Public Service Human Resources Management Agency of Canada

2005-2006 Estimates

Report on

Plans and Priorities

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Table of Contents

Minister's message

As the Minister responsible for the Public Service Human Resources Management Agency of Canada, I am very pleased to present the Agency's *Report on Plans and Priorities* for 2005-06.

The Agency was created on December 12, 2003, to modernize and foster excellence in people management and leadership across the Public Service.

Since its creation just over one year ago, significant progress has been made and the government's modernization efforts have begun to pay dividends. Indeed, 2005-06 will be another turning point as tangible improvements to human resources (HR) management across the Public Service will begin to be evident.

Two major components of the *Public Service Modernization Act* (PSMA) are expected to come into force in 2005: in April, the new *Public Service Labour Relations Act* and, in December, the new *Public Service Employment Act*. On both fronts, the Agency, with its partners, has now completed most of the development work, and departments and agencies have started to report on their readiness for the coming into force of the legislation. Looking ahead, the Agency will continue to ensure that departments and agencies will be ready to exercise their new roles and responsibilities.

These two acts will be instrumental in building more constructive and collaborative labour-management relations, as well as in establishing a simplified and more flexible staffing system. The *Public Service Labour Relations Act* will create a more effective working environment. The *Public Service Employment Act* will improve the ability of managers to attract and hire the right people when and where they are needed, while upholding the highest values of integrity, transparency, and accountability in their decisions.

The effective implementation of these acts will be enabled by further progress in the delivery of key initiatives, including reform of the classification system; the establishment of more effective integrated HR and business planning systems; the development of strengthened accountability systems; as well as a continued support to departments and agencies to move to more modern, cost-effective and integrated, HR service delivery models.

To further support the Public Service in its ongoing commitment to working in accordance with the highest values and ethical standards, the Agency will actively continue to integrate the new *Values and Ethics Code of the Public Service* into day-to-day functioning and to support the development of Bill C-11, the proposed new *Public Servants Disclosure Protection Act*.

2005-06 will also be marked by significant progress towards completing the integration of the leadership development programs. The enhanced consistency and alignment arising from this integration will further contribute to our development of skilled and talented leaders, guided and measured by the highest standards of accountability.

In parallel, the Agency will continue to streamline and enhance the competencies and core learning requirements for leaders, including more clearly defined competencies and mandatory learning with an increased focus on financial and human resources management, and values and ethics.

Finally, the Agency will actively continue to make targeted improvements in the area of employment equity and official languages, while putting in place better monitoring and reporting systems that make results more accessible and transparent to Canadians.

The government has committed itself to doing things differently. The creation of the Agency is a reflection of the government's determination to develop and support excellence through modern and exemplary management of its human resources. This is a turning point in the history of the administration of the Public Service, which, for the first time, has an agency responsible for HR management. Moreover, last October, the government tabled Bill C-8 in Parliament, aiming to confirm by legislative means the orders in council that established the Agency.

As the largest employer in Canada, the government's ability to meet the expectations of Canadians depends first and foremost on the ability, commitment, and integrity of its public service employees. The Agency is working to modernize, improve, and integrate into a coherent whole all the functions conferred upon it. It seeks not only to improve culture, values, behaviours, and practices, but also to put in place the tools that are essential to a modern Public Service capable of meeting the expectations of all Canadians and worthy of their trust and respect.

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Reg Alcock
President of the Treasury Board and
Minister responsible for the Canadian Wheat Board

Section I: Overview

1.1 Our *raison d'être* and vision

Our *raison d'être* is to modernize and foster continuing excellence in people management and leadership across the Public Service

This is the second *Report on Plans and Priorities* (RPP) for the Public Service Human Resources Management Agency of Canada (the Agency), which was created just over a year ago, on December 12, 2003. The creation of the Agency is anchored in the necessity to rejuvenate, strengthen and modernize human resources (HR) management in the Public Service, in particular through implementation of the *Public Service Modernization Act* (PSMA), which received royal assent on November 7, 2003.

Our Results for Canadians…

Leveraging the PSMA and other tools, the Agency aims to provide the leadership and focus needed to foster and sustain modern, effective, results-driven people management and leadership across the Public Service. Through excellence in HR management, the Agency's ultimate goal is to enable Public Service organizations to deliver quality services to Canadians while upholding the values of integrity, transparency and accountability.

As a result, the Agency serves Canadians by striving for **the finest Public Service in the world with a workforce and a workplace second to none.**

Our *strategic outcome* is a modern, professional Public Service dedicated to the public interest and supporting ministers in democratic governance, representative of the Canadian public and serving Canadians with excellence in the official language of their choice, with employees effectively and ethically led in a high-quality work environment respectful of their linguistic rights.

1.2 Our primary functions within the Treasury Board's portfolio

The Agency is part of the Treasury Board's portfolio. As the general manager and employer of the Public Service, the Treasury Board of Canada manages the government's financial, personnel and administrative responsibilities. There are three organizations within the Treasury Board's portfolio, each playing a unique role in supporting the Board's role as employer: the Treasury Board of Canada Secretariat, the Canada School of Public Service (the School) and the Agency.
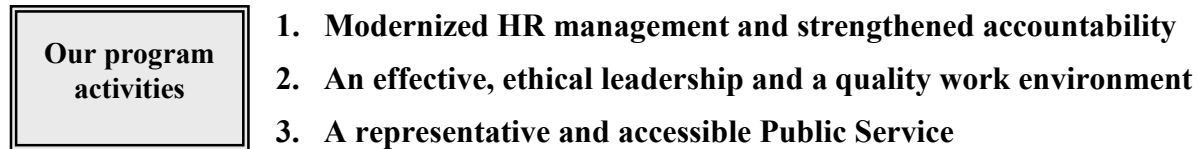
- The Secretariat provides advice and support to Treasury Board's ministers in their role of ensuring value for money and, provides oversight of the financial management functions in departments and agencies. From an HR management perspective, the Secretariat manages compensation, pension, benefits and labour relations;

- The School ensures that public service employees have access to the common learning they need to effectively serve Canadians;

- The Agency brings together most of the HR management functions, including HR planning and accountability (including research, demographic analysis and the Public Service-Wide Employee Survey); the implementation and management of PSMA and reform of the classification system for the Public Service; employment policies; leadership development (including the Performance Management Program for executives); values and ethics (including harassment in the workplace, workplace well-being, and work/life balance); employment equity and diversity; and official languages.
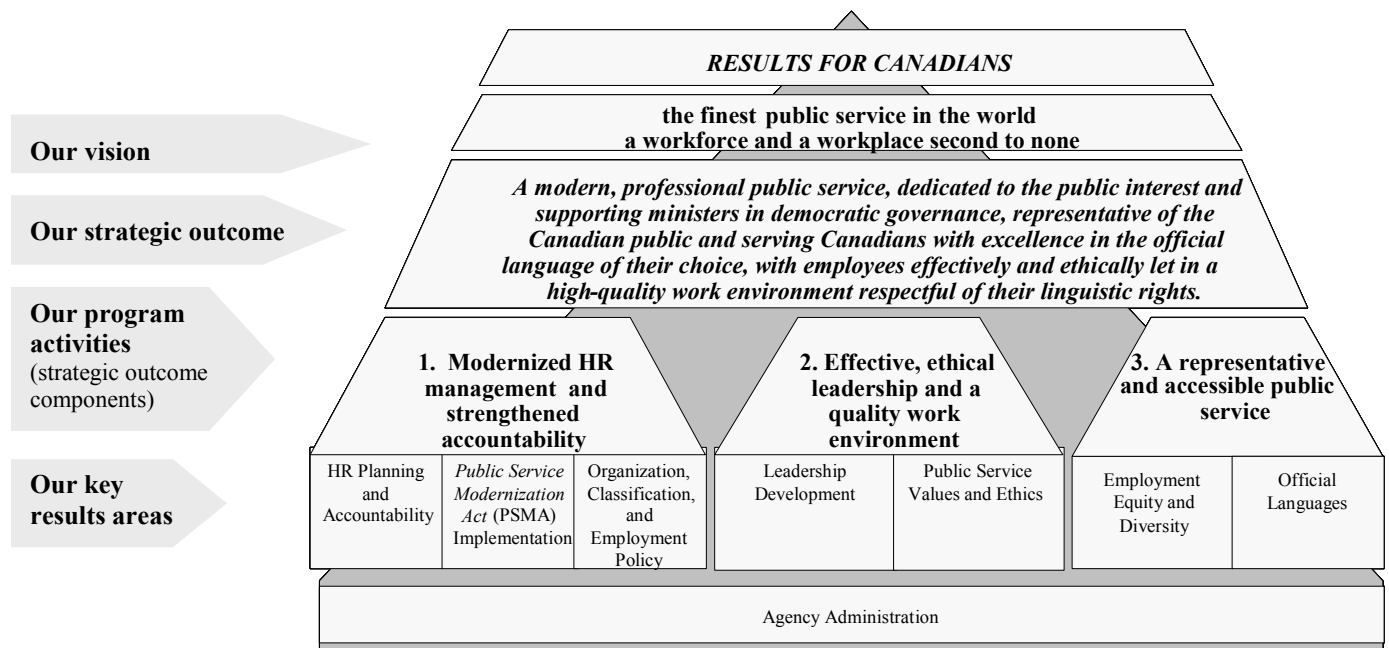
More information on the Agency's areas of responsibility can also be found on the following Web site: Areas of responsibilities under the Agency.

1.3   Our strategic planning framework

As illustrated below, to achieve its strategic outcome and deliver results for Canadians, the Agency articulates its priorities and plans around three results-based program activities (or strategic outcome components):

Our program activities	1. **Modernized HR management and strengthened accountability**
	2. **An effective, ethical leadership and a quality work environment**
	3. **A representative and accessible Public Service**

Each of these three program activities is broken down into key results areas that are closely interrelated and fully aligned with the organizational, reporting, and accountability structure of the Agency presented in section III.

Our vision

RESULTS FOR CANADIANS

the finest public service in the world
a workforce and a workplace second to none

Our strategic outcome

A modern, professional public service, dedicated to the public interest and supporting ministers in democratic governance, representative of the Canadian public and serving Canadians with excellence in the official language of their choice, with employees effectively and ethically let in a high-quality work environment respectful of their linguistic rights.

