



Public Service Commission of Canada

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

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Public Service Commission of Canada

Departmental Performance Report

For the period ending
March 31, 2001

The Honourable Sheila Copps
Minister of Canadian Heritage



The Public Service Commission of Canada (PSC), an independent agency reporting to Parliament, appoints qualified candidates to and within the Public Service according to the principle of merit. In so doing, the PSC safeguards the values of competence, non-partisanship and representativeness. These elements greatly contribute to the flourishing of Canada's democracy.

As stated in the 2001 Speech from the Throne:

“Canada must have a public service distinguished by excellence and equipped with the skills for a knowledge economy and society. The Government will seek bright, motivated young women and men to accept the challenge of serving their country in the federal public service. The Government is committed to the reforms needed for the Public Service of Canada to continue evolving and adapting. These reforms will ensure that the Public Service is innovative, dynamic and reflective of the diversity of the country — able to attract and develop the talent needed to serve Canadians in the 21st century.”

This Performance Report takes stock of the results arising from the objectives set by the PSC, and the initiatives it has undertaken to fulfill its mandate on behalf of the Public Service of Canada and the citizens of this country.

Sheila Copps

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Executive Summary

Introduction and Context

- The democratic stability, necessary for responsible government in Canada, has always been significantly strengthened by the **principle of merit** as the **basis for appointment** to and within the federal Public Service. The merit principle has allowed successive generations of elected representatives to govern with the knowledge that **Canadians are confident** in the competence and objectivity of public servants.
- The application of the merit principle ensures that the Public Service reflects the core Canadian **values of competence, non-partisanship** and **representativeness**. Federal public servants are appointed and promoted through a fair, equitable and transparent staffing process that reflects these values.
- The Public Service Commission (PSC) is **responsible for safeguarding the merit principle in the federal Public Service**. Politically independent and accountable directly to Parliament, the PSC is a unique central agency that **ensures good human resources (HR) policy and staffing practices** in areas in its jurisdiction.

Action Today: Strengthening Staffing and Building an Exemplary Workplace

- An effective staffing system is crucial to respond to the challenges of human resources management (HRM) for the Public Service in the 21st century. Within the existing framework, the PSC has taken significant steps toward implementation and promotion of the staffing system based on the Values-Based Merit Framework (VBMF) and toward a strong collaboration with HRM partners to create an exemplary workplace through our recruitment, representativeness and learning contributions. These are the PSC's **two strategic goals and priorities for 2000–2001**.
- The reforms introduced to the federal staffing system since 1967, and particularly in the 1990s, have fundamentally reoriented the

system by **delegating staffing authority** from the PSC to departments and agencies, with the PSC focusing on a **proactive oversight role**. Managers and deputy heads are accountable to the PSC for this delegated authority.

- The only two areas where the Commission has generally retained **direct authority** are **executive resourcing** and **the advertising and referral of external recruitment** below executive levels.
- However, delegation of staffing authority is not producing the results it is capable of delivering. It is too slow, cumbersome and unresponsive: **many managers are not fully using the delegated authorities** available to them. The results should not only meet a manager's immediate operational needs, but also help meet the HR requirements of the Public Service in the longer term.
- To help managers fully exercise their delegated authorities, the Commission created the **values-based framework to guide managers**. This values-based approach is a key component of the management framework guiding today's federal Public Service, as reflected in *Results for Canadians – A Management Framework for the Government of Canada*, the Treasury Board Secretariat (TBS) document that delineates citizen-focused, results-oriented, values-based and affordable government.

Contributing to the Government's HRM Agenda and Creating an Exemplary Workplace

- To strengthen the staffing system with its HRM partners, the PSC focuses on **recruitment, representativeness, learning and e-government**.
- Given that the staffing system is highly delegated, the Commission must increasingly position itself at the strategic level to protect and promote the merit principle based on values. Hence, our focus is on *oversight of merit and recourse*; the

development of enabling, values-based policies that reflect organizational realities; demographic and labour market research; and communications and support for delegated staffing.

Oversight and Recourse

- The **accountability of managers** is an **essential** component of a delegated staffing system. Rather than a simple audit exercise, accountability is a driving force for continuous learning about best practices in HRM that results in progressive improvements to the system.
- As part of its **accountability to Parliament**, the PSC collects staffing information, attests to the reliability of Annual Reports from departments, assesses departmental performance based on these reports and provides feedback to deputy heads. Our Annual Report to Parliament focuses on the review and evaluation of the entire merit system.
- The credibility of the delegated staffing system also rests on the **effectiveness of the recourse process** for those individuals who feel they have not received fair treatment in a particular process. We have therefore **modernized the recourse function** to integrate staffing values and improve timeliness of decisions, through such measures **as a single window for all appeals and requests for investigations**. We have also emphasized **Early Intervention**, encouraged **Alternative Dispute Resolution** and increased the emphasis on systemic learning from experiences related to recourse.
- To improve understanding of the recourse function, the PSC prepared and disseminated a brochure explaining various avenues of recourse to employees, and provided **training and information** sessions on the **Early Intervention in Appeals Program** to departmental and union representatives.

Enabling Values-Based Policies

- Rather than telling managers what to do, the PSC **provides enabling, values-based policy parameters** within which

departments and agencies have flexibility, under current legislation, to respond to the unique needs of their organizations. The values-based approach to staffing is a **shift toward** rediscovering **values** that have always existed behind the rules.

Demographic and Labour Market Research

- We believe that central agencies must provide better leadership in long-term strategic HR planning so departments have the support required to identify immediate and future needs. To enhance the government's capacity to analyse the impact of demographic and labour market trends on Public Service staffing, we have created, in collaboration with TBS, a **Centre for Demographic Studies**.

Communications and Delegated Staffing Support

- To improve the delegated, values-based staffing system, we continue to strengthen communications and support for managers responsible for hiring. PSC staff have been trained to support departmental managers to work more effectively within a delegated staffing system. Existing communications tools have been updated and new vehicles, such as the **Manager's Handbook on Staffing and Recruitment**, have been created, using both traditional media and new information technologies.
- We are committed to aggressively adopting information technology to make e-government a reality. The **newly redesigned, user-friendly PSC Web site** serves clients across Canada. As almost half of the HR community works outside the National Capital Region, a network of regional and district offices supports the HR community and managers responsible for hiring.

Merit-Related Centres of Expertise

- A number of services related to merit are provided centrally. These include language assessment and training through Language Training Canada (LTC), professional training through Training and Development Canada (TDC), and employment testing and

assessment services through the Personnel Psychology Centre (PPC).

- We provide **quality language training** and support the requirements of continuous learning by placing greater emphasis on delivering a **core HR curriculum** for HR professionals, managers and supervisors.
- We have **defined the role of the TDC** vis-à-vis the Canadian Centre for Management Development (CCMD), our learning partner. TDC's programs were reviewed to ensure they are **financially sustainable**.
- The top-notch professional services of the PPC were **expanded to four regions**, with the focus on developing the expertise needed to assess the fairness of selection instruments and tools, and on searching for **alternative assessment methods**.

Merit-Sensitive Programs and Services: Executive Staffing and Recruitment

- Executive staffing and recruitment, particularly sensitive to merit, **remain under the PSC's authority**. Corporate delivery of these programs by central agencies also made sense in terms of **economies of scale**.

Executive Staffing

- As Public Service executives are the leaders of the professional Public Service, merit is particularly important in their selection. Through the new Executive Recruitment Unit, **the Assistant Deputy Minister Prequalification Process (ADMPQP) and Interchange Canada**, we have strengthened departmental planning capabilities, reduced departmental workload, promoted shared values and advanced employment equity (EE) objectives.
- We have also invested in **information technologies, such as an Executive Information System (ExIS)** to provide departments with better data on availability of executives.
- We continue to work with The Leadership Network (TLN); while TLN manages the selection process within the ADM

community, the PSC is responsible for the appointment of ADMs.

Recruitment

- We continued to make a corporate contribution to the HR community by **managing major recruitment programs**. We also promote a **unified corporate image** of the federal Public Service as an employer of choice.
- To ensure all Canadians have access to federal government opportunities and to support e-government, we provided a **single window into the Public Service** through our **jobs.gc.ca** Web site and a **toll-free Infotel** interactive voice system.

Employment Equity

- The government has made it a priority to **improve the diversity of the Public Service**. The PSC helps managers fulfil their responsibilities in this area by **sharing our expertise** on barrier-free staffing practices, promoting flexibilities within the *Public Service Employment Act (PSEA)* and developing inventories of EE group candidates for departmental use.
- We have also co-delivered with TBS the **Employment Equity Positive Measures Program (EEPMP)**, which facilitates departmental ownership of EE issues by providing **financial resources and tools**, through **centres of expertise** in the area of EE career counselling and accommodation services for persons with disabilities.
- Canada's future depends, to a large extent, on the effectiveness of the federal Public Service, a key element of the Canadian government. That is why we, as an independent agency protecting merit in the Public Service, have taken actions to strengthen the staffing system and collaborate with HRM partners to achieve an **"exemplary workplace"** through initiatives in recruitment, representativeness and learning. PSC achievements in 2000–2001 will help build a new HRM framework for the Public Service, which will serve Canadians into the 21st century.

Section I — President's Message

I am pleased to present the Public Service Commission's (PSC's) *Departmental Performance Report* for the period ending March 31, 2001. It focuses on the results the PSC as an organization has achieved in a concerted effort to better serve clients, stakeholders and, ultimately, all Canadians. In this way it is different from our *Annual Report* for the same period, which is also tabled in Parliament but reports on the health of the staffing system across the federal Public Service. As a result, the *Annual Report* speaks to the contribution of many organizations and individuals who are engaged in staffing related activities.

