



Public Service Commission of Canada

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates 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*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

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

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Public Service Commission of Canada

Departmental Performance Report

For the period ending
March 31, 2002

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The Public Service Commission (PSC), an independent agency reporting to Parliament, appoints qualified persons to and within the Public Service according to the principle of merit. In doing so, the PSC safeguards the values of competence, non-partisanship and representativeness. These values are the cornerstone of a strong Public Service. They are also the foundation of Canadian democracy. The PSC seeks to have a Public Service that is respectful of the diversity of Canada's people.

As stated in the 2001 Speech from the Throne:

“Canada must have a public service distinguished by excellence and equipped with the skills for a knowledge economy and society. The Government will seek bright, motivated young women and men to accept the challenge of serving their country in the federal public service. The Government is committed to the reforms needed for the Public Service of Canada to continue evolving and adapting. These reforms will ensure that the Public Service is innovative, dynamic and reflective of the diversity of the country — able to attract and develop the talent needed to serve Canadians in the 21st century.”

This Performance Report takes stock of the results arising from the objectives set by the PSC, and the initiatives it has undertaken to fulfill its mandate on behalf of the Public Service of Canada and the citizens of this country.

Sheila Copps

Canada 

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EXECUTIVE SUMMARY

INTRODUCTION AND CONTEXT

- The **merit principle** as the basis for appointment to and within the federal Public Service contributes to the **democratic stability** needed for responsible government in Canada. Today, application of the merit principle ensures that the Public Service reflects the core values of **competence, non-partisanship, representativeness, fairness, equity of access and transparency**.
- The **Public Service Commission (PSC)** is a **unique** federal institution responsible for safeguarding the **merit** principle in the federal Public Service. An independent agency directly accountable to Parliament, the PSC is an active partner with federal departments and central agencies in developing a human resources management (HRM) framework that ensures values-based **staffing practices**.
- According to its mandate in the *Public Service Employment Act (PSEA)*, the PSC focuses on a **proactive oversight role** while **delegating staffing authorities** to departments and agencies.
- In continuing HR modernization, the Commission has begun partial delegation to departments in two areas in which it has retained **direct authority** until now: **executive resourcing** and **some external recruitment** below executive levels.

THE PSC TODAY

- Faced with a **changing HRM future**, the PSC focused in 2001-2002 on the delivery of **three strategic outcomes**:
 1. *Creation of a highly competent, non-partisan and representative Public Service, where appointments are based on the values of fairness, equity and transparency;*
 2. *Provision of a timely, efficient and flexible values-based staffing system owned by Public Service managers; and*
 3. *Support of a Public Service, which builds on competencies through development and continuous learning.*

1.1 STRONG VALUES-BASED STAFFING SYSTEM

- The **new model for staffing** introduced in the early 1990s moved away from an exclusively rules-based approach to one **based on values**. To help managers fully exercise their **delegated authorities**, the Commission created the **values-based management framework** consistent with the Treasury Board of Canada (TB) *Results for Canadians — A Management Framework for Government of Canada*, which focuses on **results** and **citizen-oriented, values-based and affordable government**. Continuing the intent expressed in last year's *Departmental Performance Report (DPR)*, in 2001-2002 the PSC contributed to the **government's HRM agenda** by delivering in the areas of **recruitment and staffing, representativeness and learning**.
- Within the current societal context of **anticipated HR reform**, the PSC is addressing a challenge to **increase the understanding** and capability of

departmental managers and human resources (HR) advisors and managers to carry out **values-based staffing** by creating meaningful, **active partnerships** and through delivery of courses and **e-learning tools**. Decisions in appeal and recourse processes increasingly reflect the application of values-based staffing flexibility with regard to rules and protection of the merit principle.

- Under the **Modern Comptrollership Initiative**, the Commission began **consolidation of its strategic outcomes** and priorities. It reviewed its *Planning, Reporting and Accountability Structure* (PRAS) and the 2002-2003 *Report on Plans and Priorities* (RPP), to better show **how it intends to deliver** results to Canadians.

1.2 INNOVATIVE STAFFING AND RECRUITMENT SYSTEMS

- Using **innovative staffing and recruitment approaches** contained in the Recruitment Action Plan (**RAP**), a multi-year recruitment plan developed jointly by the PSC and TBS, the Commission is testing, **on a pilot basis only**, another step towards a **decentralized, more efficient recruitment and staffing system**, by **delegating** appointments from outside the Public Service without competition (**named referrals**) to departments. However, since this approach could present a **risk** (such appointments could have a negative effect on the perceptions of departmental values of equity, transparency and non-partisanship), the PSC ensures that departments using this delegation have developed **management frameworks** to deal with such risks effectively.
- As **large volumes** of applications present a **real challenge** to timely staffing in departments, the PSC encourages departments to **partner** and share common inventories. Similar approaches will be increasingly necessary if National Areas of Selection (**NAS**) are introduced. Should the evaluation of the present pilot testing support national application, NAS will provide **greater access** to Public Service employment for all Canadians. In addition, **e-testing initiatives** by the PSC's Personnel Psychology Centre hold much promise for increasing the speed of assessment while reducing costs.

1.3 DELEGATION AND ACCOUNTABILITY SYSTEM; REPORTING

- In last year's **DPR**, the Commission expressed its commitment to improving relations with **Parliament** through **strengthening understanding of the PSC's role** and the **importance of merit** in the federal Public Service. Both the 2000-2001 and 2001-2002 **PSC Annual Reports** focus on the overall health of the staffing system, while the **DPRs** focus on **results** achieved by the PSC; both provide, Parliamentarians with more complete information on the **health of the staffing system**.
- The fact that all departments required to do so reported on their staffing performance this year demonstrates that they **understand their delegation and accountability responsibilities**. However, although **progress has been made** since last year, managers are **still not taking full advantage** of existing flexibilities within the system; as in 2000-2001, **efficiency** continues to be the primary driving principle in staffing decisions.

1.4 CONFLICT / DISPUTE RESOLUTION

- In last year's DPR, the Commission affirmed its vision of becoming a **centre of excellence** for **dispute resolution of HR conflicts** closer to the workplace by systematically offering quality and timely early intervention in appeals to contribute to **workplace wellness**.
- In 2001-2002, the PSC **implemented a program** of Early Intervention (**E.I.**) in appeals across Canada. The national program, building on the results from the Commission's experimental project in the Atlantic Region, contributes to improved communication, trust and satisfaction of all involved parties, and results in more timely and flexible recourse.
- The PSC, as the **co-ordinator** of the **Shared Mediators Program (SMP)**, provides employees with an alternative to formal and lengthy processes and plays an important role in promoting sustainable and effective working relationships. SMP also provides participating departments with access to services of **experienced mediators** as a **cost-effective option** to facilitate compliance with TB policy on Prevention and Resolution of Harassment in the Workplace.
- The Commission acts as an expert resource body for the Public Service in providing services to departments for the prevention and resolution of harassment in the workplace as a part of its commitment under the new TB policy. Training, mediation, coaching and investigation services are provided in a timely manner.

2.1 EFFECTIVE PARTNERSHIPS

- **Partnerships**, as a way of doing business, are an **integral part of PSC's approach** to delivery. The Commission meets its **challenge** to deliver an integrated and coherent service to clients through **well-functioning strategic partnerships** with key players in the HRM system. For example, to avoid duplication of effort and to contribute to cost-effective program delivery, the PSC's Training and Development Canada (TDC) is **collaborating** with several departments and central agencies to develop a **Public Service-wide E-Learning Service** that will offer a **single window on learning**.

2.2 EMPLOYER OF CHOICE

- As part of its **dual role of providing service and protecting merit**, the PSC ensures an **adequate supply of qualified and representative** candidates, recruits, feeder group members and executives to meet present and future staffing needs of departments and agencies. To secure the **influx** of prospective candidates and to position the federal government as **an employer of choice**, in 2001-2002 the PSC continued to use **different strategies**, including **recruitment programs** such as the Post-Secondary Recruitment Program (**PSR**). This primary federal national recruitment program increases visibility of the Public Service on campuses and provides **bridging arrangements to accommodate terms and students**.
- The Accelerated Executive Development Program (**AEXDP**) and the Assistant Deputy Minister Pre-Qualification Process (**ADMPQP**) continued to supply **qualified and representative** senior Public Service leaders. Strategic Executive Staffing (**SES**) **collaborative partnerships** developed by the Commission and initiated with the first three departments provide a **comprehensive staffing**

strategy resulting in **efficiencies** and **increased speed** of service for resolving Executive resourcing issues in departments.

2.3 IMPROVED HR PLANNING

- To help departments model and analyse their **future HR needs**, the PSC continues to find ways to increase its **outreach, share expertise and promote tools/learning products** that **strengthen departmental capacity** to attract and retain employees. As a result departments gain a **better understanding** of labour market issues, which is reflected in their **HR plans**; they are able to **focus their limited resources** on the areas where they are most needed. However, with the current level of the PSC's resources, only **marginal improvements** can be made.

2.4 REPRESENTATIVENESS

- The government has made it a priority to **improve the representativeness** of the Public Service. The Commission has assumed a **leadership** role in the federal equity and diversity arena through increased **promotion**, use of available **tools and outreach activities** in all regions of Canada and through the deliverables of the Employment Equity Positive Measure Program (**EEPMP**). The EEPMP was a four-year program, which ended this year having fulfilled its mandate.
- The PSC entirely met its commitment expressed in last year's DPR, to communicate EEPMP's **program knowledge and tools** to departments to help them **achieve self-sufficiency and meet their EE goals faster**. In its last year, EEPMP provided best practices and tools that enriched PSC clients with knowledge of **sustained EE career development, work accommodation** issues and **tools to implement positive measures**, thus **reaching the program goals**.
- The PSC continued to **move forward** on the Embracing Change (**EC**) agenda, as reported in last year's DPR, through initiatives such as the **Employment Equity Career Assignment Program** (EE CAP) for visible minorities, which **assists departments** in meeting EC objectives. With limited resources, the PSC's Personnel Psychology Centre (**PPC**) took steps to position itself as a **leader** in the increasingly demanding and complex area of **assessment of candidates who are members of EE groups**. The AEXDP for visible minority executives also supported the EC agenda.
- To assist departments in achieving a **more representative workforce at the executive level**, the Commission has approved an Employment Equity (EE) Program for Executives at the EX 1 to EX 3 levels. The program, administered by Executive Resourcing, applies to members of visible minorities, Aboriginal people and persons with disabilities. This program enables Executive Resourcing, on behalf of departments, to **target selection processes to a particular designated group**. In addition, the program allows for indeterminate and term appointments for open, closed or without competition selection processes using **individual or relative merit**.

2.5 E-GOVERNMENT

- In support of the **e-government initiative**, one of the pillars of *Results for Canadians'* citizen-centered agenda, the PSC was guided by **three key themes**: continuing to strengthen the **technology** governance and accountability framework; investing in **people** through **sound planning and management** as

well as through **support** to departmental clients in the use of technology and continued evolution of **e-recruitment and e-HR**, in the context of HR reform.

- For example, the PSC responded to its intent expressed in last year's DPR, to develop **e-recruitment** that facilitates processing of job applications, and screening and testing of applicants. As a result of the **redesigned PSR**, funds have been allocated to pilot web-based assessment. This initiative involved the administration, scoring and provision of test results of on-line tests for the PSR campaign.

2.6 RECRUITING SMARTER

- In recent years, the volume of applications received for jobs open to the public has **increased** significantly and has **presented challenges** for the PSC and departments in their efforts to meet their recruitment needs in a timely and efficient manner. The **Recruiting Smarter** initiative, which began in December 2001, is examining potential **streamlining** of the recruitment processes, **in partnership** with departments. This is a **longer-term initiative**, which requires departmental **HR planning** and co-ordination of **co-operation** within and between departments.

2.7 SERVICE IMPROVEMENT INITIATIVE

- The federal government's **Service Improvement Initiative**, one of key initiatives to transform services and improve **client satisfaction**, is fully supported by the Commission. The PSC's **challenge** is to improve the **quality of its services** to meet the needs of Canadians seeking employment in the Public Service most effectively. Compared to last year, the Commission's progress in the area of **performance measurement** was slow due to other operational priorities. Since the PSC's implementation of the TBS Common Measurement Tool, performance indicators and service standards is in its early stages, the use and reliability of departmental performance information is not focused upon in this report.

