Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

ANNUAL REPORT TO PARLIAMENT

2007–08

People Management in Transition

Canada

A Message from the President of the Treasury Board

As the Minister responsible for the Treasury Board of Canada Secretariat, I am pleased to present the third annual report to Parliament on people management in the public service of Canada.

The report highlights our progress in the 2007–08 fiscal year toward modernizing and renewing the way public service employees are hired, managed, supported, and led within the core public administration.

The public service of Canada is a vital national institution and is crucial to Canada's success in an increasingly complex world. As a large number of experienced public service employees retire and hand over leadership to a new generation, it is essential to ensure that the institution maintains its ability to provide sound policy advice and deliver high-quality programs and services to Canadians.

The goals of Public Service Renewal have guided our efforts in 2007–08, and the successful results achieved this year have created enthusiasm and momentum for continued progress in the future.

This report provides a good overview of the government's ongoing efforts to support, through excellent people management, a non-partisan, diverse, and dynamic public service that continues to serve Canadians with integrity and distinction.

Original signed by,

The Honourable Stockwell Day, P.C., M.P.
President of the Treasury Board

A Message from the Office of the Chief Human Resources Officer

Our third annual report to Parliament on people management in the public service of Canada continues to describe a system in transition. It outlines our progress toward modernizing and renewing people management and provides important insights into some of the issues and challenges that are shaping the future direction of people management in the public service.

In 2007–08, we made progress in many areas by continuing to integrate the provisions of the *Public Service Modernization Act* into the daily operations of departments and agencies, focussing successfully on key commitments established as part of the Public Service Renewal initiative, and supporting the development of performance measurement and accountability frameworks for people management in the public service.

This report has been prepared in accordance with the requirements of the *Financial Administration Act* and the *Public Service Employment Act,* both of which are key legislative elements of the *Public Service Modernization Act* that came into force in December 2005.

I am proud of our achievements in building a modern people management system that meets the needs of the public service now and in the future.

Original signed by,

Daphne Meredith
Chief Human Resources Officer

Table of Contents

People Management in Transition

The reality is that the Public Service is Canada's largest, most complex institution, with over 250,000 employees, more "lines of business" than any Canadian private sector organization, more "points of service," both nationally and internationally, and ongoing pressures to revamp our "product lines" in response to the demands of a changing world.

—Remarks by Kevin G. Lynch, Clerk of the Privy Council
February 18, 2008, Vancouver, Canada

If we do not commit ourselves to a continuing process of renewal, the Public Service will not remain a creative national institution, central to the governance and development of our country.

—*Fourteenth Annual Report to the Prime Minister on the Public Service of Canada*

Executive Summary

This third annual report to Parliament charts the progress made in modernizing and renewing people management in the public service of Canada in 2007–08.

The report provides an overview of the elements that comprise the people management landscape in the public service, the forces that continue to drive the need for modernization and renewal, and the key people management strategic and operational activities undertaken in 2007–08. The report concludes with a summary of issues and challenges that are expected to shape the direction of people management in 2008–09 and beyond.

The People Management Landscape

The public service is the largest employer and the most complex of any public or private sector organization in Canada. The human resources (HR) systems, policies, and processes for key people management functions, such as HR planning, staffing, labour relations, and performance measurement, all reflect the scope and complexity of the organization today. As the public service adjusts to the many global trends and issues forcing change and modernization in our society as a whole, the people management systems in place must be modernized and renewed on an ongoing basis as well.

Setting the Stage for Modernization and Renewal

Three change initiatives have focussed the response by government to the many challenges facing the public service. First and most significant from a legislative perspective was the coming into force in December 2005 of the *Public Service Modernization Act* (PSMA). With a modernized legislative regime in place and largely integrated into the day-to-day fabric of people management in departments and agencies, the focus has shifted to addressing key priorities associated with Public Service Renewal. Initially announced by the Clerk of the Privy Council in November 2006, Public Service Renewal builds on the framework provided by the PSMA and ensures continued momentum for public service modernization.

In 2007–08, particular attention was also paid to a third force for change—key reports submitted by the Prime Minister's Advisory Committee on the Public Service. This committee is studying specific aspects of people management in the public service, including the HR management framework and accountability structure, and performance management. The proposals in these reports are expected to frame and complement future people management modernization and renewal activity.

Advancing the Agenda

In 2007–08, we continued to make substantial progress in modernizing the people management system in the core public administration.

The People Management System

Throughout departments and agencies in the core public administration, work has continued to fully implement the PSMA, with more than $47 million invested to provide new functions, policies, tools, systems, and learning initiatives.[1]

Based on the monitoring activities of the former Canada Public Service Agency (CPSA), now part of the Office of the Chief Human Resources Officer (OCHRO) in the Treasury Board of Canada Secretariat (the Secretariat), it is clear that overall delegation of staffing authorities is being pushed to lower levels, HR policies continue to be refined, integration of HR and business planning is now the norm, and labour-management collaboration continues to expand.

In addition to ongoing PSMA initiatives in 2007–08, a new and major focus of activity was directed toward successfully meeting the Public Service Renewal Action Plan commitments established by the Clerk of the Privy Council for 2007–08.[2] These commitments included the recruitment of over 3000 post-secondary graduates into permanent, full-time positions; the development of integrated business plans in all departments and agencies; and the introduction of talent management plans for all assistant deputy ministers and succession planning.

Both the PSMA and Public Service Renewal support the government's goal to make the public service an employer of choice for Canadian citizens. To this end, strong emphasis was placed on getting the basics right and modernizing the policy suite associated with core components of the people management system, such as classification, compensation, staffing, and labour relations.

---

1. These funds represent the final investment made under the Strategic Investment Fund (SIF) and were, for the most part, allocated to departments and agencies from the SIF. Expenditures and outcomes associated with these funds, which were created with the introduction of the PSMA, are monitored on an ongoing basis by the former CPSA.

2. The Public Service Renewal Action Plan commitments for fiscal year 2007–08 were developed in line with recommendations included in the first report of the Prime Minister's Advisory Committee on the Public Service, March 2007.

Values and Ethics, Official Languages, and Employment Equity

The people management system in the public service rests on a solid platform of values and ethics and operates within an environment of strong policy-based respect for official languages and employment equity.

In 2007–08, a major milestone was reached with the coming into force of the *Public Servants Disclosure Protection Act*. This legislation provides federal public sector employees with a secure and confidential process for disclosing serious wrongdoing in the workplace as well as protection from acts of reprisal.

One of the tenets of the government's commitment to official languages requires it to ensure that English- and French-speaking Canadians enjoy equal opportunities to participate in federal institutions. During 2007–08, a series of events were held to promote the use of official languages in regions designated as bilingual. Data released in 2008 also showed a 2-per-cent increase in the number of executives within the core public administration who met their position's language requirements.

Canada's diverse population is a strength that is recognized at home and abroad. During 2007–08, a revised *Employment Equity Policy* went into effect. The new policy was designed to support the integration of employment equity goals into all aspects of people management and business planning and to facilitate accountability for results. Special emphasis was also placed on reflecting the rapid growth of visible minority participation in the Canadian workplace.

Governance and Accountability

Given the size and diversity of roles in departments and agencies in the public service, the people management system is inherently complex. At the same time, it is uniquely subject to both internal and external oversight by parliamentary committees, the Auditor General and other agents of Parliament, and the Public Service Commission of Canada (PSC), which acts as an independent agency. The People Component of the Management Accountability Framework (PCMAF) is the key instrument used to assess people management performance in the public service. In 2007–08, a review of the system was initiated and recommendations developed to enhance significantly the utility of this system. Based on key performance indicators and systemic assessment of evidence-based data, this new business intelligence system will, when implemented, provide a radically different and significantly improved approach for diagnostic performance assessment and ongoing people management.

Looking Ahead

Given the strong support of the Clerk of the Privy Council as head of the public service and the advice offered by the Prime Minister's Advisory Committee, work in 2008–09 will continue to address the Public Service Renewal agenda. In particular, the close link between people management performance and organizational success will drive the move toward a further integration of HR and business planning. As the public service seeks to replace retiring employees, the trend toward large-scale recruitments of post-secondary graduates will carry on.

