



# Public Service Commission of Canada



For the  
period ending  
March 31, 1997



Improved Reporting to Parliament —  
Pilot Document

Canada

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

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

Performance Report

For the  
period ended  
March 31, 1997

**Public Service Commission**

**Performance Report**

**For the Period Ended March 31, 1997**

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The Honourable Sheila Copps  
Minister of Canadian Heritage

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## 1.0 President's Message

The Public Service Commission (PSC), with its roots in the past century, assumed its modern form in 1966, following the passage of the *Public Service Employment Act*. Through the years, it has been safeguarding, in the public interest, the merit principle, non-partisanship and representativeness in the federal Public Service.

Today, the federal Public Service is undergoing dramatic changes to get government right for Canadians, modernize service delivery and enhance responsiveness to citizens. As a key player in this changing environment, the Public Service Commission is also revisiting its own role and repositioning its structure, programs, policies and processes.

The PSC will play a major role in the challenges facing the Public Service in the short to medium-term: the renewal and restructuring of the Public Service, and the need for greater representativeness within its ranks. Its change initiatives are highlighted in the pages of this annual *Performance Report* for the period ended March 31, 1997.

I recognize the adjustments that rapid change can require, and I appreciate the good work our employees continue to perform in the face of these challenges. I am therefore pleased to have the opportunity to present this document on behalf of the Public Service Commission of Canada. It demonstrates the efforts of the people within our organization to provide the best possible service to Canadians.



## **2.0 Departmental Overview**

The mandate described in this report is as defined in the Operational Planning Framework (OPF) reported in the PSC's Estimates Part III of 1996-97. In its 1998-99 Report on Plans and Priorities, the PSC will outline its mandate, mission and vision as reworded in the Planning, Reporting and Accountability Structure (approved in the summer of 1997) to explain more fully and facilitate a better understanding of its new direction.

### **2.1 Mandate**

The Public Service Commission of Canada is the parliamentary agency responsible for the appointment of qualified persons to and within the Public Service, and for delivering certain training and development programs, carried out mostly under delegation of authority from the Treasury Board.

### **2.2 Mission**

To ensure that the people of Canada are served by a highly competent Public Service that is nonpartisan and representative of Canadian Society.

### **2.3 Vision**

The PSC fulfils its mandate and mission based upon its strategic vision and values - vision and values that define its approach and contribution to the management of human resources in the federal Public Service.

- Parliament's objective, fair and independent guardian of merit, the essence of the professional Public Service, and a guardian of public service values;
- an independent thinker, innovator, analyst, planner and advisor on the country's need for a highly competent, nonpartisan and representative federal Public Service;
- a key player in the people management of the federal Public Service and a key partner in the facilitation of public service renewal and change;

- a cluster of strategic and focused centres-of excellence related to its mandate - recruitment and selection, training and development, language training, recourse and review; and
- a model of excellent human resources management practices in a constrained public service environment.

## 2.4 Objectives

- Recruit and promote on the basis of merit;
- ensure fairness, equity and transparency in staffing;
- provide impartial recourse and review;
- deliver responsive and effective training and development;
- exercise leadership and integrity in human resource management; and
- act as a cohesive and effective organization.

## 2.5 Priorities

The key priorities for the Public Service Commission are:

- **Adaptation and Innovation:** The first goal of this priority is to build, enable and support the Public Services's capacity to adapt and innovate through a focus on resourcing frameworks and systems. Another goal is to strengthen the PSC's strategic capacity to become a better independent thinker, innovator, analyst, planner and advisor.
- **The Renewal of the Public Service:** As the independent steward of the fundamental values of a professional, non partisan Public Service, the PSC will increasingly strengthen its role as a partner in human resources planning and development in the Public Service by developing strategies and initiatives to help manage the talent pool at all levels, including a focus on development and recruitment.
- **Monitoring the Health of the Public Service:** The goal for this priority is to monitor the health of the system, including the protection of the merit principle, key public administration values and aggregate outcomes of the resourcing system.

- **Transition Mechanisms and Support for Public Service Restructuring and Downsizing:** The PSC will continue to support the “people” dimension of change by creating, enabling and supporting equitable transition mechanisms for the management of displaced public servants.
- **Repositioning the Public Service Commission:** The Public Service is undergoing a fundamental change and renewal, which has accelerated the pace and broadened the scope of reform in the Public Service Commission. Underlining these changes is a shift in emphasis towards a more strategic, knowledge-based organization. Over the next few years, the PSC will undergo significant changes as it moves towards a new vision and role for the organization.

## 2.6 Responsibilities

### 2.6.1 Exclusive Responsibilities

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

- 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 allegations of irregularities or inequities in staffing;
- administering sections 32, 33 and 34 of the *Public Service Employment Act*, which pertain to the political rights of public servants;

- making exclusions from the operation of the *Public Service Employment Act* or parts thereof with the approval of the Governor-in-Council;
- making regulations governing matters under the *Public Service Employment Act*;
- reporting to the Governor-in-Council on matters relating to the application of the *Public Service Employment Act*; and
- reporting to Parliament on an annual basis.

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

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

## **2.6.2 Non-Exclusive Responsibilities**

The Public Service Commission is responsible for certain functions that are not exclusively in its domain. These non-exclusive responsibilities include:

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

- administration of special measures and employment equity programs.

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

These obligations under the Act include:

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

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

## 2.7 Program Composition and Organization

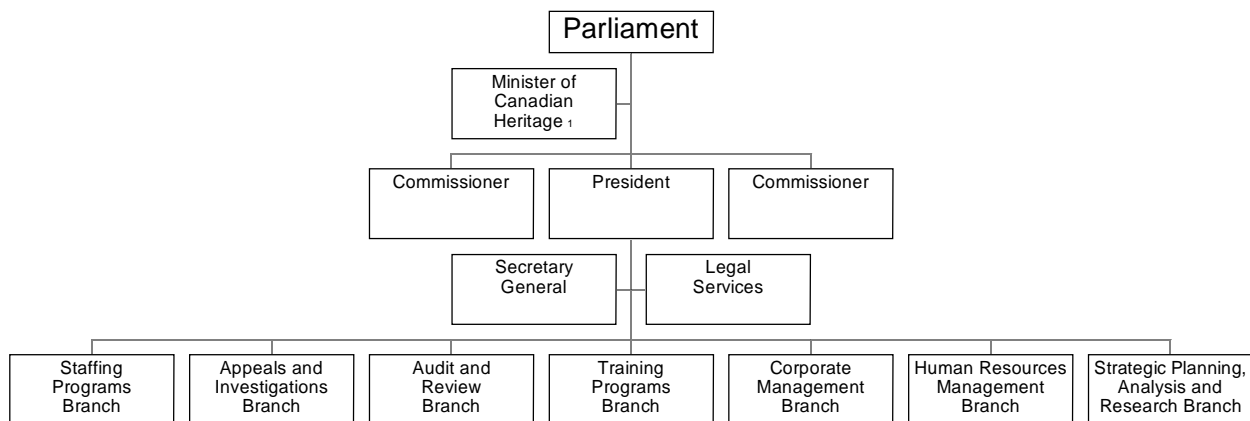
### Activity Structure Effective in 1996-97

To meet its objectives and deliver on its commitments, the Public Service Commission was organized according to the following activities in 1996-97:

- staffing programs
- executive programs
- appeals and investigations
- audit and review
- training programs
- administration.

This activity structure is being used in this document to report on the PSC performance for the period ended March 31, 1997. The organizational structure corresponding to these activities is shown here:

**Table 1**  
**Organization Effective in 1996-97**



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

## **New Planning, Reporting and Accountability Structure (PRAS) and New PSC Organization Designed in 1997-98**

For information only, the new PSC business lines and new organization designed in 1997-98 are presented below. These changes have been made to support PSC repositioning and its changing role.

