



Public Service Commission of Canada

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

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

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

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

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This ***Departmental Performance Report***, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

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Public Service Commission of Canada

Departmental Performance Report

For the period ending
March 31, 2000

The Honourable Sheila Copps
Minister of Canadian Heritage

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Acronyms Used

ADMPQP	Assistant Deputy Minister Prequalification Process
AETP	Accelerated Economist Training Program
AEXDP	Accelerated Executive Development Program
ASD	Alternate Service Delivery
CAP	Career Assignment Program
CCMD	Canadian Centre for Management Development
CO-OP	Co-operative Education Program
CS	Computer Systems
EAO	Exclusion Approval Order
ECS	Executive Counselling Services
EE	Employment Equity
<i>EEA</i>	<i>Employment Equity Act</i>
EECDO	Employment Equity Career Development Office
EEERC	Employment Equity Enabling Resource Centre
EEPF	Employment Equity Partnership Fund
EEPMP	Employment Equity Positive Measures Program
EXA	Assessment Centre for Executive Appointment
FSWEP	Federal Student Work Experience Program
FTE	Full-Time Equivalent
HR	Human Resources
IM	Information Management
IT	Information Technology
JEEC	Joint Employment Equity Committee
LAP	Learning Advisory Panel
LRN	Learning Resource Network
MOU	Memorandum of Understanding
MTP	Management Trainee Program
PCO	Privy Council Office
PE	Personnel Administration
PSC	Public Service Commission
<i>PSEA</i>	<i>Public Service Employment Act</i>
<i>PSER</i>	<i>Public Service Employment Regulations</i>
PSR	Post-Secondary Recruitment
RPP	Report on Plans and Priorities
TBS	Treasury Board Secretariat
TDC	Training and Development Canada
TLN	The Leadership Network
UCS	Universal Classification Standard
VBMF	Values-Based Merit Framework

Executive Summary

CONTEXT

In 1999-2000, several key factors shaped the way the Public Service Commission (PSC) established its priorities and carried out its business. Among these were the changing role and structure of government; the growing diversity of Canadian society; the overall public sector reform; the changing nature of public employment; and the increasing importance of Human Resources (HR) management as a means of achieving business goals.

This year, while delivering the key plans, strategies and expected results of its business lines, the PSC focused its commitments on five priorities: Staffing Reform; Executives and Key Feeder Groups; Recruitment; Employment Equity; and Building Internal Capacity. With the introduction of our *Planning and Accountability Framework*, which is consistent with the Comptrollership values and principles, we aligned our resources more closely with our priorities; established quarterly reports to measure progress against the corporate priorities; planned deliverables and resources allocated; and increased managers' awareness to better measure, monitor and report on performance.

This *Departmental Performance Report* presents the performance accomplishments of the PSC, according to its business line structure and in response to the expected results listed in our *1999-2000 Report on Plans and Priorities*.

The PSC continued to take strides in the development and implementation of

results-based performance measurement across the organization. In line with the Treasury Board Secretariat's guidelines for improving reporting to Parliament, we approved a *Performance Measurement Strategy* and a three year *Performance Measurement Implementation Plan*. Together, the strategy and the implementation plan call for the articulation of performance indicators in order to produce results-based performance information for all our business lines and programs over the next three years. Once fully implemented, this strategy will allow the PSC to better report its performance results to Parliament in a clear and concise manner within the context of the *Departmental Performance Report*.

PERFORMANCE ACCOMPLISHMENTS

This year, with regard to Staffing Reform, we delegated additional staffing authorities to Deputy Heads while removing many conditions previously attached to delegated staffing; added new flexibilities; customized approaches to staffing with departments; reformed some staffing policies and guidelines; and developed new accountability instruments.

In line with the new *Values-Based Merit Framework*, we delineated a new accountability and reporting framework that emphasizes accounting for results and suggests a more active departmental participation in the assessment of staffing performance. In that context, we developed and approved a new *Staffing Delegation and Accountability Agreement* with Deputy Heads; fifteen

departments signed their respective agreement this year. As part of the new approach to accountability, we began the development of a strategy that will assess departmental staffing performance, as well as the criteria we will use in this regard. We also provided departments with a "Tool Kit" entitled *Accountability for Staffing*, which will help them meet their accountability obligations under the delegated staffing system. We delivered a workshop entitled *Values in Staffing* to inter-departmental groups from 40 departments to familiarize participants with the values in staffing. We also hosted *SmartShops* to inform Public Service HR Practitioners about best practices and recent initiatives in recruitment, assessment of competencies, values, HR planning, accountability and Employment Equity. Finally, we supported several functional communities by providing them with advice and guidance regarding various HR issues.

In 1999-2000, the PSC promoted and safeguarded merit by enhancing the measures necessary to nurture and recruit effective leaders through the Assistant Deputy Minister Prequalification Process (ADMPQP), Accelerated Executive Development Program (AEXDP), Career Assignment Program (CAP), Executive Programs, International Programs and Interchange Canada Program. In terms of the ADMPQP, we filled vacancies at the Assistant Deputy Minister (ADM) level and launched a fourth process to meet the continuing growth in ADM staffing. Selection tools for the AEXDP were improved while the duration of assignments for our participants was lengthened in order to maximize their

learning. As for CAP, a new Aboriginal Career Assignment Program was developed and, as a result, up to 20 Aboriginal Peoples from both within and outside the Public Service will participate. We began to realign the Executive Programs to allow for more strategic and efficient staffing services in order to meet the requirements of the Public Service. Over 300 counselling sessions were provided to Canadians through the International Programs, which resulted in more than 50 appointments to international organizations. Through the Interchange Canada Program, 33 private sector executives were on assignment in the federal Public Service and 22 federal Public Service executives were on assignment in the private sector.

With our Recruitment and Development Programs (below EX), we contributed to the flow of ideas within and among organizations through innovative approaches to staffing and recruitment, to career development and to the preservation of Public Service values centered on the principal of merit. We undertook several initiatives. In particular, we: marketed the Public Service as a dynamic and challenging Workplace of Choice; strengthened our single-window recruitment information service to positively influence perceptions and attitudes of youth, designated group members, students, professionals and executives; increased our campus visibility and our Employment Equity outreach activities to raise awareness of Public Service career opportunities with colleges and universities; continued to revamp our Website (<http://jobs.gc.ca/>); started to implement a national toll-free job information line; and on behalf of

government departments and agencies, undertook various recruitment campaigns and activities to help young Canadians find work, and to provide opportunities for them to develop their talents, expand their skills and apply their creative abilities.

Through our policies and programs, we contributed to the building of a Public Service that is representative of the population it serves. In 1999-2000, we identified and addressed several issues related to Employment Equity (EE). For example, we analyzed our role and responsibilities related to Land Claims Agreements; provided a response to the review of the *Multiculturalism and Canadian Human Rights Acts*; implemented the action plans of two Employment Systems Reviews in order to eliminate barriers to employment opportunities of designated group members identified within our policies, systems, and practices; monitored fairness and adverse impact on EE groups; and provided departments with a broader range of tools to capture and to conduct analyses to allow more complete information on EE representation. Through the components of the Employment Equity Positive Measures Program, we disseminated information on best practices, tools and techniques helping departments and agencies accomplish their EE objectives. We developed a new database, which lists 2300 EE associations across the country, to better target these associations when recruiting. Through our outreach and awareness activities, as well as our Recruitment and Development Programs (below EX), the overall percentage of applications from designated group members increased.

With our key partners, the Learning Advisory Panels, provincial governments and the private sector, we contributed to the horizontal management of learning across the Public Service; developed new courses, programs, learning products, on-line tools and services to support the needs of functional communities and contribute to their continuous learning requirements; provided language training, increased the number of teaching hours, and improved the efficiency and effectiveness of our services.

The recourse function's activities were modernized. Processes and procedures were streamlined, a communication strategy and brochure on recourse processes were developed, the Website was re-designed, and an Early Intervention in Appeals Program geared towards the early resolution of appeals filed was instituted.

Finally, we launched and completed several initiatives related to:

- the update of the *Public Service Employment Regulations*;
- the review and amendment of the *Standards for Selection and Assessment*;
- the impact of the Universal Classification Standard on the definition of promotion and staffing policies and legislation;
- the revision of *Staffing Policies and Guidelines*;
- the development of a new *Area of Selection Policy Framework*; the creation and amendment of Exclusion Approval Orders;
- the release of papers and analyses about demographics and the labour market;

-
- the initiation of a *Thematic Review on Access to Public Service Employment Opportunities, a Review of Executive Resourcing and Development Systems* and the *Post-Secondary Recruitment Longitudinal Study*;
 - the development of data quality and data management techniques;
 - the renewal of the Public Service;
 - the development of the Human Resources Planning Module and its database;
 - the approval of a process for developing position competency profiles as a department-wide approach;
 - the re-design of our different Websites and the upgrade of our network;
 - the establishment of a Management Review Committee to provide direction and support to the internal audit function;
 - and lastly, we welcomed and organized the visits of 22 delegations representing 15 different countries interested in discussing the PSC's role, mandate and programs.

The performance accomplishments presented in this report demonstrate the progress that the Public Service Commission is making to achieve the results it is aiming for, as outlined on the following pages.

Section I - President's Message

This is my first Departmental Performance Report as President of the Public Service Commission (PSC). It provides a welcome opportunity to present our new values-based approach to safeguarding the merit principle in the federal staffing process, as well as to describe initiatives we are taking to support and advance the Public Service's human resource renewal agenda.

Over the last several years, the PSC has worked closely with colleagues across the Public Service on consolidating departmental structures and managing reduced staff requirements. While much of this is now behind us -- indeed staffing requirements are opening up again -- we continue to assist others to adapt to change, especially to change caused by globalization and the use of new information and communication technology.

At the same time, we are working with a new philosophy of public service. One that is less rules-based and that emphasizes values and ethics, flexibility and a focus on the client in day-to-day decision making.

Like other federal departments and agencies, the activities of the PSC have come under scrutiny as questions have been raised about our continuing role and function during these times of change. As President, I am sensitive to these concerns and addressing them has been a priority for me and my colleagues. We have consulted with our clients and our peers and we have identified how we can contribute effectively to the continuing development of a modern public sector.

As a result, in 1999-2000, we pursued two overarching goals. First, we committed ourselves to revitalizing the federal public service staffing system by promoting and implementing a values-based approach to merit. And second, we began developing innovative ways to help achieve the Public Service's overall human resource renewal objectives.

This report outlines some of the specific activities we undertook in 1999-2000 to meet our goals. It describes the framework we developed to redirect the staffing process from a rules-based system to one based on values. This new approach encourages a focus on the results and the values that lie behind the rules, rather than the rules themselves.

We introduced this new approach with presentations to Deputy Heads, as well as through a series of *Values in Staffing Workshops* and *SmartShops* held during the past year. These events have helped senior departmental managers better understand values-based staffing. They have been well-received and we plan to continue them.

At the same time, we worked closely with human resource managers across the Public Service on innovative ways to delegate staffing actions while maintaining accountability. We also developed a system-wide capacity to forecast recruitment needs and assist the implementation of the *Employment Equity Act*.

In retrospect it was a very productive year. The accomplishments set out in this report reflect our success in maintaining an effective recruitment

process in a competitive labour market. They illustrate how we are moving to a more flexible, client-centred service delivery model, and they demonstrate an increased emphasis on accountability, both internally and under the *Public Service Employment Act*.

Credit for much of PSC's success over the past year must go to our dedicated staff. As a comparatively new President, I have benefited greatly from the support and advice I have received from them.

I am especially grateful for the strong support of my colleague, Commissioner Ginette Stewart, who will complete her 10-year term in 2000. On behalf of Canadians, federal public servants and the employees of the PSC, I would like to express my heartfelt appreciation for her leadership and contribution to this organization and to the Public Service as a whole.

Section II - Departmental Performance

2.1 Societal Context

Our Objectives, Strategic Priorities, Key Co-delivery Partners, Clients, and Social and Economic Factors

What are our objectives?

- to assist in providing Canadians with:
 - a highly competent, non-partisan, professional Public Service appointed on the basis of merit
 - a representative Public Service workforce
 - a Public Service which builds on its competencies through development and continuous learning
 - the recognition and sustaining of a non-partisan Public Service as a cornerstone of the governance system
 - a PSC which is an independent champion and steward of the *Public Service Employment Act (PSEA)* principles governing a professional Public Service, in the public interest.

What are our strategic priorities?

We intend to emphasize the promotion and advancement of merit, including the pursuit of excellence on both the oversight of merit and the delivery of related HR client services, by focusing on the following priorities:

Staffing Reform

We, through both our principles and values associated with oversight and through our excellence in service delivery, are playing our part in building a vibrant Public Service capable of attracting and retaining talented and dedicated public servants able to serve in a modern and global environment.

Recruitment

We are contributing to the flow of ideas and people within and among organizations through innovative approaches to staffing and recruitment, to career development and to the preservation of public service values centered on the principle of merit.

Executives and Key Feeder Groups

We are promoting and safeguarding merit by enhancing the measures necessary to nurture and recruit effective leaders, an essential ingredient in rebuilding and repositioning the Public Service.

Employment Equity

Through our policies and programs, we are contributing to the building of a Public Service that is representative of the population it serves.

Building Internal Capacity

We are enhancing the capacity to provide internal direction and support to the organization in this period of change.

Who are our key partners?

We work in partnership with other central agencies, departments and various organizations in carrying out HR management initiatives affecting the federal Public Service.

In this regard, our key partners include the Treasury Board Secretariat, the Privy Council Office, the Canadian Centre for Management Development, The Leadership Network, and Unions. In some cases, we work with the private sector, other levels of government and governments of other countries. We also work with councils such as the Regional Federal Councils, the Human Resources Council, etc.

A brief description of the roles and responsibilities of some of these players are as follows:

Treasury Board Secretariat (TBS)

- TBS is responsible for helping the Government of Canada manage its human, financial, information and technology resources in a manner that best supports the government's objectives and priorities.
- Under the broad authority of sections 5 to 13 of the *Financial Administration Act*, the Secretariat supports Treasury Board in its role as the general manager and employer of the Public Service. The main areas of activity in the central administration of the Public Service cover expenditure management, personnel management, financial and information management, and internal administration.

-
- Under personnel management, the TBS is responsible for developing, communicating and evaluating human resources, official languages and Employment Equity policies and instruments that help departments manage human resources and that promote effective employer-employee relations in the Public Service.

☞ For further information on TBS, please refer to:
<http://www.tbs-sct.gc.ca/>

Privy Council Office (PCO)

- PCO, under the direction of the Clerk of the Privy Council and Secretary to the Cabinet, has three primary responsibilities: providing advice and support to the Prime Minister on a full range of responsibilities as head of the government, including management of the federal government; providing support and advice to the department as a whole and overseeing the provision of policy and secretariat support to Cabinet and Cabinet Committees; and ensuring the quality of expert, professional and non-partisan advice and service provided by the Public Service to the Prime Minister, to the department and to all Canadians.
- Under section 40.1 of the *Public Service Employment Act*, the Clerk of the Privy Council and Secretary is the Head of the Public Service.

☞ For further information on PCO, please refer to:
<http://www.pco-bcp.gc.ca/>

Canadian Centre for Management Development (CCMD)

- CCMD is dedicated to excellence in public sector management. It supports present and future public service managers through learning programs and courses, learning events, strategic research and other leadership development activities.

