

# **Public Service Commission of Canada**

**2005-2006**

**Report on Plans and Priorities**

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Minister of Canadian Heritage



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2005-2006 Report on Plans and Priorities**

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## Section I – Overview

### President's Message



I am pleased to present the Public Service Commission's (PSC) Report on Plans and Priorities (RPP) for 2005-2006.

Our aim with this Report is to provide Parliament with complete, precise information about our organization's plans and priorities, the risks and challenges we face, the results we expect to achieve over the next three years, and the resources we will require. We will fulfil our mandate for overseeing the integrity of the Public Service appointment system, exercising sound management practices to ensure we are getting good value.

The organization of this year's RPP has been redesigned to reflect the PSC's new organizational structure, which mirrors our program activities: *Appointment Integrity and Political Neutrality*; and *Recruitment and Assessment Services*. Our strategic outcome remains the same – to provide Canadians with a highly competent, non-partisan and representative Public Service, able to provide service in both official languages, in which appointments respect the values of fairness, equity and transparency – but our modified structure better reflects the way we will carry out our responsibilities under the new *Public Service Employment Act* (PSEA).

The PSC's main priorities for the planning period are:

- to prepare for the implementation of the new PSEA by continuing to develop policy, accountability and delegation frameworks, guidelines and tools, by increasing our audit capacity and by reinforcing our oversight role; and
- to provide high-quality service delivery by establishing, within the PSC, a separate recruitment and assessment service agency to serve departmental clients.

Many factors will have an impact on our success in meeting our priorities. In the period of transition to the new PSEA, the PSC will face multiple and complex challenges. For example, we will be implementing the new Act while simultaneously building our audit and investigation capacity and continuing to support the current Act. While we are building the new PSC we will, like other departments and agencies, be responding to changes in the human resources management system and to other government-wide priorities. The PSC will look for opportunities to further reallocate funding and realign our resources with our priorities.

We will also watch with interest the progress of Bill C-11, "An Act to establish a procedure for the disclosure of wrongdoings in the public sector, including the protection of persons who disclose the wrongdoings". The Bill was tabled in the House of Commons on October 8, 2004. The PSC has appeared before the Standing Committee on Government Operations and

Estimates, and we are awaiting the Committee's decision as to the PSC's potential role under the legislation. We will adjust our plans and priorities accordingly.

During a time when PSC employees were experiencing the multiple pressures of operating under the current PSEA and at the same time preparing for the implementation of the new Act, they have carried out our responsibilities for service delivery and oversight with commitment and energy. I have no doubt that their dedication will continue into the future. The PSC remains committed to supporting our valued employees throughout the transition to the modernized human resources management regime.

I would like to recognize the contribution of my fellow Commissioners, Manon Vennat and David Zussman. They were appointed in May of 2004, and since their arrival I have been the beneficiary of their expertise and input as we position the PSC in the new human resources management system.

## Summary Information

### Mission, Vision and Values - Striving for Excellence

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

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

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

### Values to Guide our Actions

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

- **Integrity** in our actions;
- **Fairness** in our decisions;
- **Respect** in our relationships; and
- **Transparency** in our communications.

### Financial and Human Resources

Resources	2005-2006	2006-2007	2007-2008
Financial (\$ thousands)	88,527	87,357	87,357
FTE	916	907	907

## Priorities

Priorities	Type of Priority	Planned Spending (\$ thousands)		
		2005-2006	2006-2007	2007-2008
<b>Implement the new PSEA</b>	Previous	43,499	43,505	43,505
<b>Provide high-quality service delivery by establishing, within the PSC, a separate recruitment and assessment service agency to serve departmental clients</b>	Previous	45,028	43,852	43,852

## Planning Overview

In December 2005, the new *Public Service Employment Act* (PSEA) will come fully into force. Under this legislation, the Public Service Commission (PSC) remains responsible for ensuring that Canada's Public Service is merit-based, competent, non-partisan, representative of the nation's diverse population, and able to serve citizens in the official language of their choice. The new PSEA emphasizes the PSC's accountability to Parliament for overseeing the appointment system. It also charges the PSC with maintaining the impartiality of the Public Service through a new regime governing the political activities of public servants.

We have spent the past year preparing for this transition. We have developed a new appointment framework that will guide deputy heads in building their own staffing systems and ensure that they respect legislative requirements and staffing values. The appointment framework will also guide human resources professionals and Public Service managers in their management of staffing.

While preparing for the coming into force of the new legislation, the PSC will continue to fulfil its responsibilities under the current PSEA. We recognize that this will create pressures on how we use our limited resources, and have developed strategies to mitigate the associated risks. These risks are discussed in more detail later in pages ahead.

The PSC is also working closely with the Public Service Human Resources Management Agency of Canada (PSHRMAC) with respect to policy responsibilities under the new PSEA that have been transferred from the PSC, for example, the definition of promotion and the setting of qualification standards, including those related to official languages. The aim is to ensure that the necessary transfer of knowledge takes place to allow this transition to occur seamlessly.



By April 2005, we will officially roll out the new appointment framework to departments and agencies. From April through the fall and beyond, we will provide them with tools, guides and activities so they can develop and put in place staffing approaches that meet their needs, and build the required capacity.

The transition to the new approach will be challenging and will require a concerted effort on the part of all stakeholders. Departments and agencies face significant hurdles in implementing the changes, especially during a period of resource constraint, diminished human resources capacity and competition from other important priorities. While there is great opportunity for change, we are concerned that departments and agencies will continue with the current systems and practices, and will not take advantage of the flexibilities, customization and efficiencies offered by the legislation and the new appointment framework.

