



Public Service Staff Relations Board

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

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 public funds.

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Public Service Staff Relations Board

**2002-2003
Estimates**

A Report on Plans and Priorities

Approved

Minister

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SECTION I: MESSAGES

Chairpersons message

Labour relations in the Public Service are at crossroads. After more than thirty years under a system that has served us fairly well especially in the late 60s, 70s and early 80s, the time has come to seek ways to rejuvenate the processes of collective bargaining and grievance adjudication in the federal Public Service. *The Advisory Committee on Labour Management Relations in the Federal Public Service*, headed by John Fryer, released in June 2001 its second and final report, *Working Together in the Public Interest*. We are hopeful that the recommendations made by this Study Group, along with those to be made by the *Task Force on Modernizing Human Resources Management* chaired by Ranald Quail will provide the necessary impetus for constructive change.

The mandate of the Board will more than likely be affected by the decisions made by the government on the future of human resources management. Although we cannot predict the level of change to come, we can nevertheless ensure that the Board is structured in a way that it can respond effectively and quickly to a realignment of priorities.

The expeditious handling of proceedings referred to it in accordance with the rules of natural justice continues to be the chief priority of the Board. The essential functions performed by the Board are non-discretionary in nature and must be provided at the request of the parties. The Board, nevertheless, believes that it is imperative that these functions be provided in the most cost-effective and timely manner.

The Board conducted its second client satisfaction survey in the fall of 2001. The final report is expected in early 2002. Although preliminary results indicate an overall satisfaction level that is very acceptable, the Board will continue to tailor its policies and practices to best meet the needs of its clients.

An external evaluation of the mediation pilot project which ran from September 1999 to September 2000 concluded that it had achieved a high degree of credibility and party satisfaction. Given the resounding success of the pilot project, the timely provision of mediation in grievance and complaint procedures will continue on a permanent basis.

The Board expects a considerably high turnover of staff in the next five years and beyond, due mostly to retirements. Succession planning is therefore critical at this point to ensure uninterrupted performance during and after the transition period.

In addition to delivering its essential functions, the Board is actively participating in government-wide initiatives such as Modern Comptrollership and Government On-Line.

Yvon Tarte
Chairperson

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2002-2003

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities (RPP) for the Public Service Staff Relations Board.

To the best of my knowledge the information in this document:

- accurately portrays the Board's plans and priorities;
- is consistent with the reporting principles contained in the *Guide to the preparation of the 2002-2003 Report on Plans and Priorities*;
- is comprehensive and accurate;
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning, Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____

Yvon Tarte
Chairperson

Date: February 2002

SECTION II: RAISON DÍ TRE

Our mission at the Public Service Staff Relations Board is to promote and support harmonious employer-employee relations in the federal Public and Parliamentary Service, hence enabling the government to provide its services to Canadians with a minimum of disruption.

We shall:

- Conduct hearings in accordance with the law and render timely decisions
- Assist the parties, where possible, to resolve their differences on their own
- Ensure that all processes are impartial and open
- Consult with the parties to facilitate and improve the Board's processes
- Educate and inform clients and the public on the Board's role, services and jurisprudence
- Promote a work environment that fosters the development of a knowledgeable and co-operative staff
- Ensure efficient and effective use of our resources

SECTION III: PLANS AND PRIORITIES

Ultimately the labour relations concerns of public servants, their bargaining agents and the Public Service employers become the factors determining the workload of the Board, both in quantity and type of dispute requiring attention.

The Task Force on Modernization of the Human Resources Management in the Public Service is currently looking at the future direction of labour relations. Recommendations from the Task Force will undoubtedly affect the status and mandate of the Board. While we are not positioned to predict the level of change deriving from the above, we can nonetheless ensure that the Board has the organizational structure suitable to respond effectively to new priorities.

A major increase in 2001-02 in the number and complexity of conciliations and of conciliation and arbitration boards, as well as the additional workload resulting from the creation of separate agencies was more than the Board could manage within its budget allocation. Hence, a submission for additional funding for 2001-02 was submitted to and approved by Treasury Board in December 2001. It should be noted that the implementation of recommendations from the Task Force on human resources modernization may necessitate a full-scale review of the resourcing base for the Board, which may result in another submission for revised funding levels.

The changing labour relations climate may further result in more numerous displacement applications by bargaining agents with the resulting requirement for the Board to conduct hearings, investigations and representation votes.