Our program activities
(strategic outcome components)

1. **Modernized HR management and strengthened accountability**

2. **Effective, ethical leadership and a quality work environment**

3. **A representative and accessible public service**

Our key results areas

| HR Planning and Accountability | *Public Service Modernization Act* (PSMA) Implementation | Organization, Classification, and Employment Policy | Leadership Development | Public Service Values and Ethics | Employment Equity and Diversity | Official Languages |

Agency Administration

1.4   The Agency's financial and human resources by program activity

Below is a summary of the Agency's financial and human resources for the next three years:

Financial Resources ($ millions):

2005–06	**2006–07**	**2007–08**
74.9	74.3	65.2

Human Resources (Full-time equivalent):

2005–06	**2006–07**	**2007–08**
504	504	454

Agency's Program Activities

		Planned Spending		
	Type	**2005–06**	**2006–07**	**2007–08**
Modernized Human Resources Management and Strengthened Accountability	Ongoing	23.6	23.6	15.9
• Implement the *Public Service Modernization Act* • Modernize the Public Service classification system • Establish effective and integrated HR planning and accountability systems				
Effective, Ethical Leadership and a Quality Work Environment	Ongoing	40.1	40.0	39.0
• Foster strong, effective, and ongoing leadership renewal • Promote and reinforce Public Service values and ethics				
Representative and Accessible Public Service	Ongoing	11.2	10.7	10.3
• Achieve and preserve employment equity commitments • Achieve and preserve official languages commitments				

As illustrated above, the Agency's total planned spending is expected to decrease by $9.7 million (or 13%) over the next three years, from $74.9 million in 2005–06 to $65.2 million in 2007–08. This net decrease can be explained as follows:

- **Modernized human resources management and strengthened accountability:** a decrease of $7.5 million in approved funding for the reform of the classification system (additional funding will be sought for this initiative), and $0.2 million of savings resulting from the Expenditure Review Committee exercise.

- **Effective, ethical leadership, and a quality work environment:** a decrease of $0.9 million for post-implementation of the proposed new *Public Servants Disclosure Protection Act*, and savings of $0.2 million resulting from the Expenditure Review Committee exercise.

- **A representative and accessible Public Service:** a decrease of $0.7 million due to the phasing out of some initiatives related to employment equity, and savings of $0.2 million resulting from the Expenditure Review Committee exercise.

1.5   Overview of our key priorities and plans by program activity

This is the second year of operation for the Agency. Since its creation on December 12, 2003, essential building blocks have been put in place to advance the government's agenda for the renewal of HR management across the Public Service.

However, modernizing and fostering excellence in people management and leadership across the Public Service does not happen overnight. It requires focussed and sustained effort across a continuum that integrates all disciplines of HR management.

Over the planning horizon, the Agency will continue to build on the foundation established last year with, for the most part, the same priorities and plans as those set out in the 2004–05 Estimates.

The following sections summarize the Agency's priorities and plans by program activity for the period covering 2005-06 to 2007-08. More detail can be found in section II of this report.

1.5.1   Modernized human resources management and strengthened accountability

HR legislation has remained virtually unchanged for the last four decades. As a result, HR practices and processes have become too complex and inflexible to adapt to the current and future needs of the Public Service.

To address these challenges, the Agency's strategy will continue to be articulated around three key results areas: implementation of the *Public Service Modernization Act;* reform of the public service classification system; and establishment of effective and integrated HR planning and accountability systems.

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Implement the Public Service Modernization Act…

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The catalyst for the modernization of HR management is the *Public Service Modernization Act* (PSMA), which received royal assent on November 7, 2003. It represents the most significant change in more than 35 years in the way the Public Service hires and manages its employees.

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The goals of the PSMA are multi-faceted. First, it is designed to establish a simplified and more flexible staffing system through the new *Public Service Employment Act* (PSEA). This Act will improve the ability of managers to attract and hire the right people when and where they are needed. Second, the PSMA aims to create a more effective working environment through the new *Public Service Labour Relations Act* (PSLRA), which is expected to foster more collaborative labour-management relations. Third, it clarifies roles and strengthens accountability for deputy heads and their managers through amendments to the *Financial Administration Act* (FAA). Finally, it provides an integrated approach to learning for employees at all levels through the *Canada School of Public Service Act*.

While the new *Canada School of Public Service Act* came into effect on April 1, 2004, two major components of the PSMA are expected to come into force in 2005-06: **modernization of the labour relations and dispute resolution system** (April); and **modernization of the staffing and staffing recourse system** (December). As a result, 2005-06 will be a turning point and profound changes will begin to be evident in HR management across the Public Service.

Working in close partnership with central agencies, departments, agencies, and unions, the role of the Agency is to lead, foster, and support this modernization initiative.

Since the PSMA received royal assent in November 2003, significant progress has been made. Most of the development work has now been completed, and departments and agencies have started to report on their readiness for the coming into force of the legislation. It is expected that the project will remain on track and that all stakeholders will be ready to exercise their new roles and responsibilities on time.

As a result, for 2005-06, priorities for the Agency and its partners will be to finalize the new policies and tools required to support departments and agencies; complete the design and delivery of the training and learning programs to equip people with new knowledge and skills; and, as the different components of the PSMA come into force, monitor and evaluate results and provide departments and agencies with ongoing policy support and expertise.

In parallel, the Agency will continue to implement the necessary system changes to support new data collection and reporting requirements resulting from the PSMA; support the funding of essential activities required to introduce new institutions and functions; support departments and agencies in their efforts to move to more modern, cost-effective, and integrated HR service delivery models; and continue to work on establishing a results-based Management Accountability Framework. This framework will serve as a foundation for preparing the annual report to Parliament on the state of HR management across the Public Service and will support the legislative review of the PSMA five years from now.

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Modernize the classification system...

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Sustainable modernization of HR management requires modern systems for organizing and evaluating the work that public service employees perform to deliver results to Canadians. This is a prerequisite to a competitive, simplified, and flexible staffing system. As reported in the 2003-04 annual report on the Modernization of the Classification

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System, key steps have been achieved since the reform was initiated in 2002. However, this is a multi-year undertaking that must be implemented incrementally. As we move forward, the Agency will continue to make progress on reviewing and updating classification standards of various occupational groups; update policies and guidelines as the reform is carried out; further strengthen its support of the people that do classification work, including through the development of core training programs; and continue to monitor closely the integrity of the classification system and the cost of standards modernization.

Priorities for 2005-06 will also include transfer of the Qualification Standards from the Public Service Commission of Canada to the Agency in December 2005; development of a more results-based employee performance evaluation management approach; identification of options for promoting the recruitment and retention of organization and classification advisers; and implementation of a series of shared initiatives for reducing classification efforts in departments and agencies. Other priorities will include the establishment of an accord with bargaining agents for co-development initiatives on classification reform; and the application to HR decision making within the Public Service of the National Occupational Classification system. This system classifies the workforce by occupation, based on skill type and skill levels.

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Establish effective and integrated HR planning and accountability systems…

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This is the third building block supporting HR management modernization. Public Service organizations need to be supported by effective integrated HR and business planning processes, as well as sound accountability systems covering all aspects of HR management—from staffing the right people at the right time and at the right place to ensuring that employment equity, official languages, and workplace well-

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being requirements are met. In addition, the enhanced flexibility for managers resulting from the PSMA must be balanced by new safeguards, clarified roles, and strengthened accountability. Similarly, modern and flexible staffing systems must be supported within organizations by sound HR planning linked with business planning. However, building such capacities at the governmental and departmental levels takes time and much remains to be done. As such, the Agency will continue to build on the foundation established last year. In particular, the Agency will continue to assist departments and agencies to establish effective HR planning, integrated with business planning and supported by improved access to more comprehensive, pertinent, and reliable HR information and research. The Agency will also continue to make progress in developing integrated performance measures enabled by clearer, simpler, results-based policies and tools as well as more effective systems that provide timely, pertinent, accurate, and consistent information on HR management activities when and where it is needed. Finally, a particular focus will be to improve the integration of the reporting requirements of departments and agencies—such as those related to Employment Equity and Official Languages—and to ensure better compatibility between information management systems.

1.5.2.   An effective, ethical leadership, and a quality work environment

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Competent, ethical, accountable, and vibrant leadership is a key factor in successfully modernizing HR management and re-establishing trust in the Public Service. Particularly in the context of implementing the *Public Service Modernization Act* (PSMA)*,* leaders need to understand their responsibilities and how to discharge them.

As a result, a key program activity for the Agency is to foster and support the development of highly competent leaders, guided and measured by the highest accountability standards and able to create and sustain a quality work environment.

In this regard, the Agency's priorities are articulated around two key results areas: fostering strong, effective, and ongoing leadership renewal; and promoting and reinforcing public service values and ethics.

> *Foster strong, effective, and ongoing leadership renewal…*

Over the last few years, high-profile public events have demonstrated the need for enhancing how we recruit, develop, support, and reward leaders at all levels.

At the same time, in a fast-paced and changing environment, Public Service leaders have to demonstrate more diverse knowledge and skills than ever before; be able to adapt to changing roles; manage change while delivering ongoing operations; and sustain a climate of trust by fostering transparency, accountability, and adherence to the highest ethical standards. Such requirements are also essential in the context of PSMA implementation, which will require that managers clearly understand their new responsibilities and how to discharge them.

To address these challenges, the Agency will continue to streamline and enhance the competencies and core learning requirements for leaders, including more clearly defined competencies and mandatory learning with an increased focus on financial and human resources management and values and ethics. It will also implement the recommendations of the Performance Management Program (PMP) Review that was completed in 2004 in support of a simplified, more consistent and flexible results-based system; ensure the monitoring of classification of executive positions; and, above all, continue to integrate and modernize the leadership development programs into a continuum from the first-level supervisor to deputy heads.

In addition, priorities for 2005–06 will include establishing a new and improved Public Service Awards Program to recognize excellence based on criteria that better reflect government priorities; and developing an overarching framework to support a more coherent approach in the management and development of leaders.

> ***Promote and reinforce Public Service values and ethics…***

Given that the Agency's Office of Public Service Values and Ethics was established a year ago, 2005–06 will be the second year of development.

During its first year, many key elements of the foundation for a strong culture of Public Service values and ethics were put in place. In particular, the new *Values and Ethics Code for the Public Service* was distributed to more than 160,000 public service employees; awareness and learning workshops and communication tools were developed; a senior-level, interdepartmental Advisory Council on Public Service Values and Ethics was established to provide leadership and oversight across government; and significant work was done to develop proposed legislation for a disclosure regime. In addition, efforts to improve values and ethics policy instruments and advice for departments and agencies are progressing well, and standard case management protocols are currently being established.

Looking ahead, a key component of the strategy for the next planning horizon is to ensure that the Public Service as a whole, as well as individual organizations, consolidate the infrastructure and resources required to proactively and effectively manage values and ethics issues; further develop and sustain employees' understanding and internalization of Public Service values and ethics; and establish a results-based road map to organizational performance in values and ethics, including performance indicators, evaluation tools, and cycles.

