

# **Public Service Human Resources Management Agency of Canada**

## **Performance Report**

**for the period ending  
March 31, 2005**

---

Reg Alcock  
President of the Treasury Board  
and Minister responsible for the Canadian Wheat Board

For more information contact:

Public Service Human Resources Management Agency of Canada  
90 Sparks Street, Room 820  
Ottawa, Ontario

Web site: [http://www.hrma-agrh.gc.ca/index\\_e.asp](http://www.hrma-agrh.gc.ca/index_e.asp)

1-800-O-Canada

## Table of contents

Section I: Messages .....	1
1.1 Minister's message.....	1
1.2 Management representation statement.....	3
Section II: Overview.....	4
2.1 Our <i>raison d'être</i> and strategic outcome .....	4
2.2 Our primary functions within the Treasury Board's portfolio.....	4
2.3 Our strategic planning framework .....	5
2.4 The Agency's financial and human resources at a glance .....	6
2.5 Departmental performance overview .....	7
Section III: Detailed Performance by Program Activity.....	14
3.1 Modernized human resources management and strengthened accountability ..	14
3.2 An effective, ethical leadership, and a quality work environment.....	26
3.3 A representative and accessible Public Service.....	34
3.4 Agency administration—A highly performing and sustainable organization.....	40
Section IV: Supplementary Information.....	45
4.1 Organizational structure as of March 31, 2005 .....	45
4.2 Departmental Performance Summary Table.....	46
4.3 Response to reports from the Office of the Auditor General and from parliamentary committees .....	52
4.4 Table 1—Comparison of Planned to Actual Spending .....	54
4.5 Table 2—Use of Resources by Program Activity .....	55
4.6 Table 3—Voted and Statutory Items .....	57
4.7 Table 4—Net Cost of the Department .....	58
4.8 Table 5—Resource Requirements by Organization by Activity.....	59
4.9 Table 6—Details on Transfer Payment Programs (TPPs) .....	62
4.10 Horizontal initiatives .....	64
4.11 Useful Internet addresses .....	65



## Section I: Messages

### 1.1 Minister's message



As the Minister responsible for the Public Service Human Resources Management Agency of Canada (the Agency), I am pleased to present the Agency's *Performance Report* for the period covering April 1, 2004 to March 31, 2005.

Created on December 12, 2003 to modernize and foster excellence in human resources management across the Public Service, this is the first *Performance Report* for the Agency, covering a complete fiscal year.

As stated in the last two budgets, the Government is committed to strengthening and modernizing public sector management.

Ultimately good management is about people. To be successful, such a transformation must be supported, first and foremost, by a public service that is highly qualified, competent and properly equipped. This is precisely why the Agency was established. With it, the Public Service has now the institution it needs to better focus on the human resources aspect of the government's vision for modern public sector management.

The Agency's contribution to the government's efforts has begun to pay dividends with noticeable improvements in key areas.

The implementation of the *Public Service Modernization Act* (PSMA) is on track. Major components of the Act have come into force and all preparatory work required to ensure that departments are ready to exercise their new responsibilities was delivered on time. This is a major accomplishment for all public service organizations, including unions, who demonstrated a partnership of engagement in this modernization effort.

The *Canada School of Public Service Act* came into force on April 1, 2004 and provides public servants and their organizations with a more integrated and targeted approach to learning. The *Public Service Labour Relations Act* (including amendments to the *Financial Administration Act*) came into force on April 1, 2005 and provides the basis for more collaborative and constructive labour-management relations in each department and agency. Finally, it is expected that by the end of 2005, the PSMA will be completed, with the new *Public Service Employment Act* coming into force in December 2005. This Act will provide managers with more flexibility to hire the right people when and where they are needed, while upholding the highest values of integrity and accountability in their decisions.

The implementation of these Acts was enabled by good progress in the delivery of non-legislative but essential initiatives, including the reform of the job classification system; the establishment of more effective and integrated human resources planning and accountability systems; and, a continued support to departments and agencies to move to more cost-effective delivery models for human resources management services.

Essential elements were also put in place over the last year to foster the development of highly competent public servants and leaders guided by the highest ethical standards. In particular, key steps to strengthen training requirements for all public servants and to better integrate the management and development of leaders at all levels have been achieved. The Agency has also actively continued to foster and integrate, through extensive awareness and learning events, the new *Values and Ethics Code of the Public Service* into the day-to-day practices of all public servants. Significant advancements were also made in developing further the *Public Servants Disclosure Protection Act* (Bill C-11), that was re-introduced to Parliament by the government, following the election in June 2004.

Finally, despite challenges in specific areas, the Agency has continued to make progress towards achieving employment equity and official languages commitments.

On behalf of all Canadians, I want to thank all members of the federal Public Service for their hard work, professionalism, and dedication to the public interest. I also invite all Parliamentarians and Canadians to read this report and recognize our shared stake in supporting public service excellence.

---

Reg Alcock  
President of the Treasury Board  
and Minister responsible for the Canadian Wheat Board

## **1.2 Management representation statement**

I submit, for tabling in Parliament, the 2004–05 departmental performance report (DPR) for the Public Service Human Resources Management Agency of Canada.

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the Preparation of 2004–2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements;
- It uses an approved Program Activity Architecture;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

---

Michelle Chartrand, President,  
Public Service Human Resources  
Management Agency of Canada

## Section II: Overview

### 2.1 Our *raison d'être* and strategic outcome

**Our *raison d'être* is to modernize and foster continuing excellence in people management and leadership across the Public Service**

This is the first performance report covering a complete fiscal year for the Public Service Human Resources Management Agency of Canada (the Agency), which was created just over a year ago, on December 12, 2003. The creation of the Agency is anchored in the necessity to rejuvenate, strengthen and modernize human resources (HR) management in the Public Service, in particular through implementation of the *Public Service Modernization*

*Act* (PSMA), which received Royal Assent on November 7, 2003.