3.1 LEARNING PRODUCTS AND SERVICES

- In last year's DPR the Commission declared that **TDC** would remain a **leading-edge** organization by investing in **technological renewal**. This year, TDC's technological renewal was **successfully financed** from 2001-2002 revenues. As a result of TDC's **training** and development activities: hiring managers and HR advisors are **more knowledgeable** about the **values-based staffing** promoted by the PSC and are better able to make decisions that contribute to the creation of a competent, representative and non-partisan Public Service; public servants receive necessary **training** to remain competent in a changing environment; and Canadians benefit from a **professional and competent Public Service**.

3.2 OFFICIAL LANGUAGES

- To create a Public Service that offers Canadians services in both official languages in accordance with the *Official Languages Act*, the PSC provides **effective and efficient** language training. In last year's DPR, Language Training Canada of the PSC (LTC) reported the need for additional funding to meet its mandate. Additional financing received **did not diminish the waiting lists for second-language training** because of new and **growing demands**; it only permitted LTC to respond to new demands.

PRESIDENT'S MESSAGE

I am pleased to present the Public Service Commission's (PSC's) Departmental Performance Report for the period ending March 31, 2002. The PSC's Annual Report covers the same period and is also tabled in Parliament. However, it is important to note the distinction between the two reports: the PSC's Annual Report focuses on the health of the staffing system and speaks to the performance of many organizations that are engaged in staffing related activities across the federal Public Service; the PSC's Departmental Performance Report focuses on the results the organization has achieved in a concerted effort to better serve clients, stakeholders and, ultimately, all Canadians while protecting merit. The PSC's Performance Report, therefore, describes the performance of the PSC alone, covering its roles and responsibilities in staffing and other aspects of human resources management such as learning.

I am particularly proud to present the PSC's Performance Report this year for two reasons; first, it is an improved report which better delineates results as they relate to planned strategic outcomes, and gives a sharper focus to the challenges the PSC faces and the investment required to meet those challenges; second, the report speaks to the high level of productivity of the PSC as an organization in an environment of continuing and impending change in the management of human resources. For the first time this year, the report addresses risk management and highlights the collaborative nature of the PSC's efforts.

Both Parliament, and indeed Canadians at large, will see presented here a balanced picture of the PSC's achievements set against a backdrop of challenges to improving service. Strengthening the PSC's reporting to Parliament is a serious obligation. Parliamentarians will find in this report a clear and accurate depiction of the Commission's key outputs as they relate to the planned strategic goals and priorities, also presented to Parliament, in the PSC's Report on Plans and Priorities. The answer to the key question - How have Canadian taxpayers benefited from our products and services? - may be found in this report as well as the planned improvements.

The Government's commitment to modernize human resources management in the federal Public Service dominated the environment in which the PSC operated during the reporting period and continues to do so. A simplified human resources management system, with values-based staffing at its core, is essential. While it is recognized that legislative change is necessary, new legislation alone will not be enough to establish a human resources management system capable of responding to the future demands on the Public Service. Much can and must be done in addition to legislative changes to improve staffing and recruitment. A sustained commitment is required along with the necessary investments to render modernization truly a success. Key elements of a new regime must include the following: effective training and clear accountability of managers in staffing; grounding of staffing decisions in human resources planning; rebuilding the human resources community; and investment in technology.

In the coming months, as this report is tabled in Parliament, the PSC would welcome the opportunity to engage Parliamentarians in a discussion of its content and what it means to protect merit and the public trust in a changing human resources management environment with a view to developing a new, modernized approach to managing human resources in a Public Service that continues to serve Canadians well.

1. SOCIETAL CONTEXT

WHO WE ARE

As an **independent agency** reporting to Parliament, the Public Service Commission (PSC) has a mandate to **safeguard the values** of Canada's professional Public Service: competence, non-partisanship and representativeness, by:

- administering the *Public Service Employment Act* (PSEA) and a **values-based staffing system**, and taking responsibility for the appointment of qualified persons to and within the Public Service;
- providing **recourse** and review of matters under the PSEA;
- delivering **training and development** programs; and
- carrying out other responsibilities as provided for in the PSEA and the *Employment Equity Act* (EEA)


OUR MISSION

The mission of the PSC is, through its statutory authorities, to:

Maintain and preserve a non-partisan Public Service, able to provide service in both official languages, staffed with competent employees, that is representative of the Canadian population it serves.

The PSC is an active partner in developing the broad framework for human resources management (HRM) and within the scope of its mandate, in ensuring the health of the federal human resources (HR) system.

OUR VISION



An independent agency reporting to Parliament, accountable for merit in staffing and a key partner in shaping an effective and respected Public Service for Canadians.

STRATEGIC OUTCOMES AND GOVERNMENT PRIORITIES

The Government of Canada **staffing system is a key component** of a broader **HRM** system and an essential building block of a highly competent, non-partisan and representative Public Service. The new model for staffing, introduced in the early 1990s, moved away from a rules-based approach to one that emphasizes **values behind the rules**. The **Staffing Reform** initiative began to implement this new approach, which includes **delegation of departmental staffing and departmental accountability**.

In the year 2001-2002, a pivotal time in Canada's Public Service, after many years of major downsizing, consolidation and budget cuts, the PSC was faced with a new set of HRM issues and a **changing HRM future**. Although the Commission received a

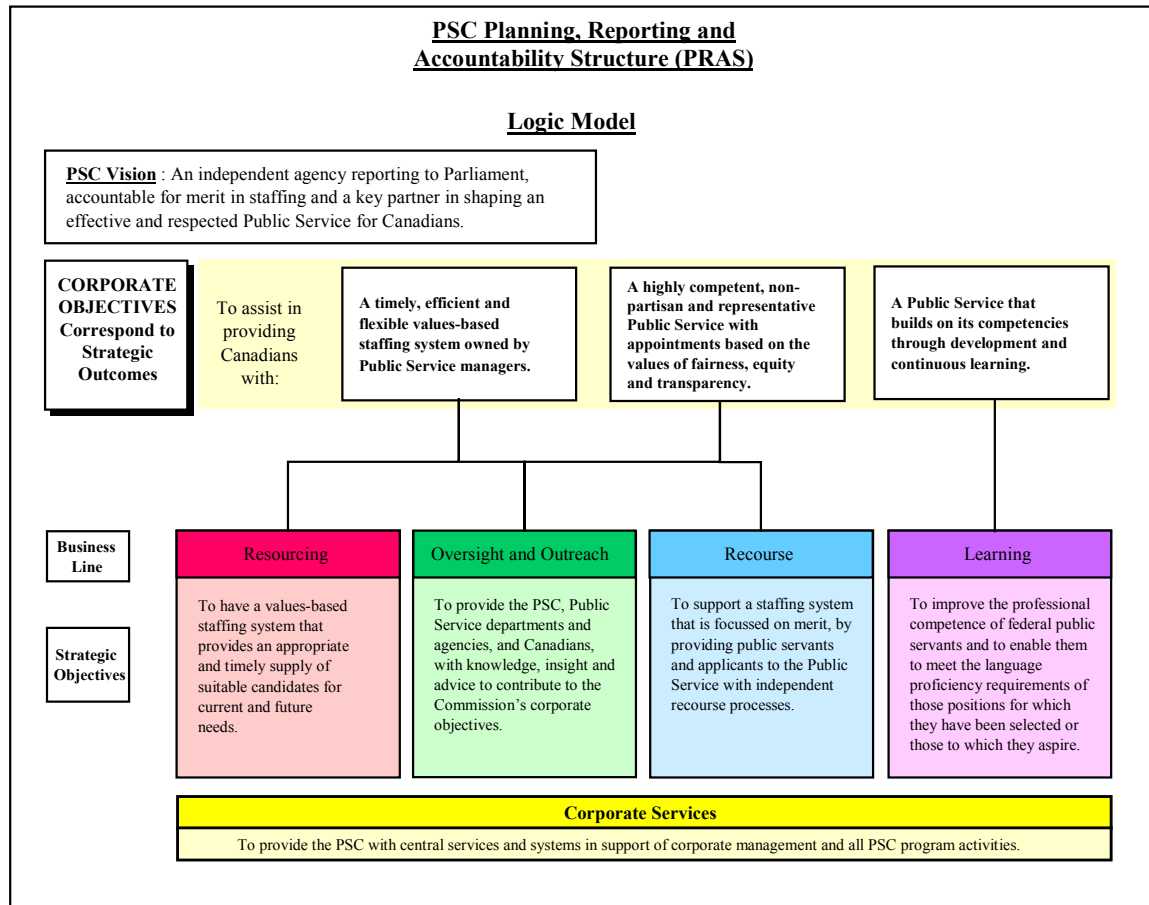
10 percent budget increase that year to cover many underfunded areas, the funds were not sufficient. Therefore, to best meet the needs of Canadians, the PSC focused on **three strategic outcomes (\$136 million)**:

1. **Creation of a highly competent, non-partisan and representative Public Service, where appointments are based on the values of fairness, equity and transparency;**
2. **Provision of a timely, efficient and flexible values-based staffing system owned by Public Service managers; and**
3. **Support of a Public Service that builds on competencies through development and continuous learning.**

These outcomes reflect PSC's **commitment and support to the reform** of the Public Service of Canada declared in the January 2001 Speech from the Throne. A **key challenge** in modernizing human resources management in the Public Service will be to provide the new system with the **flexibility and cohesion** needed to attract and retain **top-quality professionals** to meet the needs of Canadians in the future, while retaining values of fairness, equity of access and transparency that have produced one of the best Public Services in the world. **The PSC plays a crucial role in successfully addressing this challenge, in the areas of recruitment, representativeness and learning.**

The **PSC Business Plan** has identified three strategic goals and priorities to support these long-term outcomes:

1. Contribute to a new HRM system for the Public Service of tomorrow **(\$18 million)**;
2. Respond to HRM challenges through innovative PSC programs and services **(\$110 million)**; and
3. Pursue change management and model good HRM practices within the PSC to ensure a successful transition to a modernized system **(\$8 million)**.



KEY PARTNERS AND CLIENTS

Federal departments¹ and central agencies constitute the PSC's primary clients. Our **partners** include:

- the **Clerk of the Privy Council**, who is Head of the Public Service;
- **Treasury Board Secretariat (TBS)**, which is the employer of the core Public Service;
- the **Canadian Centre for Management Development (CCMD)**, which has prime responsibility for management and leadership training;
- the **Leadership Network (TLN)**, now part of TBS, which supports the collective management of Assistant Deputy Ministers;
- **Regional Federal Councils (RFC)** of senior federal officials, which share information and co-ordinate activities among departments in each region;
- **Human Resources Council (HRC)** of HR leaders, which establishes strategic direction for HRM on behalf of all Heads of Human Resources; and

¹ NOTE: for the sake of convenience, "department" is used to indicate both federal departments and agencies.

- core **departments and agencies**, which manage their employees through authorities delegated to them from central agencies.

Other players in HRM include **unions**, which are consulted on staffing issues, the **Public Service Advisory Council (PSCAC)**, which is composed of unions, departments and representatives of the PSC, and the **Committee of Senior Officials (COSO)** at the level of Deputy Minister (DM).

Our **clients** include:

- departmental **managers**;
- **human resource** specialists;
- **employees**, as candidates, trainees, appellants, etc.;
- members of **functional communities**, such as HR, Finance, Materiel Management and Real Property, Policy and Communications;
- members of EE **designated groups**;
- the **Canadian public**, students or graduates seeking federal Public Service employment; and
- **foreign governments** seeking to exchange information on professional development and learning programs, etc.

INFLUENCING FACTORS AND CHALLENGES

In preparation for HRM Modernization, the PSC is taking steps to create an **innovative, relevant and dynamic** organization. To build an internal **“risk management culture”**, essential in a forward-looking organization, the PSC has looked at a synergy of **change factors** that have a significant impact on the Public Service. These include:

- **globalism**: merging of traditional geographic, national and sectoral boundaries; growing “internationalization” of virtually all policy issues and areas; the need for partnerships with diverse communities of interest at both international and intra-national levels; and enhanced mobility, giving rise to a search for “knowledge workers”;
- **technological change**: growing knowledge intensity of work, fundamentally transforming the nature of work; and digitizing government services and communications;
- **citizen involvement**: increasing public demand for more transparent and accessible government services; and higher expectations for faster, more efficient and more personalized delivery of services through a variety of modes;
- **diversity**: increasingly multi-cultural, multi-lingual population; and growing recognition of the benefits of diversity; and
- **labour relations**: need for new relationships after years of downsizing and cutbacks.