Work will also continue to strengthen public service management development programs and, in particular, talent management and leadership programs. Executive-level employees will also become subject to more rigorous performance management.

Reducing the web of rules that complicates people management will be a greater priority in 2008–09. Efforts will continue to reduce reporting requirements, rescind policies, and streamline other administrative functions that create a heavy burden on managers without adding significant value. Activities such as benchmarking and survey research will also receive more emphasis.

In the *Fifteenth Annual Report to the Prime Minister on the Public Service of Canada*, the Clerk responded to key recommendations of the Second Report of the Prime Minister's Advisory Committee regarding the necessity of getting HR governance and accountability right. Recommendations for change affecting the governance regime for HR and clarification of the roles and accountabilities of deputy heads and central agencies for various aspects of people management in the public service will therefore be a major focus of assessment and activity in 2008–09.

With more than a quarter of public service employees eligible to retire by 2012, the core public administration is taking critical steps to modernize people management and to prepare the stage for a new generation of workers and leaders. Over the coming year, we will continue to see progress in meeting the goal of creating a workplace that attracts and retains a high-quality workforce that will meet the needs and expectations of Canadians for years to come.

Introduction

One of the most valuable assets any nation can have is a modern and efficient public service. Indeed, it is well known that the quality of the public service is a good indicator of a country's prosperity and influence on the world stage.

Canada is fortunate to be among an elite group of nations that are affluent, democratic, and widely respected. Our federal public service has contributed significantly to that success.

As it has for 140 years, the public service provides policy advice to government and delivers services to Canadians. It is a living institution, made up of over 260,000[3] public service employees in the core public administration who perform a broad range of activities at home and around the world.[4] The success of these employees depends in great measure on how they are organized, led, and enabled to put their talents and skills to work.

Human resources, and more recently, people management are terms that describe the wide array of systems, policies, programs, and tools that must be in place to establish the kind of work public service employees do, the environment within which they do it, how they perform and are compensated, and equally important, how managers are held to account for results.

This third annual report to Parliament charts the progress made in modernizing and renewing people management in the public service during 2007–08. It highlights activities undertaken to fully integrate the PSMA across the public service, achievements realized as part of public service renewal, and activities undertaken to shape a new accountability framework for people management.

This report is divided into three main sections.

Section 1: Setting the Stage provides an overview of the public service today and describes the components that frame the administration and operation of people management in the Government of Canada. It also describes the environment in which the public service operates and identifies some of the voices or champions for change.

---

3. Privy Council Office, Fifteenth Annual Report to the Prime Minister on the Public Service of Canada

4. "Core public administration" refers to those departments and agencies for which Treasury Board is the employer. The term "public service" refers to the core public administration plus organizations that are separate employers, such as the Canada Revenue Agency, Parks Canada, the Canadian Food Inspection Agency, and National Research Council Canada.

Section 2: Advancing the Agenda provides details about key people management modernization and renewal commitments successfully achieved in 2007–08. This section also describes work completed during 2007–08 to streamline other core functions associated with the HR system.

Section 3: Looking Ahead shifts attention from the past to the future and describes ongoing work and new projects that will be undertaken in 2008–09 and beyond.

The information in this report applies to the core public administration—the 89 departments and agencies, for which Treasury Board is the employer, listed in Appendix 1.

The direction to prepare the report on an annual basis is contained in two pieces of legislation underlying the PSMA: section 12.4 of the *Financial Administration Act* and section 28 of the *Public Service Employment Act*.

Setting the Stage for Modernization and Renewal

Three major structures reinforce each other to support effective people management within the core public administration. They are the public service employees who work in the 89 departments and agencies for which Treasury Board is the employer, the core HR system functions, and the departments and agencies that share responsibility for all aspects of people management in the public service. In recent years, both external and internal forces for change have set the stage for widespread modernization and renewal of virtually every aspect of this system in the public service.

1.1   The People Management System

The public service is the largest employer and certainly the most complex institution in Canada. Of the 260,000 employees in the public service, 196,000 were employed in the core public administration. As at March 31, 2008, 88.8 per cent of these core public administration employees were classified as indeterminate, 7.4 per cent were classified as term, and 3.8 per cent as casual and student employees. The average age of all employees in the core public administration was 44.3, and the average age of executives was 50.4 years. Appendix 2 of this report provides additional profile data on employees in the public service of Canada.

The system for administering people management is comprehensive, encompassing a variety of standard HR functions, such as HR strategy and planning; classification and organization design; staffing and capacity building; compensation, pay, and benefits; learning and development; performance management; and labour relations. These functions interact within an environment of values and ethics, respect for official languages, and adherence to the principles of employment equity. Through monitoring

and reporting, an overlay of transparency and accountability surrounds and directs the people management system in the public service.

There are three typical functional responsibilities aligned with the core functions of the people management system described above: policy development; system, program, and process development; and monitoring, analysis, and reporting.

Although deputy heads and their managers have primary responsibility for managing their employees, many people management policy, program development, and monitoring and reporting responsibilities remain horizontally shared across several organizations. These include the Privy Council Office, the Secretariat, including OCHRO, the Canada School of Public Service (CSPS) and the PSC. Appendix 3 describes the roles and responsibilities of each of these organizations for supporting people management in the public service.

1.2 Key Trends and Issues

A number of ongoing changes in Canadian society and trends in the world at large continue to drive the rethinking of people management in the public service. Canada's population is becoming more diverse as a result of immigration. It is also growing older, a demographic feature that is reflected in an aging public service. For example, based on current projections of employees in the public service in the 50–54 age group and above, more than a quarter will be eligible to retire by 2012. This demographic change alone highlights a pressing need to address issues such as succession planning, recruitment, and knowledge transfer.

Information technology continues to transform the way people work, making new skill sets necessary, and taxpayers continue to raise their expectations regarding what the public service should deliver and how fast it should act. Globalization also remains a challenge for governments, adding layers of complexity to issues with roots far beyond Canada's borders and often demanding coordinated responses from multiple departments and agencies.

Clearly, as the public service adjusts to the many trends and issues forcing change and modernization in our society as a whole, the people management systems in place must be modernized and renewed on an ongoing basis as well.

1.3 Champions for Change

Within government, the PSMA provided the first major legislative catalyst for change when it came into force in December 2005. The primary goals of the PSMA were to realign and clarify roles, responsibilities, and accountability for managing people in the public service; create a modernized CSPS to support new learning and development

requirements; modernize labour relations and, in the process, redefine the relationship between the employer and bargaining agents; and introduce changes that would allow for a staffing regime that embodies integrated HR and business planning and enables faster, more flexible hiring approaches.

PSMA in turn laid the foundation for Public Service Renewal, an initiative that has given the modernization agenda even greater momentum. The aim of this renewal initiative is to make it easier to attract and retain high-quality employees and ensure they have the skills and development opportunities they need to succeed. An ongoing effort rather than a program with one-time deliverables, renewal is focussed on making changes to address some of the key trends and issues identified above.

As part of the renewal program, action plans and commitments have been identified in four important areas: recruitment, planning, employee development, and enabling infrastructure.

It should be noted that in his last two reports to the Prime Minister on the state of the public service, the Clerk singled out *renewal* as his top priority. In his report to the Prime Minister issued in March 2007, he set out his vision for the future direction of the federal public service, and in his report to the Prime Minister issued in March 2008, the Clerk described some of the next steps needed to recruit, develop, manage, and retain a top-quality workforce.

These Public Service Renewal Action Plan commitments framed the priorities for people management activity in 2007–08 and are expected to do so again in 2008–09 and beyond.

Implicit in the plans developed to support public service renewal commitments was an increased focus on clarifying accountabilities for both deputy heads and central agencies and on the requirement for new and better systems for data collection, reporting, and measuring results.

To help the public service integrate the PSMA, implement public service renewal commitments, and refine the new approach to accountability, the Clerk took, in part, outside voices speaking to the state of the public service under advisement. The following groups have all championed change in people management in the public service during 2007–08:

The Prime Minister's Advisory Committee on the Public Service: This committee was asked to provide advice on the future development of the public service. To date, the committee has issued two reports. In its second report, *Creating a High Performance Public Service,* published in February 2008, the committee observed that the current HR structure is overly complex with too many players and rules. Among its

recommendations were calls to simplify people management systems and data collection and to recognize deputy heads as having primary responsibility and accountability for the management of HR in their organizations.

