

Public Service Staff Relations Board

**1998-99
Estimates**

A Report on Plans and Priorities

Approved

Minister

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SECTION I: CHAIRPERSON'S MESSAGE

As long as the government engages employees to furnish services to the public, it is appropriate and necessary to provide for the administration of its labour relations with those employees. In order for such a system to be effective it must, in fact, be impartial and neutral, and be perceived as such.

As an independent quasi-judicial statutory tribunal responsible for the administration of the systems of collective bargaining and grievance adjudication in the Public Service the Board contributes an essential support function to all programs of the federal government which are provided in whole or in part by federal public servants.

A staff relations regime should not be founded on or provide a framework for a test of wills and economic strength between labour and management. The Board's objective, therefore, is to administer a system which provides fairness to government employees and to the Canadian public. It is within this context that the Board strives to provide a flexible and multi-faceted array of tools to assist the parties in the conduct of their labour relations.

The activity of the Board affects the public interest by promoting and supporting a harmonious and regulated relationship between public servants and their employers. The cost of the activity is mitigated by the overall benefit of enabling the government to provide its services with a minimum of disruption.

As a federal operation that deals only with employees of the federal government the Board's functions cannot be re-aligned with other levels of government or with partnerships in the private sector.

The essential functions performed by the Board are non-discretionary in nature and must be provided at the request of the parties. The Board, nevertheless, recognizes that it is imperative that these functions be provided in the most cost effective and timely manner.

Over the course of the planning period the Board will pursue strategies to provide:

- a framework for the timely administration of the systems of collective bargaining and grievance adjudication in the Public Service
- service that is satisfactory to our clients
- the use of technology where appropriate to maximize efficiency.

Yvon Tarte
Chairperson

MANAGEMENT REPRESENTATION/DÉCLARATION DE LA DIRECTION <i>Report on Plans and Priorities 1998-99/</i> <i>Un rapport sur les plans et les priorités de 1998-1999</i>	
<p>I submit, for tabling in Parliament, the 1998-99 Report on Plans and Priorities (RPP) for the Public Service Staff Relations Board.</p>	<p>Je sou mets, en vue de son dépôt au Parlement, le Rapport sur les plans et les priorités de 1998-1999 de la Commission des relations de travail dans la fonction publique.</p>
<p>To the best of my knowledge the information :</p> <ul style="list-style-type: none"> • Accurately portrays the department's mandate, plans, priorities, strategies and expected key results of the organisation • Is consistent with the disclosure principles contained in the <i>Guidelines for Preparing a report on Plans and Priorities</i>. • Is comprehensive and accurate • Is based on sound underlying departmental information and management systems. • I am satisfied as to the quality assurance processes and procedures used for the RPP's production. <p>The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.</p>	<p>À ma connaissance les renseignements :</p> <ul style="list-style-type: none"> • Décrivent fidèlement les mandat, plans, priorités, stratégies et résultats clés escomptés de l'organisation. • Sont conformes aux principes de divulgation de l'information énoncés dans les <i>Lignes directrices pour la préparation du Rapport sur les plans et les priorités</i>. • Sont complets et exacts. • Sont fondés sur de bons systèmes d'information et de gestion sous-jacents. • Je suis satisfait des méthodes et procédures d'assurance de la qualité qui ont été utilisées pour produire le RPP. <p>Les ministres du Conseil du Trésor ont approuvé la structure de planification, de rapport et de responsabilisation (SPRR) sur laquelle s'appuie le document et qui sert de fondement à la reddition de comptes sur les résultats obtenus au moyen des ressources et des pouvoirs fournis.</p>
<p>Name/Nom: _____ Chairperson/président</p> <p>Date: February/février, 1998</p>	

SECTION II: DEPARTMENTAL OVERVIEW

A. Mandate, Roles, and Responsibilities

The mandate of the Public Service Staff Relations Board is to effectively and efficiently administer the systems of collective bargaining and grievance adjudication established under the *Public Service Staff Relations Act* and the *Parliamentary Employment and Staff Relations Act*, as well as certain provisions of Part II of the *Canada Labour Code* concerning occupational safety and health applicable to employees in the Public Service. The Board also administers the *Yukon Public Service Staff Relations Act* and Part 10 of the *Yukon Education Act*.