The new business lines as described in the Planning, Reporting and Accountability Structure (PRAS) and approved by the Treasury Board Ministers in the summer of 1997 are:

- resourcing
- learning
- recourse
- policy, research and outreach
- corporate services

The new PRAS will be effective for 1998-99 reporting. A crosswalk between the old activity structure and the new business lines structure is shown on table 6 of section 5.4 of this document.

The new organization will be put in place in the fall of 1997, after necessary approval has been obtained from the Treasury Board. The proposed structure consists of four branches. A new branch called Policy, Research and Communications will focus on such key activities as policy analysis, information management, outreach and research. The Resourcing and Learning branch will regroup the delivery of all PSC products and services, except recourse, and will be responsible for supporting and enabling reform in departments and agencies. The Recourse Branch will continue to report to the President because of the need to preserve and be seen to preserve independence in the deliberations and decisions of appeals and investigations. Finally, the Corporate Management Branch will carry out broad management functions such as human resources.

The PSC's internal *La Relève* plan foresees competencies as the backbone of its reform. An appropriate balance must be struck between investing in the experienced and committed PSC workforce and attracting new people who already have the required competencies; this will be the key to serving the needs of departments and agencies, and the system as a whole, in a timely fashion.

## **3.0 1996-1997 Performance**

### **3.1 Key Achievements by Activity**

#### **3.1.1 Staffing Programs**

##### *Description*

The Staffing Programs Activity encompasses activities in support of delegated and non-delegated staffing, including policy and program development, monitoring, consultation and advice, administration of staffing delegation, establishment of tests and standards for selection, administration of staffing priorities, recruitment, promotion and co-ordination of parts of the Official Languages Programs for which the PSC is responsible. This activity also encompasses the delivery of the Special Measures Initiatives Program as well as the development of policy and special programs and assessment techniques in support of the Executive Programs.

##### *Objectives*

The objectives of the Staffing Programs activity are to assist in the maintenance of a competent and representative Public Service and to ensure that the Public Service is staffed with qualified individuals.

##### *Expected Results*

- a staffing framework that supports the values of fairness, transparency and equity; and provides for the merit principle, competency, representativeness and efficiency; and,
- a competitive position as a recruiter in Canadian labour markets to be able to attract a highly competent workforce to meet the human resources requirements as and when needed.

##### *1996-97 Key Achievements*

###### **a) Consultative Review on Staffing**

- A study undertaken by the PSC in 1996 called *A New Framework for Resourcing the Workforce*, or the *Consultative Review of Staffing*, proposed major revisions to the staffing process. The report describes the challenges with respect to monitoring the health of the



Public Service, the renewal of the Public Service, transition mechanisms and support, and adaptation and innovation within the PSC. The results of the consultation and recommendations for change were presented to the Commission.

- The recommendations were aimed at restructuring and streamlining the staffing function, and at supporting the new directions for Public Service human resources management. They included values-based, not rules-based resourcing systems and processes; stronger Deputy Head accountability for internal resourcing below EX levels; resourcing processes developed with employee representatives; and recourse with corrective action, as a last resort. The Commission is generally in agreement with the recommendations and will be working with stakeholders to move these forward as part of its PSC Reform Project.
- In addition, the PSC's commitment to, and involvement in *La Relève* will help generate the renewal of the Public Service and forge new directions for human resources management.

**b) Staffing Delegation**

- A review of the current approach to staffing delegation has been conducted internally. Its goals were to prepare the PSC for greater staffing delegation to departments within the existing legislative framework, and to promote efficiency by reducing administrative reporting requirements. The main findings of this review are shown in section 3.2 of this report.

**c) External Recruitment and Development**

Recruitment activity focused on specific departmental needs, generally for term and for entry-level positions. Specific programs target students still in school, as well as recent graduates.

- In 1996, the PSC implemented the government's revised summer student employment program (Federal Student Work Experience Program (FSWEP)), which emphasizes the developmental nature of student employment in the Public Service of Canada. Under the FSWEP, students may now be recruited on a year-round basis rather than just during the summer months. These program changes are in keeping with the new Student Employability Skills Policy approved by Treasury Board Ministers in July 1996. The new policy supports the development of the nation's youth labour force through the provision of employability and work experience. In 1996-97, there were 9,491 students hired under the FSWEP, an increase of 17 percent over the 8,095 appointments made in 1995-96.

- The Post Secondary Recruitment Campaign (PSR) continued to attract well-qualified graduates for indeterminate employment. Through a variety of assessment tools, the PSC ensures that new recruits to the Public Service are highly competent.
- In 1996-97, the PSC emphasized its strategic role in recruitment. It continued to expand and improve its use of the Internet as a recruitment tool, with its recruitment website averaging between 50 and 60 employment opportunities on any given day. The website was completely redesigned with new features such as a service that alerts job-seekers, via E-mail, whenever an electronic job posting meets their specified criteria. The PSC moderates a specialized newsgroup that was created in March 1997 and that posts employment opportunities in all segments of the public sector. This allows job-seekers surfing the Internet to find, in one convenient location, information about Canadian public sector employment opportunities. The continuous improvement to and ever-expanding use of PSC's recruitment website have saved hundreds of thousands of advertising dollars.
- In September 1996, a major initiative called *Matching People with Work* was launched. Technology will be a key component, putting job-seekers and departments in direct contact with one another through a database connected to the Internet. *Matching People with Work* is being implemented in phases and will encompass all of the PSC's recruitment activities and programs over the next few years. Beginning with student recruitment programs, the PSC and Industry Canada are in the process of modifying the National Graduate Register on the Internet.
- Recruitment initiatives related to the new Nunavut Territory and for the Federal Student Work Experience Program (FSWEP) were begun in the Northwest Territories. For example, positions in the new Nunavut Territory were advertised in Inuktitut as well as in French and English; FSWEP promotional material was translated into Inuktitut and distributed in the communities. Also, the PSC office in the Yukon developed a First Nations Student Employment Program, with a mentor component, in cooperation with several partner departments. The program was piloted in 1996-97 and will continue in 1997-98 with additional partner departments.

**d) Intergroup Deployment**

- Further to work done in 1996-97, the Commission has made amendments to the *Public Service Employment Regulations* which came into effect on July 16, 1997. One of the main changes now allows Deputy Heads to make deployments between occupational groups. This offers greater flexibility and more opportunities for mobility for both departments and employees. The Commission sees intergroup deployments as opportunities for acquiring and developing competencies for the Public Service of tomorrow, a key objective of *La Relève*.

Intergroup deployments may also help to achieve certain employment equity objectives, by making it easier for members of designated groups to gain experience in different occupational groups. New regulations and guidelines were developed in close consultation with unions, departments and Treasury Board Secretariat.

**e) Workforce Adjustment and Transition Strategies**

- Moving to a smaller and different Public Service has affected many people. This has placed unusual demands on workforce adjustment support mechanisms. New mechanisms have been introduced by the employer, with the support of the PSC, to help manage the transition. These include departure incentives, the alternation program, the Joint Adjustment Committees and Alternative Delivery Initiatives. Beyond providing assistance at the individual level, the PSC provided support and advice to departments and agencies at the organizational level.
- The role of the Commission's regional and district offices has gone beyond traditional activities. As the demands of workforce adjustment have grown, central agencies have increased consultations and have built collaborative relationships with regional departmental managers, Federal Councils and Joint Adjustment Committees. In this context, the PSC is being called upon to support emerging regional coordination mechanisms and to step up its own collaboration and networking.
- During 1996-97, the Commission modified regulations to broaden the scope of the "equivalent" positions in which priority employees could be placed. In addition, it introduced exclusion orders to help the alternation process and to ease the return of employees to their original levels where they had been moved to lower level jobs during workforce adjustment. It also created a new entitlement for priority appointment to help place military personnel discharged as a result of being injured while on duty outside Canada. In addition, the priority appointment system continued to provide a means to consider surplus and other employees affected by workforce adjustment for vacant positions within the Public Service.
- The priority population stayed within traditional levels in 1996-97. However, the surplus priority population ended the year at its lowest level in ten years despite concerns about the absorption capacity of the Public Service. The decline is attributable to placements, Transport Canada employees moving to a new employer under airport devolution, and resignations of people in surplus priority status. In addition, many employees resigned upon being declared surplus, usually with a departure package, and did not exercise their priority status. This helped to keep the demand for placement manageable.

