Public Service Commission of Canada

2007-2008 Estimates

Report on Plans and Priorities

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The Honourable Beverley J. Oda, P.C., M.P.
Minister of Canadian Heritage and Status of Women

Public Service Commission of Canada
2007-2008 Report on Plans and Priorities

Table of Contents

SECTION I - OVERVIEW

PRESIDENT'S MESSAGE

I am pleased to present the Public Service Commission's (PSC) 2007-2008 Report on Plans and Priorities (RPP).

The Public Service Commission (PSC) is an independent agency reporting to Parliament, mandated to safeguard the integrity of the public service staffing system and the political neutrality of the public service.

Our goal with this Report is to provide Parliament with detailed and accurate information about: our organization's plans and priorities in 2007-2008 to 2009-2010 and the strategies we will use to fulfil our mandate; the risks, challenges, and opportunities inherent in our new role under the new *Public Service Employment Act* (PSEA); and the resources we will need to do our work to the best advantage of Canadians and Parliament.

The PSC's strategic outcome is to provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.

In support of that outcome, the PSC has identified five priorities for the planning period:

- Fully implement the new PSEA;
- Reinforce the PSC's role in support of Parliament;
- Ensure proper oversight and accountability to Parliament;
- Provide staffing and assessment services that respond to the needs of delegated managers and Canadians; and
- Become a model organization.

We are pleased with the progress departments and agencies have made over the past year, in putting in place the essential elements required under the new PSEA. However, much more needs to be done. The PSC will continue to provide guidance, policies, interpretation and tools and will support deputy heads in exercising their delegated authorities and making full use of the provisions of the new Act. We will also continue to monitor the political activities of public servants.

The PSC oversees the integrity of the appointment system on behalf of Parliament and thereby helps preserve the non-partisan nature of the public service. We provide assurance directly to Parliament on the health of the system through our committee appearances, audits, reports, studies and investigations.

The PSC has reallocated $6.1 million (including the Employee Benefits Plan) internally to fulfil our responsibilities under the new PSEA. Additional long-term funding is needed, however, to fully implement the new Act. Without new funding, we risk having to drop key activities.

We are having discussions with officials on the best way to obtain additional funding. By statute, the PSC makes most of its policy decisions independent of ministerial direction. As a result, the PSC does not fit comfortably into existing processes for obtaining additional funding. We need a funding solution to support full implementation of the new PSEA in the long-term.

The PSC is committed to building a model organization. We will strive to ensure we have the organizational capacity and flexibility to respond effectively and efficiently to our evolving operational environment, and emerging opportunities and risks. Over the next three years, we will achieve this by continuing to:

- build an organization and management structure responsive to emerging opportunities and risks, and supportive of our role as an independent agency reporting to Parliament;
- refine our management and stewardship of our financial, human and information resources within an integrated planning framework; and
- build a productive, sustainable and adaptive workforce.

We expect to be the provider of choice for departments and agencies seeking staffing and assessment services and will promote the identification and use of best practices in all areas. To directly benefit all Canadians, we will continue to modernize our Web-based recruitment tools for staffing processes, so that we can increase Canadians' access to public service employment opportunities.

We are committed in all our activities to building a strong Canadian public service as it modernizes and renews its workforce.

MANAGEMENT REPRESENTATION STATEMENT

We submit for tabling in Parliament, the 2007-2008 Report on Plans and Priorities (RPP) for the Public Service Commission (PSC).

This document has been prepared based on the reporting principles contained in the Guide for the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports.

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat (TBS) guidance;
- It is based on the PSC's Strategic Outcome and 2007-2008 Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to the PSC; and
- It reports finances based on approved planned spending numbers from the TBS in the RPP.

The PSC's Executive Management Committee oversees preparation of the report, and approves it after receiving advice of the PSC Internal Audit Committee.

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Maria Barrados, PhD   Anne-Marie Robinson
President   Senior Financial Officer
February 1, 2007   February 1, 2007

SUMMARY INFORMATION

Mission, Vision and Values - Striving for Excellence

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

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

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

Values to Guide our Actions

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

- INTEGRITY in our actions;
- FAIRNESS in our decisions;
- RESPECT in our relationships; and
- TRANSPARENCY in our communication.

Financial and Human Resources

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
103,420	97,007	99,213

Human Resources (Full-Time Equivalents)

2007-2008	2008-2009	2009-2010
1,015	1,002	1,014

Program Activity Architecture

Over the next three years, the PSC will use four program activities to achieve its strategic outcome:

- Appointment Integrity and Political Neutrality;
- Oversight of Integrity of Staffing and Political Neutrality;
- Staffing Services and Assessment; and
- Corporate Services.

These four program activities will focus on and be organized around the PSC's five priorities discussed in Section I and reflect the Program Activity Architecture (PAA) approved in June 2006. The primary change to the PAA was the creation of a new program activity, *Oversight of Integrity of Staffing and Political Neutrality* that includes PSC monitoring of delegated authorities, audits, studies and evaluations, investigations and early intervention mechanisms. This program activity presents a clear delineation between the PSC's policy and oversight functions. A crosswalk between the old and new PAA is presented below.

Section II of the RPP describes in more detail each program activity, related planned commitments and performance expectations.

<table>
<tr><th colspan="5">PROGRAM ACTIVITY ARCHITECTURE (PAA) CROSSWALK ($ thousands)</th></tr>
<tr><th rowspan="2"></th><th colspan="4">PAA 2007-2008</th></tr>
<tr><th></th></tr>
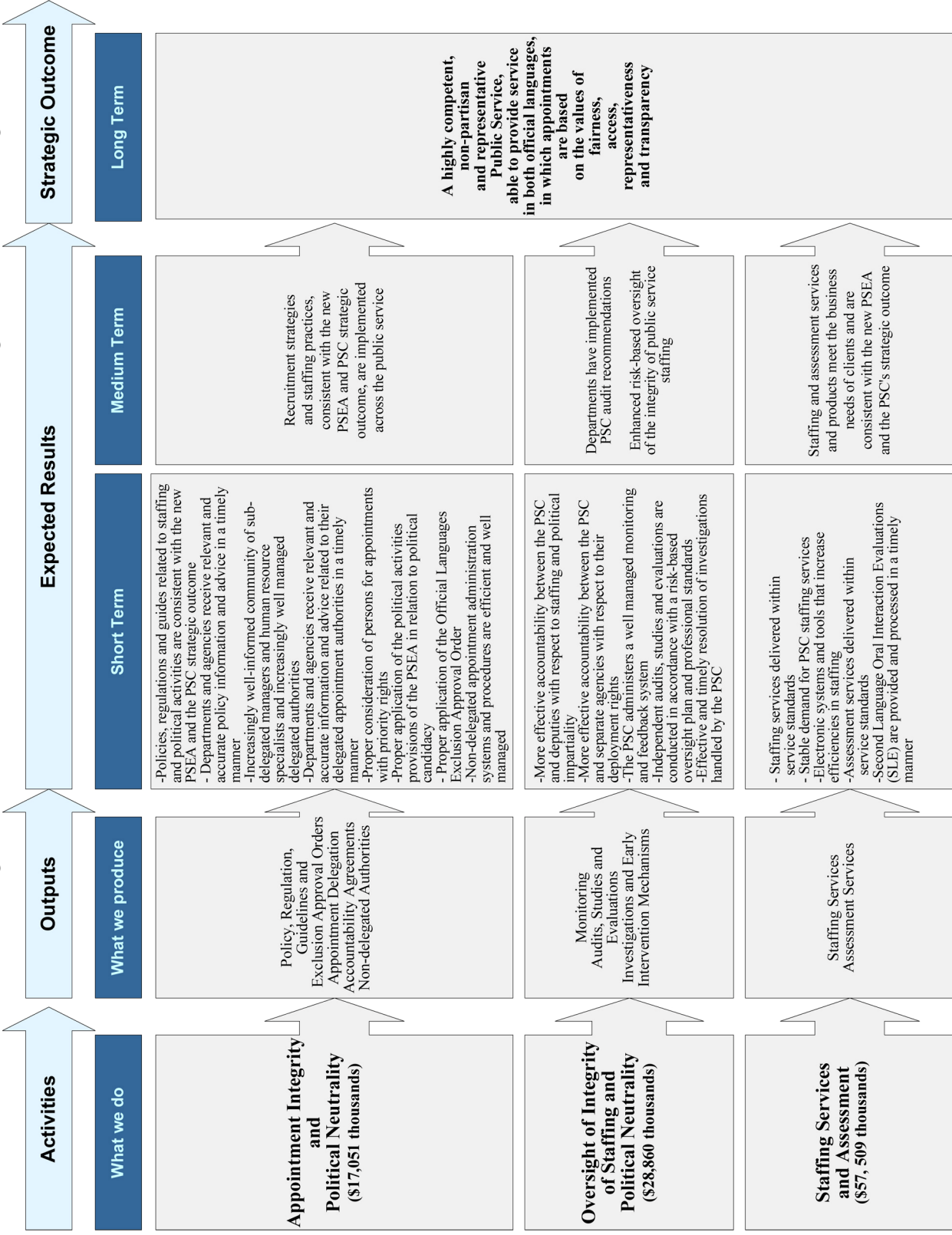<tr><th>PAA
2006-2007</th><th>Appointment Integrity and Political Neutrality</th><th>Oversight of Integrity of Staffing and Political Neutrality</th><th>Staffing Services and Assessment</th><th>TOTAL</th></tr>
<tr><td>Appointment Integrity and Political Neutrality</td><td>**48,584**</td><td>18,371</td><td>25,806</td><td>4,407</td><td>**48,584**</td></tr>
<tr><td>Recruitment and Assessment Services</td><td>**43,472**</td><td></td><td></td><td>43,472</td><td>**43,472**</td></tr>
<tr><td>**TOTAL**</td><td>**92,056**</td><td>**18,371**</td><td>**25,806**</td><td>**47,879**</td><td>**92,056**</td></tr>
</table>

PSC's Results Chain - The following PSC Results Chain links what we deliver to our long-term result or strategic outcome.