The PSC is aware of these challenges, and is acting to address them. We are working with the Canada School of Public Service to build staffing expertise throughout the Public Service. We will assist departments by providing tools, guides, and technical assistance to those responsible for implementing the changes. We will help special groups, such as small agencies and regional offices, with customized support. We are working with PSHRMAC to ensure there are no gaps between our respective policies and to streamline reporting requirements. Ultimately, however, it will be up to departments and agencies to take the actions required to make the new system work.

### **Priority One - Implement the new PSEA**

The PSC's aim is to fully delegate all staffing, including executive staffing, to departments and agencies by December 2005. To oversee the integrity of the appointment system, we will monitor and assess departmental performance and provide feedback to deputy heads to ensure they are exercising their authorities in accordance with their delegation agreements.

When we identify risks to the integrity of the appointment system, we will take action and report our findings to Parliament. Depending on the seriousness of the situation, the Commission is also prepared to modify or even revoke delegated authorities.

Our recently created Audit Branch will conduct an increasing number of audits in an objective, timely, and cost-effective manner and in compliance with auditing policies. Audits will focus on Public Service-wide issues as well as the staffing activities of specific departments. The PSC will report its findings to parliamentarians for their information and review. Where necessary, we will make recommendations for improvements to departments and monitor their compliance. We will report on these results as well.

Investigations remain a key oversight activity under the new PSEA. The Investigations Branch will gradually transform from a branch dealing with hundreds of staffing appeals in any given year to one that will conduct investigations related to external recruitment, improper political activities of public servants, and cases of alleged fraud in internal staffing.

The new PSEA also enables the PSC to take appropriate corrective action in these areas as a result of its investigations. The PSC will also have the capacity to conduct investigations of internal staffing at the request of deputy heads.

The Investigations Branch will not accept appeals for staffing actions initiated under the new PSEA. Internal recourse will become the responsibility of deputy heads and the Public Service Staffing Tribunal (PSST). However, the Investigations Branch will continue to hear appeals initiated under the current legislation. This may take up to two years – well into 2007.

The new PSEA is more explicit about the rules related to political activities in the Public Service. Public servants will be able to engage in any political activity as long as it does not impair, or is not perceived as impairing, employees' ability to perform their duties in a politically impartial manner.

The PSC will provide guidance to public servants on their involvement in political activities, and will grant permission and leave for candidacy in federal, provincial, municipal and territorial elections. It will also investigate allegations of inappropriate involvement of public servants in political activities, and take corrective action when the allegations are founded.

### **Priority Two – Provide high-quality service delivery by establishing, within the PSC, a separate recruitment and assessment service agency to serve departmental clients**

The PSC will take steps to reinforce the independence of its oversight role by clearly distinguishing this from its service delivery function. By April 1, 2005, a separate recruitment and assessment PSC service agency will be created within the PSC. It will be headed by a senior official who will report directly and exclusively to the President of the PSC.

Until the new PSEA comes into force in December 2005, the new PSC service agency will continue to deliver services mandated under the current PSEA, while planning for a smooth transition to its new functions. The PSC's vision is that the agency will become the service provider of choice for departments and agencies seeking to obtain recruitment and assessment services which fully respect Public Service values.

In the coming years, the PSC service agency will focus on developing modernized recruitment and assessment programs, standardizing service levels to ensure the highest quality of service across Canada and strengthening its capacity to respond to client needs. It will also continue to develop Web-based technology to manage increased volumes of job applications, thereby improving access to Public Service job opportunities for all Canadians. This will be critical to the modernization initiative and ultimately to the success of the federal Public Service as a competitor among major recruiters.

There remains a need to define the working relationship of the PSC service agency in relation to the PSC's oversight responsibilities. Policies are being developed to respond to this need and will be clearly communicated both internally and externally.

## Risks and Challenges

The Public Service faces enormous challenges in implementing a modernized human resources management system. To a great extent, our progress will depend on the capacity of central agencies and departments to build a new system while still operating under the current PSEA.

A detailed assessment of the key risks emerging from the PSC's business environment, their impact on the work to be accomplished during the planning period, and the strategies the PSC will adopt in response, is presented below.

Risks	Impacts	Strategies
<p><b>Insufficient capacity to support new PSEA implementation within departments, human resources (HR) community and central agencies.</b></p>	<p>Significant demands for 'hands-on' PSC support for system-wide learning plans and training strategies.</p> <p>Slower and uneven PSEA implementation, with potential to create silos between small and large departments.</p> <p>Flexibilities and efficiencies of new legislation not fully realized.</p> <p>Danger of recreating the existing staffing system.</p> <p>Lack of effective HR planning to proactively identify staffing needs consistent with new definition of merit.</p>	<p>Continue to demonstrate PSC leadership by offering support and guidance to departments during transition to new PSEA.</p> <p>Seek additional funding to supplement PSC investment in PSMA implementation.</p> <p>Work closely with the Canada School of Public Service to develop the curriculum of courses for staffing specialists.</p> <p>Offer specialized assistance and customized support to regions and small agencies.</p> <p>Work with central agencies to coordinate activities and tools to the greatest extent possible.</p> <p>Require that effective HR planning be demonstrated as part of the terms of delegation.</p> <p>Monitor progress of new PSEA implementation and report results to Parliament.</p>
<p><b>Poor understanding of and adherence to staffing values and weak accountability reporting by departments.</b></p>	<p>Uneven take-up of values-based approaches central to new PSEA.</p> <p>Potential misuse of flexibilities and abuse of authorities resulting in unfairness and favouritism in staffing processes.</p> <p>Lack of compliance with PSC oversight requirements, hindering ability to report effectively to Parliament on health of the staffing system.</p>	<p>Make PSC expectations clear through appointment framework, guides and tools and through delegation agreements.</p> <p>Monitor adherence closely through delegation agreements, providing feedback and intervening where necessary.</p> <p>Implement effective oversight mechanisms including audits and investigations.</p> <p>Work with central agencies to integrate/streamline demands on departments to report on their activities.</p>