These challenges are compounded by **changing demographics** in Canada:

- **aging workforce**: retirement waves at senior levels, with significant economic impacts; skill shortages in some occupational areas (particularly skilled trades) while

the population of visible minorities and Aboriginal peoples is younger. These factors pose risks of **loss of corporate memory**, fewer experienced workers, lower consumption and higher health costs but offer an **opportunity to increase representation of traditionally underemployed groups** ;

- **immigration and migration**: population and labour force growth due mainly to immigration and increasing labour flows both in and out of country, create an **opportunity to improve representation of visible minorities**, while citizenship and accreditation issues limit access to qualified workers;
- **educated workforce**: increasing number of university and college graduates and growing importance of professional training and development at all stages of life **increase the labour pool of professionals available to the Public Service**, while there is a general declining interest in the Public Service as a career. Providing learning opportunities is **key** to attracting and retaining suitable candidates;
- **urbanization**: increasing urbanization of youth and Aboriginal peoples creates a **varied pool of available labour** and skill shortages across regions.

The **new dynamics in the labour force** are also powerful influences:

- **economic slowdown**, subject to regional differences, causes employment levels to contract, particularly in Information Technology. This factor creates **potential for improved competitiveness** for the Public Service and indicates the need to tailor employment initiatives to local regions;
- **changing market** created by the growth of the **e-labour market** poses risks of problems in retaining employees since the Public Service is not competitive;
- **changing skills**, including increasing demand for certain skills and experience (e.g. team-work, international); **technology** displacing certain forms of labour (e.g. clerical, data entry); and **polarization** of higher-skilled versus “lower-skilled” workers, make identifying skill needs necessary to recruitment and **strategic HR planning**;
- **changing work and workplace**, which includes changing structure of organizations (e.g. “flattening out”) and growing demands for **balance** between work and home life and for job satisfaction, make **mobility, stimulating work environments, and flexible work arrangements key** to recruitment and retention strategies.

Against this backdrop **Public Service has its own human capital needs and workforce trends**:

- **the Public Service requirements are changing** as approximately half of federal jobs are now “professional” and there is reduced demand for clerical and operational labour. This factor **increases competition** with private sector and provincial governments;
- **the Public Service is not homogeneous**: professional jobs are **more concentrated** in the National Capital Region, whereas other regions may have larger operational populations and **skill shortages** vary across regions. These factors indicate a need to target HR strategies to region and occupational groups;
- **retirement wave: myth or reality?** the demographic profile of the Public Service indicates that it is older than the overall workforce in Canada, while new recruits are educated or at the post-secondary level. This factor contributes to **an aging workforce**. New research suggests that there are currently sufficient feeder groups

for the executive EX category, and actual rates of retirement, point to possible forestalling of an early retirement wave. Managing this issue is necessary to minimize loss of corporate memory and experience and **take advantage of increased opportunities for mobility and promotion**;

- **contingent work: term and casual** appointments have been used increasingly by managers. Complex HR systems are blamed but data is scarce; reasons could include lack of permanent resources. However, the past year's hiring pattern indicates that this practice may **actually be reversing**.

The federal government is attempting to **respond** to change factors with a **variety of initiatives** to increase **operational efficiency**. These include:

- **Government On-Line** to provide Canadians with improved access to all government services and information;
- **Connecting Canadians** to ensure Internet access to all Canadians;
- **Innovation and Skills Agenda** to expand the workforce and increase high-tech skills;
- **Service Improvement Initiative** to encourage seamless access to government services and higher levels of performance in service delivery;
- **Social Union Framework Agreement** to promote equality of opportunity and collaboration, greater transparency and enhanced mobility;
- **Results for Canadians** to provide a comprehensive management framework with a renewed focus on spending controls;
- **Task Force on HRM Modernization** to construct a modern policy, legislative and institutional framework for HRM in the Public Service; and
- **Official Languages Revitalization** to further protect and promote official languages and improve bilingual performance in the Public Service.

These initiatives must also **compete with other Government priorities** such as the commitment in the 2000 Speech from the Throne to **balanced budgets**, which limits money available to fund new initiatives and critical infrastructure needs or **new funding pressures** on national security in the wake of terrorist attacks in the U.S. and declining revenues.

Faced with a complex and changing environment that has a **direct impact on the Commission's mandate**, the PSC has responded by continuing to create more **innovative, adaptable and effective** staffing, recruitment and learning programs to provide **better results** for Canadians. To address the risks posed by these external change factors the PSC has begun to create a **"risk management culture"** that **builds on opportunities** and minimizes negative impacts. A chart listing the key challenges which become opportunities for improvement is included in the Annex. An External Risk Assessment chart, which identifies strengths, weaknesses, opportunities and threats (SWOT) and proposes risk-management strategies is also included (see 3.2). The PSC 2001-2002 strategic outcomes focus on the Commission's **contribution to the Public Service of tomorrow**.

2. DEPARTMENTAL PERFORMANCE DISCUSSION

The following key Results and Benefits are reported against **three major performance expectations** areas identified in the PSC's **Report on Plans and Priorities (RPP)** as strategic outcomes. Each key result is followed by a description of **Context and Challenges**, by **Results in the Making** information, which outlines the PSC's outputs leading to **measurable results in the near future**, and finally by **Planned Improvements**, which reflect the PSC's commitments in the upcoming years. The **Performance Information** data substantiates the results, by providing **performance indicators where in place** and other relevant data.

RPP EXPECTATIONS:

1. DEVELOPMENT OF A HIGHLY COMPETENT, NON-PARTISAN AND REPRESENTATIVE PUBLIC SERVICE WHERE APPOINTMENTS ARE BASED ON THE VALUES OF FAIRNESS, EQUITY AND TRANSPARENCY

■ Context

- The PSC's efforts to develop a highly competent, non-partisan and representative Public Service focus on strengthening the staffing system based on values of fairness, equity and transparency. A key element in this strategy includes creation of **strong partnerships** with federal departments and other stakeholders, which will result in **greater common understanding** of the practical benefits of values-based staffing.

KEY RESULTS:

1. STRONG VALUES-BASED STAFFING SYSTEM

■ Context and Challenges

- In 2001-2002, the PSC continued to implement and promote values-based staffing within the context of anticipated HRM reform, to create a staffing system that will meet future needs. The PSC pioneered the values-based approach to staffing as a component of overall efforts to advance values-based approaches to governance in the Public Service. Since **partnerships** that nurture and sustain the values-based approach to staffing are an **integral part of the PSC's deliverables**, collaborative efforts are highlighted in the text of this report. Under this approach, the PSC provides departments with the authority and flexibility they need to meet their business requirements, while strengthening accountability for the use of these authorities.
- Since departmental understanding of the values-based approach benefits is crucial to its success, the PSC works to increase departmental **awareness, knowledge support and engagement** in values-based staffing in all regions of Canada. The PSC recruitment program provides departments with **intelligence, services and products** to enhance their recruitment activities. The PSC's Personnel Psychology Centre (PPC) provides advice and consultation in the area of **values-based assessment** to hiring managers and HR advisors through promotional, educational and orientation activities.
- **Significant challenges** for departmental HR advisors and managers include **building the capacity** to understand and carry out effective values-based staffing. Training is offered free-of-charge through Training and Development Canada's

(TDC's) course on values in staffing, available in three different formats (classroom, Internet and CD). **This training is offered in the context of a revenue-dependent organization, because of its importance.**

- The federal government is expected to table new legislation governing HRM in the Public Service in 2002. The PSC is committed to advocating a governance model that adequately **protects merit** and **supports the values** that underlie the merit principle, including support for EE and official languages principles. **The PSC's challenge is to ensure that the PSC's outcomes and priorities are linked to broader management frameworks governing the whole of the Public Service.**

■ Performance Information

- The overall **satisfaction rate** of the 1,426 participants, who attended the 22 National Capital and Eastern Ontario Region (NCEOR) Smartshops and Smartshops Plus (information sessions on staffing), **measured for the first time this year** as part of the performance indicators, **was excellent**: 82 percent. TDC's calendar course "**Values in Staffing**", offered free-of-charge 18 times across Canada to raise the awareness and application of this approach, was **evaluated very highly** by over 300 HR advisors and managers, as the calendar course evaluations show.
- **Client satisfaction** for PPC test services, which provides test scoring and administration services, was high: the average for all clients was 4.14 on a scale of 5 points.

■ Results and Benefits

- **Staffing** in the Public Service focuses **on values**. The PSC has put in place the necessary policy, delegation, accountability, and learning programs and tools to support values-based staffing. Canadians are thus assured that **federal public servants are not only competent and non-partisan, but that the staffing processes to select them are also fair, transparent and efficient**. Values-based decision-making practised across the Public Service also contributes to the development of public policy in the public interest, achieved through expert and objective policy advice.

- Departmental managers work with a more flexible system. They receive more knowledgeable advice and guidance from HR advisors on the application of a values-based approach, which gives them a **greater understanding of challenges and opportunities** facing the staffing system. Consequently, they are better equipped as decision makers. As a result, the Canadian public perceives the federal government staffing system as fair and transparent.

■ Results in the Making

- Consistent with the principles of **Modern Comptrollership**, the PSC has been pursuing a more integrated and horizontal approach to planning and policy. This has, in part, entailed **consolidating its strategic outcomes and priorities and incorporating risk management** into its policy and planning work. This approach

allows the PSC to better anticipate and plan in a rapidly changing policy environment.

- The PSC advocates **full integration of EE, Official Languages and human rights principles** in a new HRM legislation to provide all Canadians with improved access and opportunities for recruitment, development and promotion in a modernized Public Service.
- PPC has begun to adopt a more **strategic approach** to streamline the number of client satisfaction surveys and candidates' questionnaires and to produce more meaningful performance measures. It continues to deliver competency training to increase clients' knowledge and implementation of **competency-based HRM**.
- The self-directed e-learning tool on the values-based approach to staffing was rated highly, as pilot test evaluations indicate. The package supports departmental capacity-building in a delegated staffing system, by allowing **access to learning at any time or place**. This widened learning access will further **raise departmental awareness** and **increase application of the values-based approach to staffing**, which will result in Canadians' perception that the Public Service staffing system is based on values.

■ Planned Improvements

- Under the umbrella of **Modern Comptrollership** and in the transition to a new HR regime, the PSC is working towards further consolidation of its Business Plan deliverables and their harmonization with corporate outcomes and priorities.
- A marketing strategy for the e-learning package on values-based staffing will be implemented in 2002-2003. An on-line version of the competency course will be offered.



2. INNOVATIVE STAFFING AND RECRUITMENT SYSTEMS

■ Context and Challenges

- Flexible, efficient and timely staffing and recruitment systems that respect core values are needed to create tomorrow's Public Service. The PSC has assumed a leadership role in creating **horizontal collaboration**, generating **consensus on recruitment priorities** and **reporting on results**.

■ Performance Information

- There has been a 4 percent increase in service requests for recruitment compared to last year (13,990 in 2001-2002 versus 13,461 last year). **Applications** for jobs advertised on the Internet **increased by over 70 percent** (473,447 in 2001-2002 versus 277,910 last year), resulting in 53,118 appointments to the Public Service.
- The Post-Secondary Recruitment (PSR) fall campaign received 78,135 applications, **a 24 percent increase over last year**. A total of 959 PSR appointments year were made in 2001-2002, a **49.2 percent increase** from last year.
- As of the end of 2001-2002, the **inventory for HR officer positions** contained 3,380 candidates; 2,631 were tested and 61 appointed. The PSR General Inventory

contained 4,517 candidates; 2,337 were tested and 917 were referred to departments.

- This year **PSR** received 78,135 applications (vs. 63,098 last year) and counted 23,928 applicants (vs. 22,265 last year); 907 jobs were offered (vs. 1,190 last year); and 853 appointments were made (vs. 656 last year).
- In 1999-2000, the PSC had reported that executive staffing took 16 weeks (**80 working days**). For fiscal year 2001-2002, **despite an increase in the workload** from 500 requests in 1996/1997 to almost 750 requests the past fiscal year, the current timeframe for executive resourcing is **55 working days**.

■ Results and Benefits

- Year 1 of the **Recruitment Action Plan** (RAP) Report implementation (RAP is a multi-year recruitment plan developed jointly by the PSC and TBS in July 2000) identified emerging recruitment issues and helped departments understand what is expected of them in the area of recruitment. As a result of these **collaborative efforts**, departmental staffing and recruitment needs are met more effectively. Ultimately, Canadians as job seekers and recipients of federal government services benefit from government **recruitment activities** that respect **core values** and are more effectively co-ordinated.