The Expert Panel on Integrated Business and Human Resources Planning in the Federal Public Service: This panel was one of several groups asked to review aspects of the Public Service Renewal Plan. Made up of leaders from both private and public sector organizations, the panel will focus its attention on integrated business and HR plans prepared by departments and agencies. In a report to be published in December 2008, the panel will comment on its observations, identify best practices, and offer recommendations on how to implement them.

The Advisory Committee on Senior Level Retention and Compensation: Comprised of prominent leaders from the private and public sectors, this independent committee provided advice to the President of the Treasury Board on HR management and compensation for senior officials. Taking into consideration the committee's advice, Treasury Board introduced the *Policy on the Management of Executives* in 2007–08, which consolidates material previously covered in five policies. Treasury Board also took action during the year to improve executive performance management and facilitate the recruitment of executives from outside the public service.

The Public Policy Forum is an outside organization that recently conducted an independent study of people management in the public service. In a report entitled, *Canada's Public Service in the 21st Century – Destination: Excellence*, published in 2008, it was concluded that the public service needs to undergo a culture change that puts a greater focus on leadership and accountability. The report recommends a number of initiatives already underway as part of Public Service Renewal.

Advancing the Agenda

The 2007–08 fiscal year marks the third year of reporting on advances made in integrating the PSMA into the day-to-day fabric of management in departments and agencies throughout the public service. With the continued commitment of the Clerk, public service renewal also continued to gain traction. In particular, deputy heads made progress in introducing integrated business and HR planning, and major steps were taken to revitalize recruitment. As the centre of gravity for people management has clearly shifted from central agencies to deputy heads, considerable resources in 2007–08 were focussed on examining organizational alignments and processes to better support respective roles and options to streamline data collection, measuring, and reporting on results related to people management performance in the public service.

2.1 Public Service Modernization Act

During 2007–08, departments and agencies spent time and effort on furthering the adoption of the PSMA and reinforcing necessary culture shifts. They invested more than $47 million in support of new functions, policies, tools, systems, and learning initiatives. Activities at the departmental and agency level included the following:

PSMA Progress

- Continuous improvement of HR processes, systems and tools
- Continuous enhancement of HR planning
- Learning to support ongoing PSMA integration
- Horizontal initiatives to benefit many small agencies
- Targeted communications vehicles to spread the word about the PSMA

Agriculture and Agri-Food Canada reported refining its common business processes to enable fast-track staffing, Health Canada made system enhancements to support collective staffing pools, and Statistics Canada created a Service Request Management Portal to respond to HR enquiries.

National Defence held HR planning workshops to develop collective strategies, while Agriculture and Agri-Food Canada and Natural Resources Canada both reported they had developed talent management frameworks and integrated them with operational planning and staffing processes.

A number of departments launched a variety of HR planning models, templates, and dashboards. Staffing sub-delegation training at Service Canada, Public Safety Canada, and the Canada Border Services Agency enabled the delegation of staffing authorities deeper within these organizations.

While labour relations and conflict management training continued in many organizations, there was a noticeable shift at such departments as National Defence and Health Canada toward additional training for HR professionals and for those using the new HR IT systems.

The Small Agency Transition Support Team of the former CPSA provided PSMA-related services to more than 50 small organizations through facilitated delivery of learning events for managers and HR advisors. Tools were also provided to small agencies to support integrated business and HR planning, succession planning, performance management, strategic staffing, and reporting.

Also in 2007–08, the CPSA—in a strategic partnership with the PSC— designed, developed, and delivered HR modernization workshops on informal discussion, staffing recourse, flexibilities under the *Public Service Employment Act*, and collective staffing. Modernization workshops were delivered in 17 cities across the country to more than 2,000 participants, including managers, HR advisors, and bargaining agents.

The PSC also continued its development and deployment of the Public Service Resourcing System, an electronic recruitment tool, while the Secretariat initiated a government-wide professional development and apprenticeship program and an IT Assessment Centre for public service employees who work in areas that provide computer services.

In addition to the workshops organized by the CPSA and the PSC, departments and agencies organized forums to share best practices and lessons learned, developed materials to support conflict prevention and early resolution, created tool boxes and guides for HR practitioners, and undertook satisfaction surveys on HR services. They also made good use of Web and collaboration tools as well as traditional media such as newsletters and bulletins.

Overall, the CPSA—through its monitoring role—found that organizations continue to embrace the PSMA. Delegation of staffing authorities continues to be pushed to lower levels; HR policies continue to be refined; integration of HR and business planning is now the norm; and labour management collaboration is occurring, as exemplified by the negotiation of essential services agreements.

2.2 Public Service Renewal

As the Clerk described in his Fifteenth Report to the Prime Minister issued in March 2008, renewal is not about fixing something for all time. Rather, it is about updating what the public service does and how it does it, so that the institution remains dynamic, fresh, and respected.

In 2007–08, considerable success was achieved in meeting the 14 specific renewal commitments that the Clerk set in consultation with the deputy minister community. Notable achievements in meeting these commitments are grouped under each of the following four renewal pillars:

Integrating Business and Human Resources Plans

In the same sense that managing an organization well begins with good business planning, managing people well starts with good HR planning. The public service has long carried out both activities separately. However, the two planning functions are now being integrated to better reflect the close link between people performance and organizational success.

- Integrating Business and Human Resources Planning
- Recruitment
- Employee Development
- Enabling Infrastructure

Integrated planning enables sound decision making about matters such as recruitment and development. Such planning is important because the foundation for shaping the workforce of the future is a clear understanding of the skills and knowledge employees will need to meet the government's goals.

Integrated planning also contributes to greater accountability. Departments and agencies can mitigate risk by carefully defining their business goals and then considering the HR implications, such as the number of people required to do the work; the skills, knowledge, and background they will need to succeed; and the categories and levels at which they will be employed.

In 2007–08, 36 deputy ministers made commitments to prepare plans that integrate their HR requirements with their business objectives and financial realities. Of them, a total of 35 reported that they had put such integrated plans in place, distributed them to their employees, and published them on their website (or will have done so by the end of March 2008). To support these efforts, the CPSA produced and tested a new integrated planning tool and distributed it to departments.

Recruitment

To serve Canadians with excellence, the public service requires a high-performing workforce. However, it must first restructure its recruitment system to attract the knowledge workers it needs, streamline the process of getting them into positions, and enable departments and agencies to define and meet their needs for new personnel.

Creating a new recruitment model that works better and faster has become a priority for another urgent reason. Thousands of public service employees are nearing retirement age. More than 25 per cent of all employees and almost 50 per cent of executives will be eligible to retire without penalty by 2012.[5]

To replace them and to respond to increased demands for personnel in areas such as health and security, the public service recruits 12,000–15,000 new employees every year.[6]

---

5. The Clerk of the Privy Council's Fifteenth Annual Report to the Prime Minister on the Public Service of Canada noted on page 5 that "more than one-quarter of the public service population will be eligible to retire without penalty by 2012 and almost half of our current executives will be eligible to retire in the same time frame."

6. The Clerk of the Privy Council's Fifteenth Annual Report to the Prime Minister on the Public Service of Canada noted on page 10 that "we have been recruiting between 12,000 to 15,000 new employees per year since 2000."

The public service also has to meet a number of other recruitment challenges. For example, it has to make efforts to reflect Canada's growing diversity and to ensure that the people it hires can serve the public in both of Canada's official languages.

Some 4,000 post-secondary graduates were appointed to permanent, full-time positions by the end of March 2008, exceeding the Public Service Renewal commitment to hire 3,000 new indeterminate employees.

An initiative to recruit HR and information services personnel also resulted in the hiring of 109 compensation specialists, 75 HR workers, and 85 communications personnel at the IS04 and IS05 levels.

Efforts to brand the public service in ways that promote the unique nature of its work also paid recruitment dividends. *Hit the Ground Running*, a Secretariat–sponsored university recruitment drive for graduates to fill ES positions, exceeded its target by 40 per cent.

