

Public Service Commission of Canada

**2004–2005
Estimates**

Report on Plans and Priorities

Approved

Minister of Canadian Heritage

**PUBLIC SERVICE COMMISSION OF CANADA
2004–2005 ESTIMATES - REPORT ON PLANS AND PRIORITIES**

TABLE OF CONTENTS

Section I - Messages	5
Message from the President	5
Management Representation Statement	7
Section II - Raison d'être	9
Our Mandate	9
Section III - Planning Overview	10
External Risks and Challenges	12
Key Relationships	15
Section IV- Plans and Priorities	16
Strategic Outcome	16
Summary	17
Priority Details	18
Key Government Themes and Management Initiatives	27
Section V - Organization	29
Organizational Structure and Accountability	29
Our Responsibilities	31
Departmental Planned Spending	34
Section VI - Annexes	36
Annex 1: Sources of Respendable and Non-Respendable Revenue	36
Annex 2: Net Cost of Program for the Estimates Year	37
Annex 3: Staff Development and Training Revolving Fund - Statement of Operations	38
Annex 4: Staff Development and Training Revolving Fund - Statement of Cash Flows	39
Annex 5: Staff Development and Training Revolving Fund - Projected Use of Authority	40
Other Information	41
Contacts for further information	41
Statutory and Departmental Reports	41
Most common acronyms	42

Section I - Messages

Message from the President



Now that the *Public Service Modernization Act* (PSMA) is a reality, the Public Service Commission (PSC) is committed to implementing the sections that fall within its mandate. Our strategic outcome remains to provide Canadians with a highly competent, non-partisan and representative Public Service, able to provide service in both official languages, in which appointments are based on the values of fairness, equity and transparency.

We will carry out our responsibility for safeguarding the integrity of the staffing process by developing guidelines and tools to help managers make decisions about properly managing their human resources; we will further delegate staffing authorities and encourage sub-delegation; we will strengthen the PSC's audit and oversight capacity; we will implement a fair regime to govern the political activities of public servants; and we will strengthen the accountability of Deputy Heads to the PSC, to support our increased accountability to Parliament.

Consistent with the new legislation, we will implement a modernized service vision. While departments and agencies take on responsibility for their own resourcing services, we will establish a separate, well-defined, almost "autonomous" service agency within the PSC by April 1, 2005. This will support the further distinction of the service delivery function from our strengthened oversight role. By April of next year, the service delivery function will be clearly defined and delineated.

On May 21, 2004, Manon Vennat and David Zussman were named as Commissioners, redefining the Commission's governance structure to reflect the shift from full- to part-time Commissioners; we will further modify the PSC's organizational structure to better support our obligations under the new *Public Service Employment Act* (PSEA). Concurrent with the government-wide Expenditure Review, we will identify opportunities to further realign resources with priorities, so that the PSC may effectively meet its stated objectives. We will be an organization that places high priority on the welfare of our employees, on employment equity and on the use of both official languages in our day-to-day business.

Our attention to building for the future does not diminish the importance of providing quality service delivery during the interim, as the PSC moves towards becoming an independent oversight agency, foreseen for mid to late 2005. I have no doubt that PSC employees are up to the task. Through many months of uncertainty, they have remained committed to carrying out the PSC's hybrid responsibilities for service delivery and oversight. Now that we have a clear direction before us, we can look forward to playing a key role in the implementation of the new PSMA. We can focus on acting as the government's guardian of merit. Together we will work to keep Canada's Public Service worthy of respect and trust, and a workplace of choice for Canadians.

Management Representation Statement

I submit, for tabling in Parliament, the 2004-2005 Report on Plans and Priorities (RPP) for the Public Service Commission of Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2004-2005 Report on Plans and Priorities*:

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's budget and by Treasury Board Secretariat.
- It is comprehensive and accurate.
- It is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Maria Barrados, Ph.D.
President
July 14, 2004

Section II - Raison d'être

Through its statutory authorities, the PSC helps to build and maintain a highly competent and qualified Public Service, in which appointments are based on merit, ensuring Canadians receive efficient and effective service. It also ensures that the Public Service is non-partisan, able to serve Canadians in the official language of their choice and representative of Canadian society.

The PSC works in partnership in implementing the broad framework for human resources management and in ensuring the health of the federal human resources system, within the scope of its mandate.

Our Mandate

The PSC is an independent agency reporting to Parliament, with the authority to make appointments to and within the Public Service. To ensure that Canadians continue to benefit from a Public Service that is representative of Canada's diversity and based on competence, merit and non-partisanship, the PSC assures that these values are safeguarded.

It does this by:

- ✓ administering the *Public Service Employment Act* (PSEA);
- ✓ overseeing the merit-based staffing system;
- ✓ taking responsibility for the appointment of qualified persons to and within the Public Service;
- ✓ providing recourse and review of matters under the PSEA; and
- ✓ carrying out other duties as provided for in the PSEA and the *Employment Equity Act* (EEA).

Note: The *Public Service Modernization Act* (PSMA) received royal assent on November 7, 2003 and will be implemented in stages bringing changes to the PSEA and the Commission's mandate such as the transfer of training and development (April 2004) and the introduction of an independent Tribunal.

Our Vision

An independent oversight agency reporting to Parliament, accountable for the application of the merit principle in staffing and a key partner in shaping a Public Service that earns and maintains the respect of Canadians.

Section III - Planning Overview

The PSC is funded through operating expenditures except for Staff Development and Training which was, until the end of March 2004, managed through a revolving fund. Staff Development and Training were transferred in April 2004 to the new Canada School of Public Service.

A new future awaits the PSC. Its core mandate remains to protect the integrity of the system of appointing public servants; but the new PSEA, passed in 2003, as part of the PSMA, relieves the PSC of many peripheral responsibilities. It frees the PSC to focus more tightly on its core mandate. It emphasises its oversight powers and simplifies its governance structure.