**f) Assessment and Counselling**

- The PSC continued to offer quality personnel assessment tools and services to the Public Service. Over the past year, the PSC has adapted the type of tools and services it provides, in keeping with the evolving needs of the Public Service.
- For example, the PSC has five assessment centres which are used for such human resources purposes as recruitment, development, and promotion. Three of these, the Assessment Centre for Identification of Middle Management Potential, the Management Trainee Program and the Assessment Centre for the Accelerated Economist Training Program, were revised last year to fit program changes. Departments are also being provided with tailor-made assessment centres to meet their needs.
- All PSC tests are developed to meet professional standards of validity and fairness toward employment equity groups.

**g) Wholistic Competency Profile**

- The Wholistic Competency Profile (WCP) is intended to help Public Service managers identify the competencies they can use to select and develop the right people. In 1996-97 progress on the WCP was communicated within the Public Service (40 presentations reaching about 600 federal participants) and externally, during a presentation to the 104th Convention of the American Psychological Association in Toronto. The PSC continued to work with several departments, such as Transport Canada and the National Energy Board, to develop tailored competency profiles.

**h) Employment Equity and Diversity**

- The *Employment Equity Act* was proclaimed in October 1996. The Public Service Commission provided significant input to the development of regulations pertaining to this Act. In support of the Act, the Public Service Commission is:
  - ensuring that the review of employment policies, practices and systems put into place under the *Public Service Employment Act* is up-to-date;
  - working with the Treasury Board on the implementation of the *Employment Equity Act* in the Public Service; and
  - providing direction, advice and assistance to departments with steps taken to comply with the new legislation.

- The Public Service Commission, on behalf of Treasury Board and in consultation with representatives of departments and First Nations, is preparing a human resources plan to address training, development and employment in the federal government in the Yukon. The project, which will involve the consolidation of plans for 17 departments, responds to requirements in Yukon land claims settlements.
- The Assembly of Manitoba Chiefs lodged a complaint with the Canadian Human Rights Commission that aboriginal peoples were significantly under represented in several departments. In response, agreements were made with three departments in addition to a master agreement with 15 departments. The PSC, in collaboration with the Treasury Board Secretariat, was instrumental in achieving this settlement.
- The Universal Internet Access Project and the Accessibility Self-Evaluation Test were created during the performance year to make the Internet more accessible for individuals with disabilities. The PSC has received international support and recognition for these projects.
- In 1996-97, the PSC piloted an Inter-Departmental Mentoring Model for equity groups that was developed in cooperation with Environment Canada, Public Works and Government Services, and the Canadian Radio-Television and Telecommunications Commission. The model is proving very successful and is drawing interest from the government of Prince Edward Island as well as other departments, particularly in relation to *La Rèleve*.
- The consolidation of Special Measures Initiatives Program elements, such as Career Consultation and Development, was completed.
- In the PSC's Atlantic region, a number of Special Measures Innovation Fund (SMIF) projects, some in partnership with provincial governments and/or other federal departments, were approved by the Management Approval Committee. In fact, the Black and Aboriginal Development SMIF Project in Halifax has been selected by Treasury Board Secretariat to be showcased in a video on best employment equity practices.
- Finally, in the National Capital Region, the PSC has installed a system that gives access to a databank of 13 associations or organizations responsible for the recruitment of designated group members.

### 3.1.2 Executive Programs

#### *Description*

The Executive Programs Activity includes recruitment, selection, assessment, and career counselling of the Executive Group; formulation and implementation of career development policies, plans and programs for Executives and employees in the feeder groups; administration of executive development programs on behalf of Treasury Board; management of both domestic and international assignments and exchanges; and implementation of initiatives to increase representation of employment equity target groups in the Executive Group. It also administers a program for the placement of Canadians in international organizations.

#### *Objectives*

The objectives of the Executive Programs activity are to provide leadership, services and advice for the development and delivery of public service-wide Executive Group resourcing and career development, and to provide related services to aspirants to the Executive Group.

#### *Expected Result*

- a sufficient supply of highly qualified executives.

#### *1996-97 Key Achievements*

- In 1996-97, the Commission worked with the Privy Council Office, the Treasury Board Secretariat and the Canadian Centre for Management Development in launching *La Relève*, an approach to address succession issues in the Public Service. As a first step, the Commission introduced two new corporate initiatives: the *Assistant Deputy Minister (ADM) Pre-Qualification Process* and the *Accelerated Executive Development Program*. These programs are characterized by self-nomination and based on ADM generic leadership competencies. The *ADM Pre-Qualification Process* seeks to identify individuals who are ready to assume ADM responsibilities, while the *Accelerated Executive Development Program* identifies individuals with the potential to become ADMs and accelerates their development.
- Both programs were announced to all executives in January 1997, and about 460 applicants, representing approximately 15% of the EX-1 to EX-3 population, self-identified for consideration under the programs. Selection has been completed in the summer of 1997.

- The Commission also began activities to improve the management of specific functional EX communities. For example, the Roundtable on Communications, involving participants from the communications community and senior representatives from the PSC, was a vehicle for discussion of the short-term and long-term requirements of that community and allowed for a coordinated effort on matters relating to resourcing, renewal and development. Similar efforts have been, or will be undertaken, with respect to the Information Management/Information Technology, Human Resources, Finance and Audit, and Science and Technology communities.

### 3.1.3 Appeals and Investigations

#### *Description*

The Appeals and Investigations Activity, through the establishment of independent boards and investigators, sees that appeals by public servants against internal appointments and complaints against deployments are heard with respect to alleged breaches of the *Public Service Employment Act* and Regulations. The activity also provides for an investigation into complaints of irregularities in staffing and in certain other personnel actions. In addition, complaints of alleged personal harassment in the workplace are also investigated. Training, advice and assistance are provided to departments, employees, unions and to the interested individuals and organizations.

#### *Objectives*

The objectives of the Appeals and Investigations activity are to ensure that appeals lodged by public servants pursuant to the *Public Service Employment Act*, or complaints lodged by public servants or outside applicants with respect to the application of the *Public Service Employment Act* in non-appealable matters or in matters of personal harassment are dealt with fairly, impartially; and to adopt appropriate procedures to encourage the informal resolution of such actions.

#### *Expected Result*

- an independent, fair, accessible and effective recourse process.

#### *1996-97 Key Achievements*

- PSC commenced its appeals and investigations change initiative in the fall of 1994. After much consultation, it produced a *Blueprint for Change*.

