer optimal delegation and flexibility to conduct staffing. However, this must be balanced with our obligation to assure Canadians of a meritorious staffing system. The PSC is tackling this challenge by developing agreements with each department on the delegation that they will receive and the manner in which they will be held accountable to the PSC for the management of their staffing actions. In turn, the PSC will be verifying and using the information provided by departments to provide an analysis of the health of staffing in the Public Service to Parliament as part of our annual reporting process.

The PSC is striving to find the most effective means to fulfill its mandate and serve Canadians now and into the next century. In this light, the PSC has drafted a directional statement which provides for more emphasis on the effective oversight of merit through a combination of merit policy, merit promotion and merit protection activities. This would involve three integrated elements: framework setting and delegation; independent oversight and scrutiny; and information, awareness and outreach activities.

Consultations with departments on this new direction to date have yielded informative insights into their operating realities and expectations. Initial consultations with employee representatives have been conducted through a new body established this year, the PSC Advisory Council.

In the spirit of believing that merit is everybody's business, the PSC will continue its consultations with stakeholders over the coming months to refine the directional statement and plan its future activities. Ultimately, the goal is to maintain a sound, useful and meritorious staffing system, which will provide a solid cornerstone for the best possible Public Service for Canadians.

Section II – Departmental Overview

2.1 Mandate, Mission, Vision and Responsibilities

2.1.1 Mandate

The PSC is an independent agency responsible for safeguarding the values of a professional Public Service: competence, non-partisanship and representativeness. It does this in the public interest as part of Canada's governance system. It does this by administering the *Public Service Employment Act (PSEA)* and a merit-based staffing system and, inter alia, being responsible for the appointment of qualified persons to and within the Public Service; by providing recourse and review in matters under the *PSEA*; by delivering training and development programs; and by carrying out other responsibilities as provided for in the *PSEA* and the *Employment Equity Act (EEA)*.

2.1.2 Mission

Through its statutory authorities, the mission of the PSC is to:
· maintain and preserve a highly competent and qualified Public Service in which appointments are based on merit
· ensure that the Public Service is non-partisan and its members are representative of Canadian society.

The PSC is an active partner in developing the broad framework for human resource management and ensuring the health of the federal human resource system, within the scope of its mandate.

2.1.3 Vision

The vision of the PSC is to be a key partner in shaping an effective and respected Public Service for Canadians.

2.1.4 Responsibilities

Exclusive Responsibilities

In the fulfilment of its mandate and mission as an independent agency, the PSC is generally responsible for administering the *PSEA* in the federal Public Service. The *PSEA* governs staffing and a number of other employment matters in the federal Public Service, and gives the PSC exclusive authority to make appointments in all government

departments and agencies that do not have separate staffing authority under specific legislation. The PSC exclusive responsibilities pursuant to the *PSEA* include:

- making appointments to and within the Public Service according to merit
- developing and administering processes, as well as establishing *Standards for Selection and Assessment* with respect to appointments in the Public Service
- operating an appeals system for appointments and a recourse process for deployments
- auditing and monitoring staffing activities
- conducting investigations into staffing process
- administering sections 32, 33 and 34 of the *PSEA*, which pertain to the political rights of public servants to participate as candidates in elections
- making exclusions from the operation of the *PSEA* or parts thereof, with the approval of the Governor-in-Council
- making regulations on matters under the *PSEA*
- reporting to the Governor-in-Council on matters relating to the application of the *PSEA*
- reporting to Parliament on an annual basis on activities of the PSC.

The jurisdictional powers of the PSC rest with its three Commissioners, one of whom is the President and Chief Executive Officer. Appointed by the Governor-in-Council for a 10-year term, the Commissioners have the status of a deputy head. Together they ensure fulfilment of all Commission's objectives, powers, functions and responsibilities under the *PSEA*.

The *PSEA* enables the PSC to delegate its exclusive authority to make appointments to departments and agencies. Through staffing delegation and accountability agreements, the PSC entrusts departments and agencies with a major role and responsibility in selection and appointment. Departments and agencies, acting under the authority delegated to them by the PSC, are accountable to the PSC.

Non-Exclusive Responsibilities

The PSC is responsible for certain functions that are not exclusively in its domain although consistent with its mandate. Some activities are assigned by the Governor-in-Council or carried out at the request of the Treasury Board. These include:

- middle management, supervisory and specialty training
- language training
- developmental courses and programs
- audits of certain personnel management functions
- investigation of harassment complaints in the workplace
- specific activities in the fields of human resource planning, career development and counselling for the executive group and participation of under-represented groups
- administration and implementation of Treasury Board special measures and employment equity programs.

Since October of 1996, the *EEA* applies to the Public Service. The Commission shares responsibilities under the *Act* with the Treasury Board because of the Commission's authority over staffing in the Public Service. The PSC may also carry out, under its own activities, implementation of programs in a manner to further employment equity in the Public Service, as well as adopt regulations respecting the appointment of persons from employment equity groups.

2.2 Operating Environment

2.2.1 Objectives

The PSC's objectives are to assist in providing Canadians with:
- a highly competent, non-partisan, professional Public Service appointed on the basis of merit
- a representative Public Service workforce
- a Public Service which builds on its competencies through development and continuous learning
- the recognition and sustaining of a non-partisan Public Service as a cornerstone of the governance system
- a PSC which is an independent champion and steward of the *PSEA* principles governing a professional Public Service, in the public interest.

2.2.2 Priorities

The key priorities of the PSC are:
- **Repositioning the PSC** by repositioning its internal resources and its overall strategic direction to better meet its new business objectives; by promoting the new vision and role of the PSC; and by serving as a model in human resource management.
- **Monitoring the Health of Staffing in the Public Service** by reporting data and sharing knowledge about the health and performance of the Public Service.
- **Renewal of the Public Service** by developing strategies and initiatives to better manage the talent pool at all levels, with a focus on development and recruitment; and, in concert with other key players, by pursuing the federal government's efforts to achieve employment equity and diversity in the federal Public Service.
- **Adaptation and Innovation of the Public Service** by proposing improved resourcing frameworks and systems, fostering new human resource management practices, and pursuing the implementation of Staffing Reform; by strengthening the PSC's capacity to be an independent thinker, innovator, analyst, planner and advisor; and by establishing new collaborative corporate governance mechanisms with key central agency partners and Deputy Heads to oversee the collective interest strategies.

In carrying out the above priorities, the PSC will foster improved satisfaction among key partners and clients. It will strengthen its ability to achieve these priorities by implementing its internal *La Relève* plan, increasing support for system-wide initiatives, managing internal change, and repositioning regional functions.

The PSC will continue to deliver programs for other key players in human resource management, such as the Treasury Board Secretariat, that are consistent with its mandate, where it makes sense to do so. These include priority administration, employment equity, language learning, and certain reviews and investigations, as well as corporate development programs, such as the Accelerated Executive Development Program, the Career Assignment Program and the Management Trainee Program.

2.2.3 Key Partners and Clients

The PSC works in partnership with the other central agencies, departments and various organizations in carrying out human resource management initiatives affecting the federal Public Service. Key partners in this regard include the Treasury Board Secretariat (TBS), the Privy Council Office (PCO), the Canadian Centre for Management Development (CCMD) and The Leadership Network (TLN).

In some cases, the PSC works with the private sector, other levels of government and governments of other countries. The PSC also works with the Federal Regional Councils, the Human Resources Council and other such councils. A brief description of the roles and responsibilities of some of these various players is listed below.

PSC is the independent agency responsible for the appointment of qualified persons to and within the Public Service, for providing recourse and review in matters under the *PSEA*, for delivering training and developmental programs and for carrying out other responsibilities as provided for in the *PSEA* and the *EEA*.

TBS is responsible for helping the Government of Canada manage its human, financial, information and technology resources in a manner that best supports the government's objectives and priorities. Under the broad authority of sections 5 to 13 of the *Financial Administration Act*, the Secretariat supports Treasury Board in its role as the general manager and employer of the Public Service. The main areas of activity in the central administration of the Public Service cover expenditure management, personnel management, financial and information management, and internal administration. Under personnel management, the TBS is responsible for developing, communicating and evaluating human resources, official languages and employment equity policies and instruments that help departments manage human resources and that promote effective employer/employee relations in the Public Service.

PCO, under the direction of the Clerk of the Privy Council and Secretary to the Cabinet, has three primary responsibilities: providing advice and support to the Prime Minister on a full range of responsibilities as head of the government, including management of the federal government; providing support and advice to the Ministry as a whole and

overseeing the provision of policy and secretariat support to Cabinet and Cabinet Committees; and ensuring the quality of expert, professional and non-partisan advice and service provided by the Public Service to the Prime Minister, to the Ministry and to all Canadians. Under its Machinery of Government mandate, PCO provides advice and support on matters related to the Prime Minister's prerogative and responsibilities as architect and umpire of our system of Cabinet Government, including providing advice and support on the structure, organization and functioning of government, and on ministerial mandates and responsibilities.

CCMD is the federal government learning centre that focusses exclusively on the development and training of Canada's senior federal public servants. It serves federal executives and public servants who have demonstrated potential to move into these ranks. CCMD offers training for developmental programs such as Executive Leadership Program, the Accelerated Executive Development Program, the Senior Executive Management Program, the Career Assignment Program, and the Management Trainee Program.

TLN promotes, develops and supports networks of leaders at all levels throughout the Public Service, and assists them in the ongoing challenge of *La Relève*.

Federal Government departments, through their respective legislation and policies, are responsible for the delivery of programs and services to government and to the Canadian people. Regarding human resource management, particularly the current *La Relève* initiative, departments, along with the functional communities and the federal regional councils, are the central drivers. Departments have submitted plans and reports to PCO, from which have emerged effective ways to address human resource management issues through corporate and collective approaches which emphasize horizontal partnerships, collaboration and good communication.

Recognizing the importance of involving employee representatives in human resource management activities in the Public Service, the PSC has taken several measures to ensure that this occurs. For example, in the new accountability regime, departments are required to consult with employee representatives on their reports on staffing performance before submitting them to the PSC. As well, the PSC Advisory Council was set up in 1998-99 and includes representatives of bargaining agents, departments and the PSC.

In addition, in January of 1999 the PSC worked with the representatives of bargaining agents as well as the Treasury Board and departmental personnel to organise a highly successful, federal Public Service wide, Colloquium on the conduct of Employment Systems Reviews under the *EEA*.