The implementation of the Universal Classification Standard in the Central Administration has been deferred to a later date. Once UCS is implemented, we can expect an increase in the number of grievances submitted to the Board for adjudication, since UCS has the potential of bringing about disagreement over work descriptions, pay rates and classification.

As part of its communications strategy, the Board will release in early 2002-03 an educational video on grievance mediation. This video, which will be distributed to a wide audience of bargaining agent and employer representatives, will be used in mediation training and awareness sessions. The public will also be able to view the video directly from our Web site at www.pssrb-crtp.gc.ca. Funding from Justice Canada's dispute resolution fund largely contributed to the production of this video.

The Board is contemplating the possibility of producing videos on other services it offers such as adjudication and expedited adjudication. This will only be possible if funding sources are identified.

The Board conducted its second client satisfaction survey in the fall of 2001. The final report is expected in early 2002. Although preliminary results indicate an overall satisfaction level that is very acceptable, the Board received confirmation through the survey that improvements were required in some areas. In its continued effort to achieve a high compliance rate with its performance standards related to the handling and disposition of proceedings referred to it, the Board has already taken some measures to address areas of concern. Results of the survey will be found on our Web site at www.pssrb-crffo.gc.ca. The Board plans to conduct its next survey in 2004-05.

An external evaluation of the Board's one-year mediation pilot project, which ended in September 2000, concluded that the project had achieved a high degree of credibility and party satisfaction. The timely provision of mediation in grievances and complaints procedures will therefore continue on a permanent basis, hence decreasing the number of matters referred to adjudication and improving long-lasting relations between the parties. Mediation training workshops for federal government departments and agencies and unions will continue over the next 3 years.

As reported in our last Report on Plans and Priorities, the Board wants to establish a developmental assignment program within its Dispute Resolution Services division for labour and management representatives. The program is scheduled to begin on April 1, 2002.

The Board is starting to feel the impact of baby boomers reaching retirement age. Over the next five years, a turnover of close to 20% of its workforce is expected. A succession planning strategy is being implemented to ensure the continued effective performance of the Board during and after the transition period.

In addition to delivering its essential functions, the Board is actively participating in government-wide initiatives. For example, we plan to proceed during the last quarter of 2001-2002, with an assessment of our management practices. Results of the assessment will assist the Board in the development of its implementation plan for Modern Comptrollership. Furthermore, we plan to launch in early 2002 our redesigned Web site, which will meet most of the common look and feel requirements of the Government On-Line initiative.