By the end of 2005, when the appointment provisions of the PSEA come into force, the new PSC will look much different than it did in 2003. This document sets out how the PSC intends to define and implement its changed role.

The PSEA gives the PSC an enhanced mandate to oversee a more flexible, delegated appointment system that continues to be based on merit and non-partisanship. It defines a renewed values-based approach to merit that incorporates concepts of efficiency and long-term planning. It also lays the groundwork for a new mechanism for resolving staffing complaints that will help departments resolve staffing-related complaints early and informally.

This new direction is intended to ensure that Canadians continue to benefit from a highly competent, non-partisan and representative Public Service, able to serve the public in both official languages. The new Act gives managers more flexibility to staff, manage and lead their personnel to enable them to achieve results for Canadians. At the same time, managers are expected to base their appointment decisions on the core values of fairness, equity and transparency, and they will be held accountable for their decisions.

Over the planning period, the PSC will first put in place all aspects of its revised responsibilities under the PSEA portion of the PSMA to ensure we are ready for its coming-into-force in late 2005. We will independently oversee and safeguard the integrity of the appointment process in the federal Public Service.

Under the new PSEA, the PSC will maintain direct authority over all appointments to and within the Public Service, and will delegate this authority to deputy heads. The PSEA encourages deputy heads to further delegate staffing authority to as low a level as possible in their organizations.

In keeping with the enabling spirit of the new PSEA, the PSC does not intend to re-create prescriptive regulations and policies to guide managers' actions. Instead, we will make departments aware of our expectations through policies that set out core principles, values and best practices that departments must consider in developing their own approaches to staffing. We will also adopt a more rigorous and vigorous audit and investigation role to ensure that the appointment system meets the needs of Canadians. We will provide feedback and make recommendations; and where warranted, we will withdraw delegated authorities.

To further safeguard the non-partisanship of the Public Service, the PSC will have expanded responsibilities for policies and/or regulations related to the political activities of public servants. We are implementing a new political activities regime aimed at balancing the rights of public servants to participate in the political process with the need to preserve the impartiality of the Public Service. Over the planning period we will monitor the effectiveness of this new regime.

As we move towards a strengthened oversight role, the PSC is devolving services that can more appropriately be managed elsewhere. In April 2004, the human resources planning, the developmental programs (Assistant Deputy Minister Prequalification Process (ADMPQP), Accelerated Economist Training Program (AETP), Accelerated Executive Development Program (AEXDP), Career Assignment Program (CAP), Interchange Canada, Management Trainee Program (MTP)) and the learning services have been transferred to the Public Service Human Resources Management Agency of Canada and to the Canada School of Public Service.

Implementation of the new PSEA and the new approach to service delivery will directly affect the PSC's operations and resources. Finding additional funds through re-allocation and transitional funding will be a challenge for both the PSC and departments. The government-wide expenditure review that is taking place in the early stages of the planning period will be used to make the reallocations and identify potential shortfalls. There is a need to secure adequate funding to develop and implement an e-recruitment system that will enable the PSC to fulfil its commitment to implement a national area of selection. E-recruitment is also essential to enable the federal government to compete with major Canadian recruiters to attract highly qualified candidates efficiently and effectively.

While making difficult financial choices, the PSC will continue to strive to fulfill its duty to Canadians. To support effective decision making, we will implement the modernized governance structure of the Commission and develop a new organizational structure for the PSC to make optimal use of our resources in meeting our obligations under the new PSEA. If necessary, we will revise our strategic outcome and vision when a new governance structure is in place.

External Risks and Challenges

Departments and agencies face enormous challenges in implementing the PSMA. The progress of implementation will depend in part on the capacity in departments and centrally to build a new human resources management system while maintaining the current regime in the interim before the new *Act* is fully in force.

We will work collaboratively with stakeholders to sequence the implementation of changes in response to the capacity of departments and managers to assume their new responsibilities.

A detailed assessment of the key risks emerging from the PSC's external business environment, their impact on the work to be accomplished during the planning period, and the strategies the PSC will adopt in response is presented below.

Risks	Impacts	Strategies
Capacity issues within and among departments Insufficient capacity to support new PSEA implementation.	Provoke significant demands for 'hands-on' PSC support and deferral of delegations. Slower and uneven PSEA implementation, with potential to create silos between small and large departments, ultimately hindering the success of reforms.	Establish PSC approach early so departments understand their responsibilities and the latitude they have in developing their own appointment systems. Show leadership by offering support and guidance to departments during transition to new PSEA.

Risks	Impacts	Strategies
<p>Multiplicity and complexity of PSC transition challenges Simultaneous pressures to implement new PSEA responsibilities including strengthened audit function, support current staffing regime, build new PSC governance and organizational structures, and respond to other HRM system changes and government-wide priorities.</p>	<p>Potential impact on pace of PSMA implementation, extent of support offered to departments under current Act and transition to new PSEA, and workload capacity of PSC staff.</p>	<p>Establish clear and early new strategic PSC vision, including priority commitment to PSMA implementation.</p> <p>Seek to prioritize ‘new’ vs. ‘old’ work.</p> <p>Institute project management approach to focus on development and roll-out of new work and related timely and coordinated consultations.</p> <p>Adjust resources to match modernized PSC organizational structure and PSMA implementation while continuing to model good human resources management practices.</p> <p>Identify opportunities for training of staff in new PSC areas of responsibility.</p>
<p>Inadequate compliance and weak accountability reporting by departments As a factor of insufficient take-up by departments of their delegated responsibilities and widespread perception of significantly increased flexibilities under new PSEA.</p>	<p>Slower acceptance of strengthened PSC focus on oversight and slower progression towards establishing a stronger basis of accountability for appointment decisions.</p>	<p>Make clear to departments from the outset the PSC’s expectations of them.</p> <p>Establish standards that are strictly enforceable.</p> <p>Be prepared to be more vigilant with oversight tools (e.g., audit and investigations).</p>

