



Public Service Staff Relations Board

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 Staff Relations Board



Performance Report

**For the period ending
March 31, 2000**

The Honourable Stéphane Dion
President of the Queen's Privy Council
for Canada and Minister of
Intergovernmental Affairs

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EXECUTIVE SUMMARY

The Public Service Staff Relations Board is an independent, quasi-judicial statutory tribunal responsible for administering the collective bargaining and grievance adjudication systems in the federal Public Service. The Board also provides mediation and conciliation services to help parties resolve differences without resorting to a formal hearing.

This Performance Report outlines the Board's mandate and mission, reports on the Board's Key Results Commitment and the plans outlined in its 1999-2000 Report on Plans and Priorities.

BENEFITS TO CANADIANS

The Public Service Staff Relations Board benefits Canadians by promoting and supporting a harmonious and regulated relationship between public servants and their employers. The Board's activities contribute to minimizing the possibility of labour unrest which could lead to disruption in the delivery of government programs.

The Board achieved a high compliance rate with respect to all of the performance measures set out in its Key Results Commitment. These measures are: timeliness, fairness and openness of Board processes; client satisfaction; guidance to the parties; and quality of Board decisions.

The preliminary results of the mediation pilot project initiated by the Board in the previous year indicate an extremely positive response by the parties to the mediation programme as well as a high rate of success.

In support of the mediation pilot project additional specialized training was provided for Board Members to enhance their mediation skills.

The Board's Web site has been upgraded and now provides access to decisions as well as to the hearing schedule.

In keeping with its policy of conducting independent and objective internal audits on a regular basis, two areas were the subject of review by Consulting and Audit Canada: the Board's Matériel Management Function and Human Resources Operations. In both areas the review reports were positive with minor recommendations for improvement. These recommendations have been accepted by the Board.



Collective bargaining continued with conciliation as the only method of dispute resolution. The Board received 10 requests for third-party assistance. Seven of these cases were settled with the assistance of a Board-appointed conciliator.

In addition, seven conciliation boards were established in response to requests from the parties.

The Board continued to work closely with the employer and bargaining agents to facilitate the designation process for essential services.

SECTION I: CHAIRPERSON'S MESSAGE

As long as the government engages employees to furnish services to the public, it is appropriate and necessary to provide for the administration of its labour relations with those employees. In order for such a system to be effective it must, in fact, be impartial and neutral, and be perceived as such.

As an independent quasi-judicial statutory tribunal responsible for the administration of the systems of collective bargaining and grievance adjudication in the Public Service, the Board contributes an essential support function to all programs of the federal government, which are provided in whole or in part by federal public servants.

A staff relations regime should not be founded on or provide a framework for a test of wills and economic strength between labour and management. The Board's objective, therefore, is to administer a system which provides fairness to government employees and to the Canadian public. It is within this context that the Board strives to provide a flexible and multi-faceted array of tools to assist the parties in the conduct of their labour relations.

The activity of the Board affects the public interest by promoting and supporting a harmonious and regulated relationship between public servants and their employers. The cost of the activity is mitigated by the overall benefit of enabling the government to provide its services with a minimum of disruption.

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

Labour relations traditionally have been adversarial. In any workplace, however, the interests of management, labour and employees overlap. All concerned must identify common and shared interests and develop a system which engages all of its stakeholders in finding solutions to problems.

The Board's one year mediation pilot project which commenced on September 1, 1999 is well under way. The Board believes that grievance mediation is more than just a process. It is the backdrop to a healthy workplace. It provides a framework for the conduct of business between management and unions. More importantly mediation saves time, money and relationships.



The Board is encouraged by the very high participation and success rate of its mediation project to date.

Yvon Tarte
Chairperson

SECTION II: BOARD PERFORMANCE

Objective

The Board's objective is to administer the legislative framework within which labour relations are conducted in the federal Public Service in a fair, expeditious and efficient manner.