During the year, deputy heads engaged in succession planning activities that included conducting workforce analyses to identify potential successors in their organizations. To further support long-term succession planning, baseline and executive feeder group demographics were developed, against which progress in the future can be measured.

Employee Development

The future performance of the public service will depend greatly on its success in developing its employees to make the most of their talents and expertise. A major thrust of the Public Service Renewal initiative is to help public service employees expand their knowledge and skills and grow as leaders. To meet this aim, the public service is investing heavily in employee development, learning, and leadership. It is also putting greater focus on ensuring that public service employees do work that is meaningful and that maximizes their expertise.

With the introduction of the PSMA, deputy heads have increased responsibility for all areas of employee development. As a result, they are now responsible for developing learning plans, dedicating resources to training, and enabling employees to move within and between organizations to take advantage of development opportunities. Further, it is up to deputy heads to ensure that employees and supervisors discuss the plans each year as part of their performance reviews. They are responsible for creating talent management plans and for providing top-level leadership development and strengthened performance management.

In 2007–08, the vast majority of deputy heads met a commitment to ensure that their employees had learning plans in place. A total of 30 out of 36 deputy ministers indicated that 90 per cent of their employees would have learning plans in place by March 2008.

Training coordinators in departments and agencies underwent required orientation sessions and received new guidelines on required training developed by CPSA.

Talent management plans were also put in place for more than 300 assistant deputy ministers (ADM) or equivalents by the end of March 2008. An executive talent management strategy was developed by the CPSA, and deputy heads also received phase two of an ADM talent management tool.

Leadership renewal continued to be a priority throughout the year. As the Clerk defines it, leadership in the public service is about engaging employees and clients, setting the agenda, taking risks, and being a role model. Underlying the planning for leadership renewal is the belief that virtually all employees need to develop and exercise leadership skills. The Canadian Forces, which has a long tradition of fostering and developing leadership skills at every echelon from corporal to general, provides a model for the public service.

Eight participants drawn from the public service and other sectors formed the first cohort for the Government of Canada Fellows Program. The program, announced in 2006, provides for short-term exchanges of executives between the public service and other sectors, such as business and academia. It aims to strengthen relationships, build understanding, share talent and ideas, and foster the continual development of Canada's senior executives.

In 2007–08, performance management assessments for deputy heads and associates were dramatically overhauled. This major initiative prompted the Prime Minister's Advisory Committee on the Public Service, in its second report, to comment that based on the work undertaken to institute a more structured and rigorous performance assessment regime for deputy heads and associates, these assessments are now more in line with private sector practices.

Enabling Infrastructure

One of the biggest renewal challenges is to improve the tools and systems that managers use to support planning, recruitment, and development. Over the years, this infrastructure has grown complex; it is time consuming to use and expensive to operate. Managers complain that it hinders rather than helps them to do their jobs.

A great deal of work will be required to meet the challenge of creating an enabling infrastructure that is fast, nimble, and cost-effective. Business practices need to be standardized, common technology platforms must be made available to facilitate the movement of people across the public service, and HR personnel must have improved access to training.

The Benefits area is in the process of initiating a new Public Service Health Care Plan Administrative Service Contract, which will improve service to members and allow the introduction of electronic claims and a drug card.

In 2007–08, progress included the development and testing of a web-based tool called an employee passport. This innovation is designed to allow managers to move employee records between departments quickly and securely. Once in use, the passport will reduce transfer processing time from six months to six minutes.

Delays in arranging second-language oral testing for public service employees have long been a problem. During 2007–08, the PSC increased its second-language testing capacity to speed up language testing and lessen delays in the staffing process.

The increased use of generic job descriptions promises to make staffing more efficient. The preparation of new descriptions for the Computer Systems group resulted in 1,500 descriptions being distilled into 37. A similar project for the Personnel Administration group commenced with the expectation that the number of descriptions will drop from 2,000 to 19.

Improvements to the enabling infrastructure made by individual departments are now being used more widely. With the help of CPSA, several departments have adopted Express Lane, a fast-track staffing model developed by Agriculture and Agri-Food Canada.

2.3   The Human Resources System

One of the goals of the public service of Canada is to be an employer of choice. To do so, it must offer a working environment that is conducive to attracting and retaining well-educated, talented candidates. This requirement, in turn, means getting the fundamentals right. In keeping with the aim of creating a workplace that is second to none, significant changes were made to the following core elements of the HR system during 2007–08.

Classification

Classification is a cornerstone of HR management. One of the major aims of modernizing the classification system is to build and maintain a framework that will enable the accurate and effective definition of work with respect to a wide range of business lines, thereby facilitating organizational design as work and departments evolve over time. A well-structured classification system also contributes to the effective operation of the public service by supporting various other HR disciplines, such as compensation, recruitment and staffing, and performance management.

The new classification policy suite, including the *Policy on Job Classification* and the *Directive on Classification Grievances*, is being reviewed within the overall review exercise of all policies dealing with HR authorities and implications. A new *Directive on Executive Group Organization and Classification* received approval from the Treasury Board and was issued.

The former CPSA supported the information technology functional community in the development of standardized organizational models and pre-classified work descriptions for the Computer Systems (CS) Group. In the process, the number of individual work descriptions dropped from some 1,500 to 37. These new tools will ensure that CS work is defined more consistently across the public service, improve the consistency of job evaluations and significantly reduce the workload for managers in all departments and agencies.

With input from departments and agencies, CPSA and CSPS worked together to develop and launch a learning curriculum for classification specialists. The curriculum will ensure development of a qualified and competent classification workforce. The Agency also continued work to strengthen its capacity to provide effective, comprehensive advisory services to departments and agencies on all aspects of organization and classification.

A classification monitoring program is now in place, as are risk assessment tools and a follow-up program to analyze performance that has been integrated into the People Component of the Management Accountability Framework.

Classification is often discussed in relation to other areas of HR, most notably compensation and labour relations. During 2008, the federal government hosted the Intergovernmental Conference on Classification, Compensation and Labour Relations. The conference gave delegates, who included representatives from 13 provincial and territorial governments, the opportunity to share information and discuss matters of common concern in these closely related areas.

Compensation

The compensation component of the HR system deals with the traditional functions associated with pay and benefits. In the core public administration, these elements are the subject of negotiation and agreements between Treasury Board as the employer and the bargaining agents who represent the employees. During 2008–09, a significant amount of collective bargaining will be conducted both within the core public administration and by separate agencies. Further, this upcoming round of collective bargaining will attempt to adopt increasingly common language across collective agreements in an effort to improve pay administration.

In line with its commitment to ongoing improvement to the management of compensation in the federal government, the Secretariat released the *Expenditure Review of Federal Public Sector Compensation Policy and Comparability* report in July 2007.

The Review, a complex and exhaustive document, contains 77 specific recommendations on how the Secretariat can strengthen management of federal public sector compensation. These recommendations stress the need for enhanced transparency and accountability, more coherent compensation management, and attention to specific compensation issues.

Some of the recommendations included in the Review were implemented by the Secretariat in 2007–08. Other recommendations are expected to be implemented in whole or in part in future years following the development of a consultative process that will be undertaken in 2008–09.

In addition to the above, a review was completed respecting the 39 policy instruments that support or otherwise deal directly with specific aspects of terms and conditions of employment. The application and administration of such a range of instruments has for many years presented challenges to departments and Secretariat analysts responsible for providing advice and direction regarding pay administration. The streamlining of many of the current policy instruments will significantly reduce the number of pay-related instruments, thus simplifying today's web of rules. For example, the 22 policy instruments dealing with terms and conditions of employment and pay administration will be reduced to 5.

In the Benefits area, multi-year projects have been launched to support a more strategic, comprehensive, and coherent approach to the management of group benefits and insurance for the federal public service.

Staffing

An efficient staffing system is critical to getting the right people into the right jobs in a timely manner. Staffing also encompasses other activities such as recruiting new employees, providing them with orientation, and building their capacity on an ongoing basis. In 2007–08, many departments led the way in developing and implementing innovative staffing approaches to meet their needs.