■ Results in the Making

- The Recruitment Action Plan (RAP) will be revised by early 2002-2003 to reflect **recent developments** in HRM, including an improved understanding of labour markets and diversity of recruitment tools available to hiring managers. The new RAP will better serve recruitment needs of managers and departments and will help ensure **seamless transition to a modernized HRM** regime. It will benefit Canadians as job-seekers, as recipients of government services and as taxpayers by providing them with **good access to clear and useful job/career information** that respects core values and by making the application process more user friendly.
- As of this year, PSR is an **on-going campaign** as opposed to just twice a year. Also, for the first time, it offered a General Inventory career choice, where applicants are tested and referred based on departmental selection criteria. NCEOR developed, in **partnership** with other departments, different inventories of partially assessed candidates. These and other initiatives will significantly enhance a **timely and effective recruitment system**, to the ultimate benefit of all Canadians.
- The PSC has developed a strategic framework for **managing functional communities**, in partnership with community leaders. It is intended that generic competitions will be launched for the Communications, HR, Finance, and Scientific and Technical communities by the end of 2003. These **partnership initiatives** are being developed to **streamline and enrich talent sourcing** at the EX level and to provide assistance in strategic HRM at the community level. This work is in line with the Commission's commitment to modernization of HRM and, at the same time, it addresses **critical demographic issues** in the Public Service.



2.1 APPOINTMENT WITHOUT COMPETITION

■ Context and Challenges

- Within the context of a timely, flexible and efficient staffing and recruitment framework, the Commission has offered departments options for dealing with requests for appointments without competition, from outside of the Public Service. In 2001-2002 the PSC approved a non-prescriptive approach to **delegation of such appointments without competition from outside the Public Service, on a pilot basis**. This approach could, however, present **a risk**; the study on access to appointments indicated that appointments without competition could have a negative effect on perceptions of Public Service appointments as based on equity, transparency and non-partisanship. In recognition of this risk, the PSC is requiring the development of **departmental management frameworks** that will effectively monitor such appointments.

■ Results in the Making

- Seven departments, supported by their frameworks for effective management, have agreed to receive the authority to make appointments without competition, on a **pilot project basis**. An in-depth evaluation after six months will help determine whether this authority can be delegated to all departments.

■ Planned Improvements

- It is expected that Deputy Ministers (DMs) will give greater consideration to the values of equity, transparency and non-partisanship if they are accountable for appointments without competition. To further **minimize risks**, the Commission ensures that departments have developed the necessary management frameworks prior to delegation and will evaluate results of the pilots.



2.2 AREAS OF SELECTION AND INCREASED ACCESS TO PUBLIC SERVICE JOBS

[LINK to "Ensuring Canadians Fair and Reasonable Access to Federal Government Employment" document](#)

■ Context and Challenges

- In response to concerns expressed by Parliamentarians, Canadian citizens and the media about **geographic restrictions** for federal Public Service jobs, and in recognition that times have changed, the PSC is in the process of **re-examining its area of selection policy**. The review is focused on examining the operational and service issues that would need to be addressed in moving away from geographically-based selection towards **National Areas of Selection (NAS)**.

■ Results in the Making

- The PSC has proceeded with a **measured approach** to increase access without sacrificing efficiency and other federal objectives. The implementation plan started with **positions at the EX level** and includes a number of **pilot projects** to test the feasibility of expanding NAS to other types of jobs.

■ Performance Information

- **NAS** for external recruitment of senior officer level positions (EXs) was implemented in the NCEOR in October 2001 and expanded to all other regions in November 2001. A number of **regional pilot projects** were conducted in five locations across Canada to look at the effects on **volume of applications, workload, costs, the time** it took to staff positions, and **loss of local preference**.
- NAS was used in 21.9 percent of all **Internet postings** this year, compared to 17.1 percent last year.

■ Results and Benefits

- If NAS is fully implemented, Canadians will have **increased access** to Public Service jobs across the country while managers will have access to a **broader talent pool** to strengthen service and program delivery.

■ Planned Improvements

- Once the PSC has assessed the results of the pilot projects, a decision will be made on the desirability of **expanding NAS** to other types of jobs, in consultation with Parliamentarians and the government. Final results of the pilot projects are expected by the fall of 2002.

3. DELEGATION AND ACCOUNTABILITY SYSTEM; REPORTING ON THE HEALTH OF THE STAFFING SYSTEM

■ Context and Challenges

- Since 1999, renewed emphasis on staffing delegation led to implementation of a new staffing delegation and accountability regime. This has ensured a more **flexible staffing system**, whereby departments have appropriate **staffing delegation** and are held **accountable** through **annual reporting** to the PSC. This system, built on values, allows the PSC to better report to Parliament on the health of the staffing system.
- Two of the PSC's **main challenges** in past years have entailed **assisting the 72 departments** that have been delegated staffing authorities under the PSEA to understand the new system and the values-based merit framework (VBMF); and **encouraging all departments to sign** new Staffing Delegation and Accountability Agreements (SDAAs) to assess their staffing performance and report on progress annually to the PSC.

■ Performance Information

- In the past year, all 72 SDAAs have been signed; the 39 departments required to report have done so. **Further delegation** to departments will be considered on an

individual basis as DMs make requests based on business requirements; further delegation may also be piloted to test viability.

- Results are reflected in its 2001-2002 *Annual Report* in which the PSC noted **significant improvement in the quality of departmental reports**.

■ **Results in the Making**

- The PSC is **improving its reporting process** by tailoring it to accommodate small, medium and large departments; by revising the tools to assist departments in reporting; and by working with departments to help them develop systems to monitor their staffing activities. These improvements will assist the 72 departments expected to report to the PSC this year.

■ **Results and Benefits**

- Last year the Commission planned to **improve its relations with Parliament** through technical briefings and meetings with Committees and individuals to strengthen understanding of the role of the Commission and the importance of merit and its values in the federal Public Service. This year, Parliamentarians and the key stakeholders have **better information on the health of staffing in the Public Service** as the 2000-2001 PSC *Annual Report* focused on the overall health of the staffing system and the *Departmental Performance Report* on results of the PSC's work. Departments have **feedback on and support for** continuous improvement of their staffing performance.

- The 2001-2002 PSC *Annual Report* includes a **more rigorous assessment of departmental performance** and reference to two [Thematic Reviews on Non-partisanship and Transparency, and on Competence and Fairness](#); all are **available on the Internet** web site.

- The fact that all 72 SDAAS were signed and that all 39 departments that were required to report (representing 81% of the Public Service) did report on their staffing performance this year as required, demonstrates that departments **understand their delegation and accountability responsibilities**. Public servants and other Canadians can be assured that **the basis for delegating** recruitment authority to departments ensures the hiring of non-partisan, representative and competent public servants.

■ **Planned Improvements**

- The PSC is reviewing its current audit function for use within a risk-management framework.



4. CONFLICT / DISPUTE RESOLUTION

■ **Context and Challenges**

- Managing the **appeal system** for internal appointments and other recourse processes, such as **investigation** of staffing actions made under the *PSEA* and conducting **boards of inquiries**, constitutes one of the PSC's exclusive responsibilities.
- The Commission aims to become a **centre of excellence** for timely resolution of conflicts closer to the workplace, where appointments are based on fairness, equity and transparency, by providing departments with increased **flexibility, efficiency and knowledge of conflict/dispute mechanisms**.
- In last year's *Departmental Performance Report (DPR)*, the PSC affirmed its commitment to **systematically offering early intervention mechanisms** to enable quicker resolutions and shorten the appeal process. In 2001-2002, the PSC implemented a **proactive national Early Interventions (E.I.) program** in appeals across Canada. **The challenge for the PSC is to manage expectations of parties, since early intervention is not a panacea for all conflicts or disputes in the workplace.**
- The PSC also provides services to departments, upon demand, to assist them in their compliance with the new TB policy on Prevention and Resolution of Harassment in the Workplace.

■ **Performance Information**

- Statistics for the national E.I. program from January to March 2002 demonstrate an **increased** usage of **Early Intervention** in appeals from 8 percent in January to 21 percent at the end of March. In the Atlantic region, the use of Early Intervention in appeals increased from 10 percent of appeals filed (3,057) in 2000-2001 to 45 percent of appeals (2,727) in 2001-2002. **Very positive feedback** received from participants revealed that in 95 percent of cases in which Early Intervention was used, the process was **beneficial and successful**.
- Since April 2001, corrective measures following 127 allowed appeals on a national basis were prescribed within an average of 14 working days. Departments implemented those measures in an average of 52 working days. This data has only been collected on a national basis since April 2001.

■ **Results and Benefits**

- The main benefits of the Early Intervention (E.I.) program include **improved communication, trust and satisfaction** from all involved; increased education; and better working relationships in the workplace. As a result of the E.I. process managers and HR advisors can make appropriate staffing decisions and **avoid lengthy appeals and recourse processes**. Stricter application of the Regulations not only allows for timely and flexible recourse, but also contributes to **workplace wellness**.



4.1 PREVENTION AND RESOLUTION OF HARASSMENT IN THE WORKPLACE AND SHARED MEDIATORS PROGRAMS (SMP)

■ **Context and Challenges**

- To help departments comply with the revised TB policy on the Prevention and Resolution of Harassment in the Workplace (effective since June 2001), the PSC acts as an **expert resource body**, develops appropriate programs and provides departments with such services as training, mediation, investigation and coaching. **The challenge is to provide high-quality and timely interventions that meet clients' expectations.**
- The Shared Mediators Program (SMP) was initiated in 1997 by Justice Canada. In October 2000, the PSC, as a **guardian of values-based management practices**, accepted the role of the **SMP Co-ordinator**. The SMP's objective is to provide shared access to services of **trained and experienced mediators** from participating federal departments and agencies as a cost-effective option. **Challenges include national expansion, recruitment of available and qualified mediators, and promotion of the SMP.**

■ **Performance Information**

- In its **first year as an expert resource body**, starting in June 2001, the PSC received a total of 78 requests for services; of these, 34 were for mediation services, 38 were for investigation services, 4 were for coaching and 2 were for workplace assessment.
- Under the auspices of the PSC, SMP has increased its inventory from 17 to 28 **qualified mediators** and from 55 to 66 **co-mediators**. Through the year, 38 departments and agencies used the SMP; over 97 requests for mediation services were received, 40 of which were handled by the PSC.

■ **Results and Benefits**

- The SMP provides employees with an alternative to a formal and often lengthy process, while promoting and sustaining **good working relationships**; it also facilitates compliance with the TB policy on Prevention and Resolution of Harassment in the Workplace. The program offers departments a **valuable option for early resolution of conflict**, closer to the workplace.

■ **Planned Improvements**

- The PSC plans to promote SMP to departments across the country and to organize clinics to give mediators and co-mediators opportunities to practise their mediation skills.



5. MODERN COMPTROLLERSHIP AND THE PSC

■ Context and Challenges

- To create a **modern HRM culture**, resulting in a highly competent, non-partisan and representative Public Service, the PSC's branches are fully supportive of the government's Modern Comptrollership Initiative, a comprehensive management reform intended to **strengthen management capabilities** and improve the stewardship of public resources. It is demonstrated by leadership in development of good HRM practices, improved management practices and a horizontal planning and accountability framework.

■ Results and Benefits

- By reviewing its **Planning, Reporting and Accountability Structure** (PRAS) and the 2002-2003 **Report on Plans and Priorities** (RPP), the PSC is better able to show how it intends to deliver results to Canadians. Improved planning and financial management practices, including development of a **Risk Management and Performance Measurement Framework**, provide for better horizontality, inclusiveness, transparency and linkages with the PSC Strategic Outcomes and Priorities, which support Commission's decision-making process.

RPP EXPECTATIONS:

2. A TIMELY, EFFICIENT AND FLEXIBLE VALUES-BASED STAFFING SYSTEM OWNED BY PUBLIC SERVICE MANAGERS

■ Context

- The PSC's goal to achieve a timely, efficient and flexible values-based staffing system in the Public Service of Canada through its contribution in **Recruitment, Representativeness and under the E-Government Initiative** is particularly relevant in these times of dramatic change. **Genuine and effective partnerships** between the Commission and other central agencies help clarify respective roles and responsibilities and facilitate a co-ordinated, effective response to key HRM issues while simplifying the HRM system.
- To improve understanding of **recruitment challenges** and to support departments in the identification of recruitment needs based on **sound HR planning** and workforce analysis, the PSC modernizes and improves recruitment programs and services and provides departments with **demographic research** results.
- The Commission improves the **representation of designated groups** in the Public Service through increased promotion of available tools; the use of inventories of pre-qualified EE candidates; and sharing expertise on barrier-free staffing practices. The PSC's **client-centered approach** builds the information technology infrastructure required to modernize and improve the electronic delivery of PSC programs and services, thus helping to make **Government On-Line** and **e-HR** a reality for the Public Service.