This *Departmental Performance Report* describes the performance of the PSC alone, covering its roles and responsibilities in staffing and other aspects of human resources management such as learning. Not only is progress described in streamlining the staffing system and addressing current challenges facing the federal Public Service, the report also highlights where additional resources would be required to more fully meet the demand for improved service.

Dominating the current Public Service environment is the Government's commitment to modernize human resources management (HRM). Modernization is required to help ensure that the Public Service remains dynamic and innovative while serving the needs of Canadians in the 21st century. The PSC is contributing to shaping a new HRM regime that continues to be based on merit and keeps the Public Service diverse, competent and non-partisan.

The PSC supports the need for fundamental reform — including legislative reform — to help renew the human resources management system; nevertheless, the PSC believes much can and must be done in addition to

legislative changes to improve human resources management. We believe the strategic goals we set in our 2000-2001 *Report on Plans and Priorities* reflect the key challenges facing the Public Service and the PSC.

Our first strategic goal is to implement and promote a values-based approach to revitalizing the staffing system. This report describes our many achievements so far in this area. The PSC's second overarching goal is to contribute to the Government's human resources management renewal agenda. During 2000-2001, we targeted recruitment, representativeness and learning, the priorities identified in the 1998 Speech from the Throne. Our accomplishments in these areas are also described herein.

Over the past several years, however, the emphasis on human resources issues has been accompanied by greater work volumes in our service areas. These include substantial increases in the demand for recruitment, appointments to the executive group and language training.

For example, requests for recruitment have increased by 6.5 per cent over last year and the trend suggests a likely increase of 10 to 15 per cent by next year. In post-secondary recruitment, the number of applicants for each available position has increased by 25 per cent. In general recruitment, we now have close to 70 applications for every advertised position. Not only do we face increased demand from departments, but Canadians who apply for a federal job are not getting the level of service they deserve. Our automated systems do not inform them of the status of their application; and we are equipped to offer minimum 'over the counter' assistance to Canadians who visit our offices

These increased work volumes arose during a period of dramatic budget reductions for the PSC. Nearly a quarter of our operating budget was taken away during 1995-2000. In an attempt to meet the demands, we realigned our resources significantly in our business planning exercise for the fiscal year 2000/2001. And although we are still searching for opportunities to reallocate funds in support of our priorities, the large reductions to PSC budgets over the past several years have reduced our ability to meet the demands of departments.

We have asked for additional funding. Of the \$36.2 million requested from program integrity funding, we were advised that the PSC will receive \$9.7 million in 2001-02. We are using these funds to modernize recruitment programs and tools, including an investment in technology; build an executive recruitment capacity; enhance client service (examples include developing an ongoing, strong federal presence as an attractive employer with students on university campuses and supporting department and hiring managers with information, guidance and concrete tools for attracting new talent); and improve recruitment planning.

Although we recognize the reality of the current government's fiscal situation, we are concerned with the human resource pressures facing the Public Service and the Commission. These include the demographic pressures, the need to replace skilled people in a period of greater scarcity, and the need for efficiency to ensure that the public interest is served. More resources are required if these pressures are to be addressed satisfactorily. Legislative reform alone will not be sufficient.

A further example is the area of selection policy, which has been of interest to Canadians and parliamentarians. This policy allows some job opportunities to be available only to people living in specified geographic

areas. In the past, it has helped balance access to Public Service jobs with the principles of flexibility and efficiency while respecting the principle of merit. Now, with the advent of better technology, the greater mobility of Canadians and changing staffing needs, the policy is being reconsidered.

As we have decided to move away from geographically-based areas of selection, to the extent possible, we are examining the operational and service issues that will arise, including related costs. It is clear that this move could dramatically increase the volume of applications for positions in the Public Service. We see technology as a practical means of managing the volume; however, it will require an investment, one that many forward looking private enterprises have already made.

Despite increased demands and budgetary limitations, we have achieved much at the Public Service Commission over the past year, due to the dedication and hard work of employees at all levels across the organization. I and my fellow Commissioners Michelle Chartrand and Nurjehan Mawani – who have recently joined me at the PSC – are proud of the commitment and professionalism of our employees, and we are counting on their continued support to help the PSC meet future challenges and opportunities.

As the independent agency responsible for safeguarding merit, the PSC will continue to pro-actively protect merit in a modern environment. We will also continue undertaking initiatives that promote more efficient staffing to the full extent our means afford. I am confident our efforts will contribute to making the federal Public Service one that attracts, retains and develops the talented and diverse workforce needed to serve Canadians well.

Section II — Departmental Performance

A. SOCIETAL CONTEXT

Objectives

The Public Service Commission (PSC) is an **independent agency reporting to Parliament** and responsible for safeguarding the merit principle in the federal Public Service. While politically independent, the Commission is a **central agency**, exercising a range of regulatory, quasi-judicial and administrative powers to assist in providing Canadians with:

- ↳ A timely, efficient and flexible values-based staffing system owned by Public Service managers.
- ↳ A highly competent, non-partisan and representative Public Service with appointments based on the values of fairness, equity of access and transparency.
- ↳ A Public Service that builds on its competencies through development and continuous learning.

Strategic Priorities

The 2000–2001 strategic priorities continued the PSC's overall strategic direction adopted in previous years.

- ↳ One of the primary tools for building and maintaining the federal Public Service is the Government of Canada **staffing system, a key component of the broader Human Resources Management (HRM) system**. An effective staffing system is critical to the ability of departments to respond to the HRM challenges they face.
- ↳ In recent years, a number of initiatives have been undertaken **to modernize the management of people in the Public Service**. In the early 1990s, the **Consultative Review of Staffing** brought together federal departments, bargaining agents, external stakeholders and the Commission to review and propose a **new model for staffing** in the federal Public Service. A move away from a rules-based approach to a values-based approach to staffing emerged as a result.

- ↳ The **Staffing Reform** initiative that followed, determined the changes needed for a values-based system and began its **implementation**. A new approach to **staffing delegation and accountability** became a cornerstone of this reform exercise.
- ↳ The PSC's 2000–2001 strategic objectives **"institutionalize" the Staffing Reform achievements** and recognize the important role the Commission plays in efforts by the Clerk of the Privy Council to **modernize the HRM system** in the areas of recruitment, representativeness and learning.
- ↳ In 2000–2001, the PSC adopted **two strategic goals** to promote and advance merit in the federal Public Service. The first goal was to implement and promote a Values-Based Merit Framework (VBMF), while the second centred on the government's HRM agenda, through focusing on the PSC's responsibilities in recruitment, representativeness and learning.

- (1) The strategic priorities supporting the **VBMF** focused on articulating the framework's key elements, necessary reforms, and roles and responsibilities of HRM players, and on implementing an **educational, promotional and outreach strategy**, together with an **accountability system**, to build system-wide understanding of and commitment to the VBMF.
- (2) Contribution to the government's HRM agenda by focusing on the PSC's responsibilities in **recruitment, representativeness and learning**, through:
 - ↳ **Recruitment:** by modernizing recruitment strategies, developing understanding and capacity to help departments identify their recruitment needs, educating clients and stakeholders about recruitment tools and programs;

↳ **Representativeness:** by increasing outreach activities to share expertise on barrier-free staffing practices and creating inventories of candidates designated as members of employment equity (EE) groups;

↳ **Learning:** by defining the PSC's role in professional development in the context of emerging corporate needs and building human resources (HR) capacity to support this role.

Key Partners and Clients

Federal departments and central agencies constitute our primary partners. The **main players** in the HRM system include:

- ↳ the **Clerk of the Privy Council**, who is Head of the Public Service;
- ↳ **Treasury Board Secretariat (TBS)**, which is the employer of the core Public Service;
- ↳ the **Canadian Centre for Management Development (CCMD)**, which has prime management responsibility for training and development;
- ↳ **The Leadership Network (TLN)**, now part of TBS, which supports the collective management of Assistant Deputy Ministers (ADMs);
- ↳ **Regional Federal Councils (RFCs)** of senior federal officials, which share information and coordinate activities among departments in each region;
- ↳ the **Human Resources Council (HRC)** of HR leaders, which establishes strategic direction for HRM on behalf of all Heads of HR;
- ↳ core **departments and agencies** that manage their employees through authorities delegated to them from central agencies;
- ↳ those agencies outside the core that employ and manage their own employees directly.

Other players in HRM include **unions**, which are consulted on staffing issues, the Public Service Commission Advisory Council (**PSCAC**), which is composed of union, departmental and PSC representatives, and the Committee of Senior Officials (**COSO**) at the level of Deputy Minister (DM), which sets strategic direction for HRM.

Our **clients** include:

- ↳ departmental managers

- ↳ HR specialists
- ↳ employees, as candidates, trainees, appellants, etc.
- ↳ members of functional communities, such as HR, Finance, Materiel Management and Real Property, Policy and Communications
- ↳ members of designated groups
- ↳ the Canadian public, students or graduates seeking federal Public Service employment
- ↳ foreign governments searching for development programs, learning, information exchange, etc.

Influencing Factors

A number of key factors provide a dynamic backdrop to the way the PSC shapes its strategic goals and priorities.

- ↳ The evolution continues toward a **more client-oriented, responsive government** that provides high-quality services.
- ↳ Comptrollership and **management by results** are becoming increasingly important in an environment that focuses on value for money and results measurement.
- ↳ Emphasis remains on a smaller core Public Service, development of **innovative partnerships** with other levels of government and establishment of new alternative delivery organizations.
- ↳ Horizontal policy management, more integrated approaches and **greater autonomy for departmental managers** support the shift toward policy frameworks, enabling measures and the strategic use of information.
- ↳ **Strategic HRM** becomes critical as the “*focus on recruitment, retention and continuous learning of a skilled federal workforce*” in the October 1999 Speech from the Throne feeds **fierce competition** for “knowledge workers” and the government gears up to replace retiring employees and increase the diversity of the Public Service.
- ↳ Greater investment in **quality HR planning** is required to support the flow of people and ideas and demonstrate greater strategic capacity.