Risks	Impacts	Strategies
<p><b>Multiplicity and complexity of PSC transition challenges.</b></p> <p>Simultaneous pressures to implement new PSEA responsibilities including:</p> <ul style="list-style-type: none"> <li>- renewed audit and investigations functions;</li> <li>- support for current PSEA mandate; and</li> <li>- building new PSC organizational structures while responding to other HRM system changes and government-wide priorities.</li> </ul>	<p>Potential impact on pace of PSEA implementation, extent of support offered to departments under current Act and transition to new PSEA, and workload capacity of PSC staff.</p> <p>Delays in building PSC capacities in audit and investigations.</p> <p>Ability to effectively oversee modernized appointment system adversely affected.</p>	<p>Seek to prioritize ‘new’ vs. ‘old’ work without compromising essential support to stakeholders.</p> <p>Continue to strengthen project management approach to focus on development and roll-out of new appointment framework.</p> <p>Adjust resources to match modernized PSC organizational structure and PSEA implementation, while continuing to model good human resources management practices.</p> <p>Continue to identify opportunities for training of staff in new PSC areas of responsibility.</p>
<p><b>New PSC service agency does not have capacity, authorities and tools to build up new mandate while continuing to satisfy obligations under the current PSEA.</b></p>	<p>Agency not fully prepared to compete for business, not seen as a viable service delivery option.</p> <p>Insufficient demand for agency services.</p>	<p>Modernize recruitment and assessment services and develop innovative new products and services, including e-Recruitment tools.</p> <p>Prioritize “new” and “old” work. Continuously review and update this plan.</p> <p>Market Agency as the centre of expertise for provision of services (i.e. service provider of choice).</p> <p>Seek appropriate authorities in relation to cost recovery activities.</p> <p>Establish clear, measurable service standards.</p>
<p><b>Slow transformation to e-Recruitment.</b></p>	<p>Slowed implementation of national area of selection – equity of access for all Canadians to federal employment adversely affected.</p> <p>Competitiveness of Public Service as employer of choice compromised.</p>	<p>Continue to seek support (funding and otherwise) for e-Recruitment.</p> <p>Work towards the development and approval of a Federal Public Service Resourcing Transformation Project.</p> <p>Look for opportunities to extend area of selection in a targeted way.</p>

## Key Relationships

The PSC's priorities will be achieved through key working relationships with major organizations and stakeholders:

- **Parliament**, to which we are accountable for the overall integrity of the appointment system, through regular and special reports, including those related to audit findings; appearances before Committees; and direct communication with members when required. Additionally, we will maintain our capacity to independently interpret and exercise our powers in the best interests of Canadians;
- **Deputy heads, managers and human resources specialists**, who together with the PSC are partners in creating a modernized human resources management system for the benefit of Canadians. Following extensive formal and informal consultation throughout fiscal year 2004-2005, the PSC will provide departments and agencies with support and a range of learning tools during the transition to the new PSEA to ensure effective, streamlined service delivery as part of our overall rollout strategy. We will consult with other government agencies and stakeholders that have responsibilities and interests in the appointment system. These include the Public Service Human Resources Management Agency of Canada, the Public Service Staffing Tribunal, and the Canada School of Public Service;
- **the Employer and bargaining agents**, with whom we consult on issues of mutual interest, including those required under the new PSEA, for example, "*with respect to policies respecting the manner of making and revoking appointments or with respect to the principles governing lay-offs or priorities for appointment.*"; and
- other parties, including:
  - ✓ **academics and external experts**, to develop effective and innovative practices under the appointment framework, to strengthen the PSC's approach to oversight, and to develop a new regime for the political activities of public servants;
  - ✓ **Public Service Commission Advisory Council**, where we participate in regular meetings with departments and unions to discuss issues and receive advice related to PSC responsibilities under the new PSEA; and
  - ✓ **the Human Resources Modernization Implementation Deputy Minister and Union-Management Advisory Committee Structure**, to discuss common issues.

## Section II – Detailed Analysis by Program Activity

### Strategic Outcome

A highly competent, non-partisan and representative Public Service, able to provide service in both official languages, in which appointments are based on the values of fairness, equity and transparency.

The PSC contributes to the achievement of this strategic outcome by helping to ensure staffing that respects merit is carried out across the Public Service. This is achieved when staffing activities adhere to the values and principles of competency, non partisanship, representativeness, equity of access, fairness, transparency, flexibility and efficiency.

The following two performance indicators have been identified to monitor the achievement of the PSC’s strategic outcome. The differentiation between sizes of organizations provides for better comparability of performance information.

Performance Indicators	Target and Reporting Frequency
<p><b>Percentage of medium and large departments or agencies with fully satisfactory or better rating of staffing performance with respect to Public Service-wide staffing values and management principles.</b></p>	<p>Target: To be determined after one year of baseline data.</p> <p>Reporting Frequency: Annual</p>
<p><b>Percentage of small departments or agencies with fully satisfactory or better rating of staffing performance with respect to Public Service-wide staffing values and management principles.</b></p>	

The PSC currently has identified two program activities to contribute to the achievement of the strategic outcome.

The first activity, *Appointment Integrity and Political Neutrality*, is aimed at ensuring that the appropriate policies, procedures, incentives and controls are in place to protect the integrity of the Public Service staffing system, including protecting the impartiality of the Public Service with respect to the political activities of employees.

The second activity, *Recruitment and Assessment Services*, provides both mandatory and optional recruitment and resourcing services to departmental clients, in accordance with the policy framework developed by the PSC. This activity ensures that services and products are consistent with staffing policies and that clients are satisfied.