Strategic Priorities

- Conducting hearings in accordance with the law and rendering timely decisions;
- assisting the parties, where possible, to resolve their own differences;
- ensuring that all processes are impartial and open;
- consulting regularly with the parties to facilitate and improve Board processes;
- informing clients and the public on the Board's role, services and jurisprudence;
- promoting a work environment that fosters the development of a knowledgeable and co-operative staff;
- ensuring efficient and effective use of its limited resources.

Key Co-delivery Partners

As an independent, quasi-judicial statutory tribunal, the Board must maintain an arm's length relationship with employers and bargaining agents. While the Board always endeavours to work in co-operation with the parties to resolve problems or issues as they arise, it is not a co-delivery relationship.

The Board does, however, call on the expertise of external resources to assist in areas such as mediation, conciliation and fact finding.

Social and Economic Factors

Ultimately, the everyday concerns of public servants normally expressed through their bargaining agents and the concerns of the public service employers in managing the public service and implementing the programs approved by the government of the day become the factors determining the workload of the Board, both in quantity and type of dispute requiring attention.



The decision by the Government to reorganize the public service bargaining unit structure continues to generate a significantly increased workload for the Board in the areas of certification and managerial or confidential exclusions.

The creation of separate employers to perform functions formerly performed by departments in the central administration has also contributed to a significant workload increase with respect to successor rights.

The introduction of the Universal Classification Standard (UCS) has the potential of bringing about disputes over work descriptions, pay rates and classification thereby inevitably increasing the workload of the Board.

Since its inception the Board has been responsible for responding to requests for both conciliation and arbitration as part of the process for resolving collective bargaining disputes. The continued suspension of arbitration until June 2001, as a means of dispute resolution in the central administration, will result in the same level of requests for the appointment of conciliators and the establishment of conciliation boards as experienced in 1999-2000.

PERFORMANCE RESULTS EXPECTATIONS AND CHART OF KEY RESULTS COMMITMENTS

CHART OF KEY RESULTS COMMITMENTS

| To provide Canadians with: | To be demonstrated by: |
|--|--|
| <p>an environment that fosters harmonious labour relations in the federal Public Service workplace, thereby minimizing the possibility of labour unrest which could result in the disruption in the implementation of government programs.</p> | <ul style="list-style-type: none"> * timeliness, fairness and openness of Board processes * client satisfaction * guidance to the parties * quality of Board decisions |

PERFORMANCE RESULTS EXPECTATIONS

Listed below are the key planned results described in the Board's 1999/00 Report on Plans and Priorities. These as well as the other indicators of Board Performance – client satisfaction, guidance to the parties, and quality of decisions – are addressed in the Performance Accomplishments Section.

- Maintaining a framework for the timely administration of the systems of collective bargaining and grievance adjudication in the Public Service;
- implementation of a mediation pilot project;
- expansion of expedited adjudication;
- training for Board Members;
- improved access to Board decisions.



PERFORMANCE ACCOMPLISHMENTS

FINANCIAL INFORMATION

| Public Service Staff Relations Board (thousands of dollars) | |
|--|------------------|
| <i>Planned Spending</i> | \$5,661.0 |
| <i>Total Authorities</i> | \$5,877.6 |
| 1999-2000 Actuals | \$5,522.6 |

- Note:
- 1) *Included in the Public Service Staff Relations Business Line is .5 M and 8 FTEs allocated to the National Joint Council Secretariat (NJC). In addition, the administrative support provided to the NJC is estimated at 174 person days.*
 - 2) *The summary financial information presented includes three figures. These are intended to show the following:*
 - *what the plan was at the beginning of the year (Planned Spending);*
 - *what additional spending Parliament has seen fit to approve for departments to reflect changing priorities and unforeseen events (Total Authorities); and*
 - *what was actually spent (1999-2000 Actuals).*

The 1999-2000 expenditures are 3% or .2 million lower than the 1999-2000 budget. This planned lapse represents the amount that will be carried forward to 2000-2001.