Challenges

The federal Public Service is a complex, relatively fragmented system that faces several significant challenges at present.

- ↳ Canadians expect a competent, non-partisan and representative Public Service. They also expect a fair, transparent and equitable selection process. The PSC's challenge is to create a system capable of balancing the staffing **values** with the management **and** service delivery **principles** of affordability, efficiency and flexibility so that they work together.
- ↳ Although there are differences across departments and job groups, in general the **Public Service is aging** and many of the talented people who serve Canadians will soon be eligible to retire. For example, more than 70% of the government's executives will be eligible to retire by 2005.
- ↳ The Public Service does not reflect the **diversity** of the Canadian population it serves. For example, among federal managers and executives, only one in 33 is a member of a visible minority group, compared with a rate of one in nine among the Canadian population.
- ↳ The **HRM system is not well equipped** to deal with these challenges: the legislation and policies underlying it are outdated, current financial and human resources are inadequate, and heavy workloads exacerbate the problem.
- ↳ **Financial pressure points** result from demographic factors such as the aging population and the need to expand or create new programs. The PSC's ability to achieve results and meet expectations is limited without added resources.

This new societal context demands a **shift to a more values-based approach** to governance

in general and staffing in particular because it is a more responsive, adaptable and cost-effective form of government that provides better results for Canadians.

Hence, the PSC's strategic goals and priorities for 2000–2001 centre on **implementing the VBMF and contributing to the government's HRM agenda** by focusing on responsibilities for recruitment, representativeness and learning.

B. PERFORMANCE RESULTS

Strategic Goal 1: To Implement and Promote a Values-Based Merit Framework (VBMF)

PRIORITY 1: DEFINITION OF THE VALUES-BASED MERIT FRAMEWORK

The first step in the implementation and promotion of the VBMF required that the PSC define, articulate and clarify the framework's key elements, necessary reforms, and the roles and responsibilities of the PSC's business lines, staff and key players in the HRM system.

Expected Results I: VBMF Implementation

Federal departments are applying the values-based approach to merit and are increasing flexibility, learning opportunities and service to Canadians while balancing these values and principles.

Results/Client Benefits

- Clients and stakeholders have easy access to practical, up-to-date information about Public Service Employment Regulations (PSER) and values in staffing through a redesigned Web site.
 - PSC stakeholders and clients have a better understanding and knowledge of challenges facing the staffing system and of the values-based approach.
- #### **Benefits for Canadians**

Canadians are provided with professional (i.e., competent, non-partisan and representative) public servants appointed on the basis of merit, and a modern staffing system that is fair, transparent and equitable and based on the values underpinning delegation and accountability while respecting the rules. The Values-Based Merit Framework contributes to the recognition and sustaining of a non-partisan Public Service as a cornerstone of the governance system.
- Departments have increased flexibility through the tools developed by the policy framework on area of selection, which integrates and provides guidance for applying the VBMF.
 - As a result of the VBMF learning program (14 departments participated) and distribution of the publication, *Workplace Conflict? Making the Right Choice*, departments and unions have a clear understanding of the staffing system and of the different options available for recourse.
- #### **Improvements**

 - The newly developed vision for the staffing system in the Public Service of tomorrow, in the context of anticipated HRM reform, will provide the foundation for the PSC to achieve a *strengthened staffing system based on values*, within an integrated HRM system.

Note 1: Performance Indicators information appears **only** in the areas where it has been articulated. The PSC is in the process of developing Performance Indicators for the remaining areas.

Note 2: There are two types of initiatives identified **under "Improvements"**: those which will be undertaken as a part of the Commission's "regular" business and those which require additional funds, as indicated.

PRIORITY 2: IMPLEMENTATION AND PROMOTION OF THE VALUES-BASED MERIT FRAMEWORK

Next, departments had to be supported and advised on the application of the VBMF. The Commission designed and implemented an educational, promotional and outreach strategy, as well as an accountability system, to build system-wide understanding of and commitment to the VBMF and to determine the overall health of the values-based merit system.

Expected Results I: Delegation and Accountability

*Departments are fully empowered through new PSC staffing regimes and delegation agreements to formulate flexible and efficient staffing strategies. There is increased **flexibility and efficiency and reduced red tape** in the staffing system and in recruitment activities.*

Accountability of deputy heads across the Public Service is enhanced through the accountability system that includes **performance measurement, recourse and redress** elements.

Performance Indicators

- ↳ Percentage of departments and agencies under the delegated staffing regime.
- ↳ Number of departments submitting reports.
- ↳ PSC satisfaction with departmental performance.

Outputs

- ↳ As of March 31, 2001, 34 Staffing Delegation and Accountability Agreements (SDAAs) signed by the PSC and departments. These combined with previous agreements brought the percentage of the Public Service population covered by SDAAs to 83%.
- ↳ Delegation and Accountability tools such as the Staffing and Accountability Toolkit and Early Warning System were offered to departments. Advice and assistance were also provided to help departments understand their delegated staffing authority and to report on their staffing performance.

- ↳ Union input was sought and included in formulation of the PSC's oversight of delegated staffing authority.
- ↳ Evaluation reports, thematic review reports and research studies and reports were produced to help departments.
- ↳ 12 departments submitted reports on their staffing performance and received feedback.
- ↳ Launched and implemented bi-annual cycles of the Programme of Special Surveys (PSS).

Results/Client Benefits

- ↳ Departmental managers have simple and complete tools to help them in staffing actions and encourage them to take ownership of their actions.
- ↳ Both managers and HR advisors learn quickly about best/worst practices in staffing and adapt to the flexibility and simplicity of delegation.
- ↳ Executive clients' needs are better met through many improvements in Executive Resourcing, including expanding strategic functional community approaches and moving toward talent pool management.
- ↳ Departments under the PSEA have clearly delineated delegated staffing authorities and report annually to the Commission on their staffing activities and results, according to identified measurement indicators.
- ↳ As PSS provides information, the PSC gains better knowledge of the staffing system, while departments and agencies better understand staffing and the VBMF.

Benefits for Canadians

A values-based staffing system within the federal Public Service is built through the PSC's approach to delegation and accountability. Parliament has an overview of the health of the federal staffing system through the PSC's reporting and oversight of delegated staffing authority.

Improvements

Early Warning System and assessing information on staffing and recourse issues will provide departments with a picture of the health of their staffing systems and indicate areas for action.

Expected Results II: Departmental Understanding of VBMF

All departments and agencies have an increased **understanding, knowledge of and engagement in values-based staffing** that support them in using strategic recruitment and PSC assessment tools and programs across Canada. Well-functioning strategic partnerships exist with HRM system key players.

Performance Indicators

↳ Degree of departmental participation in and satisfaction with PSC VBMF training and other educational tools.

Outputs

- ↳ Over 3,800 participants received training in the VBMF, with 83% rating it as “excellent.”
- ↳ International Programs provided counselling services to 334 executive candidates, an increase of 8% from the previous year. The number of open competition files doubled to 392 in one year.
- ↳ Nearly 900 career consultation sessions provided feedback to executive candidates who participated on the selection boards to increase their learning.
- ↳ The *Managers’ Handbook on Staffing and Recruitment*, a comprehensive, concise tool for departmental managers, was developed to assist line managers; over 25,000 copies were distributed to departments. Very positive feedback was received from all regions.
- ↳ Training related to recourse, revised to include the values-based approach, was delivered to departments and unions.
- ↳ Well-functioning strategic partnerships were established with TBS, unions and the Privy Council Office (PCO).
- ↳ The Federal Communications Table on HRM was created as a forum for exchange of information and establishment of consensus on HR-related communications.

Results/Client Benefits

↳ Increased outreach to executive clients meant that more people took advantage of the services offered, enriching and improving the resourcing experiences of both departmental clients and candidates.

- ↳ Departmental managers can count on staffing advice and guidance through in-depth training, practical tools, instant guidance over the telephone and the PSC Web site.
- ↳ Regional clients receive increased understanding and knowledge of best practices in assessment and assessment tools through establishment of Personnel Psychology Centre (PPC) representation in four regions.
- ↳ The assessment and selection tools have proven beneficial in assisting departments in their final selection of applicants to the Career Assignment Program (CAP) by providing a standardized system for the assessment of managerial strengths and areas to be developed.
- ↳ Line managers across the federal Public Service were assisted in meeting the staffing requirements and strategies within their organizations through the *Manager’s Handbook on Staffing and Recruitment*.
- ↳ PSC policy and program managers influence day-to-day thinking of central agencies and bargaining agents.
- ↳ Development of a joint vision for the HRM system of tomorrow with TBS laid the groundwork for a wide range of options for PSEA reform.
- ↳ Strengthened partnerships in the area of HR communications improve the consistency, comprehension and effectiveness of HR messages.

Benefits for Canadians

Federal participants of Executive Programs, such as Interchange Canada or International Programs, returned to their departments with new knowledge, skills and experience that will support the creation of a renewed federal Public Service.

Improvements

- ↳ A new course “*Creating a Respectful Workplace*,” introducing the new TBS policy on harassment, will be launched.
- ↳ Strategic relationships with client departments will enable the PSC to allocate scarce program resources where they can most effectively meet individual department’s needs.

Expected Results III: Employer of Choice

*The PSC helps make the federal government an **employer of choice** for those looking for employment. It needs to attract prospective candidates who are qualified and representative, from entry level to executive level, using **modern, interactive tools and techniques**.*

Focus on some programs (Executive Recruitment Unit) stays low-key because of limited funds.