KEY RESULTS:

1. FEDERAL GOVERNMENT AS AN EMPLOYER OF CHOICE

■ Context and Challenges

- In its dual role of providing **service and protecting merit**, the PSC helps ensure an adequate supply of **qualified and representative candidates** to meet present and future staffing needs of departments and agencies. It provides **leadership in general recruitment** and in delivering **corporate programs** such as the Management Trainee Program (**MTP**), the Career Assignment Program (**CAP**), the Accelerated Executive Development Program (**AEXDP**) and programs such as the Post-Secondary Recruitment Program (**PSR**), the Federal Student Work Experience Program (**FSWEP**) and the Co-operative Education Program (**CO-OP**).
- To ensure an influx of qualified and representative candidates from the entry to the executive level and to position the federal government as an **employer of choice**, PSC recruitment programs continue to **increase visibility** of the Public Service on campuses. **PSR** is the primary program for recruiting post-secondary graduates to fill Public Service positions across the country. Through strategic communication and marketing of this program, the PSC ensures that candidates in all regions across Canada have an **equal opportunity for recruitment** in the federal Public Service. **The challenge is to make PSR job postings available throughout the year.**

■ Performance Information

- **PSR** was successful in **attracting EE members**; the Fall 2001 campaign attracted 6,909 members of visible minority groups (31 percent of 22,305 applicants).
- As a result of the PSC encouraging departments to participate in PSR, the Fall 2001 campaign resulted in 22 **participating departments**, compared to 16 in Fall 2000. Consequently, the number of **positions offered increased** from 780 last year, to 890 this year; the number of **career choices** also increased (from 33 in Fall 2000 to 75 in Fall 2001).

■ Results and Benefits

- A recently developed General Inventory of university graduates and an inventory of assessed candidates **maximize the applications** received through PSR.
- PSR electronic testing allows both departments and job applicants **more flexibility**. Such flexible and timely recruitment tools, which allow the Public Service to **compete** with the private sector in the recruitment of best **“knowledge” workers**, result in a **more inclusive recruitment** of participants in the enhanced, modernized, redesigned recruitment programs.

■ Planned Improvements

- The focus of PSR for 2002-2003 includes year-round recruitment and positioning the program for the eventual **transfer** of certain aspects of the program to departments.

1.1 BRIDGING FOR TERMS AND STUDENTS

■ Context and Challenges

- Bridging arrangements to accommodate terms and students represents another PSC **flexible recruitment tool** offered to departments. It also motivates students and term workers employed in the federal government to perceive the Public Service as their **employer of choice**. The Commission aims to **facilitate the appointment** of these previous employees by department Deputy Ministers.

■ Performance Information

- Student bridging mechanisms were used 322 times in 2001-2002 compared to 158 times last year (more than double the number) for indeterminate appointments and terms of less than 12 months.

■ Results and Benefits

- Integration of a greater number of students within the federal workforce provides students with **continuous careers** in the Public Service, while managers benefit from their investment. Such integration will eventually foster **Public Service renewal** and will contribute to its representativeness.

■ Planned Improvements

- The Commission is amending delegation of authority to permit departments to **appoint former students without competition** from outside the Public Service, subject to relative merit, so that departments may appoint these persons to positions within 18 months of completion of their education, regardless of the department where the last work term took place.

1.2 EX RESOURCING

■ Context and Challenges

- The PSC operates an **executive resourcing program** to find and attract qualified EXs from all areas in Canada to fill current and future vacancies. As part of an overall strategy to ensure the **renewal of the EX group**, the PSC and departments share responsibility to prepare high-potential employees for leadership in the Public Service and to **work together** to use professional development programs effectively, both below and at the EX level. These programs include the Management Trainee Program (**MTP**), the Career Assignment Program (**CAP**), the Accelerated Executive Development Program (**AEXDP**) and, for resourcing of the Assistant Deputy Minister

level, the Assistant Deputy Minister Pre-Qualification Process (**ADMPQP**). The PSC also encourages **retention and continuous learning** through Interchange Canada (**IC**) and International Programs.

- To help departments **proactively meet their EX resourcing requirements** and to reduce PSC transactional approvals, the Commission helps departments resource EX positions through the Strategic Executive Staffing (**SES**) **collaborative partnerships** between the PSC and departments. SES agreements allow departments to be **more strategic** in how they plan and fill vacant positions at the executive level. This involves incorporating whatever **resourcing flexibility** is required to **enable departments to act strategically to meet their current HR needs**. So far, three departments have signed SES agreements; nine more are interested. The Executive Recruitment Unit (**ERU**) of the PSC identifies and assists external candidates seeking EX positions in the public sector and establishes links with executive recruitment firms. The ERU is linked to SES to provide **resourcing solutions** to departmental staffing challenges, including the identification of visible minorities from outside the Public Service. The Interchange Canada program (**IC**) promotes assignments between the federal Public Service and organizations in other sectors both within Canada and internationally.

■ Performance Information

- Under the IC program, the federal Public Service is sponsoring 179 employees (72 at the EX level) on assignment outside the federal government. The total of internal and external participants is 581, compared to 434 last year; 53 are international assignments. There are 169 EX assignments this fiscal year, compared to 132 in the previous year.

- New priorities have been identified and a strategic approach is being developed for the International Programs; 49 Canadians were appointed to international organizations.

- An **AEXDP** for **visible minority Public Service executives** was completed in September 2001, with 9 of 26 applicants (35 percent) accepted for entry into the Program. The second phase, seeking candidates from outside the Public Service, was completed in March 2002, with 3 external candidates of 12 interviewed (25 percent) accepted. The **Embracing Change** goal of 20 percent visible minority candidates hired was therefore achieved in 2002, **one year ahead** of the 2003 target date. As of March 31, 2002, there were 69 AEXDP participants, compared to 60 last year.

- In 2001-2002 there were 53 applicants to the **ADMPQP**; 39 (74 percent) were qualified and placed in the pre-qualified pool. This **qualifying rate is considerably higher** than the rate of 43 percent in 1999-2000, due in part to the fact that this year, 31 percent of participants had been acting as Assistant Deputy Ministers (ADMs).

- The CAP 2001-2002 intake campaign has generated 100 new participants, who will join the program in early 2002-2003.

■ Results in the Making

- **PPC**, which provides assessment products and services at the EX level, is developing the **successor to the EX Assessment Centre**. When completed, the EX assessment process will be **more streamlined** and, for the first time, **portable across the country**.

■ Results and Benefits

- In last year's DPR, the PSC delineated plans to ensure an **adequate and representative supply of executives** to departments; in 2001-2002 we have made **significant progress** to this end. AEXDP and ADMPQP are key sources contributing to the supply of **qualified and representative** senior Public Service leaders who can be called upon to advise on and implement government policy. As well, SES resourcing flexibility provides a **comprehensive staffing strategy** for departments, resulting in efficiencies and increased speed of service for resolving executive resourcing issues, as well as **better access** to executive positions across Canada.

- Interchange Canada (**IC**) participants return to the federal Public Service with increased knowledge, skills and expertise, creating pools of **qualified, outstanding experts**, who are representative of Canadian society and **ready to respond to demographic challenges**.

■ Planned Improvements

- A fundamental **evaluation** of the AEXDP was launched in 2001-2002.

2. IMPROVED HUMAN RESOURCE PLANNING

■ Context and Challenges

- To create a **modern values-based staffing system owned by Public Service managers**, the PSC, as part of its **annual assessment of departmental staffing performance**, examines the extent to which departments are adhering to staffing values. This assessment includes information on the way departments link their HR plans with their Business Plans. At a system-wide level, the **PSC Annual Report** provides information on departmental HR planning.
- To help departments model and analyse their future HR needs and to support regional staffing and **recruitment planning efforts**, the PSC provides clients with **on-line appointments data and training** in demographic and forecasting analysis; it also delivers strategic information to its key stakeholders. The PSC creates **new partnerships** with internal and external clients to raise awareness of the importance of analysis in sound HR planning.

■ Performance Information

- In 2001-2002, 12 departments requested and received **demographic analysis** as compared to 10 the previous year.

■ Results and Benefits

- As a result of the PSC's outreach, **shared expertise and tools/products** that strengthen departmental capacity to attract and retain their employees, departments gain better corporate and departmental understanding of labour market issues, which is reflected in their HR plans. They are able to **focus** their **limited resources** on areas where they are most needed.

- The federal Public Service is **more inclusive and reflective** of the diverse community it serves.

■ Planned Improvements

- The PSC continues to find ways to minimize internal workload while **increasing its outreach**; however, with the current level of resources, only marginal improvements can be made.

3. REPRESENTATIVENESS

■ Context and Challenges

- To help improve **employment equity** (EE) representativeness in the Public Service workforce, the Commission assumes a **corporate leadership** in the federal diversity and equity arena through increased **promotion** of available tools and outreach activities in all regions of Canada, as well as through the deliverables of the Employment Equity Positive Measures Program (**EEPMP**). The PSC continued to move forward on **Embracing Change** (EC) initiatives, as forecasted in last year's DPR, through initiatives such as the **EE CAP** for Visible Minorities, launched in May 2001. Despite limited resources, the PSC's Personnel Psychology Centre (**PPC**) has positioned itself as a leader in the increasingly demanding and complex area of **EE and assessment**.
- To help regions develop **proactive EE recruitment strategies**, the PSC conducts **analysis** of future staffing needs and creates **EE inventories**. The Commission continues to initiate, co-ordinate, implement, support and monitor activities related to EE programs for executives, both within and outside the PSC.
- The PSC established a **partnership** with TBS to share a list of executives interested in participating as selection board members for EX competitions. This arrangement significantly improves Executive Resourcing's ability to provide representative selection boards for self-identified EE candidates.
- The EEPMP, a four-year TBS program co-delivered by the PSC to promote greater **departmental EE self-sufficiency** and integration of EE in their human resources, sunset on March 31, 2002, having fulfilled its mandate.

■ Performance Information

- Over 750 managers, HR specialists and visible minorities participated at the **EC** conferences in Vancouver, Halifax, Montreal and Toronto, increasing their understanding of EC goals and available tools.

- There were 100 participants in 7 train-the-trainer sessions for community employment counsellors; they organized sessions that reached over **10,000 visible minority candidates**.
- 4,000 candidates participated in three job fairs organized and co-sponsored by the PSC in the National Capital Region, Toronto and Vancouver.
- NCEOR organized a career fair for Aboriginal people, with participation of 32 departments and agencies; 450 Aboriginal people attended; 19 were **hired as a result**.
- 350 selection board members were **trained and placed** in the inventories of four regions.
- Over 1,100 applications were received by the EE CAP and 50 successful candidates were appointed.
- **EE inventories**: 1,805 visible minority candidates; 1,131 Aboriginal people; 1,638 persons with disabilities.
- PPC prepared *Guidelines for Assessing Persons with Disabilities*.

■ Results and Benefits

- Initiatives such as the EE CAP help improve representativeness within the EX group, contribute to **Public Service EE objectives** and assist departments hiring one visible minority person in five recruits, thus meeting the **Embracing Change (EC) 1 in 5 benchmark**.

- **Regional partnerships** between departments to establish **EE inventories**, lead to a more **fair and inclusive** federal Public Service, welcoming and reflective of the community it serves.

- The TBS data for 2001-2002 show that the Public Service is **representative in 3 out of 4 designated groups**. In 2001-2002 there were: 9,649 **women** (57%) appointed to the Public Service, with an external availability (percentage in the general Canadian workforce) of 50.7%; 1,269 members of **visible minorities** (7.5%), with an external availability of 7.2; 378 **persons with disabilities** (2.2%), with an external availability of 5.2%; and 600 **Aboriginal people** (3.5%), with an external availability of 2%.

- In its 2000-2001 DPR, the Commission stated that EEPMP will **communicate program knowledge** and tools to departments to help them reach their EE goals. The PSC **met this intent**: in 2001-2002 EEPMP provided best practices and tools to managers and HR personnel in the areas of EE recruitment, retention, learning and career development. Its well-managed **web site**, the EE Career Development course, and the Enabling Resource Centre (**ERC**) enriched PSC clients with knowledge of **sustained EE career development**, understanding of work-related **accommodation** for persons with disabilities and availability of many tools to help remove barriers to EE and **implement positive measures**. As a result, federal departments can achieve their EE goals faster and the federal Public Service is **more representative** of Canada's diversity.