#### *Our Results for Canadians...*

Through the PSMA and other tools, the Agency aims to provide the leadership and focus needed to foster and sustain modern, effective, results-driven people management and leadership across the Public Service. Through excellence in HR management, the Agency's ultimate goal is to enable Public Service organizations to deliver quality services to Canadians while upholding the values of integrity, transparency and accountability.

As a result, the Agency serves Canadians by striving for *the finest Public Service in the world with a workforce and a workplace second to none*.

**Our *strategic outcome* is a modern, professional Public Service dedicated to the public interest and supporting ministers in democratic governance, representative of the Canadian public and serving Canadians with excellence in the official language of their choice, with employees effectively and ethically led in a high-quality work environment respectful of their linguistic rights.**

### 2.2 Our primary functions within the Treasury Board's portfolio

The Agency is part of the [Treasury Board](#)'s portfolio. As the general manager and employer of the Public Service, the Treasury Board of Canada manages the government's financial, personnel and administrative responsibilities. There are three organizations within the Treasury Board's portfolio, each playing a unique role in supporting the Board's role as employer: the [Treasury Board of Canada Secretariat](#) (the Secretariat), the [Canada School of Public Service](#) (the School) and the [Agency](#).

- The Secretariat provides advice and support to Treasury Board's ministers in their role of ensuring value for money and provides oversight of the financial management functions in departments and agencies. From an HR management perspective, the Secretariat manages compensation, pension, benefits and labour relations.

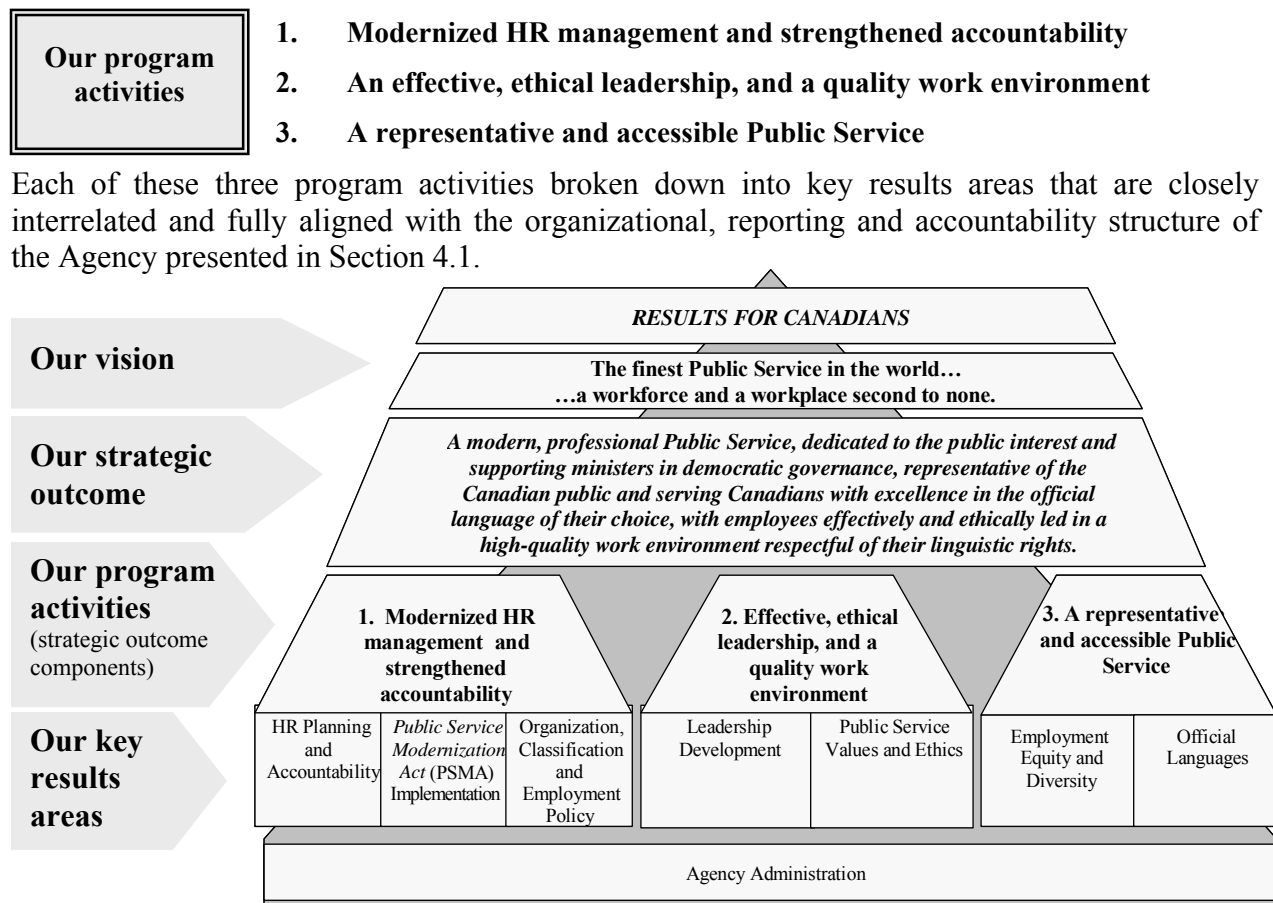


- The School ensures that public service employees have access to the common learning they need to effectively serve Canadians.
- The Agency brings together most of the HR management functions, covering HR planning and accountability (including research, demographic analysis and the Public Service-wide Employee Survey); the implementation and management of PSMA and reform of the classification system for the Public Service; employment policies; leadership development (including the Performance Management Program for executives); values and ethics (including harassment in the workplace, workplace well-being, and work/life balance); employment equity and diversity; and official languages.

More information on the Agency's areas of responsibility can be found on the following Web site: [Areas of responsibility under the Agency](#).