Outputs

- ↳ The redesigned, streamlined and user-friendly PSC Web site, including jobs.gc.ca site, attracted 5,400,000 visitors or 25,500 visitors per day, between September 1, 2000, and March 31, 2001. *Jobs.gc.ca* site alone received 4,950,000 visitors during this period.
- ↳ The Federal Student Work Experience Program (FSWEP) and Post-Secondary Recruitment (PSR) campaign developed new and appealing promotional material that was distributed to colleges and universities.

Results/Client Benefits

- ↳ The PSC can better reach and attract qualified candidates resulting in increased or sufficient number of applicants for each recruitment process.
- ↳ Canadian job seekers, the PSC and federal government HR specialists are supported in recruiting, staffing and recourse by automated processes.

Benefits for Canadians

There is faster and broader access to federal government jobs for Canadians.

Improvements

- ↳ The Commission has requested additional funds to fully redesign the Public Service recruitment program.
- ↳ The *Integrated Jobs Site* project, currently under development, will provide Canadian job seekers with a single portal encompassing both the private and public sector.

- ↳ The end result will be a modern homogeneous database for all PSC systems that enables sharing of data among recruitment, staffing and recourse applications and Internet applications in support of Government On-Line.
- ↳ The common Executive Information Systems (ExIS) database that is being developed will provide a global picture of the executive workforce; it will enable quick identification of competency gaps and overall trends as well as a modern, efficient and accessible tool for managing executive talent.
- ↳ Intense International Programs initiatives should result in a large number of appointments, increasing the representation and influence of Canada abroad.

Expected Results IV: VBMF and Recourse

*As part of the Commission's strategic goal to promote a values-based approach to staffing, the PSC needs to promote **early conflict resolution**, closer to the workplace; create a positive perception of the recourse process among clients and stakeholders; and ensure that employees can use the recourse process at no cost.*

Performance Indicators

- ↳ Number of appeals lodged and disposed.
- ↳ Number of Appeals and Investigations decisions rendered, average disposal time (standard = 14 days).
- ↳ Number of complaints received.
- ↳ Number of Alternative Dispute Resolution (ADR) requests.

Outputs

- ↳ 9% of disposed appeals were allowed, 9% were dismissed and 67% were withdrawn.
- ↳ 70% of decisions were rendered within the service standard; 22% fewer decisions were rendered than in 1999–2000 and 45% fewer than in 1998–99.
- ↳ 501 complaints were received, compared with 689 in 1999–2000.
- ↳ The number of requests for early intervention, a voluntary process to resolve concerns in a non-adversarial context, increased; 105 early interventions were conducted; and 65 appeals were withdrawn as a result.

- ↳ The revised Recourse section of the PSC Web site and e-newsletter provide accurate, timely information in a friendly format.
- ↳ The guide, *Workplace Conflict? Making the Right Choice*, provides general information on how to deal with problems and directs employees to the appropriate recourse organization.

Results/Client Benefits

- ↳ Adoption of an Integrated Approach for appeals and investigations decisions allows easy identification of trends and issues.
- ↳ Federal public servants have a useful tool that reduces the use of multiple avenues of recourse.
- ↳ Early intervention allows less formal conflict resolution closer to the workplace.
- ↳ Better management-employee relations owing to more effective recourse.

Benefits for Canadians

Better assurance of merit, fairness, equity and transparency in the federal staffing system.

Improvements

- ↳ Systematic offering of early intervention mechanisms for timely resolution of conflicts closer to the workplace and creation of a respectful workplace is being considered.

Expected Results V: Reporting

*The VBMF has to be fully understood within the government and among clients. Accountability documents that **report on the health of the merit system** are needed to form a base for **strong, effective relations with Parliament**.*

Performance Indicators

- ↳ Annual Report/Departmental Performance Report (AR/DPR) produced on time and more accessible to stakeholders.

Outputs

- ↳ Produced first PSC Annual Report (1999–2000) to focus on the VBMF.
- ↳ Implemented the new direction of improved accountability by refocusing the DPR on results.
- ↳ Findings of the first four major review studies of the staffing system were made available to various audiences and stakeholders.
- ↳ Collaborated with the Canada Customs and Revenue Agency (CCRA) in carrying out the PSC's oversight role, as a basis for sharing information about staffing processes and innovation.

Results/Client Benefits

- ↳ Through its employment studies, focus groups and collaborative approaches to information sharing, the Commission has a better understanding of the extent to which the VBMF is understood and implemented by departments and within the PSC.
- ↳ New reporting direction is closely aligned with the development of a performance management culture within the PSC to improve its focus on business reporting.
- ↳ The PSC is positioned to provide more effective oversight of the staffing system through improved performance reporting.

Benefits for Canadians

Parliament is assured that the Public Service is served by competent, non-partisan and representative public servants.

Improvements

- ↳ Effective and timely relations with Parliament will result from an assertive action plan to strengthen understanding of the role of the Commission and the importance of merit and its values within the federal Public Service.

Strategic Goal 2: To Contribute to the Government's HRM Agenda, Focusing on the PSC's Responsibilities in Recruitment, Representativeness and Learning

PRIORITY 1: RECRUITMENT

To contribute to the government's HRM agenda, the Commission needed to modernize recruitment strategies, help departments identify and meet their recruitment needs and service standards, and educate clients and stakeholders about recruitment tools and programs. Further research had to be conducted to better understand recruitment challenges. Collaboration continued with PCO and TBS on proposed COSO action plans.

Expected Results I: Attracting Qualified Candidates

*The PSC needs to **recruit qualified and representative candidates** from high-demand areas. Usual methods such as recruitment through the Web, by telephone and by newspaper advertisements do not bring required results: the PSC needs to **adapt and innovate** its approach.*

Outputs

- ↳ The Post-Secondary Recruitment (PSR) campaign has greater visibility; enhanced relationships with faculties and boards; signed partnership agreements with departments; improved Web capacity.
- ↳ The Winter 2000 campaign offered 47 career choices in 16 departments, compared with 20 career choices in 8 departments in Winter 1999.
- ↳ Numerous information technology (IT) Job Fairs for students and specialized advertising increased the numbers of qualified and representative candidates.
- ↳ Created a team of Recruitment Champions at the ADM level to enhance departmental efforts and help the PSC develop targeted recruitment strategies.
- ↳ 90 new participants joined CAP: 45 from PSEA organizations, 22 from outside organizations; 23 persons were recruited to CAP through Accelerated Aboriginal Recruitment.

- ↳ International Programs increased its inventory by 50% to 617 over one year. Interchange Canada has 73 executives and 198 other employees coming from outside the federal Public Service; 140 public servants are on assignments within or outside the federal government. Both programs encourage retention and continuous learning of executives.
- ↳ The new Executive Recruitment Unit allows development of strategies and national networks for increased efficiency in external executive recruitment, with a focus on EE groups and shortage areas.

Results/Client Benefits

- ↳ Departments actively participated in recruitment, with the PSC as a partner; they have more comprehensive, efficient, user-friendly strategies, policies, systems and tools to facilitate recruitment.
- ↳ The PSC receives an adequate number of applications from candidates in needed areas.
- ↳ Departments receive a sufficient number of timely and appropriate referrals.
- ↳ Potential applicants have good access to clear and useful job/career information.
- ↳ Improved turnaround time for staffing processes allows departments to staff executive positions more efficiently; a community-based approach corrects imbalances in certain areas, for example, in information management (IM) and IT.
- ↳ A steady pool of executives with diversified experience helps meet the needs of departments and agencies over the next three or four years.

Benefits for Canadians

- ↳ Job seekers have fair access to jobs in the federal Public Service.
- ↳ There is a more appropriate and timely supply of suitable candidates for current and future federal Public Service staffing.

Improvements

- ↳ Strategic executive staffing will help to ensure an adequate and representative supply of executives to departments.
- ↳ The PSC will develop an e-recruitment process to facilitate job applications, screening and testing of applicants.

Expected Results II: Flexibility and Efficiency

*The complexity of present staffing and recruitment system is a barrier to the effective use of VBMF by departmental managers. To modernize the system, the PSC needs to **increase flexibility and efficiency; and reduce red tape** in the staffing system and recruitment activities.*

Outputs

- ↳ Service standards were introduced in some areas of the Commission: 36% of recruitment service standards are fully in place.
- ↳ With the introduction of "Robot," a computerized Web-based recruitment tool, designed to quickly match high-priority candidates with jobs appropriate to their qualifications, priority clearance is being issued to departments in minutes instead of days. "Robot" processed 24,013 job requests, a 15% increase over last year; 32% of job requests were cleared within five minutes, 66% within three days.
- ↳ The PSC Recruitment Road Map was developed for non-executive positions to enhance access to Public Service jobs, volume management and faster recruitment.
- ↳ 32 new executives joined the Accelerated Executive Development Program (AEXDP), bringing the total number of active participants to 76 executives acquiring diversified experience and focused development for senior leadership roles.
- ↳ The ADM Prequalification Process (ADMPQP) yielded the largest pool of prequalified candidates (31) since the inception of the program in 1997.
- ↳ Of the 37 appointments made to the ADM level in 2000–2001, 23 (62%) were made from the ADM prequalified pool, confirming the PQP as an important source for resourcing ADM levels.

Results/Client Benefits

- ↳ With the current ability to accept applications on-line, the improved Web site, telephone access, and well-designed campaigns and publicity, the PSC is in a better position to meet departmental recruitment needs.
- ↳ PSC performance measurement is transparent and client-driven.
- ↳ PSC effectiveness is increased as more is accomplished with fewer resources.
- ↳ Comprehensive recruitment addresses immediate and longer term needs of the Public Service, with limited resources.

Benefits for Canadians

Introduction of service standards will improve quality of federal government service to Canadians.

Improvements

- ↳ When fully developed, the ExIS database will provide quick identification of competency gaps and overall trends, a modern flexible tool for DMs and managers, and on-line access for candidates.