Risks	Impacts	Strategies
<p>System-wide over-emphasis on efficiency rather than a balanced focus on merit values As part of changing role of government and increasing need for more flexible, adaptable and mobile Public Service workforce.</p>	<p>Uneven take-up of values-based approaches central to new PSEA, with potential for growing perceptions of unfairness and favouritism in the appointment process.</p>	<p>Encourage voluntary compliance and ‘best-practice’ guidelines in appointment policy framework (e.g., promote appointment mechanisms that respect values while providing efficiencies at the same time).</p> <p>Leverage support of Parliament in communicating increased expectations of accountability.</p>
<p>E-recruitment and national area of selection implementation The sequencing and timing of implementation will be affected by the capacity to build a new HRM system while maintaining the current HRM regime.</p>	<p>The readiness of departments and agencies will affect our capacity to implement an e-recruitment system and service delivery model designed to respond to departmental needs and to increase accessibility for Canadians.</p>	<p>The PSC supports a gradual increase of competition with national area of selection, but such expansion requires a capacity to develop the e-recruitment system.</p> <p>Work collaboratively with stakeholders to address the issue of capacity and to sequence implementation in a manner responsive to the readiness of departments and agencies to assume HRM responsibilities.</p>
<p>Inability to offer effective recourse to public servants during transition to the new Public Service Staffing Tribunal (PSST) due to a combination of increased work volume resulting from current government restructuring, difficulty in retaining staff during any prolonged transition, and delays in establishing the new PSST.</p>	<p>Accelerated departure of key human resources in Recourse Branch. Government actions seen to be contrary to intent of labour portion of PSMA.</p>	<p>Identify opportunities for training of Recourse staff in new areas of PSC responsibility, as well as general focus on re-skilling.</p> <p>Work with other interested stakeholders to keep pressure on for timely transition to new recourse mechanisms.</p> <p>Work with departments to increase their ability to resolve conflict before it requires intervention of third party (either the PSC or PSST).</p>

Key Relationships

The PSC's strategic outcome will be met and priorities achieved through key working relationships with several organizations and individuals:

- **Parliament**, to which we are accountable for the overall integrity of the appointment system. Additionally, we will maintain our capacity to independently interpret and exercise our powers in the best interests of Canadians;
- **Departments, agencies and human resources specialists**, with whom we consult and to whom we provide support and a range of learning tools during the transition to the new PSEA to ensure effective, streamlined service delivery. We will consult with other government agencies and stakeholders that have responsibilities and interests in the appointment system. These include the Public Service Human Resources Management Agency, the Public Service Staffing Tribunal, and the Canada School of Public Service;
- **The employer and bargaining agents**, with whom we consult on issues of mutual interest as specified under the new PSEA, for example “*with respect to policies respecting the manner of making and revoking appointments or with respect to the principles governing lay-offs or priorities for appointment.*”; and
- Other parties, including:
 - ✓ **academics and external experts**, to develop effective and innovative practices under the appointment framework and to strengthen the PSC's approach to oversight;
 - ✓ **PSC Advisory Committee**, where we participate in regular meetings with departments and unions to discuss issues and receive advice related to PSC responsibilities under the new PSEA;
 - ✓ the **Human Resources Modernization Implementation (HRMI) Deputy Minister and Union Advisory Committee Structure**, to discuss common issues; and
 - ✓ the **Human Resources Modernization Implementation (HRMI) Deputy Minister Sub-Committee of Labour Relations and Dispute Resolution** and the **Working Group on Internal Conflict Management System**, to discuss issues related to the programs and services available to help departments develop their own modernized, effective and values-based approaches to recourse, as required under the PSMA.

Section IV - Plans and Priorities

Strategic Outcome

The following section outlines the strategic plans that will be pursued over the planning period to achieve the PSC's Strategic Outcome.

The PSC's Strategic Outcome is to provide Canadians with:

A highly competent, non-partisan and representative Public Service, able to provide service in both official languages, in which appointments are based on the values of fairness, equity and transparency

Supported by a flexible, highly delegated appointment process in which managers are held accountable for its proper use

In which the Public Service Commission independently oversees and safeguards the integrity of the appointment process

Summary

The Strategic Outcome will be achieved through the following priorities:

Outputs	Priorities	(\$000's)	Type of Priority
1. The PSC's responsibilities under the new PSEA for setting appointment policy and safeguarding the integrity of the appointment process are fully implemented.	<ul style="list-style-type: none"> Develop a flexible, enabling policy framework to assist managers in making appointment decisions. 	3,580	Ongoing
	<ul style="list-style-type: none"> Further delegate staffing authorities to Deputy Heads and encourage them to sub-delegate to as low a level as possible in their organizations. 	865	New
	<ul style="list-style-type: none"> Strengthen approach to oversight, using audit and investigations more intensively and effectively in order to enhance accountability both from Deputy Heads to the Commission, and from the Commission to Parliament. 	1,795	New
	<ul style="list-style-type: none"> Implement a new political activities regime which balances the rights of public servants with the need to preserve the political impartiality of the Public Service. 	541	New
	<ul style="list-style-type: none"> Manage essential oversight and non-delegated appointment responsibilities according to the current PSEA through the transition to the new PSEA. 	22,170	Previous
2. A modernized service vision is implemented in which delivery options are best suited to the needs of the Public Service.	<ul style="list-style-type: none"> Assist departments in considering options for the delivery of resourcing services that respond efficiently and effectively to their staffing needs. 	11,662	Previous
	<ul style="list-style-type: none"> Assist departments in developing a modernized, effective, and values-based approach to resolve staffing complaints. 	49,048	Previous
	<ul style="list-style-type: none"> Manage and provide essential programs and services throughout the transition to a new PSC organizational structure. 		Previous
3. A modernized governance structure for the Commission and organizational structure for the PSC are in place to support new PSEA obligations.	<ul style="list-style-type: none"> Change Commission governance structure and supporting operations to reflect its modernized roles and responsibilities, as well as the modernized responsibilities of the PSC. 	209	Previous
	<ul style="list-style-type: none"> Model good human resources management practices throughout the transition to a new PSC organizational structure. 	2,533	Ongoing
Other Priorities: These represent programs that are being transferred out of the PSC and new funding for translation of appeal decisions.		55,004	

Note: The PSC will proceed with the internal reallocation of its \$92 million Net Planned Spending following the current expenditure review and program activity architecture exercises.

