

Public Service Commission of Canada

**1998-99
Estimates**

A Report on Plans and Priorities

Approved

Minister of Canadian Heritage

**PUBLIC SERVICE COMMISSION
1998-99 ESTIMATES - A REPORT ON PLANS AND PRIORITIES**

TABLE OF CONTENTS

SECTION I:	MESSAGES	3
A.	Message from the President	3
B.	Management Representation Statement	5
SECTION II:	DEPARTMENTAL OVERVIEW	7
A.	Mandate, Roles and Responsibilities	7
B.	Objectives	10
C.	Financial Spending Plan	11
SECTION III:	PLANS, PRIORITIES AND STRATEGIES	13
A.	Summary of Key Plans, Priorities and Strategies	13
B.	Details by Business Line	17
1.	Resourcing	17
2.	Learning	20
3.	Recourse	24
4.	Policy, Research and Outreach	26
5.	Corporate Services	29
SECTION IV:	SUPPLEMENTARY INFORMATION	31
Table 1 :	Spending Authorities - Summary Part II of the Estimates	31
Table 2:	Organization Structure	31
Table 3:	Responsibility for Planned Spending by the Business Line for 1998-99	32
Table 4:	Planned Full Time Equivalents (FTEs) by Business Line	32
Table 5:	Departmental Summary of Standard Objects of Expenditure ...	33
Table 6:	Program Resources by Business Line for the Estimate Year ...	34
Table 7:	Net Cost of Program for 1998-99	34
Table 8 :	Staff Development and Training Revolving Fund Financial Statements	35
Table 9:	Statutes Administered by the Public Service Commission	37
Table 10:	Listing of Statutory and Departmental Reports	37
Table 11:	Contacts for Further Information	38
Topical Index		39

SECTION I: MESSAGES

A. Message from the President

The Public Service Commission (PSC) is an independent agency responsible for ensuring that the people of Canada are served by a highly competent and qualified Public Service that is nonpartisan and representative of Canadian society.

The PSC recognizes that it has an obligation to help make human resource management more effective and efficient. So, in support of good government, the PSC is streamlining the way the federal government conducts staffing activities. This means that managers in departments will have more responsibility and ability to deliver on their departmental business plans. Under staffing reform, the PSC will move to more of an oversight role and further away from individual human resource transactions.

Following extensive consultation with stakeholders, the PSC has identified ways of providing more flexibilities to departments and agencies while safeguarding the fundamental principles and values that have guided its work since its inception. With staffing reform, the PSC is inviting departments to take on some duties it previously exercised itself, including: internal staffing between entry and EX levels; promotions of employees in the context of apprenticeship and occupational training programs; casual employment; area of selection for appointments, except at the EX level; joint development of a departmental staffing framework with the PSC and employee representatives; and alternate dispute resolution mechanisms to reduce the need for formal recourse. As the agent ultimately accountable for the appointment of qualified persons to and within the Public Service, the PSC will oversee the staffing process and act as an advisor and as a centre of expertise for departments.

The renewal of the Public Service and the commitment of the PSC to carry forward specific human resource changes under the *La Relève* strategy will continue to be a priority in the PSC agenda. The PSC is focusing on understanding and supporting the process of change inspired by advances in technology, workplace realities, globalization, and public sector reform. It continues to be a strategic partner in the development and implementation of *La Relève*. It does this through activities which it carries out in its own right or for the system as a whole or which, together with the activities of departments and central agencies, contribute to public service renewal.

All key plans and strategies presented in this report reflect the PSC's efforts to change fundamentally the way it does business, to reflect the Public Service's changing role and to provide value-added services in people management. As a partner in human resource management, the Public Service Commission is pursuing ways to manage the interdependence of corporate staffing activities, such as executive staffing and outside

recruitment. It fully recognizes that modern human resource management means new people-centred management approaches. At the same time, in order to foster an effective and efficient Public Service, it is important to consider the strategic and operational interests in human resource processes, shared by such players as deputy ministers, the Treasury Board Secretariat, the Privy Council Office, the Canadian Centre for Management Development and the Public Service Commission.

With offices across the country providing a strong regional presence, the PSC is uniquely positioned, within its mandate, to play an active role in modern partnerships and new relationships among the various federal departments, as well as among different levels of government. The PSC acts as a leader in renewed human resource management by realigning its activities, systems and practices, building a work environment conducive to mobility, continuous learning and the welfare of its human capital, and by optimizing its performance. The PSC will continue to work collaboratively with stakeholders in modernizing human resource management. Yet, it will remain accountable to Parliament for the legislation entrusted to it and will continue to ensure a highly competent, nonpartisan, representative Public Service.

B. Management Representation Statement

Report on Plans and Priorities 1998-99

I submit, for tabling in Parliament, the 1998-99 *Report on Plans and Priorities* for the Public Service Commission of Canada. To the best of my knowledge the information:

- C Accurately portrays the department's mandate, plans, priorities, strategies and expected key results of the organization.
- C Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- C Is comprehensive and accurate.
- C Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the production of the *Report on Plans and Priorities*.

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.

Name : _____

Date : _____

SECTION II: DEPARTMENTAL OVERVIEW

A. Mandate, Roles and Responsibilities

Mandate

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

Mission

The mission of the PSC is, through its statutory authorities, to:

- C maintain and preserve a highly competent and qualified Public Service in which appointments are based on merit and
- C ensure that the Public Service is nonpartisan and its members are representative of Canadian society.

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

Values

The values promoted by the PSC are the following:

- C integrity in our actions;
- C quality in our activities;
- C service to our clients; and
- C respect for all: clients, co-workers, stakeholders and Canadians.