## 2.3 Our strategic planning framework

As illustrated below, to achieve its strategic outcome and deliver results for Canadians, the Agency articulated its priorities and plans for 2004–05 around three results-based program activities (or strategic outcome components):



## 2.4 The Agency's financial and human resources at a glance

### Financial Resources (\$ thousands):

Planned Spending	Total Authorities	Actual Spending
\$ 92,219	\$ 97,415(a)	\$ 93,983(b)

- (a) The total increase of \$5.2 million from the 2004–05 Total Authorities over the 2004–05 Total Planned Spending is mainly due to the funding received through the Supplementary Estimates for the *Public Service Modernization Act*, and the re-profiling of funding related to the Employment Equity Program for the Embracing Change initiative for the next two years.
- (b) Total Actual Spending of \$94.0 million includes the salary for participants in career development programs of \$10.6 million, for some 80 full-time equivalents not included on the Actual Human Resources (full-time equivalents) of 477 below.

### Human Resources (full-time equivalents):

Planned	Actual
439	477

### Financial Resources by Program Activity (strategic outcome components):

2004–05 Program Activity (strategic outcome components)	Type	Planned Spending (\$000's)	Total Authorities (\$000's)	Actual Spending (\$000's)	Overall Progress Status
<b>Modernized HR Management and Strengthened Accountability</b>	Ongoing	25,550	31,004	29,074	Progressed as per plans (c)
<ul style="list-style-type: none"> <li>Implement the PSMA</li> <li>Modernize the Public Service classification system</li> <li>Establish effective and integrated HR planning and accountability systems</li> </ul>					
<b>Effective, Ethical Leadership and a Quality Work Environment</b>	Ongoing	51,316	51,356	49,958	Progressed as per plans (c)
<ul style="list-style-type: none"> <li>Foster strong, effective, and ongoing leadership renewal</li> <li>Promote and reinforce Public Service values and ethics</li> </ul>					
<b>Representative and Accessible Public Service</b>	Ongoing	15,353	15,055	14,951	Progressed as per plans with challenges in specific areas (c)
<ul style="list-style-type: none"> <li>Achieve and preserve employment equity commitments</li> <li>Achieve and preserve official languages commitments</li> </ul>					
<b>Total for the Agency</b>		<b>92,219</b>	<b>97,415</b>	<b>93,983</b>	

(c) For a more detailed summary of progress, please see the Departmental Performance Summary Table in Section 4.2.

## 2.5 Departmental performance overview

***2004–05 has been a turning point for HR management across the Public Service, and the first full year of operation for the Agency created in December 2003.***

This section presents an overview of the Agency's most significant events and achievements for each of its three program activities: modernized HR management and strengthened accountability; an effective, ethical leadership and a quality work environment; and a representative and accessible Public Service. A summary table is also provided in Section 4.2 of this report.

As depicted below, in addition to establishing and positioning a new central agency, essential building blocks for modernizing HR management across the Public Service were put in place in 2004–05, and efforts have begun to pay dividends in several key areas.

### **2.5.1 Modernized HR management and strengthened accountability**

HR legislation had remained virtually unchanged for the last four decades, and essential building blocks for modern HR management had become outdated and too complex and inflexible to adapt to the current and future needs of the Public Service.

In addressing these challenges, the Agency's plans and priorities for 2004–05 were articulated around three key results areas: the implementation of the *Public Service Modernization Act* (PSMA); the reform of the Public Service classification system; and the establishment of effective and integrated HR planning and accountability systems.

The following provides an overview of the main areas of progress in 2004–05 for each of these three priorities. More details can be found in Section III of this report.

***PSMA implementation is on track and the modernization efforts have begun to bear fruit across the Public Service...***

The PSMA—which received royal assent on November 7, 2003—is the most significant change in more than 35 years in the way the Public Service hires, manages and leads its employees. Working in close partnership with all stakeholders, the Agency is responsible for leading PSMA implementation over a two-and-half-year period.

Fiscal year 2004–05 was the first full year of implementation for the PSMA, and the Agency successfully handled many challenges. Indeed, despite a later-than-planned approval of the Act, the score sheet for PSMA implementation in 2004–05 is positive and the modernization efforts are meeting their objectives.

Major components of the PSMA have come into force, and by the end of this year all other components of the legislation will be in place. In particular, the *Canada School of Public Service Act* came into force on April 1, 2004; the *Public Service Labour Relations Act* (including amendments to the *Financial Administration Act*) came into force on April 1, 2005; and the *Public Service Employment Act* will come into force in December 2005.

In addition, the first set of organizational changes occurred relatively smoothly, including the transfer of functions from the Public Service Commission of Canada to the Agency and the creation of the Canada School of Public Service and the Public Service Staffing Tribunal.

Most of the development work has also been completed, and organizations have started to report on their readiness since December 2004. To date, departments and agencies have been ready to carry out their new responsibilities on time as components of the Act came into force. Looking ahead, it is expected that the project will remain on track and that all stakeholders will be ready for the new *Public Service Employment Act* in December 2005.

At the same time, the identification of PSMA changes that affect HR policies, processes and systems has been completed for the most part and the remaining work is well underway. Draft policies and instruments, including Web-based tools, were made available to departments and agencies, and communication, learning and cultural change activities were, and continue to be, delivered intensively across the country.

The Agency also established rigorous project management approaches and is progressing well in implementing the framework and systems required to monitor and report on PSMA effectiveness in the long term and meet the new statutory requirements for an annual report to Parliament on the state of HR management in the Public Service.

Finally, comments made by the Auditor General of Canada in her last report were generally positive, confirming that good progress has been made to date on key aspects of PSMA implementation.

***The classification reform has begun to pay dividends with tangible results for the specialists who make classification work...***

To be fully effective, the modernization of HR management also requires an effective classification system. Modern, gender-neutral classification standards that are adaptable to changing work over time are prerequisites to an equitable, simplified and responsive staffing system. However, some building blocks of the classification system had become

outdated, and in 2002 Treasury Board decided to launch a multi-year reform of the classification system to be led by the Agency.

As reported in the *2003–04 Annual Report—Modernizing the Classification System*, key steps have been achieved since the reform was initiated in 2002. After three years, the reform is well underway and efforts have begun to pay dividends.

In 2004–05, the Agency completed the modernization of classification standards for several occupational groups and undertook feasibility studies and design initiatives for a number of other new standard modernization initiatives. Key enabling policies and guidelines were updated and streamlined, and roles and responsibilities relating to classification were clarified.