☞ For further information on CCMD, please refer to:
<http://www.ccmd-ccg.gc.ca/>

The Leadership Network (TLN)

- TLN promotes, develops and supports networks of leaders throughout the Public Service, and assists them in the ongoing challenge of public service renewal.

☞ For further information on TLN, please refer to:
<http://lareleve.leadership.gc.ca/>

Regional Federal Councils (RFC)

- Regional Councils of senior federal officials were set up to help share information and to co-ordinate activities among departments in each region. There are ten Regional Councils and they support ten regional communities.

☞ For further information on RFC, please refer to:
http://lareleve.leadership.gc.ca/menu_e.asp

Human Resources Council (HRC)

The HRC is a committee of Human Resources leaders, which establishes strategic direction for the management of human resources on behalf of all Heads of Human Resources.

☞ For further information on HRC, please refer to:
http://www.tbs-sct.gc.ca/hr_connexions_rh/HRXmenu_e.html

Who are our clients?

- we serve a variety of clients such as:
 - managers
 - human resources specialists
 - employees as candidates, trainees, appellants, etc.
 - members of functional communities
 - members of designated groups
 - Canadian public such as students or graduates seeking federal Public Service employment
 - people from other countries with regard to development programs, learning, information exchange, etc.

Societal and Economic Factors

Several key factors continue to shape the way the PSC establishes its priorities and carries out its business. Among these are:

- the changing role and structure of government
- the growing diversity in Canadian society
- the overall public sector reform
- the changing nature of public employment
- the increasing importance of HR management as a means to achieve business goals.

☞ For further information on Societal and Economic Factors, please refer to the *PSC's 1999-2000 Report on Plans and Priorities* under "Operating Environment":
<http://www.tbs-sct.gc.ca/tb/estimate/pub3e9900.html>

2.2 Performance Results Expectations and Chart of Key Results Commitments

PUBLIC SERVICE COMMISSION		
To provide Canadians with:	To be demonstrated by:	Achievement reported in the PSC's 1999-2000 DPR:
A highly competent, non-partisan, and professional Public Service appointed on the basis of merit.	<ul style="list-style-type: none"> • A majority of external candidates, at the entry level, drawn from the highest levels of available recruits • A supply of qualified and trained EX and senior EX candidates sufficient to meet demand • A recruitment system that is easily and directly accessible to departments and the public • A healthy Public Service staffing system • Confidence of public servants in integrity of staffing and recourse system. 	Resourcing Section 2.3.2.1 Learning Section 2.3.2.2 Recourse Section 2.3.2.4
A representative Public Service workforce.	<ul style="list-style-type: none"> • A proportion of designated group member external recruits to the Public Service equal or greater than labour force availability • More effective use of departmental programs and initiatives to improve the representativeness of the Public Service • Resourcing frameworks, systems and tools which are free of systemic barriers. 	Resourcing Section 2.3.2.1 Learning Section 2.3.2.2
A Public Service which builds on its competencies through development and continuous learning.	<ul style="list-style-type: none"> • Effective participation in the corporate-level governance of learning • Increased competency of officers and managers through development programs • PSC learning products which support the Government's strategic goals and priorities • Incorporation of the values and practices of a professional Public Service into PSC learning products and programs, and counselling and orientation tools. 	Learning Section 2.3.2.2 Resourcing Section 2.3.2.1
The recognition and sustaining of a non-partisan Public Service as a cornerstone of the governance system.	<ul style="list-style-type: none"> • 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 • Collaboration with other federal institutions to preserve and enhance the integrity of the professional Public Service. 	Resourcing Section 2.3.2.1 Policy, Research and Outreach Section 2.3.2.3
A PSC which is an independent champion and steward of the <i>Public Service Employment Act</i> principles governing a professional Public Service, in the public interest.	<ul style="list-style-type: none"> • Recognition of the PSC as an authoritative and independent resource in the areas of key public administration values (non-partisanship, merit, representativeness). 	Policy, Research and Outreach Section 2.3.2.3

2.3 Performance Accomplishments

2.3.1 Improved Performance Measurement

The PSC continued to make strides in the development and implementation of results-based performance measurement across the organization.

In line with the Treasury Board Secretariat's guidelines for improving reporting to Parliament, the Executive Management Committee of the PSC approved a new *Performance Measurement Strategy* and a three year *Performance Measurement Implementation Plan*. Together, the strategy and implementation plan call for the articulation of key result statements and implementation of performance indicators in order to produce results-based performance information for all the business lines and programs of the PSC over the next three years.

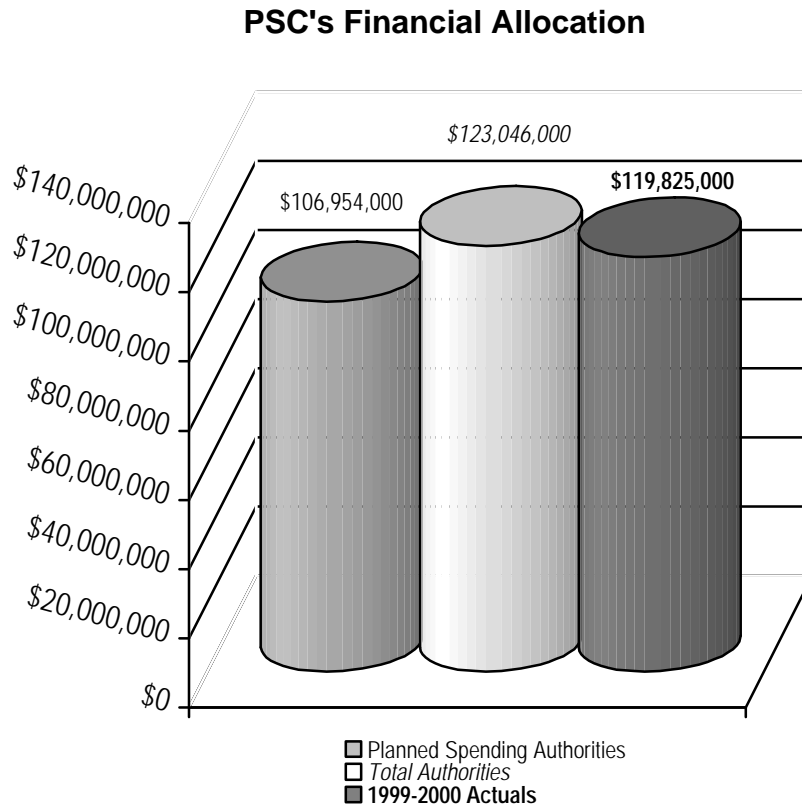
In 1999-2000, we:

- designed a results-based performance measurement approach tailored to suit the PSC and received positive feedback from business line and program managers through a series of learning events and workshops
- refined the approach and performed benchmarking against other levels of government, other countries and the private sector through a series of presentations to and feedback from audiences external to the PSC
- developed a set of key result statements and performance indicators for the Recourse business line.

For the coming year, we will:

- produce results-based performance information for the Recourse business line by implementing the performance indicators that have been developed
- produce results-based performance information for the Information Management and Review Program by developing and implementing key result statements and performance indicators
- develop key result statements and performance indicators for the Policy Research and Outreach business line, the Recruitment program, and elements of the Corporate Management area.

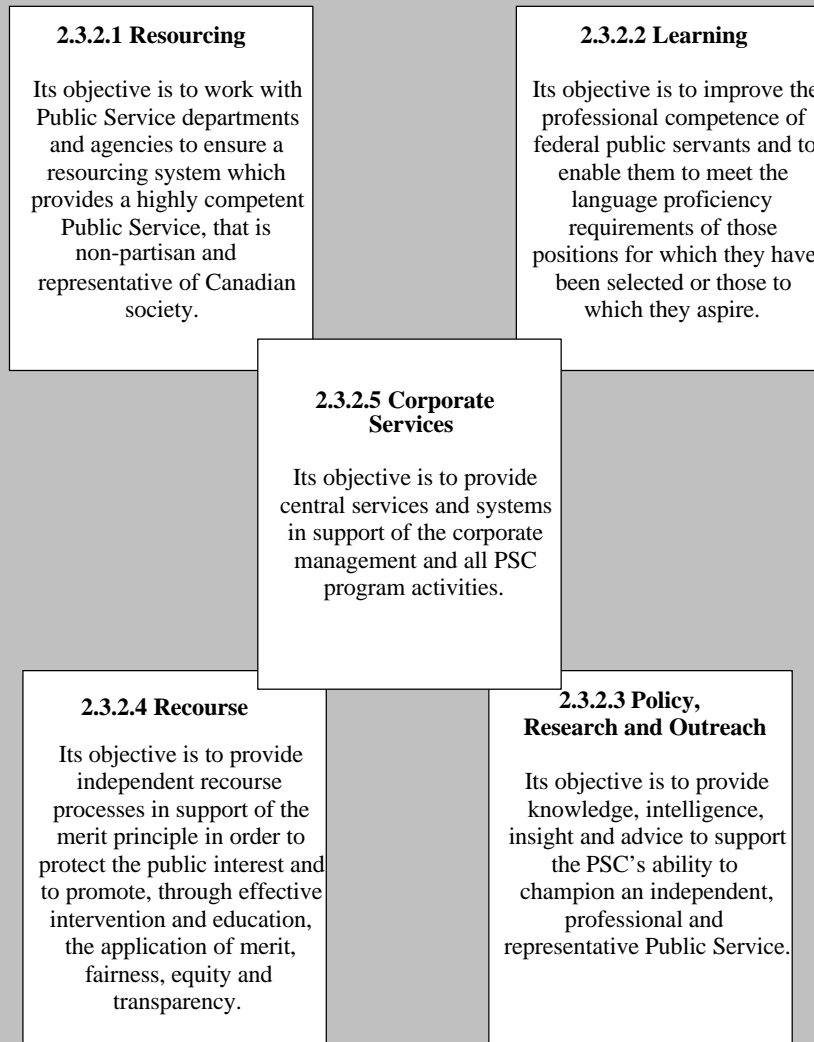
2.3.2 Departmental Performance Accomplishments



The PSC's Report on Plans and Priorities (RPP) was tabled in February of 1999. The major expected results listed in the RPP are presented under the following business lines:

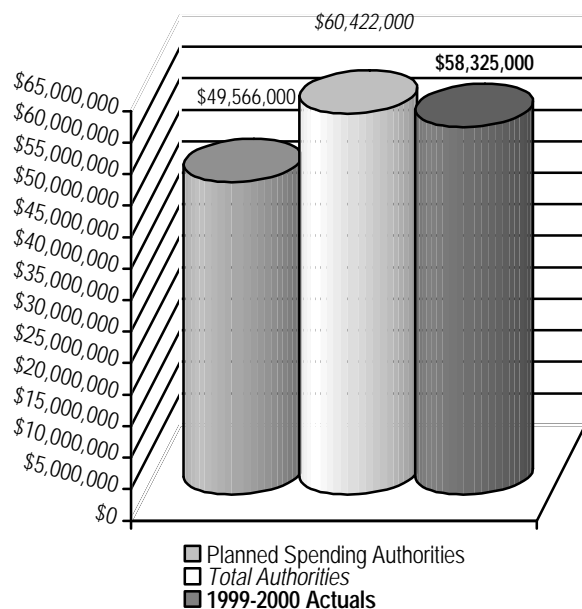
- 2.3.2.1: Resourcing
- 2.3.2.2: Learning
- 2.3.2.3: Policy, Research and Outreach
- 2.3.2.4: Recourse
- 2.3.2.5: Corporate Services

To meet our objectives and to deliver on our commitments, we have organized our activities around the following five business lines:



2.3.2.1 Business Line: Resourcing

Financial Allocation Chart



Note: Major changes between Planned Spending Authorities and Total Authorities are attributable to additional funding received for the Employment Equity Positive Measures Program, the carry forward from 1998-99, the compensation for new collective bargaining, the Space Utilization Interim Incentive and the incremental Employee Benefit Plan costs offset by the conversion factor. The variances between Total Authorities and Actuals relate primarily to a surplus identified in the delegated programs: Career Assignment Program, *La Relève* and the Accelerated Economist Trainee Program being offset by the severance, vacation pay and the year-end expense pertaining to collective bargaining compensation costs.

Objective

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

Description

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

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

Staffing Reform

A major part of the PSC's Staffing Reform initiative entails moving from a rules-based staffing approach to one that re-emphasizes the values behind the rules. The expected result is a staffing system in which decisions are based on an informed and ethical balancing of the core staffing values, rather than mere compliance with a collection of rigid rules.

In 1999-2000, we met our goals for this project and we put in place mechanisms to ensure they were achieved. For example, we:

- delegated additional staffing authorities to Deputy Heads while removing many conditions previously attached to delegated staffing
- customized approaches to staffing with departments
- reformed the staffing policy and regulatory framework.

☞ For further information on the above, please refer to Section 2.3.2.3 to the initiatives listed under Resourcing Policy and Legislation

These short-term goals were a necessary first step towards a changed organizational culture and a staffing system in which staffing processes are driven by values, and delegated authorities and flexibilities are integrated into Human Resources (HR) planning and strategic planning which is supported by a strong HR capacity.

In recognition that we have a leadership role in these reforms, our current strategic goals, to implement and promote a *Values-Based Merit Framework (VBMF)* and to contribute to the government's HR management agenda, represent a reinforcement and consolidation of the goals of Staffing Reform.

☞ For further information on *VBMF*, please refer to:
<http://www.psc-cfp.gc.ca/annrept/ann9900e.htm>

☞ For further information on Staffing Reform, please refer to:
http://www.psc-cfp.gc.ca/accex/reform/main_e.htm

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ More Deputy Head control over internal resourcing below EX levels and pre-recourse.
- ▶ Customized resourcing systems and practices to meet the needs of departmental and agency business plans.
- ▶ Enhanced ownership of staffing outcomes by departments and agencies, and clear reporting on these to the PSC.
- ▶ Higher quality analysis and reporting of system-wide staffing results by the PSC to Parliament and other stakeholders.
- ▶ Strengthened accountability frameworks with and within departments and agencies to support the delegated authorities of Deputy Heads and the sub-delegation from Deputy Heads to line managers.

Delegation Agreements and Advice on Delegated Staffing

In 1999-2000, we developed and approved a new *Staffing Delegation and Accountability Agreement*. Fifteen departments signed their respective agreements this year.

The PSC's advice and guidance to departmental staffing representatives was instrumental in helping them meet departmental needs within a values-based approach. For example:

- we helped Agriculture and Agri-Food Canada (AAFC) obtain delegation for recruitment of term employees in their research centres to be able to take full advantage of collaborative agreements with the private sector. By replacing its previous Exclusion Approval Order, this delegation enables AAFC to meet their business needs within the *PSEA*
- our consultants worked with a number of departments to develop and obtain approval for tailored Employment Equity (EE) programs:
 - this will assist the Canadian International Development Agency to recruit members of visible minorities, Aboriginal peoples, and persons with disabilities in all occupational groups and levels, except the EX Group
 - Health Canada's EE program has been expanded to include not only members of visible minorities, but also Aboriginal peoples, persons with disabilities and women in both internal staffing and external recruitment, in all occupational groups and levels, except the EX Group.

Impact: as a result, a new governance framework will be in place and will ensure appropriate and transparent accountability.

Furthermore, such examples underline the importance of collaborating with our Departmental partners to achieve their business goals and contribute to the Government-wide priorities related to stronger communities and an enhanced relationship with Aboriginal peoples.