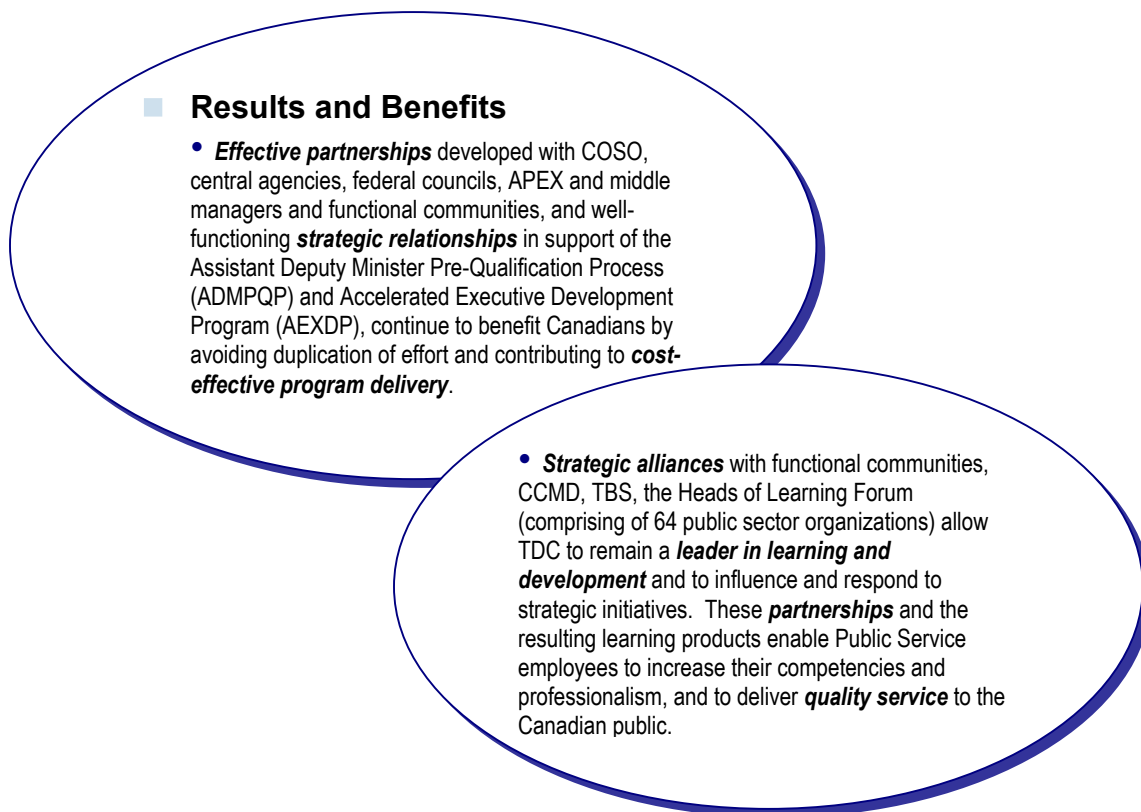
■ **Planned Improvements**

- Over the past two years, CAP has launched an **EE recruitment initiative**, called the CAP EE component. In 2000-2001 it was targeted at the Aboriginal community (external and internal recruitment); in 2001-2002 it was directed only at internal recruitment of visible minorities. Thus far, departmental and candidate interest and overall **success** of these initiatives have **surpassed expectations and projections**. The target for 2002-2003 is to focus on the **persons with disabilities**. The PSC recognizes the importance of taking advantage of a high level of interest from information technology communities; for that reason, CAP is undertaking another initiative that will focus on conducting an interdepartmental needs analysis for the development of pre-CAP initiatives to improve the advancement of designated EE groups in the Public Service and to maximize the readiness of individuals wanting to enter CAP.

4. EFFECTIVE PARTNERSHIPS WITH OTHER CENTRAL AGENCIES

■ **Context and Challenges**

- As there are a number of players with similar functions in Public Service learning and development, it is critical to ensure cohesiveness to **maximize learning** as a strategic lever in recruitment, retention and the development of a competent, professional Public Service. **The PSC's challenge is to deliver an integrated, coherent service to clients through well-functioning strategic partnerships with key players in the HRM system**. One example of the PSC's success in meeting this challenge is the **partnership** between TDC and CCMD to initiate a Public Service-wide e-learning service.



■ Planned Improvements

- TDC will work closely with TBS and the Heads of Learning Forum to implement the new continuous Learning Policy for the Public Service of Canada, to be in effect in May 2002.

5. E-GOVERNMENT INITIATIVE

■ Context and Challenges

- Over the past several years, the PSC has been guided by **three themes**: continuing to strengthen the **technology governance and accountability** framework; **investing in people** through sound planning and management, as well as through support in the use of technology to departmental clients, and continuing to evolve the common requirements **vision for e-recruitment and e-HR** in the context of HR reform.
- In line with this approach, the PSC has adopted and acquired a number of **key new technologies**. It is now well-positioned to build and deploy applications to the Internet. **However, keeping up with the pace of change is putting added pressure on the need to create more common, reusable systems and to continue to invest in technology infrastructure. Demand is growing for components that can be repackaged quickly to respond to new needs.** To address these **challenges** and to provide improved service and increased efficiencies, PSC business lines will **work together co-operatively** to minimize duplication of effort and increase sharing of information technology resources.

■ Performance Information

- As part of **e-recruitment**, the **jobs.gc.ca** web site received 11.5 million visits this year, a 21 percent increase over last year; the recruitment web pages alone received 7.3 million visits. Notification services have 261,195 subscribers compared to 114,700 users after 6 months last year.
- The e-recruitment pilot will bring **increased accessibility and enhanced delivery** through client-oriented, single-window technology linked with Government On-Line. As a result, departmental managers will be provided with faster, wider recruitment options.

■ Results and Benefits

- The feedback received from departments and the **evidence of improved staffing and reporting** are indicators that the information provided to departments by the PSC has had a positive effect. Canadians and public servants receive **consistent and current technology-enhanced information** supporting the HRM system in the Public Service. Candidates have **faster access** to test results and the status of their applications; this enhances attractiveness of applying to the Public Service and makes it **more competitive**.

- **Infotel**, an integrated Voice Response System, makes information on job postings **accessible** to the public via a national toll-free telephone number. The Infotel system, offers information on recruitment programs (PSR, FSWEF, CO-OP) and initiatives (EE recruitment) with an option to transfer directly to a program officer.

- In last year's DPR, the PSC expressed its intent to develop e-recruitment process to facilitate job applications, screening and testing of applicants. It has upheld its promise; for example, as a result of **PSR Application Enhancements**, referrals of PSR candidates are all done electronically; tests used for PSR are now scored by a machine, which **speeds up the process significantly**. Departments can now post their career opportunities to attract new and recent graduates at any time on the PSC web site. Students can apply to positions year-round, 24 hours a day, 7 days a week. They have **access to their on-line results** within 48 hours.

■ Planned Improvements

- An **e-recruitment pilot**, which began in late spring 2002 in the PSC's Central and Southern Ontario Region, will examine the **feasibility and cost** of using an off-the-shelf electronic recruitment system to manage large volumes of applications, improve the speed of recruitment and widen the selection choice for hiring managers.
- In 2002-2003 a number of enhancements related to the PSR program will position PSR for eventual **transfer** of certain functions to departments.
- PPC continues to pursue a longer-term solution that will provide a cost-effective, secure and stable platform for converting a larger number of **PPC instruments on-line**.
- In 2001-2002 the PSC created a short-term information technology strategy to ensure that all **resources** are **strategically aligned** with client objectives.

6. RECRUITING SMARTER

■ Context and Challenges

- In recent years, the **volume of applications** for jobs open to the public has **increased** significantly, which **presents challenges** for the PSC and departments in their efforts to meet their recruitment needs in a timely and efficient manner. The need to manage volumes in a more efficient way has become more critical with the **pressure to move towards a national area of selection**. Although the PSC is looking at **e-recruitment options** as one way of managing the volume of applications, there is much that can be done to improve current recruitment practices.

■ Performance Information

- The PSC has met with departmental representatives in a number of regions to provide recruitment data and discuss **recruitment forecasts** to identify the types of

jobs where a more **strategic approach** would make more sense. Emphasis has been on starting small (within departments) and focussing on areas that provide the greatest benefit.

■ Results in the Making

- The **Recruiting Smarter** initiative, which began in December 2001, is examining potential **streamlining** of the recruitment processes, **in partnership** with departments. Possible streamlining avenues include generic competitions, combining recruitment actions within and between departments, sharing of resources for local assessment of candidates and developing inventories of partially qualified candidates. The initiative may also facilitate NAS, if implemented nationally.
- This is a **longer-term initiative**, which requires departmental **HR planning** and co-ordination and **co-operation** within and between departments.

■ Planned Improvements

- The PSC intends to continue to work with departments to identify opportunities to **combine efforts**, reduce the number of postings and develop departmental or service-wide inventories, where needed.

7. SERVICE IMPROVEMENT INITIATIVE

■ Context and Challenges

- The Service Improvement Initiative, a government initiative to transform services and improve **client satisfaction**, is fully supported by the Commission. **The PSC's challenge is to improve the quality of its services to Canadians seeking employment in the Public Service most effectively.** The Commission uses the client satisfaction survey tool, performance indicators and service standards to **improve performance measurement** against expected results reflected subsequently in reporting.

■ Performance Information

- The PSC is collecting **baseline information** regarding the **satisfaction** of clients accessing the recruitment **web site** and the **in-person** recruitment services provided in regional and district offices. **Two sources of information are currently available: in-person services** provide feedback from Canadians visiting regional and district offices; and **Internet services**, give feedback from Canadians who access employment opportunities through the **jobs.gc.ca** web site. Their overall **level of satisfaction with these services is 88 percent.**

■ Results and Benefits

- Information on client perceptions allows the PSC to **improve** program management.
- Canadians seeking employment within the Public Service will have a **channel to express** their satisfaction and improvement needs regarding the approach of the PSC and hiring departments to recruitment services.

RPP EXPECTATIONS:

3. A PUBLIC SERVICE THAT BUILDS ON ITS COMPETENCIES THROUGH DEVELOPMENT AND CONTINUOUS LEARNING

KEY RESULTS:

1. LEARNING PRODUCTS AND SERVICES

■ Context and Challenges

- Through Training and Development Canada (**TDC**), the PSC delivers **quality professional development** as part of the federal government's HRM agenda; in particular, TDC contributes to building the HR community's capacity to **support the values-based approach to staffing**. TDC's learning products and services also support the PSC's role in the HRM system. Given the speed of change in HRM and the increased focus on technology-based learning, **the primary challenge is to maintain up-to-date learning products. It is estimated that \$1 million a year is needed to introduce technology into TDC learning programs.**

■ Performance Information

- In 2001-2002 over 15,000 public sector employees across Canada participated in more than 900 offerings of TDC calendar and contract courses; **clients' satisfaction was high**, with more than 95 percent of respondents rating their course as "good" to "excellent".
- TDC was forecasting a deficit for 2001-2002 to finance its **technological renewal strategy** but is now in a surplus position, partly due to an increase in volume for calendar courses. Overall **revenues generated** in 2001-2002 **increased** by \$1 million (13 percent) over those in 2000-2001.
- Over 541 calendar course offerings were delivered to more than 8,500 public servants, generating approximately \$6 million in **revenues**. TDC's Consulting Services generated approximately \$3 million and delivered 370 customized courses to 6,500 public servants across Canada.

■ Results in the Making

- TDC is **collaborating** with CCMD, Public Works and Government Services Canada (PWGSC) and TBS to develop a **Public Service-wide Electronic Learning Service** to offer a **single window on learning**, allowing easier access by all public servants to government learning products. The project will be implemented and evaluated within the next two years.

■ Results and Benefits

- In last year's DPR, the Commission declared that TDC will remain a **leading-edge training organization** by investing in technological renewal and formalizing the quality assurance function. Indeed, TDC's **technological renewal** was successfully financed from 2001-2002 revenues. A quality review plan will be put in place for 2002-2003.

As a result of **TDC's training and development activities**:

- more **hiring managers and HR advisors** are fully knowledgeable about staffing values promoted by the PSC and make decisions that contribute to a competent, representative and non-partisan Public Service;
- **public servants** receive the necessary training and learning to remain competent in their jobs within the changing HRM environment; and
- **Canadians** benefit from a professional and competent Public Service that provides **excellent client service** and that is recognized as an **employer of choice**.

■ Planned Improvements

- The increased **investment in technological and organizational renewal** along with increased **marketing** and **quality assurance** activities over the next two to three years will result in a greater capacity within TDC to respond quickly and appropriately to departmental learning needs and to learning needed as a result of a public-sector-wide initiatives such as HRM.