Responsibilities

Exclusive Responsibilities

In the fulfilment of its mission and mandate as an independent agency, the Public Service Commission is generally responsible for the administration of the *Public Service Employment Act* in the federal Public Service. The *Public Service Employment Act* governs staffing and a number of other employment matters in the federal Public Service, and gives the Public Service Commission exclusive authority to make appointments in all government departments and agencies that do not have separate staffing authority under specific legislation. The Public Service Commission's exclusive responsibilities pursuant to the *Public Service Employment Act* include:

- C making appointments to and within the Public Service according to merit;
- C developing and administering processes, as well as establishing standards for selection and assessment with respect to appointments in the Public Service;
- C operating an appeals system for appointments and a recourse process for deployments;
- C auditing and monitoring staffing activities;
- C conducting investigations into allegations of irregularities or inequities in staffing;
- C administering sections 32, 33 and 34 of the *Public Service Employment Act*, which pertain to the political rights of public servants;
- C making exclusions from the operation of the *Public Service Employment Act* or parts thereof with the approval of the Governor-in-Council;
- C making regulations governing matters under the *Public Service Employment Act*;
- C reporting to the Governor-in-Council on matters relating to the application of the *Public Service Employment Act*; and
- C reporting to Parliament on an annual basis.

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

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

Non-Exclusive Responsibilities

The Public Service Commission is responsible for certain functions that are not exclusively in its domain. Some activities are carried out under delegation of authority from the Treasury Board of Canada. These include:

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

The *Public Service Employment Act* also provides the Public Service Commission with the discretion to approve employment equity programs at the request of the Treasury Board or a deputy head, and to carry out its own activities, including the implementation of programs, in a manner to further employment equity in the Public Service. Since October 1996, the *Employment Equity Act* has applied to the Public Service. The Commission shares responsibilities under the Act with the Treasury Board because of the Commission's authority over staffing in the Public Service.

These obligations under the Act include:

- C identifying and eliminating employment barriers against persons in designated groups;
- C instituting policies and practices and making reasonable accommodations which will ensure that persons in designated groups achieve a degree of representation in the workforce that reflects their representation in the Canadian workforce;
- C collecting information and conducting a workforce analysis to identify under-representation of designated groups;
- C conducting a review of employment systems, policies and practices to identify barriers against the employment of persons in designated groups;
- C preparing an employment equity plan and monitoring its implementation; and
- C establishing and maintaining records in all of these matters.

Under the *Employment Equity Act*, the Canadian Human Rights Commission may not give a direction, and no tribunal may make an order that sets aside the application of merit or that requires the PSC to exercise its discretion regarding exclusion orders and regulations.

B. Objectives

The corporate-level strategic objectives of the PSC are, within its legislative mandate, to assist in providing Canadians with:

- C a highly competent, nonpartisan, professional Public Service appointed on the basis of merit;
- C a representative Public Service workforce;
- C a Public Service which understands and is able to apply democratic, ethical and professional values;
- C a Public Service which builds on its competencies through development and continuous learning;
- C the recognition and sustaining of a nonpartisan Public Service as a cornerstone of the governance system; and
- C a PSC which is an independent champion and steward of the principles of a professional Public Service, in the public interest.

C. Financial Spending Plan

Departmental Overview

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Gross Program Spending:	116,524	110,131	110,602	110,408
<i>Less:</i> Revenue Credited to the Revolving Fund	8,998	6,859	6,859	6,859
Net Program Spending	107,526	103,272	103,743	103,549
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	900	900	900	900
<i>Plus:</i> Cost of Services Provided by Other Departments	18,204	17,092	17,092	17,092
Net Cost of the Department	124,830	119,464	119,935	119,741

Planned Spending by Business Line - Summary

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Resourcing	48,864	44,828	45,229	45,229
Learning	19,312	17,749	17,991	17,991
Recourse	4,422	4,516	4,577	4,577
Policy, Research and Outreach	14,641	14,950	15,001	15,001
Corporate Services	20,287	21,229	20,945	20,751
Total	107,526	103,272	103,743	103,549

SECTION III: PLANS, PRIORITIES AND STRATEGIES

A. Summary of Key Plans, Priorities and Strategies

Factors Influencing the Program

Canadians want good government and they know that organizations around the world have vastly improved their effectiveness by fostering a more results- and service-oriented corporate culture. The profound changes that continue to take place within the Public Service and the public sector, resulting from the changing role of government and the search for more collaborative means of governing, have accelerated the need to modernize the management of human resources. To get results, managers should be empowered to manage, and then held responsible for their decisions and actions. The PSC has already begun to address this challenge by laying the foundation of a new direction, contributing extensively towards effective and efficient human resource management in the federal Public Service.

The federal government is creating the environment and the opportunity for all public servants to contribute to a better Public Service, through initiatives such as *La Relève*. The renewal of the Public Service and the commitment of the Commission to carry forward specific human resource changes consistent with the *La Relève* strategy will largely shape the Commission's change agenda over the next three years. The Commission is dedicated to meeting its *La Relève* commitments. Of the commitments approved by the Commission, an important one addresses the reform of the staffing system. Others relate to corporate development, recruitment, learning, recourse and employment equity and diversity.

Recognizing the importance of human resource management and the need to modernize the existing resourcing system, the PSC commissioned a broad-based study with its stakeholders in 1996 entitled the *Consultative Review of Staffing*. The general directions outlined in the report were supported by the Commission and provided drivers for the PSC repositioning and for launching an important staffing reform. This reform will streamline the staffing process and delegate additional authority to departments and agencies in support of their business requirements, where it is in the best interests of the Public Service. This reform will allow the government to better serve Canadians. Under this new approach, departments will be able to develop their own staffing regimes in collaboration with employee representatives and will be responsible for results. The PSC will become more of a facilitator, assisting departments in carrying out their enhanced role. Under this initiative, the PSC may develop new and better services for departments and other clients while its *raison d'être* and accountability to Parliament remain intact. The PSC will continue to protect the integrity of the staffing system and its underlying principles. Indeed, merit will remain the cornerstone of the Public Service staffing process. Staffing reform, coupled with the upcoming classification reform and increased

interest in integrated competency-driven human resource management systems, will contribute to a productive and stimulating environment for all Public Service employees.