In addition, considerable progress was made in rebuilding the classification system capacity in departments and agencies. In particular, targeted approaches to attract and retain qualified specialists were developed; a new learning curriculum for organization and classification advisors was defined; new learning and training programs were delivered and/or are being developed; and new Web-based tools were implemented to support the creation of a modern shared services system for organization and classification advisors.

Finally, several monitoring activities of the existing classification system were conducted with a particular focus on horizontal reviews of some occupational groups as well as on a number of small departments and agencies. The initial work to capture fundamental costs on the classification standards modernization activities was also completed, and although progress has been slower than planned, work is ongoing on the development of a more comprehensive cost-tracking system.

***2004–05 has been a turning point  
for rebuilding HR planning and  
accountability capacities across  
the Public Service...***

Public service organizations need to be supported by effective, integrated HR planning and business planning processes, as well as sound accountability systems covering all aspects of HR management. 2004–05 has been a turning point for rebuilding HR planning and accountability capacities across the Public Service, and essential building blocks have

been put in place to support the first year of the integration of HR planning and business planning cycles beginning in 2005–06.

As a result of extensive research and consultations, an integrated HR and Business Planning Tool Kit, Calendar and Checklist have been developed and extensive outreach activities have been undertaken to ready the Public Service for its change. The Agency has been working with corporate planners and HR professionals in departments and agencies and with the business planners in the Secretariat and has established a Centre of Excellence. Workshops on the tool kit were held for over 1,200 employees across the country to explain how to integrate business and HR planning.

In partnership with the Canada School of Public Service, the Agency also initiated the development of a comprehensive HR planning curriculum as an integral part of the core learning requirements for managers and HR professionals. Learning and training tools are being developed and an updated HR planning course is being designed.

In addition, a project to transfer securely electronic employee records between departments was initiated as a first step toward the creation of a central Public Service Employee Database accessible by all departments and agencies. An environmental scan has been conducted that will help managers identify the current and future needs across the Public Service.

Finally excellent progress is being made in establishing HR management accountabilities, and a core set of indicators has been identified. These will be used to support monitoring against consistent standards for all departments and agencies.

### **2.5.2 Effective, Ethical Leadership and a Quality Work Environment**

Competent, ethical, accountable and vibrant leadership is a key factor in successfully modernizing HR management and re-establishing trust in the Public Service. Particularly in the context of implementing the PSMA, leaders need to understand their new responsibilities and how to discharge them.

As a result, the Agency's plans and priorities for 2004–05 were articulated around two key results areas: foster strong, effective and ongoing leadership renewal; and promote and reinforce Public Service values and ethics.

The following provides an overview of the main areas of progress in 2004–05 for each of these priorities. Further details can be found in Section III of this report.

***Essential elements are being put in place to foster the development of highly competent public servants and leaders guided by the highest ethical standards...***

First, the Agency set out to develop a Policy Framework for Learning including a Required Training Policy comprising orientation programs for employees at career crossroads; training on Delegated Authorities for all levels of management; and professional training for functional specialists—including HR professionals, financial officers, internal auditors and procurement, material management and real property specialists. Second, a framework for the orientation of new employees and a compendium of knowledge for management and accountability in the Public Service were developed. The compendium will be instrumental in identifying knowledge standards associated with orientation programs. This work will be completed in 2005–06. In addition, the Key Leadership Competencies Profile was revised, resulting in the update and simplification of competencies from 14 to 4. The revised profile will be rolled out in the coming year.

Effective April 1, 2004, all leadership development programs were successfully transferred from the Public Service Commission of Canada to the Agency. As a result of this transfer, a new vision and framework to support the alignment and integration of various facets of these programs have been developed in 2004–05. The framework was approved and these programs are being integrated into a leadership continuum from first-level supervisors to deputy heads. They will be implemented in a phased-in approach this year and next. At the same time, to respond to the needs of the financial community, leadership development pilot projects were launched to identify and develop high-potential individuals. Similar pilot projects are being considered for other functional communities, including HR management and Internal Audit specialists.

Finally, other important achievements in 2004–05 include completion of the review of the Performance Management Program for executives (changes were officially announced in March 2005) as well as the establishment of a formal ongoing monitoring program for classification of all EX-1 to EX-3 positions (EX-4 and EX-5 positions continue to be reviewed and approved by Treasury Board ministers).

***The Values and Ethics Code was supported by extensive awareness and learning events across the country, a Values and Ethics Roadmap was drafted and the Public Servants Disclosure Protection Act was tabled in Parliament...***

The Agency—through its *Office of Public Service Values and Ethics*—plays a leadership role in supporting ministers, public service leaders and public service employees in meeting their responsibilities to develop and sustain a strong culture of Public Service values and ethics.

In 2004–05, a broad series of fundamental awareness and learning events and tools were implemented across the country to follow up on the distribution of the new *Values and Ethics Code* to more than

160,000 public service employees in the fall of 2003.

The Office also developed a draft Values and Ethics Results Roadmap that, when finalized, will assist departments and agencies in managing, measuring and improving their values and ethics performance.

Finally, one of the Agency's most notable achievements in fostering and reinforcing Public Service values and ethics was supporting the Government in developing Bill C-11, the proposed *Public Servants Disclosure Protection Act*. The Bill was originally tabled as Bill C-25 in March 2004. Following the election in June 2004, the Office supported the Government in revising Bill C-25 to address key concerns raised during the initial parliamentary review of the Bill. These revisions strengthen the powers of the neutral third-party responsible for investigations, strengthen confidentiality provisions and ensure bargaining agents will be consulted on the development of a Code of Conduct for the federal public sector.

### **2.5.3 Representative and accessible Public Service**

The federal public service must draw on the talents of the entire population and build a workforce that truly reflects Canada's official languages and ethnic and cultural diversity.

The *Employment Equity Act* commits the Government to achieving equality in the representation and participation of four designated groups: women, Aboriginal peoples, members of visible minorities, and persons with disabilities.