- Key achievements include the development of a competency profile, assessment of current staff, the creation of professional standards for officers and contractors, and subsequent delegation of section 7.1 of *Public Service Employment Act* authority to the Investigations, Mediation and Conciliation Officers.
- In 1996-97, the PSC made greater use of alternate dispute resolution (ADR). ADR involves new techniques for resolving disputes that are faster and more cost effective than formal and legal methods. In the performance year, 15 percent of cases used ADR. As an illustration of the effectiveness of ADR, mediation took an average of 140 days to complete compared to 177 days for an investigation of a staffing complaint, and 259 days for an investigation of a harassment complaint. The PSC's emphasis on ADR illustrates its desire to be a centre of expertise for mediation services in the Public Service.
- Amendments were made to the appeals regulations. Changes include more precise standards respecting disclosure prior to an appeal hearing and a six-day extension of the time allowed for bringing an appeal when notice of the right to appeal is given by mail. These changes were recommended by the Joint Parliamentary Committee for the Scrutiny of Regulations.
- A mechanism to review and reopen cases was established and a quality assurance program was developed and carried out.

### **3.1.4 Audit and Review**

#### ***Description***

The Audit and Review Activity reviews departmental and Public Service Commission staffing practices and procedures in order to determine that appointments conform to the *Public Service Employment Act* and Regulations and Commission policy. It reviews the manner in which departments administer selected aspects of their personnel services for which Treasury Board has policy responsibility. This latter activity is governed by an agreement between Treasury Board Secretariat and the Public Service Commission. It also performs internal audit and program evaluation functions to assist the PSC to meet its operational needs and its accountability requirements to Cabinet and Parliament.

#### ***Objectives***

The objectives of the Audit and Review activity are to ensure that the activities governed by the *Public Service Employment Act* conform with requirements of the law and policy of the PSC; to audit, on behalf of the Treasury Board Secretariat, departmental compliance with certain personnel management policies and procedures; and to systematically audit and evaluate the PSC's programs,



policies and practices and to assess how effectively they meet their objectives, and how efficiency they are being administered.

#### ***Expected Result***

- an independent objective review, on behalf of Parliament, of the well-being of the Public Service in support of a healthy human resource environment.

#### ***1996-97 Key Achievements***

- Phase 1 for the Review of the PSC's Implementation of the *Employment Equity Act* was initiated.
- Early Retirement Incentives (ERI) and Early Departure Incentives (EDI) data for several departments in the priority administration system and Workforce Adjustment (WFA) system were validated.
- Other reviews conducted by the PSC are described in section 3.2 of this report.
- PSC developed key results and performance indicators at both the corporate and the business lines levels which were included in the PSC's Planning, Reporting and Accountability Structure (PRAS). This PRAS will form the basis for further performance reporting to Parliament.

### **3.1.5 Training Programs**

#### ***Description***

The Training Programs Activity is composed of two sub-activities:

**Language Training:** This sub-activity assesses the potential to succeed 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, in conformity with government policy, to meet the needs of departments and agencies in the federal Public Service. It provides second-language courses designed to meet the job-related linguistic requirements of departments and a range of advisory, informational and coordinating services related to language training.

**Staff Development and Training:** This sub-activity provides professional, technical, policy, middle management and supervisory training and related specialized training and training services in both

official languages to federal public servants across Canada in response to Treasury Board policies and departmental demands. It provides courses designed to meet the job-related training and developmental requirements of departments and a range of advisory, informational and coordinating services related to training.

### ***Objectives***

The objectives of the Training Programs activity are to improve the occupational competence of federal public servants and to allow them to meet the language proficiency requirements of those positions for which they have been selected or of those to which they aspire, in response to Treasury Board policies, the *Official Languages Act*, the *Public Service Employment Act* and departmental needs.

### ***Expected Results***

- the re-orientation of PSC training towards learning programs and services that support the vision of a knowledge-based, adaptable Public Service, responsive to new directions and roles;
- learning programs and activities that promote a Public Service-wide learning culture which supports active continuous learning and promotes the values and ethics of a professional Public Service, representative of the diverse nature of the Canadian population;
- a contribution towards the learning needs of public servants who will be more capable of carrying out the government's renewal agenda;
- effective training relationships with departments, agencies and the public and private training sectors;
- a contribution towards a Public Service competent in both official languages;
- support to Treasury Board Senior Advisory Committee to launch system-wide, corporate learning strategies and priorities; and
- effective new Learning Advisory Panels.

### ***1996-97 Key Achievements***

- Given the challenge of *La Relève*, Public Service downsizing, and a shift in the demand for services by clients, the PSC embarked upon a re-examination of the organization that supported the Training Programs activity. As a result, a major restructuring and downsizing exercise took place in 1996-97.
- Under the leadership of the Treasury Board Senior Advisory Committee (TBSAC), the PSC has been asked to contribute to a new Public-Service wide learning approach, along with the Canadian Centre for Management Development and Treasury Board Secretariat. Learning

Advisory Panels are being established to support, advise, oversee and promote learning in the context of the Public Service reform and *La Relève*. These panels will also provide support to the PSC, generally, and to its Training and Development Canada special operating agency in particular.

- PSC designed a prototype for a new Internet learning network.
- An Internet-based communication tool was launched in 1996-97 by the PSC which enables approximately 50 partners to exchange training services and present their training needs in a cost-effective manner. The development of this tool is in keeping with the new role of the Training Programs Branch as a “facilitator” of learning.
- The PSC continues to provide high quality language training, with many students achieving a high success rate during 1996-97. This is in keeping with the PSC’s goal of helping to build a Public Service that is competent in both official languages.
- There has been an overall decline in the number of public servants requiring language training due to downsizing, imperative staffing, and the fact that many public servants have already successfully achieved proficiency in their second official language. Areas where there has been an increase in the demand for language services include students from the Management Trainee Program, the Executive Group, the department of National Defence, and Language Training Canada involvement in international activities. The following are some recent examples of the PSC’s involvement in other countries with the Canadian International Development Agency as sponsor: Vietnam sent 31 government executives for specialized English language training integrated with management and rapporteur training; in the Baltic States, an on-site evaluation and validation of English language teacher training was conducted; in the Ukraine, both French and English language courses were introduced to the Ukrainian Academy of Public Administration.
- In 1996-97, Language Training Canada produced a Windows version of its French grammar, *GIFT-French Grammar at Your Own Pace*, which illustrates PSC’s commitment to providing technology-assisted self-learning and distance learning services. The courseware is expected to be well received in Canada and internationally.

### **3.1.6 Administration**

#### *Description*

The Administration Activity includes the activities of the President and Commissioners, corporate policy and strategic planning, management systems and policies, and financial, human resources

management, communications and other administrative and support services for the Public Service Commission.

### ***Objective***

The objectives of the Administration activity is to provide policy and strategic direction, and central services and systems in support of all PSC program activities.

### ***Expected Results***

- continue to make operations more timely, effective, efficient and accountable;
- effective communication of the PSC's decisions to Parliament and to the general public; and
- support the Commissions's human resource practices which should serve as a model for people management across the government.

### ***1996-97 Key Achievements***

- The plan for *La Relève* at the PSC was approved by PSC senior management and sent to the Privy Council Office by March 31, 1997. The PSC will apply the following human resource management principles in connection with its *La Relève* activities:
  - promote mobility and versatility;
  - encourage employees and managers to be mutually responsible for career management;
  - communicate honestly and frankly at all times;
  - lead by example; and
  - actively encourage participation by the entire staff.
- Various steps were taken and analyses were carried out that influenced the PSC's decision to request the status of "most affected department," and a range of initiatives and professional services were put into place to ensure that the objectives of those measures would be met.
- The *Bilan Social*, which is updated regularly, can be accessed electronically by all managers and staff members. Data on the health of the organization, on demographics, and on staffing decisions were used in the management of downsizing and in the PSC's internal *La Relève* project.
- The concept of a management-labour partnership was implemented through the presence of representatives of the negotiating parties on the Human Resource Management Committee, which met five times to discuss specific issues, such as staff reorganization. In addition, ad hoc meetings were held to discuss change management projects, organizational performance optimization and PSC reform.