In parallel, continued support will be given to improve and/or introduce new policy instruments and to complete the development of Bill C-11, the proposed new *Public Servants Disclosure Protection Act*.

1.5.3   A representative and accessible Public Service

The *Employment Equity Act* commits the Government of Canada to achieving equality in the representation and participation of four designated groups: women, Aboriginal peoples, members of visible minorities, and persons with disabilities.

The *Official Languages Act* commits the Government of Canada to serve Canadians in the official language of their choice, enabling employees in bilingual regions to work in their language of choice, and ensuring equitable participation of English- and French-speaking Canadians.

While significant progress has been made since the enactment of these acts, sustained efforts are required. The Agency will, therefore, continue to strive for targeted improvements while implementing better monitoring and reporting systems to make results more accessible and transparent to Canadians**.**

> ***Achieve and preserve employment equity commitments…***

Since the first annual report on employment equity to Parliament a little over a decade ago, there continues to be strong statistical evidence that the situation for members of the designated groups has been improving—especially for women, Aboriginal peoples and persons with disabilities. Representation rates in the federal Public Service for these three groups have now surpassed our workforce availability goals.

However, there is still much to be done in improving the representation of persons in visible minority groups. Although we continue to make progress towards narrowing the gap between representation and our workforce availability goal for this group, we must intensify our efforts to meet the new goals reflecting the increasing diversity of Canada as revealed by the 2001 Census. In addition, we have not met the 1-in-5 benchmarks set out by the *Embracing Change Action Plan*—an initiative endorsed by the government in June 2000 to increase the representation and participation of visible minorities.

Consequently, a priority for the Agency will be to intensify our efforts to meet the Government's Embracing Change goals. We will also be working to further improve participation and career advancement for women, Aboriginal peoples and persons with disabilities.

> ***Achieve and preserve official languages commitments…***

In the wake of the *Action Plan for Official Languages*, new steps are being taken in the renewal of the Official Languages Program. As depicted in the recent *Annual Report on Official Languages 2003-04,* our vision of instituting cultural change is taking shape. Policies are being modernized; our networks are being expanded; a more strategic accountability framework and new assessment tools are being developed; and federal institutions and regional councils are working with us to meet the challenge of re-establishing official languages as a priority and of gradually changing organizational cultures.

However, achievements in some areas remain fragile. In particular, rights and obligations are still misunderstood; there are misperceptions about legal and policy requirements; and the number of executives and related feeder group members who are bilingual still has to grow.

As well, French continues to be underused as a language of work in bilingual regions and it is essential to ensure that supervisors in these regions are bilingual so employees can exercise their linguistic rights.

Respect for Canada's official languages must be reinforced as being intrinsically linked to our values in order to achieve bilingualism in the workplace and give Canadians quality services. This emphasis is especially important as the government moves forward with electronic services, single-window service points, and integration with other partners and levels of government.

Section II: Detailed plans and priorities by program activity

As mentioned in the overview section of the report, the Agency has organized its work around three program activities to achieve its strategic outcome and deliver results for Canadians:

- modernized HR management and strengthened accountability

- an effective, ethical leadership, and a quality work environment

- a representative and accessible Public Service

This section provides more detail on the key priorities and plans pertaining to each of these three program activities for the period covering from April 1, 2005, to March 31, 2008.

2.1 Modernized human resources management and strengthened accountability

The priorities and plans set by the Agency to achieve this program activity are articulated around the following three key results areas:

- **the implementation of the *Public Service Modernization Act* (PSMA);**

- **the reform of the Public Service classification system; and**

- **the establishment of effective and integrated HR planning and accountability systems**.

As illustrated in the table below, planned spending for this program activity amounts to $23.6 million in 2005–2006, with a projected decrease of $7.7 million (or 32.6%) by 2007-08. The decrease includes a $7.5 million reduction in approved funding for the reform of the classification system (additional funding will be sought for this initiative) and $0.2 million of savings resulting from the Expenditure Review Committee exercise.

	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Financial Resources ($ millions)	**23.6**	23.6	15.9
Human Resources (Full-time equivalent)	**191**	191	142

The following sections provide more detail on the priorities and plans pertaining to each of the three key results areas contributing to the modernization of HR management and the strengthening of the accountability systems.

2.1.1   Implement the Public Service Modernization Act…

> **Context and results
> for Canadians…**

The catalyst for the modernization of HR management in the Public Service is the *Public Service Modernization Act* (PSMA), which received royal assent on November 7, 2003. It represents the most significant change in more than 35 years in the way the Public Service hires and manages its employees. Modernizing people management is key to attracting, developing, and retaining talented employees and leaders, where and when they are needed, and to building the capacity needed by departments and agencies to deliver quality services to Canadians. Similarly, mature, healthy labour-management relationships are key to a supportive work environment.

Prior to the PSMA, HR legislation had not kept pace with changes in public service programs and with workplace values. HR policies and practices had become too complex, inflexible, and constraining to adapt to the current and future needs of the Public Service. In fact, the need to modernize HR management in the federal government has been a recurrent theme in the Auditor General's reports for several years.

The goals of the PSMA are multi-faceted. First, it is designed to establish a simplified and more flexible staffing system through the new *Public Service Employment Act* (PSEA) that will improve the ability of managers to attract and hire the right people when and where they are needed. Second, it aims to create a more effective working environment through the new *Public Service Labour Relations Act* (PSLRA), which will foster more collaborative labour-management relations. Third, it clarifies roles and strengthens accountability for deputy heads and their managers through amendments to the *Financial Administration Act* (FAA). Finally, it provides an integrated approach to learning for employees at all levels through the *Canada School of Public Service Act,* resulting in the formation of the Canada School of Public Service.

While the new *Canada School of Public Service Act* came into effect on April 1, 2004, two major components of the PSMA are expected to come into force during 2005–06: **on April l, 2005, the modernization of the labour relations and dispute resolution system,** through the new PSLRA (including amendments to the FAA); and **on December 31, 2005, the modernization of the staffing and staffing recourse system**, through the new PSEA.

As a result, 2005–06 will be a turning point and profound changes will begin to be evident in HR management across the Public Service. In particular, managers will have greater responsibility for recruiting and managing employees and, in turn, will be held accountable for their HR management decisions. They will have more flexibility and authority flowing directly from legislation, but they will also be answerable for the impact of their decisions, rather than for the process they followed. The legislation also shifts primary responsibility for HR management away from central agencies and into the hands of deputy heads, and from HR professionals to line managers. New ways for the bargaining agents and management to work collaboratively to develop solutions to HR issues and to resolve workplace disputes will become the norm.

Such legislative changes will require the establishment of new institutional structures and mechanisms across the Public Service, and the implementation of new policies, tools, support services, and systems, including robust communication, learning, and culture change programs to support new skills and abilities. Each department and agency will need to prepare to accept new HR policy obligations and to be vigilant about the application of new powers by their employees as sections of the PSMA come into force.

Moreover, as outlined in other sections of the report, PSMA implementation will be reinforced by non-legislated initiatives such as the reform of the classification system and the establishment of more effective and integrated HR planning and accountability systems. Indeed, enhanced flexibility for managers must be balanced by effective oversight, clarified roles and strengthened accountability. As well, a streamlined staffing process need to be supported within organizations by robust HR planning linked to business planning.

<table>
<tr><td>*Key plans and priorities…*</td><td>Working together with the Treasury Board of Canada Secretariat, the Public Service Commission of Canada of Canada, the Canada School of Public Service, departments, agencies, HR communities, and unions, the Agency has as its priority to lead this modernization initiative in a spirit of collaboration and partnership. Thus, through</td></tr>
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its Human Resources Management Modernization Branch, the role of the Agency is to ensure effective government-wide project management of PSMA implementation; act as a centre of expertise for various employer policies; enable corporate funding; play a corporate stewardship and monitoring role; and provide co-ordination in managing changes through engagement, partnership, and support to various deputy minister committees and subcommittees. In doing so, the Agency has organized its plans for PSMA implementation into four work streams:

- staffing and staffing recourse modernization;
- labour relations and dispute resolution modernization;
- accountability, performance management, and reporting; and
- enabling horizontal initiatives to support PSMA implementation.

On each of these fronts, significant progress has been made since the PSMA received royal assent. Much of the preparatory work is now done or well underway, and some sections of the Act have already come into force. The highlights of recent achievements and the key next steps for each of the four work streams are described below.

Staffing and staffing recourse modernization: As mentioned earlier, the modernization of the staffing regime is embodied in the new *Public Service Employment Act* (PSEA). Expected to come into force on December 31, 2005, the Act's main goal is to establish a simplified and more flexible staffing system to improve the ability of the Public Service to attract and hire the right people when and where they are needed. Since the PSMA received royal assent, key progress has been made and the preparatory work is well underway: the Public Service Staffing Tribunal is being structured and staffed; new employment policies are being completed; tools for departments and agencies on the various staffing options are being developed; and departments and agencies have begun to report on their readiness for the coming into force of the legislation.

For the next fiscal year, most of these activities will continue with an increased focus on the development and delivery of learning programs and activities.

Labour relations and dispute resolution modernization: Modernization of the labour relations system has required the new *Public Service Labour Relations Act* (PSLRA), as well as amendments to the human resources management powers sections of the *Financial Administration Act* (FAA). Expected to come into force on April 1, 2005, (excluding the grievance provision), the main goal of the Act is to enable more collaborative and constructive labour relations to create a more effective working environment. The preparatory work was completed in 2004–05 and it is expected that departments and agencies will be ready to carry out their new roles and responsibilities. In particular, mandatory labour management consultation committees and informal conflict management systems have been established in each organization, and draft policies and tools have been developed and distributed.

For the next fiscal year, the key priority for the Agency and its partners will be to provide ongoing policy support to departments and agencies while monitoring progress and evaluating results. In particular, the Informal Conflict Resolution System will be a new function and approach for departments and agencies to resolve employment-related conflict, and the need to establish a centre of policy expertise to assist departments and agencies has already emerged.

Accountability, performance management, and reporting: Implementation of the PSMA requires oversight on two levels: first, to track readiness for its coming into force, and second, to evaluate the impact of the Act in the long run. In this regard, the Agency, in concert with other stakeholders, applies rigorous and systematic project management approaches to manage and report on the effective and economical implementation of the PSMA across the Public Service. Looking ahead, the priority for 2005-06 will be to establish a performance measurement system for tracking departmental implementation of the PSMA. In addition, the Agency will actively continue to work on establishing a results-based Management Accountability Framework, including performance measures, that will serve as a foundation for preparing the annual report to Parliament on the state of HR management across the Public Service and to support the legislative review of the PSMA five years from now.