The *Official Languages Act* commits the Government to serving Canadians in the official language of their choice, enabling employees in bilingual regions to work in their language of choice, and ensuring equitable participation of English- and French-speaking Canadians.

While significant progress has been made on both fronts since the enactment of these acts, sustained efforts are required. The following provides an overview of the main progress made in 2004–05 for each of these priorities. Further details can be found in Section III of this report.

### ***Achieve and preserve employment equity commitments...***

***Representation figures for the visible minority group show that we are almost three-quarters of the way to our workforce availability goal...but challenges remain***

There has been significant progress on employment equity across the Public Service since the Act came into force in 1996. Representation rates for women, Aboriginal peoples and persons with disabilities have now surpassed our workforce availability goals. However, challenges remain with respect to visible minorities, although we are now about three quarters of the way to our workforce availability goal.

Our key achievements for 2004–05 include completing an evaluation of the Embracing Change initiative—an initiative endorsed by the Government in June 2000 to increase the representation and participation of visible minorities; beginning to develop an *Embracing Change Future Directions* strategy that builds on the results of the evaluation; initiating partnerships with visible minority and Aboriginal employees across Canada toward a strategy for creating a racism-free workplace in the federal public service; and integrating employment equity into new human resources planning and staffing guides prepared for deputy ministers and their departments. The Agency also hosted the National Employment Equity Conference, which brought together managers and employees at all levels to discuss the way forward; consulted broadly on revisions to the Employment Equity and Duty to Accommodate policies; and continued to monitor departmental and agency progress in meeting the legislative requirements of the *Employment Equity Act*. The Agency will prepare the 2004–05 Employment Equity Annual Report for Parliament this winter.

### ***Achieve and preserve official languages commitments...***

***New steps have been taken in the renewal of the Official Languages Program and our vision of instituting cultural change is taking shape...***

As noted in the *Annual Report on Official Languages* for 2003–04, our vision of instituting cultural change is taking shape. 2004–05 continued on this path and progress has been made in each of the priority areas identified last year. First, in 2004 a new cycle and a new system for measuring the linguistic performance of institutions were adopted. The approach will be more strategic by targeting problem cases and topical

issues. Moreover, results published in the annual report to Parliament will be more relevant. This new approach also includes an official languages management dashboard that provides a clear portrait of the situation in each institution. A pilot is underway.



Second, the objective of creating simpler, clearer, more-results based policy instruments is progressing well. A series of enhanced policies came into effect on April 1, 2004, and others were reviewed during the year, including policy instruments on communications with, and services to, the public and on the use of Web sites and electronic communications. These policies come into effect on July 15, 2005, and were complemented by new tools to help institutions manage capacities and performance related to service to Canadians in the official language of their choice.

Third, to support institutions in ensuring that official languages are an integral part of their operations, 25 other innovative projects were approved in 2004–05 for a total of \$1.8 million under the Official Languages Innovation Program. Moreover, the third phase, for fiscal year 2005–06, was launched in December 2004, and over 50 projects were submitted. The Steering Committee met in February 2005, and 32 projects were approved for a total of \$2.8 million.

Finally, with regard to increasing bilingual capacities within the executive and executive feeder groups, and more generally in the workplace, the Agency has continued to undertake, in close partnerships with all stakeholders, a series of targeted initiatives. These include planning activities, organizational support, new and/or improved communication tools and activities, strengthened access to language training and the funding of strategies developed by the Quebec Federal Council to improve recruitment of Anglophones into the Public Service in Quebec, and further objectives related to official languages in the western provinces.

## Section III: Detailed Performance by Program Activity

As noted in Section II of the report, the Agency's plans and priorities for 2004–05 were organized around three program activities:

- Modernized HR management and strengthened accountability
- An effective, ethical leadership, and a quality work environment
- A representative and accessible Public Service

This section provides further details on the commitments and achievements made by the Agency from April 1, 2004, to March 31, 2005. It also covers achievements relating to departmental administration. Finally, the "Departmental Performance Summary Table" in Section 4.2 provides a snapshot of the main commitments and achievements for 2004–05.

### 3.1 Modernized human resources management and strengthened accountability

The 2004–05 plans and priorities set by the Agency to achieve this program activity were articulated around the following three key results areas:

- **Implementation of the *Public Service Modernization Act* (PSMA)**
- **Modernization of the Public Service classification system and**
- **Establishment of effective and integrated HR planning and accountability systems**

Financial and human resources devoted to this program activity were as follows:

	Planned Spending	Total Authorities	Actual Spending
<b>Financial Resources</b> (thousands of dollars)	\$25,550	\$31,004	<b>\$29,074</b>
<b>Human Resources</b> (full-time equivalents)	178	N/A	<b>204</b>

#### 3.1.1 Implement the *Public Service Modernization Act*...

##### *Context and commitments...*

The catalyst for the modernization of HR management in the Public Service is the PSMA, which received Royal Assent on November 7, 2003. It is one of the Government's key initiatives for modernizing and strengthening public sector management. It represents the most significant change in more than 35 years in the way the Public Service hires, manages and leads its employees.

Ultimately, good government is about people. Effective HR management, including healthy labour-management relationships, are crucial to hiring, developing and retaining talented employees and leaders, where and when they are needed, and to providing the capacity needed by departments to meet the priorities of Canadians in a cost-effective manner and with the highest standards of ethics, transparency and accountability.

However, prior to the PSMA, HR legislation had not kept pace with trends over the last four decades. HR practices had become too rule-based, complex and rigid, constraining public servants from adapting to changing business requirements. Staffing processes had become lengthy; the delivery of training programs was fragmented; and the conflict resolution system was based mainly on rules instead of dialogue, mutual interests and co-development.

To address these challenges, the goals of the PSMA are congruent and multi-faceted. First, the Act is designed to improve the ability of managers to attract and hire the right people, when and where they are needed, through the new *Public Service Employment Act*. Second, it aims to promote more collaborative, constructive and positive labour-management relations, through the new *Public Service Labour Relations Act*. Third, it provides a more integrated and targeted approach to learning for employees at all levels through the *Canada School of Public Service Act*. Finally, it clarifies roles and strengthens HR management accountability for deputy heads and managers through amendments to the *Financial Administration Act*.