- PSC developed and implemented the Expenditure Management System (EMS) and Business Planning Framework with Branch participation. Links were made between related exercises.
- Information technology performance was maximized for net enterprise business value.
- The information technology architectures were extended to new, necessary and affordable destinations. Infrastructural affordability and sustainability was maintained (Y2000 compliance, strategic alliances, architectural governance process).
- In late 1996, the PSC conducted a leading-edge, intellectual forum called the *Fall Learning Series*. The *Fall Learning Series* examined the principles and characteristics that support a professional public service in countries using the Westminster model of governance, and in Canadian provinces. The roundtable discussions included members of the PSC Senior Management Committee, Deputy Ministers from other central agencies, as well as recognized historians, academics and experts in public administration and governance. As a follow up to the series, the PSC continues to consult with the academic community to determine additional areas of research, and has been exploring ways to share the learning with a wider audience of public servants, such as Internet fora.
- Research Services launched a series of learning events called *The Book Chronicles*. These chronicles promote continuous learning by providing a forum for stimulating discussion and a vigorous exchange of ideas on current trends and timely topics within the PSC. The series aspires to bring vital issues into our workplace.

## 3.2 Key Reviews

In 1996-97, the PSC conducted a number of interdepartmental and departmental reviews. The most significant ones are presented below, along with a short description and main findings.

### a) Consultative Review of Staffing

Recognizing the importance of human resource management and the need to modernize the existing resource system, the PSC commissioned a broad-based study involving major stakeholders.

As a result of the review, a report entitled *A New Framework for Resourcing the Workforce* was circulated widely. This report addressed four main recommendations: a values-based as opposed to rules-based system; stronger Deputy Head accountability for internal

resourcing below the EX category; resourcing processes developed with employee representatives; and recourse with corrective action as a last resort.

The PSC supports the general directions outlined in the report, which are serving as the drivers of PSC reform. The report will be a basis for ongoing discussions with major stakeholders on the reform needed to adapt the current resourcing system to modern needs and realities.

## **b) Resourcing Options Study**

The objectives of this study are to produce a portrait on recent trends affecting peripheral resourcing options, to weigh the relevance of newer, emerging options by reviewing their use in departments, and to raise awareness of the changing nature of work.

The main findings are as follows:

### Casual Employment

- use of casual employment authority is growing, low risk, highly effective and achieves the intended purpose of the policy;
- departments find the 125 working days limit too restrictive; and
- there is a growing concern about the existence of employees with varied rights and benefits.

### Deployments

- use of deployment is growing, low risk, highly effective and achieves the intended purpose of the policy;
- the new policy allowing intergroup movement was sought by most managers and should increase the number of deployments.

### Temporary Help

- overall, the use of temporary employees is well managed and the appropriate mechanisms are in place to minimize risks.

### Assignments/Secondments

- managers used these options primarily for developmental purposes.

### General Findings

- the nature of the workforce is changing from a permanent workforce to one that combines permanent and temporary employees. This move is gradual and mostly as a result of Workforce Adjustment and Program Review. It is also the result of new partnerships; and
- departments do not want newer options but desire a simpler and quicker way of managing with current options.

### c) **Organizational Health**

A study on organizational health conducted by the Public Service Commission describes the items most frequently cited as elements of health, reports opinions of the state of health in some federal government departments, and gives examples of actions that public servants are taking to improve organizational health in their departments.

The following are the elements of health mentioned most frequently: ability to adapt, leadership, vision, employee commitment, rewards and recognition, communications, competence and skills development, and teamwork.

This study provides valuable insight into the issue of organizational health and is a basis for understanding a number of related Public Service and PSC studies, such as recourse. In addition, it provides a solid foundation for further work on feedback loops, one of the PSC's current priorities.

### d) **Study of Recourse Patterns**

A study was conducted by the PSC to determine recourse patterns. The following summarizes the patterns found:

Patterns in the motivation for people to seek recourse:

- contextual issues (management/communication/cultural issues) rather than technical staffing issues are the predominant causes mentioned.

Patterns in the use of PSC recourse mechanisms:

- the use of the PSC appeals process is low compared to what it could be given the volume of appealable processes;
- only a handful of deployment complaints reach the PSC relative to the total number of deployments in the Public Service; and
- few complaints related to the *Public Service Employment Act* come for investigation, but it is impossible to contrast this with a potential volume of complaint-generating activity.

Patterns in the immediate results of recourse:

- appeals are upheld and complaints are founded in a minority of cases.

Variation in patterns (by department, region, occupational group):

- analysis shows a generally diffuse pattern with some clusters or pockets noted, but often coloured by small numbers.

Patterns in the broader outcomes of recourse:

- there is dissatisfaction with the broader, longer-term outcomes of recourse;
- respondents ask what difference it really made.

These findings imply that improvements in management style, communications and work environment must occur before there will be reductions in the use of recourse and increased satisfaction with recourse. It is clear that the Public Service must address the causes of employee discontent at its roots and improve management practices if there is to be any change in how recourse is used. These findings are consistent with the findings of other Public Service and PSC studies.

#### e) **Review of Delegation Agreement Project - Phase I**

The objectives of Phase I of this review are to assess the current status of the delegation projects, to obtain the views of key stakeholders at the Commission on the major issues surrounding the review and to recommend future directions for the PSC concerning the delegation project.

The main findings of this review are:

- the current approach is not working in today's changing environment;
- the definition, focus and means of assessing values need to be revisited;



- the agreements do not provide the desired framework nor the level of accountability from departments; and
- the initiative has had very mixed results in terms on its impact on the PSC-departmental relationship.

The whole approach to delegation has been under scrutiny by the PSC, and various new approaches are being designed and discussed. A decision on a new design should be possible within the context of the PSC's reorientation of its role.

**f) Effectiveness of EX Postering**

Since February 1, 1995, all entry level EX positions have been advertised using competition posters. Posters are also being used to advertise most EX-02 and EX-03 positions. A study has been conducted to determine whether the postering of EX-01 to EX-03 vacancies has increased the effectiveness of competitions.

The main conclusion of this study indicates that the use of competition posters has met the primary objective - to improve transparency.

**g) Human Resources Management of the Scientific and Technological Community in the Private Sector Benchmarking Study**

Both the public and private sectors are experiencing difficulty in filling positions in advanced fields of science and technology. This benchmarking study allowed the PSC to explore methods used by the private sector to address this issue and assess the possibility of using them in the federal Public Service.

The PSC considers the results reassuring for the federal Public Service: the private sector is struggling with similar challenges, and many parallels with the federal government can be drawn about the way these issues are being managed.

Some of the important differences that exist and should be pursued are in two main areas. Under university recruitment, the private sector has the advantage of quick recruitment methods which permit the hiring of the best candidates. The private sector also is more flexible in such workforce management areas as work arrangements, mobility, cafeteria-style employee benefits and parallel career paths.

### 3.3 Planned and Actual Spending Tables

The following tables summarize the actual versus planned expenditures for 1996 - 97 as well as some historical data. These reflect the organization and activities in place in 1996 - 97.