Expected Results III: Accessibility

*The PSC needs to **increase accessibility** to Public Service positions for Canadians, through the Matching People with Work single-window initiative and a toll-free federal job opportunities line. Prospective candidates from the entry level to the executive level need to be increasingly **aware of and attracted** to the federal government as an employer of choice. As most staffing actions are still handled manually, large numbers of applications slow down the recruitment process.*

To further invest in new technologies and Government On-Line programs, more financial resources are needed.

Outputs

- ↳ The PSC Web site received more than 9.5 million visits, with a satisfaction rate of 79%.
- ↳ 73% of general recruitment applications were received through the Internet, an increase of 4.5% over last year. FSWEF Internet applications were at 91.5% compared with 75% last year.

- ↳ Toll-free Infotel system was developed; received 550,000 calls.
- ↳ 13,460 service requests were processed, a 6.6% increase over last year.
- ↳ Student programs, FSWEF and PSR, developed new and appealing promotional material that was distributed to colleges and universities.
- ↳ 4,280 general recruitment processes generated 277,910 applications, an average of 65 applications per process; more than 70% were made on-line.
- ↳ FSWEF applications increased to 86,483, PSR applications to 43,396. The Management Trainee Program (MTP) received 1,713 applications and the Accelerated Economist Training Program (AETP) 688; each recruitment produced higher numbers than last year.
- ↳ Over 185 campus visits were made across the country to recruit candidates.

Results/Client Benefits

- ↳ Access to government jobs has improved, benefiting both candidates and federal departments.
- ↳ Management of candidate pools is facilitated for both the PSC and departments.
- ↳ The PSC can better reach and attract qualified candidates; number of applicants increased for each recruitment process.
- ↳ Departments have access to appropriate and timely referrals of suitable candidates.
- ↳ Departments receive timely referrals of suitable students for their CO-OP programs from FSWEF.

Benefits for Canadians

Through the toll-free Infotel system and user-friendly Web site, the federal Public Service is more accessible to all Canadians.

Outputs

- ↳ The Student Recruitment Survey, together with departmental reports and the New Hires Survey, will help focus recruitment strategies.
- ↳ The New Hires Survey examined the recruitment experience of 8,000 people hired between July 1999 and June 2000 and provided insight into recruitment needs.
- ↳ The PSC, in partnership with TBS, created a Centre for Demographic Studies that will help departments, the PSC and regional offices with forecasting and recruitment planning. Conducted forecasting workshops for several departments.
- ↳ The Recruitment Action Plan (RAP), a corporate framework that identifies six key strategies and actions, was designed to address current and future Public Service recruitment needs. Membership includes 31 different departments and agencies.

Results/Client Benefits

- ↳ Transfer of knowledge and skills allows departments to better anticipate and plan recruitment and other HR initiatives while moving away from short-term staffing.

Benefits for Canadians

Departmental anticipation of demographic trends and corporate alignment of recruitment actions provide more efficient and better coordinated employment opportunities for Canadians.

Expected Results IV: HR Planning

*To create more effective recruitment strategies, **departments must better anticipate their recruitment needs** and have an understanding of recruitment challenges and the labour market.*

PRIORITY 2: REPRESENTATIVENESS

To diversify the Public Service so that it truly represents the nation it serves, the Commission focused on outreach activities to share expertise about barrier-free staffing practices, promote available tools, provide inventories of prequalified EE group candidates and, jointly with TBS, clarify the respective roles of the PSC and TBS.

Expected Results I: Employment Equity Positive Measures Program (EEPMP)

PSC experience with EE special programs indicate that lasting results are obtained when departments get actively involved. The EEPMP, which provides financial resources and tools such as centres of expertise, marketing tools, etc., was created by TBS and the PSC to facilitate departmental ownership of EE issues and to create sustainable partnerships that address common barriers to EE. The EEPMP provides EE specialists and managers with effective strategies for career development of EE group members, and simple and efficient assistance to accommodate employees with disabilities.

Outputs

- ↳ 43 departments participated in the EEPMP; as a result, various tools and best practices were developed and placed on the EE Partnership Fund (EPPF) Web site visited by 1,169 visitors last year.
- ↳ There are 1,379 monthly visits to the EE Career Development Office (EECDO) Web site, which also links to the augmented PSC Library Diversity Collection. There are 1,218 monthly visits to the Employment Equity Enabling Resource Centre (EEERC) Web site, which promotes expertise and knowledge about work-related accommodations.
- ↳ EE Career Counselling course developed by EECDO is offered at over 15 universities in Canada; a study guide and facilitators' guide are sold nationally and internationally.
- ↳ The Rapid Access program, external recruitment targeted at persons with disabilities, was expanded to four regions.
- ↳ Counselling and enabling resources provided to clients: 263 equipment loan agreements signed and 273 services or advice provided monthly.

Results/Client Benefits

- ↳ Departments and EE clients benefit from best practices, financial resources and advice.
- ↳ New/updated tools, programs and practices included EE inventories with over 5,000 applicants and a national database of 2,300 EE associations, resulting from regional outreach strategy.
- ↳ Departments are more aware of tools available, find information/tools useful and receive timely referrals of suitable applicants.
- ↳ EE group members are more aware of federal Public Service jobs and hiring practices.
- ↳ Departmental HR specialists and Public Service managers can offer better services to their EE clients, supported by the highly specialized EE Career Development Office.
- ↳ Departmental managers, employees and HR specialists receive help in making work-related accommodations.

Benefits for Canadians

- ↳ Each EEPMP/PF project is a model for action, which contributes to the government agenda for a representative Public Service.
- ↳ University graduates are more aware of EE counselling, issues and solutions.
- ↳ Canadians with disabilities have increased opportunities for successful Public Service employment.

Improvements

- ↳ As Embracing Change is launched, departments will be able to build on EEPMP initiatives. The primary goal of EEPMP's fourth and last year is to communicate program knowledge and tools.
- ↳ A national model for a mentoring strategy will assist departments to accommodate persons with hearing impairment.

Expected Results II: Leadership in Diversity and Equity

*Many organizations within the federal government are responsible for improved EE representation. They look to the PSC to provide **corporate leadership in diversity and equity**, to create a common purpose and a national strategy, to administer and market programs on behalf of TBS and to offer Embracing Change tools and programs. This includes exploring **alternative ways to meet EE group members' needs**, offering **barrier-free recourse mechanisms**, enabling departments to analyse and forecast the representativeness of their workforce, and to identify and remove barriers to EE.*

Outputs

- ↳ Four departments have requested and received additional delegation for EE programs.
- ↳ Major learning events on EE issues, including the career development seminar, "To Be or Not To Be...An EX" delivered to 150 members of visible minorities.
- ↳ EE inventories, national EE associations' database, Rapid Access for persons with disabilities were created.
- ↳ General recruitment applicants included 21.8% members of visible minority groups, 4.2% Aboriginal people and 2.8% persons with disabilities.
- ↳ As a result of the EE Outreach Strategy, an EE Job Fair organized in the National Capital Region (NCR) was attended by 6,000 applicants; 73 appointments were reported as a result by March 31, 2001.
- ↳ AEXDP selection process resulted in 26 visible minority candidates applying for the program – the highest number since the inception of the program. Qualified applicants will join the program in Summer 2001.
- ↳ Developed PSC/TBS comprehensive Embracing Change Action Plan.
- ↳ Revised guidelines for assessing persons with disabilities and completed review of barrier-free alternatives.
- ↳ Completed Employment Systems Review to ensure bias-free tools and environment.
- ↳ Document of Appeal was revised to include EE information, available on the PSC Web site.

- ↳ Completed the Thematic Review on Access, the PSR Longitudinal Study, and the Employment Systems Review on PSC Executive Resourcing and Development Systems.
- ↳ Key messages on merit and representativeness to further explain EE goals were tested with focus groups across the country.

Results/Client Benefits

- ↳ Rapid Access provides opportunities for persons with disabilities to market their skills directly to managers.
- ↳ Middle and senior managers benefit from sharing of best practices and horizontal communication of EE achievements through EE advisory committee created by Learning and Executive Program Branch (LAEPB).
- ↳ Access to TBS inventory of executives willing to sit on selection boards provides culturally sensitive balance in the assessment process.
- ↳ Departmental efforts toward more targeted recruitment are bolstered by the PSC research results in terms of labour availability and regional demographics.
- ↳ Employment Systems Review identified and helped remove potential barriers to representativeness and promoted best practices for fostering diversity.
- ↳ Involvement of representatives from EE groups in the assessment and selection process helps to prevent cultural bias.

Benefits for Canadians

The federal Public Service is more fair, inclusive, welcoming and reflective of the community it serves.

Improvements

- ↳ Additional funding is required to implement some Employment Systems Review action plan activities, to move forward on Embracing Change initiatives, including CAP EE, AEXDP EE and "1 visible minority in 5 recruits" activities, as well as to enable full implementation of the External Recruitment Unit and to enhance regional Executive Resourcing to increase EE representation among candidates.

PRIORITY 3: LEARNING**Expected Results I: Redefinition of TDC's Role**

*The Commission's contribution to the HRM agenda required that it **redefine Training and Development Canada (TDC)'s role and clarify the associated governance and management structure.***

The harmonization of learning products and services can be achieved through amalgamation of public sector learning organizations; however, additional funding is required to integrate systems and infrastructure.

Outputs

- ↳ Clarified the role of the Centre for Management Development (CCMD) (provision of management training to all managers) and that of PSC/TDC (staff training and development programs).

Results/Client Benefits

- ↳ Clarified governance of learning, for management development in particular, within the Public Service.
- ↳ Departmental senior officials (COSO-Learning and Development committee) (COSO-LD) are supported by TDC's advice and guidance on professional learning.
- ↳ Functional communities, such as Human Resources, Finance, Materiel Management and Real Property, Policy and Communications are supported by TDC in identifying and meeting their learning needs.