The PSC also serves a variety of clients through its diverse business lines. These include:
- managers
- human resource specialists
- employees as candidates, trainees, appellants, etc.

- members of functional communities
- members of designated groups
- Canadian public such as students or graduates seeking federal Public Service employment
- people from other countries with regard to development programs, learning, information exchange, etc.

The PSC has been making particular efforts to improve service to Canadian from coast to coast through modernization of its recruitment process and implementation of creative recruitment approaches to attract a pool of qualified candidates from Canada's two official linguistic communities, as well as members of the four designated groups.

It has also improved the service provided to clients from within the Public Service by:
- augmenting its consultation process with departments and agencies
- providing advice and assistance to departmental officials, representatives and human resource specialists with regard to the new value-based staffing approach
- encouraging departments to use client feedback surveys to assist in measuring their staffing performance
- improving and aligning corporate development programs such as Accelerated Executive Development Program, Assistant Deputy Minister Pre-Qualification Process, Career Assignment Program, Internal Programs and Interchange Canada Program to ensure an adequate poll of leadership talent
- improving corporate-level horizontal management of learning with corporate learning partners such as TBS, PCO, CCMD, TLN, the Learning Advisory Panels for functional communities, etc., revising its learning and development programs, and customizing courses to various clients
- consulting eleven federal government departments, five employee representatives, the Human Resources Council, the Human Resources Council Secretariat, the TBS, the National Staffing Council, and more than two hundred individuals in eleven Canadian cities to streamline the recourse process
- undertaking employment systems reviews to identify barriers to employment opportunities for persons in the designated groups that may exist within the PSC's policies, systems and practices, and to take measures to eliminate any barriers identified.

Although Alternative Service Delivery Agencies no longer fall under the appointment authority of the PSC, these agencies continue to seek the services, use the programs and sometimes enlist the direct involvement of the PSC. For example, the Canada Customs and Revenue Agency is developing a special Memorandum of Understanding with the PSC concerning services and oversight.

2.3 Departmental Organization
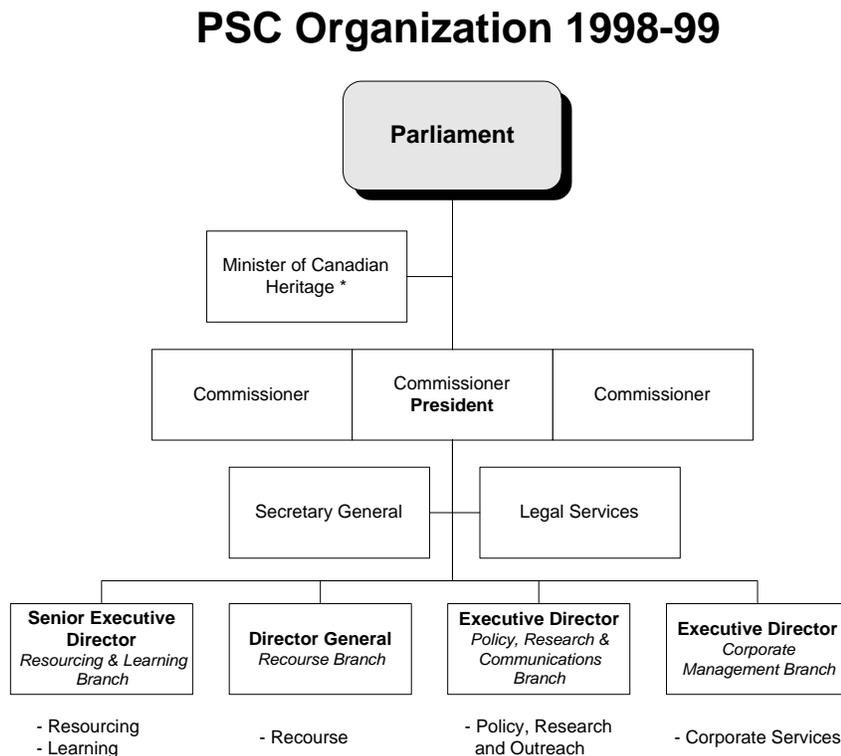
2.3.1 Business Lines

In order to meet its objectives and to deliver on its commitments, the PSC has organized its activities around the following lines of business:

- Resourcing
- Learning
- Recourse
- Policy, Research and Outreach
- Corporate Services.

For further information on the objective and description of each of the business lines, please refer to section 3.2.2 of this report.

2.3.2 Organizational Structure

In 1998-99, the PSC maintained the organizational structure established in 1997-98, with four Branches responsible for delivering the five lines of business, as illustrated below.

PSC Organization 1998-99

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│ Canadian        │              │
│ Heritage *      │              │
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│ Commissioner │        │ Commissioner │        │ Commissioner │
│              │        │  President   │        │              │
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| Senior Executive Director *Resourcing & Learning Branch* | Director General *Recourse Branch* | Executive Director *Policy, Research & Communications Branch* | Executive Director *Corporate Management Branch* |

- Resourcing
- Learning

- Recourse

- Policy, Research and Outreach

- Corporate Services

* In matters dealing with the *Public Service Employment Act*, the Minister of Canadian Heritage is designated as spokesperson for the PSC in Parliament and is also the appropriate Minister within the context of the *Financial Administration Act* and for the PSC in its employer role under the *Employment Equity Act.*

Section III – Departmental Performance

3.1 Performance Expectations

3.1.1 Improved Performance Measurement

The PSC is committed to continuous improvement in its capacity to measure performance. In this past year, efforts were made to improve measurements for a number of its programs. In the Career Assignment Program of the Resourcing Business Line, the Recourse Business Line, and the Policy, Research and Outreach Business Line, a review of the performance indicators is underway and will lead to better assessment of their performance in the coming year.

The PSC Advisory Council was established in 1998-99 as a forum for information exchange and for providing advice to the PSC to assist it in dealing with Human Resource Management (HRM) issues. Working groups have been set up to deal with three major issues: mobility, recourse and oversight. The Council has been developing result measures to determine its success in meeting its objectives. The extent to which the PSC adheres to the consultation principles, and relates to clients and stakeholders openly and transparently, will be important indicators of success. The extent to which the Council contributes to the development of effective human resource policies will also be crucial.

Of significance for the present and the future is the fact that a comprehensive *Performance Measurement Strategy* for the PSC is being further developed. This strategy will formally and systematically integrate the various components in performance measurement designed to meet the different management needs of the PSC, including internal and external reporting. It will also identify the means of obtaining improved interim performance information during the design and implementation of the performance measurement system. Continuous refinement and improved ability to measure and report is expected each year.

3.1.2 Performance Expectations based on the PSC's 1998-99 Report on Plans and Priorities

The PSC's Report on Plans and Priorities (RPP) was tabled in March of 1998. The major expectations listed in the RPP are presented in section 3.2.2 of this report under the corresponding performance accomplishments for 1998-99 for each of the business lines.

3.2 Performance Accomplishments

3.2.1 Departmental Performance Accomplishments

PSC's Financial Allocation	Planned Spending Authorities	$103,272,000
	Total Authorities	*$117,419,000*
	1998-99 Actuals	$111,258,000

Here are the main PSC accomplishments with regard to the four areas of priorities listed in section 2.2.2 of this report.

Repositioning the PSC

An external review of PSC resource management was conducted to improve the alignment of functions and resources. The review identified a number of issues related to three main areas: vision, direction and monitoring; management of financial resources; and relationships with clients and partners. As a result, an action plan was developed and the majority of the recommendations were implemented in 1998-99.

Specifically, actions were taken in the area of vision, direction and monitoring, and management of financial resources. Strategic Retreats were held in the fall of 1998 and the winter of 1999 to develop the *PSC New Direction*, articulate priorities and align resources to the priorities established. These initiatives were the corner stone for developing the *PSC Business Plan for 1999-2000 and Beyond*. The Business Planning, Budgeting and Accountability process for 1999-2000 built on the recommendations of the review and included realistic action plans and expected results. It also included an appropriate resource allocation model that allowed the PSC to allocate resources and reduce its infrastructure costs in accordance with its strategic and business plans, its organizational priorities and its clients' demands. Mechanisms have been put in place and training has been provided to track and report on a regular basis, budget allocations, expenditures and commitments for major projects and priorities. Lastly, this will strengthen the managerial accountability process within the PSC at all levels.

Recommendations in the area of relationships with key partners and clients are also being implemented through the review of the PSC service delivery functions. Funds have been allocated to address workload volume issues in specific areas such as recruitment and executive services, which are also being re-engineered. As well, the regional operations are being examined and the outcome of the review will be known in the new year.

Monitoring the Health of Staffing in the Public Service

As one part of its contribution to monitoring the health of human resource management in the Public Service, the PSC developed a longitudinal database which was made available to departments to support human resource analysis and planning.

In terms of Employment Equity, the PSC conducted the following three employment systems reviews:
- *Employment Systems Review*: *PSC's Review of General Recruitment and Priority Administration Systems*
- *External Review of Selected Instruments of the PSC's Personnel Psychology Centre*
- *Review of Employment Systems – PSC as a Department*.

With regard to staffing, the PSC conducted a thematic review of promotional practices entitled *A Review of Upward Mobility in the Public Service.*

In line with its new accountability framework, the PSC developed an *Early Warning System* which will provide the Commission and departments with staffing qualitative and quantitative information and will support as well the departmental staffing performance assessment.

Renewal of the Public Service

The PSC has a strategic role in defining and implementing creative recruitment approaches that will attract a pool of qualified candidates to meet corporate and departmental needs in a timely manner. A good example of achievement is the Post-Secondary Recruitment Program which is one initiative for replenishment of the Public Service at the entry level.

Furthermore, with regard to the corporate development programs, the PSC launched a 2nd Assessment and Selection process for the Accelerated Executive Development Program with improved selection tools and redesigned and implemented a new Career Assignment Program.

In order to achieve employment equity and diversity in the federal Public Service, the PSC in conjunction with its key partners and clients, completed numerous projects including a demographic profile of the federal Public Service and projections of employment equity from 1999 to 2010, and the review of the *Public Service Employment Regulations (PSER)* in order to better integrate employment equity within the *PSER*.

Adaptation and Innovation of the Public Service

In 1998-99, the PSC drafted a statement regarding its future direction and undertook consultation with other players on the statement. One important aspect of the consultation is clarification of the relationship of the various players involved in ensuring the integrity of the merit system.