The PSMA is to be implemented in a phased approach over a two-and-a-half-year period. The Agency is responsible for leading the effective and timely implementation of this modernization initiative in a spirit of collaboration and partnership with the Secretariat, the Public Service Commission of Canada, the Canada School of Public Service, departments, agencies, HR communities, and unions.

In this context, priorities and plans set out for 2004–05 were as follows:

#### **2004–05 Priorities and Plans**

#### **Time Frame**

- **The staffing and staffing recourse system is modernized**
  - The Public Service Staffing Tribunal is established 2004–05
  - A streamlined staffing process is implemented 2005–06
  - Departments and agencies are given the tools and support to incorporate effective HR planning and management into managers' responsibilities (see Note \*\*) 2004–06
  - Departments and agencies are ready to implement the *Public Service Employment Act* 2005–06
  - Proper policies and instruments are developed to enable managers to do their work 2004–06

## 2004–05 Priorities and Plans (cont'd)

	Time Frame
<ul style="list-style-type: none"> <li>• <b>The labour relations and dispute resolution system is modernized</b> <ul style="list-style-type: none"> <li>○ The Union-Management Advisory Committee is established</li> <li>○ Labour-management committees are in place in each department and agency</li> <li>○ Informal conflict management systems are created within departments and agencies</li> <li>○ Departments and agencies are ready to implement the <i>Public Service Labour Relations Act</i></li> </ul> </li> </ul>	<p>2004–05</p> <p>2004–05</p> <p>2004–05</p> <p>2004–05</p>
<ul style="list-style-type: none"> <li>• <b>Communication, learning and culture changes are implemented</b> <ul style="list-style-type: none"> <li>○ Deputy heads are engaged as leaders in the implementation of the PSMA</li> <li>○ Managers and HR professionals have the tools and training they need</li> <li>○ Ongoing learning support is available</li> </ul> </li> </ul>	<p>2004–05</p> <p>2004–06</p> <p>2006</p>
<ul style="list-style-type: none"> <li>• <b>System changes are implemented</b> <ul style="list-style-type: none"> <li>○ New data-capture capabilities and reporting requirements are available as a result of the PSMA implementation</li> <li>○ There is support for departments and agencies in their efforts to move to more modern, cost-effective and integrated HR service delivery models</li> </ul> </li> </ul>	<p>2005–06</p> <p>2005–06</p>

Note\*\*: Progress made on this priority is covered in Section 3.1.3 of this report, “Establish effective and integrated HR planning and accountability systems.”

### ***Main achievements...***

2004–05 was a challenging but successful first year for PSMA implementation. Despite later-than-planned approval of the Act, the score sheet for its implementation is positive for the Agency and all its partners. Major components of the PSMA have now

come into force, and by the end of this year all other components of the legislation will be in place:

- The *Canada School of Public Service Act* came into force on April 1, 2004;
- The *Public Service Labour Relations Act* (including amendments to the *Financial Administration Act*) came into force on April 1, 2005; and
- The *Public Service Employment Act* will come into force in December 2005.

Significant progress has been made on each of these fronts, and the modernization efforts have begun to bear fruit.

The first set of organizational changes required by the PSMA occurred relatively smoothly, including the successful transfer of functions from the Public Service Commission of Canada to the Agency and the creation of the Canada School of Public Service and the Public Service Staffing Tribunal.

Departments and agencies began reporting on their readiness in December 2004. This reporting was part of the decision framework used to proclaim the *Public Service Labour Relations Act*, which came into force on April 1, 2005. Readiness reporting will resume for the coming into force of the *Public Service Employment Act*, with departments and agencies reporting against PSEA readiness criteria starting in September 2005.

With respect to the **modernization of the staffing and staffing recourse system**, it is expected that all departments and agencies will be ready to assume their new responsibilities when the new *Public Service Employment Act* comes into force in December 2005.

The work is well underway and essential building blocks are being put in place. The Public Service Commission of Canada and the Agency, in consultation with departments, agencies and unions, have developed central policies and tools, including a new appointment framework and employment policies. These instruments will guide deputy heads and managers in building staffing systems adapted to their needs while ensuring that they respect legislative requirements and core values of fairness, transparency and access. Indeed, while managers will have greater flexibility for recruiting and managing employees, they will be held directly accountable for their HR management decisions.

To support departments in their implementation activities, interdepartmental working groups have developed common tools. A comprehensive Staffing Tool Kit for managers and HR advisors was developed this summer. This tool kit will include process mapping of various staffing models to illustrate how positions can be staffed under the new *Public Service Employment Act*. A comprehensive Human Resources Planning Tool Kit for managers was also distributed in January 2005 to assist departments and agencies in their integrated HR and business planning. (For more detail, see Section 3.1.3, “Establish effective and integrated HR planning and accountability systems.”)

At the same time, the *Public Service Staffing Tribunal* (PSST) has been structured and is being staffed in order to be open for business January 1, 2006. Replacing the appeals function currently managed by the Public Service Commission of Canada, the PSST will address complaints regarding internal staffing processes and layoffs in the federal public service. The appointment of the chairperson for the PSST was approved by Parliament on March 30, 2005, and policies and procedures to address complaints are being developed in consultation with stakeholders.

With regard to the **modernization of the labour-relations and dispute resolution system**, a joint PSMA Union-Management Advisory Committee was established to ensure the successful engagement of unions in the implementation of the new *Public Service Labour Relations Act* (PSLRA) from beginning to end. By April 1, 2005, departments and agencies had started setting up their internal Union-Management Consultation Committee and Informal Conflict Resolution System (ICMS)—two crucial pieces of the new labour relations regime. The purpose of the union-management consultation committees is to facilitate dialogue on workplace issues. The ICMS is a new requirement of the PSLRA whose intent is to support informal resolution of conflicts and workplace issues at the earliest possible stage before a situation escalates and creates greater effort for and cost to the department. In addition, to guide departments and agencies in meeting their new responsibilities, the Agency worked with the Secretariat to develop new guidelines and tools for each component of the PSLRA legislation. New options for more flexible approaches were introduced, including co-development, two-tier bargaining and use of employer facilities.