➤ **MAINTAINING A FRAMEWORK FOR THE TIMELY ADMINISTRATION OF THE SYSTEMS OF COLLECTIVE BARGAINING AND GRIEVANCE ADJUDICATION IN THE PUBLIC SERVICE**

The expeditious handling of proceedings referred to the Board in accordance with the rules of natural justice and fairness is fundamental to maintaining the integrity and credibility of the Board. The Board has set the following standards for the handling of proceedings referred to it from the initial application to final disposition:

- Letters of acknowledgement are to be issued to clients within two working days from the date of receipt of an application at the Board;
- cases are to be scheduled for hearing within five months from the date of receipt, with the exception of termination cases which are to be scheduled within four months of receipt;
- clients are to receive a notice of hearing at least 30 days prior to the hearing date except in emergency cases where notices are issued immediately;
- decisions are normally to be completed by Board Members within two months after the completion of a hearing and sent to the parties concerned one day after being signed by the Board Member;

- decisions are to be made available to the general public within two days of release to the parties;
- decisions are translated in compliance with the Official Languages Act.

The following table illustrates compliance with the foregoing standards during 1999-2000 (figures have been rounded to the nearest percentage point).

| ACTIVITY | PERFORMANCE STANDARD | COMPLIANCE RATE |
|---|---|---|
| Letters of Acknowledgement | Clients issued a letter of acknowledgement within two working days from date of receipt at the Board. | Of the 1393 cases processed by the Board, 95% complied with the standard. The remaining cases were group files or incomplete, which require more time to process. |
| Scheduling of cases not involving termination | Cases are to be scheduled within five months from date of receipt. | Of a random sample of more than 25% of cases, 94% complied with the standard. The Board's rate of compliance is affected by the parties' lack of resources to cope with the scheduling of cases. |
| Scheduling of termination cases | Cases involving termination of employment are to be scheduled within four months from date of receipt. | Of the 66 cases involving termination of employment, 92% complied with the standard, 6% were scheduled within five months, and the remaining 2% were held pending at the request of the parties. |
| Notice of Hearing | Clients are to receive Notice of Hearing 30 or more days prior to the hearing date except in emergency cases where Notices are issued immediately upon receipt. | Of a random sample of more than 25% of cases, 97% of the Notices of Hearing were issued in compliance with the standard. The remaining 3% were issued at least 25 days prior to hearing. |
| Completion of Decisions on the merits | Decisions are to be rendered by Board Members within two months after the hearing or other process is completed. | Of the 153 decisions issued, 90% complied with the standard. |
| Issuance of Board Decisions | Board decisions are to be sent to the parties within one day after the decision is signed by the Member. | Of the 153 decisions issued by Board Members, 100% complied with the standard. |
| Availability of Decisions to the Public | Decisions are to be made available to the general public within two days of release to the parties. | 86% of decisions issued complied with the standard. With one exception, variance with the standard did not exceed two additional days. |



The Board monitors issues of fairness and openness through any written complaints received from its clients. During fiscal year 1999-2000 no written complaints were received.

➤ **MEDIATION PILOT PROJECT**

Background

Mediation is a process which allows the parties to resolve workplace disputes with the assistance of an impartial third party. The purpose of mediation is not to determine who is right or wrong but rather to reach a mutually satisfactory resolution of the problem at issue. Through mediation creative solutions acceptable to both parties, which are not always available at adjudication, can be crafted.

A client satisfaction survey conducted on behalf of the Board in early 1998 by Consulting and Audit Canada found that clients were particularly interested in having a formal opportunity to mediate a grievance or complaint prior to a Board hearing. Clients also expressed the need for training in dispute resolution. In response, the Board sponsored two joint training sessions on mediation involving Board Members, management and employee representatives. The training sessions, which were conducted in the Spring and Fall of 1998, laid the foundation for the Board's Mediation Pilot Project.

In order to expand the mediation resources available to it, the Board decided to use Board Members in the pilot project. The Board's clients agreed with this proposal as long as the Board Member doing mediation on any given case would not subsequently adjudicate the matter should the mediation be unsuccessful.