Activities (What we do)	Outputs (What we produce)	Expected Results — Short Term	Expected Results — Medium Term	Strategic Outcome — Long Term
Appointment Integrity and Political Neutrality ($17,051 thousands)	Policy, Regulation, Guidelines and Exclusion Approval Orders Appointment Delegation Accountability Agreements Non-delegated Authorities	-Policies, regulations and guides related to staffing and political activities are consistent with the new PSEA and the PSC strategic outcome - Departments and agencies receive relevant and accurate policy information and advice in a timely manner -Increasingly well-informed community of sub-delegated managers and human resource specialists and increasingly well managed delegated authorities -Departments and agencies receive relevant and accurate information and advice related to their delegated appointment authorities in a timely manner -Proper consideration of persons for appointments with priority rights -Proper application of the political activities provisions of the PSEA in relation to political candidacy - Proper application of the Official Languages Exclusion Approval Order -Non-delegated appointment administration systems and procedures are efficient and well managed	Recruitment strategies and staffing practices, consistent with the new PSEA and PSC strategic outcome, are implemented across the public service	**A highly competent, non-partisan and representative Public Service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency**
Oversight of Integrity of Staffing and Political Neutrality ($28,860 thousands)	Monitoring Audits, Studies and Evaluations Investigations and Early Intervention Mechanisms	-More effective accountability between the PSC and deputies with respect to staffing and political impartiality -More effective accountability between the PSC and separate agencies with respect to their deployment rights -The PSC administers a well managed monitoring and feedback system -Independent audits, studies and evaluations are conducted in accordance with a risk-based oversight plan and professional standards -Effective and timely resolution of investigations handled by the PSC	Departments have implemented PSC audit recommendations Enhanced risk-based oversight of the integrity of public service staffing	
Staffing Services and Assessment ($57, 509 thousands)	Staffing Services Assessment Services	- Staffing services delivered within service standards - Stable demand for PSC staffing services - Electronic systems and tools that increase efficiencies in staffing -Assessment services delivered within service standards -Second Language Oral Interaction Evaluations (SLE) are provided and processed in a timely manner	Staffing and assessment services and products meet the business needs of clients and are consistent with the new PSEA and the PSC's strategic outcome	

Supporting the Government of Canada's Outcomes

The PSC's strategic outcome of providing Canadians with a highly competent, non-partisan and representative public service fully supports the Government of Canada's outcomes, as outlined in *Canada's Performance 2006* (http://www.tbs-sct.gc.ca/). The PSC is a key player in safeguarding and fostering the integrity of the staffing system and political neutrality of the public service through monitoring, audits, studies, and evaluations and investigations in support of the government's public policy values of equity, transparency, and fairness. It reports annually to Parliament.

The PSC is also adapting its products and services to ensure that departments and agencies continue to have access to professional recruitment and assessment services.

The PSC is actively working to provide improved on-line staffing tools so that all Canadians have access to employment opportunities in the public service.

Finally, through its programs and services, the PSC directly contributes to the Government of Canada's outcomes of fostering a diverse society that promotes linguistic duality and social inclusion. It does so by ensuring that the human resources management policies of the federal public service protect merit, non-partisanship, representativeness and the use of both official languages. We monitor and assess compliance with those policies.

PLANNING OVERVIEW

Operating Environment

The PSC's mandate has two distinct aspects.

First, the PSC oversees the integrity of the appointment system on behalf of Parliament. To do this, the PSC must be independent of Government and close to Parliament.

Second, the PSC provides staffing and assessment services to public service departments and agencies. This requires that the PSC understand and respond to the needs of human resources professionals and hiring managers.

Working with Departments and Agencies

The PSC is exercising this mandate in a time of transition related to how positions are staffed in the public service. The new *Public Service Employment Act* (PSEA) encourages the PSC to delegate its appointment authorities to deputy heads, and through them to their managers. The intention is to give managers significant opportunities to hire, manage and lead their employees to meet the needs of Canadians within the legislative framework.

To benefit fully from this new legislation, which came into effect December 31, 2005, the federal public service must change. Human resources officers, managers and senior executives must understand their new roles and the new opportunities they have to staff their organizations. They need to make the transition from a rules-based approach to a values-based approach.

To facilitate this cultural change, the PSC is working in collaboration with the Public Service Human Resources Management Agency of Canada and the Canada School of Public Service to provide training, support and guidance to human resources professionals and managers across the public service. The PSC is also offering discretionary staffing and assessment services to departments and agencies as they take on their new responsibilities under the PSEA.

Overseeing the Integrity of the System

At the same time as it works closely with departments and agencies, the PSC must fulfil its responsibilities to Parliament.

The Commission is charged with ensuring that deputy heads exercise their delegated staffing authorities appropriately, and adhere to the values and principles in the new legislation. A variety of accountability mechanisms and oversight tools are in place to accomplish this. When the PSC identifies risks to the appointment system, it recommends changes. It can also sanction organizations, or impose conditions on how they exercise delegated authorities. In exceptional cases, the PSC can withdraw those authorities.

The PSC also monitors whether the appointment system overall is operating effectively, and safeguards the non-partisanship of the public service. It reports annually to Parliament on the

integrity of the system, and may make special reports to Parliament on urgent or important matters.

Safeguarding Non-Partisanship

Protecting a non-partisan public service has been the tradition and mandate of the Commission since its inception in 1908. Under the new PSEA, a strengthened political activities regime has been established to balance the right of public servants to participate in the political process with the need to preserve the impartiality of the public service.

The PSC has developed political activities regulations that define the process for requesting permission and approving requests from public servants who wish to be candidates in federal, provincial, territorial and, for the first time, municipal elections. The PSC has also developed a guide and self-assessment tool explaining employees' rights and obligations in this area. The PSC may investigate allegations of improper political conduct by public servants.

Experience over the past year with the higher volume of candidates' requests to run in municipal elections indicates that additional efforts are required to clarify and communicate the requirements of this process. The PSC will introduce new measures to monitor, assess and report on the performance of departments and agencies more generally in helping to preserve the impartiality of the public service.

A Complex Environment

The public service of Canada faces significant challenges and risks in attempting to nurture a delegated staffing system. The human resources community lacks skilled specialists to support managers who now have additional staffing responsibility delegated to them. Implementation of accountability requirements, and compliance with those requirements is uneven. Management information systems are weak. Many departments and agencies require ongoing guidance and support to conduct their staffing under the new PSEA.

Overall, there is a possibility that the integrity of the new staffing system will be at risk, and that the public service will not benefit from the opportunities available under the new legislation.

Because the PSC is responsible for overseeing the integrity of the staffing system, these challenges and risks are the PSC's challenges and risks.

The PSC must also deal with its own challenges: meeting demands from clients for services; building capacities in key areas of its mandate; introducing essential technology; and strengthening management practices. The PSC must refocus its day-to-day work – from providing mandatory services and handling appeals under the old PSEA, to overseeing the integrity of the appointment system and providing discretionary services. The PSC must fulfill its statutory obligations while fully supporting the government, particularly in a time of transition and public service renewal.

The next section explores these challenges and risks.

Key PSC Challenges and Risks

The PSC has identified the primary challenges and risks emerging from the complex environment in which it operates, and adopted strategies to address them. (More detail is available in Section IV, Corporate Risk Profile and Challenges).

First, the human resources community lacks skilled specialists who can provide managers with the support necessary to effectively take on the expanded staffing roles envisaged by the new PSEA. Without necessary support, managers are hindered from taking on the expanded staffing roles envisaged in the PSEA.

The PSC will continue to offer guidance and support to departments and agencies. It will work with partners to increase human resources capacity over time. A related issue is the failure of many departments and agencies to conduct effective human resources (HR) planning. This weakens both corporate planning and the quality of staffing actions. The PSC will promote the benefits of planning and identify risk areas where required.

Given the increased managerial discretion under the new PSEA, there is a risk that hiring managers' decisions may not always demonstrate the proper use of staffing flexibilities and not sufficiently protect merit. Weak information systems for monitoring and reporting under the PSEA could make it difficult to identify this issue and could undermine effective accountability. The PSC will continue to communicate its expectations, work with departments and agencies to monitor adherence to the staffing values, and improve and harmonize human resources information systems across the public service.

The PSC risks losing clients for its staffing and assessment services if it does not respond adequately to growing demands and changing requirements. A delay in improving the technology aimed at re-engineering staffing and recruitment processes would aggravate this situation and slow the implementation of the national area of selection policy. To address this possibility, the PSC will implement its new service vision, introduce national service standards, and enhance communication with clients. It will also act to maintain support for e-resourcing technology in government.

If the PSC fails to bolster its own capacity in such areas as audit, investigations and services, it will have difficulty in fulfilling its enhanced mandate. To address capacity issues, the PSC will implement a multi-year audit plan, complete the Investigations Branch reorganization, and recruit and train staff in critical areas.

The PSC needs to secure new funding to fully implement its obligations under the new PSEA. Through consultation with Parliament and its public service partners, the PSC needs to find a funding solution to support full implementation of the new PSEA over the long run. This will ensure it can respond effectively and efficiently to a rapidly evolving operating environment.

Finally, the PSC needs to strengthen its succession planning and human resources strategies to face the possibility of a shortage of qualified personnel. The PSC will develop more rigorous, corporate human resources planning processes and build staff capacity and competencies.

PSC's Priorities

The PSC has identified five priorities that will be the focus of our four program activities for the period 2007-2008 to 2009-2010. While no new priorities have been introduced, revisions have increased the number of priorities from four to five. These revisions will provide the PSC greater flexibility and effectiveness in responding to the changing operational environment and evolving roles introduced by the new PSEA. The following table provides planned spending by priority.