The successful implementation of the PSMA also requires significant **communication, learning and cultural change** activities across the Public Service. Fiscal year 2004–05 saw the beginning of major horizontal activities to engage, through multiple channels, all stakeholders and, in

particular, the Deputy Head and Assistant Deputy Head community. Their engagement has proven critical to the accomplishments thus far. In addition, a strong horizontal governance process led by deputy heads was established. One notable session was held between deputy heads and bargaining agents, which established the framework for future co-operative work. This first experience was positive and the process will continue in subsequent phases of PSMA implementation.

Several PSMA learning activities for managers and HR professionals (conferences, training sessions, employee awareness sessions, etc.) were conducted in 2004–05 to support them in assuming their new accountabilities. A Public Service Modernization Portal was designed to provide public service employees, managers and union representatives with access to information on modernization initiatives within the Public Service. This was a joint initiative between the Agency, the Secretariat, the Canada School of Public Service and the Public Service Commission of Canada. A PSMA Learning Resource Web site was also launched and three core learning programs were developed and delivered: PSMA Roles and Accountabilities; Enabling Skills for PSMA; and Preparation for PSMA Trainers. These learning programs will be extensively offered in 2005–06. To meet the particular needs of middle managers and HR professionals, various HR communities, including the Association of Public Service Executives of Canada (APEX) and the National Manager's Community Secretariat (NMCS), will deliver other learning events and programs.

With regard to **system changes**, a PSMA system change strategy and work plans are currently being developed. Requirements for new data collection and reporting needs are also being defined. Existing HR information systems require modifications in order to support new concepts in the PSMA and enable central agencies and departments and agencies to monitor and evaluate HR management trends and transactions in the Public Service.

One of the challenges is to align the system changes relating to PSMA with concurrent modernization initiatives affecting HR systems. The Agency made tangible progress in its efforts to assist departments and agencies to move to more cost-effective and integrated HR service delivery models. Through intensive consultations, the Agency completed a series of studies and reports defining a new end-to-end HR service delivery model, analyzing its impacts on the workforce, and proposing transition strategies for shared services and systems.

Finally, in 2004–05, the Agency established rigorous and systematic **project management** approaches to manage and report on the effective and economical implementation of the PSMA across the Public Service. Significant project management efforts culminated in a departmental funding process, the establishment of advisory committees (Interdepartmental Project Management Committee and Network) and a Treasury Board Submission for the Strategic Investment Framework. On this matter, it should be noted that the Auditor General of Canada stated in her report dated February 12, 2005, that

“...the government is making satisfactory progress in the early stages of its implementation of the new framework for human resources management... It has established a solid foundation for the management of its human resource reform, and we found leadership and a sense of purpose... A strong project management process has

been put in place to manage the many changes needed, and it has received strong leadership from the deputy minister community... For the most part, roles and responsibilities for human resource management have been clarified.”

***Main challenges ahead  
and next steps...***

Implementation of the PSMA in more than 90 departments and agencies is a complex initiative with numerous challenges. The sustained long-term impact of the PSMA involves more than implementing new policies, tools and training programs. It is a new way of doing business and a new model for the relationship between the Agency and its partners. PSMA success will require, first and foremost, a cultural change that will have to be accompanied in the day-to-day business by a new type of relationship with union leaders, as well as an effective shift of authority from HR professionals to line managers, and from central agencies to deputy heads.

Fiscal year 2005–06 will be a turning point and profound changes will begin to be evident in HR management across the Public Service. Priorities for the Agency and its partners will be to complete the delivery of the training and learning programs to equip people with knowledge and skills; monitor and evaluate results through the Strategic Investment Framework and ongoing progress reports and future five years legislative review; manage funding; and provide departments and agencies with ongoing policy support and expertise. Also, in view of the limited capacity of small departments and agencies to implement major management changes, the Agency has established a support team to work with these organizations to ensure successful and timely implementation of the PSMA.

**3.1.2 Modernize the Public Service classification system...**

***Context and  
commitments...***

Successful and sustainable modernization of HR management also requires modern systems for organizing and evaluating the work that public service employees perform to deliver results to Canadians. To recruit, motivate and retain a highly competent workforce, the government needs a classification system that constantly reflects labour market realities; treats work performed by men and women equitably; facilitates career development and mobility; and, ultimately, empowers departmental managers to design organizations that foster an effective workforce and workplace.

For departments and agencies, this means good organizational design, implemented by managers who have received sound advice from specialists, supported by clear, consistent, easily understandable work descriptions that accurately reflect the work. It means modern, gender-neutral classification standards that are flexible enough to adapt to changing work over time. This also means enabling policies and supporting tools, as well as proper checks and balances for consistency in application and recourse mechanisms. This foundation is the prerequisite for an equitable, simplified, responsive system for managing people. As well, classification is much more than a way to organize and evaluate the work of over 171,000 public service employees. It is also about getting the right people in the right jobs—faster. Thus, having a modern classification system is of strategic importance for the government—the largest employer in the country.

However, some of the Public Service classification system's building blocks had become outdated, and in 2002, Treasury Board decided to launch a multi-year reform of the classification system to be led by the Agency. The main objectives are to review the classification standards of all occupational groups; rebuild the system capacity in support of the people who do classification work; protect the integrity of the system through effective active monitoring; and ensure effective tracking and reporting of the cost of standards modernization.