Regarding the implementation of Staffing Reform, the new values-based Staffing Delegation and Accountability regime provides increased staffing delegation to departments. As well, it contains an accountability and reporting framework which will enable the PSC to hold departments accountable for exercising the staffing delegation and to report to Parliament on the health of the Public Service staffing system.

3.2.2 Business Line Performance Accomplishments

The following section presents information on the performance of each of the PSC's business lines during 1998-99.

3.2.2.1 Business Line: Resourcing

Financial Allocation	**Planned Spending Authorities** **$44,828,000** *Total Authorities* *$53,948,000* 1998-99 Actuals $52,285,000 Note: Major changes between Planned Spending and Total Authorities are attributable to additional funding received for the Employment Equity Positive Measures Program, the Information Technology/Information Management recruitment, the carry forward from 1997-98, the compensation for new collective bargaining and the additional charges for Employee Benefit Plan costs. The variances between Total Authorities and Actuals relate in part to a surplus identified in the delegated programs such as Career Assignment Program and *La Relève* offset by the realignment of PSC priorities which did not materialize.

Objective	To work with Public Service departments and agencies to ensure a resourcing system which provides a highly competent Public Service, that is non-partisan and representative of Canadian society.
Description	The Resourcing Business Line encompasses activities in support of delegated and non-delegated staffing. These activities are program development, administration of staffing delegation, establishment of tests and standards for selection, administration of staffing priorities, recruitment and promotion, and diversity and employment equity initiatives. The business line also includes resourcing, exchanges and development programs for the Executive Group. In addition, the business line is responsible for the delivery of employment equity initiatives and corporate development programs on behalf of Treasury Board.

Staffing Reform

Staffing Delegation and Accountability Agreement

A major part of the PSC's Staffing Reform initiative entails moving from a rules-based staffing approach to one which re-emphasizes the underlying values in staffing. The expected result is a staffing system in which decisions are based on an informed and ethical balancing of the core staffing values, rather than mere compliance with a collection of rigid rules.

> ***Performance Expectation from the 1998-99 Report on Plans and Priorities***
>
> ▸ A more flexible resourcing system-based on values rather than rules, greater delegation of staffing authority to departments and agencies, and effective use of existing flexibilities.

The new Staffing Delegation and Accountability Agreement between the PSC and each Deputy Head, in addition to providing increased staffing delegation to departments, also contains an accountability and reporting framework which will enable the PSC to hold departments accountable for exercising the staffing delegation and to report to Parliament on the health of the Public Service staffing system.

For further information, please refer to section 3.2.2.4 of this report under the heading "Accountability Initiative."

Values in Staffing Workshop

The transition from a rules-based staffing approach to one based on values means that managers and human resource specialists, both in the PSC and in departments, must have a good understanding of the basic staffing values and management principles in order to be able to interpret and apply them in staffing processes.

In recognition of this need for training, the PSC created a one-day workshop to give participants core information on the values-based approach to staffing and case-based experience in analysing staffing situations. The workshop will be marketed to departments as they sign on to the new approach. It is expected that they will customize parts of it, such as the case studies, to their own situations.

By the end of fiscal year 1998-99, the workshop had been delivered to all PSC staff who deal directly with departmental clients on staffing matters, through a total of 18 sessions in the regions and 13 at headquarters. Approximately 400 PSC employees participated. Participants indicated a strong satisfaction with the workshop.

SmartShops

The PSC created a weekly series of workshops, called SmartShops, as a series of best-practices forums to help departments get started on Staffing Reform, promote cross-pollination of innovative ideas and avoid duplication of effort. The SmartShops have been consistently well attended. There is every indication that they will continue for the foreseeable future and that the concept will be replicated by PSC regional offices as Staffing Reform diffuses within departments.

All SmartShop schedules, agendas and presentation decks are on the Staffing Reform Website, providing those who could not attend with access to the essential information. On the Website, there are hypertext links to related Websites and to the presenters, so that people can easily e-mail them. To further facilitate the easy exchange of information, an e-mail "discussion group" was created – the first such group targeted specifically at the federal Human Resources Community.

Increased Delegation and Flexibility

In April of 1998, the Commission delegated 10 authorities to all Deputy Heads, which up until then had only been delegated to a few departments or not at all. In addition, many of the restrictions that had been placed on their use were removed. In a step that presaged the new delegation and accountability framework that would be introduced later in the year, the Commission made explicit its expectation that Deputy Heads would utilize these authorities in conformity with the *PSEA* and *PSER*, the *EEA* and the PSC's *Standards for Selection and Assessment*, and seek the participation of employee representatives in their implementation.

It is important to note that the authorities ranged greatly in significance from the authority to appoint casual employees - which gives great flexibility in meeting human resource needs - to the authority to design one's own application form. A survey of departments' "take up" of the most significant of the new authorities at the end of 1998 revealed the following:

Item	Departments with Authority before April of 1998	Departmental Use of Authority after April of 1998
Casual Employment	30 departments	Eleven more departments implemented it afterwards (mostly small departments) and nine were planning to implement it soon
Apprenticeship and Occupational Training Programs (AOTPs)	20 departments	Six departments had created an AOTP and twelve departments were in the planning stages
Authority to appoint own surplus employees ahead of other priorities	None	One adopted it by year end and two were developing frameworks for its use
Authority to appoint a non-priority employee ahead of other priorities	None	Two adopted it by year end and one had developed a framework for its use
Authority to establish an area of selection	Most departments use the PSC's generic guidelines	Ten departments were reviewing their frameworks, but none had implemented new ones yet
Authority to expand an area of selection to include employment equity members	None	One department adopted it by year end and many indicated they would use it if the need arose
Authority to extend the period an employee is exempt from meeting the language requirements of a non-imperative bilingual position	None	Two departments had used it by year end and several indicated they would use it if the need arose

In addition to this "blanket" delegation of authority, the PSC continued to enact tailored regulations to individual departments to help them address unique or particular human resource issues. For example, Health Canada and Human Resources Development Canada received the authority to create employment equity programs to appoint members of visible minority groups. Revenue Canada and Public Works and Government Services Canada were given authority to recruit and appoint Aboriginal persons under similar programs.

Employment Equity

On behalf of Treasury Board, the PSC delivers three components of the Employment Equity Positive Measures Program (successor to the Special Measures Initiatives Program). These components are the *Partnership Fund*, the *Enabling Resource Centre* and the *Employment Equity Career Counselling Office*. PSC's delivery of these components is national and partnership-generated.

In addition, in 1998-99, an employment equity policy team of the Resourcing business line led a number of key initiatives for the furthering of employment equity objectives both within the PSC itself and the federal Public Service as a whole. For example, in partnership with the Treasury Board Secretariat, Human Resources Development Canada, Statistics Canada and the Canadian Human Rights Commission, in June of 1998 the PSC held a workshop on demystifying employment equity data. The workshop was aimed at federal departments, separate employers and the private sector. Supporting departmental needs in this area continued throughout 1998-99 as the employment equity policy team worked with the PSC's Information Management and Review Directorate to develop profiles of employment equity data to compliment the needs of individual departments in developing their employment equity planning capacities in conjunction with their *EEA* obligations to perform work force analyses. Similarly, this team collaborated with the Research Directorate of the PSC to build models to forecast future employment equity needs for the federal Public Service.

In June of 1998, the employment equity policy team joined the Working Group organized by the PSC's Resourcing Policy and Legislation Directorate to review the *PSER*. Along with the other members of this inter-departmental working group, a number of recommendations were delivered for the greater integration of employment equity within the *PSER*. Throughout the summer and the fall of 1998, the employment equity policy team lead a horizontal process within the organization towards clarifying the PSC's employer obligations under the *EEA* within all of the PSC's business lines. In 1999-2000, this work will be further refined.

With its Treasury Board partner, the PSC gave a presentation to the Council of Senior Officials (COSO) on the major policy directions all departments and agencies share in meeting their *EEA* obligations. The presentation entitled, *Employment Equity Guidance to Deputies and Framework for Action* was presented to COSO on October 15, 1998.

In March of 1999, the PSC formalised its participation in the Federal Disability Strategy, by forwarding its existing activities in the area of persons with disabilities to an April of 1999 Memorandum to the Cabinet committee on Social Union on this subject. The PSC's participation in this inter-departmental initiative to provide better policy, program and service delivery to Canadians with disabilities will continue in 1999-2000.

Finally, in 1998-99, the PSC examined its employment systems in support of the implementation of the *EEA*. For further information on this matter, please refer to section 3.2.2.4 of this report under "Employment Systems Reviews".

Executive Programs

Activities and Accomplishments

In response to client concerns, the 1998-2001 PSC Business Plan set the intermediate goal "to increase the effectiveness, flexibility and efficiency of the EX resourcing system". A study on the "EX Vision" was launched in the spring of 1998 to determine client and stakeholder views. It confirmed the need for increased client focus and improved services. A new Executive Strategic Framework is being developed to address clients and stakeholders concerns.

> ### *Performance Expectations for the Executive Programs Initiatives in 1998-99**
>
> ▸ Provide an adequate supply of highly qualified executives (EXs) to lead the Public Service into the new millennium.
> ▸ Match highly qualified executives with the identified organizational requirements of departments and agencies, in a timely and appropriate manner.
>
> * *These were not listed in the PSC's 1998-99 Report on Plans and Priorities.*

As well, the PSC Progress Report to the Clerk on the 1998-99 Business Plan Objectives indicated that a key deliverable for Executive Programs is to significantly streamline the EX staffing/administrative process and reduce turnaround on EX resourcing by more than 50%. In this context, the PSC is proceeding with a redesign of the EX resourcing process.

In order to achieve increased efficiency, a number of administrative measures were taken to respond to concerns expressed by Deputy Heads. In August of 1998, the Commission authorized the Senior Executive Director of Resourcing and Learning Branch to approve certain types of appointments. Monthly reports since then show that the average process time of cases has improved. For example, the required time for a standard competitive EX resourcing case (excluding entry to the EX Group) has been reduced from 81-112 days to 51-89 days i.e. an average saving of 30 days. For reclassification cases, a minimum of 10 days have been saved. The reduced time for a staffing process and related improvement in service have been noted by clients through initial feedback.

The mandatory assessment process for entry to the EX Group was also reviewed. This resulted in the Commission giving hiring managers the choice of using the Assessment Centre (with an average of 23 days per assessment) or a Structured Reference Check (which involves an average of 14 days per candidate). Feedback is provided to all candidates as an added improvement in service.