As the PSC delegates more responsibility, it will also do more to define expectations, monitor outcomes, and provide support. In the spirit of reform, it will offer and provide assistance to departments in developing their accountability frameworks, self-assessment tools and risk analyses. The PSC will assist departments to respond to needs for continuous learning. It will propose alternative approaches to dispute resolution and prepare for the introduction of the Universal Classification Standard, while departments assess additional applications for competency-driven human resource management. The PSC will also do more analysis of broad environmental influences to oversee system-wide results. It will remain active in achieving a representative Public Service by pursuing recruitment of designated groups into the workforce.

The broader labour relations climate will be a major factor in the success of new staffing regimes. Although the PSC will continue to work directly with national employee representatives, departments will need to work with these groups to design new staffing regimes that are linked to departmental business plans. The goal of the PSC is that new processes be developed for the resolution of as many disputes as possible before they are lodged in expensive, formal quasi-judicial arenas.

A key challenge for the PSC will be to support the government in meeting society's expectations for a more collaborative government and greater partnership between levels of government and the private and non-profit sectors. This will require strong communications with partners, clients and citizens. The PSC will pursue its internal communication strategy to ensure a consistent message and a service-oriented approach by its employees.

Strategic Direction

The Public Service Commission is a key player in the human resource management of the federal Public Service. Over the next three years, the PSC's strategic direction in support of its mission is to :

- C realign the Public Service staffing system in conjunction with departments, employees and their representatives, in response to new responsibilities, new flexibilities and processes, improved system-wide performance, results-based management and the introduction of the Universal Classification Standard;
- C deliver innovative programs and services that address the government's human resource challenges of renewal, recruitment, mobility and representativeness;
- C report and share data and knowledge on aspects of the Public Service that the PSC monitors and analyzes to aid parliamentary accountability;
- C promote alternate dispute resolution mechanisms;
- C promote and deliver specialized training, development and continuous learning to improve the competencies of public servants; and
- C implement and share progressive human resource management practices.

Priorities, Plans and Strategies of the Public Service Commission

PRIORITIES AND PLANS	STRATEGIES
<p>Adaptation and Innovation of the Public Service</p> <p>C Propose improved resourcing frameworks and systems, foster new human resource management practices, and implement the staffing reform.</p> <p>C Strengthen the PSC's capacity to be an independent thinker, innovator, analyst, planner and advisor.</p> <p>C Establish new collaborative corporate governance mechanisms with key central agency partners and deputies to oversee collective interest strategies.</p>	<p>The Public Service Commission will meet its priorities and plans through the following strategies:</p> <p>C Development of new delegation agreements including accountability, reporting and monitoring;</p> <p>C Review of policies, regulations and guidelines;</p> <p>C Promotion of the use of alternate dispute resolution mechanisms;</p> <p>C Facilitation of mobility within the federal public sector; and</p> <p>C Consultation with other levels of government and universities to enable assignments and increase mobility.</p> <ul style="list-style-type: none"> • Research and analysis on human resource issues affecting the federal Public Service. <p>C Sustained working relationship with key players to integrate the overall realignment of human resource management in the Public Service.</p>

PRIORITIES AND PLANS	STRATEGIES
<p>Renewal of the Public Service</p> <ul style="list-style-type: none"> • Develop strategies and initiatives to better manage the talent pool at all levels, with a focus on development and recruitment. <p>C In concert with other key players, pursue the federal government's efforts to achieve employment equity and diversity in the federal Public Service.</p>	<p>The Public Service Commission will meet its priorities and plans through the following strategies:</p> <ul style="list-style-type: none"> C Provision of strategic advice to departments on recruitment strategies and their implementation; C Provision of improved recruitment tools to departments; C Redesign of corporate development programs to ensure an adequate pool with leadership potential; C Provision of learning programs and services supporting the needs of strategic communities; and C Increased learning opportunities by using new technologies. <p>C Assistance and advice to departments on employment equity issues.</p>
<p>Monitoring the Health of the Public Service</p> <p>C Report data and share knowledge about the health and performance of the Public Service.</p>	<p>The Public Service Commission will meet its priorities and plans through the following strategies:</p> <p>C Development of information management policies, practices and tools that support information exchange and systematic feedback on matters relating to the performance of the Public Service human resource system.</p>

PRIORITIES AND PLANS		STRATEGIES	
Repositioning the PSC		The Public Service Commission will meet its priorities and plans through the following strategies:	
C	Reposition its internal resources and its overall strategic direction to better meet its new business objectives.	C	Completion of PSC restructuring, including an in-depth review of the PSC's business planning process;
		C	Emphasis on the new philosophy of comptrollership; and
		C	Effective use of technology.
C	Promote the new vision and role of the Public Service Commission.	C	Focus on internal communications as well as external liaison and communications.
C	Serve as a model in human resource management.	C	Implementation of Internal <i>La Relève</i> Plan;
		C	Leadership in Competency-Based Human Resource Management; and
		C	Strategic management of change.

B. Details by Business Line

1. Resourcing

Planned Spending

(thousands of dollars)	Forecast Spending 1997- 98	Planned Spending 1998-99	Planned Spending 1999- 00	Planned Spending 2000- 01
Resourcing	48,864	44,828	45,229	45,229

Objective

The objective of the Resourcing business line is to work with Public Service Departments and Agencies to ensure a resourcing system which provides a highly competent Public Service, that is nonpartisan and representative of Canadian society.

Description

The Resourcing business line encompasses activities in support of delegated and non-delegated staffing. These activities are program development, administration of staffing delegation, establishment of tests and standards for selection, administration of staffing priorities, recruitment and promotion, and diversity and employment equity initiatives. The business line also includes resourcing, exchanges and development programs for the Executive Group.

In addition, the business line is responsible for the delivery of the employment equity initiatives and corporate development programs on behalf of Treasury Board.

Key Plans and Strategies

Staffing Reform

Staffing reform is a further step by the PSC to help make human resource management more effective and efficient. The PSC is streamlining the way the federal Public Service conducts staffing activities. Managers in departments and agencies will have more responsibility to deliver on their departmental business plans.