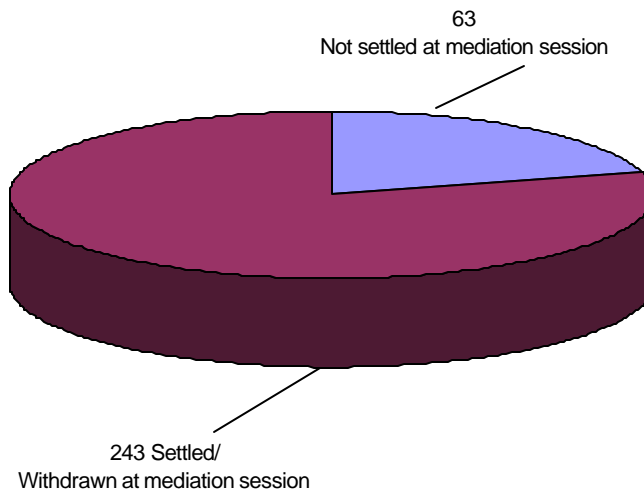
The 12-month pilot project, which was scheduled to start formally in the Spring of 1999, was deferred to September 1999 at the request of the parties.

Results to date

Preliminary results indicate an extremely positive response by the parties to the mediation programme as well as a high success rate. Cases that were successfully mediated involved matters such as discipline, including discharge and other forms of termination of employment, and the application and interpretation of collective agreements.

Of 770 cases that could have been mediated by the Board, 182 did not proceed to mediation at the request of the parties and 282 were settled/withdrawn prior the mediation session. The results of the 306 cases, which were mediated, are shown on the chart below.

MEDIATION



On several occasions, the parties have asked for additional mediation training sessions and in response the Board is developing a more comprehensive mediation training programme.

Further Evaluation

Funding for the project has been received from the Department of Justice Dispute Resolution Fund. This has allowed the Board to retain the services of experts in the field to evaluate the project according to the following criteria:

- improving conflict resolution in the workplace environment;
- achieving time and cost efficiency;
- enhancing the credibility of grievance mediation;
- enhancing mediator effectiveness.

A final report on the project is expected by February 2001. Further information on Mediation and the Mediation Pilot Project can be found on the Board's Web site www.pssrb-crtfp.gc.ca.



➤ EXPEDITED ADJUDICATION

Expedited adjudication enables the parties and the Board to save time and resources by dealing with certain grievances without resort to a full hearing process. In the expedited process, the parties normally file an agreed statement of facts and no witnesses are heard. The parties have also agreed that decisions rendered in the expedited process are not precedent setting and will not be subjected to judicial review.

During the year under review the use of expedited adjudication has expanded to include the participation of a new separate employer. There was a total of 10 expedited adjudication hearings, each normally lasting no more than half a day, resulting in the disposition of 41 cases, which would otherwise have required a minimum of 41 hearing days.

➤ TRAINING OF BOARD MEMBERS

In-house training was provided to Board Members with respect to evidentiary and procedural issues as well as new trends in administrative and labour law. Most members attended the annual conference sponsored by the Canadian Council of Administrative Tribunals. This provided an opportunity for Board Members to exchange views and discuss common issues with members of other federal and provincial labour boards and agencies. Such training for Board Members contributes to Board decisions of a high quality.

In support of the mediation pilot project Board Members were given further specialized training to enhance their mediation skills through a series of 10 workshops during 1999-2000.

➤ **ELECTRONIC ACCESS TO BOARD DECISIONS,
DOCUMENTS AND POLICIES**

The Board's Web site has been upgraded and now provides access to decisions as well as to the hearing schedule. The Board has determined that electronic distribution is the most cost effective means of delivering its decisions. The use of Email where clients have access will significantly reduce printing and mailing costs.

➤ **OTHER PERFORMANCE INDICATORS**

● **Client Satisfaction**

Given the adversarial nature of the hearing process, it is unlikely that both parties in any given case will be pleased with its outcome. Accordingly, the Chairperson provides an opportunity for discussion of any issues that may arise with respect to Board processes through meetings, conferences and exchanges with representatives of the employers and bargaining agents.

In addition, the Board has decided to solicit client feedback with respect to its services in a formal way through the conduct of client satisfaction surveys on a three-year cycle.

The results of the first survey, conducted in 1998, were instrumental in the launch of the mediation pilot project (details on p. 8).

The Board plans to conduct the next client satisfaction survey during 2000-2001.