2. OFFICIAL LANGUAGES

■ Context and Challenges

- To create a Public Service that offers Canadians services in both official languages the PSC provides **effective and efficient language training** to create bilingual federal public servants in accordance with the *Official Languages Act* while **reducing waiting lists for diagnostic and training services**.

■ Performance Information

- 2,599 public servants received language training (1,002 in the National Capital Region (NCR); 1,597 in other regions).
- As of March 31, 2002, the **waiting list for language training** was at 541 students or 26 months (the standard waiting time is 6 months).

■ Results in the Making

- To **reduce waiting lists** and **meet the demand**, in 2002-2003 Language Training Canada (LTC) intends to train 250 more candidates (non-EX) in the NCR. In last year's DPR, the LTC reported the **need for additional funding** to meet its mandate. The additional financing received only allowed LTC to somewhat reduce the waiting list for language training because of the new and growing demand for training: Additional resources received allowed training of **new advisors** in orientation services; they will become operational in 2002-2003.



■ Results and Benefits

- PSC language training contributes to **Canadian unity** and respects the *Official Languages Act* by facilitating easier access by Canadians to **quality service in the language of their choice**. It also allows federal public servants to work in the language of their choice, leading to **equity of access and career advancement** in the Public Service.

■ Planned Improvements

- Additional funding received in 2001-2002 covered **language training for EXs** and somewhat reduced waiting lists and the backlog lists in orientation services and operations. **Fewer EXs than expected** availed themselves of the accessible training and the waiting list did not decrease as forecasted, due to new and growing demand. With regard to orientation services, the additional funding allowed LTC to train new advisors, who will be operational in 2002-2003.
- Funding approved for 2002-2003 will cover LTC's needs related to **statutory training** for non-EX candidates and for a maximum of 75 members of the Executive group, who must meet their language requirements by March 31, 2003.

3. ANNEX

3.1 KEY CHALLENGES BECOME OPPORTUNITIES FOR IMPROVEMENT (TABLE 1)

KEY CHALLENGES	OPPORTUNITIES FOR FURTHER PROGRESS*
Protection of the merit principle in a modernized HRM framework	<ul style="list-style-type: none"> • continue enabling a new HRM system that provides more flexibility, timeliness and ownership by managers.
Application of Values <ul style="list-style-type: none"> • uneven understanding of values. 	<ul style="list-style-type: none"> • blitz on values training by PSC, encourage departments to incorporate values in delegation training.
Official Languages <ul style="list-style-type: none"> • oral testing and diagnostic delays; • reduction in waiting periods for diagnostic services; • reduction in waiting periods for language training; • development of new technological products oriented to clients with special needs. 	<ul style="list-style-type: none"> • implement and evaluate new service delivery approaches; • maintain existing partnerships and develop new ones; • offer different modes of learning such as autonomous learning.
External Recruitment / Retention <ul style="list-style-type: none"> • lengthy referral process; • incongruence between PSC objectives and departmental expectations. 	<ul style="list-style-type: none"> • Without Competition external recruitment authority; • create and market pre-qualified inventories; • encourage more use of direct referrals and creation of inventories; • invest further in new technology for recruitment and staffing.

Cont...

KEY CHALLENGES	OPPORTUNITIES FOR FURTHER PROGRESS*
Representativeness <ul style="list-style-type: none"> • aging workforce; • loss of corporate knowledge. 	<ul style="list-style-type: none"> • continue outreach to EE groups, associations; • maintain EE inventories; • provide departments with data, information on flexibilities and analytical support.
Recourse / Conflict Resolution <ul style="list-style-type: none"> • address contextual issues; • use Alternative Dispute Resolution. 	<ul style="list-style-type: none"> • continued promotion and education; • increase the use of E.I.
Speed of Staffing <ul style="list-style-type: none"> • competing urgencies for managers; • preparation time-consuming for assessment and rating guides. 	<ul style="list-style-type: none"> • more off-the-shelf assessment; • assessment software; • better HR planning; • project management tools for HR advisors.
Staffing Capacity <ul style="list-style-type: none"> • HR not properly equipped with resources and tools. 	<ul style="list-style-type: none"> • clarify roles of HR and managers; • continue to rebuild staffing expertise; • community building.
Priority Administration <ul style="list-style-type: none"> • one-on-one referral system; • slow process of managers' priority consideration. 	<ul style="list-style-type: none"> • continued promotion of easier appointments to occupational groups; • continued education; • e-referrals with documentation.

***Opportunities for Further Progress represent possible approaches to be considered to resolve key challenges; they are dependent largely on the HRM direction and timing.**

3.2 EXTERNAL RISK ASSESSMENT (TABLE 2)

As a first step in implementing the risk-management framework, the PSC conducted an environmental scan to evaluate the likelihood and impacts of the Commission's internal and external risks. The following table shows some strategies the PSC may consider in managing the external risks.

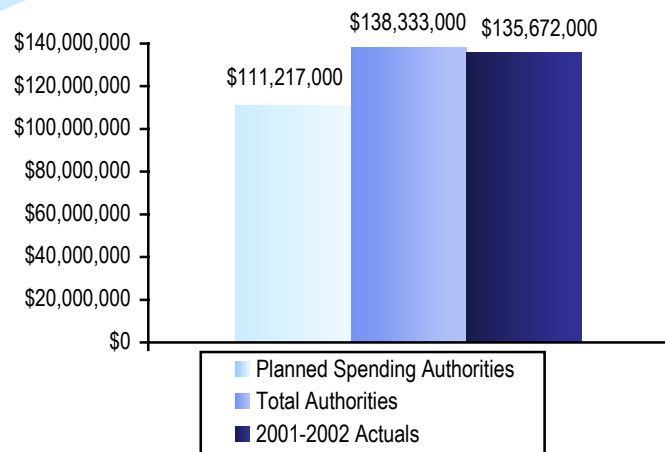
IDENTIFIED EXTERNAL RISK:

- *Unable to respond to synergy of change factors*
- *Unfulfilled human capital needs*
- *Competing priorities, overburdened agenda and inadequate funding*

SWOT: STRENGTHS AND OPPORTUNITIES	RISK-MANAGEMENT STRATEGIES
<ul style="list-style-type: none"> • Broad government agenda focused on productivity, learning, skills (adapting/embracing Knowledge Economy [KE]). • Growing recognition of need for effective recruitment and retention and for better HR planning. • Link between HRM reform and improved service delivery and accountability; many PSC priorities fundamental to reform. 	<ul style="list-style-type: none"> • Replicate skill transformations needed for changing demographics/labour market opportunities to improve competitive advantage of Public Service in attracting recruits and retaining them. • Assess changing demographics/labour market opportunities to improve competitive advantage of Public Service in attracting recruits and retaining them. • Pursue more collaborative approaches to program funding and potential for internal savings.
SWOT: WEAKNESSES AND THREATS	RISK-MANAGEMENT STRATEGIES
<ul style="list-style-type: none"> • Weak in integrating HRM considerations with broader government agenda and Public Service management frameworks. • Lack overarching Public Service demographic analysis; HR strategies do not attract the right people or address Public Service culture (key to retention). • Lack of cohesion around HRM and PSC priorities; limited influence over government spending. 	<ul style="list-style-type: none"> • Continue to encourage departments to integrate HR in their business planning. • Continue to provide demographic analysis and support to departments. • Communicate PSC's HRM division to the HR modernization Task Force and continue to pursue PSC internal renewal.

3.3 FINANCIAL INFORMATION

PSC's FINANCIAL ALLOCATION



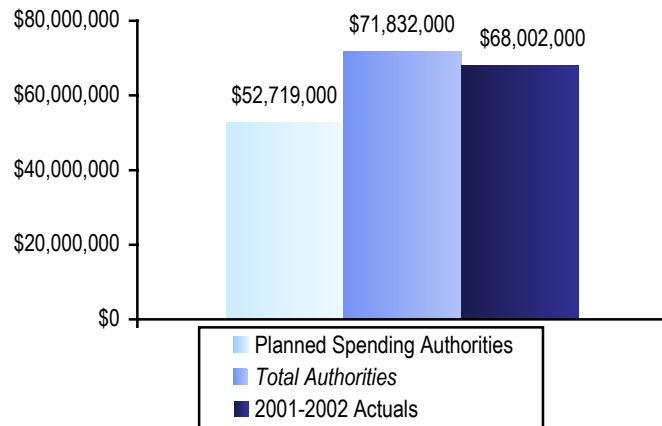
The PSC's *Report on Plans and Priorities* (RPP) was tabled in March 2001. The Major expected results listed in the RPP are presented under the following business lines:

- Resourcing
- Learning
- Policy, Research and Outreach
- Recourse
- Corporate Services

BUSINESS LINE: RESOURCING

● OBJECTIVE

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



NOTE: Major changes between Planned Spending authorities and Total Authorities are attributable to additional funding received for the modernization of the recruitment strategies, the Employment Equity Positive Measures Program, the Employment Equity - Embracing Change Support Fund project, the carry forward from 2000-2001, the compensation for new collective bargaining and the additional charges for employee benefit plan costs. This increase was offset by the conversion factor applicable to transfers between salary and non-salary

DESCRIPTION

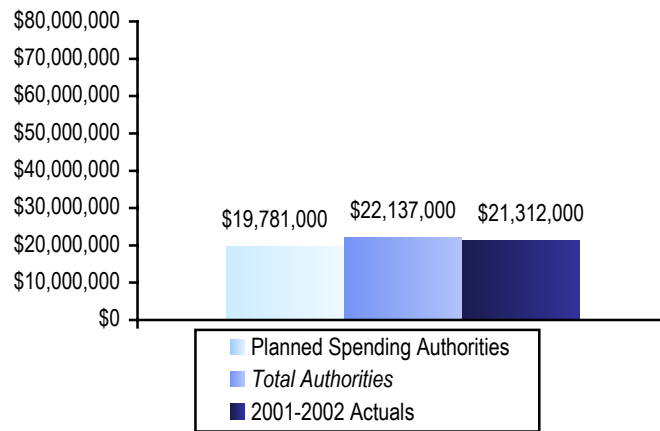
This business line encompasses activities in support of delegated and non-delegated staffing. These activities are program development, administration of staffing delegation, establishment of tests and standards for selection, administration of staffing priorities, recruitment and promotion, and diversity and employment equity initiatives. The business line also includes resourcing, exchange and development programs for the Executive Group.

In addition, this business line is responsible for the delivery of the employment equity initiatives and corporate development programs on behalf of Treasury Board.

BUSINESS LINE: LEARNING

● OBJECTIVE

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



NOTE: Major changes between Planned Spending authorities and Total Authorities are attributable to additional funding received to cover language training workload pressures and the compensation for new collective bargaining. The Learning business line includes a statutory vote for the Staff Development and Training Revolving Fund delivered through Training and Development Canada which is a Special Operating Agency on full cost-recovery. For 2001-2002, the Staff Development and Training Revolving fund realized a surplus of \$822,000 on an accrual basis of accounting.

DESCRIPTION

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

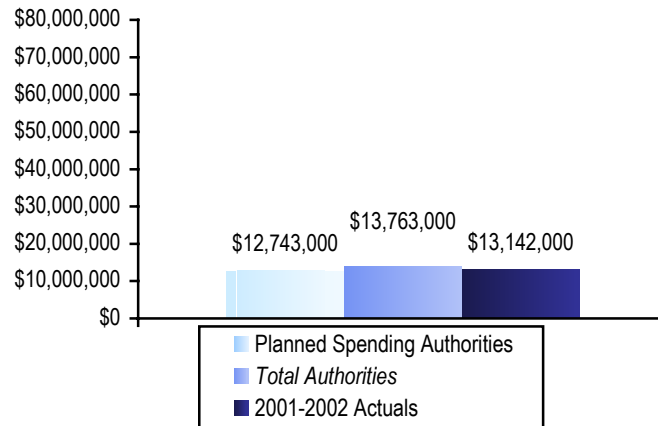
The PSC provides a range of learning products and services to key communities such as policy analysts, supervisors, human resources specialists, comptrollership, communications analysts and others. The emphasis is on corporate learning messages (such as the machinery of government and values and ethics)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

As the PSC repositions, its focus on learning will shift to a more strategic use of resources, concentrating on the design and development of new learning products and services, that respond to the strategic directions of the Treasury Board Secretariat Advisory Committee (TBSAC).

BUSINESS LINE: POLICY, RESEARCH AND OUTREACH

● OBJECTIVE

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



NOTE: Major changes between Planned Spending and Total Authorities are attributable to additional funding received for the compensation for new collective bargaining, the modernization of the recruitment strategies and the Employment Equity - Embracing Change Support Fund project.