Priority Details

- 1. The PSC's responsibilities under the new PSEA for setting appointment policy and safeguarding the integrity of the appointment process are fully implemented.**

As an independent agency reporting to Parliament, the PSC is responsible for setting appointment policy and safeguarding the overall integrity of the appointment process within the federal Public Service. The PSC's policies under the Act will need to be flexible enough to allow departments and agencies to develop their own customized approaches and policies.

The PSC is accountable to Parliament for this highly delegated, flexible appointment system and for how departments use it. We will, therefore, strengthen our approach to oversight, using audit and investigations intensively and effectively. We will develop indicators to assess the readiness of departments to take on increased authorities and their overall ongoing performance. We will work with them to ensure they are ready to accept increased delegations and we will monitor their progress.

Finally, under the new PSEA, the PSC will have an expanded role in establishing, applying and monitoring policies and /or regulations related to the political activities of public servants. These policies must balance the rights of public servants to participate in the political process with the need to preserve the impartiality of the Public Service.

The PSC recognizes that accountability for the integrity of the appointment process flows from deputy heads to the Commission and, in turn, from the Commission to Canadians through Parliament. In delivering our first output, we will fulfill our responsibility to protect the integrity of the appointment process for the benefit of Canadians.

Benefits for Canadians

Ongoing benefits

Appointments to the Public Service are undertaken with integrity and fairness and will be free of political or bureaucratic favouritism.

Public servants meet the highest standards of competence and non-partisanship, contributing to good government in Canada.

The Public Service is representative of the population it serves and able to serve Canadians in both official languages.

Canadians have equitable access to positions in the Public Service.

Medium-term to longer-term benefits

Appointments to the Public Service continue to be based on merit but with a new approach that streamlines and increases the efficiency of the process so that managers can respond quickly to evolving needs.

There is stronger departmental accountability for appointment decisions in the Public Service so that additional measures can be taken to safeguard against potential abuses.

The public's confidence in the political impartiality of public servants is assured while their right to engage in political activities is preserved.

Our key performance measures are the following:	Target Date
Infrastructure for new political activities regime is operational and roles, responsibilities and procedures are communicated to all interested parties.	2004/05
New policies and guidelines are provided to departments.	2005/06
Appointment authority for EX resourcing is extensively delegated to departments.	
Audits are launched in high-risk areas.	

We will implement our responsibilities under the new PSEA via the priorities that follow.

Priority : Develop a flexible enabling policy framework to assist managers in making appointment decisions

Plans	Completion
Develop an oversight vision and an integrated framework of policy, accountability and delegation activities.	2004/05
Develop a suite of policies and associated guidelines and communication and support tools for departments (Includes Executive Group and Employment Equity resourcing strategies).	
Provide information/orientation sessions to stakeholders and in particular to departmental HR/staffing specialists, managers and employees.	2005/06
Develop other policy instruments as required (e.g., regulations, Exclusion Approval Orders, Governor-in-Council appointments).	

Priority : Further delegate staffing authorities to Deputy Heads and encourage them to sub-delegate to as low a level as possible in their organizations

Plans	Completion
Identify criteria for delegation as well as areas for further delegation (e.g., EX resourcing, EE programs).	2004/05
Develop new staffing delegation and accountability agreements and supporting instruments.	
Establish criteria and processes to allow for deployment of staff from separate employers.	
Implement new staffing delegation and accountability agreements.	2005/06
Support and adjust to respond to ongoing queries from departments on their delegated responsibilities.	

Priority : Strengthen approach to oversight, using audit and investigations more intensively and effectively in order to enhance accountability both from Deputy Heads to the Commission, and from the Commission to Parliament

Plans	Completion
Develop a risk framework.	2004/05
Establish audit methodology and standards and develop audit capacity.	
Establish tools and performance indicators to actively monitor Staffing Delegation and Accountability Agreements and report on results.	

Priority : Implement a new political activities regime which balances the rights of public servants with the need to preserve the political impartiality of the Public Service

Plans	Completion
Consult with stakeholders on political activities regime and approach.	2004/05
Develop administrative and operational policies, procedures and operational capacity for investigations, granting permission/leave for political candidacy and defining prohibited political activities.	
Develop and provide communication tools, information and orientation sessions for departmental HR/staffing specialists, managers and employees.	

Priority: Manage essential oversight and non-delegated appointment responsibilities according to the current PSEA through the transition to the new PSEA

Plans	Completion
During the transition period to the new PSEA, provide guidance and exercise oversight and appointment responsibilities.	2004/05

2. A modernized service vision is implemented in which delivery options are best suited to the needs of the Public Service.

The PSC has for many years provided services that support the employer's need to plan for future human resources requirements. One of the objectives of the PSMA was to clearly distinguish between this service role and the PSC's primary role of independent oversight and protection of a meritorious, non-partisan appointment process. To better fulfill this latter role, the PSC will create an almost "autonomous" service agency.