The mission of the Board is to promote and support harmonious employer employee relations in the federal Public and Parliamentary Service. In support of this mission the Board assists the parties, where possible, to resolve their own differences; ensures that all processes are impartial and open; consults regularly with the parties to facilitate and improve the Board's processes; informs clients and the public on the Board's role, services and jurisprudence; promotes a work environment that fosters the development of a knowledgeable and co-operative staff and ensures efficient and effective use of its limited resources.

In order to do so, the Board provides a mediation and conciliation service to assist the parties in the resolution of their differences. This service enables many matters to be settled without resort to formal proceedings before the Board.

In addition, the Board provides physical premises and administrative support services to the National Joint Council which is an independent consultative body of representatives of employers and employees for the determination of service-wide issues that do not lend themselves to unit by unit bargaining. However, the Board has no direct involvement in the operations of the National Joint Council.

B. Objective

The Board's objective is to administer the legislative framework within which labour relations are conducted in the federal Public Service in a fair, expeditious and efficient manner.

C. Financial Spending Plan

(thousands of dollars)	Forecast Spending 1997-98*	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Public Service Staff Relations	5,556	5,482	5,482	5,482
Plus				
Cost of Services provided by other Departments	1,252	1,256	1,256	1,256
Less				
Revenue credited to the Vote and to the Consolidated Revenue Fund	-	-	-	-
Net Cost of the Board	6,808	6,738	6,738	6,738

* Reflects best forecast of total planned spending to the end of the fiscal year.

SECTION III: PLANS, PRIORITIES AND STRATEGIES

A. *Summary of Key Plans, Priorities and Strategies*

The Public Service Staff Relations Board	
(PLAN) to provide Canadians with:	(STRATEGIES) to be demonstrated by:
An environment that fosters harmonious labour relations in the federal public service workplace, thereby minimizing the possibility of labour unrest which could result in the disruption in the implementation of government programs	<ul style="list-style-type: none"> * timeliness, fairness and openness of Board processes * client satisfaction * guidance to the parties * quality of Board decisions
A framework for the timely administration of the systems of collective bargaining and grievance adjudication in the Public Service	<ul style="list-style-type: none"> * meeting performance objectives set by the Board with respect to the processing and disposition of its business * encouraging the use of expedited adjudication * exploring the usefulness of pre-hearing conferences * encouraging the parties to make greater use of the Board's Mediation Services to resolve disputes
Service that is satisfactory to our clients	<ul style="list-style-type: none"> * completion and follow up of a client satisfaction survey by the end of fiscal year 1998-99
Use of technology where appropriate to maximize use of resources	<ul style="list-style-type: none"> * exploring the viability of using video-conferencing in the hearing process by the end of fiscal year 1998-99

B. Details by Program and Business Line

The Public Service Staff Relations Board has one business line: public service staff relations.

Planned Spending

Gross program spending

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Public Service Staff Relations	5,556	5,482	5,482	5,482
Plus				
Cost of Services provided by other Departments	1,252	1,256	1,256	1,256
Less				
Revenue credited to the Vote and to the Consolidated Revenue Fund	-	-	-	-
Net Cost of the Board	6,808	6,738	6,738	6,738

Objective

The objectives of the business line are the creation of jurisprudence through the decisions of the Board and the implementation of a set of integrated procedures which enable the employers, the bargaining agents and the employees they represent and others who have entitlements, to exercise their rights under the Act.

The Board provides the necessary framework within which the various rights and responsibilities of participants to collective bargaining in the Public Service are to be exercised. The Board renders reasoned decisions in a timely manner and provides assistance to the parties thereby contributing to the following goals:

- * fostering harmonious labour relations in the workplace
- * minimizing the possibility of labour unrest which could result in the disruption in the implementation of government programs.

External Factors Influencing the Business Line

Ultimately the everyday concerns of public servants normally expressed through their bargaining agents and the concerns of the Public Service employers in managing the Public Service and implementing the programs approved by the government of the day, become the factors determining the workload of the Board, both in quantity and type of dispute requiring attention. The current economic climate together with the reorganization of government operations and the general reduction in the number of employees has the potential of creating an atmosphere of uncertainty and stress in the work force. Employees in such an environment are more inclined to exercise their rights to protect their interests. This coupled with recent jurisprudence extending the broad parameters of human rights principles to labour relations matters continue to result in more lengthy and complex proceedings before the Board.