## Program Activity 1 - Appointment Integrity and Political Neutrality

### Program Activity Description

The Appointment Integrity and Political Neutrality activity develops, maintains and monitors the implementation of a policy and regulatory framework for safeguarding the integrity of Public Service staffing and ensuring political neutrality. This activity includes establishing selection policies and standards, delegation and oversight of appointment authorities to departments and administering non-delegated authorities such as executive appointments and priority administration. This activity also includes conducting audits, investigations and inquiries as well as administering the appeal process and reporting to Parliament on the integrity of Public Service staffing.

Program Activity 1 - **Appointment Integrity and Political Neutrality** - supports priority 1: **Implement the new PSEA**. In order to ensure that this program activity is on track, the following expected results and performance indicators have been established.

Expected Results	Performance Indicators
<p><b>Enhanced protection of the integrity of Public Service staffing.</b></p>	<p>Percentage of medium and large departments or agencies with fully satisfactory or better rating of staffing performance with respect to staffing management and expectations for a well-managed staffing system.</p> <p>Percentage of small departments or agencies with fully satisfactory or better rating of staffing performance with respect to staffing management and expectations for a well-managed staffing system.</p> <p><b>Target:</b> To be determined after one year of baseline data. <b>Reporting Frequency:</b> Annual</p>
<p><b>Strengthened accountability from the Commission to Parliament regarding the integrity of Public Service staffing.</b></p>	<p>The number of potential PSC appearances before parliamentary committees measured against the number of actual appearances.</p> <p><b>Target:</b> To be determined after one year of baseline data. <b>Reporting Frequency:</b> Annual</p> <p>Number of committee hearings on PSC issues. <b>Target:</b> Increase over previous year <b>Reporting Frequency:</b> Annual</p>
<p><b>Protection of the impartiality of the Public Service with respect to political activities of employees while respecting the political rights of employees.</b></p>	<p>Study findings of the effectiveness of policies, procedures and decisions related to the political activities of Public Service employees.</p> <p><b>Target:</b> Satisfactory study findings with respect to achieving this expected result. <b>Reporting Frequency:</b> Every three-to-five years, or timed to coincide with the five-year review of the new PSEA.</p>

**Related Resources**

Resources	2005-2006	2006-2007	2007-2008
Financial (\$ thousands)	43,499	43,505	43,505
FTE	402	402	402

To achieve the expected results of Program Activity 1, the PSC will focus, over the three-year planning period, on the following key programs and services, expected results and plans:

**Policy, Regulation, Guidelines, Exclusion Approval Orders and Orders in Council**

Expected Result and Performance Indicator	Plans
<p><b>Expected Result:</b> Policy instruments achieve their objectives with respect to political neutrality and fair, effective and timely staffing in a delegated environment.</p> <p><b>Performance indicator:</b> Study findings of the effectiveness of selected policy areas.</p> <p><b>Target:</b> Satisfactory study findings.</p> <p><b>Reporting Frequency:</b> Annual, at least one policy instrument assessed each year.</p>	<ul style="list-style-type: none"> <li>• Complete the development of appointment policies and associated guidelines as well as communications and support tools for departments to implement new PSEA.</li> <li>• Complete the review and revision of the Public Service Official Languages Exclusion Approval Order and complete others as necessary.</li> <li>• Develop administrative and operational policies, procedures and operational capacity for investigations, granting permission/leave for political candidacy and defining prohibited political activities to implement the new PSMA.</li> <li>• Develop and provide communication tools, information and orientation sessions to stakeholders, departmental HR/staffing specialists, managers and employees.</li> </ul>

**Related Financial Resources** (\$ thousands)

2005-2006	2006-2007	2007-2008
9,240	9,242	9,242



**Staffing Delegation and Accountability Agreements, Policy Interpretations, Accountability Assessments**

Expected Results and Performance Indicators	Plans
<p><b>Expected Result 1:</b> Increasingly well managed delegated authorities.</p> <p><b>Performance indicator:</b> Number of delegations restricted or removed by the PSC.</p> <p><b>Target:</b> Decrease from number in previous year.</p> <p><b>Reporting Frequency:</b> Annual</p> <p><b>Expected Result 2:</b> More effective accountability processes between the PSC and deputies with respect to staffing.</p> <p><b>Performance indicator:</b> Number of departments fully meeting staffing reporting requirements.</p> <p><b>Target:</b> Annual target to be determined based on an increase of at least one fully satisfactory department/agency compared to previous year results; the longer-term target is 100%.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Implement new Staffing Delegation and Accountability Agreements including executives resourcing and recruitment (approximately 78 agreements).</li> <li>• Support and adjust to respond to risks in departments on management of delegated authorities.</li> <li>• Actively monitor staffing delegation and accountability agreements and report on results.</li> </ul>

**Related Financial Resources** (\$ thousands)

2005-2006	2006-2007	2007-2008
7,644	7,645	7,645

### Non-Delegated Authorities (Executives appointed and priority candidates placed)

Expected Results and Performance Indicators	Plans
<p><b>Expected Result 1:</b> Fair, effective and timely staffing of executives across the Public Service.</p> <p><b>Performance indicator:</b> No indicator, since this activity is to be largely delegated on December 2005. Remaining services will be part of PSC service agency performance.</p> <p><b>Expected Result 2:</b> Proper consideration for appointments with priority rights.</p> <p><b>Performance indicator:</b> Percentage of individuals with priority rights appointed.</p> <p><b>Target:</b> Increase over previous year.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Ensure integrity of non-delegated executive appointments and official language exclusions.</li> <li>• Support government priorities through effective management of appointment priority system.</li> </ul>