Corporate Development Programs

- Accelerated Executive Development Program (AEXDP)

  The 2nd Assessment and Selection process for AEXDP was launched in the fall of 1998 to identify individuals at the EX-01 to EX-03 level with potential for development and accelerated advancement. As a result of lessons learned in the 1st cycle, some selection tools were modified while others were eliminated. Communication with applicants was improved. Following completion of the 2nd process, 23 of 126 applicants were offered participation in the Program. Of the original 51 individuals who have participated in the program following the 1st Assessment and Selection process launched in 1997, 34 were promoted, 30 have completed their first assignment and commenced a second, and 15 will be completing their first assignment in 1999-2000.

  In terms of employment equity, of the 74 participants, 37 are women, 3 are Aboriginal persons, 4 are persons from a visible minority group and 3 are persons with a disability.

Performance Expectation from the 1998-99 Report on Plans and Priorities
‣ Improved and aligned corporate development programs to ensure an adequate pool of leadership talent.

- Assistant Deputy Minister Pre-Qualification Process (ADMPQP)

  As a result of lessons learned from the 1st process, and the decision to spread the process initiation over two performance cycles, the 2nd and 3rd Assessment and Selection processes for ADMPQP were held in 1998 and 1999, respectively. The number of successful applicants in this process has met the demand to fill forecasted vacancies at the ADM level over the last two years. In the latest process, women represented 30% of the applicant population and 50% of the selected applicants. A number of individual competitions to fill unique ADM position requirements was also conducted e.g. ADM, Science, Department of Fisheries and Oceans.

- Career Assignment Program (CAP)

  CAP was redesigned and launched, with a number of significant changes. One such change was to give Deputy Heads the authority to appoint qualified CAP participants to EX-01 positions. This is the first delegation of authority for appointment to the EX Group. As a transition measure, the adoption of an Exclusion Approval Order gave Deputy Heads one-time authority to appoint current CAP participants of the program to the new CA Group at a level (CA-01 or CA-02) for which they were found qualified.

In 1998-99, there was a projected intake of 80 participants: 60 from the federal government and 20 from provinces or other organizations. Of the total of 164 current CAP participants, 53 tried the pre-qualification process and 20 were found "EX-01 ready," of which 14 met the language requirements and were therefore considered pre-qualified for EX-01 positions.

In terms of the participation of employment equity group members, women from non-traditional occupational groups, Aboriginal people, members of visible minority groups and persons with a disability comprise 8% of the participants.

- International Programs
  International Programs is the component of Executive Programs that coordinates the nomination of executive-level Canadians to compete for positions in multilateral organizations. In 1998-99, Canadian candidates were nominated for 224 positions abroad and appointed to 53, and career advice and information was provided to 251 Canadians. Public Servants on assignment to international organizations gain valuable experience which they bring back with them to the department or agency to which they return after their assignment is completed. Returning non-public servants can be valuable as adjuncts to Canada's marketing and prosperity efforts. The Program and its services are actively marketed to stakeholders within Canada and globally with Multilateral Organizations.

- Interchange Canada Program
  A revised program policy for Interchange Canada was approved in June of 1998 to give increased flexibility to the program and broaden it to include foreign government and international exchanges.

  Support was provided to the Privy Council Office in establishing Memoranda of Understanding with 8 provinces and 2 territories to encourage and facilitate inter-jurisdictional exchanges. Working with the Department of Foreign Affairs and International Trade and the American government, a Memorandum of Understanding between Canada and the United States for the exchange of personnel was approved and signed.

  A survey of 520 current and past program participants was conducted to see if there were ways to make better use of the lessons learned by participants after they returned from interchange assignments. Survey results were, overall, quite positive. A group is now working with the Public Policy Forum to pursue certain issues identified in the survey.

Further Challenges for Executive Programs

The challenges are to:
- maintain the quality and timeliness of service to clients
- redesign and develop an improved and user-friendly data base
- continue the design of the Website for Executives and interlink it with the data base

- work with departments to support and facilitate their role
- establish partnerships with TBS, various organizations and communities involved in employment equity matters in order to capture useful and accurate employment equity data to support the resourcing of executives
- explore and undertake new strategies, partnerships, working relations with clients and stakeholders
- reorient Executive Programs' thinking and approach with client organizations.

Recruitment and Development Programs (below EX)

The PSC has a strategic role in defining and implementing creative recruitment approaches that will attract a pool of qualified candidates to meet corporate and departmental needs in a timely manner. This pool should include members of Canada's two official linguistic communities, as well as members of the four designated groups; women, Aboriginal persons, members of visible minorities and persons with disabilities.

> ### *Performance Expectation from the 1998-99 Report on Plans and Priorities*
>
> ► A recruitment approach that meets the current and anticipated needs of the Public Service, using appropriate processes, programs and tools, and a sound marketing approach to ensure the Public Service's place as an employer of choice.

The PSC undertakes various recruitment campaigns and activities on behalf of government departments and agencies, such as the Post-Secondary Recruitment Program (PSR) which is one initiative for replenishment of the Public Service at the entry-level. The PSC also carries out general/ad hoc recruitment activities, thereby allowing departments to hire "just in time" experienced staff for both determinate and indeterminate positions in their workforce. Finally, the PSC runs the Federal Student Work Experience Program and the Co-op Program, which are intended to provide work experience to students through short-term assignments in the Public Service.

Streamlined Recruitment Process

This year, the PSC's streamlining efforts were focussed on its major recruitment vehicle targeted at recruiting new university graduates. The implementation of a new Internet-based informatics system, as part of the PSC's Matching People with Work initiative, which automated some of the more labour intensive steps of the PSR Program process resulted in a number of improvements:
- shorter time from the beginning of campaigns to the referral of candidates by the PSC to departments
- 63% reduction in the PSC's costs associated with receipt and data entry, screening and referrals
- 16% reduction of overall PSR costs

- 24% increase in students applications
- 34% increase in applications from members of designated groups
- more campaigns were run, more departments participated and more positions were advertised
- more tests administered and scored, and more referrals were made.

Marketing Strategies

An attitude survey was conducted at a cross-section of Canadian universities and in the fall of 1998 and a report entitled *Facing the Challenge* was issued. Based on information acquired through this survey, the PSC was able to better target its marketing strategies to recruit from the student population.

In line with the survey results, two major PSR campaigns were run, in the fall and winter of 1998-99. The winter campaign was a first and the PSC watched its evolution closely in order to assess its success. This campaign proved quite successful in generating interest and attract candidates: more than a 20:1 applicant to job ratio compared to a 13:1 applicant to job ratio in the fall.

Matching People with Work

Through Matching People with Work, the PSC is carrying its application of Internet-based recruitment beyond just advertising jobs and accepting electronic applications. It creates a "virtual PSC," where its current screening and referral role is also fully automated. As mentioned above, the fall and winter 1998 PSR campaigns were completely run under the Matching People with Work approach.

Currently, departments can have direct access to applications for PSR. However, even though departments were offered access to do searches of their PSR applicants, none opted to exercise this access for the fall or winter campaign. A few departments plan to conduct their own searches in next fall's campaign (1999-2000). The PSC is currently marketing departmental search access, especially for those departments whose career areas do not require testing, and whose recruitment process is therefore more straightforward.

Information Technology/Information Management (IT/IM)

During this period, the PSC continued to focus on recruitment to the IT/IM community to meet its recruitment needs. The following steps were taken to ensure that enough quality candidates could be attracted to the Public Service to meet the year 2000 challenge and to ensure that the on-going requirements of the community were met:
- 21 career and 12 job fairs
- departmental, regional and district offices visits as well as meetings with IT managers and human resource advisors in departments in the National Capital Region (NCR)
- work was initiated, jointly with TBS, on a "Bridging Program" for non-CS employees to develop to the CS-01 level
- improvements to and marketing of the PSC's dedicated IT/IM recruitment Website.

Redesign of the Management Trainee Program (MTP)

The MTP is an entry-level program designed to train and develop graduates with high potential for management up to the middle management level to help the Public Service meet its goals of producing a sufficient pool of qualified middle managers from which the next generation of senior managers can be drawn. Following are the major changes made to MTP over 1998-99:

- enhancements of the program to increase departmental satisfaction related to recruitment and development of new trainees
- development of a new competency profile to make it more in line with the other levels of the management continuum
- revision of the MTP assessment process and selection tools to align MTP with the *La Relève* initiative and competency framework
- redesign, by CCMD, of the educational component of the MTP and development of "optional" modules.

Overall, for the 92 positions available, the Program was able to refer 107 candidates to the 17 participating departments. To date, two graduates have become EX-01s while 32% have been appointed to the EX-minus-02 level and 52% have been appointed to the EX-minus-03 level.

Personnel Psychology Centre (PPC)

In 1998-99, PPC assisted departments in better meeting their competency requirements at two levels: corporate and departmental.

In 1998-99, PPC provided comprehensive services including:

> **Performance Expectation from the 1998-99 Report on Plans and Priorities**
>
> ‣ Better matching of individuals' competencies with departmental needs and improved mechanisms to facilitate the acquisition of diverse experience.

- consultation to human resource professionals on how-to implement competency-based system; for example, PPC contributed to the development of a draft framework for implementing Competency Based Management
- development of competency profile at the departments' request; for example, the PPC was involved with the departments of National Defence and Health Canada
- development and/or tailoring of competency assessment tools such as Full Circle Appraisals, or 360 instruments and assessment centres
- operation of entire competency assessment programs including the design of the assessment process to training evaluators, the management and the administration of the assessment process and feedback sessions to candidates; such activities were as well conducted for functional communities and Learning Advisory Panels.

PPC developed and tailored tools to better assess the competencies required for corporately managed activities such as AEXDP, ADMPQP, CAP and MTP. PPC also tailored tools for corporate recruitment programs such as the PSR. As well, the PPC retrofitted the Assessment Centre for Executive Appointment to reflect the Leadership competencies.

Over the year, PPC scored 47,026 occupational tests and 53,461 Second Language Evaluations (an increase of almost 20% over 1997-98). The demand for officer and management level assessments and management test rose from 5,356 to 6,697, an increase of 25%. It is to be noted that the PPC Website which can assist hiring managers in using competencies to make better staffing decisions and encourages candidates in using competencies to make better career decisions was accessed on average over 2,400 times a month.

PPC also partners with other public sector organizations to meet the specific needs of regional and other clients. To this end, PPC worked in partnership with organizations such as the Government of New Brunswick and the Manitoba Middle Manager's Network by providing information, training, workshops and seminars. PPC also provided assessment services as part of the federal government's efforts in support of the creation and on-going success of the Government of Nunavut.