To accomplish this, we will work closely with other new or existing organizations to which PSC services will migrate. Our efforts will focus on ensuring that departments can take charge of the delivery of their own resourcing services and that these services respond efficiently and effectively to staffing needs.

In the specific case of the new recourse regime introduced under the PSMA, the PSC will help departments develop their own internal, effective, values-based approaches aimed at resolving staffing-related complaints early and informally. We will also work closely with the newly created Public Service Staffing Tribunal to provide advice and assistance in the implementation of third-party recourse.

The PSC will continue to manage and provide services until they are devolved.

Benefits for Canadians

Ongoing benefits

Representative, qualified candidates are referred to departments and agencies that are seeking to hire from outside the federal Public Service.

A timely, efficient and values-based staffing recourse system helps to ensure a smooth transition until the new PSEA obligations come into force.

Medium-term to longer-term benefits

Canadians and parliamentarians have voiced concern about the use of geographic criteria to determine eligibility to apply for a federal Public Service job. Access to job opportunities is increased to the extent that resources to develop e-recruitment technology are available. Development of our e-recruitment technology means that, within a four-year period, all officer-level jobs advertised outside the Public Service are accessible to all Canadians. As well, the technology allows applicants to target their job search, to receive on-line assistance in completing their application, and to receive feedback on the status of their application.

Client departments and agencies have more direct authority to recruit externally and have access to the necessary electronic tools to screen the volumes of applications and to conduct timely selection processes.

Until the new PSEA obligations come into force, recourse initiatives provided by the PSC contribute to the general wellness of the federal workplace and assist in “closer to the workplace” resolutions. Informal and timely resolution processes contribute to a more harmonious and productive working environment in the Public Service and thus enhance service to Canadians.

In the longer term, timely, efficient and flexible values-based staffing recourse systems owned by Public Service managers will provide for settlements of staffing conflicts closer to the workplace.

Our key performance measures are the following:	Target Date
Enhancements to the e-recruitment system increase access to job opportunities for Canadians through increased use of competition with national area of selection.	2006/07
Systematic analysis provides information about the effectiveness of our assessment products and services.	Periodic
The Early Intervention process in staffing disputes is used increasingly.	2004/05
Quality of appeal decisions and investigation reports is confirmed through results of the judicial review process and monitoring of the timeliness of recourse processes.	2004/05

The PSC will implement a modernized service vision via the priorities that follow.

Priority : Assist departments in considering options for the delivery of resourcing services that respond efficiently and effectively to their staffing needs

Plans	Completion
Establish a separate, well-defined, service agency within the PSC and engage departments in considering service delivery options.	2004/05
Devolve service delivery in accordance with rationalization decisions taken to distinguish the PSC's service roles from those related to safeguarding the integrity of the appointment process.	2005/06
Implement an e-recruitment strategy, including the development and implementation of electronic tools.	2006/07

Priority : Assist departments in developing a modernized, effective, and values-based approach to resolve staffing complaints

Plans	Completion
During the transition period, provide ongoing, timely, informal conflict resolution processes (early interventions and mediations).	2004/05
Contribute to the creation of a respectful and trusting workplace and provide a model to departments as they develop internal recourse mechanisms by providing informal conflict resolution processes and values-based decisions.	

Priority : Manage and provide essential programs and services throughout the transition to a new PSC organizational structure

Plans	Completion
Deliver high quality recruitment and assessment services pending the orderly implementation of new service delivery options.	Ongoing
During the transition period, provide ongoing, timely, formal recourse processes until new PSEA obligations come into force.	2004/05

3. A modernized governance structure for the Commission and organizational structure for the PSC are in place to support new PSEA obligations.

Previous plans and priorities describe how we will fulfill our responsibilities under the new PSEA, and work with stakeholders and clients to implement a modernized vision for service delivery. We now focus on the impact these efforts will have on the internal workings of the PSC and its Commission.

The PSC continues to exist under the new PSEA, however, the Act modifies the Commission's composition, roles and responsibilities. The new PSC will be a smaller organization with a greater focus on audit and investigation supporting oversight of the appointment process.

The structure of the newly constituted Commission will require modification to how the Commission conducts its business. Formerly, the Commission comprised three full-time Commissioners, one of whom was the President and deputy head of the agency. Under the new PSEA, the President became the full-time Chief Executive Officer, supported by two part-time Commissioners.

To better fulfil its obligations/mandate, the PSC will adjust its financial and human resources, taking into account the government-wide expenditure review now underway.

The planning period will be one of significant change for the PSC and its employees. We will strive to be a model employer, adhering throughout to modern comptrollership and human resources management best practices. We will continue to value the needs and concerns of our employees during the transition to the modernized governance and organizational structures that best meet our obligations under the new PSEA.

Benefits for Canadians

Ongoing benefits

Support provided to employees in managing their careers enables them to handle professional or personal challenges raised by the transformation and to provide quality service to their clients.

Our key performance measures are the following:	Target Date
Results of the Public Service Employee Survey are maintained or improved. Employee satisfaction with the products and services related to the <i>People First</i> strategy are also maintained or improved.	2004/05
Continuous learning is promoted and performance feedback reports and learning plans are skill-centred.	

We will support the implementation of a modernized governance structure internally via the priorities that follow.

Priority : Change Commission governance structure and supporting operations to reflect its modernized roles and responsibilities, as well as the modernized responsibilities of the PSC

Plans	Completion
Develop and implement new governance and organizational structures that support the modernized visions of oversight and service delivery, while continuing to support obligations under existing legislation.	2004/05

Priority : Model good human resources management practices throughout the transition to a new PSC organizational structure

Plans	Completion
Emphasize the welfare of staff as a top priority by promoting regular and open two-way communication between and among all levels of the PSC.	Ongoing
Support a values-based workplace and foster continuous employee development and learning.	