#### Related Financial Resources (\$ thousands)

2005-2006	2006-2007	2007-2008
9,317	9,318	9,318

### Audits and Studies

Expected Result and Performance Indicator	Plans
<p><b>Expected Result :</b> Departments have implemented PSC audit recommendations.</p> <p><b>Performance indicator:</b> Percentage of audit recommendations implemented.</p> <p><b>Target:</b> To be determined after a year cycle.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Establish audit processes and methodology, including mechanisms to follow up on PSC recommendations.</li> <li>• Perform audits in accordance with approved Audit Plan (approximately six audits per year).</li> </ul>

#### Related Financial Resources (\$ thousands)

2005-2006	2006-2007	2007-2008
7,781	7,782	7,782

## Investigation, Inquiries and Informal Resolution Processes

Expected Result and Performance Indicators	Plans
<p><b>Expected Result :</b> Fair, effective and timely resolution of staffing complaints that are handled by the PSC.</p> <p><b>Performance indicator 1:</b> Study findings of the fairness, effectiveness and timeliness of the resolution of staffing complaints.</p> <p><b>Target:</b> Satisfactory study findings.</p> <p><b>Reporting frequency:</b> Annual</p> <p><b>Performance indicator 2:</b> Percentage of complaints resolved through informal methods.</p> <p><b>Target:</b> Increase over previous year.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Implement a new operational framework and process for investigations to enhance oversight capacity (approximately 700 to 800 investigations requests per year).</li> <li>• Conduct informal conflict resolution processes for PSC investigations.</li> </ul>

### Related Financial Resources (\$ thousands)

2005-2006	2006-2007	2007-2008
4,865	4,865	4,865

## Appeal Decisions

Expected Result and Performance Indicator	Plans
<p><b>Expected Result :</b> Fair and timely resolution of appeals handled by the PSC during transition.</p> <p><b>Performance indicator:</b> Average disposal time.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Continue to hear appeals to complete the load of cases received under the current PSEA (approximately 1,000 appeals per year).</li> </ul>

### Related Financial Resources (\$ thousands)

2005-2006	2006-2007	2007-2008
4,652	4,653	4,653

## Program Activity 2 - Recruitment and Assessment Services

### Program Activity Description

The Recruitment and Assessment Services develop and maintain the resourcing systems that link Canadians and public servants seeking employment opportunities in the federal Public Service with hiring departments and agencies; provide assessment and counselling services and products for use in recruitment, selection and development throughout the federal Public Service; and deliver the resourcing services, programs and products to departments and agencies and to Canadians and public servants through client service units located across Canada.

Program Activity 2 – **Recruitment and Assessment Services** - supports priority 2: **Provide high-quality service delivery by establishing, within the PSC, a separate recruitment and assessment service agency to serve departmental clients.**

The *Public Service Modernization Act* (PSMA) is expected to be fully implemented by December 2005. Until that time, the PSC has to deliver services under the old PSEA while preparing for full implementation of the new Act.

In order to ensure that this program activity is on track once the PSMA is fully implemented, the following expected results and performance indicators have been established.

Expected Results	Performance Indicators
<b>Recruitment and assessment services and products meet the business needs of clients and are consistent with PSC staffing policies.</b>	Study findings. <b>Target:</b> Satisfactory study findings. <b>Reporting Frequency:</b> three-year cycle
<b>Clients are satisfied with recruitment and assessment services and products.</b>	Percentage of departmental clients satisfied or very satisfied overall with recruitment and assessment services. <b>Target:</b> 85%. <b>Reporting Frequency:</b> Annual

### Related Resources

Resources	2005-2006	2006-2007	2007-2008
Financial (\$ thousands)	45,028	43,852	43,852
FTE	514	505	505

To achieve the expected results of Program Activity 2, the PSC will focus, over the three-year planning period, on the following key programs and activities, expected results and plans:

**Recruitment Services (jobs posted, applications processed, candidates screened, and referrals made)**

Expected Result and Performance Indicator	Plans
<p><b>Expected Result:</b> Recruitment services delivered within service standards.</p> <p><b>Performance indicator:</b> Percentage of recruitment services delivered meeting service standards.</p> <p><b>Target:</b> To be determined after one year of data collection.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Finalize implementation of the PSC service agency.</li> <li>• Implement and monitor service standards and client satisfaction.</li> <li>• Deliver high quality recruitment services, programs and products to departments and agencies and to Canadians and public servants (under the old PSEA until December 2005 and under the new PSEA after that date), through client service units located across Canada.</li> </ul>

**Related Financial Resources** (\$ thousands)

2005-2006	2006-2007	2007-2008
25,431	25,783	25,783

**Assessment Services (assessment tools, instruments and products)**

Expected Result and Performance Indicator	Plans
<p><b>Expected Result 1:</b> Assessment services delivered within service standards.</p> <p><b>Performance indicator:</b> Percentage of assessment services delivered meeting service standards.</p> <p><b>Target:</b> To be determined after one year of data collection.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Update the second language evaluation system.</li> <li>• Establish an e-testing implementation strategy and priorities, and stabilize e-testing operations.</li> <li>• Provide assessment and counselling services and products for use in recruitment, selection and development throughout the federal Public Service.</li> </ul>

**Related Financial Resources** (\$ thousands)

2005-2006	2006-2007	2007-2008
9,570	9,707	9,707

In 2005-2006, the PSC will seek Treasury Board authority to respend an additional estimated \$5 million annually in revenues for assessment, diagnostic and career counselling services.