This reform has five building blocks:

- C a values framework, based on the PSC's legislative mandate;
- C a new delegation framework, that will enable departments, in consultation with employee representatives, to customize and adapt staffing processes and practices to local needs;
- C a strengthened requirement for consultations with employee representatives;
- C mechanisms to encourage informal and less adversarial dispute resolution; and
- C means for reporting and accountability.

The PSC has begun to address all areas of the staffing reform. Over the next two years, it will work with departments and employee representatives to maximize the flexibility and efficiency of the staffing system within the current legislation. As a first step, the PSC ensured that all departments were aware of existing flexibilities. Then, the reform was launched with four departments representing various business lines and organizational structures. It will be expanded to all departments and agencies, resulting in agreements for delegation, accountability and reporting, as well as customized regulations in some cases. It will be a key lever to a streamlined, simplified and strategic human resource management system. The PSC will also provide strategic advice to departments and agencies on recruitment strategies and their implementation.

Corporate Development Programs

The improved corporate management of senior executives and of the development of high potential employees to ensure the future leadership in the Public Service is an important aspect of *La Relève*. Within the Executive Group, two programs were initiated in 1997: the Assistant Deputy Ministers Pre-Qualification Process and the Accelerated Executive Development Program. Both were very well received by Public Service executives. These programs will be refined and offered on a regular basis. A new program on the collective management of Assistant Deputy Ministers will be introduced in 1998.

The Career Assignment Program (CAP), an existing development program, is being redesigned to provide better support to existing executives, and to encourage the entry of qualified and interested employees into the Executive Group. The revised program will be ready in the fiscal year 1998-99. The Management Trainee Program (MTP) will also be affected by renewed recruitment practices and an adjusted duration. From entry level to the most senior levels, development programs are always based on competency and are designed to ensure an adequate pool of leaders for tomorrow's Public Service.

To bring a diverse experience to the Public Service, consultations will continue to take place with other levels of government and universities. Where practical, memoranda of understanding will be signed between the federal government and other jurisdictions in Canada.

Recruitment

The PSC will remain actively involved in entry-level recruitment to ensure a nonpartisan and competent Public Service and in response to the renewal needs of departments. Continuing the 1997 initiative, *Matching People with Work*, the recruitment process is being redesigned to give departments direct access to job applicants through the Internet. This approach should be fully implemented for the Post-Secondary Recruitment Program in 1998. Internet technology has been applied to general recruitment for quite some time; it was incorporated in the Federal Student Work Experience Program in 1997 by allowing students to apply online. Full implementation of the *Matching People with Work* initiative will be phased in for all recruitment programs over the next few years. Support will continue to be provided for those without Internet access.

Study of the recruitment needs of departments and of specific communities, such as the informatics community, will continue through 1998. The PSC has responded to the Year 2000 issue and initiated an extensive recruitment effort for information management / information technology specialists, and is actively preparing to respond to other communities. An improved marketing approach, the use of technology for student recruitment and targeted recruitment for shortage areas will all promote among Canadians a positive perception of the Public Service as an employer of choice.

Expected Results

The expected results for the Resourcing business line are:

- C a more flexible resourcing system based on values, rather than rules;
- C greater delegation of staffing authority to departments and agencies;
- C effective use of existing flexibilities;
- C better matching of individuals' competencies with departmental needs;
- C improved mechanisms to facilitate the acquisition of diverse experience;
- C improved and aligned corporate development programs to ensure an adequate pool of leadership talent;
- C a recruitment approach that meets the current and anticipated needs of the Public Service using appropriate processes, programs and tools; and
- C a sound marketing approach to ensure the Public Service's place as an employer of choice.

2. Learning

Planned Spending

	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
(thousands of dollars)				
Learning	19,312	17,749	17,991	17,991

Objectives

The objectives of the Learning business line are to improve the professional competence of federal public servants and to enable them to meet the language proficiency requirements of those positions for which they have been selected or those to which they aspire.

Description

The Learning business line is composed of two main activities: language training and professional development for non-executives.

Language Training assesses the potential for success of employees who are eligible for language training; provides mandatory and discretionary language training in both official languages and related orientation, and language training services. It provides for the development and design of second-language courses and tools to meet the job-related linguistic requirements of departments and a range of advisory, informational and co-ordinating services related to language training.

The PSC provides a range of learning products and services to key communities such as policy analysts, middle-management and supervisors, human resource specialists, comptrollership, communications analysts and others. The emphasis is on corporate learning messages (such as the machinery of government and values and ethics) and on products unique to government learning, not on work specific training which is the responsibility of departments. The PSC provides training services in both official languages to federal public servants across Canada in response to Treasury Board policies and departmental demands.

As the PSC repositions, its focus on learning will shift to a more strategic use of resources and concentrating on the design and development of new learning products and services, which respond to the strategic directions of the Treasury Board Senior Advisory Committee, and a second order governance structure, the Learning Advisory Panels (LAP) for each strategic professional community.

Key Plans and Strategies

Focus on Communities of Strategic Importance to Public Service Renewal

With the arrival of the knowledge era, the shift from traditional, time-limited training to continuous learning is critical to the health of organizations. This shift represents a fundamental change in the way organizations think about and practice training and development. Continuous learning is often shaped by learning through doing, while skills training moves towards acquiring competencies. Learning providers become facilitators, providing support to organizations and individuals so that they may assume responsibility for their own learning. A learning organization is one in which people at all levels, individually and collectively, are continually increasing their capacity to produce results that matter.

In support of the renewal agenda, learning challenges have been identified through a review of existing information collected in consultations with the public service community, documents and an historic analysis of trends. The success of the corporate renewal agenda lies, in part, in the quality of our learning solutions and in the learning agility of the Public Service as it embarks on reinventing governance.