Priorities	Type of Priority	Program Activity	Planned Spending ($ thousands)		
			2007-2008	2008-2009	2009-2010
I. Fully implement the new PSEA	Previously committed (revised)	Appointment Integrity and Political Neutrality	17,051	17,008	17,008
II. Reinforce the PSC's role in support of Parliament	Previously committed (revised)	All Program activities	—	—	—
III. Ensure proper oversight and accountability to Parliament	Previously committed	Oversight of Integrity of Staffing and Political Neutrality	28,860	28,792	28,792
IV. Provide PSC staffing and assessment services that respond to the needs of delegated managers and Canadians	Previously committed (revised)	Staffing Services and Assessment	57,509	51,207	53,413
V. Become a model organization	Previously committed (revised)	All program activities	—	—	—
		Total	103,420	97,007	99,213

Planned spending for Corporate Services, the fourth PSC program activity, has been allocated to each priority. All PSC program activities contribute to Priorities II and V; therefore, no separate costing is provided. The detailed financial information presented in Section II includes the allocation of corporate services' costs, estimated at $32,475K for 2007-2008. These costs include functions related to the President's and commissioners' offices ($1,102K), corporate secretariat ($796K), corporate initiatives ($1,764K), finance and administration ($6,973K), corporate planning and reporting ($1,348K), human resources management ($4,684K), information technology ($8,930K), communications and parliamentary affairs ($4,408K), library services ($681K), legal services ($1,110K) and internal audit ($679K). The basis of allocation of corporate services' costs is currently under review as we develop a new costing model for our cost-recovery activities.

The total costs of corporate services have increased due to decisions to centralize delivery of a selection of corporate services including equipment and furniture procurement and language training. We anticipate this will increase efficiencies and management controls in these areas.

Priority I - Fully implement the new PSEA

The new PSEA makes it possible for public service departments and agencies to transform their staffing processes. It does not, however, guarantee success. Organizations must build appointment systems that take advantage of the opportunities contained in the new Act. They must resist the temptation to slide back into the comfortable familiarity of a rules-based approach to staffing.

Although organizations have made progress in implementing the new PSEA, continuing effort is required. The goal is to change the culture so that managers make strategic staffing choices based on appropriate planning of their human resources requirements. The goal is to help change the culture surrounding human resource management. They must also assume greater responsibility and accountability for their staffing decisions. This cannot be accomplished in one or two years.

The PSC has a continuing responsibility to assist in this process of transformation. The PSC's Appointment Framework helps deputy heads build appointment systems to meet their own organizational needs while respecting legislative requirements, the staffing values and PSC policies. In 2007-2008, the PSC will:

- continue to offer support and advice to departments and agencies on staffing issues that arise under the new PSEA. It will use specialized information sessions for HR professionals, such as the SmartShops series, to deliver this support and advice;
- continue to revise delegation instruments, where appropriate, and strengthen tools to support departments and agencies. The purpose of these activities will be to prompt managers and HR professionals to take advantage of the opportunities presented by the new PSEA;
- assess its appointment policies and practices to determine where improvements can be made. It will identify staffing system problems through regular consultations, risk management, research and analytical studies. It will develop new staffing policies to respond to emerging issues – anticipating the need for changes while avoiding ad hoc, reactive policy responses;
- begin to prepare for the five-year evaluation of the PSEA. To do so, its policy work will take on a longer-term perspective and vision. This will allow the PSC to exercise leadership in its areas of responsibility and in collaboration with others; and
- strengthen its National Area of Selection (NAOS) policy to increase Canadians' access to employment in the federal public service. Subject to the results of evaluations, the policy will be extended on April 1, 2007 for officer-level positions nationally and by December 2007, NAOS will be required for officer and non-officer jobs.

Priority II - Reinforce the PSC's role in support of Parliament

The PSC, on behalf of Parliament, oversees the integrity of the staffing system and the political impartiality of the public service. Its position as an independent agency reporting to Parliament was strengthened under the new PSEA. For example, the Act gives Parliament a greater role in the appointment of the PSC president; it allows the Commission to issue special reports to Parliament.

Public Service Commission - 2007-2008 Report on Plans and Priorities

The PSC wants to reinforce its independence in order to improve its ability to oversee the staffing system effectively. It sees two ways to accomplish this:

- by strengthening its ties to Parliament: In 2007-2008, the PSC will seek to increase its dialogue with Parliament about the integrity of the staffing system and non-partisanship; and
- by clarifying its standing as a unique, independent agency: In 2007-2008, the PSC will initiate discussions for more independent funding arrangements, similar to those under study for other bodies that support Parliament.

Priority III - Ensure proper oversight and accountability to Parliament

To fulfil its accountability to Parliament for safeguarding the integrity of public service appointments and protecting non-partisanship, the PSC has developed a continuum of accountability mechanisms and oversight tools. In 2007-2008, we will strengthen these mechanisms and tools and build our capacity to do so where required.

The PSC monitors and assesses departmental and agency performance and provides feedback to deputy heads so they can improve their appointment processes.

- The PSC will incorporate changes in one key tool, the Staffing Management Accountability Framework, so it focuses more on results and provides more responsive feedback to departments and agencies.

Audits, evaluations and statistical studies allow the PSC to examine the staffing activities of departments and agencies and analyze government-wide issues.

- The PSC's Audit Branch has a multi-year plan to build its audit capacity, hire more auditors and analysts, consolidate its professional practices, and produce more audit reports, evaluations and studies. It has also begun to develop a framework and plan for the five-year legislative review of the new PSEA.

The PSC conducts investigations of external appointments under the new PSEA, staffing processes where fraud is suspected, or alleged improper political activities by public servants. It can also conduct investigations into internal staffing, at the request of deputy heads.

- The PSC's Investigations Branch is completing the appeals carried over from the old PSEA and progressively shifting its focus to its new PSEA investigation mandates.

The PSC has been assigned two additional roles under the new PSEA.

It has standing before the new Public Service Staffing Tribunal. This provides the opportunity to encourage Tribunal decisions that protect staffing values and respect the policies and practices in the PSC's Appointment Framework.

- The PSC will expand its participation before the Tribunal as the latter's caseload of complaints increases.

The PSC has larger and more complex responsibilities for safeguarding non-partisanship in the public service. To fulfil them, the PSC has put a number of measures in place.

- It will do more to ensure the effective monitoring and investigation of improper political conduct by public servants.

Priority IV - Provide PSC staffing and assessment services that respond to the needs of delegated managers and Canadians

Under previous staffing legislation, departments and agencies were required to obtain certain staffing services from the PSC. Now, for the most part, they can develop staffing services internally or seek them elsewhere.

For many organizations, particularly small ones, this presents a challenge. They are equipped neither to provide those services themselves nor to oversee outside providers.

To meet their needs and those of other potential clients, the PSC now offers its recruitment, executive resourcing and assessment services on a discretionary basis. It does this through its Staffing and Assessment Services Branch.

The Branch will adopt a public service-wide approach to staffing that focuses on attracting and retaining talented individuals to meet current and future needs. It has embarked on a comprehensive business transformation project to expand the scope of its services and emerge as the leader in modern staffing practices within the public service of Canada. It will:

- offer departments and agencies integrated staffing services that are customized to client needs and that support new PSEA staffing values;
- promote the public service of Canada as an employer of choice;
- further support the professionalization of staffing advisors; and
- encourage the use of technological innovation.

The increasing use of a national area of selection to recruit external candidates for federal government jobs will result in higher volumes of applications. The PSC believes the use of electronic screening tools is essential to process these applications efficiently and effectively.

It has developed an innovative Web-based recruitment and screening tool, the Public Service Resourcing System.

The Staffing and Assessment Services Branch will continue to prepare for the introduction of a longer-term electronic solution that will serve both external and internal selection processes.

Priority V - Become a model organization

To ensure it operates at peak effectiveness and achieves maximum value for taxpayers' money, the PSC intends to continue striving for management excellence. This is particularly necessary during this period of significant change for the PSC and its employees.

- In the area of human resources management, the PSC will develop strategies to address the high incidence of staff turnover, improve learning and development opportunities for staff, increase internal communication, and strengthen succession planning and knowledge retention.
- Zero-based budgeting, audited financial statements, and a new internal audit committee with external members will strengthen the PSC's financial management practices.
- The PSC will adopt integrated approaches to human resources, operational and information technology planning, and will refine its performance measurement framework to ensure that critical performance information is available for efficient and effective resource allocation decisions.
- The PSC will seek new resources to strengthen its ability to oversee the staffing system, and to meet new Treasury Board information technology security standards.

Overall, the PSC will strive to be a model organization, adhering to the principles of modern comptrollership and valuing the needs and concerns of employees.

SECTION II - DETAILED ANALYSIS BY PROGRAM ACTIVITY

STRATEGIC OUTCOME

The Public Service Commission (PSC) has one strategic outcome:

> *A highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.*

The PSC contributes to the achievement of this strategic outcome:

- by ensuring that the public service is non-partisan and that appointments across the public service are based on merit and are free from political or bureaucratic patronage;
- by working with departments and agencies to implement recruitment strategies and staffing practices that respect the values of fairness, access, representativeness and transparency and are consistent with the new *Public Service Employment Act* (PSEA); and
- by strengthening the accountability from the Commission to Parliament regarding the health of public service staffing.

The PSC's performance measurement framework at each level of the program activity architecture is currently under review to adapt to our changing environment. The proposed framework includes a short, medium and long-term strategy for reporting on performance. This Report on Plans and Priorities (RPP) includes mainly short and medium-term measures that can be tracked and regularly reported.

The PSC's annual report http://www.psc-cfp.gc.ca/ presents the results of our oversight of departments' and agencies' staffing activities. It provides an overview of measures and progress towards each element of our strategic outcome: competency, official languages, non-partisanship, representativeness, fairness, access and transparency. Our performance measurement framework has been developed based on results outlined in our annual report.

The table below identifies the performance indicators, measurement strategies, and targets for reporting on the achievement of the strategic outcome on an annual basis. The achievement of the strategic outcome over time will be measured primarily through longer-term trends identified from the PSC's analysis of annual data, from on-going audits and studies, and from the five-year evaluation of the new PSEA.