**Client Services (electronic resourcing systems, assessment systems and operational policies)**

Expected Results and Performance Indicators	Plans
<p><b>Expected Result 1:</b> Timely supply of suitable candidates.</p> <p><b>Performance indicator:</b> Average time to supply candidates.</p> <p><b>Target:</b> To be determined after one year of data collection.</p> <p><b>Reporting frequency:</b> Annual</p> <p><b>Expected Result 2:</b> Increased use of electronic recruitment systems.</p> <p><b>Performance indicator:</b> Percentage of recruitment activities using electronic recruitment system.</p> <p><b>Target:</b> 10% increase compared to previous year.</p> <p><b>Reporting frequency:</b> Annual</p>	<ul style="list-style-type: none"> <li>• Establish a marketing approach to business development and increase capacity to provide resourcing services responsive to client needs.</li> <li>• Customize resourcing products and services to be offered under the new PSEA.</li> <li>• Implement e-resourcing policies, processes, partnerships and technologies by developing an overall resourcing business strategy to re-engineer staffing and recruitment processes, aligned with the Government’s agenda on Corporate Administrative Shared Services and HR modernization.</li> </ul>

<b>Related Financial Resources</b> (\$ thousands)		
2005-2006	2006-2007	2007-2008
10,027	8,362	8,362

## Section III – Supplementary Information

### Management Representation Statement

I submit for tabling in Parliament, the 2005-2006 Report on Plans and Priorities (RPP) for the Public Service Commission.

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*.

- It adheres to the specific reporting requirements outlined in the TBS guide;
- It uses an approved program activity architecture (PAA) structure;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

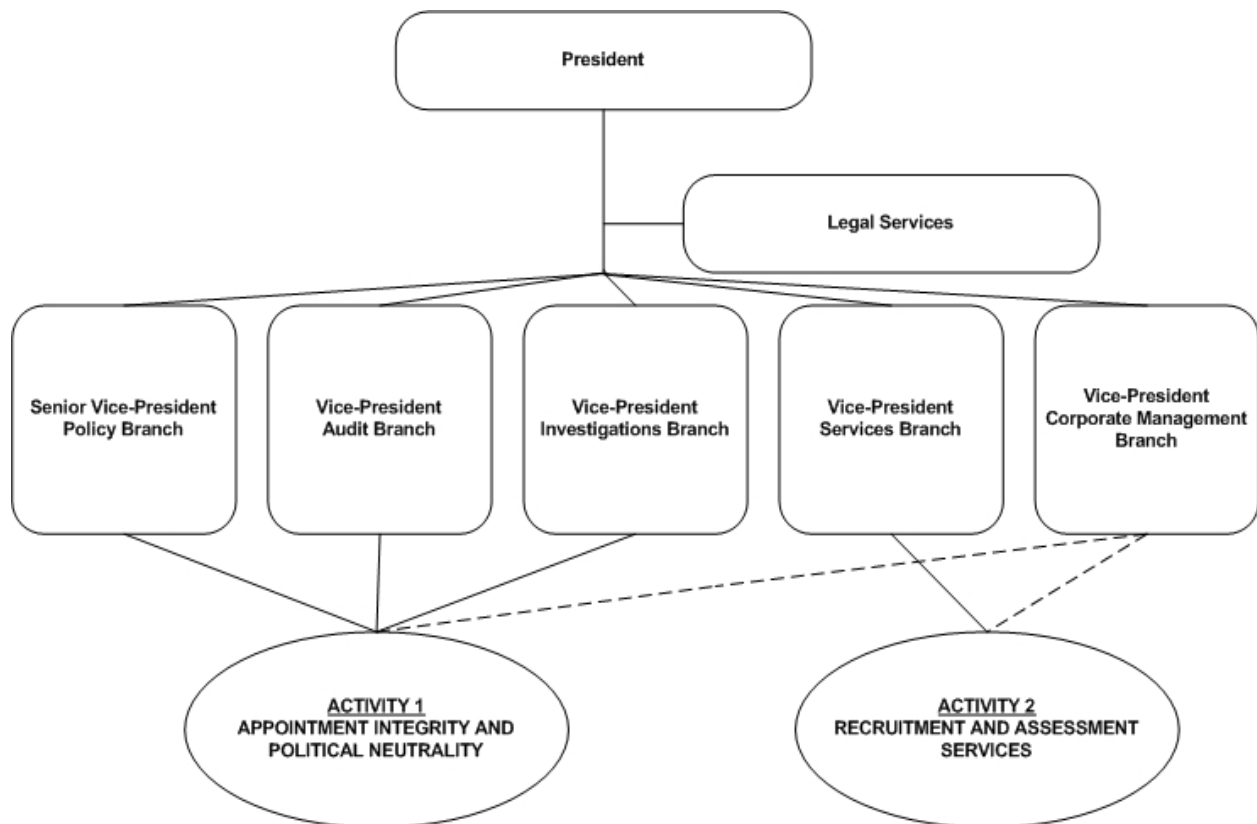
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Maria Barrados, PhD  
President

## Organizational Information and Accountability

The Public Service Commission (PSC) is an independent agency reporting to Parliament on matters under its jurisdiction. The Commission consists of a President and two or more part-time Commissioners appointed for a maximum period of seven years. The President is appointed under the Great Seal and the Commissioners are appointed by the Governor in Council. The President's position is currently held by Maria Barrados and the two Commissioner positions are held by Manon Vennat and David Zussman. The President is the Chief Executive Officer and is accountable to the Commission under the *Public Service Employment Act*. She is also accountable to the Minister of Canadian Heritage for specific duties and responsibilities under the *Financial Administration Act*.

Five branches headed by Vice-Presidents support the President in her role as Chief Executive Officer and contribute to the achievement of the PSC's strategic outcome under two program activities: Appointment Integrity and Political Neutrality; and Recruitment and Assessment Services. An organization chart outlining the PSC's structure and accountability is presented below.