This year, small departments and agencies were formally engaged to identify common needs and opportunities for collective or individual engagement in *VBMF* initiatives. *Staffing Delegation and Accountability Agreements* are now being negotiated with 20 small departments and agencies.

☞ For further information on Delegation of Staffing Authorities, please refer to:
http://www.psc-cfp.gc.ca/accex/delegation/delegation_e.htm

Values in Staffing Workshop

The *Values in Staffing* workshop was delivered to inter-departmental groups from 40 departments in several locations across Canada and to all PSC staff who deal directly with departmental clients on staffing matters. In addition, in-depth training on values in staffing was delivered to larger groups from individual departments including Agriculture and Agri-Food Canada, Fisheries and Oceans, Natural Resources Canada, Human Resources Development Canada and the Federal Court.

Impact: as a result, the workshop participants are familiarized with the values approach to staffing and its adoption in their departments.

In April 2000, Training and Development Canada will add the workshop to its catalogue of courses. The content of the workshop was also used to update the HR module of the Middle Manager orientation courses, which now includes a new, significant segment focusing on values. A pilot of this course was held in September 1999.

☞ For further information on *Staffing Values*, please refer to: <http://www.psc-cfp.gc.ca/accecx/values/valuesworkshop.htm>

Building Capacity in the HR Community

Impact: as a result, Public Service HR practitioners are now better informed about best practices and recent initiatives in recruitment, assessment of competencies, values, HR planning, accountability, Employment Equity, as well as other issues affecting them.

The *SmartShops* series continued and expanded in both scope and participation; twenty of them were held and overall attendance steadily increased in the National Capital Region as well as in regional offices.

☞ For further information on *SmartShops*, please refer to: http://www.psc-cfp.gc.ca/accecx/smrshop/home_e.htm

Support to Functional Communities

We provided advice and guidance regarding various HR issues to representatives of several functional communities i.e. Human Resources, Information Technology/Information Management, Policy, Regulatory and Inspection, Communications, Marketing, and Materiel Management.

Survey on Access to Job Posting Notices

We initiated and co-ordinated a survey to gather information about current job posting practices in departments and agencies, and progress to date in modernizing the service-wide job posting infrastructure. Results of the survey will be produced and made available to stakeholders early in the next fiscal year.

Our interest in this area relates to our role in promoting and protecting merit and the associated merit values of transparency and equity. These values are manifested in the

mechanisms departments use, individually and collectively, to provide employees with equal access to information on employment opportunities and the communications strategies they use to advise employees within their own department and in other departments about these mechanisms.

While the goal is to streamline and modernize this aspect of the staffing system, we must ensure that the transition from a paper-based to electronic notification system is carried out in a manner that provides uninterrupted and improved access for all employees, and in support of the merit values.

Alternate Service Delivery

Over the last few years, the Government created Alternate Service Delivery (ASD) agencies as a new means of delivering government programs and services.

These agencies no longer fall under the appointment authority of the PSC. The legislation establishing certain ASD agencies specifies that we may provide access to our services, if requested by the ASD agency. Access to these services assists in ensuring the appropriate application of merit, competence, non-partisanship and representativeness.

An agreement has been established with the Canada Parks Agency enabling the Agency to access certain services in the areas of recruitment, testing, training and investigations. Another agreement is currently under discussion with the new Canada Customs and Revenue Agency. In the interim, the Canada Customs and Revenue Agency has been given permission to access PSC services as required.

In responding to these requests for service, we attempted to balance the needs of the ASD agencies with our capacity to provide service to organizations no longer falling under the PSC's appointment authority.

Executives and Key Feeder Groups

The Assistant Deputy Minister Prequalification Process (ADMPQP) and the Accelerated Executive Development Program (AEXDP) are part of the *La Relève* initiative. Both programs were created to ensure that there will be an adequate supply of qualified senior executives within the Public Service to meet the challenges of the future.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Improved and aligned corporate development programs to ensure there is an adequate pool of leadership talent to meet the ongoing needs for senior executive expertise.
- ▶ Improved mechanisms to acquire diverse experience and enhance career development and mobility opportunities for executives and key feeder groups.
- ▶ Increased effectiveness, flexibility and efficiency of the executive resourcing system.

ADMPQP

Building on the lessons learned during the first ADMPQP in 1997, the second Process was launched in 1998 and the third in February of 1999. While the number of successful applicants to the ADMPQP (50) was adequate to fill vacancies at the Assistant Deputy Minister (ADM) level over the past three years, a fourth process was launched in December 1999 to meet the continuing growth in ADM staffing. The selection of successful applicants is scheduled to be completed by May 31, 2000.

☞ For further information on ADMPQP, please refer to:
<http://www.psc-cfp.gc.ca/admpqp/pqhome.htm>

AEXDP

AEXDP has had two intakes since its inception in 1997 with a total of 74 participants (51+23). The majority (91%) of participants, who were selected at the EX-1 and EX-2 levels in the first group, have been promoted once or twice since the beginning of their participation. Fourteen (14) participants have graduated and, of those, 5 have become Assistant Deputy Ministers.

Impact: as a result, the program provides a pool of competent candidates for the Public Service and through stretch assignments, participants have been given opportunities to advance their career while increasing their breadth of experience.

The AEXDP has currently 60 active participants and the duration of assignments has been lengthened in order to maximize participants' learning. The program continued to improve its selection tools and is expected to launch its third selection process in late spring 2000.

☞ For further information on AEXDP, please refer to:
<http://www.psc-cfp.gc.ca/aexdp/axhome.htm>

☞ For further information on *La Relève*, please refer to:
<http://lareleve.leadership.gc.ca/>

Executive Programs

A realignment of Executive Programs' resources and work processes has begun.

As part of the broader renewal design, we:

Impact: as a result, the realignment of the Executive Programs will allow more strategic and efficient EX staffing services to meet the requirements of the Public Service.

- increased focus on critical gaps in functional communities
- maximized the use of staffing flexibilities to achieve greater efficiencies
- organized, in partnership with other central agencies, a session to reach out to EX feeder groups by providing valuable information and feedback on career progression to employees; over 400 Middle Managers participated and attended the workshops and panel discussions

-
- provided assistance to the Chief Information Officer's project for a program similar to the Career Assignment Program in order to retain and develop senior officers with specialized information technology skills, and to identify shortage areas at all levels in the federal government
 - conducted, in partnership with the TBS Chief Information Officer, generic staffing competitions at the EX-2 and 3 levels
 - enhanced access to developmental opportunities for Aboriginal peoples
 - extended EX services to the Quebec Region, on a pilot basis, to address both the recruitment and retention objectives of the government's HRM agenda by increasing opportunities and providing intra-regional mobility
 - designed strategies for the retention of senior federal officials currently on assignment under the International Programs and Interchange Canada Program.

The design phase of the development of an interactive database, proposed in the renewal framework, was begun. Working towards a talent pool management model, this database once operational will provide the Commission and Deputy Heads with integrated information which will enable improved HR planning at the Executive level. When shared with partners, the database will improve horizontality, the exchange of resource information, and will facilitate seamless EX services across the Public Service, while having security features in accordance with policies on privacy.

☞ For further information on Executive Programs, please refer to:
<http://www.ex.gc.ca/>

International Programs

The International Programs coordinate the Canadian Government's efforts to identify professional Canadians for jobs in international organizations to which Canada belongs. In concert with Foreign Affairs and International Trade Canada, we are responsible for targetting key positions and identifying highly qualified Canadians to compete for them. In 1999-2000, over 300 counselling sessions were provided to Canadians, resulting in more than 50 appointments in international organizations.

☞ For further information on International Programs, please refer to:
<http://www.psc-cfp.gc.ca/intpgm/epb1.htm>

Interchange Canada Program

The Interchange Canada Program promotes linkages between the federal government, organizations in the private sector or at other levels of government, both within Canada and internationally. It creates these linkages by arranging for executives to take on temporary assignments in different sectors.

Impact: as a result, both the International Programs and the Interchange Canada Program contributed to the Government-wide priorities by encouraging expansion of Canadian business, trade and investment; promoting development; recognizing diversity, multiculturalism and linguistic duality; and strengthening multilateral institutions.

During 1999-2000:

- a Memorandum of Understanding (MOU) was signed between the Government of Canada and the Government of the United Kingdom and Northern Ireland which established an Exchange Program for the public servants to strengthen current links and encourage new initiatives between both countries
- talks have begun between officials of the Interchange Canada Program, Department of Foreign Affairs and International Trade and the Government of New Zealand which are aimed at establishing an Exchange Program similar to the Canada/U.K. Exchange Program
- we provided assignments to 33 private sector executives in the federal Public Service and 22 federal Public Service executives were on assignment in the private sector.

☞ For further information on Interchange Canada, please refer to:
http://www.ex.gc.ca/interchange_e.htm

Executives and Key Feeder Groups Initiatives

With regard to the *Profile of Public Service Leadership Competencies*:

Impact: as a result, our initiatives contributed to the alignment of EX development programs by developing a continuum of leadership competencies from supervisor to the ADM level.

- the leadership competencies were built into assessment instruments for the following programs:
 - ADMPQP
 - AEXDP
 - EX-4 and EX-5 promotion
 - Assessment Centre for Executive Appointment (EXA)
 - Career Assignment Program (CAP)
 - Management Trainee Program (MTP)
- this has resulted in a continuum of aligned competencies in that what is assessed and developed at one level is what is required for performance at the target level
- the ADMPQP assessment process has been refined to allow for an increased talent pool on which to draw in making ADM level appointments
- the AEXDP assessment process has been reviewed and improved to allow for the identification of high potential candidates
- the EXA has been retrofitted to reflect the leadership competency continuum, to provide diagnostic and development information, as well as information for selection purposes. For example, the developmental application permits departments to identify strengths and weaknesses of high potential candidates so that personal feedback and development programs can be put in place

☞ For further information on EXA, please refer to:
<http://www.psc-cfp.gc.ca/ppc/page05.htm>

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- the Executive Simulations for CAP has been developed to reflect leadership competencies and respond to departmental requirements; in 1999-2000, 323 candidates were assessed using this new version

☞ **For further information on CAP, please refer to:**
<http://www.psc-cfp.gc.ca/cap/english/00/00.htm>

- the tools and processes for functional communities have also been provided to allow for the identification of high potential candidates and development programs: for example, the Personnel Psychology Centre developed a process for the Information Technology/Information Management Community to allow for succession planning for managers and executives; 52 candidates have been assessed so far
- the leadership competencies have been implemented in the design of competency profiles, learning frameworks and assessment tools for many functional communities and learning advisory panels such as the Middle Manager and Policy Learning Advisory Panels; the co-ordination of competencies allows a horizontal co-ordination of requirements that cuts across departments and that is consistent with the targets for corporate programs
- the Executive Counselling Services (ECS) have been improved to ensure the effectiveness of executives and feeder groups; these reviews focus on personal assessment and in-depth preparation for participation in corporate programs and /or in achieving their career goals; they have been revised in consultation with corporate programs; for departments, the Personnel Psychology Centre ECS has developed assessment services for improving departmental, organizational and personal effectiveness.

☞ **For further information on Competencies, Assessment, Counselling Services, Reports and Publications, please refer to:**
<http://www.psc-cfp.gc.ca/ppc/coverpg.htm>

Recruitment and Development Programs (below EX)

Entry into the Public Service constitutes a critical point for the application of merit. Accordingly, the PSC has retained the authority to conduct recruitment and only delegates it to departments in specific circumstances and under conditions that ensure that the merit values - transparency and equity in particular - are respected.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Improved image of the Public Service Commission, both as a public sector employer of choice among applicants, and as a recruiter among departments, agencies and functional communities, through bridges with departments, functional communities, educational institutions, professional and Employment Equity associations.

Our key role in recruitment lies in developing and implementing strategies that must attract, in a timely manner, well-qualified candidates who reflect Canada's two official linguistic communities as well as members of the four designated groups: women, Aboriginal peoples, members of visible minorities and persons with disabilities.

During this fiscal year, we undertook, on behalf of government departments and agencies, various recruitment campaigns and activities including:

- the Post-Secondary Recruitment (PSR) Program, an initiative for filling entry level vacancies which targets high-ability graduates

☞ For further information on PSR, please refer to: http://www.jobs.gc.ca/home_e.shtml

- the Management Trainee Program (MTP) which recruits individuals with the potential to become Middle Managers

☞ For further information on MTP, please refer to: <http://www.psc-cfp.gc.ca/mtp/index.htm>

- the Accelerated Economist Training Program (AETP) which targets high-calibre Master's degree candidates in Economics, Public Administration or a related discipline for opportunities in social, economic and international policy development

☞ For further information on AETP, please refer to: <http://www.psc-cfp.gc.ca/aetp/aetppage.htm>

- the Federal Student Work Experience Program (FSWEP) and the Co-operative Education Program (CO-OP), which provide students with work experience through short-term assignments in the Public Service

☞ For further information on FSWEP and CO-OP, please refer to: http://www.jobs.gc.ca/home_e.shtml

- general/ad hoc recruitment, which allow departments to hire experienced staff for indeterminate and specified period positions.

☞ For further information on General/ad hoc recruitment, please refer to: http://jobs.gc.ca/jobs/index_e.htm

Employer of Choice

Working through the Committee of Senior Officials' Recruitment Sub-Committee and, in concert with central agencies, departments and Regional Federal Councils, the PSC is a key player in the repositioning of the Public Service as an Employer of Choice.

Impact: as a result, we are repositioning the Public Service of Canada as a dynamic and challenging Workplace of Choice, and are assisting departments and agencies in meeting their evolving business objectives.

With our lead-role in driving the marketing of the Government of Canada as an Employer of Choice, the PSC is supporting the corporate design and integration of its recruitment marketing strategies, programs, initiatives and promotional products. We are strengthening a single-window recruitment

information service to positively influence perceptions and attitudes of prospective candidates: youth, members of the designated Employment Equity groups, students, professionals and executives.

Over the course of the year, we have increased our media relations initiatives campaign to reposition ourselves and to raise awareness of Public Service career opportunities with college and university students and with professionals of such specialized target audiences as Information Technology and Information Management.

As workplace issues are addressed and other flexible options associated with Employer of Choice are developed, the ability of the Public Service to compete aggressively in an increasingly competitive recruitment market for key talent will be enhanced. Through our integrated corporate recruitment programs, we will actively market the Public Service of Canada as an Employer of Choice by targetting prospective highly qualified candidates.

Government On-line in Action

We have continued to push ahead in re-engineering the way in which we provide Canadians with access to job opportunities. Both Internet and telephone service delivery channels are used in a complementary fashion.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Effective recruitment of human resources to better meet the needs of the Public Service, and build a competent and representative workforce through the reform of the recruitment service-line and Internet-based tools and systems.

Impact: as a result, the on-line application rate for Post-Secondary Recruitment increased from 53% in the Fall of 1998 to 72% in the Winter of 2000; for the Federal Student Work Experience Program, it increased from 53% in 1998-99 to 77% in 1999-2000; for General Recruitment, the on-line application rate was 70% by the end of 1999.

The Internet is used more and more as an e-commerce tool. The public can apply for job openings on-line or by more traditional means.

To broaden access, changes were brought to the on-line application form so that people with visual impairment can apply through this channel.

For student programs, FSWEF and PSR, on-line applications arrive directly in a searchable database. Our challenge for the coming year is to build a similar capacity for General Recruitment (i.e. all recruitment other than students and executives) and, to do so, in such a way that departmental managers have direct access to candidates from their desktop.