PERFORMANCE INDICATORS	STRATEGY, TARGET & REPORTING FREQUENCY
Overall Results of oversight activities (monitoring, audits, studies, evaluations and investigations)	**Performance Measurement Strategy:** Develop and implement procedures, frameworks and plans for oversight activities **Target:** Satisfactory findings from oversight activities **Reporting Frequency**: Annual

PERFORMANCE INDICATORS	STRATEGY, TARGET & REPORTING FREQUENCY
Accountability • Number of potential PSC appearances before parliamentary committees measured against the number of actual appearances • Number of committee hearings on PSC issues • Number of reports to Parliament	**Performance Measurement Strategies:** Determine the number of potential and actual PSC appearances before parliamentary committees and committees hearings on PSC issues **Target:** Minimal level to be determined **Reporting Frequency:** Annual
Merit/Competency Well founded statements of merit criteria that are thoroughly assessed and form the basis for appointment decisions	**Performance Measurement Strategies:** Assessed through monitoring activities, periodic audits, evaluations, and/or surveys on appointment processes and investigations **Target:** under development **Reporting Frequency:** Annual
Perception of public service employees about competency of people hired	**Performance Measurement Strategies:** Assessed through periodic surveys of public service employees **Target:** 85% (76% in 2005) **Reporting Frequency:** Annual
Merit/Official Languages Number of non-compliant positions with respect to official languages requirements	**Performance Measurement Strategies:** Collect data from PSC information systems **Target:** Zero (242 in March 2005) **Reporting Frequency:** Annual
Non-partisanship • Perception of Canadians about non-partisanship of the public service • Number of annual cases of political influence on an appointment decision identified by the PSC • Number of annual cases of improper political activities by public servants or deputy heads identified by the PSC	**Performance Measurement Strategies:** Assessed through periodic surveys, ongoing oversight activities and review of alleged infractions **Target:** under development **Reporting Frequency:** Annual
Fairness Perception of public service employees about fairness of appointment processes	**Performance Measurement Strategies:** Assessed through periodic surveys of public service employees **Target:** 85% (64% in 2005) **Reporting Frequency:** Annual
Access Percentage of jobs open to the public having a national area of selection	**Performance Measurement Strategies:** Collect data from PSC information systems **Target:** Increase from previous years; final target to be determined (19% in 2005, should increase to 35% after April 2006) **Reporting Frequency:** Annual
Representativeness Number of employment equity groups for which representation in the public service is below workforce availability	**Performance Measurement Strategies:** Collect data from the Public Service Human Resources Management Agency of Canada (PSHRMAC) and Statistics Canada **Target:** Zero (one group in 2005-2006) **Reporting Frequency:** Annual
Transparency Perception of public service employees about transparency of appointment processes	**Performance Measurement Strategies:** Assessed through periodic surveys of public service employees **Target:** 85% **Reporting Frequency:** Annual

Program Activity 1.1.0 - Appointment Integrity and Political Neutrality

Description
The Appointment Integrity and Political Neutrality activity develops and maintains a policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes establishing policies and standards, providing advice, interpretation and guidance and administering delegated and non-delegated appointment authorities.

Structure

	Priority 1	**Implement the new *Public Service Employment Act* (PSEA)**
	Priority 2	**Reinforce the PSC's role in support of Parliament**
☞	*1.1.0*	*Appointment Integrity and Political Neutrality*
	1.1.1	Policy, Regulation, and Exclusion Approval Orders (EAOs), and Guides
	1.1.2	Delegated Appointment Authorities
	1.1.3	Non-delegated Appointment Authorities

Related Resources

RESOURCES	2007-2008	2008-2009	2009-2010
Financial ($ thousands)	17,051	17,008	17,008
FTE	156	156	156

Results to be Achieved
We have identified the following expected results and will monitor performance of the following indicators to help ensure that this program activity is on track.

EXPECTED RESULTS	PERFORMANCE INDICATORS
Recruitment strategies and staffing practices, consistent with the new PSEA and PSC strategic outcome, are implemented across the public service	**Performance Indicator 1:** Evaluation findings on the implementation of the new PSEA **Target:** Satisfactory evaluation findings **Reporting Frequency:** five-year PSEA review **Performance Indicator 2:** Number of delegations restricted or removed by the PSC. **Target:** Zero (Five reported in 2005-2006 Annual Report) **Reporting Frequency:** Annual **Performance Indicator 3:** Number of complaints to PSST **Target:** under development **Reporting Frequency:** Annual

1.1.1 Policy, Regulation, Exclusion Approval Orders (EAOs) and Guides

The Policy, Regulation and Exclusion Approval Orders sub-activity develops, interprets and provides advice and guidance on policies, regulations, and EAOs related to staffing and political activities. This includes:

- analyzing policy issues, developing options, consulting and creating and maintaining policy instruments;
- sharing best practices and providing expert advice, guidance and communications to colleagues and stakeholders; and
- providing advice and assistance to departments and agencies in promoting employment equity and achieving a public service that reflects the diversity of Canadian society.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Policy, Regulation, Exclusion Approval Orders (EAOs) and Guides in support of program activity 1.1.0, and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
7,482	7,463	7,463

Planned Commitments:

- Refine PSC policy instruments, regulations, EAOs and guides related to appointments and political activities, review or develop new instruments, guidance and tools as required and provide advice;
- Support implementation of national area of selection (NAOS) and assess/report on the impact;
- Contribute to the parliamentary review of the *Employment Equity Act* and research and analyze issues to advance the goal of a representative public service;
- Review Public Service Staffing Tribunal (PSST) complaints and intervene where appropriate, as well as disseminate lessons learned; and
- Increase dialogue with Parliament about the integrity of the staffing system and pursue measures to reinforce the PSC's standing as a unique parliamentary agency.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Policies, regulations and guides related to staffing and political activities are consistent with the new PSEA and the PSC strategic outcome	**Performance Indicator**: Findings from audits, studies and evaluations related to staffing and political activities **Target:** Satisfactory findings **Reporting Frequency:** Annual
Departments and agencies receive relevant and accurate policy information and advice in a timely manner	**Performance Indicator:** Relevance and timeliness of policy information and guidance provided by the PSC to be assessed through survey of Human Resource Council (HRC) members; accuracy of policy information and guidance to be determined through quality control process. **Target:** HRC survey and quality control process to be developed in 2007-2008 **Reporting Frequency:** Annual

1.1.2 Delegated Appointment Authorities

The Delegated Appointment Authorities sub-activity administers the delegation of appointment authorities to departments and agencies through staffing advice and assistance as well as learning products and services.

Over the next three-year planning period, the PSC will dedicate the following resources to key programs and services within Delegated Appointment Authorities in support of program activity 1.1.0, and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
4,933	4,921	4,921

Planned Commitments:
- Provide continuous support to delegated organizations and external stakeholders through advice, interpretation, guidance, presentations, and sharing of best practices;
- Manage Appointment Delegation and Accountability Instruments (ADAIs) to ensure deputy heads are provided with the appropriate appointment and appointment-related authorities;
- Provide tools and products to facilitate the management of appointment and appointment-related authorities in delegated organizations; and
- Take actions to deal with deficiencies in delegated organizations.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Increasingly well informed community of sub-delegated managers and human resources specialists and increasingly well managed delegated authorities	**Performance Indicator:** Aggregate number of support actions provided **Target:** Increase in the number from previous year
Departments and agencies receive relevant and accurate information and advice related to their delegated appointment authorities in a timely manner	**Performance Indicator:** Relevance and timeliness of information and advice provided by the PSC to be assessed through survey of Human Resources Council (HRC) members; accuracy will be assessed through quality control process **Target:** HRC survey and quality control process to be developed in 2007-2008 **Reporting Frequency:** Annual

1.1.3 Non-delegated Appointment Authorities

The Non-delegated Appointment Authorities sub-activity administers authorities that are not delegated to departments and agencies, such as the oversight of priority administration, the review of political candidacy requests, and the oversight of the application of the Public Service Official Languages Exclusion Approval Order (PSOLEAO), including granting extensions and exclusions.

Over the next three-year planning period, the PSC will dedicate the following resources to key programs and services within Non-delegated Appointment Authorities in support of program activity 1.1.0, and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
4,636	4,624	4,624

Planned Commitments:
- Oversee priority entitlements process to ensure organizations respect the legislation, PSC policies and delegated authorities; monitor 35,000 or more staffing processes where priorities must be considered; verify entitlements for 1,000 or more priority persons and ensure they are informed of their rights and obligations; and ensure the integrity of non-delegated priority appointments related to former ministers' staff and employees of the Office of the Governor General's Secretary (including the verification of their priority entitlement);
- Support the implementation of the new political activities regime by assessing candidacy requests from public servants in relation to federal, provincial, territorial, and municipal elections; clarify and communicate requirements in this area; provide training to departmental and agency designates and employees; and monitor and report on the performance of departments and agencies, with particular attention to municipal elections, which were covered for the first time by the PSEA as of December 31, 2005; and
- Monitor the application of the Public Service Official Languages Exclusion Approval Order (PSOLEAO) by examining the data and cases of all delegated organizations on their use of the PSOLEAO's provisions and granting extensions and exclusions according to accepted criteria.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Proper consideration of persons for appointments with priority rights	**Performance Indicator:** Percentage of individuals with priority rights appointed **Target:** Effective and timely placement of persons with priority entitlement **Reporting Frequency:** Annual

EXPECTED RESULTS	PERFORMANCE INDICATORS
Proper application of the political activities provisions of the PSEA in relation to political candidacy	**Performance Indicator:** Number of political candidacy requests received and analyzed for PSC permission **Target:** Timely analysis and approvals process **Reporting Frequency:** Annual
Proper application of the PSOLEAO	**Performance Indicator:** Percentage of situations in conformity with the PSOLEAO **Target:** Decrease in number of non-compliant situations from previous year **Reporting Frequency:** Annual
Non-delegated appointment administration systems and procedures are efficient and well managed	**Performance Indicator:** Study findings on the administration of non-delegated appointment authorities **Target:** Satisfactory findings **Reporting Frequency:** Annual (determined by audits, studies and evaluations plans)

Program Activity 1.2.0 - Oversight of Integrity of Staffing and Political Neutrality

Description
The Oversight of Integrity of Staffing and Political Neutrality activity provides an accountability regime for the implementation of the appointment policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes monitoring departments' and agencies' compliance with legislative requirements, conducting audits, studies and evaluations, carrying out investigations, and reporting to Parliament on the integrity of public service staffing.

Structure

	Priority 3	Ensure proper oversight and accountability to Parliament
	Priority 2	**Reinforce the PSC's role in support of Parliament**
☞	*1.2.0*	*Oversight of Integrity of Staffing and Political Neutrality*
	1.2.1	Monitoring
	1.2.2	Audits, Studies and Evaluations
	1.2.3	Investigations and Early Intervention Mechanisms

Related Resources

RESOURCES	2007-2008	2008-2009	2009-2010
Financial ($ thousands)	28,860	28,792	28,792
FTE	264	264	264

Results to be Achieved
We have identified the following expected results and will monitor performance of the following indicators to ensure that Program Activity 2 is on track.