The **Senior Vice-President, Policy** acts as the second-in-command to the President; develops and advances the Commission's strategic policy frameworks; develops, promotes and monitors the implementation of appointment policies, standards and criteria; is accountable for advancing employment equity and linguistic duality in staffing and recruitment across the Public Service; develops and implements the Commission's policy and regulatory framework for staffing and the political activities of public servants; negotiates, monitors and assesses the exercise of the authorities delegated to deputy heads; carries out the delegated authority for the approval of non-delegated appointments; and ensures the exercise of non-delegated authorities.

The **Vice-President, Audit** develops and implements a Public Service-wide independent audit function to assess the application of the merit principle and the staffing values and to safeguard the public interest; and recommends corrective actions to address specific and systemic deficiencies identified through audits.

The **Vice-President, Investigations** conducts investigations and administers the appeal process against alleged breaches of the current *Public Service Employment Act* in order to protect the public interest and to promote the application of merit, fairness, equity and transparency; ensures the independence of the boards of appeals and investigations called upon to guide the Commission's actions; and promotes the use of alternative dispute resolution methods in recourse.

The **Vice-President, Services** develops, implements and delivers recruitment and assessment systems, programs, services and products for use across the Public Service; and develops and implements strategies, policies and structures to support the new PSC service agency.

The **Vice-President, Corporate Management** develops and monitors corporate management planning frameworks and policies related to management accountability framework, finance, human resources management, information technology, communications and other administrative and support services; provides central services and systems in support of all PSC programs, including the Offices of the President and Commissioners; and formulates and implements policies, plans, guidelines, standards, processes and procedures to support the decision-making process for the Commission.

**Table 1: Departmental Planned Spending and Full Time Equivalents**

(\$ thousands)	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
<b>By Business Line (for 2004-2005)</b>				
Resourcing	71,644			
Learning	45,683			
Recourse	6,660			
Oversight and Outreach	14,138			
Corporate Services	23,279			
<b>By Program Activity (PAA as of 2005-2006)</b>				
Appointment Integrity and Political Neutrality		43,499	43,505	43,505
Recruitment and Assessment Services		45,028	43,852	43,852
Budgetary Main Estimates (gross)	161,404	88,527	87,357	87,357
Less: Respendable revenue	13,995			
<b>Total Main Estimates</b>	147,409	88,527	87,357	87,357
<i>Adjustments:</i>				
<b>Supplementary Estimates A</b>				
Operating budget carry forward	3,885			
Funds for the translation of quasi-judicial decisions as required by Section 20 of the <i>Official Languages Act</i>	444			
Spending authorities related to the government-wide reallocation initiative	(600)			
<b>Other Items</b>				
Permanent Allocation from Treasury Board Vote 15 (collective agreements)	989			
Restructuring announcement of December 12, 2003				
Transfer to the Public Service Human Resources Management Agency of Canada (PSHRMAC)	(19,497)			
Transfer to the Canada School of Public Service (CSPS)	(29,597)			
Contribution to Employee Benefit Plans (resulting from above transfers of resources to PSHRMAC/CSPS)	(6,439)			
Adjustment entry to reconcile to best estimate of cash expenditures	(665)			
<b>Total Adjustments</b>	(51,480)	0	0	0
<b>Total Planned Spending- Note 1</b>	95,929	88,527	87,357	87,357
Less: Non-Respendable revenue	5,000	0	0	0
Plus: Cost of services received without charge	14,966	15,723	15,903	16,129
<b>Net cost of Program</b>	105,895	104,250	103,260	103,486
<b>Full Time Equivalents</b>	915	916	907	907

Note 1. Reflects the Department's best estimate of our cash expenditures as per December 2004 financial data.

Changes in the Planned Spending figures from fiscal year 2005-2006 to 2006-2007 are mainly attributable to the sunset of the Federal Public Service Resourcing Transformation Project funding in 2006-2007.

The estimated amount of \$60,000 related to the procurement savings targets resulting from the Budget 2005 announcement is to be confirmed subject to ongoing discussions.

**Table 2: Net Cost of Department for the Estimates Year**

(\$ thousands)	Total
Total Planned Spending	88,527
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	10,533
Contributions covering Employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (excluding revolving funds)	4,694
Worker's compensation coverage provided by Social Development Canada	113
Salary and associated expenditures of legal services provided by Justice Canada	383
	15,723
<i>Less: Non-respendable Revenue</i>	0
<b>2005-2006 Net cost of Department</b>	<b>104,250</b>

**Table 3: Resource Requirement by Branch**

<b>2005-2006</b>			
<b>(\$ thousands)</b>	<b>Appointment Integrity and Political Neutrality</b>	<b>Recruitment and Assessment Services</b>	<b>Total Planned Spending</b>
Policy	18,754		<b>18,754</b>
Audit	5,569		<b>5,569</b>
Investigations	6,812		<b>6,812</b>
Services		31,633	<b>31,633</b>
Corporate Management	11,918	12,911	<b>24,829</b>
Commissioners' Office	446	484	<b>930</b>
<b>Total</b>	<b>43,499</b>	<b>45,028</b>	<b>88,527</b>

**Table 4: Sources of Non-Respendable Revenue**

(\$ thousands)	Forecast Revenue 2004-2005	<b>Planned Revenue 2005-2006</b>	Planned Revenue 2006-2007	Planned Revenue 2007-2008
<b>Recruitment and Assessment Services</b>				
Source of non-respendable revenue:				
Assessment, Diagnostic and Career Counselling Services	5,000	<b>0</b>	0	0
<b>Total Non-Respendable Revenue</b>	5,000	<b>0</b>	0	0

In 2005-2006, the PSC will seek Treasury Board authority to respend an additional estimated \$5million annually in revenues for assessment, diagnostic and career counselling services.

## **Section IV – Other Subjects of Interest**

### **Striving for Management Excellence**

The Government of Canada has placed significant priority on good governance and strengthened management within federal institutions. In line with this priority, the Public Service Commission (PSC) is committed to delivering its new mandate through an evolving governance system, a focus on human resources, and enhanced financial and management practices. Strategic and effective leadership provided by corporate services is needed to implement these initiatives.