Key Government Themes and Management Initiatives

Service Improvement Initiative

The PSC's service improvement plan is focussed on maintaining a high level of client satisfaction with the information provided to Canadians about job opportunities in the federal Public Service and the application process.

We will continue to provide Canadians with accessible, responsive and professional internet, telephonic and in-person services to assist them in applying for employment opportunities in the federal Public Service.

In the short term, we plan to identify and confirm our external client services and our client satisfaction measurement tool and to build on PSC activities to date.

We plan to update and publish our client-focussed service standards and satisfaction results on the PSC web site, and to report on progress in 2004/2005. We will continue to measure client satisfaction with our recruitment operations and undertake improvements as required.

Government On-Line

Key Government On-Line drivers for PSC service delivery include merit protection, improved efficiency, strengthened competition with other employers and an improved image of the Public Service.

The PSC has continued to build e-recruitment capability in the Public Service by harnessing the power of Internet technology. By implementing on-line screening and other automated staffing processes, the Internet is being exploited to effectively assist managers and human resources professionals in reaching top-notch applicants. This is the best means of addressing the workload issues associated with increased volumes resulting from national areas of selection.

The Federal Student Work Experience Program (FSWEP) allows students seeking work experience with the government, to submit their applications on-line. A national inventory allows PSC staff to perform searches and make referrals to managers in client departments.

The Post-Secondary Recruitment (PSR) program allows recent graduates to apply via the Internet for various career choices; in 2003, 75,000 applications were received.

Expansion of e-recruitment capability is the objective of a pilot project, involving the PSC's web-based Public Service Resourcing System (PSRS) in two PSC regional offices. Applicants are able to view jobs and submit applications on-line and receive updates on the status of their application. In 2003 almost 90% of the 380,000 applications were received via the Internet. Automated screening tools are designed to reduce the time to hire and to ease workplace burdens while respecting the merit principle. It is expected that PSRS will support government-wide e-recruiting in the near future.

For Canadians who do not have access to the Internet, the PSC has developed Infotel, national toll-free telephone service. Infotel provides the same information as the <http://jobs.gc.ca> web site, so job-seekers who do not have Internet can gain access to Government of Canada job opportunities. More information on the PSC's Government On-line strategy can be found at: http://www.psc-cfp.gc.ca/centres/gol_strat_e.htm.

Modern Comptrollership Initiative

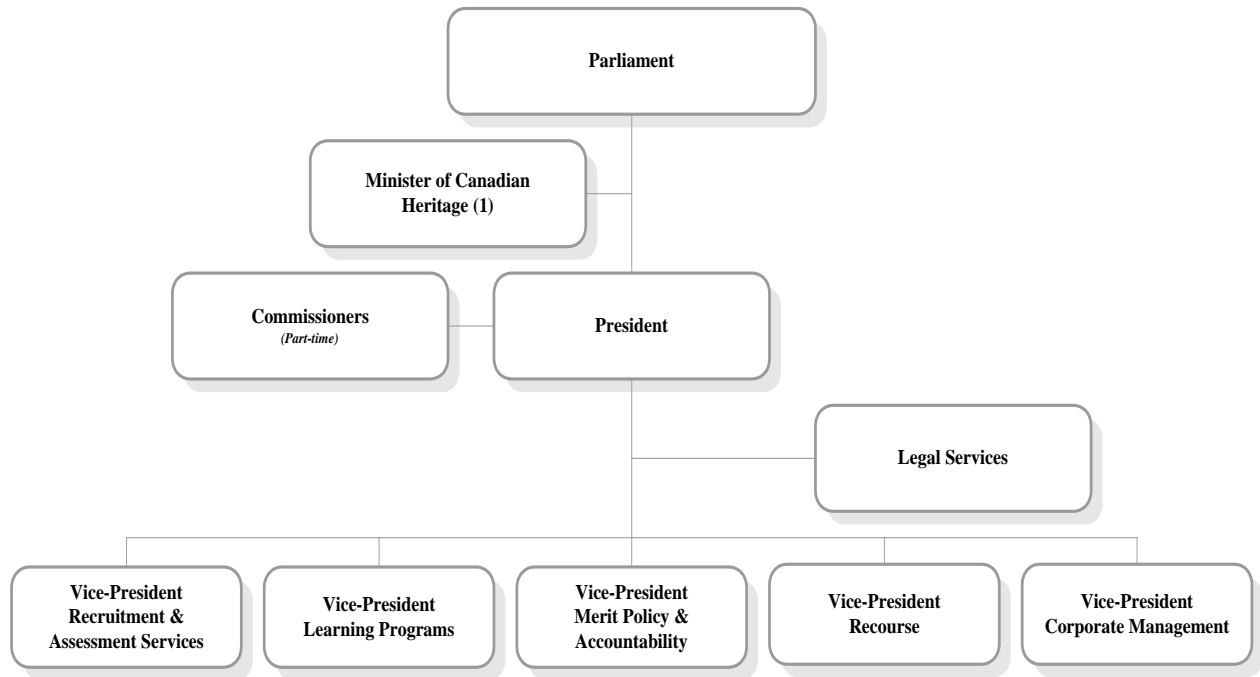
Over the planning period, the PSC will implement Modern Comptrollership as the foundation to modern management. To do so, we will promote, develop and implement an integrated approach to modern management by finalizing and implementing the PSC Modern Management Action Plan.

A draft Action Plan has been developed, but due to the modernization of human resources management throughout the government, the impact of Bill C-25 (PSMA) and the PSC's internal transformation, it was necessary to postpone the validation and finalization of the Modern Management Action Plan in 2004-2005. Working within the framework of the new Act, the Modern Comptrollership priorities will be reviewed to include special emphasis on the proposed integrated risk management framework for the PSC.

Additionally, key issues in support of the Management Accountability Framework will be integrated. This will provide managers with an overall framework for high organizational performance.