Finally, in 1998-99, the PSC examined its employment systems in support of the implementation of the *EEA*. An independent external review was conducted to evaluate 10 selected employment assessment instruments and related activities of the PSC/PPC. The results of the *External Review of Selected Instruments of the PSC's Personnel Psychology Centre* will be available in fiscal year 1999-2000. For further information on this review, please refer to section 3.2.2.4 under Employment Systems Reviews.

3.2.2.2 Business Line: Learning

Financial Allocation	**Planned Spending Authorities**	**$17,749,000**
	Total Authorities	*$18,254,000*
	1998-99 Actuals	$18,740,000
	Note: Major changes between Planned Spending and Total Authorities are attributable to additional funding received for the compensation for new collective bargaining. The variances between Total Authorities and Actuals relate to severance pay and vacation pay expenses for which additional funding was not requested.	
	The learning business line is delivered through Training and Development Canada, which is a Special Operating Agency on full cost recovery.	

Objective	To improve the professional competence of federal public servants and to enable them to meet the language proficiency requirements of those positions for which they have been selected or those to which they aspire.
Description	The Learning Business Line is composed of two main activities: language training and professional development for non-executives. Language Training assesses the potential for success of employees who are eligible for language training; provides mandatory and discretionary language training in both official languages and related orientation, and language training services. It provides for the development and design of second-language courses and tools to meet the job-related linguistic requirements of departments, and a range of advisory, informational and co-ordinating services related to language training. Professional development involves a range of learning products and services to key communities such as policy analysts, middle managers and supervisors, human resource specialists, comptrollers, communications analysts and others.

Main Components

The Learning Business Line is delivered through Training and Development Canada (TDC), which is a Special Operating Agency on full cost recovery. It is made up of two main components: work place learning and language training.

Horizontal Management of Learning

In 1998-99, the PSC made a significant contribution in improving the horizontal management of learning within the federal Public Service. With many of its corporate learning partners – TBS, PCO, CCMD, TLN and the Learning Advisory Panels for functional communities – the Learning Programs Directorate of the PSC oversaw the creation of the Heads of

> **Performance Expectation from the 1998-99 Report on Plans and Priorities**
>
> ▸ Improved corporate-level horizontal management of learning, and learning products, programs and services that incorporate the values and practices of a professional Public Service.

Learning Forum. This Forum constitutes a revival of a cross-departmental organization of middle managers responsible for learning, formerly known as Heads of Training, which ceased functioning in 1996.

The PSC played a key role in the establishment of another horizontal entity – the Central Agencies Learning Council comprises Directors General and Assistant Deputy Ministers from TBS, PCO, CCMD, TLN and the PSC – which serves to share information and coordinate efforts among central agencies in strategic planning and policy development around learning within the federal Public Service.

The PSC concluded a three-year Memorandum of Understanding with TBS on the provision of programs and services in support of service-wide learning objectives for non-executive employees.

In 1998-99, the PSC established numerous partnerships with individual departments, provinces, and private sector and non-governmental organizations to improve learning design, development and delivery. For example, TDC continued to work with Saint-Boniface College and established a new partnership with the government of Prince Edward Island.

Needs of Functional Communities

In 1998-99, the PSC established a Secretariat to serve the five Learning Advisory Panels established in 1997 to support the learning needs of the functional communities.

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Performance Expectation from the 1998-99 Report on Plans and Priorities

‣ Learning products that are current and support the needs of strategic communities identified in the Public Service renewal agenda.

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Middle Manager Community

For this community, two new products were designed and piloted, with the objective of sensitizing new and more experienced middle managers to their roles and accountabilities in a renewed Public Service. Delivery is planned for the fall of 1999. As well, the course on staffing for managers has been substantially revised to reflect current Public Service realities, such as values-based staffing. This product will be piloted in the summer of 1999.

Human Resources Community

In support of this community, TDC participated as a full member of the Human Resources Learning Advisory Panel working group. Three research studies were done on behalf of this group. In addition, The *Human Resources Community Learning Framework*, a valuable information kit with learning tools and resources, was produced and widely distributed. This product has been highly successful and is the launch vehicle for the community in its renewal to a more strategic role.

Comptrollership Community

In support of this community, in particular Finance and Materiel and Supply Management, a series of learning programs was produced. In support of the implementation of the Financial Information Strategy, six new learning products were developed and became part of regular course offering as of April of 1999. In addition to a classroom version, three of these products exist in a self-directed learning mode, as computer-based training programs. With regard to the Material and Supply Management initiative to develop a new curriculum and certification program for its members, five new courses have been designed and piloted.

Communications Community

Three new communications programs were designed and piloted to meet the growing needs of this community to work with electronic media and new concepts. A one-day conference on how to communicate with youth was staged. This was highly successful and the community has asked the Learning Programs Directorate to investigate offering such a conference to a broader audience.

Language Training

The PSC provides language training, as well as orientation services, to federal departments and agencies. Following is a chart showing the number of teaching hours during the last 2 years in the NCR and in the regions. Statutory training only is offered in the NCR, while in the regions Language Training Canada (LTC) addresses statutory and non-statutory needs. Over the year, more than 96% of the students were successful in their training. There is a sharp increase for statutory training in the NCR and in specific regions.

Volume LTC
NCR and Regions

Hours			
Year	NRC	Regions	Total
97-98	234,578	231,818	466,396
98-99	346,917	212,357	559,274

Other Activities

In response to Public Service-wide needs, the PSC provided customized courses to various government departments, particularly in the area of management/leadership development and Financial Information Strategy. This work generated over $700,000 of revenue in 1998-99.

The national calendar course offerings were also highly successful, generating close to $3,000,000 in revenues. Most of the calendar courses were reviewed in 1998-99 for relevancy and accuracy. This review ensured that PSC products continue to serve the needs of its clientèle.

The PSC actively participated in the Symposium on Official Languages in September of 1998. With a number of its students, the PSC played an important role during the kickoff of the Francophone week. In the summer, the PSC will be participating at the Francophone Summit in Moncton, a Forum on new learning technologies, promoting Canadian culture and values.

Use of Modern Technology

The Learning Resource Network (LRN), launched in 1997, was revised and enhanced in 1998-99 to improve accessibility, navigability and relevance to clients. The LRN is increasingly reaching its objective to be recognized as a single window on learning for the Public Service.

<table>
<tr><td>Performance Expectation from the 1998-99 Report on Plans and Priorities

▸ Better access to learning opportunities and language training using modern technology.</td></tr>
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The TDC Website was enhanced and the TDC Directory of Courses for 1998-99 and 1999-2000 was made available on the web.

The Learning Program Directorate made a number of video and audio learning-related conferences widely available to clients. They also launched some pilot projects in technology. A partnership with Bell Canada was established to convert some classroom courses, principally aimed at middle managers, into on-line courses. A second partnership pilot was initiated with Human Resources Development Canada and the Leadership Network, to provide a learning event for support and administrative personnel, both in the NCR and in the regions.

These projects served to provide increased accessibility to on-line learning products to the widely distributed employees of the federal Public Service, thus increasing their self-sufficiency as they have more information at their disposal. These projects also presented the PSC with greater awareness of clients' needs, leading to improved product design and learning products better tailored to these needs.

3.2.2.3 Business Line: Recourse

Financial Allocation	**Planned Spending Authorities** $4,516,000 *Total Authorities* *$4,856,000* 1998-99 Actuals $5,363,000 Note: Major changes between Planned Spending and Total Authorities are attributable to additional funding received for the carry-forward from 1997-98, the compensation for new collective bargaining and additional charges for Employee Benefit Plan costs. Significant variances between Total Authorities and Actuals relate in part to severance pay and vacation pay expenses for which funding was not requested and to the realignment of PSC priorities which did not materialize.

Objective	To provide independent recourse processes in support of the merit principle in order to protect the public interest and to promote, through effective intervention and education, the application of merit, fairness, equity and transparency.
Description	The Recourse Business Line hears appeals by public servants against alleged breaches of the *Public Service Employment Act* and *Regulations* on matters such as appointment and promotion. Recourse is also responsible for the investigation of complaints and irregularities in the resourcing process that are not subject to appeal, for the investigation of complaints of harassment in the workplace and for conciliating settlements where complaints are upheld. Training, advice and assistance are also provided to departments, unions, other organizations and individuals.

Organizational Renewal

The PSC has modernized its quasi-judicial and investigative approaches in order to fulfil its role with regard to the evolving demands of its clients and stakeholders. It integrated and streamlined its operations by combining appeals and deployment recourse with the investigation, mediation and conciliation functions. It created a single Registrar Office and is moving towards a single window approach for intake and administration purposes.

> ### *Performance Expectation from the 1998-99 Report on Plans and Priorities*
>
> ▸ Fewer formal hearings and a significant use of the informal approach to conflict resolution through alternate dispute resolution mechanisms.
>
> ▸ A better understanding and awareness of conflict resolution and workplace wellness issues.

In addition, the PSC has begun a developmental program aimed at cross-training Appeal Board Chairpersons and Investigations, Mediation and Conciliation Officers. The objective is to provide Recourse Officers with the ability to conduct both inquiries (under sections 6.3, 7.1, 21, and 34.4 of the *PSEA*) and fact-finding meetings.

Consultation

With the establishment of the National Recourse Advisory Group composed of representatives from eleven federal government departments, five employee representatives, the Human Resources Council, the Human Resources Council Secretariat, the Treasury Board Secretariat and the National Staffing Council, numerous focus

> ### *Performance Expectation from the 1998-99 Report on Plans and Priorities*
>
> ▸ A streamlined recourse process that unifies appeals, deployment investigations, harassment and other *PSEA* investigations, and that supports departmental alternate dispute resolution and formal appeal as a last resort.

group meetings were held with more than two hundred individuals in eleven Canadian cities. Input in the form of suggestions for change were received which resulted in the identification of eight major themes: disclosure, length of the processes, corrective measures, multiple avenues of recourse, training, education of parties, harassment and deployment. Of these, ten recommendations were given priority for implementation, with most of the other issues raised being actioned over the new fiscal year. The themes and recommendations were further presented to the PSC Advisory Council for information purposes.