### **Evolving PSC Governance System and Organizational Structure**

During the past few months, the PSC's governance system and organizational structure has evolved to support the implementation of the new *Public Service Employment Act* (PSEA). Our governance structure has changed from three full-time Commissioners to one full-time and two part-time Commissioners appointed for a maximum period of seven years. As a result, PSC By-laws and Operating Principles have been reviewed to reflect the new legislation and governance framework of the Commission. This framework focuses on the principles by which the Commission operates, the way responsibility is shared, the relationship between different parts of the organization, and the processes used to ensure accountability and measure progress towards objectives. In addition, subject to the limits defined in the PSEA, the Commission has delegated certain of its authorities to the President and PSC officials in order to focus on its oversight role.

As the new legislation provides for a sequential implementation, further changes in the governance structure and processes may occur. More part-time Commissioners are also envisioned in the years ahead. If needed, the By-laws and Operating Principles, as well as the delegation of authorities, will be reviewed.

The PSC organizational structure has also been realigned to focus more strongly on our oversight mandate, in line with the PSC Program Activity Architecture. These realignments have all been made in the context of preparing the PSC to take on enhanced responsibilities under the new PSEA. To emphasize the importance of improved accountability, better support the PSC during transition and nurture a stronger relationship with Parliament, two new corporate units are being put in place and will be fully operational during the planning period. Corporate planning and reporting functions are being integrated to ensure continual improvement in a variety of management areas, such as performance measurement, information management, integrated planning and risk management. This unit will provide a stronger focus on the expectations set out by the Treasury Board Secretariat's Management Accountability Framework. Finally, a dedicated unit for parliamentary affairs is also being established to increase communications with parliamentarians.

In a changing environment, the PSC is committed to continuing to implement modern management practices and to support the development of the mechanisms, systems and competencies required to meet its priorities on a risk-based management and cost-effective manner. All levels of management are engaged in maintaining and improving management practices and decision-making processes through committees (for example, Executive

Management Committee and Sub-Committees such as Finance and Administration, Information Technology/Information Management and Human Resources).

### **Focus on Human Resources**

The *Public Service Modernization Act* (PSMA) provides for a new approach to merit that allows current and future needs, both at the organizational and Public Service-wide level, as well as current and future operational requirements of an organization, to be considered when making appointments

In order to build the PSC's internal capacity to meet our own needs, now and in the years to come, and to ensure the sustainability of our workforce, the PSC will focus on the following four critical areas:

- investment in building the PSC's human resources capacity through reskilling, training and recruitment, as well as investment in building its leadership capacity;
- implementation of an integrated planning system in order to fully consider the human resources impacts of business decisions;
- placement of employees who may be in at-risk positions; and
- modelling human resources management practices throughout the implementation of the PSMA by serving as pilot for the new policies and practices.

All these critical areas will be supported by enhanced two-way communication initiatives to discuss workplace-related issues, such as informal get-togethers with the President and employee surveys.

### **Enhanced Financial and Management Practices**

Effective financial management practices, prudent controls and rigorous stewardship are integrated, in the PSC, in a manner that supports rapid change and provides senior management with financial and administrative information to assist them in making timely decisions. The new PSC Program Activity Architecture (PAA) developed in the context of the current government-wide Expenditure Management Review (EMR) is a significant step toward enhanced financial and management practices. It provides a framework to manage resources in order to achieve our priorities and will serve as the basis for accountability, performance measurement, decision making and action. In the course of the PAA's implementation, the PSC will be able to track resources and progress made, address course corrections and resource allocation decisions.

In light of the ongoing EMR, the PSC has developed guidelines for reducing discretionary expenditures, and is committed to continue the review of its key financial and administration policies and guidelines, to ensure effectiveness and a more responsible stewardship of public funds. The PSC has recognized that there are requirements to be more pro-active in areas such as integrated planning for information management/information technology, cost recovery, contracting, security and assets management. A number of actions are being taken to address these management priorities.

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## Statutory and Departmental Reports

The following documents are available from the Public Service Commission of Canada:

- PSC Annual Report (2003-2004)  
[http://www.psc-cfp.gc.ca/centres/annual-annuel/2004/index\\_e.htm](http://www.psc-cfp.gc.ca/centres/annual-annuel/2004/index_e.htm)
- PSC Departmental Performance Report (2003-2004)  
[http://www.tbs-sct.gc.ca/rma/dpr/03-04/PSC-CFP/PSC-CFPd34\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr/03-04/PSC-CFP/PSC-CFPd34_e.asp)
- One Year Later: *Report of the Public Service Commission of Canada on the Office of the Privacy Commissioner of Canada*  
[http://www.psc-cfp.gc.ca/audit-verif/reports/2004/opc/index\\_e.htm](http://www.psc-cfp.gc.ca/audit-verif/reports/2004/opc/index_e.htm)
- *Public Service Commission Audit of the Military Police Complaints Commission*  
[http://www.psc-cfp.gc.ca/audit-verif/reports/2004/mpcc/index\\_e.htm](http://www.psc-cfp.gc.ca/audit-verif/reports/2004/mpcc/index_e.htm)



## Most Common Acronyms

Acronyms	Description
CSPS	Canada School of Public Service
EMR	Expenditure Management Review
HR	Human Resources
HRM	Human Resources Management
PSC	Public Service Commission
PAA	Program Activity Architecture
PSEA	<i>Public Service Employment Act</i>
PSHRMAC	Public Service Human Resources Management Agency of Canada
PSMA	<i>Public Service Modernization Act</i>
PSST	Public Service Staffing Tribunal
TBS	Treasury Board Secretariat