EXPECTED RESULTS	PERFORMANCE INDICATORS
Departments have implemented PSC audit recommendations	**Performance Indicator:** Percentage of audit recommendations implemented **Target:** 100 % **Reporting Frequency:** Annual
Enhanced risk-based oversight of the integrity of public service staffing	**Performance Indicator 1:** Percentage of coverage of oversight activities (monitoring, audits, studies and evaluations) of each risk category **Target:** Under development **Reporting Frequency:** Annual **Performance Indicator 2:** Number of public service organizations with delegated staffing authorities whose staffing performance did not meet all essential staffing performance identified in the Staffing Management Accountability Framework **Target:** Zero **Reporting Frequency:** Annual

1.2.1 Monitoring

The Monitoring sub-activity ensures departments' and agencies' compliance with legislative requirements of the PSEA in the context of their delegated authorities. This includes:

- providing feedback and analysis to departments based on reports, visits and other monitoring tools to identify areas of improvement, risk and public service-wide issues;
- sharing best practices or challenges; and
- identifying the need for intervention.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Monitoring in support of program activity 1.2.0, and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
3,822	3,813	3,813

Planned Commitments:
- Monitor the delegation of staffing authorities to approximately 80 organizations through the implementation of an integrated risk management strategy which includes active monitoring, information gathering and reporting; put in place remedial measures when non-compliance occurs;
- Monitor the responsibilities of the PSC with regard to the political neutrality of approximately 85 organizations through the implementation of an integrated risk management strategy which includes active monitoring, information gathering and reporting, and put in place remedial measures when non-compliance occurs;
- Review and refine accountability tools and monitoring programs related to staffing (Staffing Management Accountability Framework and database monitoring), political activities and deployment of staff from separate agencies;
- Monitor whether departments confirm that former ministers' staff who participate in internal advertised processes satisfy the conditions, and monitor the movement of former ministers' staff to the public service through such processes; and
- Assess the compatibility and monitor the staffing programs of up to 20 separate agencies for the purpose of granting deployment rights to their employees.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
More effective accountability between the PSC and deputies with respect to staffing and political impartiality	**Performance Indicator:** Number of departments fully meeting staffing and political impartiality reporting requirements **Target:** 100% **Reporting Frequency:** Annual
More effective accountability between the PSC and separate agencies with respect to their deployment rights	**Performance Indicator:** Number of separate agencies fully meeting compatibility requirements **Target:** 100% **Reporting Frequency:** Annual

EXPECTED RESULTS	PERFORMANCE INDICATORS
The PSC administers a well managed monitoring and feedback system	**Performance Indicator:** Percentage of key monitoring transactions completed in the annual cycle (includes call letters, completed departmental responses and feedback responses or meetings) **Target:** 100% **Reporting Frequency:** Monthly

1.2.2 Audits, Studies and Evaluations

The Audits, Studies and Evaluations sub-activity conducts independent audits, studies and evaluations and reports to Parliament on the integrity of the appointment process, including the protection of merit and political neutrality.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Audits, Studies and Evaluations in support of program activity 1.2.0, and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
14,307	14,273	14,273

Planned Commitments:
- Develop a multi-year risk-based audit plan and cycle for the 80 entities that fall under the purview of the PSEA, for which delegation agreements have been signed;
- Perform independent audits (departmental, government-wide and follow-up), studies and evaluations that are relevant and meet quality assurance standards;
- Continue building the capacity of the audit function by establishing a professional practices group responsible for developing the audit methodology and training materials, reviewing audit work, creating an independent audit advisory committee and ensuring compliance with professional standards;
- Support the longer-term planning of audits and studies by developing an evaluation framework for the five-year review of the new PSEA; and
- Provide appointment data and analysis and maintain a related information system to support the PSC's oversight role and the information needs of departments and agencies.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Independent audits, studies and evaluations are conducted in accordance with a risk-based oversight plan and professional standards	**Performance Indicator:** Number of audits, studies and evaluations completed in accordance with approved plans and professional standards **Target:** • 2007-2008: six audits; four statistical studies and five-year PSEA evaluation plan in place • 2010-2011: independent assessment completed to ensure audits are conducted in accordance with professional standards • Ongoing internal quality reviews on audits completed **Reporting Frequency:** Annual

1.2.3 Investigations and Early Intervention Mechanisms

Investigations, which may include early intervention processes, provide oversight of concerns raised about appointments. Investigations are also conducted into allegations of improper political activities of public servants.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Investigations and Early Intervention Mechanisms in support of program activity 1.2.0 and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
10,731	10,706	10,706

Planned Commitments:
- Implement operational frameworks and procedures for investigations and early intervention processes under the new PSEA;
- Conduct investigations (and early intervention processes where applicable) for mandated investigations under the new PSEA, evaluate the demand for deputy head-requested investigations and assess the Branch's capacity to meet this demand;
- Conduct investigations into allegations of improper political activities; and
- Finalize administrative details relating to appeals to complete the load of cases received under the old PSEA.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Effective and timely resolution of investigations handled by the PSC	**Performance Indicator 1:** Number of investigation requests processed by category (external staffing, non-delegated internal staffing, fraud, political influence, improper political activities) **Target:** Establish baseline data for investigations under new PSEA **Reporting Frequency:** Annual **Performance Indicator 2:** Number of investigations completed, by category (external staffing, non-delegated internal staffing, fraud, political influence, improper political activities) **Target:** Establish baseline data for investigations under new PSEA **Reporting Frequency:** Annual

EXPECTED RESULTS	PERFORMANCE INDICATORS
	Performance Indicator 3: Number of staffing concerns dealt with through ADR processes **Target:** Establish baseline percentage for ADR processes under new PSEA **Reporting Frequency:** Annual **Performance Indicator 4:** Average disposal time of investigations **Target:** 90 days for investigations into errors and omissions; target level to be established for other investigations as disposal time requirements are analyzed **Reporting Frequency:** Annual **Performance Indicator 5:** Number of decisions referred to and overturned by the Federal Court or the PSST **Target:** Low number of successful judicial review applications before the Federal Court, challenging PSC decisions **Reporting Frequency:** Annual

Program Activity 1.3.0 - Staffing Services and Assessment

Description

The Staffing Services and Assessment activity develops and maintains systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This activity also includes delivering staffing services, programs and products to departments and agencies, to Canadians and public servants, through client service units located across Canada.

Structure

	Priority 4	**Provide PSC staffing and assessment services that respond to the needs of delegated managers and Canadians**
	Priority 2	**Reinforce the PSC's role in support of Parliament**
☞	*1.3.0*	*Staffing Services and Assessment*
	1.3.1	Staffing Services
	1.3.2	Assessment

Related Resources

RESOURCES	2007-2008	2008-2009	2009-2010
Financial ($ thousands)	57,509	51,207	53,413
FTE	595	582	594

Note: The financial resources include funding in the amount of $12 million for the Public Service Staffing Modernization Project (PSSMP), as well as a temporary reallocation of $7.8 million to fund continued work on the Staffing and Assessment Services Transformation.

Some of the staffing authorities now delegated to departments and agencies were previously reserved by the PSC and exercised by the Staffing and Assessment Services Branch (SASB). SASB continues its transition to a new service delivery model that will support the integrity of the staffing system and respond to the needs of deputy heads. SASB is working towards offering expanded staffing services beyond those previously provided (primarily executive resourcing, general recruitment and staffing for organizations that did not have human resources capacity or have lost their delegated authorities). In the interim, a transformation team will help support the transition to the new model and identify options to modify our funding mechanisms.

SASB will continue to support departments in meeting their external staffing needs and will also begin to offer internal staffing services, focusing on staffing through prequalified pools processes.

Results to be Achieved

We have identified the following expected results and will monitor performance of the following indicators to help ensure that the Staffing Services and Assessment program activity is on track.

EXPECTED RESULTS	PERFORMANCE INDICATORS
Staffing and assessment services and products meet the business needs of clients and are consistent with the new PSEA and the PSC's strategic outcome	**Performance Indicator:** Study findings and client consultations results **Target:** Satisfactory study findings **Reporting Frequency:** Annual against three-year plan **Performance Indicator:** Audit, study and evaluation findings **Target:** Satisfactory study findings **Reporting Frequency:** determined by audit, study and evaluation plan

1.3.1 Staffing Services

The Staffing Services sub-activity includes the development and delivery of staffing services, systems, programs and products to departments and agencies, Canadians and public servants.

The PSC's staffing services include executive staffing services, general recruitment services, central recruitment programs and expanding non-executive services designed to help federal departments and agencies select individuals for positions across a range of occupations and levels within the public service.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Staffing Services in support of program activity 1.3.0, and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
47,652	42,306	44,512

Note: The financial resources include funding in the amount of $12 million for the Public Service Staffing Modernization Project (PSSMP), as well as a temporary reallocation of $7.8 million to fund continued work on the Staffing and Assessment Services Transformation.

Planned Commitments:
- Deliver high-quality general and central recruitment services, programs and products, customized to the new PSEA, to departments and agencies, Canadians and public servants, through client service units located across Canada. These services include support for prequalified pool processes, staffing in shortage areas and external staffing using automated staffing tools. Central recruitment programs include the Federal Student Work Experience Program, Post-Secondary Recruitment program and Research Affiliate Program. (2007-2008 forecasted volume: 100,000 applications for central recruitment and 6,510 requests for general recruitment (approximately 70% of 9,300 total requests);
- Provide executive staffing services to departments and agencies (2007-2008 forecasted volume: 500 executive staffing actions initiated);
- Provide staffing and recruitment services and programs to departments and agencies that have lost their delegated authorities or that do not have sufficient in-house human resources capacity (four organizations);
- Maximize opportunities under the new PSEA and consult with clients to facilitate the implementation of the national area of selection policy;
- Support the implementation of e-resourcing to departments and agencies; and
- Continue to implement the Staffing and Assessment Business Transformation Plan, including client consultations to assess needs and identify service improvements:
    - market analyses;
    - service rationalization and priorities;
    - design, development and testing of new or upgraded services;
    - marketing and communication strategies;
    - funding strategy and cost recovery authority; and
    - transfer of knowledge from transformation team and begin phase out of transition.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Staffing services delivered within service standards	**Performance Indicator:** Percentage of staffing services delivered meeting service standards **Target:** 100% **Reporting Frequency:** Annual
Stable demand for PSC staffing services	**Performance Indicator:** Percentage of business share of recruitment services **Target:** 70% **Reporting Frequency:** Monthly
Electronic systems and tools that increase efficiencies in staffing	**Performance Indicators:** • Statistical evidence of efficient screening and referrals; and • Stable and reliable electronic staffing system to support departments and agencies in external referrals **Target:** Under development (e-resourcing performance reports being developed) **Reporting Frequency:** Annual

1.3.2 Assessment

Through the PSC's Personnel Psychology Centre (PPC) and regional client service units, the Assessment sub-activity provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in staffing, selection and development throughout the federal public service. Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Assessment in support of program activity 1.3.0, and the expected results outlined below.