Recruitment to the CO-OP was fully delegated to departments in June 1999. To assist both departments and educational institutions in using the Program effectively, we built an Internet-connected searchable database of all approved CO-OP programs and provided guidelines on its use.

During 1999-2000, we implemented an on-line survey of job seekers on our recruitment Website (<http://jobs.gc.ca>). This survey has provided us with important feedback and is helping us to adjust our strategies to better meet the rising expectations of the job-seeking public.

To date, the survey has revealed that:

- 71% of users visit the recruitment Website at least once a week
- 88% of visitors rate the Website as good to excellent as a source of information on jobs
- word-of-mouth is the most important means of finding out about the Website.

Recognizing that the telephone remains an important channel for many Canadians to reach government, we initiated a review of our job-information service, Infotel. As Infotel currently is used in 14 different locations with toll-free service in only a few, we are now moving on implementation, early in 2000-01, of a national toll-free job information line.

Post-Secondary Recruitment

Impact: as a result, through our PSR campaigns, approximately 1,200 positions were advertised with over 16,000 applicants; in the Winter 2000 campaign, there was a 35% increase in career choices advertised compared to the Winter 1999 campaign.

This year, we conducted two national Post-Secondary Recruitment campaigns to attract and recruit new and recent graduates who possess the talent, skills, and academic background required by hiring departments. This recruitment vehicle is one response to the growing recognition that the Public Service needs to focus its efforts to renew, rejuvenate and increase the representative roles of its workforce. The 1999-2000, fall and winter campaigns both proved quite successful in generating interest and attracting high quality candidates.

The PSR internet-based informatics system, which is part of the PSC's Matching People with Work initiative, automates some of the more labour intensive steps of the PSR Program process. It provides, 24 hours a day and 7 days a week, on-line application and a results retrieval facility to our applicant population that dovetails nicely with the Government On-line initiative. In this fiscal year, we had to implement a contingency plan in response to system integrity issues generated by the PSR database. Nevertheless, we managed the automated recruitment program and delivered its referrals to hiring departments.

The PSC's marketing strategies make PSR an interesting vehicle for a number of federal departments and agencies as the campaigns attract educated and motivated graduates through a

Impact: as a result, our increased campus visibility and our Employment Equity outreach activities have enabled us to raise awareness of Public Service career opportunities with college and university students, to influence perceptions and attitudes of prospective candidates and to increase applications from members of designated groups.

concerted university campus presence. We participated in over 130 University Career Fairs and Public Service Days and also organized over 80 student information sessions, in-class presentations, and Employment Equity specific sessions on university campuses across the country.

Information Technology (IT)/Information Management (IM) Recruitment

One of the main thrusts of our recruitment strategy for the last three years has been to

Impact: as a result, our recruitment strategy has enabled the Government of Canada to meet the Year 2000 challenge and to continue to deliver quality services to Canadians.

promote IT jobs in the Public Service, particularly in the National Capital Region, where most of the IT/IM recruitment is needed and where competition for scarce

resources is most intense. The PSC worked in close co-operation with its key partners, as well as various IT/IM committees, to develop strategies and tools to recruit high quality specialists to the Public Service. As a result, over 4600 Computer Systems (CS) employees, indeterminate and term, were recruited over the period from April 1997 to December 1999.

☛ For further information on Information Technology Recruitment, please refer to: http://www.jobs.gc.ca/home_e.shtml

Recruitment and Development Programs Initiatives

In 1999-2000, we:

- aligned the MTP with other corporate programs and developed new assessment tools such as the Leadership Experience Test
- revised the AETP to include new screening criteria and a new integration process
- developed new screening tools, interview and reference check tools for the Census Commissioners for the 2001 census for Statistics Canada.

Impact: as a result, our initiatives made the assessment process for recruitment programs more fair, reliable and standardized.

Employment Equity

Executive Programs

The PSC is responsible for appointing, through merit-based processes, qualified and competent Executives to and within the Public Service in response to needs identified by departments.

During this fiscal year, we continued to focus on improving services and developing partnerships with other central agencies involved in programs related to federal Executives. A strategic framework is being considered which will renew the Executive Programs by modernizing services and increasing the Employment Equity (EE) participation among the Executive group.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Fulfilment of the PSC's obligations as a central agency under the *Employment Equity Act (EEA)*.
- ▶ Improvement in the representation of designated group members by addressing system-wide barriers.
- ▶ Integration of Employment Equity into departmental human resources management, planning processes and daily operations.

Impact: as a result, up to 20 Aboriginal peoples from within and outside the Public Service will participate in the newly designed EE component of the Career Assignment Program.

Furthermore, we contributed to the Government-wide priorities by increasing Aboriginal participation in the program, thus promoting equitable and inclusive access to the development and advancement available under CAP.

In order to highlight EE objectives, extensive consultations with stakeholders were held. Executive Programs instituted the use of recruitment agencies specialized in finding interested and qualified EE group members to participate in Executive level competitions.

Recruitment and Development Programs (below EX)

The last year has seen considerable improvement in the representation of EE group members in the federal Public Service. Nonetheless, it remains clear that to build on the progress made with the recruitment of Aboriginal peoples and women, significant effort is still required to increase the recruitment of members of visible minorities and persons with disabilities. The PSC has focused its efforts this past year in two areas: rebuilding its outreach capacity and building awareness of the EE imperative.

Impact: as a result, through our outreach and awareness activities, the percentage of applications from members of visible minorities and Aboriginal peoples increased for the AETP and MTP; for Post-Secondary Recruitment, there has been an overall increase in the percentage of applications from members of the designated groups.

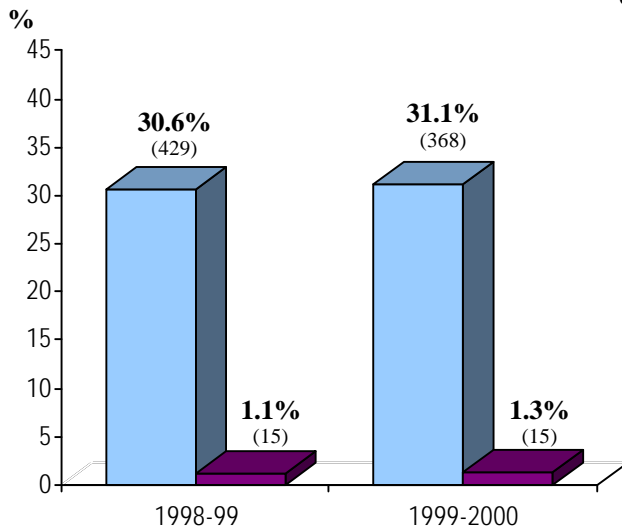
Furthermore, we contributed to the Government-wide priorities by strengthening diversity and improving the representation of members of visible minorities, Aboriginal peoples, as well as persons with disabilities within the Public Service.

In rebuilding our outreach capacity, we have developed relationships with EE communities and associations to better target those audiences when recruiting. The development of a new database, listing 2300 EE associations across Canada, provides the PSC with the capacity to rapidly and efficiently reach those organizations. This year, as a pilot project, the database was used for both the Post-Secondary Recruitment Program and the Federal Student Work Experience Program, and in April 2000 will be made available to all our regional offices.

Representation can only be achieved through the informed actions of hiring managers. Recognizing the critical role that managers play, we have invested considerable effort in building awareness of the need to ensure that EE becomes an integral part of their HR planning. Various fora, aimed at hiring managers, have been held across the country, both inter-departmentally and as briefings for individual departments. A booklet on FSWEP has also been designed for managers, giving tips on the flexibilities that promote the hiring of EE group members.

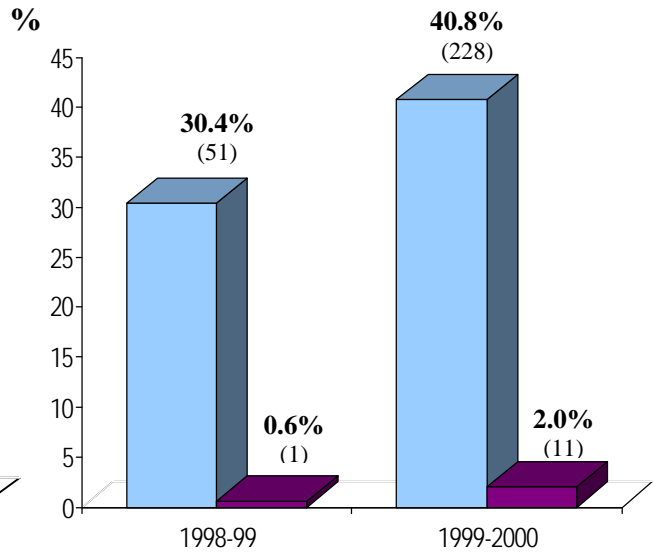
In Recruitment and Development Programs managed by the PSC, notably the MTP and the AETP, efforts this year have focused on improving our ability to reach and attract members of EE groups. While it is too early to report on the overall appointment results, the number of applications/percentages for select designated group members are as follows:

Management Trainee Program



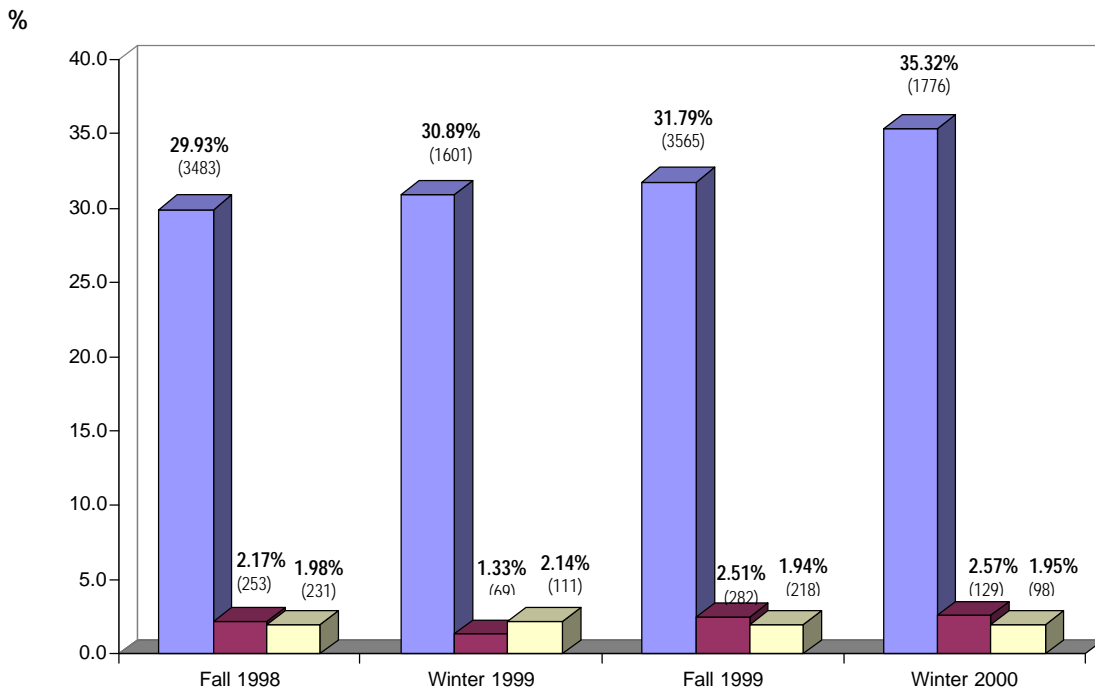
Members of Visible Minorities Aboriginal Peoples

Accelerated Economist Trainee Program



Members of Visible Minorities Aboriginal Peoples

Post-Secondary Recruitment



Members of Visible Minorities Aboriginal Peoples Persons with Disabilities

To better focus our strategies over the course of the next fiscal year, we have initiated a study to determine, from a manager's perspective, what needs to be done to improve the hiring rate of EE group members.

Employment Equity Positive Measures Program

Impact: as a result, we disseminated information on best practices, tools, and techniques helping departments and agencies accomplish their Employment Equity objectives.

On behalf of Treasury Board, the PSC delivers three of the Employment Equity Positive Measures Program (EEPMP) components: the Employment Equity Partnership Fund (EPPF), the Employment Equity Career Development Office (EECDO) and the Employment Equity Enabling Resource Centre (EEERC).

The EEPMP:

- promotes greater self-sufficiency of departments and agencies in achieving their Employment Equity objectives and fulfilling legislated obligations as delegated to them by the employer under the *Employment Equity Act*
- helps departments improve the presence of the four designated groups in the Public Service where under-representation exists
- supports central agencies in discharging their legislated responsibilities for Employment Equity and providing for leadership in addressing public service-wide Employment Equity priorities
- ensures greater integration of Employment Equity in the planning processes, including human resources, and in the daily operations of departments and agencies.

Employment Equity Partnership Fund

The EPPF has worked with departments to address Employment Equity barriers and issues. Great success has been achieved in developing sustainable partnerships between departments, agencies and other levels of government. The projects funded have provided opportunities to create multiplier effects by duplicating and expanding the most promising ones (e.g., EE career management and counselling activities, mentoring programs and selection board initiatives), and have provided opportunities to transfer knowledge in terms of sharing tools, lessons learned and best practices gained during projects. These projects have been integrated into departments' regular operations and have allowed for greater departmental self-sufficiency in achieving their Employment Equity goals and objectives. In addition, the projects themselves are recognized as "success stories" - they are already the subjects of enquiries and consideration for adaptability to other departments, regions and cities across the country i.e. Halifax mentoring project is currently being considered as a national project, that would provide mentoring opportunities to employees on a national scale.

Employment Equity Career Development Office

The purpose of EECDO is to facilitate the delivery of effective and appropriate Employment Equity career development with designated group members. This has been achieved through three initiatives:

- a Centre of Excellence (containing over 2500 books, videos, CDs) which provides career counsellors, Employment Equity co-ordinators and managers with current research, resources and opportunities to share best practices
- a 45-hour university level course on EE Career Counselling which was piloted across Canada with 22 departments, has been adapted for use in 3 departments, and is now offered for credit at over 8 Canadian universities
- individualized support and outreach to counsellors, HR personnel and managers in departments and regions to enable them to support the career development of their employees who are members of the four designated groups.

EECDO has been written up as a best practice and will be a chapter in the forthcoming book "Career Development Practices that Work: Exemplary Practices from Around the World", edited by Bryan Hiebert.

Employment Equity Enabling Resource Centre

The EEERC excels in providing operational support and advice to federal Public Service managers, HR management, employees and informatics personnel, on how to meet work-related accommodation needs for persons with disabilities. The centre has dramatically expanded its facilities to incorporate a state of the art demonstration area with integrated video conferencing. During the 1999-2000 fiscal year, EEERC saw outstanding increases in loan services (up 43% since the previous year), and in the number of people visiting the centre, either physically or through video conferencing (a 280% rise since last year). Furthermore, it has updated its inventory of assistive devices, and developed a call/inventory management system to effectively track and monitor services. Overall, heightened visibility of EEERC services has increased understanding, and contributed to the hiring and retention of persons with disabilities in the Public Service work place.

☞ For further information on EEPMP, please refer to:

http://www.psc-cfp.gc.ca/eebmp-pmpee/program_overview/overview.htm

Employment Equity Initiatives

Impact: as a result, our initiatives enabled us to better fulfil our Employment Equity obligations and pro-actively support task forces, agencies and departments in meeting their Employment Equity objectives.