**Table 2**  
**Comparison of Planned Spending (Non-Shaded) to Actual Expenditures(Shaded)**  
**1996-97 by Organization and Activity**  
**(\$ millions)**

Organization	Activity						TOTAL
	Staffing Programs	Executive Programs	Audit and Review	Appeals and Investigations	Training Programs	Administration	
Staffing Programs	53.0	5.9					58.9
	48.7	5.6					54.3
Audit and Review			4.1				4.1
			3.4				3.4
Appeals and Investigation				4.7			4.7
				5.3			5.3
Training Programs:							
- Language Training					23.6		23.6
					25.4		25.4
-Subsidy <sup>1</sup>					2.8		2.8
					2.8		2.8
- Staff Development and Training Revolving Fund					0.2		0.2
					2.5		2.5
Corporate Services <sup>2</sup>						19.0	19.0
						24.1	24.1
<b>TOTAL<sup>3</sup></b>	<b>53.0</b>	<b>5.9</b>	<b>4.1</b>	<b>4.7</b>	<b>26.6</b>	<b>19.0</b>	<b>113.3</b>
	<b>48.7</b>	<b>5.6</b>	<b>3.4</b>	<b>5.3</b>	<b>30.7</b>	<b>24.1</b>	<b>117.8</b>
<b>% of total</b>	<b>41.3%</b>	<b>4.8%</b>	<b>2.9%</b>	<b>4.5%</b>	<b>26.1%</b>	<b>20.4%</b>	<b>100.0%</b>

<sup>1</sup> Includes a subsidy of \$2.8 million to Staff Development and Training Revolving Fund (Training and Development Canada). This subsidy is used to fund the activities necessary to carry out the roles and responsibilities assigned to the Commission which cannot be recovered through fees.

<sup>2</sup> Corporate Services includes Commissioners' Office, strategic planning analysis and research, management systems and policies, as well as financial and human resources management, communications and other administrative and support services for the Commission.

<sup>3</sup> In addition to the \$113.3 million Resource Plan as per 1996/97 Estimates Part III, supplementary estimates of \$11.2 million were approved for workforce adjustment costs and carry forward amount of previous year lapses.

**Table 3**  
**Comparison of Planned Spending (Non-Shaded) to Actual Expenditures(Shaded)**  
**1996-97 by Activity**  
**(Full-Time Equivalents and \$ millions)**

Activity	Full-Time Equivalents (FTE'S)	Operating <sup>1</sup> Expenditures (\$)	Less: Revenue credited to the Revolving fund (\$)	Net Expenditures (\$)
Staffing Programs	706.0	53.0	-	53.0
	682.5	48.7	-	48.7
Executive Programs	78.0	5.9	-	5.9
	71.9	5.6	-	5.6
Audit and Review	48.0	4.1	-	4.1
	21.5	3.4	-	3.4
Appeals and Investigations	64.0	4.7	-	4.7
	79.4	5.3	-	5.3
Training Programs	480.0	41.9	15.3	26.6
	373.7	40.7	10.0	30.7
Administration	307.0	19.0	-	19.0
	292.2	24.1	-	24.1
<b>Total<sup>2</sup></b>	<b>1683.0</b>	<b>128.6</b>	<b>15.3</b>	<b>113.3</b>
	<b>1521.2</b>	<b>127.8</b>	<b>10.0</b>	<b>117.8</b>
Other Revenues and Expenditures				
Revenue credited to the Consolidated Revenue Fund <sup>3</sup>				(1.1)
				(0.9)
Estimated cost of services provided without charge by other departments <sup>4</sup>				21.9
				13.9
<b>Net Cost of the Program</b>				<b>134.1</b>
				<b>130.8</b>

<sup>1</sup> Includes contributions to employee benefits plans.

<sup>2</sup> In addition to the \$113.3 million Resource Plan as per 1996/97 Estimates Part III, supplementary estimates of \$11.2 million were approved for workforce adjustment costs and carry forward amount of previous year lapses.

<sup>3</sup> Consists of discretionary language training services

<sup>4</sup> Includes \$0.71 million for workers' compensation for the 1996 calendar year paid by the department of Human Resources Development Canada.

**Table 4**  
**Planned versus Actual Spending by Activity**  
**(\$ millions)**

<b>Activity</b>	<b>Actual 1994-95</b>	<b>Actual 1995-96</b>	<b>Planned<sup>1</sup> 1996-97</b>	<b>Actual 1996-97</b>
Staffing Programs	53.1	51.5	53.0	48.7
Executive Programs	5.8	5.9	5.9	5.6
Audit and Review	4.0	4.0	4.1	3.4
Appeals and Investigations	5.3	5.5	4.7	5.3
Training Programs	31.1	31.2	26.6	30.7
Administration	25.1	25.0	19.0	24.1
<b>Total</b>	<b>124.4</b>	<b>123.1</b>	<b>113.3</b>	<b>117.8</b>

<sup>1</sup> In addition to the \$113.3 million Resource Plan as per 1996/97 Estimates Part III, supplementary estimates of \$11.2 million were approved for workforce adjustment costs and carry forward amount of previous year lapses.

## 4.0

## 1997-98 Key Results Commitments

The following table presents the Public Service Commission's key results commitments which will serve as the basis for future performance reporting in 1997-98.

**Table 5**  
**1997-98 Key Results Commitments**

To provide Canadians with:	To be demonstrated by:
A highly competent, non-partisan, professional Public Service appointed on the basis of merit.	<ul style="list-style-type: none"> <li>• A majority of external candidates, at the entry level, drawn from the highest levels of available recruits.</li> <li>• A supply of qualified and trained EX and senior EX candidates sufficient to meet demand.</li> <li>• A recruitment system that is easily and directly accessible to departments and the public.</li> <li>• A healthy Public Service Human Resources system.</li> <li>• Confidence of public servants in integrity of staffing and recourse system.</li> </ul>
A representative Public Service workforce	<ul style="list-style-type: none"> <li>• A proportion of designated group member external recruits to the PS equal or greater than labour force availability.</li> <li>• More effective use of departmental programs and initiatives to improve the representativeness of the Public Service.</li> <li>• Resourcing frameworks, systems and tools which are free of systemic barriers.</li> </ul>
A Public Service which understands and is able to apply democratic, ethical and professional values	<ul style="list-style-type: none"> <li>• Incorporation of the values and practices of a professional Public Service into:               <ul style="list-style-type: none"> <li>• Public Service learning products and programs</li> <li>• counselling and orientation tools.</li> </ul> </li> </ul>
A Public Service which builds on its competencies through development and continuous learning	<ul style="list-style-type: none"> <li>• Effective corporate-level governance of learning.</li> <li>• Increased competency of officers and managers through development programs.</li> <li>• PSC learning products which support the Government's strategic goals and priorities.</li> </ul>
The recognition and sustaining of a non-partisan Public Service as a cornerstone of the governance system	<ul style="list-style-type: none"> <li>• A public, Parliament and federal institutions which understand both the value of a professional Public Service, and current Public Service performance relative to that ideal.</li> <li>• Collaboration with other federal institutions to preserve and enhance the integrity of the professional Public Service.</li> </ul>
A PSC which is an independent champion and steward of the principles of a professional Public Service, in the public interest	<ul style="list-style-type: none"> <li>• Recognition of the PSC as an authoritative and independent resource in the areas of key public administration values.</li> <li>• A transition from a rules based centrally governed human resourcing system towards a values based decentralized system.</li> </ul>

## 5.0 Supplementary Information

### 5.1 Listing of Statutory and Departmental Reports

The following documents are available from the Public Service Commission:

- *PSC Annual Report (1996-97)*  
Internet address: <http://www.psc-cfp.gc.ca/annrept/ann9697e.pdf>
- *PSC Annual Report Digest (1996-97)*  
Internet address: <http://www.psc-cfp.gc.ca/annrept/dig9697e.htm>
- *The PSC Annual Report (1995-96)*  
Internet address: <http://www.psc-cfp.gc.ca/annrept/ann9596e.pdf>
- *The PSC Annual Report Digest (1995-96)*  
Internet address: <http://www.psc-cfp.gc.ca/annrept/dig9596e.htm>
- *PSC Estimates Part III (1997-98)*  
Internet address: <http://www.tbs-sct.gc.ca/tb/estimate/19971998/1psc97e.pdf>
- *PSC Estimates Part III (1996-97)*

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### **5.3 Statutes Administered by the Public Service Commission**