Enabling horizontal initiatives to support PSMA implementation: The Agency and its partners are continuously working on a series of horizontal initiatives to enable and facilitate the effective implementation of the PSMA across departments and agencies. Over the planning horizon, the Agency will focus in particular on ensuring that departments and agencies receive ongoing policy advisory support; learning programs for managers and HR professionals, such as those designed by the Canada School of Public Service; implementing the necessary system changes to support the new data collection and reporting requirements resulting from the PSMA; and ensuring that departments and agencies are provided with the required support and funding through the Strategic Investment Framework to introduce new institutions and functions, equip people with new knowledge and skills, prepare them for cultural change, and modify systems. Finally, the Agency will continue to support departments and agencies in their efforts to move to more modern, cost-effective, and integrated HR service delivery models.

A summary of the key priorities and plans for each work stream is presented in the table below.

Plans and Priorities	**Time Frame**
1. The staffing and staffing recourse system is modernized	
1.1. New and/or revised policies and instruments are developed and departments and agencies are given the tools and support they need to carry out their new responsibilities in the context of a simplified and more flexible staffing system with increased opportunities for a faster selection process	2005–06
1.2. The Public Service Staffing Tribunal becomes operational	2005–06
2. The labour relations and dispute resolution system is modernized	
2.1. A centre of policy expertise for the Informal Conflict Resolution System is established	2005–06
2.2. Monitoring systems are in place to ensure that PSMA implementation has a sustained impact on labour relations in the Public Service	2005–06
3. PSMA accountability, performance management, and reporting systems are strengthened	
3.1. A performance measurement system for tracking departmental implementation of the PSMA is established	2005–06
3.2. A results-based Management Accountability Framework is established to support project evaluation and legislative review of the PSMA	2005–06
4. Enabling horizontal initiatives to support PSMA implementation are delivered	
4.1. Communications are effectively managed	2005–06
4.2. Managers and HR professionals have the tools and learning programs needed	2005–06
4.3. Financial support to modernization initiatives is provided	2005–09
4.4. New data-capture capabilities and reporting requirements are available as a result of PSMA implementation	2005–09
4.5. There is support for departments and agencies in their efforts to move to more modern, cost-effective and integrated HR service delivery models	2005–06

Challenges ahead…

Implementation of the PSMA in more than 90 departments and agencies is a complex initiative with numerous challenges. The immediate challenge will be to ensure that the Public Service is ready for the coming into force of the different parts of the PSMA. The Agency, with its partners, has completed most of the developmental work, and departments and agencies now have the challenge of ensuring the full readiness of their organization. It is expected that the project will remain on track and that all stakeholders will be ready to exercise their new roles and responsibilities on time.

The sustained long-term impact of the PSMA involves more than implementing new policies, tools, and training programs. It is a new way of doing business and a new model for the relationship between the Agency and its partners. PSMA success will require, first and foremost, a cultural change that will have to be accompanied, in the day-to-day business, by a new type of relationship with union leaders, as well as an effective shift of authority from HR professionals to line managers, and from central agencies to deputy heads.

To be successful, all stakeholders will need to work together to carry out a "shared responsibility." Traditionally, central agency monitoring is described as "rule driven" and "enforcement oriented." This is not the intent of this legislation. On the contrary, the Agency has an enabling role. It will be there to help departments and agencies meet their new responsibilities. Monitoring and reporting will be designed to aid and facilitate continuous program improvement.

2.1.2 *Modernize the Public Service classification system…*

Context and results *for Canadians…*

Successful and sustainable modernization of HR management also requires modern systems for organizing and evaluating the work that Public Service employees perform to deliver results to Canadians. To recruit, motivate, and retain a highly competent workforce, the government needs a classification system that recognizes current business lines; evaluates work in the Public Service effectively; simplifies the business of classification; reflects labour market realities; supports its compensation philosophy; treats work performed by men and women equitably; facilitates career development and mobility; and, ultimately, empowers departmental managers to design organizations that foster an effective workforce and workplace.

For departments and agencies, this means good organizational design, implemented by managers who have received sound advice from specialists, supported by clear, consistent, easily understandable work descriptions that accurately reflect the work. It means modern, gender-neutral classification standards that are flexible enough to adapt to changing work over time. This also means enabling policies and supporting tools, as well as proper checks and balances for consistency in application and recourse mechanisms. This foundation is the prerequisite to an equitable, simplified, and responsive system for managing people. As well, classification is much more than just a way to organize and evaluate the work of over 171,000 public service employees. It is also about getting the right people in the right jobs—faster.

Thus, having a modern classification system is of strategic importance for the government—the largest employer in the country. However, some building blocks of its classification system have become out of date and the decision was made by the Treasury Board in 2002 to launch a multi-year reform of the classification system to be led by the Human Resources Management Modernization Branch of the Agency. The objectives are to review classification standards of all occupational groups; rebuild the system capacity in support of the people that do classification work; protect the integrity of the system through effective monitoring; and ensure effective tracking and reporting of the cost of standards modernization. The vision is a system that will simplify the process of getting the right people into the right jobs at the right time; ensure direct linkages to performance management, competency development practices and compensation; create pathways for the development of the leaders of the future; and contribute directly to the operation of a well-structured, well-managed Public Service.

Key plans and priorities…

As reported in the 2003-04 annual report—Modernizing the Classification System, key steps have been achieved since the reform was initiated in 2002: conceptual frameworks and strategies for modernizing the classification system were developed; classification standards for several key occupational groups were reviewed; new electronic Web-based tools have been, or are being developed, to better support classification specialists and enable organization to report on reclassification activities; policies and guidelines have been updated and streamlined; roles and responsibilities are being clarified; a performance monitoring of the existing classification system has been carried out; and a cost-tracking system is being put in place. However, modernizing the classification system of a large organization like the Public Service of Canada is a multi-year undertaking, to be implemented incrementally.

As we move forward, we will continue to build on the foundation established in the past two years. As summarized in the table below, we will continue to make further progress on reviewing and updating the classification standards of various occupational groups; refine and update policies and guidelines as the reform is carried out; further strengthen our support of the people who do classification work, including through the development of core training programs and tools; and continue to monitor closely the integrity of the classification system and the cost of standards modernization. Additional priorities include the transfer of the Qualification Standards from the Public Service Commission of Canada of Canada in December 2005, as there is a direct correlation between competencies, qualifications and classification standards; the development of a more results-based employee performance evaluation management approach; the identification of options to promote recruitment and retention of the organization and classification advisers; the implementation of a series of shared initiatives to find new ways to reduce classification efforts in departments and agencies; the establishment of an accord with bargaining agents for co-development initiatives on classification reform; and the application to HR decision making within the Public Service of the National Occupational Classification—a leading-edge system, used by Human Resources and Skills Development Canada and Statistics Canada, that classifies the workforce by occupation based on skill type and skill levels.

Plans and Priorities	**Time Frame**
1. Classification standards are modernized	2005–09
2. Transfer of the Qualification Standards from the Public Service Commission of Canada of Canada is completed	2005–06
3. Policies and guidelines are renewed	
3.1. Core policies and guidelines are updated as the reform is carried out	2005–06
3.2. A modernized employee performance evaluation management approach is put in place	2005–06
4. Learning programs and support services are provided	
4.1. Plans to promote the recruitment and retention of OC advisors are put in place	2005–06
4.2. Core training programs for HR specialists are developed	2005–07
4.3. On-line core support services and tools are available	2005–06
4.4. Expanded training, support services and tools are provided	2005–06
4.5. Support to find new ways to simplify the classification process is provided	2005–07
5. Performance monitoring and cost control systems are in place	
5.1. A government-wide system is established to track total cost of classifications	2005-06
5.2. Each department and agency has a monitoring system in place	2005-06
5.3. The Agency has the capacity to carry out horizontal reviews of any specific occupational group and/or any specific department or agency	on-going

> ### *Challenges ahead…*

Classification reform is a complex undertaking that must be aligned with compensation policies and must operate as a co-ordinated element of the employer's collective bargaining objectives and schedule. A successful reform requires the involvement of many participants, including the Treasury Board of Canada Secretariat, departments and agencies, and bargaining agents.

Success has been incremental but steady because the expectations and interests of the participants must be reconciled, the nature of Public Service work is complex, the number of expert classification practitioners is limited, and the participants must balance the resources they can devote to classification reform with other priorities.

In such a context, a key challenge for the Agency is to work with other participants to leverage the opportunities and to determine the pace of classification reform in coming years.

2.1.3 Establish effective and integrated HR planning and accountability systems…

	To deliver effective and quality services to Canadians, it is critical that departments and agencies be supported by a productive adaptable workforce, grounded in Public Service values and ethics, representative of the population it serves, and effectively led in a

Context and results for Canadians…

workplace that is enabling, fair, healthy, and safe.

To this end, departments and agencies need to be supported by effective HR planning and accountability systems covering all aspects of HR management—from staffing the right people at the right time and at the right place, to ensuring that employment equity, official languages, and workplace well-being requirements are met. Indeed, good HR planning and accountability systems are essential to integrating business needs and people management effectively and to understanding the current and future HR needs of departments and agencies so that they can adapt to a constantly evolving environment. HR planning and accountability systems must be supported by timely access to comprehensive and reliable HR data and research, including performance targets and measures both at the departmental and governmental levels. This requires an integrated approach to results-based HR reporting with information systems that provide timely, pertinent, and accurate information on HR management activities when and where it is needed.

There is widespread recognition that considerable capacity building is required in these areas. In fact, the need to modernize HR planning and accountability systems has never been so important. This is particularly true in the implementation of the *Public Service Modernization Act* (PSMA), which clearly states the importance of HR planning and requires that an annual report be tabled in Parliament on the health of HR management in the Public Service. Indeed, the enhanced flexibility for managers resulting from the PSMA must be balanced by new safeguards, clarified roles, and strengthened accountability. Similarly, modern and more flexible staffing processes must be supported within organizations by sound HR planning linked with business planning.

In addressing these challenges, the HR Planning, Accountability, and Diversity Branch of the Agency has a lead responsibility to ensure that departments and agencies have a modern HR planning function that is integrated with business planning; enabled by proper tools, including access to HR information and research; and supported by effective monitoring and accountability systems.

Key plans and priorities…

Progress is being made: comprehensive research was conducted on HR planning and extensive consultations were held across the country; HR planning tools have been tested by some departments; the Canada School of Public Service is integrating HR planning into core learning requirements; results-based policies are being developed; HR research activities are being re-focussed; and good progress is being made in developing and testing a new results-based approach to accountability for HR management.

However, building capacities at the government and departmental levels takes time and, as outlined in the table below, much remains to be done. The Agency will continue to build on the foundation established last year. Our priority is to improve the integration of the reporting requirements of departments and agencies—such as those related to Employment Equity and Official Languages—as well as ensure better compatibility of HR information systems and data.