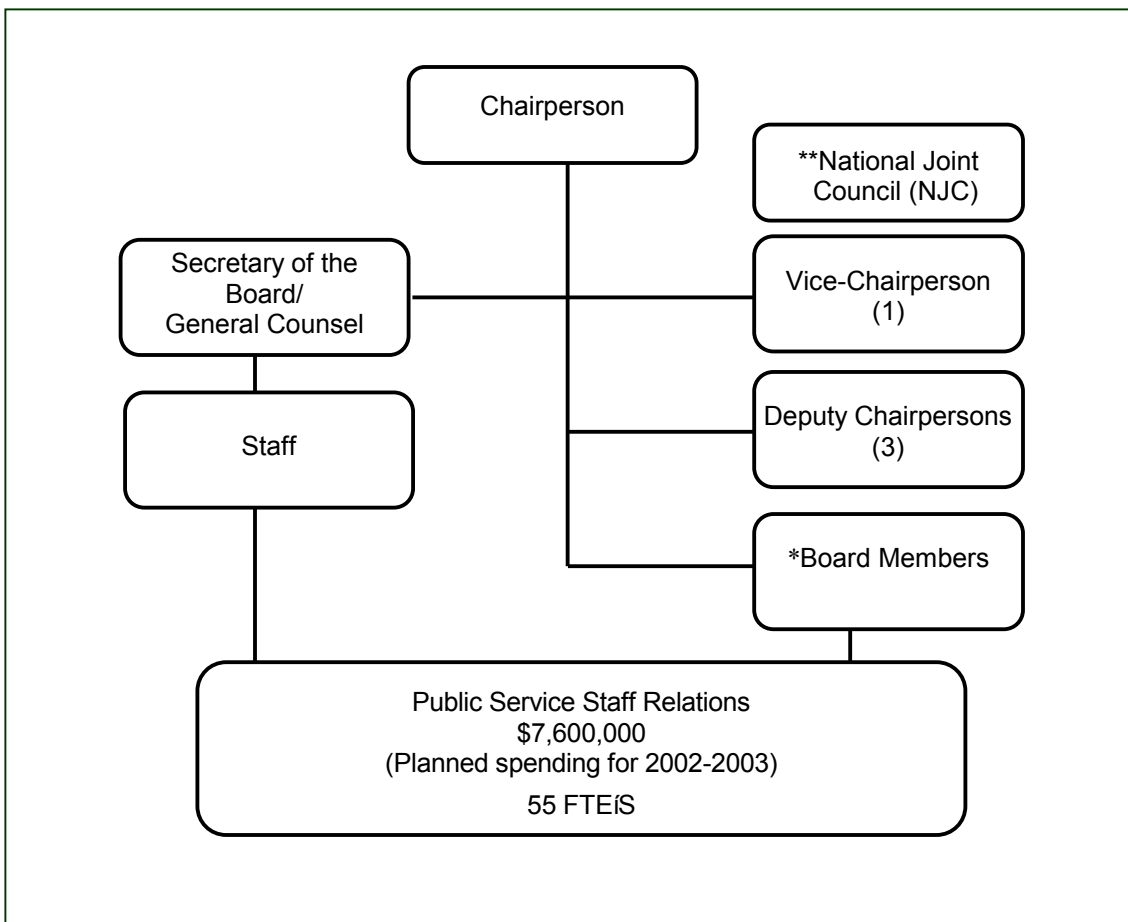
SECTION IV: ORGANISATION

4.1 Strategic Outcome and Business Line

The Public Service Staff Relations Board has one business line: public service staff relations, and one strategic outcome: an environment that fosters harmonious labour relations in the federal Public Service workplace, thereby minimizing the possibility of labour unrest which could result in the disruption in the implementation of government programs.

4.2 Accountability

Public Service Staff Relations Board (PSSRB)



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

** The Board has no direct involvement in the operations of the National Joint Council.

The Board is responsible to Parliament through such Minister of the Crown, other than a member of the Treasury Board, as the Governor in Council may designate. During virtually all of the years since the Board's inception, the designated Minister has been the President of the Queen's Privy Council for Canada. The Minister's responsibility under the Act is to lay the Board's annual report before Parliament each year and to sign such documents as are required pursuant to the Financial Administration Act. The Minister is also the line of communication with the Governor in Council for purposes of appointments to the Board.

4.3 Departmental Planned Spending

(\$ millions)	Forecast Spending 2001-2002*	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Budgetary Main Estimates	5.8	5.9	5.9	5.9
Plus:				
Adjustments **	1.4	0	0	0
Cost of services received without charge	1.7	1.7	1.7	1.7
Net Cost of Program	8.9	7.6	7.6	7.6
Full time Equivalents	54	55	55	55

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

** Adjustments represent approvals obtained since the Main Estimates and include those obtained through Supplementary Estimates.

**ANNEX A: NET COST OF PROGRAM FOR THE ESTIMATES
YEAR**

(\$ millions)	Public Service Staff Relations
Net Planned spending (Gross Budgetary and Non-budgetary Main Estimates)	5.9
Plus	
Services received without charge	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1.4
Contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat	.3
2002-2003 Net Program Cost	7.6

ANNEX B: OTHER INFORMATION

Listing of Statutes and Regulations Administered by the Public Service Staff Relations Board

- *Public Service Staff Relations Act*, R.S.C. 1985, c. P-35
- P.S.S.R.B. Regulations and Rules of Procedure, 1993
- *Parliamentary Employment and Staff Relations Act*, R.S.C. 1985 (2d Supp.), c. 33
- P.E.S.R.A. Regulations and Rules of Procedure
- Certain provisions of Part II of the *Canada Labour Code*, R.S.C. 1985, c. L-2
- *Yukon Education Act* ñ Part 10 ñ Teachers Staff Relations, S.Y. 1989-1990, c. 25
- Yukon Teachers Staff Relations Board Regulations and Rules of Procedure
- *Yukon Public Service Staff Relations Act*, R.S.Y. 1986, c. 142
- Regulations and Rules of Procedure of the Yukon Public Service Staff Relations Board

References

Listing of Statutory and Departmental Reports

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

Contacts for Further Information

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X-400: /c=ca/a=govmt.canada/p=gc+pssrb.crtfp/s=courrier/g=mail

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