The PSC believes that recourse should be flexible, responsive and able to provide the parties involved with greater ownership of the process. Innovative forms of early intervention, such as the use of mediations and pre-hearing settlement conferences have been used successfully. These mechanisms allow for earlier resolution of conflicts and the settlement of conflicts closer to the workplace. In addition, appeal board decisions include a summary paragraph, clearly explaining reasons for the appeal either being dismissed or upheld, as the case may be.

The PSC is trying to accelerate the recourse process through the establishment of priorities for appeal hearings dealing with acting appointments, appointments made as a result of corrective measures, jurisdictional issues and departmental concessions. Where appropriate, appeal board chairpersons are issuing oral decisions at the time of the hearing, with written reasons within fourteen days. In addition, the Registrar's Office has begun to automatically schedule appeal hearings at the end of the 45-day disclosure period, unless a request for extension has been received and granted.

The appeals mediation experimentation project with Correctional Services Canada in the Kingston region was completed and evaluated. Feedback received from the appellants, the unions and the departmental representatives were generally positive. Parties were offered and took advantage of an early opportunity to address and resolve disputes in a non-adversarial setting without having to resort to a more formal process, thus expediting the process and helping the development of greater understanding and a less adversarial relationship among the parties.

Education

The PSC developed and delivered recourse information sessions to departments, employee representatives and the Human Resources Community. It also delivered courses on harassment awareness and prevention, and courses on investigating harassment complaints.

3.2.2.4 Business Line: Policy, Research and Outreach

Financial Allocation	**Planned Spending Authorities** **$14,950,000** *Total Authorities* *$15,903,000* 1998-99 Actuals $11,244,000 Note: Major changes between Planned Spending and Total Authorities are attributable to additional funding received for the carry-forward from 1997-98, the compensation for new collective bargaining offset by and adjustment to the additional charges for the Employee Benefit costs. Significant variances between Total Authorities and Actuals relate mostly to the realignment of PSC priorities which did not materialize.

Objective	To provide knowledge, intelligence, insight and advice to support the PSC's ability to champion an independent, professional and representative Public Service.
Description	This business line supports the medium- and long-term positioning of the PSC through: strategic analysis and research, environmental scanning, and liaison with stakeholders, especially on issues related to the PSC's role as independent champion and steward of a professional, nonpartisan, and representative Public Service, and key public administration values. In support of this role, the business line also enhances and co-ordinates the knowledge base of the PSC. The activities of the business will supply strategic information to the Commission and ultimately to Parliament (via the PSC's Annual Report) through the monitoring, assessment and review of PSC programs and policies and through the monitoring of the health of the Public Service in the areas related to the PSC's mandate. Functions related to outreach, such as reporting to Parliament, the government and its central agency advisors on PSC matters at a strategic level, liaison and information sharing between provincial, federal, and international policy actors in areas related to the mandate and delegated responsibilities of the Public Service Commission, are carried out through the Policy, Research and Outreach business line.

Strategic Policy, Planning and Coordination

The Strategic Policy, Planning and Coordination (SPPC) Directorate was created fifteen months ago following recognition among senior officials of the PSC for a need to further the strategic policy capacity in the organization.

In the Strategic Planning area, the work initiated within SPPC in 1998-99 involved the establishment of strategic objectives for the next three to five years, as well as the identification of business implications and development of a tracking process for progress and performance milestones against the strategic direction. The strategic planning work also included a broad environmental scan using a multiplicity of channels: analytical review of public service reforms, focus groups and interviews with selected ADMs across the system, literature review, and canvassing of external learned experts on public administration.

In the Strategic Policy area, the work initiated in 1998-99 flowed from the strategic policy decisions made by the Commission and included a definition of the PSC's linkages and relationships with other players in ensuring integrity of the merit system.

Resourcing Policy and Legislation

A fundamental review of the *PSER* to modernize them, make them barrier free and make staffing both more efficient and responsive to the needs of Canadians, was begun in 1998-99. To this end, a working group involving

TBS, departments and unions, prepared a report which was published in February of 1999. Two rounds of changes are to be made to the *Regulations*. The writing up of the initial round of changes began in March of 1999 and will be completed mid 1999-2000. The second round will be launched in the 2nd semester of 1999-2000.

To provide a basis for selection according to merit, the PSC establishes *Standards for Selection and Assessment*. The PSC is currently in the process of rewriting these Standards to adapt them to modern times. In so doing, it is engaging in extensive consultations and is taking into account the new Universal Classification Standard.

Exclusion Approval Orders provide flexibility in staffing when it is not practicable nor in the best interests of the Public Service to apply the law as is. Over 1998-99, ten such

Orders were passed. Among them were: two which facilitate the administration of the new *Firearms Act* in certain provinces, two which modernize the official languages system for public servants, and two which enable the redesign of the Career Assignment Program.

All staffing policies and guidelines were reviewed during the year, and most were revised to reflect an increased emphasis on managing on the basis of values rather than rules. The revised policies and guidelines will be published early in 1999-2000. Some policies which needed greater consultation will be revised once that has taken place. One of these governs area of selection, which determines who is eligible to enter competitions in the Public Service and who has a right to appeal appointments made from within the Public Service. Work on an in-depth review of the area of selection policy and guidelines began in 1998-99 and will continue in 1999-2000.

Research

The Research function of the PSC has two main objectives. First, it seeks to contribute to the advancement of HRM in the Public Service through the collection, synthesis, analysis and dissemination of information and knowledge that complements the development and realization of the PSC's objectives, and participation in broad institutional and policy

> ### *Performance Expectation from the 1998-99 Report on Plans and Priorities*
>
> ▸ A multi-year research agenda addressing the PSC's long-term objectives and policy development requirements.
>
> ▸ Demographic analyses of Public Service data and information supporting and forecasting capacity for the PSC and its stakeholders.

frameworks, including the governance system. Second, it carries out research activities in support of varying short and long term goals, including forecasting, modelling, strategizing and exploring possible futures related to the PSC's mission.

In conjunction with its partners, clients and stakeholders, the Research function has completed numerous projects, including a demographic profile of the federal Public Service, projections of employment equity from 1999 to 2010, a clinical paper on executive leadership, a paper on values-based regulations and a paper on re-engineering trends in public services.

These and other research products were shared through a multitude of presentations and uploaded to a renewed and widely accessible Research Internet site. Through these media, the Research function has had a positive impact. The Research function staff have been asked to talk to numerous government organizations. Moreover, the papers on the Website have been downloaded by government organizations, Canadian citizens and people in some 77 countries.

Also, during the course of this year, the Research function continued its bi-weekly learning series called the *Chronicles*. Among the highlights, we could mention the

Director's Series which provided a forum in which executives from the PSC discussed the successes and the challenges of their respective groups and the First Annual Personnel Development and Resourcing Colloquium, a full morning session in which conclusions of research papers were publically presented.

Finally, under the knowledge management umbrella and through a partnership with the Department of National Defence and Canadian Centre for Management Development, Research organized a successful presentation at the National Gallery by two world leaders in knowledge management and intellectual capital, Leif Edvinsson (Skandia) and Hubert St-Onge (Clarica, formerly known as The Mutual Group).

Communications and Outreach

The Communications and Outreach Directorate contributes to the positioning of the PSC by offering strategic communications and clients/stakeholders relations support to PSC programs and managers in delivering on their business objectives. Some of the activities and services offered by this directorate are solely its responsibility (i.e. Parliamentary Liaison, Media Relations, Corporate Communications, etc) while others are performed in collaboration with other sectors of the PSC (i.e. Client and Stakeholders Relations, Internal Communications, etc).

In 1998-99, this directorate provided extensive support to the PSC's repositioning exercise that led to the development of a vision statement and the definition of a new direction for the PSC.

In order to remain relevant and effective in carrying out the mandate which Parliament has bestowed upon it, the PSC has set out the outlines of a new direction for its future and, in January of 1999, began an important dialogue with stakeholders on this new direction. The consultation process with PSC employees, clients and stakeholders is supported by this directorate.

In the past year, the PSC has launched an outreach strategy to engage its clients and stakeholders on merit and staffing issues of mutual interest. In order to help better manage the change inside and outside the PSC, the Communications and Outreach Directorate was refocused and a new stakeholders relations and outreach capacity was added to the directorate.

Some of the key activities performed on this front last year included the development and some implementation of a client relations framework and the creation of a new tripartite forum for strengthening the PSC's consultations with bargaining agents and departmental representatives. The clients relations framework, approved by the Executive Management Committee of the PSC in October of 1998, was operationalized to some extent in a few PSC program areas. In the next year, the directorate will continue to

assist program managers in various areas of the organization implement this framework and truly embrace a client focussed culture.

In December of 1998, another major component of the outreach strategy was implemented and supported by the directorate. The PSC Advisory Council was created to replace the Joint Consultation Committee. The mandate of the new Council is to help the PSC identify and respond to strategic merit and staffing issues by providing the PSC with advice to assist in its decision-making process.

Information Management and Review (IMR)

Accountability Initiative

In line with the materialization of Staffing Reform, one of IMR's function priorities for 1998-99 was the implementation of the new PSC accountability regime through negotiations and signatures of

> *Performance Expectation from the 1998-99 Report on Plans and Priorities*
>
> ‣ Information management policies, practices and tools, that support information exchange and systematic feedback on matters relating to the performance of the Public Service human resource system.

accountability agreements with departments. This new regime focuses on outputs and outcomes, not transactions, and outlines the results values and process values on which the new approach is based: *Competency*, *Representativeness*, *Non-Partisanship*, *Fairness, Equity and Transparency*.

To date, the PSC has engaged in negotiations with 36 organizations and has signed 11 accountability agreements, including the PSC as a department. Furthermore, the PSC has engaged in discussions with national union leaders in order to share with them the generic staffing accountability framework and to get their reactions and comments.

As a support to the new accountability regime, it has developed an *Early Warning System* which will provide the Commission and departments with qualitative and quantitative information on staffing activities, and support departmental staffing performance assessment. This system will be implemented in 1999-2000 for all departments involved in the new staffing delegation and accountability initiative.

Another priority in 1998-99 was the conduct of joint efforts with departments to develop their staffing monitoring capacity and to facilitate their staffing performance assessment. To this effect, follow-up mechanisms were implemented with each department: advice and assistance will be provided on a regular basis. Furthermore, a tool box was developed which includes a report illustration guide, a risk analysis model and a survey questionnaire related to the staffing values. These tools will be shared with departments in 1999-2000.

All these initiatives are in line with the new comptrollership approach in the Government of Canada which outlines the need to report on results, to use the right performance information and to have a process of due diligence.