After a freeze of more than 6 years the resumption of collective bargaining will continue to result in increased activity in this area. Since its inception the Board has been responsible for responding to requests for both conciliation and arbitration as part of the process of resolving collective bargaining disputes. The suspension of arbitration as a means of dispute resolution in 1996 for a three year period will not diminish the workload of the Board in the area of dispute resolution. As a result of the 1993 amendments to the *Public Service Staff Relations Act*, the Board may also be required to address requests for fact finding and/or the establishment of an alternate dispute resolution process. In addition, the establishment of a new process for the designation of positions deemed necessary in the interest of the safety or security of the public has increased the Board's workload. This workload will continue at least until the end of 1998.

The decision by the Government to reconfigure certain of its operations has resulted in an increased workload for the Board in the areas of certification, managerial or confidential exclusions and successor rights.

Key Plans and Strategies and Expected Results

A framework for the timely administration of the systems of collective bargaining and grievance adjudication in the Public Service.

<i>Strategies</i>

The expeditious handling of proceedings referred to the Board in accordance with the rules of natural justice is fundamental to maintaining the integrity and credibility of the Board. The Board has set standards for the handling of proceedings referred to it from the initial application, complaint or reference to final disposition.

In 1994-95 the Board piloted an alternative system of dispute resolution called expedited adjudication with the largest bargaining agent and largest employer. Expedited adjudication enables the parties and the Board to save time and resources by dealing with certain grievances without resort to the formal hearing process. Since its inception this program has expanded to include three additional bargaining agents. Furthermore, the pool of Board members available to hear expedited adjudication cases has been broadened to include any Board member with a minimum of three years experience. The Board will continue to encourage the use of expedited adjudication with both bargaining agents and employers.

The Board will explore the usefulness of pre-hearing conferences.

The Board will continue to encourage the parties to make greater use of its mediation, conciliation and information services to resolve their disputes

Expected Results

The Board expects to continue to achieve a high compliance rate with performance standards related to the handling and disposition of proceedings referred to it.

By encouraging the use of expedited adjudication and mediation services the Board aims to increase timeliness and decrease costs in the resolution of workplace disputes.

Service that is satisfactory to our clients.

Strategies

While it is unlikely that both parties to an adversarial process will at all times be pleased with its outcome, it is important that the integrity of the process itself be maintained. The Chairperson provides an opportunity for discussion of any issues that may arise with respect to Board processes through meetings and exchanges with representatives of the employers and bargaining agents.

A formal client satisfaction survey is currently under preparation. The objective of the survey is to obtain feedback from clients in areas such as communications, processes, policies, procedures, and evaluation of services. The response from clients will guide efforts to improve service delivery. It is hoped that the client satisfaction survey will become a regular activity.

Expected Results

Completion of the first survey, analysis and follow up by the end of fiscal year 1998-99.

Use of technology where appropriate to maximize use of resources.

Strategies

In recent years the Board has increased productivity through the introduction of up to date technology in its case management operations. The case tracking and management system has integrated and automated the processing of all cases coming before the Board. The system supports management decision making by providing accurate and timely information regarding all proceedings before the Board. Furthermore, teleconferencing is now used in the conduct of examinations in the identification of managerial or confidential exclusions as well as in the mediation of disputes concerning the designation of positions in the interest of the safety or security of the public.

In its continuing efforts to benefit from technology the Board has done a preliminary study to consider the feasibility of using videoconferencing as a means of reducing the costs associated with the hearing process. The Report on the study has been distributed to the parties for their consideration.