Financial Resources ($ thousands)

2007-2008	2008-2009	2009-2010
9,857	8,901	8,901

Note: The 2007-2008 financial resources include $6,000K in respendable revenue from Assessment and Counselling Services and Products.

Planned Commitments:
- Provide assessment-related development, operational, research and consultation services and products for use in recruitment, selection and development throughout the federal public service through appropriation and cost-recovery (2007-2008 forecasted volume: Testing: 170,000 tests administered, including 80,000 second language evaluations);
- Continue developing and updating instruments and procedures including Second Language Evaluation (SLE). Implementation of the new SLE Writing Test in English and in French will take place in 2007-2008. Development of the new SLE Oral Interaction Test will be completed in 2007-2008, with phased-in implementation to begin during the same fiscal year. Additional research and development work will result in the modification or development of 15 new assessment products;
- Implement the e-testing strategy including continuing to set up e-testing facilities; and
- Obtain continued authority to re-spend revenue for 2008-2009 and beyond.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Assessment services delivered within service standards	**Performance Indicators**: • Percentage of assessment services delivered meeting service standards • Number of assessment accommodations provided • Number of new products modified or developed • Test services client satisfaction **Target:** Client satisfaction and compliance to service standards Meeting forecasted volumes **Reporting Frequency:** Annual
Second Language Oral Interaction Evaluations (SLE) are provided and processed in a timely manner	**Performance Indicator:** Average SLE Oral Interaction turnaround time **Target:** 10 days **Reporting Frequency:** Monthly

Management Priority: Becoming a Model Organization

Striving for Management Excellence
The PSC is committed to building a model organization. We will strive to ensure we have the organizational capacity and flexibility to respond effectively and efficiently to our evolving operational environment, and emerging opportunities and risks. Over the next three years, we will achieve this by continuing to:

- build an organization and management structure responsive to emerging opportunities and risks, and supportive of our role as an independent agency reporting to Parliament;
- refine our management and stewardship of our financial, human and information resources within an integrated planning framework; and
- build a productive, sustainable and adaptive workforce.

Enhanced Management Structure and Parliamentary Affairs
Over the next three years, the PSC will continue to evolve in response to the new mandate introduced by the PSEA and *Public Service Modernization Act* (PSMA). We will listen attentively to the needs of our departmental and agency client base, as well as fulfil our oversight function to Parliament. Adopting a management structure that reflects the changing nature of our operating environment is an important part of this. Also important is our ability to effectively manage/mitigate external risks.

Planned Commitments:
- prepare for the anticipated appointment of two new part-time commissioners to the PSC; and
- continue to enhance and support links with Parliament, and our capacity to respond efficiently and effectively to parliamentarians regarding emerging issues within our domain.

Enhanced Financial and Management Practices
The PSC continues to be proactive in improving our management practices. In addition to implementing the new Treasury Board Policy on Internal Audit, preparing independently audited financial statements, and initiating an integrated planning process, we have aggressively used business practices including zero-based budgeting to help us align funding allocations with identified priorities, and productivity and output performance results on an ongoing basis.

Opportunities to find additional funds internally from efficiency gains are already being maximized. We have reallocated $6.1 million (including the Employee Benefits Plan) internally to meet changing roles and priorities under the PSMA and PSEA. Additional long-term funding will still be needed to fulfil our responsibilities under the new PSEA. Without additional funding, we risk having to drop key activities and services or reduce service delivery in key areas.

Building a strong and effective management accountability structure responsive to our needs and reflective of our status as an independent agency continues to be a key commitment for us. In 2006-2007, the PSC has undertaken a Management Accountability Framework (MAF) self-assessment process to ensure all financial, human and information management practices are integrated and effectively support our goal of building a model organization.

Planned Commitments:

- Pursue and develop, as required, effective short to long-term funding strategies for program activities not currently funded from internal resource allocations;
- Review and refine PSC's Performance Measurement Framework to ensure critical performance information is available to support effective decisions;
- Pilot a time reporting system supporting the efficient use and allocation of resources;
- develop a Strategic Information Management (IM) Plan, including development of an IM governance and accountability structure, IM vision, strategy and policy, and a Records and Document Information Management System (RDIMS) pilot;
- Implement the action plan resulting from the MAF self-assessment process;
- Enhance and invest in Information Technology (IT) management strategies that reinforce the efficient, effective, and cost effective allocation of IT resources to support evolving technology needs and mitigate potential risks (e.g., system compatibility, integration, security, obsolescence, vendor support); and
- Develop and implement an appropriate strategy to meet our obligations to Treasury Board and mitigate identified risks regarding new IT Systems Security Standards.

Building on our HR Capacity

The PSC has developed an HR plan that reflects our evolving business needs, encompasses strong people management practices, and is integrated into our operational planning process. The plan identifies our HR risks and challenges, and strategies to address them. During the next three years, we will face a challenge in finding and retaining talented staff to meet current and future workforce needs in light of high turnover rates, aging of our workforce and associated retirements, as well as skill gaps emerging as the nature of our work changes. We will focus on the following initiatives during the planning period.

Planned Commitments:

- In response to high turnover rates and rising retirement trends, use prequalified pool processes, development opportunities, and associated programs and strategies to increase our resourcing and leadership capacity;
- Implement a succession planning model for all key positions;
- Refine HR tools, systems and data management practices to support our current and future business objectives; and
- Invest in learning strategies and training opportunities to ensure staff can obtain the multiple skill sets necessary to fulfill our oversight responsibilities, as well as provide sound advice and services to departments and agencies.

Section III - Supplementary Information

ORGANIZATIONAL INFORMATION AND ACCOUNTABILITY

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

Five branches headed by vice-presidents support the President in her role as Chief Executive Officer and contribute to the achievement of the PSC's strategic outcome. An organization chart outlining the PSC's internal structure and accountability is presented below.
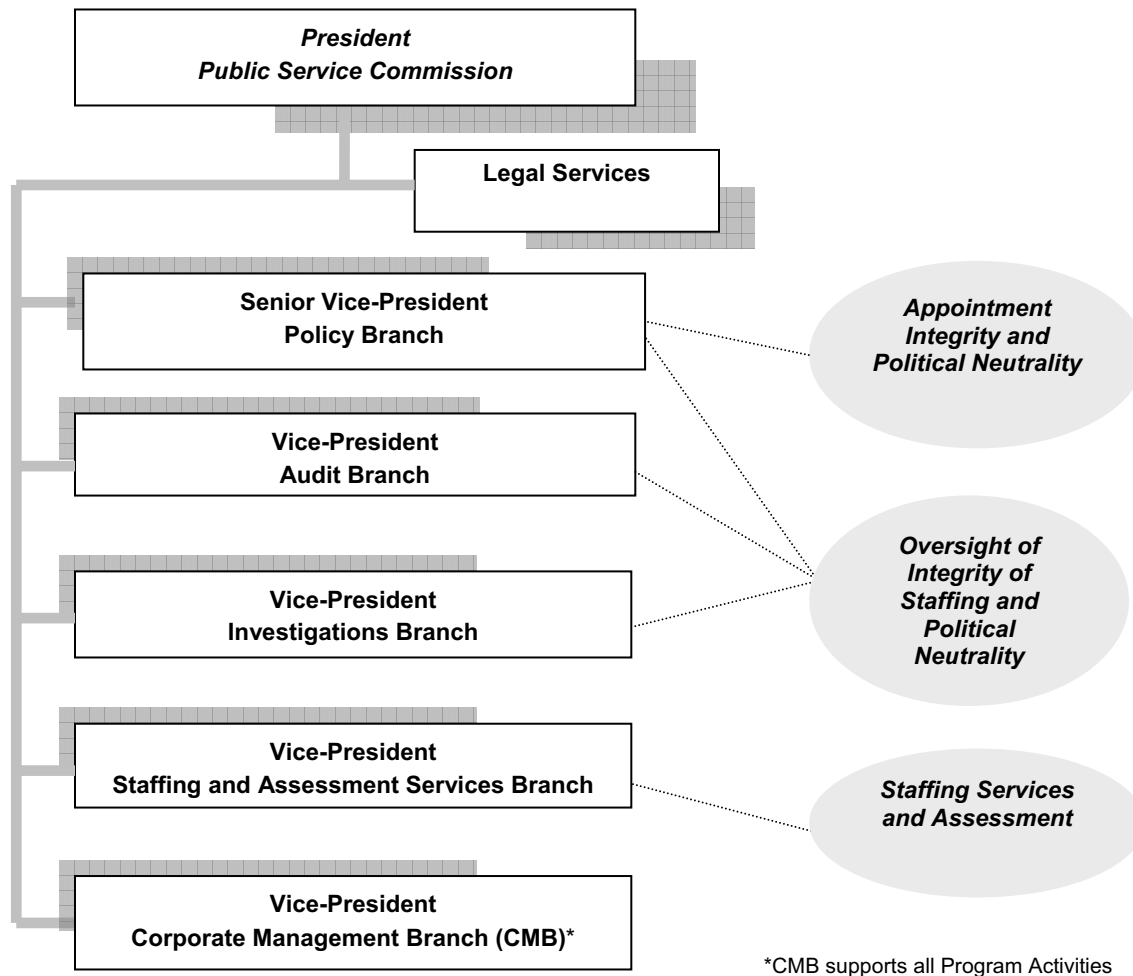
The **Senior Vice President, Policy** carries out key policy development and oversight functions in support of the PSEA. The Senior Vice-President is accountable for: the interpretation, application and development of policies under the PSEA, including aspects related to equity and diversity and the political activities of public servants; negotiating, monitoring and evaluating deputy heads' exercise of their delegated staffing authorities and recommending corrective action as needed; managing the administration of priority entitlements; contributing to the future-oriented vision of the PSC as an independent agency and developing strategic policy frameworks; managing the development of the PSC's annual report; coordinating with central agencies and departments the full implementation of the PSEA.