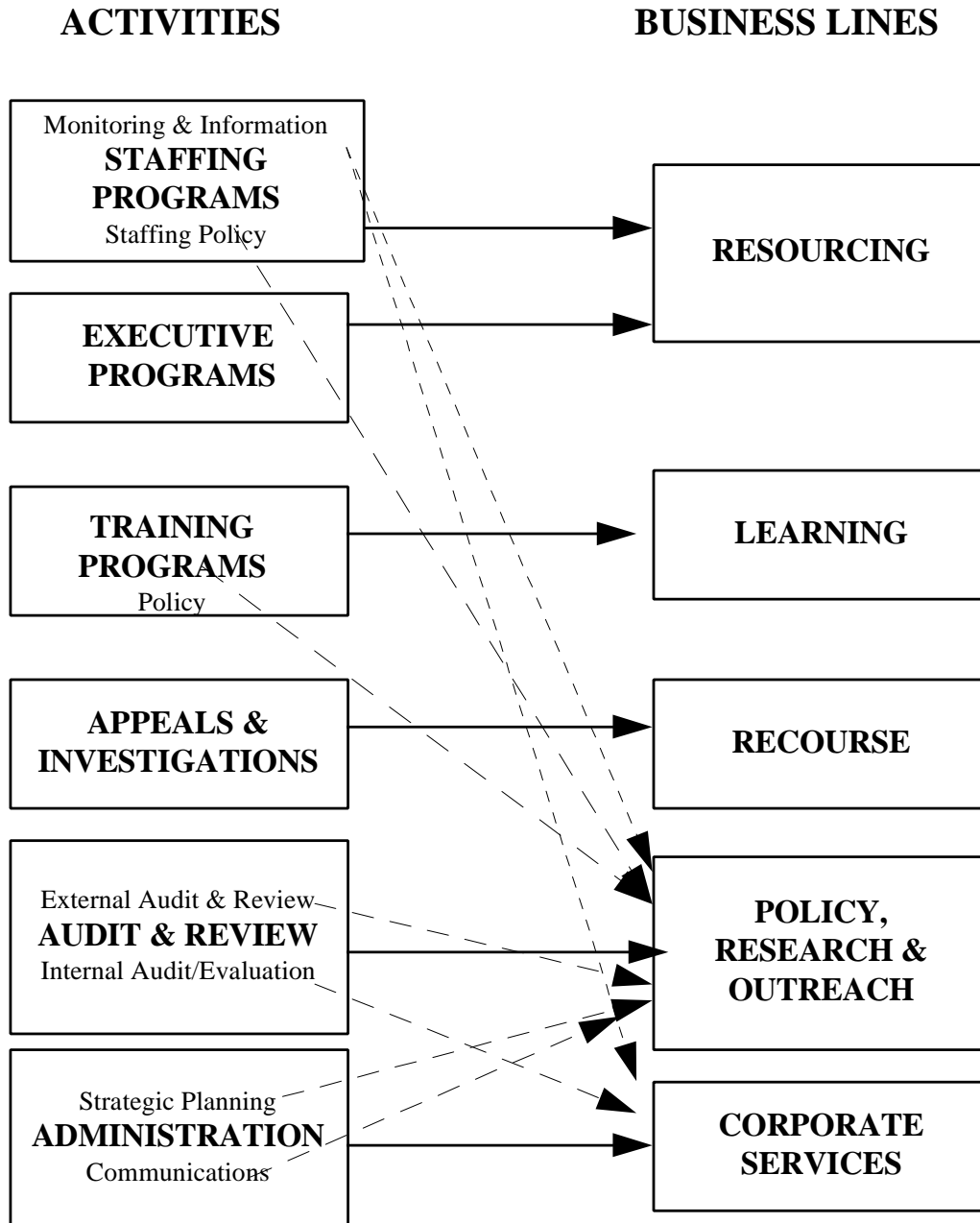
*Public Service Employment Act*  
R.S.C. 1985, c. P-33 as amended

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



**5.4 Activity to Business Line Crosswalk**

*Table 6  
Activity to Business Line Crosswalk*



## 5.5 Financial and Non-Financial Tables

The following tables reflect additional financial statements as well as some statistical overviews of the PSC operations.

**Table 7A**  
**Authorities for 1996-97 - Part II of the Estimates**  
**Financial Requirements by Authority**  
**(\$000's)**

Vote	Public Service Commission	Main Estimates 1996-97	Actual 1996-97
135	Program expenditures	102,179	103,932
(S)	Contribution to employee benefit plan	10,941	11,360
(S)	Staff Development and Training Revolving Fund	189	2,484
	<b>Total</b>	<b>113,309<sup>1</sup></b>	<b>117,776</b>

<sup>1</sup> In addition to the \$113.3 million Resource Plan as per 1996/97 Estimates Part III, supplementary estimates of \$11.2 million were approved for workforce adjustment costs and carry forward amount of previous year lapses.

**Table 7B**  
**Summary of PSC Employees by Professional Category**  
**(Full-Time Equivalents)**

	Actual 1994-95	Actual 1995-96	Planned 1996-97	Actual 1996-97
OIC Appointments	3	3	3	3
Executive	46	40	39	45
Scientific and Professional	380	328	323	230
Administrative and Foreign Service	819	752	735	805
Technical	34	27	26	24
Administrative Support	450	395	385	368
Operational	16	15	15	-
Others <sup>1</sup>	131	126	157	46
	<b>1,879</b>	<b>1,686</b>	<b>1,683</b>	<b>1,521</b>

<sup>1</sup> Includes the students and the participants in the Special Measures Initiatives Program.

**Table 8**  
**Expenditures and Revenue by Standard Object**  
**(\$ 000's)**

	<b>Actual 1994-95</b>	<b>Actual 1995-96</b>	<b>Planned 1996-97</b>	<b>Actual 1996-97</b>
<i>Personnel</i>				
Salaries and wages	89,635	89,015	83,388	<b>84,538</b>
Contributions to employee benefit plans	12,801	12,615	12,092	<b>12,276</b>
	<b>102,436</b>	<b>101,630</b>	<b>95,480</b>	<b>96,814</b>
<i>Goods and services</i>				
Transportation and communications	6,482	5,993	6,193	<b>5,225</b>
Information	2,418	1,882	2,457	<b>1,532</b>
Professional and special services	13,441	12,845	13,806	<b>14,784</b>
Rentals	3,421	3,280	3,157	<b>1,326</b>
Purchased repair and upkeep	1,058	1,092	876	<b>943</b>
Utilities, materials and supplies	3,432	2,352	2,245	<b>1,717</b>
Other subsidies and payments	3,686	4,655	2,738	<b>2,571</b>
Minor capital	2,808	3,827	1,655	<b>2,816</b>
Gross expenditures	<b>139,182</b>	<b>137,556</b>	<b>128,607</b>	<b>127,728</b>
Less: Receipts credited to the revolving fund	14,798	14,444	15,298	<b>9,952</b>
<b>Net budgetary expenditures</b>	<b>124,384</b>	<b>123,112</b>	<b>113,309<sup>1</sup></b>	<b>117,776</b>
Revenue credited to the Consolidated Revenue Fund	1,028	774	1,100	<b>895</b>

<sup>1</sup> In addition to the \$113.3 million Resource Plan as per 1996/97 Estimates Part III, supplementary estimates of \$11.2 million were approved for workforce adjustment costs and carry forward amount of previous year lapses.