Expected Results

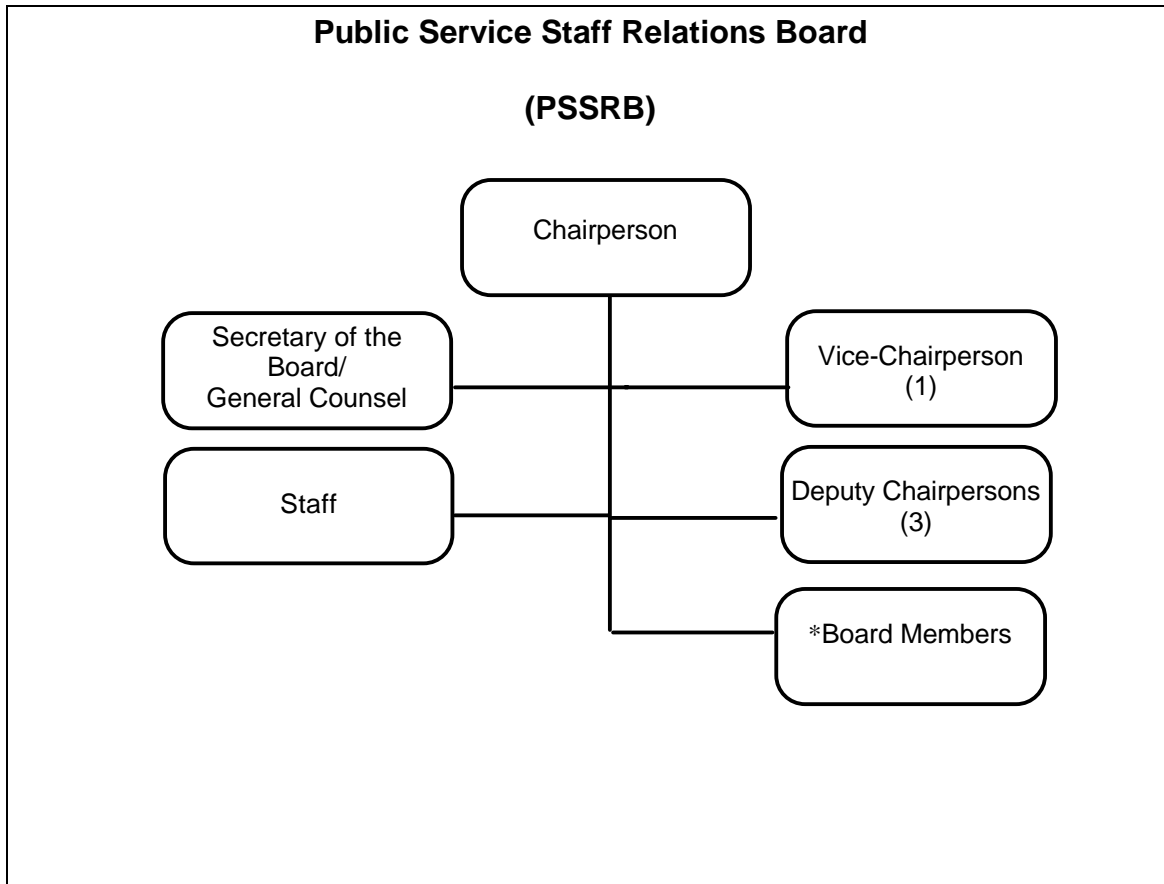
By the end of fiscal year 1998-99 the Board expects to have concluded discussions with the parties regarding the viability of videoconferencing.

SECTION IV: SUPPLEMENTARY INFORMATION**TABLE 1: SPENDING AUTHORITIES (BOARD SUMMARY PART II OF THE ESTIMATES)**

Vote	(thousands of dollars)	1998-99 Main Estimates	1997-98 Main Estimates
Public Service Staff Relations Board			
35	Program expenditures	4,800	4,988
(S)	Contributions to employee benefit plans	682	568
Total - Public Service Staff Relations Board		5,482	5,556

PERSONNEL INFORMATION

TABLE 2: ORGANIZATION CHART AND RESPONSIBILITY FOR PLANNED SPENDING BY PROGRAM AND BUSINESS LINE FOR 1998-99



* The number of Board members is determined by the Governor-in-Council. Members may be appointed on a full-time or part-time basis.

(thousands of dollars)	Accountability
	Chairperson Public Service Staff Relations Board
Program/Business Line	
Public Service Staff Relations	5,482
Total Public Service Staff Relations Board	5,482

TABLE 2.1: PLANNED FULL-TIME EQUIVALENT (FTE'S) BY PROGRAM AND BUSINESS LINE

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Public Service Staff Relations	54	55	55	55
Board Total	54	55	55	55

TABLE 2.2: DETAILS OF FULL-TIME EQUIVALENT REQUIREMENTS

(thousands of dollars)	1997-98*	Planned 1998-99	Planned 1999-00	Planned 2000-01
Salary Ranges				
Lower than \$30,000	4	4	4	4
\$30,000 to \$40,000	20	20	20	20
\$40,000 to \$50,000	11	11	11	11
\$50,000 to \$60,000	2	2	2	2
\$60,000 to \$70,000	4	4	4	4
\$70,000 to \$80,000	1	1	1	1
More than \$80,000	12	13	13	13
Total	54	55	55	55

* Forecast made as of January 1998.