Plans and Priorities	Time Frame
1. HR planning capacity is renewed and integrated with business planning	
1.1. Our partnerships with our existing networks to assist departments and agencies in their integrated planning efforts and develop improved tools are consolidated	2005–06
1.2. The Agency research capacity to facilitate departmental HR planning and identification of the current and future needs of the Public Service is enhanced	2005–06
1.3. The Centre of Excellence provides departments and agencies with ongoing advice and information, relevant tools, best practices, and/or on-site support	2005–06
1.4. An Employee Passport project to secure transfer of electronic individual and bulk employee records between departments is initiated (a key step towards creation of an HR information warehouse)	2006–07
1.5. Key HR performance information is made available across the Public Service through a Web-based reporting system	2006–07
2. Effective and integrated accountability systems are in place	
2.1. Test and begin implementation of HR management performance indicators at the departmental and government levels across the Public Service	2005–06
2.2. Clear and simple results-based HR management policies and instruments are developed or enhanced for implementation within departments and agencies	2005–06
2.3. An outcome-based model consistent with the Management Accountability Framework for departments and agencies is provided, together with the tools that will enable them to deliver on HR management outcomes	2005–06
2.4. Key HR performance information is made available across the Public Service through a reporting system using available technology	2006–07
2.5. An annual report to Parliament on HR management performance and challenges is produced	2006–07

Challenges ahead…

Improving HR planning and accountability systems is clearly a vital ingredient in the efforts to modernize the Public Service of Canada. However, like any major transformation that affects all departments and agencies, sustaining change will be as challenging as initiating it. Continuous engagement by senior executives and ongoing investments in both people and systems will be key success factors. Significant potential changes to the way government internal services are provided, as well as the impact of expenditure review decisions on departmental priorities, will add to the overall complexity of delivering on the above priorities.

2.2   An effective, ethical leadership, and a quality work environment

This is the second program activity of the Agency. It is articulated around two key results areas:

- **the fostering of strong, effective, and ongoing leadership renewal;** and
- **the promotion and reinforcement of public service values and ethics**.

As illustrated in the table below, total planned spending for this program activity amounts to $40.1 million for 2005–06, with a projected decrease of $1.1 million (or 2.7%) by 2007–08**:** a decrease of $0.9 million for post-implementation of the proposed new *Public Servants Disclosure Protection Act*, and savings of $0.2 million resulting from the Expenditure Review Committee exercise.

	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Financial Resources ($ millions)	**40.1**	40.0	39.0
Human Resources (Full-time equivalent)	**227**	227	227

Key priorities and plans for each key results area are presented below.

2.2.1   Foster strong, effective, and ongoing leadership renewal…

Context and results for Canadians…

Strong leadership is key to any organization. The essential ingredient of good management is good people, and this is especially true of those in leadership roles. Be they deputy heads or other senior officials, middle managers or supervisors, they must possess strong leadership skills and have a clear grasp of their responsibilities.

While departments and agencies are in charge of developing leadership in their respective organizations, the Agency—through its Leadership Network—is responsible for developing and supporting highly skilled, competent, and representative leaders from a government-wide perspective. This requires an integrated approach to leadership development that supports the "leadership continuum" of the federal Public Service, from entry level to middle managers to the executive cadre that forms the most senior levels of the Public Service.

This is why, since April 1, 2004, all leadership development programs have been consolidated under the responsibility of the Agency, which now has the organizational capacity, expertise and knowledge to manage all these programs in a more integrated and coherent manner. These

programs include the Accelerated Executive Development Program (AEXDP); the Career Assignment Program (CAP); the Management Trainee Program (MTP); the Accelerated Economist Training Program (AETP); and Interchange Canada.

In addition, the Agency supports and monitors the collective management of the Assistant Deputy Minister community, for the development of, and advice on, Executive Group organization and classification policy and the classification of all EX-04 and EX-05 positions. It is also a centre of expertise for the development, implementation, and interpretation of policies related to executive compensation, benefits, performance, and working conditions. It thus provides secretariat support to the Advisory Committee on Senior Level Retention and Compensation. Starting in 2004–05, the Leadership Network has also begun monitoring EX01-EX03 classification, in conjunction with the classification monitoring of other groups being conducted by the Agency. Furthermore, the Leadership Network provides guidance and advice on the Performance Management Program for the Executive Group and monitors its implementation in over 70 Public Service departments and agencies. Finally, the Leadership Network works in partnership with departments, agencies, regions, functional communities, the Public Service Commission of Canada of Canada, the Treasury Board of Canada Secretariat and the Canada School of Public Service.

Key plans and priorities…

Competent, ethical, accountable, and vibrant leadership is a key success factor in modernizing HR management and re-establishing trust in the Public Service. In recent years, high-profile public events have demonstrated the need to enhance how we recruit, develop, support, and reward leaders at all levels. At the same time, in a fast-paced and changing environment, Public Service leaders have to demonstrate more diverse knowledge and skills than ever before; be able to adapt to changing roles; manage change in addition to delivering ongoing operations; and sustain a climate of trust by fostering transparency, accountability, and adherence to the highest ethical standards.

Such requirements are also essential in the context of PSMA implementation. With the PSMA, managers will be given more responsibility and, in turn, will be held accountable for their management decisions. It is therefore critical that they clearly understand their new responsibilities and how to discharge them.

Thus, over the next planning horizon, the Leadership Network will maintain the same strategy as the one set out last year. It will continue to focus on streamlining and enhancing the competencies and core learning requirements for leaders—including more clearly defined competencies and mandatory training with an increased focus on financial and human resources management, and values and ethics; implementing the recommendations of the Performance Management Program (PMP) Review that was completed in 2004 in support of a simplified, more consistent, and flexible results-based system; ensuring a close monitoring of the classification of executive positions; and, above all, continuing the integration and modernization of the leadership development programs into a continuum from the first-level supervisor to deputy heads.

In addition, priorities and plans for 2005–06 will include the establishment of a new and improved Public Service Awards Program to recognize excellence based on criteria that will

better reflect government priorities, as well as the development of an overarching framework to support a more coherent approach in the management and development of leaders.

Priorities and plans for the 2005–06 Estimates are summarized below:

Plans and Priorities	Time Frame
1. Core learning, including Public Service orientation, and mandatory training are in place:	
1.1. The core learning framework is implemented and further developed	2005–07
2. Leadership competencies are simplified and updated	
2.1. Mechanisms are in place to facilitate the integration of the revised competencies into HR management	2005–06
3. On-going monitoring of the Performance Management Program (PMP) for executives is in place	2005–06
4. A framework is developed to integrate leadership development programs into a continuum reflecting the current and future needs of the Public Service	
4.1. A new program is launched that integrates various facets of existing programs	2005–07
5. Tighter controls on the classification of executive positions are implemented	
5.1. Ongoing monitoring is in place	2005–06
6. A framework is developed for the management of the Executive cadre	2005–07
7. A streamlined Public Service Awards Program is implemented	2005–06

Challenges ahead…	Ensuring that leaders are well equipped to carry out their responsibilities effectively and with integrity requires ongoing commitment and course correction involving all our partners and the engagement of senior officials.

As well, the integration of the new *Values and Ethics Code for the Public Service* into daily practice at all levels will contain its own set of challenges.

2.2.2   Promote and reinforce Public Service values and ethics…

Context and results for Canadians…	Results for Canadians explicitly recognizes the Government of Canada's commitment to managing its business according to the highest Public Service values. Indeed, a strong culture of values and ethics is fundamental to Public Service and essential for maintaining public trust in government. As an important national institution, the

Public Service of Canada must earn the respect and trust of ministers, Parliament, and Canadians through its dedication to the public interest and its strong culture of democratic, professional, ethical, and people values.

To this end, the Agency plays a leadership role in supporting Ministers, public service leaders and public service employees in meeting their responsibilities to develop and sustain a strong culture of Public Service values and ethics. In particular, through its Office of Public Service Values and Ethics, which was established in November 2003, it ensures that departments, agencies, and the Public Service as a whole have in place the policies, tools, management infrastructure, and practices required to ensure that Public Service values and ethical conduct are reflected in daily practices, and that they are an integral part of the performance management and assessment processes.

The Office of Public Service Values and Ethics acts as a centre of expertise for policy-making and advice on public sector values and ethics, including policies and strategies related to workplace well-being; communicates and promotes program objectives and priorities; develops and disseminates best practices, tools, and training programs; ensures the establishment of a results-based accountability approach to values and ethics; and monitors the performance of departments and agencies.

As expectations and pressures for a more transparent and accountable Public Service increase, the role of the Office of Public Service Values and Ethics has never been so central. In particular, the Office of Public Service Values and Ethics actively works to enhance employee awareness and understanding of the new *Values and Ethics Code for the Public Service*, including related policies such as the *Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace* and the *Policy on the Prevention and Resolution of Harassment in the Workplace.* In addition, the Office of Public Service Values and Ethics is supporting the government in developing Bill C-11, the proposed new *Public Servants Disclosure Protection Act,* which is currently before Parliament. The bill aims to strengthen the regime for the disclosure and investigation of wrongdoing in the public sector workplace. In particular, it aims to protect persons who disclose wrongdoing while ensuring a fair process for those against whom allegations are made.

Key plans and priorities…

Given that the Office of Public Service Values and Ethics was established a year ago, 2005–06 will be the second year of growth and development. During its first year, many key elements of the foundation for a strong culture of Public Service values and ethics were put in place.

As a result of the distribution of the Code to more than 160,000 public service employees in the fall of 2003, awareness and learning workshops and communication tools were developed and delivered across the country; efforts to improve values and ethics policy instruments and policy advice services are progressing well; standard case management protocols are being established as planned; a senior level interdepartmental Advisory Council on Public Service Values and Ethics was established to provide leadership and oversight across government; and significant work was done for the development of proposed legislation for a disclosure regime.

Looking ahead, the Office of Public Service Values and Ethics will continue to build on the foundation established last year. A key component of the strategy for the next planning horizon is to ensure that the Public Service as a whole, as well as individual organizations, consolidate the infrastructure and resources required to proactively and effectively manage values and ethics

issues; further develop and sustain employees' understanding and internalization of the Public Service values and ethics; and establish a results-based road map to organizational performance in values and ethics including performance indicators, evaluation tools, and cycles. In parallel, continued support will be given to improve and/or introduce new policy instruments, as well as to complete the development of the new disclosure regime for wrongdoing in the workplace.