The **Vice President, Audit** conducts public service-wide independent audits, studies and evaluations to provide objective information, advice and assurance to Parliament, and ultimately Canadians, on the integrity of the appointment process, including the protection of merit and non-partisanship. In addition, the Vice-President, Audit, provides appointment data and analysis in support of the PSC's oversight role and information needs of departments and agencies.

The **Vice President, Investigations** conducts investigations and promotes the use of alternative dispute resolution methods. The Vice President is mandated to conduct several types of investigations related to external appointment processes: non-delegated internal appointment processes; allegations of politically influenced appointments and fraud; improper political activities; and, at the request of deputy heads, investigations of delegated internal appointment processes. In addition, the Vice President, Investigations, conducts appeal hearings and investigations related to selection and staffing processes that were initiated under the old PSEA.

The **Vice President, Staffing and Assessment Services** develops, implements and delivers recruitment, staffing and assessment systems, programs, services and products for use across the public service; provides recruitment services to all clients and staffing services to organizations (under non-delegated and delegated authorities) which require our services, or who have lost all or part of their delegation as a result of a PSC oversight activity; and develops and implements service strategies, policies and structures.

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

KEY RELATIONSHIPS

The Public Service Commission (PSC) works collaboratively with the following major organizations and stakeholders:

- **Parliament**, to which we are accountable for the overall integrity of the appointment system and the political neutrality of the public service, through regular and special reports, including those related to audit findings; appearances before committees (for example, Commons committees on Government Operations and Estimates, Official Languages, and Access to Information, Privacy and Ethic and Senate committees on National Finance and Human Rights); and direct communication with members of Parliament when required. Additionally, we maintain our capacity to independently interpret and exercise our powers in the best interests of Canadians.
- **The Clerk of the Privy Council**, who is the head of the public service and with whom we provide support in strengthening and renewing the public service.
- **Public Service Human Resources Management Agency of Canada (PSHRMAC),** whose mandate is to coordinate the overall implementation of the new *Public Service Modernization Act* and the people component of the Management Accountability Framework.
- **Canada School of Public Service (CSPS),** which is the common learning service provider for the public service of Canada and with whom we consult in providing departments and agencies support and learning tools.
- **Other Organizations supporting Parliament**, who also assist Parliament through independent audits and oversight and with which the PSC exchanges information on roles, responsibilities and issues concerning the support of Parliament.
- **Deputy Ministers Human Resources Management Advisory Committee (HRMAC)**, with which we discuss emerging issues and major initiatives, and review policy coherence and inter-organizational alignment of priorities and resources.
- **Public Service Commission Advisory Council**, where we participate in regular meetings with departments/agencies and bargaining agents to discuss issues and receive advice related to the PSC's responsibilities under the new PSEA.
- **Hiring managers and human resources specialists**, who, together with the PSC, are responsible for creating a modernized human resources management system for the benefit of Canadians.
- **Human Resources Council (HRC),** which works in partnership with departmental human resources organizations, central agencies and the PSC in identifying and addressing human resources management concerns and interests with respect to strategic human resources matters.
- **Academics and external experts**, to develop effective and innovative practices under the Appointment Framework, to strengthen the PSC's approach to oversight, and to develop a new regime for the political activities of public servants.
- **International organizations and merit protection agencies across Canada and in other countries,** to exchange information on key developments and best practices.
- **Public service employees,** who receive support managing their careers and applying for positions, and **Canadians**, to whom the PSC provides access to a wide range of challenging public-service employment opportunities.

TABLE 1: DEPARTMENTAL PLANNED SPENDING AND FULL TIME EQUIVALENTS

($ thousands)	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
By Program Activity				
Appointment Integrity and Political Neutrality	18,276	**18,580**	18,580	18,580
Oversight of Integrity of Staffing and Political Neutrality	25,688	**29,794**	29,794	29,794
Staffing Services and Assessment	68,053	**60,832**	48,633	43,639
Budgetary Main Estimates (Gross)	112,017	**109,206**	97,007	92,013
Less: Respendable Revenue (Note 1)	6,000	**6,000**		
Total Main Estimates	106,017	**103,206**	97,007	92,013
Adjustments				
Supplementary Estimates (A)				
Operating budget carry forward	3,808			
2005 Expenditure Review Committee savings – Procurement	(460)			
Spending authorities available within the Vote	(1,247)			
Other				
Collective agreements	1,240			
Public Service Resourcing System (PSRS) – reprofiled resources from 2006-2007 to 2007-2008	(4,703)			
Adjustment entry to reconcile to best estimate of expenditures	(770)			
Internal Audit		**214**		
Assessment and Counselling Services and Products (Note 1)				
-Expenses			6,000	6,000
-Revenues Credited to the Vote			(6,000)	(6,000)
Internal Realignment (Note 2)				
-Appointment Integrity and Political Neutrality		**(1,572)**	(1,572)	(1,572)
-Oversight of Integrity of Staffing and Political Neutrality		**(1,002)**	(1,002)	(1,002)
-Staffing Services and Assessment		**2,574**	2,574	2,574
Public Service Resourcing System (PSRS)				7,200
Total Adjustments	(2,132)	**214**	-	7,200
Total Planned Spending (Note 3)	103,885	**103,420**	97,007	99,213
Less: Non-Respendable Revenue	-	**-**		
Plus: Cost of Services Received Without Charge	16,957	**15,311**	14,965	14,790
Total PSC Spending	120,842	**118,731**	111,972	114,003
Full-Time Equivalents	949	**1,015**	1,002	1,014

Note 1: During 2006-2007 and 2007-2008, the PSC obtained authority to respend revenues from Assessment and Counselling Services and Products. This authority will be sought for 2008-2009 and beyond.

Note 2: The internal realignment figures include temporary reallocations to fund continued work on the Staffing and Assessment Services Transformation.

Note 3: The changes to the Total Planned Spending Figures from 2007-2008 to 2008-2009 are mainly attributable to the difference in yearly funding for the PSSMP, for which $4.9 million, including EBP, was reprofiled from 2006-2007 to 2007-2008.

TABLE 2: PSC LINKS TO GOVERNMENT OF CANADA (GoC) OUTCOME AREAS

2007-2008 ($ thousands)					

GoC Strategic Outcome areas: Government Affairs: safeguarding and fostering the integrity and political neutrality of public servants through audits, reviews, and investigations in support of the government's public policy values of equity, transparency, and fairness for all.

Program Activity	Budgetary		Total Main Estimates	Adjustments (Planned Spending not in Main Estimates) (Note 1)	Total Planned Spending
	Operating	Respendable Revenue			
Appointment Integrity and Political Neutrality	18,580		**18,580**	(1,529)	**17,051**
Oversight of Integrity of Staffing and Political Neutrality	29,794		**29,794**	(934)	**28,860**
Staffing Services and Assessment	60,832	(6,000)	**54,832**	2,677	**57,509**
Total	109,206	(6,000)	**103,206**	214	**103,420**

Note 1: The adjustment figures include temporary reallocations to fund continued work on the Staffing and Assessment Services Transformation.

TABLE 3: VOTED AND STATUTORY ITEMS

Vote or Statutory Item	Truncated Vote or Statutory Wording	2007-2008 Main Estimates	2006-2007 Main Estimates
		($ thousands)	
80	Operating Program Expenditures	**90,032**	92,949
(S)	Contributions to Employee Benefit Plans	**13,174**	13,068
	Total Voted and Statutory Items	**103,206**	106,017

TABLE 4: SERVICES RECEIVED WITHOUT CHARGE

($ thousands)	2007-2008
Accommodation provided by Public Works and Government Services Canada	**9,473**
Contributions covering the Employer's share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds); Employer's contribution to employees' insured benefits plans and expenditures paid by TBS	**5,018**
Workers' compensation coverage provided by Human Resources and Skills Development Canada	**121**
Salary and associated expenditures of legal services provided by the Department of Justice Canada	**618**
Audit services by the Office of the Auditor General	**81**
Other	-
Total 2007-2008 services received without charge	**15,311**

TABLE 5: SOURCES OF RESPENDABLE AND NON-RESPENDABLE REVENUE

Respendable Revenue (Note 1)

($ thousands)	Forecast Revenue 2006-2007	**Planned Revenue 2007-2008**	Planned Revenue 2008-2009	Planned Revenue 2009-2010
Staffing Services and Assessment				
Assessment and Counselling Services and Products (Note 2)	6,256	**6,000**	6,000	6,000
Total Respendable Revenue	6,256	**6,000**	6,000	6,000

Note 1: The PSC does not foresee receiving non-respendable revenues.

Note 2: During 2006-2007 and 2007-2008, the PSC obtained authority to respend revenues from Assessment and Counselling Services and Products. This authority will be sought for 2008-2009 and beyond.

TABLE 6: RESOURCE REQUIREMENTS BY BRANCH

($ thousands)	2007-2008			
	Appointment Integrity and Political Neutrality	Oversight of Integrity of Staffing and Political Neutrality	Staffing Services and Assessment	**Total Planned Spending**
Policy	10,692	2,664	327	**13,683**
Audit		9,155		**9,155**
Investigations		6,867		**6,867**
Staffing and Assessment Services			41,921	**41,921**
Corporate Management	6,139	9,821	14,732	**30,692**
Commissioners' Office	220	353	529	**1,102**
Total	**17,051**	**28,860**	**57,509**	**103,420**

TABLE 7: INTERNAL AUDITS AND EVALUATIONS

Internal Audits

The PSC has an established internal audit function, with its activities framed by professional standards and Treasury Board Secretariat policies. The PSC has its own internal audit policy, governed through the Internal Audit Committee (IAC). The PSC posts all completed audits on its Web site at: http://www.psc-cfp.gc.ca/centres/internal_audits/index_e.htm

Recently, the PSC took steps to reinforce the independence of its internal audit function. In Particular, its Internal Audit Committee is now composed of independent, external members, and the Chief Audit Executive reports directly to the President.