ADDITIONAL FINANCIAL INFORMATION

TABLE 3: DEPARTMENTAL SUMMARY BY STANDARD OBJECTS OF EXPENDITURE

(thousands of dollars)	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-2001
Personnel				
Salaries and wages	3,000	3,248	3,248	3,248
Contributions to employee benefit plans	525	682	682	682
	3,525	3,930	3,930	3,930
Goods and Services				
Transportation and communications	427	427	427	427
Information	88	88	88	88
Professional and special services	995	614	614	614
Rentals	38	38	38	38
Purchased repairs and maintenance	45	45	45	45
Utilities, materials and supplies	139	139	139	139
Other subsidies and payments	208	110	110	110
Minor Capital	91	91	91	91
	2,031	1,552	1,552	1,552
Total Operating Expenditures	5,556	5,482	5,482	5,482

TABLE 4: PROGRAM RESOURCES BY PROGRAM AND BUSINESS LINE FOR THE ESTIMATES YEAR*

(thousands of dollars)	Budgetary Operating	Non budgetary	Total
Public Service Staff Relations Board	5,482	-	5,482
Total	5,482	-	5,482

*Does not include contributions to employee benefit plans

TABLE 5: NET COST OF PROGRAM FOR 1998-99

(thousands of dollars)	Public Service Staff Relations
Gross Planned Spending	5,482
Plus	
Services Received Without Charge	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1,042
Contributions covering employees' share of insurance premiums and costs paid by TBS	214
	1,256
Total Cost of Program	6,738
Less	
Revenue Credited to the Vote and to the Consolidated Revenue Fund	-
Net Cost of Program	6,738

TABLE 6: GROSS PROGRAM SPENDING

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Public Service Staff Relations				
Plus	5,556	5,482	5,482	5,482
Services Received without charge	1,252	1,256	1,256	1,256
Less				
Revenue credited to the Vote and to the Consolidated Revenue Fund	-	-	-	-
Net Cost of the Board	6,808	6,738	6,738	6,738

OTHER INFORMATION

TABLE 7: LISTING OF STATUTES AND REGULATIONS ADMINISTERED BY THE PUBLIC SERVICE STAFF RELATIONS BOARD

- *Public Service Staff Relations Act*, R.S.C. 1985, c. P-35
- P.S.S.R.B. Regulations and Rules of Procedure, 1993
- *Parliamentary Employment and Staff Relations Act*, R.S.C. 1985 (2d Supp.), c. 33
- P.E.S.R.A. Regulations and Rules of Procedure
- Certain provisions of Part II of the *Canada Labour Code*, R.S.C. 1985, c. L-2
- *Yukon Education Act* - Part 10 - Teachers Staff Relations, S.Y. 1989-90, c. 25
- Yukon Teachers Staff Relations Board Regulations and Rules of Procedure
- *Yukon Public Service Staff Relations Act*, R.S.Y. 1986, c. 142
- Regulations and Rules of Procedure of the Yukon Public Service Staff Relations Board

**TABLE 8: REFERENCES
LISTING OF STATUTORY AND DEPARTMENTAL REPORTS**

- Public Service Staff Relations Board Annual Report
- Public Service Staff Relations Board Performance Report
- *Parliamentary Employment and Staff Relations Act* Annual Report
- Yukon Public Service Staff Relations Board Annual Report
- Yukon Teachers' Staff Relations Board Annual Report
- *Access to Information Act* Annual Report
- *Privacy Act* Annual Report
- Annual Management Report on Official Languages
- PSSRB Decisions (a summary of decisions of the Public Service Staff Relations Board issued twice yearly)

Contacts for Further Information

Public Service Staff Relations Board
C.D. Howe Building
240 Sparks Street
West Tower, 6th Floor
P.O. Box 1526, Station B
Ottawa, Canada
K1P 5V2

Tel: 990-1800

General: Fax: 990-1849

Operations Services: Fax: 990-3927

Mediation Services: Fax: 990-6685

Web Site: www.pssrb-crtfp.gc.ca

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