**Table 9**  
**Staff Development and Training Revolving Fund**  
**Statement of Operations and Statement of Changes in Financial Position**  
**(\$000's)**

	Actual 1994-95	Actual 1995-96	Planned 1996-97	Actual 1996-97
<b>Statement of Operations</b>				
Revenues	14,527	14,353	15,298	<b>9,688</b>
Expenses	15,070	14,526	15,471	<b>11,478</b>
Net profit (loss)	(543)	(173)	(173)	<b>(1,790)</b>
<b>Statement of Changes in Financial Position</b>				
<b>Operating Activities</b>				
Net Profit (loss)	(543)	(173)	(173)	<b>(1,790)</b>
Add:				
Provision for employee termination benefits	276	187	268	<b>55</b>
Amortization	283	272	305	<b>212</b>
Provision for compensation				<b>154</b>
Loss on disposal of capital assets				<b>159</b>
	16	286	400	<b>(1,210)</b>
Change in current assets and liabilities	(1,578)	(620)	-	<b>3,073</b>
Change in allowance for compensation				<b>(154)</b>
Transfer of long term provision for employee termination benefits to current portion	48	(142)	-	<b>(1,297)</b>
Net financial resources provided (used) by operating activities	(1,514)	(476)	400	<b>412</b>
<b>Investing Activities:</b>				
Capital assets purchased	(68)	(110)	(400)	<b>(51)</b>
Net financial resources used by investing activities	(68)	(110)	(400)	<b>(51)</b>
Net financial resources provided (used) and change in the accumulated net charge against the Fund's authority during the year	(1,582)	(586)	-	<b>361</b>
Accumulated net charge against the Fund's authority account, beginning of year	1,288	(294)	(880)	<b>(880)</b>
Accumulated net charge against the Fund's authority account, end of year	(294)	(880)	(880)	<b>(519)</b>

Note: The 1995-96 figures for capital assets and amortization have been adjusted to reflect transfer of ownership of certain assets to the PSC's Staff Development and Training Revolving Fund from Public Works and Government Services Canada.

**Table 10**  
**Staffing Programs Activity**  
**Staffing Process-Statistical Overview**

	Actual 1996-97	Actual 1995-96	Actual 1994-95
Referrals	8,086	6,327	7,964
Language assessments (candidates assessed)	12,408	8,612	7,897
Priority administration			
New entrants	4,709	5,475	3,576
Placements	2,467	3,201	1,901
Co-op appointments	3,627	4,106	5,922
Federal Student Work Experience Program			
Applications received	87,711	75,436	75,352 <sup>1</sup>
Appointments	9,491	8,095	9,587

<sup>1</sup> The Career Oriented Summer Employment Program/non Career Oriented Summer Employment Program were administered by the Employment and Immigration Commission on behalf of the PSC.

**Table 11**  
**Staffing Programs Activity**  
**Recruitment Programs - Statistical Overview<sup>1</sup>**

	Actual 1996-97	Actual 1995-96	Actual 1994-95
<b>Post Secondary Recruitment Program (PSR)</b>			
PSR appointments <sup>2</sup>	355	155	228
PSR applications processed	7,600	7,040	5,155
<b>Accelerated Economist Training Program</b>			
Applications processed	280	261	300
Participants recruited	9	12	8
Graduating participants	8	8	8
<b>Management Trainee Program</b>			
External applications processed	1,982	1,445	867
Internal applications processed	514	548	500
Participants recruited from outside	18	10	54
Participants recruited from inside	10	2	10

<sup>1</sup> Statistics are provided for the fiscal year in which the recruitment campaign took place. Appointments occur in the following fiscal year.

<sup>2</sup> Appointments are for calendar years.

**Table 12**  
**Executive Programs Activity**  
**Statistical Overview**

	<b>Actual 1996-97</b>	<b>Actual 1995-96</b>	<b>Actual 1994-95</b>
<b>Resourcing Portfolios</b>			
Staffing requests received	571	468	353
Appointments	441	312	275
Managers offered priority services	126	212	247
Career counselling sessions	1,466	1,500	1,748
<b>Career Assignment Program (CAP)</b>			
National Capital Region			
Counselling sessions	417	350 <sup>1</sup>	500
Assignments arranged	141	180	146
Active participants	163	155	159
Proportion of women entering	61%	50%	67%
<b>Western Career Assignment Program (CAP)</b>			
Counselling sessions	130	200 <sup>1</sup>	413
Assignments arranged	35	47	41
Active participants	55	57	57
Proportion of women entering	61%	50%	56%
<b>Interchange Canada Program</b>			
Counselling sessions	250	244	200
Assignments arranged	64	69	57
Active participants	112	129	110
Proportion of women entering	22%	23%	30%
<b>International Programs</b>			
Counselling sessions	442	536	644
Cases opened	446	398	370
Canadians assigned to positions in international organizations	67	81	60

<sup>1</sup> Number of counselling sessions has decreased due to utilization of a revised definition for counselling.

**Table 13**  
**Appeals and Investigations Activity**  
**Appeals – Statistical Overview**

	Actual 1996-97	Actual 1995-96	Actual 1994-95
Selection processes appealed	1,247	1,285	1,470
Selection processes disposed of	1,270	1,431	n/av
Selection processes with allowed appeals	153	203	n/av
Decisions rendered <sup>1</sup>	533	622	565
Number of appeals filed	3,200	3,789	n/av
Number of appeals settled <sup>1</sup>	2,969	3,932	2,594
Appeals			
Allowed	602	554	514
Dismissed	481	748	559
Appellant withdrawals	1,402	1,836	1,222
No right of appeal	484	794	299
Decisions rendered within standard			
Section 21 of the <i>Public Service Employment Act</i> <sup>2</sup>	81%	83%	80%

<sup>1</sup> The number of appeals settled is greater than the number of decisions rendered because one appeal decision may result in the disposition of several appeals. The decisions rendered within standard do not include teleconferences resulting in adjournment and scheduling of hearings.

<sup>2</sup> The standard is: 80% of Section 21 of *Public Service Employment Act* decisions are to be rendered within 10 days of the last evidence being presented. Experience has shown that this standard best reflects a realistic target for the issuance of a quality product.

**Table 14**  
***Appeals and Investigations Activity***  
***Deployment Recourse - Statistical Overview***

	<b>Actual 1996-97</b>	<b>Actual 1995-96</b>	<b>Actual 1994-95</b>
Number of complaints	122	107	139
Number of deployments complained against	61	67	57
Investigations			
No jurisdiction	7	7	11
Corrective action warranted	8	4	9
No action warranted	40	47	24
On-going cases	17	11	2
Total number of investigations	72	69	46

**Table 15**  
***Appeals and Investigations Activity***  
***Investigations - Statistical Overview***

	<b>Actual 1996-97</b>	<b>Actual 1995-96</b>	<b>Actual 1994-95</b>
Number of complaints	2,115	2,042	2,475
Number of cases opened	471	372	393
Number of cases on hand (as of March 31)	271	231	306
Number of cases closed <sup>1</sup>	431	447	401

<sup>1</sup> A case is closed when no further intervention is required by the investigations unit.



**Table 16**  
**Training Programs Activity**  
**Provision of Language Training Courses - Statistical Overview**

	Actual 1996-97	Actual 1995-96	Actual 1994-95
<b>Mandatory</b>			
Number of students	1,166	1,493	2,144
Number of hours			
Students	441,321	544,589	921,298
Groups	88,264	140,243	169,298
<b>Discretionary</b>			
Number of students	2,066	2,038	2,574
Number of hours			
Students	151,806	83,114	88,204
Groups	36,144	20,553	19,319

**Table 17**  
**Training Programs Activity**  
**Provision of Staff Training Courses - Statistical Overview**

	Actual 1996-97	Actual 1995-96	Actual 1994-95
Number of courses	860	1,366	1,577
Number of course-days offered	2,362	3,597	4,362
Number of participants	12,331	17,985	21,968
Average number of participants	14.3	13.2	13.9