- **Quality of Board Decisions**

A major factor in determining the quality of the decisions rendered by the Board is the degree to which they are accepted by the parties and the extent to which they are set aside on judicial review. The following chart provides a synopsis of the judicial review of Board decisions over the past five fiscal years under the *Public Service Staff Relations Act* and the *Parliamentary Employment and Staff Relations Act*. The figures for the last five fiscal years are not complete as not all the judicial review applications filed in those years have made their way through the Court system.

Synopsis of applications for judicial review of decisions rendered in the five fiscal years beginning April 1, 1995, and ending March 31, 2000

| | Decisions rendered ¹ | Number of applications | Applications dismissed | Applications allowed | Applications withdrawn ² | Applications pending ³ | Appeals of applications pending ⁴ |
|---|---------------------------------|------------------------|------------------------|----------------------|-------------------------------------|-----------------------------------|--|
| YEAR 1 (April 1, 1995 to March 31, 1996) | 134 | 21 | 14 | 0 | 4 | 0 | 3 |
| YEAR 2 (April 1, 1996 to March 31, 1997) | 131 | 12 | 7 | 1 | 2 | 0 | 2 |
| YEAR 3 (April 1, 1997 to March 31, 1998) | 170 | 19 | 5 | 4 | 4 | 2 | 4 |
| YEAR 4 (April 1, 1998 to March 31, 1999) | 158 | 16 | 3 | 0 | 5 | 5 | 3 |
| YEAR 5 (April 1, 1999 to March 31, 2000) | 153 | 8 | 0 | 0 | 1 | 7 | 0 |
| TOTAL | 746 | 76 | 29 | 5 | 16 | 14 | 12 |

¹ Decisions rendered do not include cases settled or withdrawn or dealt with under the expedited adjudication process, which, by agreement of the parties, are not subjected to judicial review.

² Refers to originating applications and does not include appeals withdrawn.

³ Applications that have yet to be dealt with by Federal Court. Does not include appeals pending before the Federal Court of Appeal or the Supreme Court of Canada.

⁴ Results of appeals disposed of have been integrated into statistics in this table.

- **Guidance to the Parties**

The Board ensures that its jurisprudence is available to assist individuals, the immediate parties to collective bargaining and the staff relations community at large through the publication and distribution of its decisions. The principal vehicle is a publication issued twice yearly called *PSSRB Decisions*, which contains a digest of decisions issued in the previous year. In 1999-2000 both volumes were produced within the established six-month time frame.

PSSRB's Web site

The PSSRB's Web site has been upgraded and now provides access to decisions as well as to the hearing schedule. The number of 'hits' recorded on the Web site during the first half of 2000 averaged 130,000 per month. The Web site also provides clients with electronic access to the PSSRB Decisions publication as well as the Board's annual reports, major statutes, and a report entitled Status of Negotiations, which is updated monthly.

In addition, the Board makes its decisions available through Quick Law (QL) an electronic database. Decisions of the Board are to be downloaded within one week of the date of official release. In 1999-2000, 97% of decisions were downloaded within the established time frame.

The Board also provides its decisions to its major clients on diskette as well as in hard copy. The Board has determined that electronic distribution is the most cost effective means of delivering its decisions. The use of Email where clients have access will significantly reduce printing and mailing costs. This will further facilitate the dissemination of Board decisions throughout the Public Service.

In support of the mediation pilot project, booklets describing the mediation process and the project were widely distributed to the Board's clients.

As well, the Board has standards for responding to its clients. Information requests are to be responded to by letter within three working days and telephone inquiries returned within one working day. A review of information requests to the Board's Operations Services over a three-month period during 1999-2000 showed a 95% compliance rate. The compliance rate concerning telephone inquiries to Operations Services was 100%.

Assistance is given to unrepresented individuals by means of a letter explaining the Board's hearing procedures to be appended to the hearing notification sent two months prior to the hearing date. Oral briefings are also provided to unrepresented clients on request. The formal Notice of Hearing is sent 30 or more days prior to the hearing date. A review of files of unrepresented individuals over a three-month period during 1999-2000 showed a compliance rate of 100%.