For 2006-2007, the Committee had approved three audits: Human Resources Readiness; Readiness Assessment of Controls for Financial Statements' External Audit; and Expenditure Management Controls (limited-scope audit). The first one is already posted on the Web site, and the two others are being prepared for posting. Management provided comprehensive action plans, which were included as part of the audit reports. Implementation of these action plans is proceeding well.

Some projects approved in the 2006-2007 Internal Audit Plan are not yet complete. Estimated completion dates of upcoming reports are: Public Service Resourcing System - Stream 1 (preliminary survey: winter 2007); Financial Reporting - Cyclical (spring 2007). Audits on both IT security and budgeting are in the planning phases and they will be conducted partly in 2007-2008.

Audits scheduled for start-up in 2007-2008 are the following: Regional Operations; Staffing Accountability Monitoring and Reporting; and Corporate Planning and Reporting. The 2007-2008 Internal Audit Plan will be scheduled for review and approval by the Committee in the spring of 2007, and reflect assessment of risk at that time.

Internal Evaluations

The PSC approved its Internal Evaluation Policy in 2004. This policy supports the generation of objective and evidenced-based information on the relevance, results and effectiveness of the PSC's policies, programs and initiatives as a department under the *Financial Administration Act*. Focusing the internal evaluation function on the policies, programs and initiatives of the PSC as a department is intended to distinguish internal evaluation from the PSC's external evaluation function where the human resources management practices, policies or initiatives of departments and agencies are evaluated as part of the PSC's independent oversight role.

The PSC's Internal Evaluation function was established in April 2005 within the Internal Audit and Evaluation Directorate. In April 2006, as a result of the Government's new Internal Audit Policy (2005), the function was relocated within the PSC's Corporate Planning, Reporting and Evaluation Directorate. The Internal Evaluation Policy is governed by the PSC's Executive

Management Committee (EMC) which is chaired by the President. EMC approves internal evaluation plans, reports and recommendations and monitors follow-up.

In July 2006, EMC approved the 2006-2007 Internal Evaluation Plan; a plan focused in the interim on helping managers to operate effectively in the new PSEA environment by supporting their efforts to plan, track and report on organizational performance. As well, the plan includes two evaluations that are linked to the PSC's Corporate Risk Management Strategy. These evaluations are outlined in the table below.

Internal Evaluation	Evaluation Type	Status	Expected Completion Date	Electronic Link to Report
Public Service Recruitment System (PSRS: Stream 1)	Implementation evaluation of a service initiative (not a grant or contributions program)	In-progress	June 2007	N/A
Recruitment of Policy Leaders Program	Implementation evaluation of a service initiative (not a grants or contributions program)	In-progress	June 2007	N/A
Electronic Link to Internal Audit and Evaluation Plan: Not available at this time.				

SECTION IV - OTHER ITEMS OF INTEREST

CORPORATE RISK PROFILE AND CHALLENGES

The Public Service Commission (PSC) faces significant risks and challenges in implementing a modernized staffing system. This table summarizes the risks and challenges emerging from both external and internal environments. The table includes an assessment of the extent of the risks and challenges, a description of the potential impacts, and the strategies and plans the PSC will adopt in response.

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
External Environment			
Lack of capacity in HR community	• Significant lack of capacity in PE occupational group to implement the new staffing regime • Brought about by high levels of turnover and retirement • Increasing proportion of inexperienced staffing professionals	• Inability of HR specialists to offer hiring managers advice and guidance to the extent required • Continuing significant demands for PSC guidance, support and training on the new PSEA and for PSC staffing and assessment services • Opportunities for flexibility and innovation under new PSEA not realized • Potential to recreate old staffing system • High expectations for immediate improvements to the staffing system not fully realized	• Continue to offer guidance and support during transition to full PSEA implementation • Continue to support capacity-building in HR community, knowledge of the PSC Appointment Framework, and sharing of best practices • Continue to work with PSHRMAC and the Human Resources Council on collective staffing for the PE community

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Inadequate HR planning	• Staffing continues to be reactive and generally handled on a case-by-case basis as required to fill a vacancy	• Lack of long-term view to planning staffing requirements and how they are integrated with business plans • Inhibits managers' ability to make appointment decisions quickly and in accordance with the new PSEA merit criteria and the appointment values	• Promote the need for HR plans and their integration with business planning • Require organizations to demonstrate that key appointment decisions are consistent with their HR plans • Work with PSHRMAC on an integrated approach to HR planning that includes key appointment requirements
Insufficient merit protection and ineffective accountability	• Given managerial discretion, potential for uneven adherence to staffing values and misuse of staffing flexibilities and authorities • Weak and uneven departmental monitoring and reporting systems • Proliferation and incompatibility of government-wide HR information systems	• Potential non-conformity with Appointment Framework • Difficulty verifying proper use of staffing flexibilities and authorities • Inability to ensure system-wide integrity of appointments	• Manage staffing system expectations and ensure managers understand the staffing values • Continue to communicate PSC expectations under Appointment Framework, including departments' capacity to analyze staffing data and assess patterns and risks • Monitor adherence to staffing values and provide timely feedback • Improve and harmonize systems for data collection, monitoring and reporting

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Ineffective response to service needs of clients in new PSEA environment	• Continued high demand for Staffing and Assessment Services Branch services and for more efficient and simpler services • Requirement to develop and maintain a capacity to deliver state-of-the-art services and systems that are essential for appropriate engagement and cultural change required under the new PSEA	• Narrow window of opportunity, which can affect departmental take-up • Possible loss of clients if services are not provided as requested (quality and timeliness) • Potential negative impact on relevance and reputation of PSC staffing services	• Develop and implement new service vision based on consultation with clients • Standardize service levels to ensure highest quality of service across Canada • Continue to transform and integrate recruitment and assessment programs, develop innovative, wide-ranging new services and e-resourcing tools • Better communicate current services and plans for new services to clients (Canadians, delegated managers) • Re-orient Staffing and Assessment Services Branch focus and staff roles to support implementation of new service vision, including training and development

RISKS	ASSESSMENT	IMPACTS	STRATEGIES

Internal Environment

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Delayed implementation of e-resourcing technology to re-engineer staffing and recruitment processes	• Slow implementation • Opportunity cost associated with delay in providing a system that facilitates more efficient and effective operations and Canada-wide access	• Delayed transition to modernized staffing system • Slowed implementation of National Area of Selection policy • Challenges in terms of supporting the public service as employer of choice	• Vigorously promote e-resourcing technology, integrate with other service innovations • Promote continued public service-wide buy-in and support • Secure longer-term funding • Maintain sufficient internal capacity to deliver e-resourcing • Offer learning and training sessions on e-resourcing technology and provide departments and agencies direct access to the e-resourcing technology

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Inability to build sufficient capacity in critical new PSEA areas	• Difficulty in hiring and retaining staff in audit, investigations, service transformation and corporate human resources management	• Delays in fulfilling key aspects of PSC mandate under new PSEA • Difficulty conducting sufficient number of audits, evaluations and studies based on rigorous methodologies in order to make improvements to the staffing system and adequately report to Parliament • Inability to be a leader in investigation matters • Inability to deliver full range of new staffing and assessment services • Inability to further develop corporate-wide HR planning and succession planning approaches	• Pursue vigorous capacity-building strategies in key sectors • Pursue multi-year plan for audit and seek additional funding for special resource requirements through PSMA funding exercise • Complete reorganization of Investigations Branch to take on new investigation mandates • Implement new operational frameworks and procedures and recruit and train new investigators • Actively recruit PE resources through dedicated corporate and public service-wide efforts
Inability to obtain appropriate funding and/or cost-recovery authorities	• Difficulty in implementing and realizing key aspects of PSC mandate	• Slower achievement of HR modernization and staffing system modernization • Inability to provide Parliament with adequate assurance on staffing system integrity and political impartiality	• Pursue opportunities under new PSMA funding exercise and discussions with Treasury Board on cost-recovery authorities • Pursue discussions with Parliament and TBS to obtain independent funding mechanism
Ineffective HR and succession planning and human resources strategies to meet resourcing needs of the PSC	• High executive and staff turnover • Over-reliance on internal staffing and insufficient external recruitment (i.e., lack of programs for PE recruitment)	• Lack of human resources to meet the future leadership and other resourcing needs of the PSC • Diminished opportunities for career growth and development • Lack of corporate memory	• Implement more rigorous, corporate-wide HR planning and succession planning processes • Develop knowledge retention strategies • Improve learning and development opportunities for staff • Build staff capacities and competencies in critical new PSEA areas • Embrace flexibilities in the new PSEA, including the use of collective staffing processes

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

Supplementary information on Planned Spending for the Public Service Staffing Modernization Project can be found at: http://www.tbs-sct.gc.ca/est-pre/20072008/p3a_e.asp.

COMMON ACRONYMS

Acronyms	Description
ADAI	Appointment Delegation and Accountability Instrument
CSPS	Canada School of Public Service
DPR	Departmental Performance Report
EAO	Exclusion Approval Order
EBP	Employee Benefits Plan
EMC	Executive Management Committee
FAA	*Financial Administration Act*
FTE	Full-Time Equivalents
HR	Human Resources
HRC	Human Resources Council
HRMAC	Deputy Minister's Human Resource Management Advisory Council
IAC	Internal Audit Committee
MAF	Management Accountability Framework
NAOS	National Area of Selection
PAA	Program Activity Architecture
PE	Personnel Administration Occupational Group
PPC	Personnel Psychology Centre
PSC	Public Service Commission
PSEA	*Public Service Employment Act*
PSHRMAC	Public Service Human Resources Management Agency of Canada
PSOLEAO	Public Service Official Language Exclusion Approval Order
PSMA	*Public Service Modernization Act*
PSST	Public Service Staffing Tribunal
PSRS	Public Service Resourcing System
RPP	Report on Plans and Priorities
SASB	Staffing and Assessment Services Branch
SLE	Second Language Evaluation
SMAF	Staffing Management Accountability Framework
TBS	Treasury Board Secretariat