For example, the Canadian Food Inspection Agency (CFIA) undertook a targeted campaign in 2007–08 to build relationships with major veterinary colleges. As the largest employer of veterinarians in the country, CFIA created a program that combines internships, summer employment, and bursaries to encourage promising students to consider a career in the public service.

Health Canada screened 8,000 external applicants for clerical and junior administrative positions over a four-month period. As a result, more than 400 qualified candidates were identified.

Natural Resources Canada used state-of-the-art information and communications technology to promote collaborative approaches to work. The department experimented with podcasting, blogs, and wikis in an effort to engage younger employees.

Foreign Affairs and International Trade Canada focussed on active outreach to build relationships with non-governmental organizations across Canada and abroad. Activities included meetings, roundtables, and conferences with companies, universities, and industry associations.

The Canada Revenue Agency extended its succession planning program beyond executives to include mission-critical positions at all levels. To answer its needs, Service Canada, the federal government's premier channel for delivering direct services to Canadians, established its own corporate university to provide staff with high-quality courses and a curriculum aimed at building customer relations management skills.

Labour Relations

Labour relations is an element of the people management system that has a direct impact on every public service employee and has considerable influence on the public service work environment. One of the aims of HR modernization is to reshape that environment to promote collaboration and an atmosphere of mutual respect and trust when seeking and providing information or advice, exchanging views, and discussing issues of concern in the workplace. To that effect, Treasury Board, in its capacity as employer of the core public administration, continued work to streamline labour relations policy and to ensure that its directives are aligned with the goals of the new labour relations environment.

During 2007–08, work began to revise the *Occupational Health and Safety Policy* and related standards. Revisions were also made to the *Policy on Terms and Conditions of Employment* and its associated directives. This policy suite and the *Labour Relations* policy, which is now under development, are both expected to receive approval in 2008–09.

The Secretariat assisted Health Canada in securing interim funding and laying the groundwork to modernize the Public Service Health Program (PSHP). As part of this initiative, steps will be taken to address workplace occupational health issues. In 2007–08, the Secretariat also conducted an assessment of the PSHP Overseas Program.

The National Joint Council (NJC) continues to be the forum of choice for co-development, consultation, and information sharing between the government as

employer and public service bargaining agents. Through the NJC, the parties work together to resolve problems and establish terms of employment that apply across the public service. In 2007–08, the NJC revised and implemented changes to the *Isolated Posts and Government Housing Directive*, the *Travel Directive,* and the *Occupational Health and Safety Directive*. In May 2007, the Public Service Health Care Plan Partners Committee was established under the auspices of the NJC and is the senior collaborative forum for resolving issues related to the Public Service Health Care Plan.

Essential services agreements replace the former designation process for bargaining units that have chosen the conciliation or strike route for dispute resolution. In 2007–08, the Secretariat played a leadership role in negotiating essential services agreements with the various bargaining agents and in enabling departments to engage in this process. Significant work was accomplished across the core public administration, and negotiations continued on the number of positions considered essential to public safety and security.

To ensure widespread awareness and understanding of key issues associated with essential services agreements, the Secretariat delivered 17 information sessions in the National Capital Region to labour relations specialists and essential services departmental coordinators and provided training at other forums, including bimonthly meetings with chiefs and directors of labour relations, Labour Relations Council meetings, and the National Compensation Annual Symposium.

In 2007–08, the Secretariat completed preparations for and engaged in face-to-face negotiations for 26 of the 27 collective agreements for which it is responsible. The preparation for and negotiation of the agreements involved extensive consultations to ensure departments were able to voice their concerns about existing terms and conditions of employment as well as changes proposed by the bargaining agents during the course of negotiations. Such consultations also helped achieve departmental buy-in of potential solutions to identified issues. There were no labour disruptions during this period.

Throughout 2007–08, the Secretariat provided daily advice and guidance on labour relations aimed at building the capacity of deputy heads and their line managers as they increasingly assume responsibility for people management from specialists in central agencies. In addition, training courses and learning events were delivered throughout the year. These initiatives are fostering an environment of professionalism in labour relations and supporting a culture of ongoing public service renewal.

In 2007–08, more than 400 labour relations and HR professionals attended Secretariat presentations on the new direct authorities of deputy heads. Other information sessions

were held for HR professionals across the country on discipline, demotion, and termination of employment as well as on essential services agreements. CSPS, in conjunction with the Secretariat, continued to offer its Labour Relations for Human Resources Advisors course.

2.4   Values and Ethics

Enhancing and maintaining public trust in the institutions of government is fundamental to the work of the public service. It is expected that the actions and decisions of all public service employees will uphold the values of the public service and conform to high ethical standards. CPSA plays an important role in supporting ministers, executives, and employees at all levels to meet their collective responsibility to act with integrity.

Federal public sector employees and others now have a secure and confidential process for disclosing serious wrongdoing in the workplace as well as protection from acts of reprisal. These new safeguards were established with the coming into effect of the *Public Servants Disclosure Protection Act* (PSDPA) in April 2007. The new disclosure regime also included the establishment of the Public Servants Disclosure Protection Tribunal and Public Sector Integrity Canada, which investigates disclosures of wrongdoing as well as complaints of reprisal.

Throughout 2007–08, work continued to further strengthen the new disclosure regime. For example, training and support for Senior Officers for Disclosure was developed and delivered, and CPSA collaborated to produce an online values and ethics course. Development also started on a code of conduct required under the PSDPA.

To embed values and ethics into day–to-day operations of departments and agencies, MAF assessment tools were revised. These new tools will improve the quality of performance evidence that is collected for use in departmental monitoring and deputy head accountability.

A number of policies related to values and ethics were also revised, including the *Policy on the Prevention and Resolution of Harassment in the Workplace* and the *Indemnification of and Legal Assistance for Crown Servants*.

To make public service employees aware of the PSDPA and increase their understanding and application of public service values and ethics, CPSA distributed communications tools and information products to departments and agencies through its website. Orientation workshops and presentations were also provided to a wide range of target audiences.

2.5   Official Languages

One of the tenets of the government's commitment to official languages is the assurance that English- and French-speaking Canadians enjoy equal opportunities to participate in federal institutions. In support of that goal, the government has developed policies that, among other things, lay out the ground rules for the use of both official languages in the workplace. An audit of the official languages management dashboard, launched in 2006–07, showed a high participation rate. The dashboard is a web-based reporting and information system that personnel responsible for official languages can use to gain an instant portrait of the official languages program in their institutions.

To promote the use of official languages in regions designated as bilingual, a number of events were held. For example, official languages managers participated in champions network and learning events in Prince Edward Island and Saskatchewan. A pilot project learning event in the Pacific Region involved the participation of various partners from government to discuss a wide range of subjects related to language training and to share best practices.

Efforts to increase the bilingual capacities of the executive cadre and executive feeder groups showed significant results as well. Data released in 2008 showed a 2-per-cent increase in the number of EX group members within the core public administration who met their position's language requirements. As of March 31, 2008, 96.4 per cent of executives met the requirements compared with 94.4 per cent the previous year.

2.6   Employment Equity

Canada's diverse population is a strength that is recognized at home and abroad. To reflect Canadian society, the public service is responsible for meeting a number of employment equity goals. Those goals are based on the Canadian workforce availability of four designated groups—women, Aboriginal peoples, persons with disabilities, and visible minorities.

Special emphasis was placed on reflecting the rapid growth of visible minority participation in the Canadian workforce. To help departments and agencies meet their employment equity goals, CPSA took steps to support the recruitment and career development of visible minorities and to create a positive and inclusive work environment.

In 2007–08 a revised *Employment Equity Policy* took effect. The new policy was designed to be clearer, simpler, and results-based. With its release, employment equity goals are now integrated into all aspects of people management and business planning. This move will more easily facilitate accountability for results. Work also continued to

develop and finalize an employment equity strategy. The draft strategy, which is aligned with the revised policy, places an emphasis on visible minorities.

A revised *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service* and *Directive on the Duty to Accommodate* is, pending review and approval, anticipated to come into effect, replacing a number of policies that covered specific disabilities.