Consultations have identified the need for horizontal learning across professional

communities, developing networks, sharing information, and for learning by doing to find solutions to system-wide issues and challenges. The PSC must focus on high-level corporate learning initiatives that support the needs of the renewal agenda.

In this context, the PSC has established Learning Advisory Panels (LAP) for five strategic communities in the renewal of the Public Service: middle management, comptrollership, human resources, communications and policy. The panels will engage leaders in shaping and overseeing the deployment of the corporate learning agenda for public servants below the executive level to support a renewal of the workforce. The panel concept brings a new way of communicating with clients about learning needs, and elevates decision-making to a more strategic level. Each of these Learning Advisory Panels has comprehensive workplans that specify corporate competency profiles, identifies competency gaps and determines what corporate action may be required and how it should be undertaken.

For example, a three-pronged workplan for the LAP on middle management has been developed following extensive consultations and is being proposed to LAP members. The plan focuses on the person, the community, the tools and the enablers. Several aspects of the workplan are underway, including:

- C a corporate competency profile reflecting a broad consensus;
- C a learning framework developed in consultation with the Canadian Centre for Management Development;
- C a communication and outreach strategy;
- C a study on best corporate practices in Canada and abroad;
- C an electronic forum on the Learning Resource Network; and
- C a workshop for engaging middle managers in *La Relève* and other corporate initiatives.

Improve Access to Learning Opportunities

Lifelong learning promotes access to knowledge, improves career prospects of public servants and opens up new opportunities offered by technology. The Learning Resource Network is an Internet tool that supports workforce renewal objectives by providing learning opportunities that are pertinent to the Public Service and that enable public servants across the country to participate in continuous learning. The Learning Resource Network is being expanded. It provides learning resources that have been developed by or residing in departments including the Public Service Commission, as well as external resources and opportunities for interaction.

Language Training

Language Training Canada is currently adjusting its course delivery activities to take into account the fluctuating demand for language training. Programs such as *La Relève* and the

Management Trainee Program (MTP), as well as changes to the official languages policy for the Executive Group, can be expected to build up the client base and help maintain it at its current level over the next few years.

With a view to complementing the traditional course delivery method (based on the instructor-run classroom), adopting continuous learning practices and rationalizing the activities and services provided, Language Training Canada will continue to give priority to developing independent study products and services. In addition, a distance-teaching project using video-conferencing is currently underway with senior executives, providing access to training from the workplace, thereby minimizing work interruptions and time waste. This project and parallel research being undertaken will enable Language Training Canada to position itself strategically in the field of distance education.

Expected Results

The expected results for the Learning business line are:

- C improved corporate-level horizontal management of learning;
- C learning products, programs and services that incorporate the values and practices of a professional Public Service;
- C learning products that are current and support the needs of strategic communities identified in the Public Service renewal agenda; and
- C better access to learning opportunities and language training using modern technology.

3. *Recourse*

Planned Spending

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Recourse	4,422	4,516	4,577	4,577

Objective

The objective of the Recourse business line is to provide independent recourse processes in support of the merit principle in order to protect the public interest and to promote through effective intervention and education, the application of merit, fairness, equity and transparency.

Description

The Recourse business line hears appeals by public servants against alleged breaches of the *Public Service Employment Act* and Regulations on matters such as appointment and promotion. Recourse is also responsible for the investigation of complaints and irregularities in the Resourcing process that are not subject to appeal, for the investigation of complaints of harassment in the workplace and for conciliating settlements where complaints are upheld. Training, advice and assistance are also provided to departments, unions, other organizations, and individuals.

Key Plans and Strategies

Future of Recourse

Newly designed alternative human resource and conflict resolution regimes demand greater recognition of flexibilities in the Public Service. In February 1996, the Commission adopted a blueprint for change, establishing its direction with respect to recourse and realigning its activities accordingly. The objective is to promote the application of the values and principles of the Public Service through effective intervention and education.

Consequently, in 1996-97, the PSC introduced alternate dispute resolution mechanisms to support the early, efficient and effective resolution of workplace disputes. This mediation process is a tested technique in which disputing parties agree to allow the mediator to guide them to a mutually beneficial result. The approach is aimed at resolving disputes rather than just settling them, reducing both the time and the costs of pursuing a complaint.

In the context of the staffing reform, the PSC is reinventing the recourse function by:

- C promoting a greater use of alternate dispute resolution mechanisms within departments as a means of resolving staffing complaints in the workplace, thereby reducing the number of cases that are referred to the PSC as formal appeals and investigations;
- C increasing awareness among major stakeholders (employee representatives, managers and employees) that the quasi-judicial processes (appeals) were designed to focus on the public interest and not primarily on individual rights;
- C supporting use of improved channels designed for safeguarding individual rights for most complaints;
- C minimizing the use of multiple recourse avenues for the same complaint through mediation; and
- C streamlining appeals and investigations processes, and using such alternate dispute resolution tools as pre-hearing conferences and mediation.

The PSC will continue to provide independent, third-party recourse for employees who elect to launch formal appeals and complaints; conduct systemic reviews and evaluations requiring it to obtain and use information from departments; conduct investigations and audits in the event of allegations or information regarding problems with departmental performance; and report to Parliament on the overall health of the resourcing system.

In addition, the PSC will develop and maintain strong operational links with other recourse tribunals to avoid duplication of efforts, and to share experiences and discuss problems of common interest at the operational level.

Special Projects

Other special projects will be undertaken, such as:

- C streamlining the intake of requests to intervene in recourse actions;
- C increasing electronic access to information concerning recourse decisions;
- C implementing the "Shared Neutrals" program aimed at simplifying the process and standardizing the methodology used in the area of harassment investigations;
- C developing and delivering recourse information sessions; and
- C conducting an experimental project with a large department to offer mediation services for appeals.

Expected Results

The expected results for the Recourse business line are:

- C a streamlined recourse process that unifies appeals, deployment investigations, harassment and other *Public Service Employment Act* investigations, and that supports departmental alternate dispute resolution and formal appeals as a last resort;
- C fewer formal hearings and a significant use of the informal approach to conflict resolution through alternate dispute resolution mechanisms; and
- C a better understanding and awareness of conflict resolution and workplace wellness issues.