The PSC has identified and addressed issues related to Employment Equity through several initiatives. For example we:

- analyzed our role and responsibilities relating to Land Claims Agreements and developed recommendations

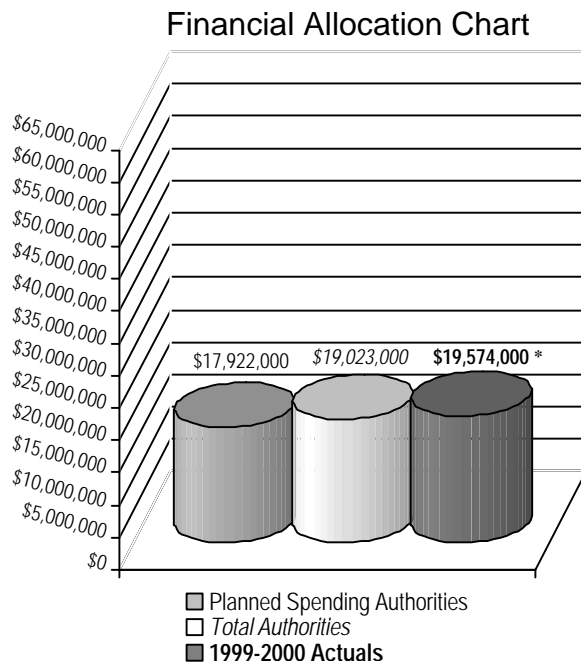
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- provided a response to the review of the *Multiculturalism and Canadian Human Rights Acts*
 - participated in, and provided support and advice to: Access for All Through Technology Task Force; Access Working Group; Inter-Departmental Committee on Employment Equity; Federal Disability Agenda
 - assisted the Task Force on Visible Minorities through statistical analysis of job promotion, mobility and functional communities
 - completed a survey of PSC managers to determine their vision for EE in the PSC and developed an *Organizational Framework for Employment Equity*; subsequently set up the Employment Equity Steering Committee and developed terms of reference, a document on our mandate in EE, as well as a listing and analysis of obligations under the *Employment Equity Act*
 - consulted the National Joint Council's Joint Employment Equity Committee and implemented the action plans of the Employment Systems Reviews entitled the *Review of the PSC's General Recruitment and Priority Administration Systems* and the *Review of Selected Instruments of the PSC's Personnel Psychology Centre*
 - ☞ For further information, please refer to section 2.3.2.3 under Employment Systems Reviews.
 - initiated a *Review of PSC's Executive Resourcing and Development Systems*
 - ☞ For further information, please refer to section 2.3.2.3 under Employment Systems Reviews.
 - implemented new assessment tools particularly for large scale recruitment programs such as Post-Secondary Recruitment
 - developed a new Integrated Assessment Process for the Management Trainee Program which successfully increased representation and through the development and use of a new tool, the *Leadership Experience Test*, we contributed to an increase in the representation of EE groups at the screening phase
 - developed, in partnership with aboriginal representatives, the Aboriginal Career Assignment Program
 - ☞ For further information on Aboriginal Career Assignment Program, please refer to: <http://www.psc-cfp.gc.ca/cap/english/aboriginal/english.htm>
 - monitored fairness and adverse impact on EE groups through the Personnel Psychology Centre's statistical research
 - sensitized psychologists and departmental and contract assessors through workshops entitled *Sensitivity Training for Employment Equity*
 - researched alternative predictor tools to increase fairness and representativity
 - provided to departments a broader range of tools to capture data and to conduct analyses to allow more complete information on EE representation.
 - ☞ For further information on PPC assessment instruments and services that address EE issues, please refer to: http://www.psc-cfp.gc.ca/ppc/en_intr7.htm

Anglophones in Quebec

In 1999, a report on the participation of Anglophones in the federal Public Service in Quebec was submitted to the federal organizations concerned, as well as to associations representing the Anglophone community. The report showed that the participation of Anglophones in certain occupational categories was significantly lower than their representation in the population, although it was not possible to identify any systemic obstacle in the HR system that might have the effect of limiting their access to employment. The report pointed out that Anglophones qualified at a rate proportionate to their rate of application in selection processes, but noted that the Anglophone community's negative perceptions of the work environment in the Public Service were a factor that could have an adverse impact on their recruitment.

The PSC co-ordinated the development of an action plan designed to gradually realign the linguistic composition of the workforce with the linguistic composition of the population. This plan, which relies on a partnership with Anglophone associations, was approved by the Quebec Council of Senior Federal Officials. The present context of revitalization of the Public Service, especially the significant resumption of succession planning and recruitment activities, and the actual competencies sought, is conducive to this realignment. In order to benefit fully from this context, the PSC has undertaken to augment its presence at Anglophone educational institutions at the college and university levels, to let students know about the career opportunities that will be opening up in the Public Service in the years to come.

2.3.2.2 Business Line: Learning



*Actual figures for the Staff Development and Training Revolving Fund component are reflected on an accrual basis of accounting.

Note: Major changes between Planned Spending Authorities and *Total Authorities* are attributable to additional funding received for the compensation for new collective bargaining, the incremental Employee Benefit Plan costs and the conversion factor. The variances between *Total Authorities* and **Actuals** relate primarily to the severance, vacation pay and the year-end expense pertaining to collective bargaining compensation costs.

The Learning business line includes a statutory vote for the Staff Development and Training Revolving Fund delivered through Training and Development Canada which is a Special Operating Agency on full cost-recovery. For 1999-2000, the Staff Development and Training Revolving Fund realized a surplus of \$432,000 on an accrual basis of accounting.

Objective

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

Description

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

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

Main Components

The Learning business line is responsible for Language Training Canada with regard to second-language training and Training and Development Canada with regard to training in the workplace.

Training and Development Canada is a special operating agency run on a cost-recovery basis.

Language Training

The PSC provided language training, as well as orientation services, to federal departments and agencies. Following is a chart showing the number of teaching hours in the NCR and in the regions

during the last three years. Despite reduced resources, Language Training Canada (LTC) met the needs of client-students, whose numbers have been growing following the resumption of recruitment and staffing activities.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Better access to learning opportunities and language training using modern technology.

Number of student-hours taught at LTC			
	<i>NCR</i>	<i>Regions</i>	<i>Grand Total</i>
1996-1997	342,077	196,434	538,511
1997-1998	299,442	225,126	524,568
1998-1999	392,915	214,423	607,338
1999-2000	435,539	213,197	648,736*

*Estimate

In 1999-2000, we established numerous partnerships with individual departments, provinces, private sector and non-governmental organizations. For example:

- the PSC sponsored partnership with Collège St-Boniface in Manitoba is helping to meet departments' training needs
- in order to achieve economies of scale and improve services, partnerships have been formed with various levels of government in Newfoundland, New Brunswick and Prince Edward Island
- partnerships are underway in a number of departments for the training of EXs and the development of specialized programs

-
- a private sector statutory training pilot project was launched in October 1999. This collaborative project in contracting out is generating considerable interest, initiative and creativity on the part of all stakeholders.

Impact: as a result, we increased our number of teaching hours, improved the efficiency and effectiveness of our services; more language training programs are now available and accessible through modern technology.

Furthermore, we contributed to the Government-wide priorities by promoting Canada's linguistic duality and understanding among citizens in different regions for a strong and united Canada.

LTC's priority is to develop language training programs which complement traditional delivery methods, support continuous learning practices, and rationalize activities. The initiatives now being pursued by Development Services include:

- updating the EX group program
- developing a computerized tool for managing the audio activities in the basic French training program
- a research project on "one-on-one" distance training using video conferencing so that interested clients will have access to customized language training services, regardless of physical distance, through inexpensive tools.

☞ For further information on Language Training Canada, please refer to: <http://www.edu.psc-cfp.gc.ca/>

Training Development Canada

Learning Products and Services

During this fiscal year, we developed new courses on:

- Internet Publishing
- Materiel Management
- Universal Classification Standard
- Values in Staffing
- Communication guidelines
- *Financial Information Strategy.*

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Learning products, programs and services that will prepare public servants for the challenges of the future (borderless organizations, learning organization, and effective leadership).

In partnership with departments and the Learning Advisory Panels (LAPs), we played a key role in improving learning design, development and delivery, in promoting a continuous learning culture and in defining core corporate competencies needed by all public servants.

Impact: as a result, we attracted close to 10,000 participants and made a significant contribution in supporting the service-wide learning objectives of the federal Public Service.

We should deliver an estimated 719 course offerings:

- to serve functional communities
- to satisfy Public Service-wide needs: courses in Values in Staffing, Employment Equity, Harassment, etc.
- to satisfy Public Service generic skills requirements: courses in writing, speaking, mediation, etc.

Functional Communities

Through a Secretariat that serves the five LAPs, we support the learning needs of the functional communities of the Public Service.

In 1999-2000, we supported the:

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Improved corporate-level horizontal management of learning.
- ▶ Learning products that are current and support the needs of strategic communities identified in the Public Service renewal agenda.

Middle Manager Community

In September 1999, we completed and delivered the two main phases of an orientation program for new managers. We also made available courses on managing public consultation and on staffing. Courses on modern Comptrollership, finance for non-finance managers, contracting and acquisition, and the universal classification system have been started and will be completed during the spring of 2000.

In-roads have also been made in the use of technology to adapt to self-paced learning requirements and provide support to managers operating in the various regions of Canada. A community centre is maintained on the Learning Resource Network: an on-line self-assessment tool has been made available in March 2000 and an on-line interactive course on resource management will be piloted during the spring of 2000.

Communications Community

Three new entry level communications courses were developed which focus on orienting communications recruits in targeted Public Service renewal functions, as well as, on updating and enhancing the skills of current communications officers. Two Internet courses are being adapted to distance learning formats to serve regional needs and provide methods of delivery other than classroom learning.

A workshop on excellence in communications reviewed and validated the entry level learning products and services developed within the communications learning framework since the LAPs' inception. Workshop participants also worked to highlight emerging

competency requirements of the Communications Community and to establish the types of learning products that will effectively support a communications career in the Public Service in the future.

Human Resources Community

In support of this community, we participated as a full member of the Human Resources LAP working group. As a complement to a new workshop on competencies for the HR

Impact: as a result, through our different activities, we enhanced the skills of the functional communities and contributed to their continuous learning requirements.

group, a self-assessment tool has been developed and made available on the Learning Resource Network. Other workshops have been added to support the strategic role of the community and its renewal in 1999-2000.

Comptrollership Community

New learning programs have been developed, in particular for Finance, Materiel and Supply, and Property Management.

In support of the implementation of the *Financial Information Strategy*, five new products were added and became part of regular course offerings as of April 2000. In addition to a classroom version, one of these products is available in a self-directed module. With regard to the Materiel and Supply Management initiative to develop a new curriculum and certification program for its members, three new courses have been designed and piloted. In the Property Management curriculum, two new learning products have been added.

Policy Community

Two new generic courses covering the basic angles of public policy have been developed and piloted: one focusing on policy development and the other on policy implementation. These courses incorporate elements of comparative analysis on gender issues that are extended to include the other employability types. The courses and their discussion material are posted on the policy Website. These courses will be soon linked to the *Assessment Tools and Learning Framework* via the Internet and provide access to an extended set of Internet-based tools and resources. The Policy Learning Advisory Panel completed a *Policy Learning Framework* for the Policy Community, a self-assessment questionnaire, and an introduction document for its competency profile.

☞ For further information on LAPs and Functional Communities, please refer to: <http://learnnet.gc.ca/eng/index.htm>

Use of Modern Technology

The Learning Resource Network (LRN) is continually reaching its objectives to be recognized as a single-window on learning for the Public Service.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Learning products, programs and services that incorporate the values and practices of a professional Public Service.

Impact: as a result, through Web-technology, we increased learning opportunities for Public Service employees and improved the availability and distribution of our products throughout the Public Service and beyond.

In 1999-2000, new self-directed courses were developed and others were revised and updated. *The Virtual Marketplace* was launched on the LRN and even served as a distribution mechanism for other departments: *The Environmental Learning Package*, developed by a consortium of federal departments, was made available via the LRN.

At the request of the Learning Advisory Panels, two new on-line assessment tools, based on the Middle Management and HR functional communities' competency profiles were developed. Classroom workshops for these functional communities were supported via the Internet with learning materials provided electronically for pre-workshop preparation. A distance-learning course: *Managing Resources, an Integrated Approach* has been developed and a session of the course will be piloted in the new fiscal year.

The Training Development Canada (TDC) Website was redesigned, as well as the 2000-01 TDC Directory of Courses, which is now available on the LRN in a searchable database.

☞ For further information on Training Development Canada, please refer to: <http://www.edu.psc-cfp.gc.ca/>

☞ For further information on Learning Resource Network, please refer to: <http://learnet.gc.ca/>

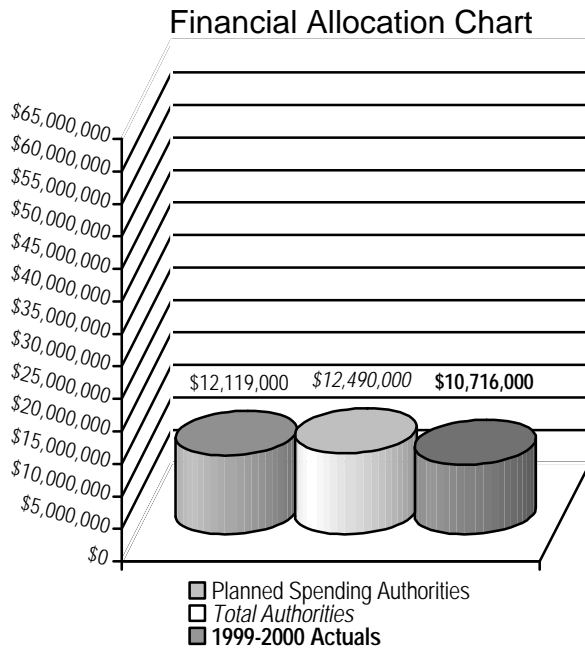
Learning: International Activities

In 1999-2000, Language Training Canada took part in *EXPOLANGUES 2000 - the 18th fair on language, culture and international exchanges* in Paris, in order to present its products and resources, and promote its expertise. In addition, in response to a request from Foreign Affairs, and in view of the G8 economic summit, one teacher went to Japan to teach French to public servants.

Training and Development Canada welcomed representatives from Poland, Cuba, Kenya and Tanzania, and promoted its activities and operations. In the context of agreements with international organizations, Canadian government agencies and public sector and other bodies, TDC provided training in a variety of fields, analyzed training and development needs, and organized workshops and courses in a number of countries, including Slovakia, Latvia, Mali, Benin, Egypt, Morocco and Guyana, etc.

Impact: as a result, both Language Training Canada and Training and Development Canada contributed to the Government-wide priorities by promoting linguistic duality; strengthening multilateral institutions; and promoting Canada's place in the world.

2.3.2.3 Business Line: Policy, Research and Outreach



Note: Major changes between Planned Spending Authorities and *Total Authorities* are attributable to additional funding received for the carry forward from 1998-99, the compensation for new collective bargaining and the conversion factor. The variances between *Total Authorities* and **Actuals** relate primarily to staffing actions and PSC priorities which did not materialize offset by the year-end expense pertaining to collective bargaining compensation costs.