DESCRIPTION

This business line provides the capacity to measure, report, provide advice, and deliver policy in areas within the PSC's mandate.

It supports the medium and longer term positioning of the PSC through strategic analysis and research, environmental scanning, and liaison with stakeholders, especially on issues related to the PSC's role as independent champion and steward of a professional, non-partisan, and representative Public Service, and of key public administration values.

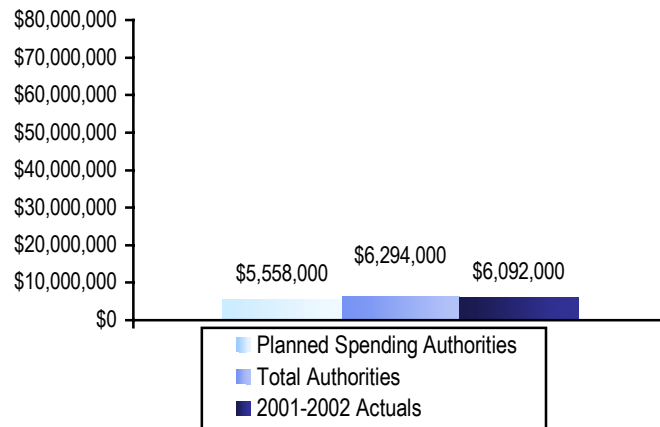
In support of this role, the business line also enhances and co-ordinates the knowledge base of the PSC. The business line supplies strategic information to the Commission and ultimately to Parliament (via the PSC's annual report) through the monitoring, assessment and review of PSC programs and policies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

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

BUSINESS LINE: RECOURSE

● OBJECTIVE

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



NOTE: Major changes between Planned Spending authorities and Total Authorities are attributable to additional funding received to cover translation costs pertaining to appeal decisions and the compensation for new collective bargaining.

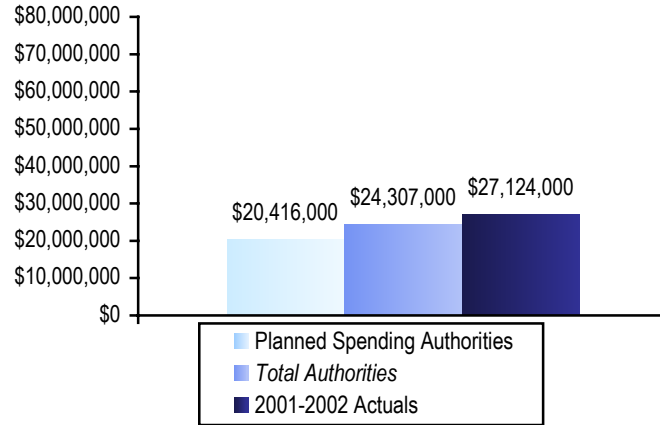
DESCRIPTION

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

BUSINESS LINE: CORPORATE SERVICES

● **OBJECTIVE**

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



NOTE: Major changes between Planned Spending authorities and *Total Authorities* are attributable to additional funding received for the modernization of the recruitment strategies, the carry forward from 2000-2001, the compensation for new collective bargaining and the transfer of resources as part of the Space Recapture/Space Envelope program.

DESCRIPTION

This business line includes the activities of the President and Commissioners; corporate business planning; management systems and policies; finance, human resources management, informatics, internal audit and other administrative and support services.

FINANCIAL PERFORMANCE OVERVIEW

In 2001-2002, the PSC has continued to improve its financial management practices. During the year, scarce resources were closely monitored and managed to ensure that funding pressures were addressed with available funds. As a result, the PSC has recorded a minimal lapse of 1% in the Public Accounts of Canada.

FINANCIAL SUMMARY TABLES

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

TABLE 1 – SUMMARY OF VOTED APPROPRIATIONS

Financial Requirements by Authority (\$ thousands)			
Vote		2001-2002	
		Planned Spending	Total Authorities Actual
Public Service Commission			
120	Program expenditures	97,176	123,695 121,856
(S)	Contributions to employee benefit plans	14,041	14,632 14,632
(S)	Staff Development and Training Revolving Fund*	-	- (822)
(S)	Spending of proceeds from the disposal of surplus Crown assets	-	6 6
Total Agency		111,217	138,333 135,672

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

*Figures are reflected on an accrual basis of accounting.

TABLE 2 – COMPARISON OF TOTAL PLANNED SPENDING TO ACTUAL SPENDING

Departmental Planned versus Actual Spending by Business Line (\$ thousands)							
Business Lines	FTEs	(5) Operating	Capital	Grants & Contributions	Total Gross Expenditures	Less: Responsible Revenues*	Total Net Expenditures
Resourcing							
(planned spending)	563	52,719	-	-	-	-	52,719
(total authorities)	710	71,832	-	-	-	-	71,832
(actuals)	728	68,002	-	-	-	-	68,002
Learning (1)							
(planned spending)	210	16,983	-	-	-	-	16,983
(total authorities)	212	19,339	-	-	-	-	19,339
(actuals)	214	19,407	-	-	-	-	19,407
-Subsidy							
(planned spending)	-	2,798	-	-	-	-	2,798
(total authorities)	-	2,798	-	-	-	-	2,798
(actuals)	-	2,727	-	-	-	-	2,727
-Staff Development and Training Revolving Fund							
(planned spending)	68	11,677	-	-	-	11,677	-
(total authorities)	68	11,677	-	-	-	11,677	-
(actuals)(2)	69	11,507	-	-	-	12,329	(822)
Policy, Research and Outreach							
(planned spending)	143	12,743	-	-	-	-	12,743
(total authorities)	143	13,763	-	-	-	-	13,763
(actuals)	141	13,142	-	-	-	-	13,142
Recourse							
(planned spending)	71	5,558	-	-	-	-	5,558
(total authorities)	65	6,294	-	-	-	-	6,294
(actuals)	65	6,092	-	-	-	-	6,092
Corporate Services (3)							
(planned spending)	274	20,416	-	-	-	-	20,416
(total authorities)	278	24,307	-	-	-	-	24,307
(actuals)	251	27,124	-	-	-	-	27,124
Total							
(planned spending)	1,329	122,894	-	-	-	11,677	111,217
(total authorities)	1,476	150,010	-	-	-	11,677	138,333
(actuals)	1,468	148,001	-	-	-	12,329	135,672
Other Revenues and Expenditures							
Non-responsible Revenues (4)**							
(planned spending)							(300)
(total authorities)							(300)
(actuals)							(116)
Cost of services provided by other departments							
(planned spending)							18,816
(total authorities)							18,816
(actuals)							19,941
Net Cost of the Program							
(planned spending)							129,733
(total authorities)							156,849
(actuals)							155,497

(1) Excludes the FTE figure associated with hourly rate employees.

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

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

(4) Consists of discretionary language training.

(5) Includes contributions to employee benefit plans.

*Formerly "Revenues Credited to the Vote".

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

TABLE 3 – HISTORICAL COMPARISON OF TOTAL PLANNED SPENDING TO ACTUAL SPENDING

Historical Comparison of Departmental Planned versus Actual Spending by Business Line (\$ thousands)					
Business Lines	Actual 1999-2000	Actual 2000-2001	Planned Spending	2001-2002	
				Total Authorities	Actual
Resourcing	58,325	62,210	52,719	71,832	68,002
Learning*	19,574	19,268	19,781	22,137	21,312
Policy, Research and reach	10,716	13,228	12,743	13,763	13,142
Recourse	5,733	5,979	5,558	6,294	6,092
Corporate Services	25,477	31,844	20,416	24,307	27,124
Total	119,825	132,529	111,217	138,333	135,672

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

*The actual figures for the Staff Development and Training Revolving Fund component included in the Learning Business Line are reflected on an accrual basis of accounting.

TABLE 4 – REVENUES

Revenues by Business Line (\$ thousands)					
Responsible Revenues	Actual 1999-2000	Actual 2000-2001	Planned Revenues	2001-2002	
				Total Authorities	Actual*
Learning					
- Staff Development and Training Revolving Fund	10,528	12,007	11,677	11,677	12,329
Total Responsible Revenues	10,528	12,007	11,677	11,677	12,329
Non-Responsible Revenues					
Learning					
- Discretionary Language Training Services	314	262	300	300	116
Total Non-Responsible Revenues	314	262	300	300	116
TOTAL REVENUES	10,842	12,269	11,977	11,977	12,445

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

*The responsible revenue figures are reflected on an accrual basis of accounting.

TABLE 5 – REVOLVING FUND FINANCIAL SUMMARIES

Staff Development and Training Revolving Fund (\$ thousands)					
	Actual 1999-2000	Actual 2000-2001	2001-2002		
			Planned Spending	Total Authorities	Actual
Revenues	10,528	12,007	11,677	11,677	12,329
Expenses	10,096	11,250	11,677	11,677	11,507
Profit or (Loss)	432	757	0	0	822
Add items not requiring use of funds:					
Depreciation/amortization	10	11	198	198	19
Provision for employee termination benefits	131	82	171	171	37
Loss on disposal of capital assets	-	-	-	-	-
Changes in working capital:	67	85	-	-	(34)
Investing activities:					
Acquisition of depreciable assets	-	-	(200)	(200)	(30)
Cash surplus (requirement)	640	935	169	169	814
Authority: cumulative surplus (draw down)	7,677	8,612	8,274	8,274	6,926

Note:

During 2001/2002, the Fund changed its accounting policy to capitalize assets having an initial purchase cost of \$10,000 or more (previously it was \$1,000 or more). This decision follows the release of TB Accounting Standard 3.1-Capital Assets.

In 2001/2002, TB reduced from \$4,500,000 to \$2,000,000 the amount by which the aggregate of expenditures made for the purposes of the revolving fund may exceed the revenues.

TABLE 6 – CONTINGENT LIABILITIES

Contingent Liabilities (\$ thousands)	Amount of Contingent Liability		
	March 31, 2000	March 31, 2001	March 31, 2002
Pending and Threatened Litigation	1,555	1,220	600
Total	1,555	1,220	600

3.4 OTHER INFORMATION

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

LEGISLATION ADMINISTERED AND ASSOCIATED REGULATIONS

Legislation assigning exclusive functions and responsibilities to the PSC

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

For further information on PSEA, please refer to:
http://www.psc-cfp.gc.ca/staf_dot/psea-lefp/quest_e.htm

Legislation assigning specific functions to the PSC

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

Legislation directly impacting on PSC functions

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

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

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

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

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

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

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

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

STATUTORY ANNUAL REPORTS AND OTHER DEPARTMENTAL REPORTS

The following documents are available:

PSC Annual Report (1998-99)

PSC Annual Report (1999-2000)

Please refer to: http://www.psc-cfp.gc.ca/centres/annual-annuel/index_e.htm

PSC Performance Report (1998-99)

PSC Report on Plans and Priorities (1999-2000)

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

3.5 ACRONYMS USED

ADM	Assistant Deputy Minister
ADMPQP	Assistant Deputy Minister Prequalification Process
AEXDP	Accelerated Executive Development Program
CAP	Career Assignment Program
CCMD	Canadian Centre For Management Development
CO-OP	Co-operative Education Program
COSO	Committee of Senior Officials
DM	Deputy Minister
DPR	<i>Departmental Performance Report</i>
EC	Embracing Change
EE	Employment Equity
EEA	<i>Employment Equity Act</i>
EEPMP	Employment Equity Positive Measures Program
E.I.	Early Intervention
ERU	Executive Recruitment Unit
FSWEP	Federal Student Work Experience Program
HR	Human Resources
HRC	Human Resources Council
HRM	Human Resources Management
IC	Interchange Canada
IT	Information Technology
LTC	Language Training Canada
MTP	Management Trainee Program
NAS	National Areas of Selection
NCEOR	National Capital and Eastern Ontario Region
PPC	Personnel Psychology Centre
PRAS	Planning, Reporting and Accountability Structure
PSC	Public Service Commission
PSCAC	Public Service Advisory Council
PSEA	<i>Public Service Employment Act</i>
PSR	Post-Secondary Recruitment
RAP	Recruitment Action Plan
RFC	Regional Federal Councils
RPP	<i>Report on Plans and Priorities</i>
SDAA	Staffing Delegation and Accountability Agreements
SES	Strategic Executive Staffing
SMP	Shared Mediators Program
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Treasury Board
TBS	Treasury Board Secretariat
TBSAC	Treasury Board Secretariat Advisory Committee
TDC	Training and Development Canada
TLN	The Leadership Network
VBMF	Values-Based Merit Framework