4. *Policy, Research and Outreach*

Planned Spending

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Policy, Research and Outreach	14,641	14,950	15,001	15,001

Objective

The objective of the Policy, Research and Outreach business line is to provide knowledge, intelligence, insight and advice to support the Public Service Commission's ability to champion an independent, professional, and representative Public Service.

Description

The new business line provides the capacity to measure, report, provide advice, and deliver policy in areas within the PSC's mandate. Services related to this business line are delivered through the Policy, Research and Communications Branch.

This business line supports the medium- and long-term positioning of the PSC through: strategic analysis and research, environmental scanning, and liaison with stakeholders, especially on issues related to the PSC's role as independent champion and steward of a professional, nonpartisan, and representative Public Service, and key public administration values.

In support of this role, the business line also enhances and co-ordinates the knowledge base of the PSC. The activities of the business will supply strategic information to the Commission and ultimately to Parliament (via the PSC's Annual Report) through the monitoring, assessment and review of PSC programs and policies and through the monitoring of the health of the Public Service in the areas related to the PSC's mandate.

Functions related to outreach, such as reporting to Parliament, the government and its central agency advisors on PSC matters at a strategic level, liaison and information sharing between provincial, federal, and international policy actors in areas related to the mandate and delegated responsibilities of the Public Service Commission, are carried out through the Policy, Research and Outreach business line.

Key Plans and Strategies

Ongoing reassessments of the federal government's role in society have changed the manner in which it conducts its business. This has affected the size and redefined the nature of the federal Public Service, leading to a transformation into a more responsive, affordable and relevant institution. These developments are demanding improved human resource systems across government, better management of knowledge, and strengthened strategies, planning and forecasting capacities.

The Policy, Research and Outreach business line will strengthen internal knowledge and insight in order to design better policies and programs, as well as provide an improved context for making strategic decisions concerning human resource management issues in the federal Public Service. Innovative thinking, better anticipation of change and proactivity in responding to emerging human resource issues and opportunities will be required. In addition, there is a need for improved measurement and understanding of the PSC's role in the health and performance of the human resource management system.

To address priority issues such as renewal, mobility, recruitment and public service representativeness, the Policy Research and Outreach business line will communicate and

operate in an integrated fashion and draw heavily from linkages to operations, departments, other central agencies and the broader human resource community.

Expected Results

Working as a partner with key stakeholders in the conception and delivery of human resource management and programs, the Policy, Research and Outreach business line will work to achieve results in the following areas:

- C a PSC Policy and Planning Framework integrating government renewal and PSC repositioning initiatives, including *La Relève* and reform of the current staffing system;
- C policy and regulatory options and changes that arise from the implementation of major initiatives such as *La Relève*, staffing reform, the Universal Classification Standard, competency-based human resources management, Alternative Service Delivery and more specifically departmental options and strategies that are developed in conjunction with stakeholders for:
 - C staffing system accountability and reporting arrangements;
 - C ongoing recruitment and retention of a knowledgeable skilled and representative workforce; and
 - C PSC's mandated requirements in support of the Public Service's employment equity and diversity objective;
- C a multi-year research agenda addressing the PSC's long-term objectives and policy development requirements;
- C demographic analyses of Public Service data and information supporting an improved human resource planning and forecasting capacity for the PSC and its stakeholders; and
- C information management policies, practices and tools, that support information exchange and systematic feedback on matters relating to the performance of the Public Service human resource system.

5. *Corporate Services*

Planned Spending

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Corporate Services	20,287	21,229	20,945	20,751

Objective

The objective of the Corporate Services business line is to provide central services and systems in support of the corporate management and all PSC program activities.

Description

The Corporate Services business line includes the activities of the President and Commissioners, management systems and policies, finance, human resource management, informatics, internal audit and internal evaluation and other administrative and support services.

Key Plans and Strategies

Sensitive to the challenges faced by the PSC, Corporate Services will develop human resource strategies and activities for the internal *La Relève* initiatives. It will also provide management, employees and other stakeholders with services and functional expertise in strategic and operational areas.

In the context of the PSC repositioning and its change management strategy, Corporate Services will assess initiatives and integrate elements of the new comptrollership philosophy. The business line will offer more operational and strategic analysis and advice; work to integrate corporate financial and administrative monitoring and reporting; and manage the Expenditure Management System and business planning framework in the PSC.

The PSC will rely, in part, on technology as it evolves into a knowledge-based organization. It will look to technology for the right information, for modern desktop tools, to draw competent workers and to respond to the need for a system-wide approach to information and knowledge management. A flexible informatics environment has never

been more important. Business applications and hardware, including the PSC Intranet system (PSCNet) and external automated systems that interface with PSCNet, will need to be examined for Year 2000 compliance.

Expected Results

The expected results for the Corporate Services business line are:

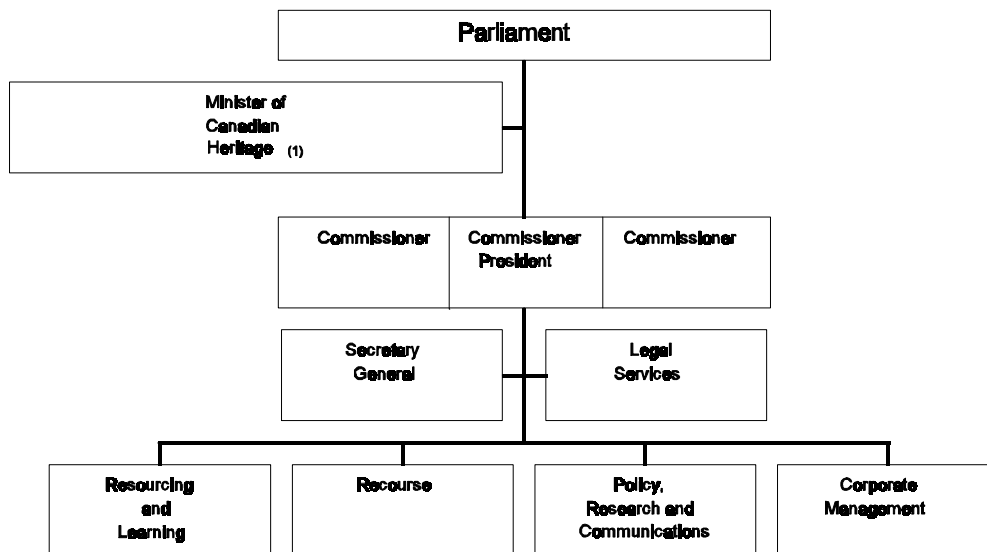
- C implementation of the PSC's internal *La Relève* plan in order to help employees to acquire the competencies required by the new organization;
- C implementation of the Expenditure Management System integrated with the PSC Planning and Reporting Framework;
- C implementation of the Financial Information Strategy according to established milestones and requirements;
- C provision of enhanced technological support for business activities to PSC programs in a secure and responsible information technology environment; and
- C provision of timely, efficient and effective services to client branches to help them make informed decisions.

SECTION IV: SUPPLEMENTARY INFORMATION

Table 1 : Spending Authorities - Summary Part II of the Estimates

Vote	(thousands of dollars)	1998-99 Main Estimates	1997-98 Main Estimates
Public Service Commission			
130	Program expenditures	89,950	100,024
(S)	Contributions to employee benefit plans	13,322	12,182
(S)	Staff Development and Training Revolving Fund	0	0
Total Agency		103,272	112,206

Table 2: Organization Structure



(1) In matters dealing with the *Public Service Employment Act* the Minister of Canadian Heritage is designated as spokesperson for the Public Service Commission in Parliament and is also the appropriate Minister within the context of the *Financial Administration Act*.

Table 3: Responsibility for Planned Spending by the Business Line for 1998-99

Business Lines	Accountability (thousands of dollars)				Total
	Resourcing and Learning	Recourse	Policy, Research and Communications	Corporate Management	
Resourcing	44,828				44,828
Learning	14,951				14,951
-Subsidy	2,798				2,798
-Staff Development and Training Revolving Fund	0				0
Recourse		4,516			4,516
Policy, Research and Outreach			14,950		14,950
Corporate Services ⁽¹⁾				21,229	21,229
Total Planned Spending	62,577	4,516	14,950	21,229	103,272

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

Table 4: Planned Full Time Equivalents (FTEs) by Business Line

	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Resourcing	674	572	572	572
Learning	252	257	257	257
Recourse	67	65	65	65
Policy, Research and Outreach	139	130	130	130
Corporate Services	231	231	231	231
Total	1,363	1,255	1,255	1,255

Table 5: Departmental Summary of Standard Objects of Expenditure

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Personnel				
Salaries and wages	69,800	66,055	66,860	66,860
Contributions to employee benefit plans	11,987	13,992	14,162	14,162
	81,787	80,047	81,022	81,022
Goods and services				
Transportation and communications	5,969	5,430	5,339	5,304
Information	1,818	1,734	1,705	1,694
Professional and special services	14,337	14,720	14,473	14,378
Rentals	2,909	1,495	1,470	1,460
Purchased repair and maintenance	1,164	795	781	777
Utilities, materials and supplies	2,099	1,576	1,550	1,540
Other subsidies and payments	2,905	1,877	1,846	1,833
Minor capital	3,536	2,457	2,416	2,400
	34,737	30,084	29,580	29,386
Gross budgetary expenditures	116,524	110,131	110,602	110,408
Less: Revenues Credited to the Revolving Fund	8,998	6,859	6,859	6,859
Net budgetary expenditures	107,526	103,272	103,743	103,549
Revenues Credited to the Consolidated Revenue Fund	900	900	900	900

Table 6: Program Resources by Business Line for the Estimate Year

(thousands of dollars)	Full time equivalent FTE	Budgetary <u>Operating</u>	Gross Planned Spending	Less: Revenues Credited to the Revolving Fund	Net Planned Spending
Resourcing	572	44,828	44,828		44,828
Learning	204	14,951	14,951		14,951
- Subsidy		2,798	2,798		2,798
- Staff Development and Training Revolving Fund	53	6,859	6,859	6,859	0
Recourse	65	4,516	4,516		4,516
Policy, Research and Outreach	130	14,950	14,950		14,950
Corporate Services	231	21,229	21,229		21,229
Total	1,255	110,131	110,131	6,859	103,272

Table 7: Net Cost of Program for 1998-99

(thousands of dollars)	Total
Gross Planned Spending	110,131
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	12,457
Contributions covering employees' share of insurance premiums and costs paid by Treasury Board Secretariat	4,187
Workman's compensation coverage provided by Human Resources Development Canada	174
Salary and associated costs of legal services provided by Justice Canada	274
	17,092
Total Cost of Program	127,223
<i>Less</i>	
Revenues Credited to the Revolving Fund	6,859
Revenues Credited to the Consolidated Revenue Fund	900
	7,759
1998-99 Net Cost of Program	119,464
1997-98 Forecasted Net Program Cost	124,830

Table 8 : Staff Development and Training Revolving Fund Financial Statements

Table 8.1 : Statement of Revolving Fund Operations

(thousands of dollars)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01
Revenues				
Course fees and services	4,976	4,061	4,061	4,061
Subsidy	1,968	2,798	2,798	2,798
Total revenues	6,944	6,859	6,859	6,859
Expenses				
Salaries and employee benefits	3,390	3,286	3,286	3,286
Transportation and communications	275	308	308	308
Information	82	100	100	100
Professional and special services	1,951	1,948	1,948	1,948
Rentals	606	671	671	671
Purchased repairs and upkeep	5	5	5	5
Utilities, materials and supplies	132	165	165	165
Depreciation	189	140	125	113
Other	314	236	251	263
Total expenses	6,944	6,859	6,859	6,859
(Surplus) deficit	0	0	0	0