Plans and Priorities	**Time Frame**
1. Through a comprehensive and sustained learning and communications strategy, create widespread employee awareness, understanding, and application of Public Service values and ethics, including obligations under the *Values and Ethics Code*	
1.1. Awareness and learning programs are implemented in the Public Service and their results assessed	2005–07
1.2. Departmental experts in values and ethics are trained and have the materials, support, and access to advice that they need to carry out their responsibilities	2005–06
2. Additional support is provided to departments and agencies for meeting their accountabilities	
2.1. Performance indicators for values and ethics are adopted	2005–08
2.2. Departments and agencies are provided with a "road map" for assessing and continuously improving their results in Public Service values and ethics	2005–06
2.3. A measurement and evaluation strategy, including surveys, is implemented.	2005–08
2.4. Public Service communities of practice in values and ethics are strengthened	2005–08
3. Key Treasury Board policies that support a culture of Public Service values and ethics are introduced or improved	
3.1. The policy and system for preventing and resolving cases of harassment is reviewed and necessary changes are implemented	2005–07
3.2. Informal Conflict Management Services (ICMS) are implemented in departments	2005–07
3.3. A workplace well-being strategy for the Public Service is developed and implemented	2005–08
4. Support is provided to government on legislation for disclosure of wrongdoing, including protection from reprisal for those who make disclosure	
4.1. Creation of the new regime is supported and policies and instruments are updated	2005–06
4.2. The new disclosure regime and other related new instruments are promoted and integrated into management practices	2005–07

Challenges ahead…	Changes to the legislative and policy framework that supports Public Service values and ethics could be delayed or significantly modified depending on the parliamentary process, and the outcome of major reviews such as the Commission of Inquiry into the Sponsorship Program and Advertising Activities.

2.3   A representative and accessible Public Service

This is the third program activity (or strategic outcome component) of the Agency. The achievement of this program activity is articulated around two key results areas:

- **achieve and preserve employment equity and diversity commitments**; and
- **achieve and preserve official languages commitments**.

As illustrated in the table below, total planned spending for this program activity amounts to $11.2 million in 2005-06, with a projected decrease of $0.9 million (or 8%) by 2007-08. The decrease includes $0.7 million due to the phasing out of some initiatives related to employment equity, and savings of $0.2 million resulting from the Expenditure Review Committee exercise.

	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Financial Resources ($ millions)	**11.2**	10.7	10.3
Human Resources (Full-time equivalent)	**86**	86	85

2.3.1   Achieve and preserve employment equity commitments…

Context and results for Canadians…

The federal Public Service must draw on the talents of the entire population and build a workforce that truly reflects Canada's ethnic and cultural diversity. To this end, the *Employment Equity Act* requires that the Public Service of Canada, the country's largest employer, become a representative workplace with respect to the employment of persons in the four employment equity designated groups: women, Aboriginal peoples, visible minorities, and persons with disabilities. The Public Service also seeks to become a more inclusive workplace in which designated group members and all employees have an opportunity to participate fully in serving Canadians with excellence. The overall objective is to remove barriers to employment and advancement of the designated groups and to use positive measures to increase their representation and participation in the workforce.

To this end, in partnership with the Public Service Commission of Canada of Canada, departments and agencies, the Agency has the lead responsibility for supporting implementation of the Act and ensuring the integration of its principles and goals into all aspects of HR management. Thus, the Agency's Employment Equity Branch develops employment equity policy directives and guidelines; communicates program objectives and priorities; helps departments and agencies by developing and disseminating successful practices, instituting programs, developing tools and building departmental capacity through workshops and

information sessions; gives advice on the Act and other employment equity-related issues; monitors performance of departments and agencies; and reports progress to Parliament through annual reports.

As detailed in the last annual report on employment equity for 2003–2004, there has been significant progress on Employment Equity across the Public Service since the Act came into force in 1996. Since the first annual report to Parliament a little over a decade ago, there continues to be strong statistical evidence that the situation for members of the designated groups has been improving—especially for women, Aboriginal peoples and persons with disabilities. Representation rates in the federal Public Service for these three groups have now surpassed our workforce availability goals. However, there is still much to be done in improving the representation of persons in visible minority groups. While the gap between representation and our workforce availability goal for this group has continued to narrow, we must intensify our efforts to meet our new goals that derive from the increasing diversity of Canada revealed in the 2001 Census. In addition, we have not met the 1-in-5 benchmarks set out by the *Embracing Change Action Plan*—an initiative endorsed by the Government in June 2000 to increase the representation and participation of visible minorities.

Key plans and priorities…	Consequently, a key priority for employment equity will be to intensify our efforts over the planning horizon to meet our Embracing Change goals. We will also be working to further improve participation and career advancement for women, Aboriginal peoples, and persons with disabilities. Key plans and

priorities for employment equity are summarized in the table below:

Plans and Priorities	**Time Frame**
1. The Public Service is representative and inclusive	
1.1. Continuous improvements are made in the representation of visible minorities and in their recruitment rates, both for term appointments of over three months and for indeterminate appointments	Ongoing
1.2. Performance is monitored and reasonable progress is achieved by departments and agencies	Ongoing
1.3. Continued assistance is provided to departments and agencies to accelerate progress on the *Embracing Change Action Plan*, and, in particular, to meet the 1-in-5 benchmarks established for 2005	2005–07
1.4. A strengthened Employment Equity (EE) Policy will replace the current EE Policy and the Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service in order to extend the duty to accommodate to all groups protected by the Canadian Human Rights Act.	2005–07

Plans and Priorities	**Time Frame**

2. The Public Service has access to modern and fully integrated employment equity policies, directives, tools, and support

2.1. Clearer, simpler, and results-based policy instruments and tools are provided to departments and agencies, integrating employment equity goals into all aspects of HR management and business planning processes — Ongoing

2.2. Modernized communications are developed to enable departments and agencies to shift behaviours from a passive commitment to an active one — 2005–07

2.3. PSMA and non-legislative HR modernization initiatives are integrated with the *Employment Equity Act* to ensure that requirements are met in applying the new definition of "merit" when considering requirements for diversity in their current and future needs — 2005–06

3. Results are more transparent and accessible to Canadians

3.1. Continued improvements are made in the monitoring and reporting systems to make results more accessible, timely, and transparent to Canadians, including progress in achieving *Employment Equity Act* and *Embracing Change* objectives — Ongoing

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Challenges ahead…

Keeping pace with the continually increasing diversity of Canada's population and workforce is a real challenge for employment equity. The face of Canada is changing rapidly, particularly with the growing visible minority group in the Canadian workforce. Achieving and preserving employment equity commitments in the Public Service is about changing culture, mindsets, behaviours, and practices and, therefore, is a long-term program that requires continued, consistent, and focussed efforts.

2.3.2   Achieve and preserve official language commitments…

Context and results for Canadians…

Canada is not the only country with two official languages. However, what distinguishes it from other countries is the path it has followed in adopting bilingualism. This typically Canadian approach—set out in the *Official Languages Act*—testifies to our fundamental values and to our desire to truly reflect these values in our public life. The *Official Languages Act* commits the government to serve Canadians in the official language of their choice (Part IV); to enable employees in bilingual regions to work in the official language of choice (Part V); and to ensure equitable participation of English- and French-speaking Canadians (Part VI).

In support of these commitments, the Agency—through its Official Languages Branch—develops and co-ordinates federal policies and programs concerning service to the public, language of work and the participation of English-speaking and French-speaking Canadians. The Agency oversees federal institutions' compliance with obligations of the Act by monitoring and conducting audits and evaluating the effectiveness and efficiency of their programs and it prepares the annual report to Parliament.

Moreover, the Agency is a key player in the implementation of the Exemplary Public Service component of the *Action Plan for Official Languages*—a five-year plan announced by the Prime Minister in March 2003 to provide new momentum for Canada's linguistic duality. As part of this Action Plan, the Agency also manages the Official Languages Innovation Program to support institutions and federal regional councils in the implementation of innovative projects that have a ripple effect in promoting official languages.

Finally, in carrying out its responsibilities, the Agency works closely with numerous partners, including the Public Service Commission of Canada of Canada, the Canada School of Public Service, Canadian Heritage, and all of the 196 institutions subject to the Act.

> ***Key plans and priorities…***

In the wake of the *Action Plan for Official Languages*, new steps are being taken in the renewal of the Official Languages Program. As depicted in the recent *Annual Report on Official Languages for 2003–04,* our vision of instituting cultural change is taking shape. Policies are being modernized; our networks are being expanded; a more strategic accountability framework and new assessment tools are being developed; and federal institutions and regional councils are working with us to meet the challenge of re-establishing official languages as a priority and of gradually changing organizational cultures.

However, changing the culture of an organization as large as the federal Public Service takes time and demands concerted efforts from many stakeholders.

In addition, despite significant progress reported since the enactment of the *Official Languages Act* more than 35 years ago, achievements relating to official languages in some areas remain fragile.

In particular, rights and obligations are still misunderstood, and there are misperceptions about legal and policy requirements within and outside the Public Service. The number of executives and related feeder group members who are bilingual still has to grow. French continues to be underused as a language of work in bilingual regions; and it is essential to ensure that supervisors in these regions are bilingual so employees can exercise their linguistic rights. Respect for Canada's official languages must be reinforced as being intrinsically linked to our values in order to achieve bilingualism in the workplace and give Canadians quality services. This emphasis is especially important as the government moves forward with electronic services, single-window service points, and integration with other partners and levels of government. As a result, through work conducted under the Action Plan and Innovation Program, continued focus will be given to the following plans and priorities:

Plans and priorities	**Time Frame**

1. Service and accountability to Canadians with regard to official languages are improved

1.1. Strengthened monitoring and reporting systems, encompassing performance indicators and assessment tools, are in place to make results more accessible and transparent to Canadians	2005–06
1.2. Simpler, clearer, more accessible, results-based policy instruments are developed	2005–06
1.3. Modernized policies on service to the public are implemented, including new directives on electronic communications and Web sites	2004–06
1.4. The compliance review of the *Official Languages Regulations* pertaining to communications with, and services to, the public is completed	2004–06
1.5. Continuing support is provided to institutions to ensure that official languages are an integral part of operations and that bilingual service delivery to Canadians is enhanced, in particular through work conducted under the Action Plan, including the Innovation Program, to support cultural change	2004–08

2. A stronger shared vision of a bilingual workplace and its underlying values is achieved, contributing to the effective use of both official languages in prescribed regions

2.1. Continuing support is provided to institutions in promoting the use of official languages in the workplace, in particular through work conducted under the Action Plan, including the Innovation Program, to support cultural change	2004–08

3. Targets are achieved for increasing bilingual capacities within the executive and executive feeder groups, thereby fostering, in bilingual regions, the use of both official languages in the workplace — 2004–08

Challenges ahead…	Establishing and sustaining an exemplary public service relating to official languages requires integrating strong respect for linguistic duality into employees' daily activities, whether they interact with their colleagues and with Canadians or simply as a factor to consider when planning and making decisions. This is an ongoing challenge

that requires continuous, consistent, and focused efforts.