Staffing System Studies

A key aspect of the PSC's new approach deals with the conduct of studies and reviews to report on the state of staffing in the Public Service. The report on the following study was tabled in 1998-99.

• <u>A Review of Upward Mobility in the Public Service</u>
  A service-wide thematic review of promotional practices was carried out as part of the

  PSC monitoring role and analysis of the health of the staffing system. This study examined approximately one quarter of the Public Service promotions and population for fiscal year 1996-97. It gathered intelligence about the processes managers use to promote individuals, determined why, and looked at trends and practices in other governments and the private sector. It found that the system is generally healthy, but that there are areas of concern (pressure points) for future action. On the positive side, an emerging trend showed that managers view human resource management and the promotion process as an investment of their time, integral to other responsibilities. Of concern were: the length of the competitive process; the need for better integration of employment equity considerations into promotion and business plans; and the use of reclassifications.

Employment Systems Reviews

In 1998-99, the PSC continued the review of its employment systems in support of the implementation of the *EEA*. The purpose of this exercise was to identify barriers to employment opportunities for persons in the designated groups that may exist within the PSC's policies, systems and practices, and to take measures to eliminate any barriers identified. The three following reviews were conducted over the last year and the results will be available in fiscal year 1999-2000.

• <u>Employment Systems Review: PSC's General Recruitment and Priority Administration Systems</u>
  The review revealed that, compared to their workforce availability, the representation of

  designated groups in appointments made to the Public Service varies significantly from one designated group to another, and persons with disabilities and members of visible minorities are the most under-represented. The review identified a number of issues related to the PSC's employment equity infrastructure, and general recruitment and priority administration activities, that should be addressed to enable the PSC to better play its role in the achievement of the Public Service's employment equity objectives. These issues included management of large volumes of applicants, outreach, integration of employment equity considerations into regular decision-making, clarification of roles and responsibilities, and corporate position vis-à-vis special programs intended for designated groups.

  While the PSC had already initiated a number of measures to improve the situation, an action plan was prepared to provide a framework for the PSC's employment equity interventions for the near future and served as a basis for consultation of employee representatives as required by the *EEA*.

- <u>External Review of Selected Instruments of the PSC's Personnel Psychology Centre</u>
  Ten of some forty PPC assessment instruments were selected for review, based on

  criteria which ensured the coverage of a wide variety of assessment instruments developed and administered by PPC. The instruments were examined in terms of technical adequacy and the ability to defend them on a legal basis. The review concluded that the instruments were well-developed by professional standards, did not present non-job-related barriers and were fair in their use. However, most presented some degree of risk for legal challenge, especially multiple-choice tests. An action plan was prepared to follow up on the recommendations and, as for the previous review, served as a basis for consultation of employee representatives as required by the *EEA*.

- <u>Review of Employment Systems - PSC as a Department</u>
  This review focussed on systems of the PSC as they apply to its own staff such as

  external recruitment, internal mobility, assessment and selection, training and development, accommodation, and retention and separation. According to the data gathered, the representation rates of the designated groups in the PSC compare favourably with the workforce availability of designated groups, except for members of visible minorities. The review revealed that the employment equity challenges facing the PSC as a department go beyond the daily events, decisions and transactions associated with HRM. Overall, there was less concern for the technical aspects of the employment systems than with corporate issues. These pertain to vision and leadership vis-à-vis employment equity; the planning, organization and communication of employment equity matters; as well as attitudes towards employment equity. The results of the review were used by the PSC's Human Resources Management Directorate as a basis for developing an employment equity action plan for the PSC as a department.

Information Management

In 1998-99, the PSC reviewed its role in human resource data management to be consistent with Staffing Reform, the accountability framework and the new focus on oversight. With the elimination of the Report on Staffing Transactions (ROST) targeted for April 1, 1999, the PSC focussed on defining its information requirements, and on developing strategies and plans to address these requirements in a cost-effective way.

The PSC contributed significantly to initiatives related to the demographic analysis of the Public Service and the EX community in particular. A longitudinal database was developed and made available to departments via Statistics Canada to support human resource analysis and planning within departments. The PSC worked with TBS and other partners to establish common specifications for the development of department specific labour market availability estimates. From these specifications, it then developed labour market availability estimates for all departments with over 100 employees for each of the four designated groups and incorporated these estimates into departmentally customized reports to facilitate workforce analysis. These reports were distributed to departments by TBS via a series of workshops developed and delivered in partnership with the PSC. Additional work was initiated near the end of the fiscal year to address the issue of EX availability, work that was not completed until early in the new fiscal year.

Regular operational data and information services to PSC and departmental clients were maintained while preparing for ROST elimination and shifting to the focus to a new analytical database.

3.2.2.5 Business Line: Corporate Services

Financial Allocation	**Planned Spending Authorities** $21,229,000 *Total Authorities* *$24,458,000* 1998-99 Actuals $23,626,000 Note: Major changes between Planned Spending and Total Authorities are attributable to additional funding received for the carry-forward from 1997-98, the compensation for new collective bargaining and the additional charges for Employee Benefit Plan costs. Significant variances between Total Authorities and Actuals is largely due to surpluses against funding pressure items offset by severance and vacation pay for which funding was not requested.

Objective	To provide central services and systems in support of the corporate management and all PSC program activities.
Description	The Corporate Services Business Line includes the activities of the President and Commissioners, management systems and policies, finance, human resource management, informatics, internal audit and evaluation, and other administrative and support services.

Human Resources Management

In keeping with its internal *La Relève* plan, the PSC has formalized an approach for competency-based HRM. In support of this approach, the PSC has adopted a variety of tools for managers and employees.

> ### *Performance Expectation from the 1998-99 Report on Plans and Priorities*
>
> ‣ Implementation of the PSC's internal *La Relève* plan in order to help employees acquire the competencies required by the new organization.

These include: generic competency profiles from which work-specific profiles can be developed; competency assessment tools for use by managers and employees; a compendium of learning options to assist in the development of learning plans; a departmental learning strategy/framework; and a database to capture the information on positions and employees, and to aid in human resource planning.

This approach will permit the development of competency profiles for all PSC positions, as well as a competency portrait of each PSC employee. Consequently, this will enable senior managers to carry out more strategic departmental HRM. Front-line managers will be better able to plan for and manage their human resources; and employees will be in a position to inventory their competencies and identify means of progressing in their career.

In the context of the Staffing Reform initiative, the PSC, as a department, developed and negotiated its own Staffing Delegation and Accountability Agreement as well as a Departmental Accountability Framework in support of its 1999-2002 Business Plan. The Agreement will come into effect in the next fiscal year.

Finance

In 1998-99, the PSC finalized the implementation of the Expenditure Management System and integrated it with its Planning and Reporting Framework. A new internal Business Plan was developed and the PSC was able to track progress during the year. Furthermore, the PSC has improved its Business Planning Process to ensure that the Business Plan and the Operational Plans are now resulting in accountability agreements between managers, branch heads and the Commission. The PSC has made significant progress towards a better management of resources that is focussed on and linked to priorities.

> ***Performance Expectation from the 1998-99 Report on Plans and Priorities***
>
> ► Implementation of the Expenditure Management System integrated with the PSC's Planning and Reporting Framework.
>
> ► Implementation of the Financial Information Strategy according to established milestones and requirements.

The Financial Information Strategy is being implemented according to milestones; Phase I - Development of the Implementation Plan has been completed. Other aspects of the 3-year plan are on track and will be implemented through 1999-2000. The comptrollership strategy has been linked to Financial Information Strategy implementation, especially in the awareness, education and training phase.

Information Technology

The PSC has implemented an IT governance process to improve the management and planning of IT throughout the organization. The *Project Office for Year 2000 Compliancy* has been implemented and all mission critical systems for the PSC have been rewritten and tested as of March 31, 1999. A Year 2000 audit review has resulted in the

> ***Performance Expectation from the 1998-99 Report on Plans and Priorities***
>
> ► Provision of enhanced technological support for business activities to PSC programs in a secure and responsible information technology environment.

development and implementation of a Year 2000 Contingency Plan and a Business Resumption Plan. The PSC has also implemented a Desktop Renewal Platform on all its workstations to replace the obsolete Office Automation Suite, and has upgraded the Network and Mail tools. In addition, the PSC has developed and implemented a suite of business application systems on PSCNet and on the Internet to enhance its IT products and make them available to its clients.

Internal Audit

The internal audit function was established as a focal point in the Corporate Services Branch in November of 1998.

The 1999-2000 Internal Audit Plan is being developed and three internal audit projects are in the reporting stage:
- *Audit of the Year 2000 Project*
- *Monitoring of Implementation for Streamlining EX Resourcing*
- *Study on Operation Relationship Accountabilities of TDC*.

> ### *Performance Expectation from the 1998-99 Report on Plans and Priorities*
>
> ▸ Provision of timely, efficient and effective services to client branches to help them make informed decisions.

Section IV – Consolidated Reporting

4.1 Year 2000 Readiness

The PSC is in a very good position in terms of year 2000 (Y2K) compliance. A Y2K project office has been established with the mandate to ensure that all PSC assets are tested and that all systems are operational as of January 1, 2000.

The goal of the Y2K project office is to thoroughly test all active software and hardware assets by March 31, 1999. This will provide sufficient time to have them in production well before the year 2000, thus minimizing the potential for failure.

The testing phase is well underway, with 79% of the PSC's mission critical systems having been declared Y2K compliant. In addition, 100% of the PSC's desktop computers have been tested and are compliant as well. Testing is continuing to ensure that all softwares are certified by March 31, 1999.

In response to TBS's requirements, the PSC has conducted a risk assessment and contingency planning study to identify and assess essential business functions.

Public Works and Government Services Canada (PWGSC) is responsible for Y2K compliancy for property management. PWGSC has contacted all landlords of buildings leased by the PSC across the country, requesting confirmation that their buildings will be Y2K compliant. In the case of Crown-owned buildings, PWGSC has contacted all the manufacturers to confirm system readiness for Y2K. In addition to manufacturers' guarantees, PWGSC will be running independent Y2K readiness tests in all Crown buildings.

Section V – Financial Performance

5.1 Financial Performance Overview

In 1998-99, the PSC has continued to implement appropriate measures to meet its financial commitments under Program Reviews I and II, as well as its on-going financial obligations, while realigning its activities, systems and practices to better meet the new challenges facing the Public Service.