Expected Results II: Delivery of Learning Products

The PSC needs to offer updated learning products and services that support its role in the HRM system.

Outputs

- ↳ 47 calendar courses, including 33 for the functional communities, were updated to ensure quality products for TDC's clients.
- ↳ Over 7,000 public servants across Canada increased their professional competencies

by attending more than 400 TDC courses, with a level of satisfaction of 88% and more than \$4 million in revenues — increases of 23% in trainees and \$1 million in revenues compared with last year.

- ↳ TDC courses were reviewed and updated.
- ↳ TDC offered consulting services both nationally and internationally. 515 customized courses were delivered to 7,495 public servants across Canada, generating over \$3 million in revenues. This represents an increase of 80% in number of people trained compared with last year and over \$600,000 in revenues.
- ↳ Technology-based products were developed to support learning needs of functional communities.

Results/Client benefits

- ↳ Improved competencies of individual employees.
- ↳ Client departments are able to better implement their learning and development plans.
- ↳ TDC facilitates the implementation of major public service reform initiatives, such as modern comptrollership, through the delivery of leading-edge learning products and services.

Benefits for Canadians

Canada's reputation in public sector management is enhanced through HR training delivered to employees in Benin, Jamaica, Mali and other countries.

Improvements

- ↳ The quality assurance function of TDC will be formalized and a more proactive approach to ensuring high quality will be adopted.
- ↳ TDC will remain a leading-edge training organization by investing in technological renewal through access to the accumulated surplus within the revolving fund.
- ↳ All TDC learning products need to be updated or redesigned and new ones developed, under tight timeframes. The change to HR policies, procedures and legislation resulting from the Task Force on Modernizing HR will strengthen that need. TDC's current resources and funding level

will not be adequate as the cost of this activity is estimated at almost \$1 million.

demand, new requests and insufficient funds, the list is growing rapidly.
 ↳ Clients are offered updated programs and alternative training methods (videoconferencing) while the PSC maintains quality control.

Expected Results III: Language Training

*The Commission, through Language Training Canada (LTC) has to **maintain reasonable service delivery timeframes** (operations) to ensure federal public servants are bilingual in accordance with the Official Languages Act.*

Benefits for Canadians

The federal Public Service provides better bilingual service for Canadians.

Outputs

- ↳ The Orientation Service conducted 2,120 prognosis interviews; 45 prognosis interviews of candidates with learning disabilities and developed individual learning plans.
- ↳ In the NCR, 1,028 non-executive candidates were trained (759 at Asticou and 269 at L'Esplanade Laurier). In the regions: 1,509 non-statutory and 366 statutory candidates received training.
- ↳ Numerous programs and tools were updated — part of the English Program, Second Language Evaluation (SLE) textbooks, training modules for teachers — and an interactive distance learning module was developed for executives through videoconferencing.
- ↳ 38,650 Reading & Writing tests and 17,134 Oral Interaction tests were administered.
- ↳ LTC has established partnerships with the Newfoundland government and with two universities — Simon Fraser University in British Columbia and the Faculté Saint-Jean of the University of Alberta in Edmonton.

Improvements

- ↳ Given the present funding level, the Commission will not meet its mandated expectations. Additional funds are needed to adapt and improve existing methods of second language training, accommodate new training needs (EE, candidates with learning disabilities), update current language programs and develop new computer-based products for self-learning.

Results/Client Benefits

- ↳ Most of the prognosis interviews were processed within 12 weeks (standard of service is three weeks) because of insufficient financial resources and the necessity to adapt plans for candidates with learning disabilities.
- ↳ The language training list was temporarily reduced thanks to B-base funding received from TBS. However, due to increased

Section III — Consolidated Reporting

This section is not applicable to the PSC.

Section IV — Departmental Overview

Our Mandate, Mission and Vision

As an **independent agency reporting to Parliament**, the PSC has a **mandate** to safeguard the values of a professional Public Service: competence, non-partisanship and representativeness.

It does this, by:

- ↳ administering the *Public Service Employment Act* (PSEA) and a merit-based staffing system, and taking responsibility for the appointment of qualified persons to and within the Public Service;
- ↳ providing recourse and review of matters under the PSEA;
- ↳ delivering training and development programs;
- ↳ carrying out other responsibilities as provided for in the PSEA and the *Employment Equity Act* (EEA).

Our Mission

The Public Service Commission is an active partner in developing a broad framework for human resources management and ensuring the health of the federal human resources system. ***We maintain and preserve a highly competent and qualified Public Service in which appointments are based on merit, ensure that the Public Service is non-partisan and its members representative of Canadian society.***

Our Vision: An independent agency reporting to Parliament, accountable for merit in staffing and a key partner in shaping an effective and respected Public Service for Canadians.



In addition to the PSC's Mandate, Mission and Vision, its accountability framework includes Exclusive and Non-Exclusive Responsibilities.

- ↳ **Exclusive Responsibilities** make the PSC generally responsible for the administration of the PSEA in the federal Public Service. The Act gives the Commission exclusive ***authority to make appointments in all government departments and agencies*** that do not have separate staffing authority under specific legislation. This authority includes:
 - ↳ making appointments to and within the Public Service according to merit;
 - ↳ developing and administering processes, as well as establishing standards for selection and assessment with respect to appointments in the Public Service;
 - ↳ operating an appeals system for appointments and a recourse process for deployments;
 - ↳ auditing and monitoring staffing activities;
 - ↳ conducting investigations into staffing processes;
 - ↳ administering sections 32, 33 and 34 of the PSEA, which pertain to the political rights of public servants to participate as candidates in elections;
 - ↳ making exclusions from the operation of the PSEA or its parts, with the approval of the Governor-in-Council;
 - ↳ making regulations governing matters under the PSEA;
 - ↳ reporting to the Governor-in-Council on matters relating to application of the PSEA; and
 - ↳ reporting to Parliament on an annual basis on activities of the PSC.

Jurisdictional powers rest with the PSC's **three Commissioners**, one of whom is the **President** and Chief Executive Officer. Appointed by the Governor-in-Council for a 10-year term, the Commissioners have the status of deputy heads. Together, they ensure fulfilment of the Commission's objectives, powers, functions and responsibilities under the PSEA.

The PSEA enables the PSC to ***delegate its authority to make appointments to departments and agencies.*** Through Staffing

Delegation and Accountability Agreements, departments and agencies are entrusted with responsibility in staffing selection and appointment, but are ultimately accountable to the PSC.

- ↳ Some of the **Non-Exclusive Responsibilities** are assigned by the Governor-in-Council or are carried out at the request of TBS. These include:
- ↳ middle management, supervisory and specialty training;
 - ↳ language training;
 - ↳ developmental programs;
 - ↳ audits of certain personnel management functions;
 - ↳ investigation of harassment complaints in the workplace;
 - ↳ specific activities in the fields of HR planning, career development and counselling for the executive group and participation of under-represented groups; and
 - ↳ administration and implementation of TBS special measures and EE programs.

The PSC **shares responsibilities with TBS under the EEA** because of the Commission's authority over staffing in the Public Service. The PSC may also carry out, under its own activities, implementation of programs that further employment equity in the Public Service and may adopt regulations regarding the appointment of persons from EE groups.

Section V — Other Information

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Information on the Public Service Commission may be obtained from the departmental Web site at: <http://www.psc-cfp.gc.ca/>

Legislation Administered and Associated Regulations

Legislation assigning exclusive functions and responsibilities to the PSC:

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

☞ For further information on *PSEA*, please refer to:

http://www.psc-cfp.gc.ca/accecx/delegation/delegation_e.htm

Legislation assigning specific functions to the PSC:

Employment Equity Act S.C. 1993-94-95, c. 44

Legislation directly impacting on PSC functions:

- A. *Canadian Human Rights Act* R.S.C. 1985, c. H-6 as amended
- B. *Official Languages Act* S.C. 1988, c. 38
- C. Canadian Charter of Rights and Freedoms, Part I of *Constitution Act*, 1982 being schedule B of the *Canada Act* 1982 (U.K.), 1982, c.11
- D. *Canada Customs and Revenue Agency Act* 1999, c.17
- E. *Parks Canada Agency Act* 1998, c.31

Legislation containing responsibilities which TBS assigns to, shares with or impacts on the PSC:

Financial Administration Act R.S.C. 1985, c. F-11 as amended

☞ For further information on the above-mentioned acts, please refer to:

<http://laws.justice.gc.ca/en/title/A.html>

Statutory Annual Reports and Other Departmental Reports

The following documents are available:

PSC Annual Report (1998-99)

Please refer to: http://www.psc-cfp.gc.ca/centres/annual-annuel/index_e.htm

PSC Annual Report (1999-2000)

Please refer to: http://www.psc-cfp.gc.ca/centres/annual-annuel/index_e.htm

PSC Performance Report (1998-99)

Please refer to: <http://www.tbs-sct.gc.ca/rma/dpr/98-99/PSC98dpre.pdf>
or <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

PSC Report on Plans and Priorities (1999-2000)