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

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

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

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

Strategic Policy, Planning and Coordination

During the past fiscal year, four main initiatives were undertaken:

- we developed and articulated the PSC's Strategic Goals and Priorities, covering the next 3 years

Impact: as a result, the implementation of our *Values-Based Merit Framework* will give managers and their advisers a tool for exercising their delegated power in a systematic, explicit and considered manner and will revitalize the federal Public Service staffing system.

- we developed and articulated the PSC's *Values-Based Merit Framework (VBMF)*, building on accomplishments of Staffing Reform initiatives to date and contributing to overall Public Service renewal
- we have begun to develop an overall implementation strategy for the *VBMF* and key communication pieces for rolling out the *VBMF*, including our forthcoming *Directional Statement* and relevant sections of the *PSC's Annual Report*
- we conducted strategic environmental scans to gather intelligence useful to policy formulation and setting our future direction.

☞ For further information on VBMF, please refer to: <http://www.psc-cfp.gc.ca/annrept/ann9900e.htm>

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ A PSC *Policy and Planning Framework* integrating government renewal and PSC repositioning initiatives, including *La Relève* and Staffing Reform.

Resourcing Policy and Legislation

In 1999-2000, several initiatives were launched and completed, with regard to the:

- *Public Service Employment Regulations*
- *Standards for Selection and Assessment*
- Universal Classification Standard
- Exclusion Approval Orders
- *Staffing Policies and Guidelines*
- *Area of Selection Policy Framework*
- Official Languages.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Policy and regulatory options and changes that arise from initiatives such as *La Relève*, Staffing Reform, the Universal Classification Standard (UCS), competency-based human resources management, and alternative service delivery.

Public Service Employment Regulations (PSER)

- we completed the initial phase of the comprehensive review of the *Regulations*, and published completely revised *Regulations* at the end of the fiscal year; to ensure understanding of the amended provisions, the *Regulations* were written in plain language to the extent possible, extensive support material was provided to stakeholders both directly and through the PSC's Website, and several information sessions were conducted across the country
- we began the analysis for the second phase of the comprehensive review in the second half of the fiscal year to deal with issues not resolved in the first phase.

Impact: as a result, the revised *Regulations* reflect the values and principles underlying sound human resource management, promote flexibility and efficiency in selection processes, provide new mechanisms to assist departments in obtaining their Employment Equity objectives and provide further protection of individual rights.

☞ For further information on Updates to the *PSER*, please refer to: <http://www.psc-cfp.gc.ca/spb/menu.htm>

Standards for Selection and Assessment

- we completed Phase 1 of the review
- we amended the *Standards for Selection and Assessment* for the implementation of the Universal Classification Standard
- we approved the revisions and posted them on the PSC Website
- we launched Phase 2, an in-depth review of the *Standards for Selection and Assessment*
- we brought 150 departmental and union representatives in 8 workshops to examine options for a revised structure for group-specific standards in order to make recommendations
- we amended the *Standards for Selection and Assessment* for the Computer Systems (CS) and Personnel Administration (PE) groups; the revised PE *Standards for Selection and Assessment* were the subject of 3 workshops, one of which was videotaped and distributed to departments for use in informing the PE Community of the changes.

☞ For further information on *Standards for Selection and Assessment*, please refer to: <http://www.psc-cfp.gc.ca/spb/menu.htm>

Universal Classification Standard (UCS)

- we analyzed the impact of UCS on the definition of promotion and staffing policies and legislation
- we prepared Questions and Answers for departments to assist them with staffing during the UCS conversion
- we participated in the TBS Policy Integration Committee.

Exclusion Approval Orders (EAO)

- we created two new EAOs: one to facilitate the appointment of term employees who had accumulated 5 years of continuous employment and one to facilitate appointments for the 2001 census
- we amended two EAOs: the EAO for the hiring of students was amended to ensure that students hired through internal selection processes are subject to a probationary period, and the EAO for Management Trainees

was amended in response to comments from the Standing Joint Committee for the Scrutiny of Regulations

- we accepted in principle to recommend that the Governor-in-Council make an Exclusion Approval Order, when certain conditions are met, to deploy persons found to have been involved in harassment.

☞ For further information on the EAO, please refer to: (<http://www.psc-cfp.gc.ca/annrept/ann9900e.htm>).

Staffing Policies and Guidelines

- we completed the revisions, with the exception of a few chapters where policy development work is underway
- we drafted two policy documents: "*Access / Volume Management in Recruitment*" and "*Without Competition Appointments from Outside the Public Service*".

☞ For further information on Staffing Policies and Guidelines, please refer to: <http://www.psc-cfp.gc.ca/spb/menu.htm>

Area of Selection Policy Framework

- we developed and recently approved a new *Area of Selection Policy Framework* based on values and principles. The *Framework* provides overall guidance to departments on the authority to establish areas of selection. Deputy Heads make decisions within the context of values as well as the legislative context, including the mobility provisions of the *Charter of Rights and Freedoms*. The PSC has issued bulletins to departments to provide guidance on the determination of areas of selection, including *Charter* compliance. We are planning to develop additional tools to support departments in making informed decisions on area of selection. Some of this work will involve guidance on areas of selection that meet the mobility provisions under the *Charter*, as well as those stemming from the *Agreement on Internal Trade* and the *Social Union Framework Agreement*.
- we started the analysis of the results of the consultation with unions and departments.

Official Languages

- we provided information sessions to consultants and provided support for various committees dealing with official languages issues
- we analyzed the impact of revisions to the Official Languages Exclusion Approval Order and of a change to TBS policies on maximum allowable language training time.

Research

During this fiscal year, we carried out several activities and completed numerous projects, studies and papers in support of varying short and long-term goals related to our mission.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ A research agenda addressing the PSC's objectives and policy/program development requirements.

For example:

Impact: as a result, through the analysis and dissemination of information and knowledge, we contributed to the advancement of HR Management in the Public Service.

- we created a PSC Research Advisory Committee to help set directions and approve projects and final versions of papers and studies; so far, this committee has approved 11 studies
- we produced studies of various types related to demographics and the labour market on 10 departments, 6 regions and 5 functional communities
- we informed - through statistical analysis of job promotion, mobility and functional communities - the thinking of the Task Force on Visible Minorities
- we held a series of 24 learning events called *The Chronicles* which provide a forum for knowledge and facts sharing, across our department
- we published and shared a series of papers that focused on best practices in other public services and in the private sector.

☞ For further information on Research, please refer to:
<http://www.psc-cfp.gc.ca/prcb/prcmaine.htm>

Communications and Outreach

During 1999-2000, the function concentrated on increasing awareness of PSC initiatives related to the promotion of the merit system and values-based staffing. We developed an awareness framework that lays the groundwork for a structured measuring and monitoring approach for assessing the degree to which our clients and stakeholders understand the PSC's core mandate. The framework is an integral part of the PSC's *Performance Measurement Strategy*.

Under the framework, we conducted focus groups to determine hiring managers' and HR specialists' understanding of the merit system and values-based staffing. Over time, the PSC will be able to determine if there is an increased understanding of the values-based approach to staffing as a result of its outreach and communications efforts. We are attempting to become a truly client-focused organization in the service of Canadians.

We launched the PSC Advisory Council in 1998, which is a forum for discussing and consulting on HR management issues of common interest and concern, and for exchanging information and views. This consultative body's participants include our senior representatives, public service unions, federal agencies and departments, and a Treasury Board observer. Accomplishments in 1999-2000 included the establishment of a secretariat to manage the Council's affairs, the identification of priorities – oversight, recourse and workforce mobility – the creation of working groups to address them, and the development of a Website.

Impact: as a result, we contribute to a heightened understanding of the merit system and the underlying values of key stakeholders (such as, the Canadian public, federal central agency partners and departments), clients and public servants associated with merit. Understanding leads to meritorious staffing decisions, which contribute to a highly competent Public Service for a strong and united Canada.

Furthermore, we continued to review and reshape our communications frameworks, tools and networks to better reach key stakeholders and clients, such as parliamentarians and the Canadian public. As well as tabling the required reports in Parliament, we refined a Parliamentary Engagement Strategy that provides for increased dialogue. It will be implemented in 2000-01.

Information Management and Review

Staffing Accountability

Staffing Delegation and Accountability Agreements

The new *Values-Based Merit Framework* adopted by the PSC, as well as the increased delegation of staffing responsibilities to departments, prompted us to delineate a new accountability and reporting framework that holds Deputy Heads accountable for exercising delegated staffing authority. This new accountability and reporting framework is in line with the modernized Comptrollership approach, which emphasizes accounting for results and suggests a more active departmental participation in the assessment of staffing performance.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Information management policies, practices and tools, that support an exchange of information on the performance of the Public Service human resources system.
- ▶ New initiatives to support merit promotion.

Impact: as a result, departments participated in the development of tailor-made *Staffing Delegation and Accountability Agreements*.

In that context, we began by developing new *Staffing Delegation and Accountability Agreements* with Deputy Heads of the larger departments. We are now proceeding with developing new Agreements with the smaller departments. During 1999-2000, fifteen agreements were signed and a further eight were close to completion. The departments covered by these Agreements represent almost

30% of the Public Service. It is our objective to sign new Agreements with all departments by March 31, 2001.

☞ For further information on Delegation of Staffing Authorities, please refer to: http://www.psc-cfp.gc.ca/accex/delegation/delegation_e.htm

Assessment of Departmental Performance in Staffing

As part of the new PSC approach to accountability, Deputy Heads are required to report to us annually through the submission of a departmental staffing performance report, based on staffing indicators built into the *Staffing Delegation and Accountability Agreements* referred to above.

Impact: as a result, departments received feedback on the assessment of their staffing performance.

In 1999-2000, we began to develop an approach to the way we will assess departmental staffing performance, as well as the criteria we will use in this regard. A pilot assessment was conducted for the first four departmental reports submitted to the

PSC within the 1999-2000 fiscal year. Departments were consulted on the process and their views will help shape our plans for future assessments.

Impact: as a result, Parliament will receive information on the health of the Public Service staffing system.

Departments will be informed individually of their assessments. In addition, a roll-up of the overall findings and trends will be built into a report on the health of the staffing system, which will be presented in the *PSC's Annual Report* to Parliament.

Accountability "Tool Kit"

We provided departments with a Tool Kit entitled *Accountability for Staffing* to help them meet their accountability obligations under the delegated staffing system. It includes the following documents:

Impact: as a result, departments received tools, advice and assistance in conducting a self-assessment of their staffing performance and reporting to the PSC.

Staffing Accountability Framework:

describes the overall accountability regime accompanying the delegation of staffing powers, and helps departments with the development of the *Staffing Delegation and Accountability Agreements*.

An Approach to Monitoring Staffing and a Risk Assessment Model: help departments identify staffing risks and conduct subsequent monitoring activities.

PSC Staffing Values Surveys: help departments measure employees' and managers' perceptions of staffing values.

Early Warning System: provides a staffing system intelligence, identifying issues and trends for further analysis, learning and improvement; helps departments with the preparation of their performance reports.

A Guideline to Staffing Performance Reports: helps departments report to the PSC on their staffing performance, describing what a report is to include regarding key merit values.

Attestation of Departmental Staffing Report Reliability: outlines the due diligence considerations of the PSC with regard to staffing reports and the criteria by which the attestation of reliability will be conducted.

In response to departmental requests, we are also developing a template for departmental reports which will provide a structured model to departments for reporting to the PSC. Departmental reports are due during the second quarter of each fiscal year.

☞ For further information on Tool Kit, please refer to: <http://www.psc-cfp.gc.ca/prcb/premaine.htm>

PSC's Early Warning System

Impact: as a result, departments and other stakeholders received an early warning of possible problems with regard to staffing on a departmental or system-wide basis.

The PSC's *Early Warning System* is an annual exercise used to identify potential risks in the area of staffing, both in terms of individual departments and the Public Service-wide staffing system. We gather both quantitative and qualitative data from various sources,

then share our findings with departments and other stakeholders to indicate areas that warrant surveillance and possible future action.

Evaluations and Reviews

We carry out our oversight and accountability role, in part, by conducting evaluations, performance studies and Public Service-wide reviews aimed at examining important issues related to HR values, policies and programs that fall within our mandate.

Impact: as a result, through our evaluations, performance studies and Public Service-wide reviews, we have a better understanding of the main trends and factors related to specific issues examined and shared the "best practices" among departmental partners and other stakeholders.

During 1999-2000, we conducted the following study and review:

- *Post-Secondary Recruitment Longitudinal Study*

A study of the Fall 1998 Post-Secondary Recruitment campaign was conducted in order to better understand trends in the recruitment of candidates from diverse

backgrounds into the Public Service and to identify barriers to diversity and Employment Equity in the various stages of the recruitment process.

This study included the PSC-managed phases of the campaign and examined appointment data to assess the effectiveness of the campaign in support of the Public Service's goals of renewal and diversity. The results of the study will be available in fiscal year 2000-01.

○ *Thematic Review on Access to Public Service Employment Opportunities*

One of the main factors that impacts on the PSC's *Values-Based Merit Framework* is the type of access provided to Public Service employment opportunities.

Access refers to the extent to which the Canadian public and persons already employed in the Public Service are made aware of and given an opportunity to apply for Public Service jobs and to eventually be appointed. As defined, accessibility is mostly affected by decisions concerning the type of selection process used (with or without competition) and, in the case of competitions, the area of selection, the advertizing method, the notice period and the establishment of the eligibility list.

Six departments were selected for the review based on criteria such as appointment activity, population size, mix of resourcing options, and decentralization. The results of the review will be available in fiscal year 2000-01.

Employment Systems Reviews

In 1999-2000, we continued the review of our employment systems in support of the implementation of the *Employment Equity Act (EEA)*. The purpose of this exercise is to identify barriers to employment opportunities for persons in the designated groups that may exist within our policies, systems and practices, and to take measures to eliminate any barriers identified.

As required by the *EEA* and, in light of the key role of employee representatives in the advancement of Employment Equity in the Public Service, we developed and implemented a framework for consulting and collaborating with unions on our employment systems reviews, and on the action plans developed as a result of these reviews.

This framework was developed in consultation with the National Joint Council's Joint Employment Equity Committee (JEEC), which provides a national forum where the Treasury Board Secretariat, the PSC and unions can consult and collaborate on the preparation, implementation and revision of Public Service-wide Employment Equity components.

Impact: as a result, we complied with the *Employment Equity Act* by eliminating identified barriers to employment opportunities for persons in the designated groups that existed within our policies, systems and practices.

The JEEC was consulted on the action plans developed in response to two reviews completed and reported in last year's Departmental Performance Report, namely the *Review of the PSC's General Recruitment and Priority Administration Systems* and the *Review of Selected Instruments of the PSC's Personnel Psychology Centre*. The comments made served to amend and update the two action plans, which are being implemented.

☞ For further information on issues, recommendations and implementation of the recommendations, please refer to: <http://www.psc-cfp.gc.ca/prcb/prcmaine.htm>

In 1999-2000, we initiated another important component of our Employment Equity review, i.e. a *Review of PSC's Executive Resourcing and Development Systems*.

This review will focus on the:

- systems used for recruiting, assessing, appointing and promoting persons to executive positions in the Public Service, including: the Assistant Deputy Minister Prequalification Process
- resourcing activities carried out through The Leadership Network
- executive acting appointments made by departments and agencies under PSC delegated authority
- executive interchange.

The review will also include executive counselling, the Accelerated Executive Development Program and the Career Assignment Program. The results of the review will be available in fiscal year 2000-01.