During the year, two workshops were held to familiarize managers with the policies on employment equity and the duty to accommodate. The conferences were followed by regional workshops that attracted 400 participants.

The CPSA also took steps to strengthen employment equity partnerships and alliances. For example, it continued to support three employment equity councils as well as deputy heads who are exercising the role of employment equity champions. Best practices relating to leadership and planning were identified from among the departments and agencies that have consistently achieved high MAF results with respect to employment equity. These best practices will be shared across the public service.

2.7 Governance and Accountability

Given the size of the public service and the broad range and scope of work that departments and agencies undertake, the people management system is inherently complex. At the same time, it is uniquely subject to both internal and external oversight by parliamentary committees, the Auditor General, and other agents of Parliament.

With the introduction of the PSMA, it is now clear that deputy heads in departments and agencies are responsible and accountable for people management. They are supported in executing these responsibilities by the policy and systems work undertaken by central agencies and other agents of Parliament and by the related monitoring and reporting activities undertaken as part of the MAF process.

The MAF process assesses performance across a range of elements that define the expectations for high organizational performance in the public service. MAF identifies management strengths and weaknesses in individual departments and agencies and, ultimately, on a government-wide basis. A modified People Component of MAF was introduced in 2005–06 to clarify and help departments and agencies meet performance expectations.

Based on a review and analysis undertaken in 2007–08, a road map for the introduction of a significantly new and revised approach to data collection and reporting was developed. The proposed new approach is based on two key principles: using key

indicators to measure what matters and maximizing the use of existing data sources to reduce the reporting burden on departments and agencies. The new approach will be designed in 2008–09, and related systems will be developed and introduced in 2009–10 with MAF Round VII.

Once introduced, the new system is expected to provide enhanced business intelligence and clear accountability and performance measurement data for deputy heads and managers in departments and agencies throughout the public service.

Looking Ahead

With the strong support of the Clerk of the Privy Council and the advice of the Prime Minister's Advisory Committee on the Public Service, work will continue on all four pillars of the renewal agenda: planning, recruitment, employee development, and enabling infrastructure.

The close link between people performance and organizational success will continue to drive the move toward integrated HR and business planning. The report submitted by the Expert Panel on Integrated Business and Human Resources Planning will serve as a benchmark for assessing future progress in this important area.

During 2008–09, deputy heads will assume responsibility for updating their integrated business and HR plans and for preparing strategies to increase the workforce representation of visible minorities, Aboriginal people, and persons with disabilities within their organization.

As the public service seeks to replace retiring employees, the trend toward large-scale recruitment of post-secondary graduates will continue. In 2008–09, deputy heads will be asked to make offers to a minimum of 4,000 such graduates.

Work will continue to strengthen public service management development programs and, in particular, talent management and leadership programs. Deputy heads will prepare talent management plans and expand talent management to all of their executives based on the approach already in place for ADMs. More tools and programs will also be made available to help promising employees develop leadership potential.

Public service executives will also become subject to more rigorous performance management expectations. For example, senior executives will join deputy heads in being assessed on the basis of how well they manage people. Deputy heads will also be charged with putting action plans in place and conducting feedback sessions with senior executive reports to ensure progress on meeting performance goals.

Reducing the web of rules that complicates people management will be of greater priority in 2008–09. Efforts will continue to lessen reporting requirements, rescind policies, and streamline other administrative functions that create a heavy burden on managers without adding significant value.

More emphasis will be placed on benchmarking as a means of maximizing the productivity and effectiveness of employees. During the upcoming year, work will focus on developing key indicators that can be used to track the state of both the public service and people management within it. Deputy heads will also take on responsibility for establishing departmental service standards for key HR services and communicating those standards to employees.

The systems that form the backbone of HR management will be the object of special study and change to improve their effectiveness. Work will continue on a project to map the entire set of HR processes related to a career in the public service—from recruitment to retirement. The information gathered will then be used to simplify, streamline, and accelerate systems support.

In the *Fifteenth Annual Report to the Prime Minister on the Public Service of Canada*, the Clerk responded to key recommendations of the Second Report of the Prime Minister's Advisory Committee of the Public Service regarding the necessity of getting HR governance and accountability right.

The Prime Minister concurred with the committee's critique of the excessive complexity and lack of clear accountabilities associated with current HR governance. Recommendations for change to the governance regime for HR and clarification of the roles and accountabilities of deputy heads, central agencies, and other agents of Parliament for various aspects of people management in the public service will be a major focus of assessment and activity in 2008–09.

With more than a quarter of public service employees eligible to retire by 2012, the core public administration is taking critical steps to modernize people management and to prepare the stage for a new generation of workers and leaders. Over the coming year, we will continue to see progress in meeting the goal of creating a workplace that attracts and retains a high-quality workforce able to meet the needs and expectations of Canadians for years to come.

Appendix 1—List of Departments and Agencies under Schedules I and IV of the *Financial Administration Act*

Financial Administration Act **(R.S., 1985, c. F-11)**
SCHEDULE I
(sections 2 and 11)

THE CORE PUBLIC ADMINISTRATION

Department of Agriculture and Agri-Food

Department of Canadian Heritage

Department of Citizenship and Immigration

Department of the Environment

Department of Finance

Department of Fisheries and Oceans

Department of Foreign Affairs and International Trade

Department of Health

Department of Human Resources and Skills Development

Department of Indian Affairs and Northern Development

Department of Industry

Department of Justice

Department of National Defence

Department of Natural Resources

Department of Public Safety and Emergency Preparedness

Department of Public Works and Government Services

Department of Social Development

Department of Transport

Treasury Board

Department of Veterans Affairs

Department of Western Economic Diversification

Financial Administration Act (R.S., 1985, c. F-11)
SCHEDULE IV
(sections 3 and 11)

THE CORE PUBLIC ADMINISTRATION

Assisted Human Reproduction Agency of Canada

Atlantic Canada Opportunities Agency

Canada Border Services Agency

Canada Emission Reduction Incentives Agency

Canada Industrial Relations Board

Canada Public Service Agency[7]

Canada School of Public Service

Canadian Artists and Producers Professional Relations Tribunal

Canadian Dairy Commission

Canadian Environmental Assessment Agency

Canadian Forces Grievance Board

Canadian Grain Commission

Canadian Human Rights Commission

Canadian Human Rights Tribunal

Canadian Intergovernmental Conference Secretariat

Canadian International Development Agency

Canadian International Trade Tribunal

Canadian Radio-television and Telecommunications Commission

---

7. The Canada Public Service Agency is no longer a stand alone Agency. It is now part of the Office of the Chief Human Resources Officer (OCHRO), housed within the Secretariat.

Canadian Space Agency

Canadian Transportation Accident Investigation and Safety Board

Canadian Transportation Agency

Communication Canada

Competition Tribunal

Copyright Board

Correctional Service of Canada

Courts Administration Service

Director of Soldier Settlement

The Director, *Veterans' Land Act*

Economic Development Agency of Canada for the Regions of Quebec

Energy Supplies Allocation Board

Hazardous Materials Information Review Commission

Immigration and Refugee Board

Indian Residential Schools Truth and Reconciliation Commission Secretariat

International Joint Commission (Canadian Section)

Law Commission of Canada

Library and Archives of Canada

Military Police Complaints Commission

NAFTA Secretariat — Canadian Section

National Farm Products Council

National Parole Board

Office of Infrastructure of Canada

Office of the Chief Electoral Officer

Office of the Commissioner for Federal Judicial Affairs

Office of the Commissioner of Lobbying

Office of the Commissioner of Official Languages

Office of the Co-ordinator, Status of Women

Office of the Director of Public Prosecutions

Office of the Governor General's Secretary

Office of the Public Sector Integrity Commissioner

Office of the Superintendent of Bankruptcy

Offices of the Information and Privacy Commissioners of Canada

Patented Medicine Prices Review Board

Prairie Farm Rehabilitation Administration

Privy Council Office

Public Appointments Commission Secretariat

Public Health Agency of Canada

Public Service Commission

Public Service Staffing Tribunal

Registry of the Public Servants Disclosure Protection Tribunal

Royal Canadian Mounted Police

Royal Canadian Mounted Police External Review Committee

Royal Canadian Mounted Police Public Complaints Commission

Specific Claims Tribunal

Staff of the Supreme Court

Statistics Canada

Transportation Appeal Tribunal of Canada

Veterans Review and Appeal Board

Appendix 2—A Public Service Profile 2007–08

As at March 31, 2008, there were 260,000 public service employees employed in the public service of Canada.[8] Of these, 195,603 employees are part of the core public administration. This means that these public service employees are employed in one of the 89 departments and agencies for which Treasury Board is the employer.