Section V - Organization

Organizational Structure and Accountability



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

The Vice-President, Recruitment and Assessment Services, is accountable for the [Resourcing business line](#). The Branch responsibilities include operational policy and program design, as well as the delivery of products and services through regional and district offices.

The Vice-President, Learning Programs is on assignment to the Canada School of Public Service where learning activities were transferred.

The Vice-President, Merit Policy and Accountability, is accountable for the [Oversight and Outreach business line](#). The Branch gathers the main PSC policy, regulatory, information management and monitoring functions together, and performs strategic analysis, research and environmental scanning. It also supplies strategic information through the monitoring, assessment and review of PSC policies and programs and through the monitoring of the health of the Public Service. It is involved in reporting to Parliament and other parties, in conducting liaison with various stakeholders, and in providing communication services and products on behalf of the PSC.

The Vice-President, Recourse, is accountable for the [Recourse business line](#). This Branch is responsible for conducting appeals and investigations/inquiries under various sections of the PSEA concerning staffing processes.

The Vice-President, Corporate Management, is accountable for the [Corporate Services business line](#). This Branch is a centre of functional expertise responsible for protecting and promoting corporate interests by managing corporate policies and providing services and systems in support of all PSC programs.

A detailed description of each Business Line may be found on our web site.

Our Responsibilities

The PSC has exclusive and non-exclusive responsibilities which are summarized below.

Exclusive Responsibilities

In the fulfilment of its mission and mandate as an independent agency, the PSC is responsible for the administration of the PSEA. The PSEA gives the PSC exclusive authority to make appointments in government departments and agencies that do not have separate staffing authority under specific legislation. The PSC's exclusive responsibilities pursuant to the PSEA include:

- making appointments to and within the Public Service according to merit;
- making regulations, developing and administering processes, and establishing standards;
- operating an appeals system and a recourse process and conducting investigations;
- auditing and monitoring staffing activities;
- administering sections of the PSEA pertaining to the political activities of public servants;
- making exclusions from the operation of the PSEA; and
- reporting to the Governor-in-Council on matters relating to the application of the PSEA and to Parliament on activities of the PSC and departments.

The PSEA enables the PSC to delegate its authority to make appointments to departments and agencies. Through staffing delegation and accountability agreements, the PSC entrusts departments and agencies with a major role and responsibility in selection and appointment and holds them ultimately accountable to the PSC.

Non-Exclusive Responsibilities

The PSC is responsible for certain functions that are not exclusively in its domain although consistent with its mandate. Some activities are assigned by the Governor-in-Council or carried out at the request of Treasury Board. These include:

- audits of certain human resources management functions;
- provision of expertise in the prevention and resolution of workplace harassment conflicts;
- career development and counselling for executives; and
- administration and implementation of special measures and employment equity (EE) programs.

The PSC shares responsibilities under the *Employment Equity Act* with Treasury Board because of its authority over staffing in the Public Service. The PSC may also carry out, under its own activities, the implementation of programs in a manner to further EE in the Public Service, as well as adopt regulations respecting the appointment of persons from EE designated groups.

Note:

Until the end of March 2004, professional training, language training and development programs (ADMPQP, AETP, AEXDP, CAP, Interchange Canada, MTP) as well as human resources planning were PSC responsibilities.

As of April 2004, professional training and language training are part of the new Canada School of Public Service; development programs as well as human resources planning are part of the new Public Service Human Resources Management Agency of Canada.

Departmental Planned Spending

(\$ thousands)	Forecast Spending 2003–2004	Planned Spending 2004–2005	Planned Spending 2005–2006	Planned Spending 2006–2007
Resourcing	68,400	71,644	68,167	68,167
Learning	33,383	45,683	45,919	34,834
Recourse	6,560	6,660	6,658	6,658
Oversight and Outreach	13,894	14,138	14,128	14,128
Corporate Services	22,010	23,279	23,042	23,042
Budgetary Main Estimates (gross)	144,247	161,404	157,914	146,829
Non-Budgetary Main Estimates (gross)				
<i>Less: Respendable revenue</i>	13,689	13,995	14,415	14,847
Total Main Estimates (note 1)	130,558	147,409	143,499	131,982
Adjustments				
Forecast Spending (note 2)	16,022			
Resourcing (note 3)				
Development Programs		(20,856)	(20,856)	(20,856)
Oversight and Outreach (note 3)				
HR Planning - Part of Research		(1,192)	(1,192)	(1,192)
Learning (note 3)				
Language training and professional training		(31,594)	(31,410)	(note 4) (19,893)
Corporate Services (note 3)		(1,806)	(1,805)	(1,805)
Recourse (note 5)		444	0	0
Total Adjustments	16,022	(55,004)	(55,263)	(43,746)
Net Planned Spending (note 6)	146,580	92,405	88,236	88,236
<i>Less: Non-respendable Revenue</i> (note 7)	100	0	0	0
<i>Plus: Cost of Services Received without Charge</i>	21,275	13,383	13,268	12,851
Net cost of Program	167,755	105,788	101,504	101,087
Full Time Equivalent s	1,489	920	905	905

Note 1. Major changes in the Total Main Estimates figures from 2004-2005 to 2005-2006 are mostly attributable to the sunset in the funding of the e-recruitment initiative.

Note 2. Reflects the best forecast of total net planned spending to the end of the fiscal year as per February 2004 financial data.

Note 3. As a result of the implementation of the PSMA, the adjustments to the Planned Spending figures reflect Program and Corporate Services resources that will be transferred from the PSC to the newly-created Public Service Human Resources Management Agency of Canada and the Canada School of Public Service as of April 1, 2004. Transfers exclude the portion of the \$600,000 PSC contribution to the Federal Budget reduction.