Information Management

During 1999-2000, we focused on defining our information requirements and the implementation of our *Information Strategy and Plan* to better address our strengthened role in oversight and our accountability to Parliament.

With the elimination of the Report on Staffing Transactions as of April 1, 1999, we implemented processes to generate appointment activity from the Pay System. The developments of data quality and data management techniques were also required to support this shift in

Impact: as a result, with estimated appointment information obtained from the Public Works and Government Services Canada pay system via algorithms, the PSC is able to meet its own and client's information needs through improved data quality.

infrastructure. In addition, we developed a proposal for a new program of special sample surveys to augment this base information. Considerable consultation with our

representatives, the Human Resources Community and focus groups of employees and managers was required in the development of the proposal. A field test of the survey was conducted in the last quarter of 1999-2000 with the results to be evaluated early in the new fiscal year.

Impact: as a result, departments are better able to understand their obligations under the *Employment Equity Act* and have the necessary quantitative support to meet these obligations.

We continued to contribute significantly to the ongoing initiatives related to the renewal of the Public Service. In conjunction with the TBS, we provided each department with comprehensive data necessary to do the workforce analysis required under the *Employment Equity Act*. In partnership with TBS, we also developed a training module and workshop covering the quantitative aspects of the employment systems review. In 1999-2000, work was initiated with respect to the determinants of Employment Equity numerical goal setting.

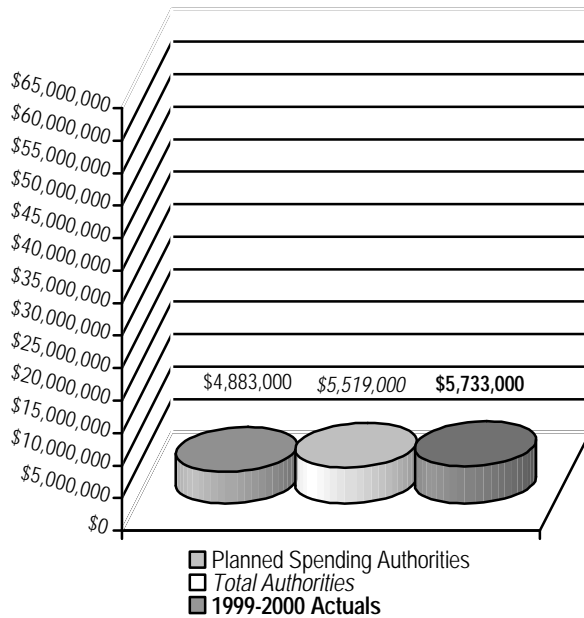
Regular operational data and information services to departmental clients and the PSC were maintained while shifting to the new data collection and processing strategy of using estimates of appointment activity derived from the Pay System. Ongoing data quality and data management activities continued.

With the proliferation of different information systems supporting various aspects of HR management, we also "promoted the merit system" by advocating a framework for information management and sharing across departments. We worked in various fora to promote notions of systems harmonization. Ongoing activities regarding harmonization are engaged with departments as well with TBS. The major activities include the development of services from PSC with the federal HR systems to support the harmonization of the HR information.

Impact: as a result, harmonization of HR information within the federal Public Service will ensure that the PSC has a high-quality source of information to support it in the application of the merit principle.

2.3.2.4 Business Line: Recourse

Financial Allocation Chart



Objective

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

Description

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

Note: Major changes between Planned Spending Authorities and *Total Authorities* are attributable to additional funding received for the carry forward from 1998-99, the compensation for new collective bargaining, the Dispute Resolution Fund and the incremental Employee Benefit Plan costs. The variances between *Total Authorities* and **Actuals** relate primarily to the severance, maternity and the year-end expense pertaining to collective bargaining compensation costs.

Recourse Initiatives and Activities

The PSC believes that positive perceptions and views, as well as pertinent information availability of the recourse processes, are fundamental to clients' and stakeholders' satisfaction.

In addition to providing many formal classroom-training sessions, we conducted numerous information sessions and focus groups aimed at providing information on early intervention, conflict resolution and mediation. Participants have left with a sense of enthusiasm and optimism. The evaluations and comments made during the sessions were quite positive, indicative that participants appreciate that we are moving to respond to their desire for more effective and timely informal processes.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Positive perceptions and views of the recourse process among clients and stakeholders.
- ▶ Rules, procedures and other aspects of the recourse process that are clear, well disseminated and understood by all parties.
- ▶ No costs or constraints that limit the ability of employees to take part in recourse processes.
- ▶ Appeal board chairpersons and investigators, mediation and conciliation officers who appear independent in basing their decisions or findings solely on the merits of the cases before them.
- ▶ Recourse processes that are timely and operate at optimum cost.

To ensure that rules, procedures and other aspects of the recourse processes are clear, well disseminated and understood by all parties, we have developed a communication strategy and a brochure on recourse processes in the Public Service. We have revised the Appeal Board Practices and Procedures Guide, and the Document of Appeal and Request for Information. We are in the process of re-designing our Recourse Internet site.

In line with the PSC new *Performance Measurement Strategy* and its three year *Performance Measurement Implementation Plan*, a set of key result statements and performance indicators were developed for the Recourse business line. Implementation of the *Performance Measurement Framework* is to begin in the Fall of 2000, with the development of an action plan to begin collecting reliable data. The full implementation over the next two years will help us to collect important information on how successful we are at providing recourse processes that are timely, fair, accessible and which contribute to a highly competent, non-partisan and professional public service which is appointed according to merit. This information will help us to explore with our stakeholders if further modifications are necessary to ensure a viable recourse process for the future. Such performance measurement requires extensive data collection and assessment, including a re-design of our automated information management system. Thus, we expect full implementation of the data collection phase by the end of March 2002.

It is of utmost importance for us that no costs or constraints limit the ability of employees to take part in recourse processes. To this end, we schedule hearings at locations convenient to the appellant / complainant, and will pay for travel (as per Treasury Board guidelines) when necessary to enable their participation. We endeavour to work with all parties to identify acceptable dates for hearings.

For fiscal year 1999-2000, there were 689 complaints filed, 1499 selection processes appealed, 550 appeal decisions rendered and 3979 appellants.

☞ **For further information on Recourse data, please refer to the appendix in the PSC's 1999-2000 Annual Report (<http://www.psc-cfp.gc.ca/annrept/ann9900e.htm>).**

Caution is always taken to ascertain that Recourse Officers appear independent in basing their decisions or findings solely on the merits of the cases before them. All contacts with parties prior to the hearing are channelled through the Registrar's Office to ensure that the impartiality of Recourse Officers is maintained. Pre-hearing procedural matters are addressed via teleconferences with all parties present. In support of this independence, recent Federal Court cases have found no apprehension of bias on the part of the Recourse Officers.

Impact: as a result, the Early Intervention in Appeals Program enabled us to be pro-active by intervening early before the formal appeal process in order to bring parties closer together or to resolve issues, thus avoiding or facilitating the formal process.

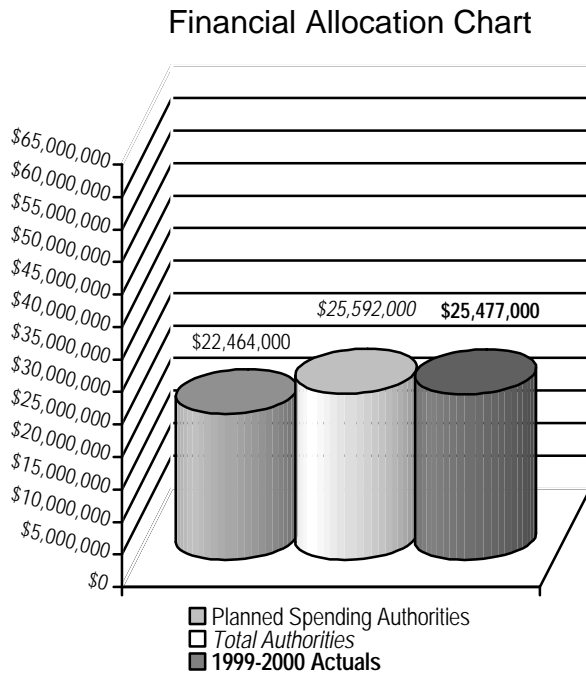
We are always striving to expedite recourse processes to ensure that they are timely and operate at optimum cost. To this end, in July 1999, the PSC instituted an Early Intervention in Appeals Program funded by Justice Canada's Dispute Resolution Fund. The Program is geared towards early resolution of appeals filed with the PSC under the *Public Service Employment Act*.

This initiative was introduced as a follow-up to consultations with individuals who have informed us of their dissatisfaction with the formal appeal process as they felt that their concerns were not adequately addressed by the process.

Also, our presence in all major cities across Canada reduces travel and accommodation costs while providing for more prompt availability of Recourse Officers to process appeals and complaints. We consider alternatives to in-person interaction, such as teleconferencing and video conferencing, or decisions based on written submissions, where appropriate and acceptable by the parties involved. In our attempt to modernize processes and, in line with the Government On-line initiative, we are seriously looking into Web-technology as a way to hasten recourse processes.

☞ **For further information on Recourse, please refer to: <http://www.psc-cfp.gc.ca/audit/internet/recourse.htm>**

2.3.2.5 Business Line: Corporate Services



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

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

Note: Major changes between Planned Spending Authorities and *Total Authorities* are attributable to additional funding received for the carry forward from 1998-99, the compensation for new collective bargaining and the Space Utilization Interim Incentive. The variances between *Total Authorities* and **Actuals** relate primarily to staffing actions and PSC priorities which did not materialize offset by the severance, vacation, maternity allowance and the year-end expense pertaining to collective bargaining compensation costs.

Human Resources Management

On June 24, 1999, in the context of Staffing Reform, the PSC, as a department, signed a Staffing Delegation and Accountability Agreement. Further to this agreement, the staffing authority of the Deputy Head was delegated to managers in the department who received training in the fall of 1999 and who met the delegation criteria.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ An appropriate Human Resources Management Framework to support Staffing Reform and the new Universal Classification Standard (UCS), and provide managers with tools they need.
- ▶ A healthy climate where employees are recognized for their achievements, empowered to manage their careers, and facilitated in their efforts to acquire the skills, knowledge and competencies required by the new organization through the PSC's *La Relève* Plan.

Organization-wide implementation of the Universal Classification Standard continued, consistent with the deadlines set by Treasury Board Secretariat.

As per our *La Relève* Plan, we formalized a process for developing position competency profiles and officially adopted it as a department-wide approach. Various tools that had been developed in support of this process, such as a PSC competency dictionary, were further refined. This permitted work on the development of position competency profiles in the department to progress throughout the year.

We continued working on other tools to support the application of competency-based HR management. As well, we completed the development of the Human Resources Planning Module and its database which will capture information on our employees and positions, and will permit quantitative and qualitative analyses. A Learning Compendium, which contains over 1,000 learning activities linked to the PSC competencies, was also finalized.

Impact: as a result, we have a better knowledge of our workforce for staffing, managing training and development, and succession planning.

We widely disseminated information on our *Human Resources Management Framework*, which provides a comprehensive appreciation of employee competencies, and permits better HR planning and career progression. In parallel with the implementation of a competency-based approach, work continued on implementing a new department-wide strategy for managing training and development. We also implemented an Orientation Program for new employees and adopted a new *PSC Employee Recognition Framework*.

Finance and Administration

In 1999-2000, we introduced a *Planning and Accountability Framework* which is consistent with the Comptrollership values and principles. This framework is an important element of the PSC *Financial Management Strategy* to improve planning and management of financial resources in the department. As well, a relationship strategy was developed to improve communications.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Awareness and acceptance of a modernized Comptrollership approach by better aligning departmental resources with corporate priorities, by implementing and integrating all business, financial and performance frameworks, and by improving management information with an integrated information system that is *Financial Information Strategy* compliant.

Impact: as a result, our initiatives increased managers' awareness of better managing financial resources and managing for results, and enabled management at all levels to better measure, monitor and report on performance.

We also successfully integrated strategic and business planning, including the allocation of resources for the fiscal year 1999-2000. We prepared and approved a comprehensive business plan that focused on the strategic direction and corporate priorities. In addition, we established quarterly progress reports measuring progress against the corporate priorities, planned

deliverables and resources allocated, and appropriate measures taken when deemed necessary.

Furthermore, we took a leadership role in advancing the state of the system readiness for all departments and agencies using the Free Balance Financial System in the context of the Government *Financial Information Strategy*. We tested the new software developed by Free Balance Inc. and introduced it in the PSC by March 31, 2000 in time for the beginning of the new fiscal year. As well, we introduced a new salary management system to help managers better manage their salary dollars.

Information Technology

For Year 2000 date anomalies, we successfully assessed, corrected and tested all software, hardware and facilities. Contingency and business resumption plans were put into place but were not utilized since we encountered no difficulties during the mobilization, date rollover and recovery periods.

Expected Results from the 1999-2000 Report on Plans and Priorities

- ▶ Enhanced technological support for evolving business activities through cost-effective, cohesive, adaptive and secure information technology environment.

In the 1999-2000 fiscal year, we continued enhancing Information Technology (IT) governance processes through the establishment of two key management steering committees and through the implementation of an IT business case approach to making

IT investments. We restructured the Information Technology organization largely based on the repatriation of Computer Systems resources from different business lines and the creation of a centralized Help-desk and a Client Relationship Management team. Significant investments were made in training staff in Web development techniques and new technologies. We also launched a PSC-wide project aimed at re-designing and streamlining our different Websites.

The PSC was the successful lead organization for the implementation of the *Financial Information Strategy* for the Free Balance cluster group of users and, across the department, we successfully implemented the Leave Information Management System.

Using a newly implemented object-oriented methodology and development platform, major advancements were achieved in the development of a Web-based General Recruitment system. For the support of two campaigns, we re-designed the Post-Secondary Recruitment Website.

Our network, the PSCNet, was upgraded to industry standard and key elements of the Corel Office Automation suite were implemented. Major advancements were made in modernizing and consolidating our computer-processing infrastructure.

Internal Audit

During the 1999-2000 fiscal year, we established a Management Review Committee to provide:

- direction and support to the internal audit function
- a forum to share best practices and lessons learned
- support for cost-effective management actions.

**Expected Results from the
1999-2000 Report on Plans and Priorities**

- ▶ Internal audits and reviews that help the PSC improve its management practices and the effective and efficient use of its resources.

Impact: as a result, the audits undertaken contributed to the management and cost-effectiveness of program delivery activities and internal operations, and to the strengthening of accountability.

We drafted an internal audit policy, established a multi-year internal audit plan, initiated a risk methodology, and completed several audits.

☞ **For further information on findings and recommendations of completed audits, do not hesitate to contact the Executive Director of the Corporate Management Branch.**

Corporate and International Affairs

In 1999-2000, as part of the Memorandum of Understanding (MOU) between the Ministry of Personnel (MOP) of China and the PSC, which is now entering its ninth year of successful exchanges, we organized the visits of two Canadian delegations travelling to the People's Republic of China.

The first Canadian delegation presented seminars at the MOP and at the University of Hong Kong on "*Management and Control of Labour Costs*". The second Canadian delegation was led by Commissioner Ginette Stewart who participated in the official signing of the third four year long MOU between the two organizations.