KEY REVIEWS AND AUDITS

It is the Board's policy to conduct independent and objective internal audits on a regular basis of all major functions, systems and organizational units performing significant responsibilities. To this end the Board has contracted with Consulting and Audit Canada (CAC) to provide internal audit services. CAC prepares an annual audit plan and periodically updates the Board's Long Term (three-year) Audit Plan as required. Audits are carried out in accordance with the Internal Auditing Standards in the Government of Canada as issued by the Treasury Board.

The following Reviews were carried out in 1999-2000:

Review of the Matériel Management Function

The objectives of the review were to evaluate the efficiency and effectiveness with which matériel management services are provided to staff within PSSRB, and also to determine the extent to which matériel is being managed in compliance with PSSRB and central agency requirements. The review concluded that,

“As a result of our review, we conclude that matériel management services are being carried out within PSSRB in an efficient and effective manner, in compliance with PSSRB and central agency policies and directives. The level of service being provided to clients is of an outstanding nature.”

A recommendation for improvement was the implementation of a physical stocktaking of inventory which is to be conducted on an annual basis. The recommendation has been accepted and will be implemented in the current fiscal year.

Review of Human Resources Operations

The main objectives of the review were to evaluate Human Resources Services and the activities currently being performed, and to identify any areas where activities or processes may be undertaken differently to increase efficiencies of the resources dedicated to the administration of the Human Resources function.

The review concluded that,

“the Board is currently providing a comprehensive Human Resources administrative function. There was a high level of satisfaction amongst

managerial staff with the services being provided and the advice and assistance that the Human Resources personnel offered.”

Recommendations for improvement included a review of the existing Human Resources bulletins and policies to ensure that they are valid for the current Board's organizational structure and Human Resources management requirements, and a review of the information systems that Human Resources Services is utilizing to track various administrative processes and activities. All recommendations have been accepted and have either been implemented or form part of an action plan with specific time frames and accountabilities.

➤ VOLUME OF CASES

The Board processed 1,393 new matters during the year under review, an increase of 15% over the previous year. These cases were filed under the *Public Service Staff Relations Act* (PSSRA) and the *Parliamentary Employment and Staff Relations Act* (PESRA) and include: grievance adjudication, certification, complaints relating to unfair labour practices and collective bargaining.

Grievance adjudication under the PSSRA represents the largest single component of the Board's workload.

In 1999-2000 the adjudication workload under the PSSRA totalled 1,430 cases comprising 698 new cases received during the fiscal year and 732 cases carried over from fiscal year 1998-1999. Cases can be carried over for a variety of reasons including cases that were heard and were awaiting decisions at year end, were scheduled for hearing, or were held in abeyance at the request of the parties pending discussions or other decisions from the Board, other tribunals or courts. The number of adjudication cases disposed of during 1999-2000 was 575, thus leaving 855 cases carried forward to 2000-2001.

Collective bargaining continued in 1999-2000 with conciliation as the only method of dispute resolution. Conciliators were involved in assisting the parties in 10 cases. In addition, seven conciliation boards were established in response to requests from the parties. In providing these services the Board assisted the parties in reaching agreements thus avoiding potential labour disruptions which could ultimately affect services to the Canadian public.

The Board pursued its consultation with the parties in an effort to facilitate the designation process. During the year under review, the Board continued to issue decisions involving updates and revisions to designated positions.



SECTION III: CONSOLIDATED REPORTING

Special Travel Policies

The PSSRB Travel Policy reflects the Treasury Board Travel Directive in its application to all PSSRB staff, as well as to Board Members who are Governor in Council appointees (GIC's). In the case of its GIC's the Board generally adheres to the GIC Special Travel Authorities Directive (which forms part of the Treasury Board Travel Directive) with restrictions on meals and accommodations.