PSC Total Authorities for 1998-99 amount to $117.4 M against Actual recorded spending of $111.3 M. Major variances between Total Authorities and Actual spending are attributable to the number of participants in *La Relève* initiatives and unused funds in the Policy, Research and Outreach and the Corporate Services Business Lines.

5.2 Financial Summary Tables

Financial tables 4, 5, 8, 9, 10, 11, 12, 13, 15 and 16 are not applicable to the PSC. Following you will find the financial tables 1, 2, 3, 6, 7 and 14.

Financial Table 1

Financial Requirements by Authority (thousands of dollars)

Vote		Planned Spending	Total Authorities	Actual
		1998-99		
	Public Service Commission			
130	Program expenditures	89,950	103,426	**97,469**
(S)	Contributions to employee benefit plans	13,322	13,993	**13,993**
(S)	Staff Development and Training Revolving Fund	-	-	**(204)**
	Total Agency	103,272	117,419	**111,258**

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Total Authorities and Actual figures include the proceeds and spending of proceeds from the disposal of surplus Crown assets.

Financial Table 2

Departmental Planned versus Actual Spending by Business Line (thousands of dollars)

Business Lines	FTEs	(2) Operating	Capital	Voted Grants & Contributions	Sub Total: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Resourcing	572	44,828	-	-	-	-	-	-	44,828
(Total Authorities)	*615*	*53,948*	*-*	*-*	*-*	*-*	*-*	*-*	*53,948*
(Actuals)	**593**	**52,285**	-	-	-	-	-	-	**52,285**
Learning	204	14,951	-	-	-	-	-	-	14,951
(Total Authorities)	*204*	*15,456*	*-*	*-*	*-*	*-*	*-*	*-*	*15,456*
(Actuals)	**208**	**15,502**	-	-	-	-	-	-	**15,502**
- Subsidy	-	2,798	-	-	-	-	-	-	2,798
(Total Authorities)	*-*	*2,798*	*-*	*-*	*-*	*-*	*-*	*-*	*2,798*
(Actuals)	-	**3,443**	-	-	-	-	-	-	**3,443**
- Staff Development and Training Revolving Fund	53	6,859	-	-	-	-	-	6,859	-
(Total Authorities)	*53*	*6,859*	*-*	*-*	*-*	*-*	*-*	*6,859*	*-*
(Actuals)	**53**	**8,849**	-	-	-	-	-	**9,054**	**(205)**
Recourse	65	4,516	-	-	-	-	-	-	4,516
(Total Authorities)	*60*	*4,856*	*-*	*-*	*-*	*-*	*-*	*-*	*4,856*
(Actuals)	**62**	**5,363**	-	-	-	-	-	-	**5,363**
Policy, Research and Outreach	130	14,950	-	-	-	-	-	-	14,950
(Total Authorities)	*135*	*15,903*	*-*	*-*	*-*	*-*	*-*	*-*	*15,903*
(Actuals)	**132**	**11,244**	-	-	-	-	-	-	**11,244**
Corporate Services (1)	231	21,229	-	-	-	-	-	-	21,229
(Total Authorities)	*218*	*24,458*	*-*	*-*	*-*	*-*	*-*	*-*	*24,458*
(Actuals)	**237**	**23,626**	-	-	-	-	-	-	**23,626**
TOTAL	1,255	110,131	-	-	-	-	-	6,859	103,272
(Total Authorities)	*1,285*	*124,278*	*-*	*-*	*-*	*-*	*-*	*6,859*	*117,419*
(Actuals)	**1,285**	**120,312**	-	-	-	-	-	**9,054**	**111,258**

Other Revenues and Expenditures

Non-Respendable Revenues (3)	(900)
(Total Authorities)	*(900)*
(Actuals)	**(487)**
Cost of services provided by other departments	17,092
(Total Authorities)	*17,092*
(Actuals)	**17,147**
Net Cost of the Program	119,464
(Total Authorities)	*133,611*
(Actuals)	**127,918**

(1) *The Corporate Services Business Line includes the activities of the President and Commissioners, management systems and policies, finance, human resources management, informatics, internal audit and evaluation, and other administrative and support services.*

(2) *Includes contributions to employee benefit plans.*

(3) *Consists of discretionary language training.*

Note: Numbers in normal font are for Planned Spending (1998-99 Part III as per PRAS).

Numbers in italic font denote Total Authorities for 1998-99 (Main and Supplementary Estimates and other authorities).

Numbers in bold font denote Actual Expenditures/Revenues in 1998-99.

Financial Table 3

Historical Comparison of Departmental Planned versus Actual Spending by Business Line (thousands of dollars)

			1998-99		
Business Lines	**Actual 1996-97**	**Actual 1997-98**	**Planned Spending**	**Total Authorities**	**Actual**
Resourcing	51,551	54,426	44,828	53,948	52,285
Learning	30,789	17,907	17,749	18,254	18,740
Recourse	5,276	5,300	4,516	4,856	5,363
Policy, Research and Outreach	8,625	11,179	14,950	15,903	11,244
Corporate Services	21,535	22,108	21,229	24,458	23,626
Total	**117,776**	**110,920**	**103,272**	**117,419**	**111,258**

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.

Financial Table 6

Respendable Revenues [Note] by Business Line (thousands of dollars)

			1998-99		
Business Line	**Actual 1996-97**	**Actual 1997-98**	**Planned Revenues**	**Total Authorities**	**Actual**
Learning:					
- Staff Development and Training Revolving Fund	9,688	7,003	6,859	6,859	-
Total Respendable Revenues	**9,688**	**7,003**	**6,859**	**6,859**	**-**

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.
<u>Note</u>: *These revenues were formerly called "Revenues Credited to the Vote"*

Financial Table 7

Non-Respendable Revenues [Note] by Business Line (thousands of dollars)

			1998-99		
Business Line	**Actual 1996-97**	**Actual 1997-98**	**Planned Revenues**	**Total Authorities**	**Actual**
Learning:					
- Discretionary Language Training Services	895	742	900	900	487
Total Non-Respendable Revenues	**895**	**742**	**900**	**900**	**487**

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.
<u>Note</u>: *These revenues were formerly called "Revenues Credited to the (CRF)".*

Financial Table 14

Staff Development and Training Revolving Fund (thousands of dollars)

	(1) Actual 1996-97	(1) Actual 1997-98	1998-99		
			Planned Spending	Total Authorities	Actual
Revenues	9,688	7,003	6,859	6,859	9,259
Expenses	9,391	6,668	6,859	6,859	9,240
Profit or (Loss)	**297**	**335**	**-**	**-**	**19**
Other Revenues: Early Departure Incentives	-	1,878	-	-	-
Other Expenses: - Provision for compensation - Employee termination benefit expenses	154 1,933	- 67	- -	- -	- -
Net profit (Loss) before retroactive adjustment	(1,790)	2,146	-	-	19
Retroactive adjustment relating to the transfer from Vote 5	1,058	-	-	-	-
Profit or (Loss) for the year	**(732)**	**2,146**	**-**	**-**	**19**
Add items not requiring use of funds: - Depreciation / Amortization - Provision for employee termination benefits - Provision for compensation - Loss on disposal of capital assets	 212 55 154 159	 159 202 - 134	 140 60 - -	 140 60 - -	 107 246 - 62
Changes in working capital (2)	(2,284)	(2,602)	-	-	(206)
Investing activities: - Acquisition of depreciable assets	(51)	(52)	(50)	(50)	(27)
Cash surplus (requirement)	**(2,487)**	**(13)**	**150**	**150**	**201**
Authority: cumulative surplus (draw down)	**4,847**	**6,832**	**7,084**	**7,084**	**7,034**

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.
1. Other revenues and expenses and the retroactive adjustment represent costs and financing related to the special departure incentive programs.
2. Other items represent variations of the long-term provision for employee termination benefits and transactions accounted against the appropriation after March 31, the Early Departure Incentives and the retroactive adjustment relating to the transfer from Vote 5.

Section VI – Other Information

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Information on the Public Service Commission may be obtained from the departmental Website at: http://www.psc-cfp.gc.ca/

6.2 Legislation Governing the Public Service Commission

Legislation assigning exclusive functions and responsibilities to the PSC:

Public Service Employment Act   R.S.C. 1985, c. P-33 as amended

Legislation assigning specific functions to the PSC:

Employment Equity Act   S.C. 1993-94-95, c. 44

Legislation directly impacting on PSC functions:

A. *Canadian Human Rights Act*   R.S.C. 1985, c. H-6 as amended

B. *Official Languages Act*   S.C. 1988, c. 38

C. Canadian Charter of Rights and Freedoms,

Part I of *Constitution Act*, 1982 being schedule B
of the *Canada Act* 1982 (U.K.), 1982, c.11

Legislation containing responsibilities which Treasury Board assigns to, shares with or impacts on the PSC:

Financial Administration Act   R.S.C. 1985, c. F-11 as amended

6.3 Statutory Annual Report and Other Departmental Reports

The following documents are available from the PSC:

PSC Annual Report (1997-98)
Internet address: http://www.psc-cfp.gc.ca/annrept/ann9798e.htm

PSC Performance Report (1997-98)
Internet address: http://www.tbs-sct.gc.ca/rma/dpr/97-98/9798dpre.html

PSC Report on Plans and Priorities (1999-2000)
Internet address: http://www.tbs-sct.gc.ca/tb/estimate/pub3e9900.html

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R

6.5 Acronyms Used

ADM	Assistant Deputy Minister
ADMPQP	Assistant Deputy Minister Pre-Qualification Process
AEXDP	Accelerated Executive Development Program
CAP	Career Assignment Program
CCMD	Canadian Centre for Management Development
COSO	Council of Senior Officials
EEA	*Employment Equity Act*
FTEs	Full Time Equivalent
HRM	Human Resource Management
IMR	Information Management and Review
IT/IM	Information Technology/Information Management
LRN	Learning Resource Network
LTC	Language Training Canada
MTP	Management Trainee Program
NCR	National Capital Region
PCO	Privy Council Office
PPC	Personnel Psychology Centre
PSC	Public Service Commission
PSEA	*Public Service Employment Act*
PSER	*Public Service Employment Regulations*
PSR	Post-Secondary Recruitment Program
PWGSC	Public Works and Government Services Canada
ROST	Report on Staffing Transaction
RPP	Report on Plans and Priorities
SPPC	Strategic Policy, Planning and Coordination
TBS	Treasury Board Secretariat
TDC	Training and Development Canada
TLN	The Leadership Network
Y2K	Year 2000