Also during this fiscal year, we continued to chair the consortium of organizations which oversees Canada's participation in the International Institute of Administrative Sciences (IIAS). Canada was actively involved in the 1999 IIAS Conference on "*Accountability in Public Administration: Reconciling Democracy, Efficiency and Ethics*". We were successful in negotiating the appointment of a Canadian federal Assistant Deputy Minister as a Vice-President of IIAS, along with the appointment of another federal executive as Chair of an IIAS Working Group on the role of women in civil society.

Impact: as a result, we contributed to the Government-wide priorities by promoting Canada's values and place in the world.

Finally, we welcomed to the PSC and organized the visits of 22 delegations representing 15 different countries, which were interested in sharing expertise on the PSC's role, mandate and programs.

Section III - Consolidated Reporting

This section is not applicable to the PSC.

Section IV - Financial Performance

4.1 Financial Performance Overview

In 1999-2000, the PSC has improved its financial management practices. During the year, funds were realigned to address emerging funding pressures. Overall, the financial performance was significantly improved as compared to previous years.

4.2 Financial Summary Tables

Table 1	Summary of Voted Appropriations
Table 2	Comparison of Total Planned Spending to Actual Spending
Table 3	Historical Comparison of Total Planned Spending to Actual Spending
Table 4	Respendable Revenues
Table 5	Non-Respendable Revenues
Table 6	Revolving Fund Financial Summaries

Table 1 – Summary of Voted Appropriations

Financial Requirements by Authority (\$ thousands)				
Vote		Planned Spending	1999-2000 Total Authorities	Actual
	Public Service Commission			
125	Program expenditures	93,735	107,802	105,013
(S)	Contributions to employee benefit plans	13,219	15,244	15,244
(S)	Staff Development and Training Revolving Fund*	-	-	(432)
	Total Agency	106,954	123,046	119,825

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

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

* Figures are reflected on an accrual basis of accounting.

Table 2 – Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (\$ thousands)							
Business Lines	FTEs	(4) Operating	Capital	Grants & Contributions	Total Gross Expenditures	Less: Responsible Revenues*	Total Net Expenditures
Resourcing							
(planned spending)	582	49,566	-	-	-	-	49,566
(total authorities)	602	60,422	-	-	-	-	60,422
(actuals)	576	58,325	-	-	-	-	58,325
Learning							
(planned spending)	204	15,124	-	-	-	-	15,124
(total authorities)	195	16,175	-	-	-	-	16,175
(actuals)	222	17,235	-	-	-	-	17,235
-Subsidy							
(planned spending)	-	2,798	-	-	-	-	2,798
(total authorities)	-	2,848	-	-	-	-	2,848
(actuals)	-	2,771	-	-	-	-	2,771
- Staff Development and Training Revolving Fund							
(planned spending)	66	8,546	-	-	-	8,546	-
(total authorities)	66	8,546	-	-	-	8,546	-
(actuals)(1)	56	10,096	-	-	-	10,528	(432)
Policy, Research and Outreach							
(planned spending)	130	12,119	-	-	-	-	12,119
(total authorities)	138	12,490	-	-	-	-	12,490
(actuals)	122	10,716	-	-	-	-	10,716
Recourse							
(planned spending)	65	4,883	-	-	-	-	4,883
(total authorities)	64	5,519	-	-	-	-	5,519
(actuals)	67	5,733	-	-	-	-	5,733
Corporate Services (2)							
(planned spending)	231	22,464	-	-	-	-	22,464
(total authorities)	269	25,592	-	-	-	-	25,592
(actuals)	248	25,477	-	-	-	-	25,477
Total							
(planned spending)	1,278	115,500	-	-	-	8,546	106,954
(total authorities)	1,334	131,592	-	-	-	8,546	123,046
(actuals)	1,291	130,353	-	-	-	10,528	119,825
Other Revenues and Expenditures							
Non-responsible Revenues(3)**							
(planned spending)							(740)
(total authorities)							(740)
(actuals)							(314)
Cost of services provided by other departments							
(planned spending)							16,799
(total authorities)							16,799
(actuals)							17,147
Net Cost of the Program							
(planned spending)							123,013
(total authorities)							139,105
(actuals)							136,658

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

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

(3) Consists of discretionary language training.

(4) Includes contributions to employee benefit plans.

*Formerly "Revenues Credited to the Vote".

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

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

Historical Comparison of Departmental Planned versus Actual Spending by Business Line (\$ thousands)					
Business Lines	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
Resourcing	54,426	52,285	49,566	60,422	58,325
Learning*	17,907	18,740	17,922	19,023	19,574
Policy, Research and Outreach	11,179	11,244	12,119	12,490	10,716
Recourse	5,300	5,363	4,883	5,519	5,733
Corporate Services	22,108	23,626	22,464	25,592	25,477
Total	110,920	111,258	106,954	123,046	119,825

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

*The 1999-2000 actual figures for the Staff Development and Training Revolving Fund component are reflected on an accrual basis of accounting and the 1997-98 and 1998-99 actual figures are on a cash basis of accounting.

Table 4 – Respendable Revenues*

Respendable Revenues by Business Line (\$ thousands)					
Business Line	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Revenues	Total Authorities	Actual*
Learning					
- Staff Development and Training Revolving Fund	7,003	9,261	8,546	8,546	10,528
Total Respendable Revenues	7,003	9,261	8,546	8,546	10,528

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

*Formerly "Revenues credited to the vote". These figures are reflected on an accrual basis of accounting.

Table 5 – Non-Respendable Revenues*

Non-Respendable Revenues by Business Line (\$ thousands)					
Business Line	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Revenues	Total Authorities	Actual
Learning:					
- Discretionary Language Training Services	742	487	740	740	314
Total Non-Respendable Revenues	742	487	740	740	314

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

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

Table 6 – Revolving Fund Financial Summaries

Staff Development and Training Revolving Fund (\$ thousands)					
	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
Revenues	7,003	9,261	8,546	8,546	10,528
Expenses	6,668	9,239	8,546	8,546	10,096
Profit or (Loss)	335	22	0	0	432
Other Revenues: (1)					
Early Departure Incentives	1,878	-	-	-	-
Other Expenses: (1)					
Employee termination benefit expenses	67	-	-	-	-
Profit or (Loss)	2,146	22	0	0	432
Add items not requiring use of funds:					
Depreciation/amortization	159	107	125	125	94
Provision for employee termination benefits	202	246	60	60	131
Loss on disposal of capital assets	134	62	-	-	147
Changes in working capital and other elements: (2)	-2,602	-206	-	-	67
Investing activities:					
Acquisition of depreciable assets	-52	-26	-50	-50	-231
Cash surplus (requirement)	-13	205	135	135	640
Authority: cumulative surplus(draw down)	6,832	7,037	6,539	6,539	7,677

(1) Other Revenues and Other Expenses and the retroactive adjustment represent costs and financing related to the special departure incentive programs (Early Departure Incentive and Early Retirement Incentive).

(2) Other elements represent variations of the long-term provision for employee termination benefits and transactions accounted against the appropriation after March 31, the Early Departure Incentives and the retroactive adjustment relating to the transfer from Vote 5.

Section V - Departmental Overview

5.1 Mandate, Mission, Vision and Responsibilities

What are we?

We are an independent agency.

What is our mandate?

- We are responsible for safeguarding the values of a professional Public Service: competence, non-partisanship and representativeness.

What do we do?

- we administer the *Public Service Employment Act (PSEA)* and a merit-based staffing system
- we are responsible for the appointment of qualified persons to and within the Public Service
- we provide recourse and review in matters under the *PSEA*
- we deliver training and development programs
- we carry out other responsibilities as provided for in the *PSEA* and the *Employment Equity Act (EEA)*.

What is our mission?

- to maintain and preserve a highly competent and qualified Public Service in which appointments are based on merit
- to ensure that the Public Service is non-partisan and its members are representative of Canadian society.

We are an active partner in developing the broad framework for human resource management and ensuring the health of the federal human resource system.

What is our vision?

- to be a key partner in shaping an effective and respected Public Service for Canadians.

What are our responsibilities?

- **we have exclusive responsibilities:**
 - We are generally responsible for the administration of the *PSEA* in the federal Public Service. The *PSEA* governs staffing and a number of other employment

matters in the federal Public Service, and gives us exclusive authority to make appointments in all government departments and agencies that do not have separate staffing authority under specific legislation. Our exclusive responsibilities pursuant to the *PSEA* 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 staffing process
- administering sections 32, 33 and 34 of the *PSEA*, which pertain to the political rights of public servants to participate as candidates in elections
- making exclusions from the operation of the *PSEA* or parts thereof with the approval of the Governor-in-Council
- making regulations governing matters under the *PSEA*
- reporting to the Governor-in-Council on matters relating to the application of the *PSEA*
- reporting to Parliament on an annual basis on our activities.

Our jurisdictional powers rest with our 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 a Deputy Head. Together, they ensure fulfilment of all Commission's objectives, powers, functions and responsibilities under the *PSEA*.

The *PSEA* enables us to delegate our authority to make appointments to departments and agencies. Through *Staffing Delegation and Accountability Agreements*, we entrust departments and agencies with a major role and responsibility in selection and appointment. Departments and agencies, acting under our delegated authority are accountable to us.

○ **we also have non-exclusive responsibilities:**

- We are also responsible for certain functions that are not exclusively in our domain although consistent with our mandate. Some activities are assigned by the Governor-in-Council or carried out at the request of the Treasury Board. These include:
 - middle management, supervisory and speciality 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 HR planning, career development and counselling for the executive group and participation of under-represented groups
 - administration and implementation of Treasury Board special measures and Employment Equity programs.

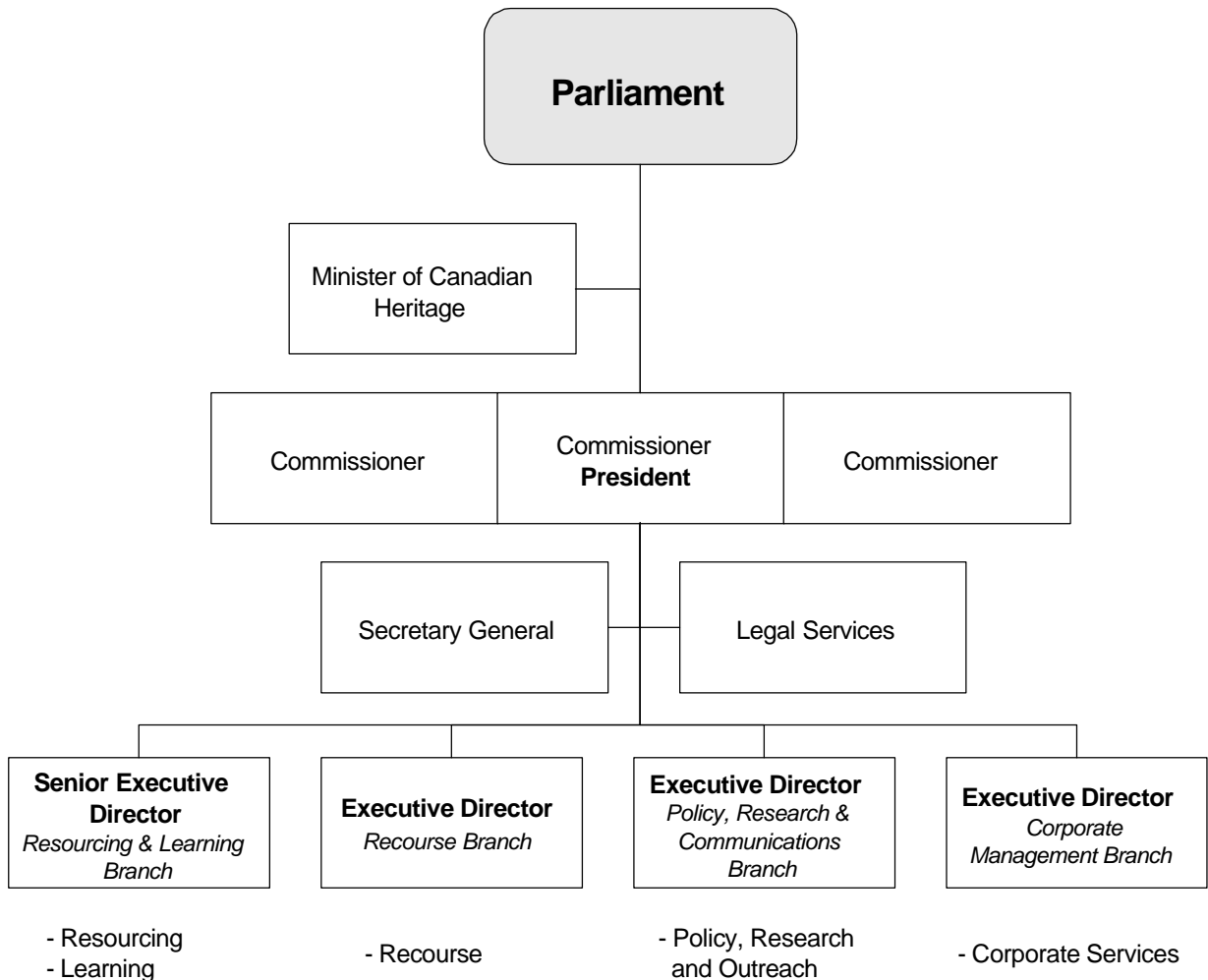
Since October of 1996, the *EEA* applies to the Public Service. We share responsibilities under the *Act* with the Treasury Board because of the Commission's authority over staffing in the Public Service. We may also carry out, under our own activities, the implementation of programs in a manner to further Employment Equity in the Public Service, as well as adopt regulations respecting the appointment of persons from Employment Equity groups.

5.2 Organizational Structure

In 1999-2000, we maintained the organizational structure established in 1997-98, with four Branches responsible for delivering the five business lines, as illustrated below.

PSC Organization 1999-2000

NOTE: 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* and for the PSC in its employer role under the *Employment Equity Act*.



Section VI - Other Information

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

6.2 Legislation Administered and Associated Regulations

Legislation assigning exclusive functions and responsibilities to the PSC:

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

☞ For further information on *PSEA*, please refer to:
http://www.psc-cfp.gc.ca/accex/delegation/delegation_e.htm

Legislation assigning specific functions to the PSC:

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

Legislation directly impacting on PSC functions:

A. *Canadian Human Rights Act* R.S.C. 1985, c. H-6 as amended

B. *Official Languages Act* S.C. 1988, c. 38

C. Canadian Charter of Rights and Freedoms,
Part I of *Constitution Act*, 1982 being
schedule B of the *Canada Act* 1982
(U.K.), 1982, c.11

D. *Canada Customs and Revenue
Agency Act* 1999, c.17

E. *Parks Canada Agency Act* 1998, c.31

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

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

☞ For further information on the above-mentioned acts, please refer to:
<http://canada.justice.gc.ca/FTP/EN/Laws/Title/F/index.html>

6.3 Statutory Annual Reports and Other Departmental Reports

The following documents are available:

PSC Annual Report (1998-99)

Please refer to: <http://www.psc-cfp.gc.ca/annrept/ann9899e.htm>

PSC Annual Report (1999-2000)

Please refer to: <http://www.psc-cfp.gc.ca/annrept/ann9900e.htm>

PSC Performance Report (1998-99)

Please refer to: <http://www.tbs-sct.gc.ca/rma/dpr/98-99/9899dpre.html>

PSC Report on Plans and Priorities (1999-2000)

Please refer to: <http://www.tbs-sct.gc.ca/tb/estimate/pub3e9900.html>

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