The following figures provide comparative profile data on employees in the core public administration for the fiscal year period 2006–07 and 2007–08.

Figure 1.0 (Refer to Table 1.0)

Core Public Administration Population

Core Public Administration Population by Tenure; 2007, 2008

---
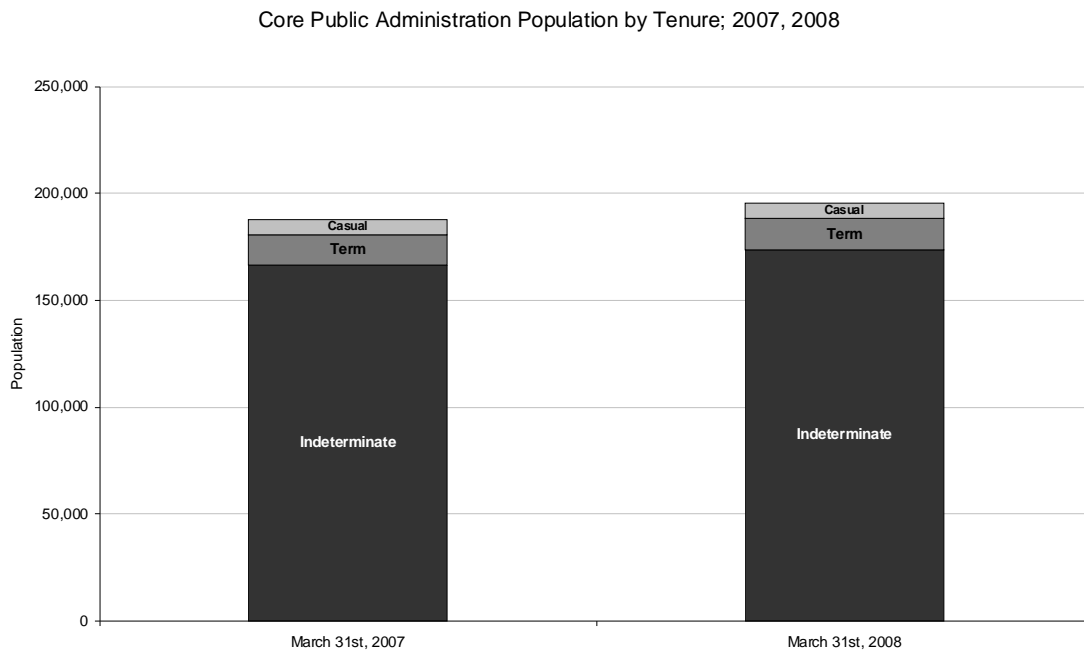
8. The term "public service" refers to the core public administration plus organizations that have separate employers such as the Canada Revenue Agency, Parks Canada, the Canadian Food Inspection Agency, and National Research Council Canada.

Figure 2.0 (Refer to Table 2.0)
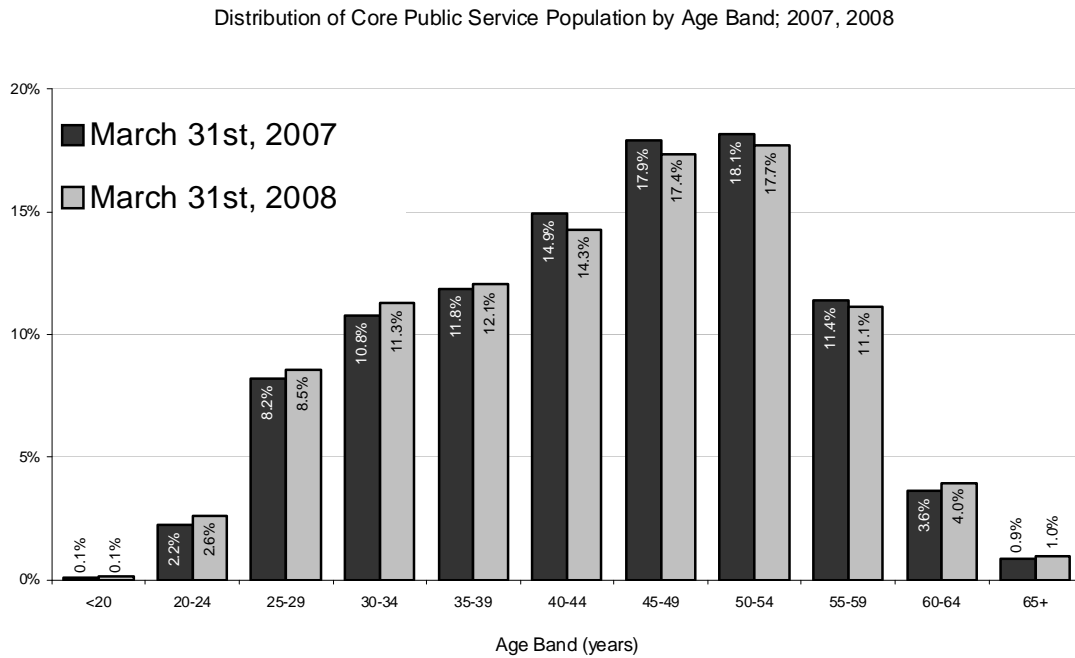## Age Distribution

Distribution of Core Public Service Population by Age Band; 2007, 2008

Figure 3.0 (Refer to Table 3.0)
Official Languages Distribution

Distribution of Core Public Service Population by First Official Language; 2007, 2008
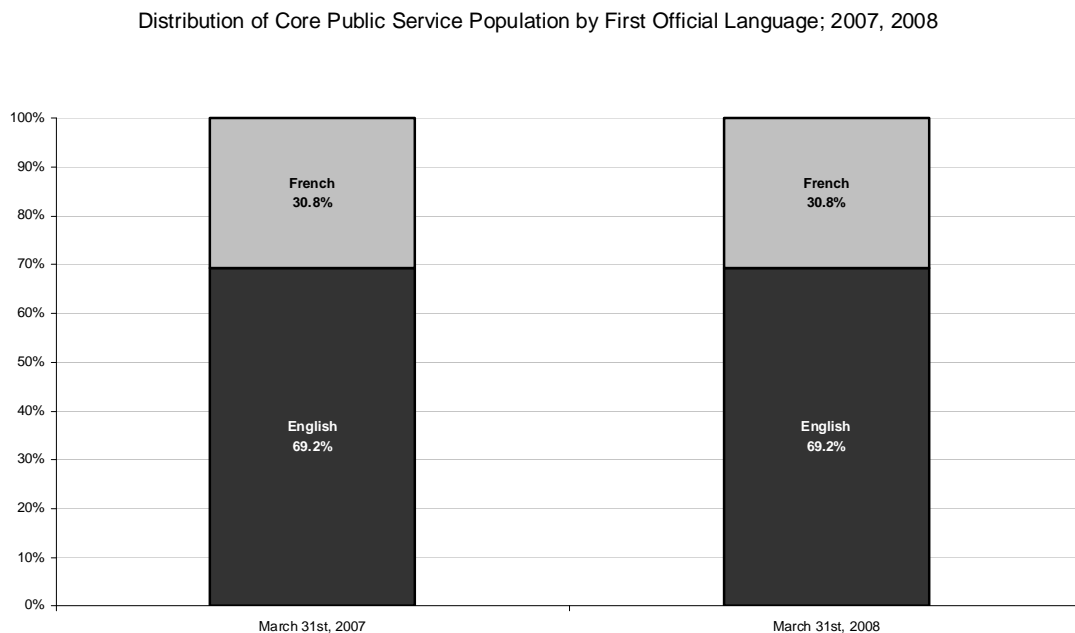
Figure 4.0 (Refer to Table 4.0)
Employment Equity Distribution