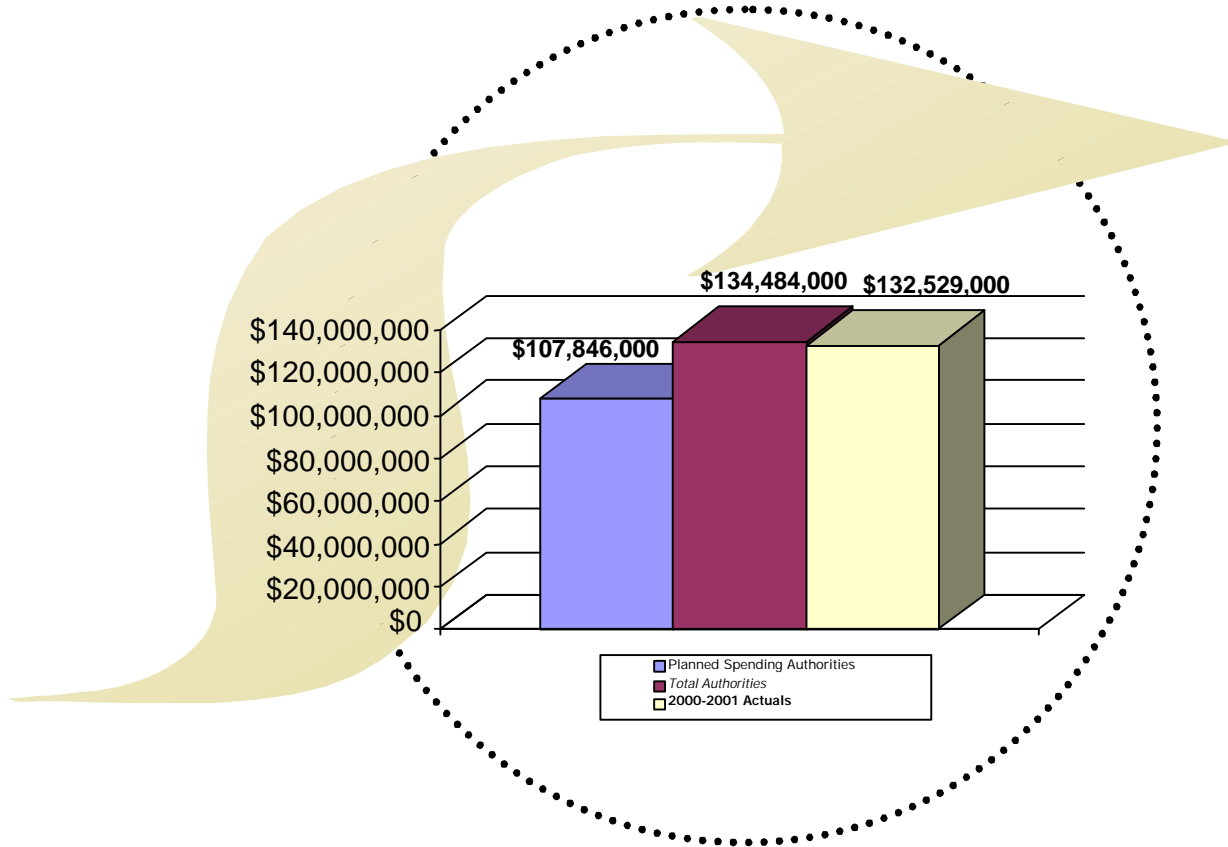
Please refer to: <http://www.tbs-sct.gc.ca/rma/dpr/99-00/PSC99dpre.pdf>
or <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Acronyms Used

ADM	Assistant Deputy Minister
ADMPQP	Assistant Deputy Minister Prequalification Process
AETP	Accelerated Economist Training Program
AEXDP	Accelerated Executive Development Program
AR	Annual Report
CAP	Career Assignment Program
CCMD	Canadian Centre for Management Development
CCRA	Canadian Customs and Revenue Agency
CO-OP	Co-operative Education Program
COSO	Committee of Senior Officials
COSO-LD	Committee of Senior Officials – Learning and Development
DPR	Departmental Performance Report
EE	Employment Equity
<i>EEA</i>	<i>Employment Equity Act</i>
EECDO	Employment Equity Career Development Office
EEERC	Employment Equity Enabling Resource Centre
EEPFP	Employment Equity Partnership Fund
EEPMP	Employment Equity Positive Measures Program
EX	Executive
ExIS	Executive Information System
FSWEP	Federal Student Work Experience Program
FTE	Full-Time Equivalent
HR	Human Resources
HRM	Human Resources Management
IM	Information Management
IT	Information Technology
LAEPB	Learning, Assessment and Executive Program Branch
LRN	Learning Resource Network
PCO	Privy Council Office
PE	Personnel Administration
PPC	Personnel Psychology Centre
PQP	Prequalification Process
PS	Public Service
PSC	Public Service Commission
<i>PSEA</i>	<i>Public Service Employment Act</i>
<i>PSER</i>	<i>Public Service Employment Regulations</i>
PSR	Post-Secondary Recruitment
PSS	Programme of Special Surveys
RPP	Report on Plans and Priorities
SLE	Second Language Evaluation
TBS	Treasury Board Secretariat
TDC	Training and Development Canada
TLN	The Leadership Network
VBMF	Values-Based Merit Framework

Appendix I - Financial Information

PSC's Financial Allocation



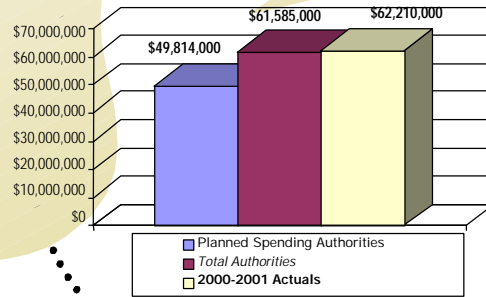
The PSC's *Report on Plans and Priorities* (RPP) was tabled in March 2000. The major expected results listed in the RPP are presented under the following business lines:

- ✓ Resourcing
- ✓ Learning
- ✓ Recourse
- ✓ Policy, Research and Outreach
- ✓ Corporate Services

Business Line: Resourcing

Objective

To work with Public Service departments and agencies to ensure a resourcing system which provides a highly competent Public Service, that is non-partisan and representative of Canadian society.



Note

Major differences between Planned Spending and Total Authorities are attributable to additional funding received for the Employment Equity

Positive Measures Program, the carry forward from 1999-2000, compensation as a result of collective bargaining, the Information Technology/Information Management recruitment and the additional charges for employee benefit plan costs. This increase was offset by the transfer of the Career Assignment Program and Management Trainee Program training component resources to the Canadian Centre for Management Development and the conversion factor applicable to transfers between salary and non-salary funds.

Description

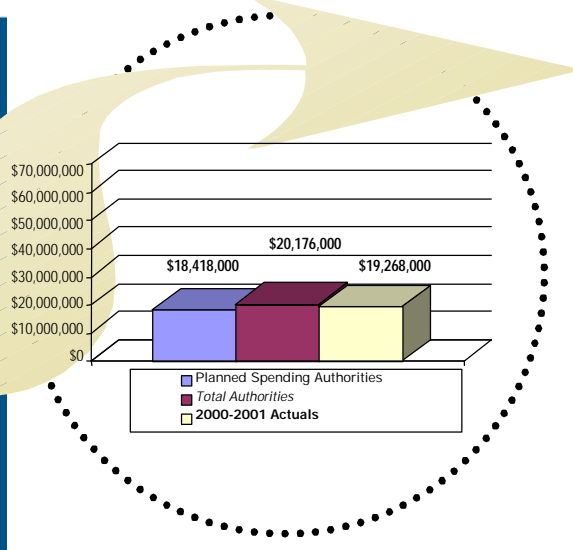
This business line encompasses activities in support of delegated and non-delegated staffing. The activities comprise program development, administration of staffing delegation, establishment of tests and standards for selection, administration of staffing priorities, recruitment and promotion, and diversity and Employment Equity initiatives.

The business line also includes Resourcing, Exchange and Development Programs for the Executive Group. In addition, this business line is responsible for the delivery of Employment Equity initiatives and Corporate Development Programs on behalf of Treasury Board.

Business Line: Learning

Objective

To improve the professional competence of federal public servants and to enable them to meet the language proficiency requirements of those positions for which they have been selected or those to which they aspire.



Note

Major differences between Planned Spending and Total Authorities are attributable to additional funding received as short-term funding for language training, the carry forward from 1999-2000 and compensation as a result of collective bargaining.

The Learning business line includes a statutory vote for the Staff Development and Training Revolving Fund delivered through Training and Development Canada which is a Special Operating Agency on full cost-recovery. For 2000-2001, the Staff Development and Training Revolving Fund realized a surplus of \$757,000 on an accrual basis of accounting.

Description

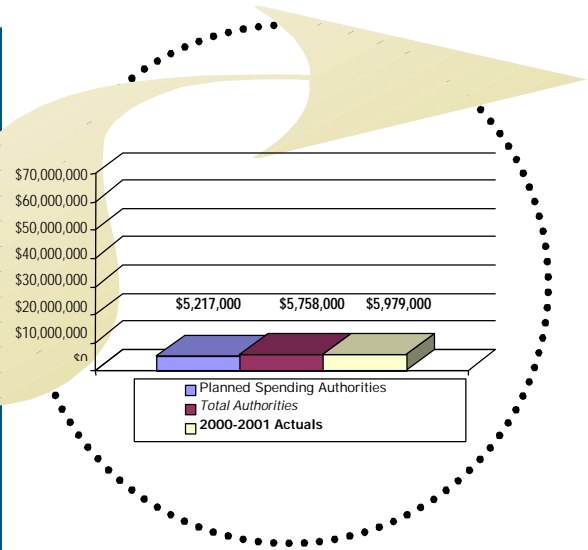
This business line is composed of two main activities: language training and professional development for non-executives. Language Training assesses the potential for success of employees who are eligible for language training; provides mandatory and discretionary language training in both official languages and related orientation, and language training services. It provides for the development and design of second-language courses and tools to meet the job-related linguistic requirements of departments, and a range of advisory, informational and co-ordinating services related to language training.

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

Business Line: Recourse

Objective

To provide independent recourse processes in support of the merit principle in order to protect the public interest and to promote, through effective intervention and education, the application of merit, fairness, equity and transparency.