Table 8.2 : Statement of Changes in Financial Position

(thousands of dollars)	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Revenues	6,944	6,859	6,859	6,859
Expenses	6,944	6,859	6,859	6,859
Surplus (Deficit)	0	0	0	0
Add items not requiring use of funds:				
Amortization	189	140	125	113
Provision for employee termination benefits	57	60	60	60
Investing activities:				
Acquisition of depreciable assets	(37)	(50)	(50)	(50)
Cash surplus (requirement)	209	150	135	123

Table 8.3 : Projected Use of Revolving Fund Authority

(thousands of dollars)	Forecast 1997-98	Planned 1998-99	Planned 1999-00	Planned 2000-01
Authority	4,500	4,500	4,500	4,500
Surplus (Drawdown):				
Balance as at April 1 *	347	2,434	2,584	2,719
Projected surplus (drawdown)	209	150	135	123
	556	2,584	2,719	2,842
Projected Balance at March 31	5,056	7,084	7,219	7,342

* The balance as at April 1 for the fiscal year 1998-99 has been adjusted to reflect the elimination of workforce adjustment cost incurred in 1997-98 and planned for 1998-99.

Table 9: Statutes Administered by the Public Service Commission
--

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

Employment Equity Act
S.C. 1995, c. 44

Table 10: Listing of Statutory and Departmental Reports
--

The following documents are available from the Public Service Commission:

- C *PSC Annual Report (1996-97)*
Internet address: <http://www.psc-cfp.gc.ca/annrept/ann9697e.pdf>
- C *PSC Annual Report Digest (1996-97)*
Internet address: <http://www.psc-cfp.gc.ca/annrept/dig9697e.htm>
- C *PSC Estimates Part III (1997-98)*
Internet address: <http://www.tbs-sct.gc.ca/tb/estimate/19971998/1psc97e.pdf>
- C *PSC Performance Report (1996-97)*
Internet address : <http://www.tbs-sct.gc.ca/rma/dpr/96-97/9697dpre.html>

Table 11: Contacts for Further Information

Ruth Hubbard
President of the Public Service Commission
(613) 992-2788 (telephone)
(613) 996-4337 (fax)

Mary Gusella
Commissioner
(613)992-2644 (telephone)
(613)996-4337 (fax)

Ginette Stewart
Commissioner
(613)995-9051(telephone)
(613)996-4337(fax)

Amelita Armit
Corporate Services
(613) 992-2425 (telephone)
(613) 992-7519 (fax)

Jean-Guy Fleury
Resourcing and Learning
(613) 992-0894 (telephone)
(613) 992-9905 (fax)

Judith Moses
Policy, Research and Outreach
(613) 995-6134 (telephone)
(613) 995-0221 (fax)

Gilles Depratto
Recourse
(613) 992-5418 (telephone)
(613) 995-6985 (fax)

Topical Index

Subject

Accelerated Executive Development Program	19
Accountability	5, 8, 13-15, 18, 28, 32
Alternate dispute resolution mechanisms	3, 15, 25, 26
Appeals and Investigation Mechanisms	8, 24-26
Appointment	3, 7, 8, 24
Audit	8, 9, 25, 29, 32
Business Line	11, 17, 18, 20, 21, 23, 24, 26-30, 32, 34
Classification reform	14
Commissioners	8, 29, 32
Competency-based Human Resources Management	14, 17, 19, 22, 28
Continuous Learning	4, 10, 14, 15, 21, 23
Corporate development programs	16, 18-20
Corporate Services	11, 29, 30, 32, 34, 38
Delegation	8, 9, 15, 18, 20
Deployment	22, 26
Diversity	13, 16, 18, 28
Employee representatives	3, 13, 14, 18, 25
Employment Equity Act	7, 9, 37
Equity	7, 9, 13, 16, 18, 24, 28, 37
Exclusion	9
Expenditure Management System	29, 30
Federal Student Work Experience Program	19
Financial Information Strategy	30
Full Time Equivalent (FTE)	32
Harassment	9, 24, 26
Key Strategic Communities	16, 19-23
Language training	9, 21, 23
La Relève	3, 13, 17, 19, 22, 23, 28-30
Learning Advisory Panels (LAP)	21, 22
Learning Organization	22
Learning Resource Network	22, 23
Learning	4, 10, 11, 13-16, 20-23, 32, 34, 38
Management Trainee Program (MTP)	19, 23
Matching People with Work	19
Merit	7-10, 14, 24
Mobility	4, 14, 15, 28
Partner	3, 7, 14, 15, 28
Partnerships with Other Jurisdictions	4, 14, 27
Policy, Research and Outreach	26-28, 32, 34, 38
Post-Secondary Recruitment Program	19

President 3, 8, 29, 32, 38

Promotion 3, 15, 18, 24

PSC Mandate 4, 5, 7, 8, 18, 27, 28

PSC Mission 7, 8, 14

PSC Objectives 8, 10, 16, 17, 20, 22, 24, 26, 28, 29

PSC Organization. 5, 30, 31

PSC Responsibilities 7, 8, 14, 27

PSCNet 30

Public Service Employment Act 7-9, 24, 26, 31, 37

Recourse 3, 7, 8, 11, 13, 24-26, 32, 34, 38

Recruitment 4, 13, 14, 16, 18-20

Resourcing 11, 13, 15, 17, 18, 20, 24, 25, 32, 34, 38

Resourcing System 13, 17, 20, 25

Retention 28

Special Measures 9

Staffing System 7, 13, 14, 18, 28

Staffing Process 3, 13, 14

Staffing Reform 3, 13-15, 18, 25, 28

Staff development and training 31, 35

Stakeholders 3, 4, 7, 13, 25, 27-29

Standards for selection and assessment 8, 18

Universal Classification Standard 14, 28

Year 2000 20, 30