SECTION IV: FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE OVERVIEW

Since 1992, the Board has introduced structural efficiencies by reducing the number of management and supervisory positions as well as matching resources with service levels and workload. Further operational efficiencies have been achieved through consolidation of hearing locations in major centres across Canada, implementation of a policy dealing with the granting of postponements, streamlining of the case management process and piloting an expedited adjudication process. The use of part-time Board Members and other external neutrals, since 1997, has contributed to greater cost effectiveness in the areas of adjudication and mediation. The Board recently implemented a shared services agreement with the Canada Industrial Relations Board (CIRB) for the provision of Financial Services. The Board continues to pursue opportunities for greater cost effectiveness through shared services arrangements with the CIRB.

All of these initiatives have enabled the Board to maintain its workload at reduced costs while maintaining a satisfactory level of service to its clients.

FINANCIAL SUMMARY TABLES

The following Financial Tables apply to the Public Service Staff Relations Board:

1. Summary of voted appropriations
2. Comparison of total planned to actual spending
3. Historical comparison of total planned spending



FINANCIAL TABLE 1

| Summary of Voted Appropriations | | | | |
|--|---|-------------------------|--------------------------|------------------------|
| Authorities for 1999-2000 | | | | |
| Financial Requirements by Authority (thousands of dollars) | | | | |
| Vote | | 1999-2000 | | |
| | | Planned Spending | Total Authorities | Actual Spending |
| Public Service Staff Relations | | | | |
| 35 | Operating expenditures | 4,993.0 | <i>5,107.6</i> | 4,752.6 |
| (S) | Contributions to employee benefit plans | <u>668.0</u> | <i>770.0</i> | 770.0 |
| | Total Agency | 5,661.0 | <i>5,877.6</i> | 5,522.6 |
| Total authorities are main estimates plus supplementary estimates plus other authorities | | | | |

FINANCIAL TABLE 2

| Departmental Planned versus Actual (thousands of dollars) | | | |
|--|------------------|--------------------------|----------------|
| Public Service Staff Relations | 1999-2000 | | |
| | Planned | Total Authorities | Actual |
| FTEs | 55 | <i>55</i> | 52 |
| Operating | 5,661.0 | <i>5,877.6</i> | 5,522.6 |
| Cost of services provided by other departments | <u>1,226.0</u> | <i>1,226.0</i> | 1,226.0 |
| Net cost of the program | 6,887.0 | <i>7,103.6</i> | 6,748.6 |

Notes: Numbers in Italics denote total authorities for 1999-2000 (main and supplementary estimates and other authorities).

Bolded numbers denote actual expenditures in 1999-2000.

FINANCIAL TABLE 3

| Historical Comparison of Total Planned Spending to Actual Spending (thousands of dollars) | | | | | |
|--|-----------------------------|-----------------------------|-----------------------------|--|----------------------------|
| | Actual 1997-1998 | Actual 1998-1999 | Planned Spending | 1999-2000 Total Authorities | Actual Spending |
| Public Service Staff Relations Board | 5,125.8 | 5,592.8 | 5,661.0 | 5,877.6 | 5,522.6 |
| Total Agency | 5,125.8 | 5,592.8 | 5,661.0 | 5,877.6 | 5,522.6 |

Total Authorities are main estimates plus supplementary estimates plus other authorities.



SECTION V: BOARD OVERVIEW

MANDATE, VISION AND MISSION

The mandate of the Public Service Staff Relations Board is to effectively and efficiently administer the systems of collective bargaining and grievance adjudication established under the *Public Service Staff Relations Act* (PSSRA) and the *Parliamentary Employment and Staff Relations Act* (PESRA), as well as certain provisions of Part II of the *Canada Labour Code* concerning occupational safety and health applicable to employees in the Public Service. The Board also administers the *Yukon Public Service Staff Relations Act* and Part 10 of the *Yukon Education Act*.



Our Mission: As the impartial federal public service labour relations organization, we are committed to promoting and supporting harmonious employer-employee relations in the Federal Public and Parliamentary Service.

We Shall:

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

The Board provides a mediation and conciliation service to assist the parties in the resolution of their differences. This service enables many matters to be settled without resort to formal proceedings before the Board.

In addition, the Board provides physical premises and administrative support services to the National Joint Council, which is an independent consultative body of representatives of employers and employees for the determination of service-wide issues that do not lend themselves to unit by unit bargaining. However, the Board has no direct involvement in the operations of the National Joint Council.