Section III: Our organization

3.1   Our management principles and partners

The creation of the Agency is anchored in the necessity to rejuvenate, strengthen and modernize HR management in the Public Service, in particular through implementation of the *Public Service Modernization Act* (PSMA).

However, the success of PSMA implementation will require, first and foremost, a cultural change that will have to be accompanied, in day-to-day business by a new type of relationship with unions and an effective shift of authority from HR professionals to line managers, and from central agencies to deputy heads.

All stakeholders will need to work together to meet a shared responsibility. However, shared responsibility is more than just words. It is a new way of doing business and a new model for the relationship between the Agency and its partners. Traditionally, central agency monitoring is described as "rule driven" and "enforcement oriented." This is not the intent of this legislation nor of the Agency. On the contrary, the Agency has an enabling role. It will be there to help departments and agencies meet their new responsibilities. Monitoring and reporting will be designed to aid and facilitate HR management accountability and transparency in a spirit of continuous program improvement.

The development of a co-ordinated presence and engagement with departments and agencies will also require a portfolio approach to offer implementation advice and support. This means that Agency staff will be held accountable for the service and advice they provide. They will consult and involve all partners and strive to keep the process as simple as possible and grounded in common sense.

To this end, as a new organization, the Agency is already designing its HR systems around the values and principles, concepts and requirements of the new legislation. This positions the Agency to use this experience as a learning opportunity and, as a result, to work more effectively and efficiently with all its partners. Leading by example, the Agency wants to be recognized as a model, putting into practice the following key principles:

- **Working effectively with our partners:** The Agency cannot realize its mandate without taking a collaborative approach. Our partners include, departments, agencies, the HR professional community, Official Languages stakeholders, the Treasury Board of Canada Secretariat, the newly formed Canada School of Public Service, the Public Service Commission of Canada of Canada, and Public Works and Government Services Canada. To meet selected goals and objectives, the Agency also works closely with the Clerk of the Privy Council, the Privy Council Office and the Committee of Senior Officials. Union involvement is also critical to the success of the Agency's balanced approach to engagement and co-development. Finally, the *Employment Equity Act* requires that we consult with representatives of designated groups to implement employment equity. Thus, co-operation, partnerships and collaboration define the new working relationship between central agencies, departments, agencies, and unions.

- **Enabling departments and agencies and ensuring effective oversight:** The Agency has the dual role of enabling departments and agencies to meet the new standards for HR management and acting as an oversight agency to monitor performance and ensure accountability for results in these areas. Achieving proper balance between these two responsibilities is a key determinant of the Agency's effectiveness.

- **Demonstrating innovative and responsible leadership:** The Agency provides innovative leadership, characterized by accountability for public resources and by transparent and effective communications.

- **Practising simplicity and clarity:** The Agency reduces and simplifies the policy suite relating to HR management practices, clarifies its oversight role, and shows clear linkages between individual disciplines and higher-level objectives.

- **Developing holistic approaches towards integrated HR management disciplines:** The Agency strives to implement integrated and coherent programs, policies, and other instruments; in other words, it provides clearer, more effective HR management directions, approaches, and support and participates in the establishment of consistent expectations and the creation of a central clearing house for access to HR management expertise.
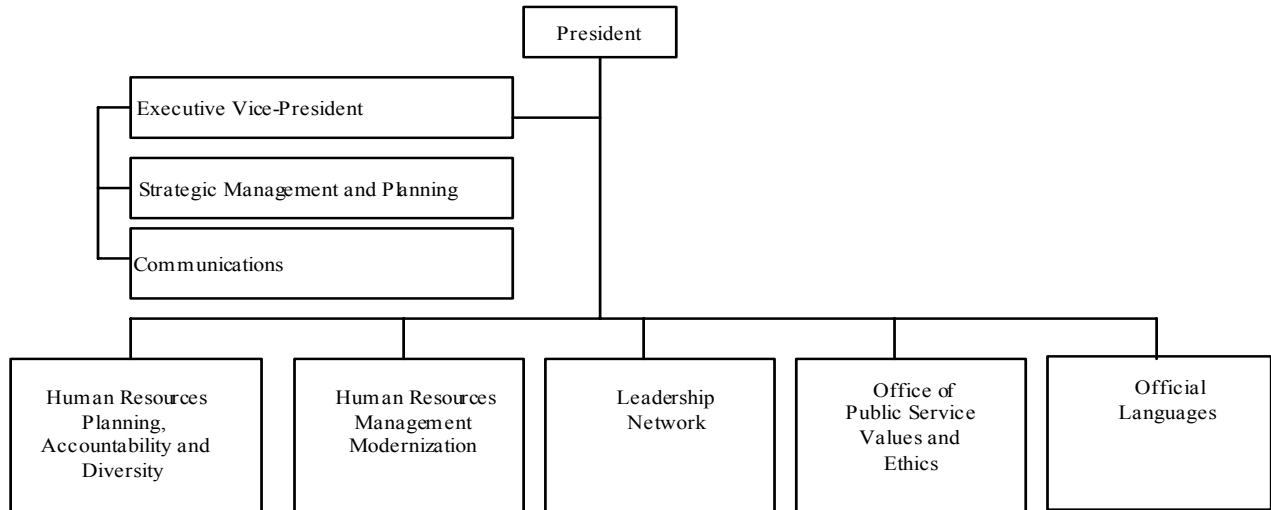
3.2   The administration of the Agency

One of the challenges in effectively applying these management principles is to ensure that the new organization is effectively established in order to successfully advance the government's HR management modernization agenda. In doing so, the Agency focusses on the following internal key priorities and plans:

- Create and develop an affordable organization fully committed to achieving the objectives set out in Results for Canadians, and foster and apply within the Agency the vision, objectives, and principles of modern human resources management and comptrollership.

- Create and sustain a cost-effective organizational structure with business lines aligned with the Agency's overall strategic objectives.

- Develop a robust, clear strategic planning and results framework linked to an overall vision and objectives, with key high-level results identified clearly.

- Create an affordable communications infrastructure that enables the Agency to position itself across the Public Service and communicate effectively with all target audiences.

- Establish an operating model that enables the Agency to provide clear, coherent, integrated HR management leadership, policies, programs, and support services to the Public Service, demonstrating value to departments, agencies, and public service employees.

- Develop a core competence in performance measurement and management accountability, thus leading by example.

3.3 Our organizational structure

Public Service Human Resources Management Agency of Canada

Organizational Structure (as at April 1, 2005)

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                              ┌──────────────┐
                              │  President   │
                              └──────────────┘
  ┌──────────────────────────────────┐
  │ Executive Vice-President          │
  └──────────────────────────────────┘
  ┌──────────────────────────────────┐
  │ Strategic Management and Planning │
  └──────────────────────────────────┘
  ┌──────────────────────────────────┐
  │ Communications                    │
  └──────────────────────────────────┘

┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐
│ Human      │ │ Human      │ │ Leadership │ │ Office of  │ │ Official   │
│ Resources  │ │ Resources  │ │ Network    │ │ Public     │ │ Languages  │
│ Planning,  │ │ Management │ │            │ │ Service    │ │            │
│ Account-   │ │ Modern-    │ │            │ │ Values and │ │            │
│ ability and│ │ ization    │ │            │ │ Ethics     │ │            │
│ Diversity  │ │            │ │            │ │            │ │            │
└────────────┘ └────────────┘ └────────────┘ └────────────┘ └────────────┘
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Section IV: Supplementary information

Management representation statement

I submit for tabling in Parliament, the 2005–06 *Report on Plans and Priorities* (RPP) for the Public Service Human Resources Management Agency of Canada.

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 Treasury Board of Canada Secretariat guidance;

- It is based on the department's approved accountability structure as reflected in its Management, Resources and Results Structure (MRRS);

- It presents consistent, comprehensive, balanced and accurate information;

- 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 of Canada Secretariat in the RPP.

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Michelle Chartrand, President
Public Service Human Resources
Management Agency of Canada

Table 1: Departmental planned spending and full-time equivalents

($ millions)	Forecast Spending 2004–05	**Planned Spending 2005–06**	Planned Spending 2006–07	Planned Spending 2007–08
Modernized Human Resources Management and Strengthened Accountability [1]	19.0	**23.8**	23.9	16.3
Effective, Ethical Leadership and a Quality Work Environment	27.5	**51.6**	51.6	51.6
Representative and Accessible Public Service	12.0	**11.3**	10.9	10.6
Budgetary Main Estimates (Gross)	58.5	**86.7**	86.4	78.5
Less: Respendable revenue	-	**-**	-	-
Total Main Estimates	58.5	**86.7**	86.4	78.5
Adjustments				
Supplementary Estimates:				
Transfer of responsibilities from the Public Service Commission of Canada for career development programs and for research associated with demographics and labour market studies	19.5	-	-	-
Transfer of responsibilities from Treasury Board Secretariat due to government restructuring	9.0	-	-	-
Operating budget carry forward	2.7	-	-	-
Funding to modernize human resources management in the Federal Public Services (*Public Service Modernization Act)*	5.2	-	-	-
Funding related to the government advertising program	0.1	-	-	-
Implementation of the proposed new *Public Servants Disclosure Protection Act*	-	**6.0**	6.0	5.1
Spending authorities available within the Operating expenditures Vote [2]	(1.3)	-	-	**-**
Budget Announcements:				
Expenditure Review Committee – Corporate efficiencies [3]	-	**(0.5)**	(0.9)	(1.2)
Expenditure Review Committee – Procurement savings	-	**(0.1)**	-	-
Expenditure Review Committee – Integrate Youth Internship Program [4]	-	**(8.0)**	(16.0)	(16.0)
Other:				
Transfer of remaining funds associated with the Youth Internship Program to Human Resources and Skills Development [4]		**(9.2)**	(1.2)	(1.2)
Treasury Board Vote 15 - Compensation Adjustments	0.5	-	-	-
Contributions to employee benefit plans [5]	4.0	-	-	-
Total Adjustments	39.7	**(11.8)**	(12.1)	(13.3)
Total Planned Spending [6]	98.2	**74.9**	74.3	65.2
Total Planned Spending	98.2	**74.9**	74.3	65.2
Less: Non-Respendable revenue	-	**-**	-	-
Plus: Cost of services received without charge	6.4	**7.4**	7.5	7.3
Net Cost of Program	104.6	**82.3**	81.8	72.5
Full-Time Equivalents	434	**504**	504	454

(1) The activity "Modernized Human Resources Management and Strengthened Accountability" reads as "Human Resources Modernization and Accountability" in the 2005-2006 Estimates Part II - Main Estimates document.