Employment Equity Group Representation and Workforce Availability (WFA) Estimates;
Fiscal Years 2006-07 and 2007-08
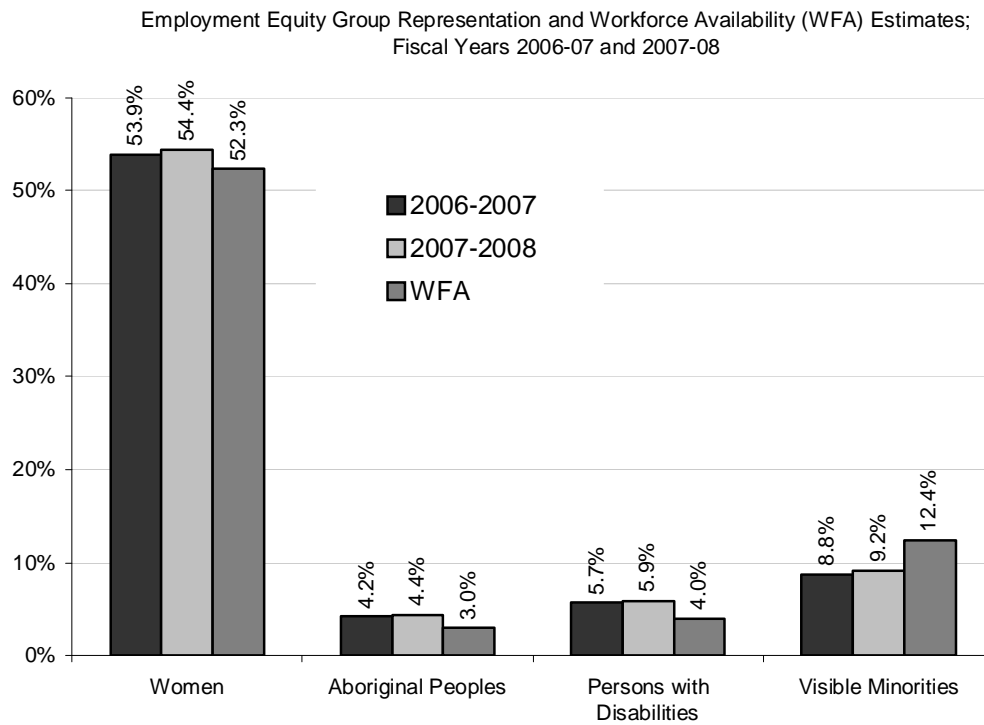
Table 1.0

Core Public Administration by Employment Type

Tenure	March 31, 2007	March 31, 2008
Indeterminate	166,590	173,747
Casual	6,933	7,465
Term	14,315	14,392
Grand Total	187,838	195,604

Tenure	March 31, 2007	March 31, 2008
Indeterminate	88.7%	88.8%
Casual	3.7%	3.8%
Term	7.6%	7.4%
Grand Total	100.0%	100.0%

Table 2.0

Core Public Administration by Age Band

Age Bands	March 31, 2007	March 31, 2008
<20	178	225
20-24	4,188	5,117
25-29	15,397	16,701
30-34	20,239	22,042
35-39	22,255	23,571
40-44	28,041	27,948
45-49	33,624	33,941
50-54	34,081	34,662
55-59	21,395	21,776
60-64	6,799	7,752
65+	1,641	1,869
Grand Total	187,838	195,604

Age Bands	March 31, 2007	March 31, 2008
<20	0.1%	0.1%
20-24	2.2%	2.6%
25-29	8.2%	8.5%
30-34	10.8%	11.3%
35-39	11.8%	12.1%
40-44	14.9%	14.3%
45-49	17.9%	17.4%
50-54	18.1%	17.7%
55-59	11.4%	11.1%
60-64	3.6%	4.0%
65+	0.9%	1.0%
Grand Total	100.0%	100.0%

Table 3.0

Core Public Administration by First Official Language

FOL	March 31, 2007	March 31, 2008
English	129,392	134,780
French	57,672	59,933
Unknown	774	891
Grand Total	187,838	195,604

FOL	March 31, 2007	March 31, 2008
English	69.2%	69.2%
French	30.8%	30.8%
Grand Total	100.0%	100.0%

Note: Unknown values were not included in the % calculation

Table 4.0

Employment Equity Group Representation for the Core Public Administration and Workforce Availability (WFA) Estimates

	2006–07	2007–08	WFA
Women	53.9%	54.4%	52.3%
Aboriginal Peoples	4.2%	4.4%	3.0%
Persons with Disabilities	5.7%	5.9%	4.0%
Visible Minorities	8.8%	9.2%	12.4%

Population: Indeterminate and Term (longer than 6 months) employees in the Core Public Administration excluding those employees on leave-without-pay.

Appendix 3—Departments and Agencies that Contribute to Human Resources Management

People management in the public service requires significant liaison and coordination among the following organizations to ensure that modernization and renewal goals are realized.

Privy Council Office: The Privy Council Office is responsible for the selection, management, and development of deputy heads, the most senior leaders in the public service, and supports the Clerk as head of the public service. It provides advice on the government's structure and organization, fosters a high-performing and accountable public service, and ensures the submission of an annual report on the public service to the prime minister.

Office of the Chief Human Resources Officer (formerly Canada Public Service Agency): As the focal point for people management in the core public administration, the Office is responsible for leadership and service in human resources planning, accountability, modernization, employment equity, values and ethics, and official languages. It is also responsible for classification policy, the federal learning policy, and management of development programs.

Treasury Board of Canada Secretariat: Among its many responsibilities, the Secretariat manages pensions, health and dental care, labour relations, compensation, pay administration, occupational health and safety, pay equity, consultations with bargaining agents, collective bargaining, and setting terms and conditions of employment for unrepresented and excluded employees.

Canada School of Public Service: The Canada School of Public Service is responsible for supporting training and professional development, including training associated with leadership development and language training for public service employees. It also provides information to the Office of the Chief Human Resources Officer (formerly Canada Public Service Agency) on the compliance of departments and agencies with the required training elements specified in the *Policy on Learning, Training and Development*.

Public Service Commission of Canada: The Public Service Commission of Canada is an independent agency reporting to Parliament, whose mandate is to safeguard the integrity of the public service staffing system and the political neutrality of the public service. It sets policy on recruitment and appointments within the public service in accordance with the *Public Service Employment Act*. It conducts investigations and audits regarding appointments and investigates any allegations of improper political activity by public service employees.

Line departments and agencies: Departments and agencies deliver public programs and services to Canadians. Under the *Public Service Modernization Act*, primary responsibility for human resources management has shifted from central agencies and the Public Service Commission of Canada to deputy heads in departments and agencies and from human resources professionals to line managers.

Appendix 4—Related Websites

The following websites provide additional information on subjects and reports referenced in this annual report.

Office of the Chief Human Resources Officer (formerly Canada Public Service Agency)
 http://www.tbs-sct.gc.ca/chro-dprh/index-eng.asp

▸ Annual Report on Official Languages

▸ Annual Report on the *Policy on Prevention and Resolution of Harassment in the Workplace*

▸ Annual Report on the *Policy on Internal Disclosure of Information Concerning Wrongdoing in the Workplace*

▸ Employment Equity in the Public Service of Canada, Annual Report to Parliament

▸ Human Resources Management in the Public Service of Canada, Annual Report to Parliament

▸ Integrated Planning Guide

▸ Public Service Renewal

▸ Key Leadership Competencies

▸ *Policy on Learning, Training and Development*

▸ Prime Minister's Advisory Committee on the Public Service: Report to the Prime Minister, March 2007

Canada School of Public Service
www.myschool-monecole.gc.ca

Public Service Commission of Canada
www.psc-cfp.gc.ca

Treasury Board of Canada Secretariat
www.tbs-sct.gc.ca

▸ Labour Relations and Compensation Operations

▸ Management Accountability Framework

▸ Pensions and Benefits

Privy Council Office
www.pco-bcp.gc.ca/premier.asp

▸ Annual Report to the Prime Minister on the Public Service of Canada