Note 4. The 2006-2007 figures reflect the sunset of funds related to language training under the *Action Plan for Official Languages*.

Note 5. Reflects the additional funding in order to fulfill all the legal obligations under the *Official Languages Act* as it relates to the translation of Appeal Board decisions.

Note 6. The PSC will proceed with the internal reallocation of the \$92 million Net Planned Spending following the current expenditure review and program activity architecture exercises. As a result, it is anticipated that the bulk of the resources will be equally distributed between the Resourcing and the Oversight and Outreach business lines. In addition, the creation of the Public Service Staffing Tribunal will result in the transfer of a portion of the Recourse business line; a portion (approximately \$3.7 million) will remain with the PSC to allow the organization to fulfill its investigations responsibilities.

Note 7. Reflects a nil amount as a result of the Learning Business Line transfer to the Canada School of Public Service as of 2004-2005.

Section VI - Annexes

Annex 1: Sources of Respendable and Non-Respendable Revenue

Respendable Revenue

(\$ thousands)	Forecast Revenue 2003–2004	Planned Revenue 2004–2005	Planned Revenue 2005–2006	Planned Revenue 2006–2007
Learning Business Line (note 1)				
Sources of respendable revenue:				
Staff Development and Training Revolving Fund				
Course fees and services	11,356	0	0	0
Subsidy	2,686	0	0	0
Total Respendable Revenue	14,042	0	0	0

Non-Respendable Revenue

(\$ thousands)	Forecast Revenue 2003–2004	Planned Revenue 2004–2005	Planned Revenue 2005–2006	Planned Revenue 2006–2007
Learning Business Line (note 1)				
Source of non-respendable revenue:				
Discretionary Language Training Services	100	0	0	0
Total Non-Respendable Revenue	100	0	0	0
Total Respendable and Non-Respendable Revenue	14,142	0	0	0

Note 1. Reflects a nil amount as a result of the Learning Business Line transfer to the Canada School of Public Service as of 2004-2005.

Annex 2: Net Cost of Program for the Estimates Year

(\$ thousands)	Total
Net Planned Spending	92,405
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	8,705
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	4,276
Workers' compensation coverage provided by Human Resources Development Canada	110
Salary and associated expenditures of legal services provided by Justice Canada	292
	13,383
<i>Less: Non-Respendable Revenue (note 1)</i>	0
2004–2005 Net cost of Program	105,788

Note 1. Reflects a nil amount as a result of the Learning Business Line transfer to the Canada School of Public Service as of 2004-2005.

Annex 3: Staff Development and Training Revolving Fund - Statement of Operations

(\$ thousands)	Forecast 2003–2004	Planned 2004–2005	Planned 2005–2006	Planned 2006–2007
Respendable Revenue	14,042	0	0	0
Expenses				
Salaries and employee benefits	6,143	0	0	0
Transportation and communications	302	0	0	0
Information	180	0	0	0
Professional and special services	4,401	0	0	0
Rentals	1,062	0	0	0
Purchased repairs and upkeep	0	0	0	0
Utilities, materials and supplies	262	0	0	0
Depreciation	14	0	0	0
Other	585	0	0	0
Total expenses	12,949	0	0	0
Surplus (Deficit) (note 1)	1,093	0	0	0

Note 1. Reflects a nil amount as a result of the Learning Business Line transfer to the Canada School of Public Service as of 2004-2005.

Annex 4: Staff Development and Training Revolving Fund - Statement of Cash Flows

(\$ thousands)	Forecast 2003–2004	Planned 2004–2005	Planned 2005–2006	Planned 2006–2007
Surplus (Deficit) (note 1)	1,093	0	0	0
Add non-cash items:				
Depreciation/amortisation	14	0	0	0
Provision for employee termination benefits	200	0	0	0
Investing activities:				
Acquisition of depreciable assets	0	0	0	0
Cash surplus (requirement)	1,307	0	0	0

Note 1. Reflects a nil amount as a result of the Learning Business Line transfer to the Canada School of Public Service as of 2004-2005.

Annex 5: Staff Development and Training Revolving Fund - Projected Use of Authority

(\$ thousands)	Forecast 2003–2004	Planned 2004–2005	Planned 2005–2006	Planned 2006–2007
Authority (note 1)	2,000	0	0	0
Surplus (Drawdown):				
Balance as at April 1	5,736	0	0	0
Projected surplus (Drawdown)	1,093	0	0	0
	6,829	0	0	0
Projected Balance at March 31	8,829	0	0	0

Note 1. Reflects a nil amount as a result of the Learning Business Line transfer to the Canada School of Public Service as of 2004-2005.

Other Information

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Statutory and Departmental Reports

The following documents are available from the Public Service Commission of Canada:

- *PSC Annual Report (2002-2003)*
http://www.psc-cfp.gc.ca/centres/annual-annuel/2003/index_e.htm
- *PSC Departmental Performance Report (2002-2003)*
http://www.tbs-sct.gc.ca/rma/dpr/02-03/PSC-CFP/PSC-CFP03D_e.asp

Most common acronyms

Acronyms	Description
ADMPQP	Assistant Deputy Minister Prequalification Process
AETP	Accelerated Economist Training Program
AEXDP	Accelerated Executive Development Program
CAP	Career Assignment Program
EE	Employment Equity
EEA	<i>Employment Equity Act</i>
EX	Executive Group
FSWEP	Federal Student Work Experience Program
HR	Human Resources
HRM	Human Resources Management
HRMI	Human Resources Modernization Implementation
MTP	Management Trainee Program
PSC	Public Service Commission
PSEA	<i>Public Service Employment Act</i>
PSMA	<i>Public Service Modernization Act</i>
PSR	Post-Secondary Recruitment
PSRS	Public Service Resourcing System
PSST	Public Service Staffing Tribunal
TBS	Treasury Board Secretariat