(2) The spending authorities available within the Operating Expenditures Vote consist of the following: $450,000 transferred to the Canadian School of the Public Service to undertake a study of language training; $750,000 re-profiled to future years for Employment Equity Initiatives; and, $126,000 set aside for the creation of the government advertising program.

(3) To achieve the savings, the Public Service Human Resources Management Agency of Canada will rationalize its management and operations and move toward shared services as well as to more streamlined administration and corporate services.

(4) The decision has been made to integrate the Youth Internship Program with the Youth Employment Strategy lead by Human Resources and Skills Development Canada (HRSDC). Both programs were targeted at youth facing barriers to employment. This will ensure better and more cost-effective delivery of programs aimed at helping youth make a successful transition to the workplace.

(5) The Contributions to employee benefit plans are associated with the Supplementary Estimates line items.

(6) The net decrease in Total Planned Spending between 2004-2005 and 2007-2008 is $33.0M. It consists of the following:

A decrease of $38.1M consisting of:

   a. $17.2M reduction due to the decision to integrate the Youth Internship Program with the Youth Employment Strategy lead by Human Resources and Skills Development Canada (HRSDC) (see note 4 above);

   b. $8.7M decreased funding for the reform of the classification system (Additional funding will be sought for this initiative;

   c. $5.6M less for the Implementation of the *Public Service Modernization Act* (Additional resources will be sought for this initiative);

   d. $2.7M in one time funding related to the 2004-2005 allocation of the Operating Budget carry forward;

   e. $1.5M due to the phasing out of some initiatives related to employment equity;

   f. $1.2M savings from the Expenditure Review Committee exercise, to be implemented through rationalization of management and operations and a move toward shared services as well as to more streamlined administration and corporate services; and

   g. $1.2M due to the phasing out of some minor initiatives and adjustments to some budgetary items such as the Report on senior retention and compensation, and allocations from the Treasury Board Vote 15 - Compensation Adjustments.

An increase of $5.1M for the implementation of the proposed new *Public Servants Disclosure Protection Act.*

Table 2: Program by activity

($ millions)

	Budgetary						Non-Budgetary			
Program Activity	**Opera-ting**	**Capi-tal**	**Grants and Contribu-tions**	**Gross**	**Reve-nue**	**Net**	**Loans, Invest-ments and Advances**	**Total Main Esti-mates**	**Adjust-ments (planned spending not in Main Estimates)** [1]	**Total Planned Spending**
Modernized Human Resources Management and Strengthened Accountability	23.8	-	-	23.8	-	23.8	-	23.8	(0.2)	**23.6**
Effective, Ethical Leadership and a Quality Work Environment	35.4	-	16.2	51.6	-	51.6	-	51.6	(11.5)	**40.1**
Representative and Accessible Public Service	11.3	-	-	11.3	-	11.3	-	11.3	(0.1)	**11.2**
Total	**70.5**	**-**	**16.2**	**86.7**	**-**	**86.7**	**-**	**86.7**	**(11.8)**	74.9

2005–06 appears as a heading spanning the top of the table.

(1) The Adjustments (planned spending not in Main Estimates) reflect:

   a) The funding for the implementation of the proposed new Public Servants Disclosure Protection Act ($6.0M);

   b) The savings from the Expenditure Review Committee items:
- Corporate efficiencies ($0.5M);
- Procurement savings ($0.1M);
- Integrate Youth Internship Program ($8.0M); and

   c) The transfer of remaining funds associated with the integration of the Youth Internship Program ($9.2M).

Table 3:   Voted and statutory items listed in main estimates

		2005–06	
Vote or Statutory Item	Truncated Vote or Statutory Wording	**2005–06 Current Main Estimates** [1]	2004-05 Previous Main Estimates
30	Operating expenditures	**62.1**	37.8
35	Contributions	**16.2**	16.2
(S)	Contributions to employee benefit plans	**8.4**	4.5
	Total Agency [2]	**86.7**	**58.5**

(1)   The Current Main Estimates figures do not reflect the Expenditure Review Committee's savings and the transfer of remaining funds associated with the Youth Internship Program to Human Resources and Skills Development Canada.

(2)   The Agency's Main Estimates has increased by $28.2M from $58.5M in 2004-2005 to $86.7M in 2005-2006. The increase of $28.2M is mainly due to:

➢ An increase of $32.6M explained as follows:

- ◆ $22.2M (including $2.7M for the Contributions to employee benefit plans) transferred from Public Service Commission related to the transfer of responsibilities for career development programs and for research associated with demographics and labour market studies pursuant to the Public Service Modernization Act and;

- ◆ $10.4M (including $0.9M for the Contributions to employee benefit plans) transferred from Treasury Board Secretariat due to government restructuring;

➢ A reduction of $4.4M explained as follows:

- ◆ $1.7M planned reduction in the funding of the Classification Reform Initiative;

- ◆ $2.3M planned reduction due to the phasing down of the Employment Equity - Embracing Change Initiative; and

- ◆ $0.4M due to the phasing out of some minor initiatives and adjustments to some budgetary items such as reduction to the Contributions to employee benefit plans rate of 1.5% down to 20% of the total personnel costs.

Table 4:   Net cost of the Agency for the estimates year

($ millions)	Total
Total Planned Spending	**74.9**
Plus: Services Received without Charge	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	**3.9**
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	**3.4**
Worker's compensation coverage provided by Social Development Canada	–
Salary and associated expenditures of legal services provided by Justice Canada	**0.1**
	7.4
Less: Non-respendable Revenue	–
2005–06 Net cost of Agency	**82.3**

Table 5: Resource requirement by organization by activity

($ millions)

Activity / Organization	Modernized Human Resources Management and Strengthened Accountability	Effective, Ethical Leadership and a Quality Work Environment	Representative and Accessible Public Service	**Total Planned Spending**
President	0.2	0.3	0.1	**0.6**
Executive Vice-President	0.2	0.3	0.1	**0.6**
Strategic Management and planning	5.9	7.3	2.5	**15.7**
Communications	0.8	1.1	0.4	**2.3**
Human Resources Planning, Accountability and Diversity	8.4	-	2.5	**10.9**
Human Resources Management Modernization	8.1	-	-	**8.1**
Leadership Network	-	24.5	-	**24.5**
Office of Public Service Values and Ethics	-	6.6	-	**6.6**
Official Languages	-	-	5.6	**5.6**
Total 2005–06	**23.6**	**40.1**	**11.2**	**74.9**

Table 6:   Summary of transfer payments

($ thousands)	Forecast Spending 2004–05	**Planned Spending 2005–06**	Planned Spending 2006–07	Planned Spending 2007–08
Effective Ethical Leadership and a Quality Work Environment				
Contributions				
Youth Internship Program [1]	16,200	-	-	-

(1) The decision has been made to integrate the Youth Internship Program with the Youth Employment Strategy lead by Human Resources and Skills Development Canada (HRSDC). Both programs were targeted at youth facing barriers to employment. This will ensure better and more cost-effective delivery of programs aimed at helping youth make a successful transition to the workplace.

Table 7:   Details on transfer payment programs

Youth Internship Program

Note: The decision has been made to integrate the Youth Internship Program with the Youth Employment Strategy lead by Human Resources and Skills Development Canada (HRSDC). Both programs were targeted at youth facing barriers to employment. This will ensure better and more cost-effective delivery of programs aimed at helping youth make a successful transition to the workplace.

1. Objective

Through developmental internships at federal Public Service work sites, provide unemployed and under-employed Canadian youth an opportunity to develop employability skills and gain essential experience needed to secure future employment.

2. Planned Results

The program will ensure the fair distribution of internship opportunities across Canada based on provincial and territorial rates of youth unemployment and the presence of federal government operations capable of offering interesting and diverse learning opportunities.

The internships will provide work experience and help develop transferable skills that will increase the employability of youth.

Upon completion of the internship, participants will be better equipped to find employment, become self-employed or make the decision to complete their education.

3. Milestones

Internship opportunities in each province and territory are created and funded in proportion to the distribution of unemployed youth and the presence of federal institutions.

Some 28 per cent of internship opportunities are created and funded in rural areas (that is, outside metropolitan census areas), ensuring that youth from rural areas are able to participate in the program.

At least 50 per cent of internship opportunities are set aside for youth at risk.

Over 50 per cent of participants who complete the internship either find employment within a year of leaving the program or return to school.

Fifty per cent of participants receive additional support from the YMCA, such as counselling and life-skills training.

Table 8: Useful Internet addresses

Public Service Human Resources Management Agency of Canada
http://www.hrma-agrh.gc.ca/index_e.asp

     Table showing the Agency' responsibilities
     http://www.hrma-agrh.gc.ca/common/resp_e.asp
     Human Resources Management Modernization
     http://www.hrma-agrh.gc.ca/hrmm-mgrh/index_e.asp
     Classification Modernisation
     http://www.hrma-agrh.gc.ca/classification/index_e.asp
     Leadership Network
     http://www.hrma-agrh.gc.ca/leadership/ld_e.asp
     Values and Ethics
     http://www.hrma-agrh.gc.ca/veo-bve/index_e.asp
     Employment Equity
     http://www.hrma-agrh.gc.ca/ee/index_e.asp
     Official Languages
     http://www.tbs-sct.gc.ca/ollo/index_e.asp
     Public Service Modernization Act
     http://laws.justice.gc.ca/en/p-33.4/
     Values and Ethics Code for the Public Service
     http://www.hrma-agrh.gc.ca/veo-bve/vec-cve/vec-cve_e.asp
     Policy on the Prevention and Resolution of Harassment in the Workplace
     http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/hw-hmt/hara_e.asp
     Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace
     http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp
     Policy on the Indemnification of and Legal Assistance for Crown Servants
     http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp
     Policy for Continuous Learning in the Public Service of Canada
     http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_856/pclpsc-pacfpc_e.asp
     Employment Equity Act
     http://laws.justice.gc.ca/en/E-5.401/index.html
     Official Languages Act
     http://laws.justice.gc.ca/en/O-3.01/index.html
     Results for Canadians
     http://www.tbs-sct.gc.ca/res_can/rc_bro_e.asp

Treasury Board (portfolio)
http://www.tbs-sct.gc.ca/common/us-nous_e.asp
     Canada School of Public Service
     http://www.myschool-monecole.gc.ca/main_e.html
     Public Service Human Resources Management Agency of Canada
     http://www.hrma-agrh.gc.ca/index_e.asp
     Treasury Board Secretariat
     http://www.tbs-sct.gc.ca/index_e.asp