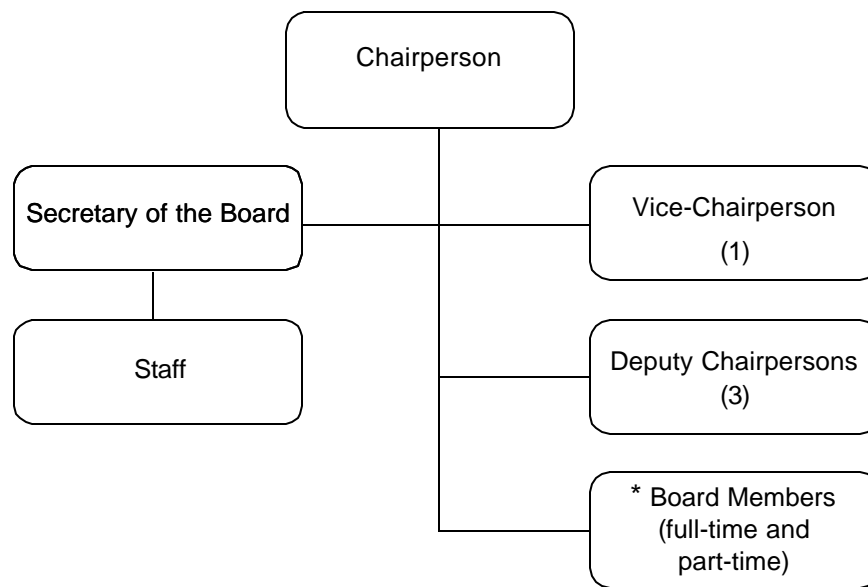
DEPARTMENTAL ORGANIZATION

The *Public Service Staff Relations Act* provides for a Board composed of a Chairperson, a Vice Chairperson, not less than three Deputy Chairpersons and such full-time and part-time members as the Governor in Council considers necessary to discharge the responsibilities of the Board.

The Chairperson is the Chief Executive Officer. The Secretary of the Board is, subject to the direction of the Chairperson, responsible for the supervision and direction of the work and staff of the Board. The Board is responsible to Parliament through the President of the Queen's Privy Council for Canada. The Board has its offices in Ottawa.

ORGANIZATION CHART

Public Service Staff Relations Board (PSSRB)



* The number of Board Members is determined by the Governor in Council



BUSINESS LINE DESCRIPTION

The Board has one business line – public service staff relations. The Public Service Staff Relations Board provides the necessary framework within which the various rights and responsibilities of participants to collective bargaining in the Public Service are to be exercised.

The Board renders reasoned decisions in a timely manner and provides assistance to the parties thereby contributing to the following goals:

- fostering harmonious labour relations in the workplace;
- minimizing the possibility of labour unrest which could result in disruption in the implementation of government programs.

SECTION VI: OTHER INFORMATION

A. Listing of Statutory and Departmental Reports

- Public Service Staff Relations Board Annual Report
- Public Service Staff Relations Board Performance Report
- *Parliamentary Employment and Staff Relations Act* Annual Report
- Yukon Public Service Staff Relations Board Annual Report
- Yukon Teachers Staff Relations Board Annual Report
- *Access to Information Act* Annual Report
- *Privacy Act* Annual Report
- Annual Management Report on Official Languages
- PSSRB Decisions (a summary of decisions of the Public Service Staff Relations Board issued twice yearly)
- Operational Review of Legal and Mediation Services
- Public Service Staff Relations Board - Client Satisfaction Survey
- Status of Negotiations Report

B. Legislation Administered by Public Service Staff Relations Board

- *Public Service Staff Relations Act*, R.S.C. 1985, c. P-35
- *Parliamentary Employment and Staff Relations Act*, R.S.C. 1985 (2d Supp.), c. 33
- Certain provisions of Part II of the *Canada Labour Code*, R.S.C. 1985, c. L-2
- *Yukon Education Act* - Part 10 - Teachers Staff Relations, S.Y. 1989-90, c. 25
- *Yukon Public Service Staff Relations Act*, R.S.Y. 1986, c. 142



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