Note

Major differences between Planned Spending and Total Authorities are attributable to additional funding received for the carry forward from 1999-2000 and compensation as a result of collective bargaining.

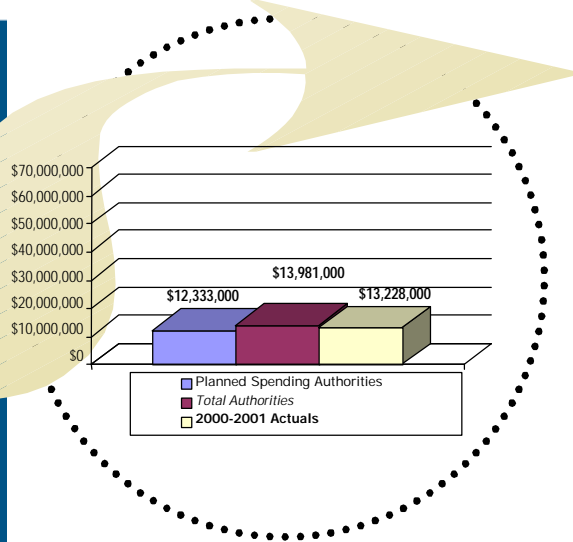
Description

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

Business Line: Policy, Research and Outreach

Objective

To provide knowledge, intelligence, insight and advice to support the PSC's ability to champion an independent, professional and representative Public Service.



Note

Major differences between Planned Spending and *Total Authorities* are attributable to additional funding received for the short-term funding for language training, the carry forward from 1999-2000 and compensation as a result of collective bargaining.

Description

This business line provides the capacity to measure, report, provide advice, and deliver policy in areas within the PSC's mandate. Services related to this business line are delivered through the Policy, Research and Communications Branch. It supports the medium- and long-term positioning of the PSC through: strategic analysis and research, environmental scanning, and liaison with stakeholders, especially on issues related to the PSC's role as independent champion and steward of a professional, non-partisan, and representative Public Service, and key public administration values.

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

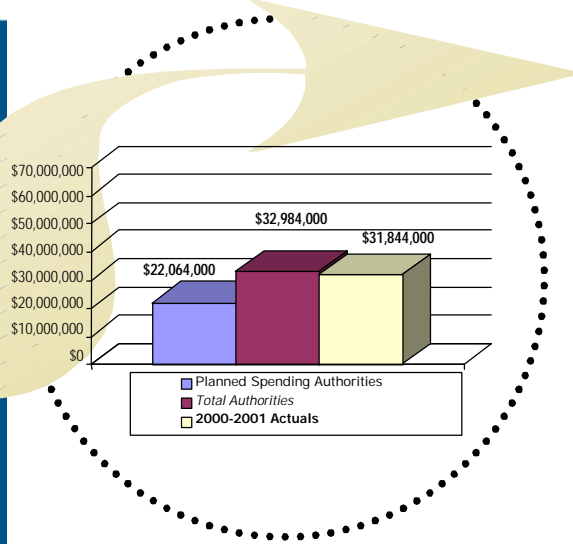
Functions related to outreach, such as reporting to Parliament, the government and its central agency advisers on PSC matters at a strategic level, liaison and information sharing between provincial, federal, and international policy actors in areas related to the mandate and delegated responsibilities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

Business Line: Corporate Services



Objective

To provide central services and systems in support of the corporate management and all PSC program activities.



Note

Major differences between Planned Spending and Total Authorities are attributable to additional funding received for the carry forward from 1999-2000, compensation

as a result of collective bargaining including the implementation of pay equity for the PE group and the additional charges for employee benefit plan costs.

Description

This business line includes the activities of the President and Commissioners, management systems and policies, finance, HR management, informatics, internal audit and evaluation and other administrative and support services.

Financial Performance Overview

In 2000-2001, the PSC has continued to improve its financial management practices. During the year, scarce resources were closely monitored and managed to ensure that funding pressures were addressed with available funds. As a result, the PSC has recorded a minimal lapse of 1% in the Public Accounts of Canada.

Financial Summary Tables

Table 1	Summary of Voted Appropriations
Table 2	Comparison of Total Planned Spending to Actual Spending
Table 3	Historical Comparison of Total Planned Spending to Actual Spending
Table 4	Revenues
Table 5	Revolving Fund Financial Summaries

Table 1 – Summary of Voted Appropriations

Financial Requirements by Authority (\$ thousands)				
Vote		2000-2001		
		Planned Spending	Total Authorities	Actual
Public Service Commission				
120	Program expenditures	94,596	119,615	118,417
(S)	Contributions to employee benefit plans	13,250	14,869	14,869
(S)	Staff Development and Training Revolving Fund*	-	-	(757)
Total Agency		107,846	134,484	132,529

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.

Total Authorities and Actual figures include the proceeds and spending of proceeds from the disposal of surplus Crown assets.

*Figures are reflected on an accrual basis of accounting.

Table 2 – Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (\$ thousands)							
Business Lines	FTEs	(4) Operating	Capital	Grants & Contributions	Total Gross Expenditures	Less:	
						Responsible Revenues*	Total Net Expenditures
Resourcing							
(planned spending)	523	49,814	-	-	-	-	49,814
(total authorities)	645	61,585	-	-	-	-	61,585
(actuals)	638	62,210	-	-	-	-	62,210
Learning							
(planned spending)	209	15,620	-	-	-	-	15,620
(total authorities)	203	17,378	-	-	-	-	17,378
(actuals)	202	17,299	-	-	-	-	17,299
-Subsidy							
(planned spending)	-	2,798	-	-	-	-	2,798
(total authorities)	-	2,798	-	-	-	-	2,798
(actuals)	-	2,726	-	-	-	-	2,726
- Staff Development and Training Revolving Fund							
(planned spending)	64	9,662	-	-	-	9,662	-
(total authorities)	64	9,662	-	-	-	9,662	-
(actuals)(1)	64	11,250	-	-	-	12,007	(757)
Policy, Research and Outreach							
(planned spending)	140	12,333	-	-	-	-	12,333
(total authorities)	137	13,981	-	-	-	-	13,981
(actuals)	141	13,228	-	-	-	-	13,228
Recourse							
(planned spending)	71	5,217	-	-	-	-	5,217
(total authorities)	66	5,758	-	-	-	-	5,758
(actuals)	67	5,979	-	-	-	-	5,979
Corporate Services (2)							
(planned spending)	291	22,064	-	-	-	-	22,064
(total authorities)	271	32,984	-	-	-	-	32,984
(actuals)	251	31,844	-	-	-	-	31,844
Total							
(planned spending)	1,298	117,508	-	-	-	9,662	107,846
(total authorities)	1,386	144,146	-	-	-	9,662	134,484
(actuals)	1,363	144,536	-	-	-	12,007	132,529
Other Revenues and Expenditures							
Non-responsible Revenues(3)**							
(planned spending)							(350)
(total authorities)							(350)
(actuals)							(262)
Cost of services provided by other departments							
(planned spending)							16,157
(total authorities)							16,157
(actuals)							18,473
Net Cost of the Program							
(planned spending)							123,653
(total authorities)							150,291
(actuals)							150,740

(1) Figures are reflected on an accrual basis of accounting.

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

(3) Consists of discretionary language training.

(4) Includes contributions to employee benefit plans.

*Formerly "Revenues Credited to the Vote".

** Formerly "Revenues Credited to the General Government Revenues (GGR)".

Table 3 – Historical Comparison of Total Planned Spending to Actual Spending

Historical Comparison of Departmental Planned versus Actual Spending by Business Line (\$ thousands)					
Business Lines	Actual 1998-1999	Actual 1999-2000	2000-2001		
			Planned Spending	Total Authorities	Actual
Resourcing	52,285	58,325	49,814	61,585	62,210
Learning*	18,740	19,574	18,418	20,176	19,268
Policy, Research and Outreach	11,244	10,716	12,333	13,981	13,228
Recourse	5,363	5,733	5,217	5,758	5,979
Corporate Services	23,626	25,477	22,064	32,984	31,844
Total	111,258	119,825	107,846	134,484	132,529

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.

*The 1999-2000 and 2000-2001 actual figures for the Staff Development and Training Revolving Fund component included in the Learning Business Line are reflected on an accrual basis of accounting and the 1998-99 actual figures are on a cash basis of accounting.

Table 4 –Revenues

Revenues by Business Line (\$ thousands)					
Responsible Revenues	Actual 1998-1999	Actual 1999-2000*	2000-2001		
			Planned Revenues	Total Authorities	Actual*
Learning					
- Staff Development and Training Revolving Fund	9,261	10,528	9,662	9,662	12,007
Total Responsible Revenues	9,261	10,528	9,662	9,662	12,007
Non-Responsible Revenues					
Learning					
- Discretionary Language Training Services	487	314	350	350	262
Total Non-Responsible Revenues	487	314	350	350	262
TOTAL REVENUES	9,748	10,842	10,012	10,012	12,269

Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.

*The responsible revenue figures for 1999-2000 and 2000-2001 are reflected on an accrual basis of accounting.

Table 5 – Revolving Fund Financial Summaries

	Actual		2000-2001	
	1998-1999	1999-2000	Planned	Total Authorities
Revenues		10,528	9,662	12,007
	9,239	10,096		9,662
Profit or (Loss)	22		0	0
Add items not requiring use of funds:				
Depreciation/amortization		10	101	11
benefits	246		51	51
Loss on disposal of capital assets		-	-	-
	-206	67		-
Investing activities:				
	-26	-		-50
Cash surplus (requirement)	205		102	102
Authority: cumulative surplus(draw)	7,037	7,677		7,052
				8,612

capitalize assets having an initial purchase cost of at least \$10,000 (previously, it was \$1,000 or more). This decision followed the release of TB Accounting figures.