In this context, priorities and plans set out for 2004–05 were as follows:

<b>2004–05 Priorities and Plans</b>	<b>Time Frame</b>
• <b>Classification standards are modernized</b>	2004–09
• <b>Classification policies and guidelines are renewed</b>	
○ Core policies and guidelines are updated	2004–05
○ There are continued updates as the reform is carried out	2005 and ongoing
• <b>Training programs and support services are provided</b>	
○ An interim training program for classification specialists is implemented	2004–05
○ Core training programs for HR specialists are developed	2005–07
○ On-line core support services and tools are available	2003–05
○ Expanded training, support services and tools are provided	2005 and ongoing
• <b>Performance control systems are in place</b>	
○ A government-wide cost-tracking system is established	2004–05
○ Each department and agency has a monitoring system in place	2004–06
○ The Agency has the capacity to carry out horizontal reviews of a specific occupational group and/or a department or agency	2003 and ongoing

<b><i>Main achievements...</i></b>
------------------------------------

As reported in the *2003–04 Annual Report—Modernizing the Classification System*, key steps have been achieved since the reform was initiated in 2002. Significant progress was made in 2004–05 and the reform is now well established with tangible

improvements on all fronts.

First, the **modernization of classification standards** is well underway. In 2004–05, working in collaboration with our partners in departments, functional communities and bargaining agents, we pursued those standards modernization activities already underway for the Foreign Service (FS), Economics and Social Services (EC), and Program and Administrative Services (PA). We also undertook feasibility studies and design initiatives related to new standard modernization initiatives for the Border Services (FB), Disability Specialists, Historical Research (HR), Applied Sciences and Engineering (AP), Radio Operations (RO), Operational Services (SV) Firefighters (FR), Law (LA) and the Ship Repair (SR) groups.



Second, as planned, key enabling **policies and guidelines** have been updated and streamlined, and roles and responsibilities relating to classification have been clarified. A new Classification System and Delegation of Authority policy and core policy guidelines came into effect and were posted on the Classification Modernization Web site in July 2004. Additional classification policy guidelines, including those on monitoring, have been completed and will be published in 2005. This new policy and related guidelines strike a balance between leadership, oversight and the needs of deputy heads for flexibility in the management of their classification programs and related accountability. The guidelines provide advice, explanation and best practices to departmental HR advisors and managers on the application of the policy.

Third, tangible progress has been made in **rebuilding classification system capacity** in departments and agencies.

In response to our earlier research indicating that the capacity of the Canadian classification system was low, we made significant progress on addressing the needs of the classification community by working on targeted approaches to attract and retain qualified workers and by implementing a learning and training program to support the people who make the classification system work. This work is critical to the future success of the overall classification system and to the broader government agenda to attract, retain, motivate and renew the public service workforce that is needed to serve Canadians.

A crucial element in rebuilding system capacity is ensuring that classification specialists have the competencies required to respond to the needs of line managers. In 2004–05, the Agency has continued its progress in developing a new curriculum (core training program) for organization and classification advisors. The completed curriculum will offer a training-learning program, composed of three modules—the first to be completed and offered in 2005–06, the second in 2006–07 and the third in 2007–08.

In the meantime, a mandatory training program for organization and classification advisors was completed in March 2004. It will be offered to organization and classification advisors while a new curriculum is being developed for implementation in 2006. In addition, to meet specific learning needs in the classification community, a program of short learning events was developed and implemented. In 2004–05, 29 learning events were offered across the country on a variety of topics. These events are short, focused information sessions that support continuing education within the classification community. The Agency will continue to offer the short learning events program across Canada in 2005–06.

To better support the creation of a modern shared services system for organization and classification advisors, a number of new electronic Web-based tools were also implemented. In particular, a Web-based application, to assist in standardizing work description writing across the Public Service, was implemented in departments in June 2005.

Moreover, as part of the February 25, 2004, announcement on reporting on position reclassification decisions, a position reclassification data capture application was developed and implemented to enable departments and agencies to report on reclassification activity on their respective Web sites. The first posting was made public as of October 29, 2004. The information is updated on a quarterly basis.

Finally, activities relating to the **monitoring of performance and costs of the classification standards modernization** activities have remained a high priority in fiscal year 2004–05. A new Classification Monitoring Framework was developed in fiscal year 2003–04, and subsequently tested with Natural Resources Canada. The new framework performed well and, consequently, will be available for performance reporting in fiscal year 2005–06. Its adoption by all departments will effectively support the role of the Agency to ensure the integrity and effectiveness of the classification system in the Public Service and strengthen the capacity of departments and agencies in monitoring the effectiveness and costs of their classification system.

The Agency also carried out horizontal reviews of specific occupational groups. In particular, final reports for the Computer Systems and Financial Management Group Relativity Studies, completed in 2003, were issued to departments on August 13, 2004, as a tool to assist them in applying their delegated classification authorities and in identifying classification issues within their active departmental monitoring program.

Monitoring activities in 2004–05 also focused on small departments and agencies. We developed and validated a monitoring methodology and a risk assessment tool with four small agencies. In addition, the Agency has resourced and fully integrated the monitoring function within the organization and is planning to monitor a selected sample of departments each year. Final reports, including the departmental response to recommendations, will be posted on the Agency Web site.

Initial work was completed to capture fundamental costs on the classification standards modernization activities, and work is ongoing on the development of a more comprehensive cost-tracking system. However, progress in this area has been slower than expected due to a change in mandate, increase in workload and financial constraints.

***Main challenges ahead  
and next steps...***

As we move forward, we will continue to build on the foundation established in the past two years. As presented in the 2005–06 *Report on Plans and Priorities*, the Agency will continue to make further progress on reviewing and updating the classification standards of various occupational groups; refine and update policies and guidelines as the reform is carried out; further strengthen our support for the people who do classification work, including through the development of core training programs and tools; and continue to monitor closely the integrity of the classification system and the cost of standards modernization.

Classification modernization is a complex undertaking that must be aligned with compensation policies and operate as a co-ordinated element of the employer's collective bargaining objectives and schedule. Successful reform requires the involvement of many participants, including the Secretariat, departments and agencies, and bargaining agents.

Success has been incremental, but steady, because the expectations and interests of the participants must be reconciled, the nature of public service work is complex, the number of expert classification practitioners is limited, and the participants must balance the resources they can devote to classification modernization with other priorities. In such a context, a key challenge for the Agency is to work with other participants to leverage the opportunities and to determine the pace of classification modernization in coming years.

### **3.1.3 Establish effective and integrated HR planning and accountability systems**

#### ***Context and commitments...***

To deliver effective and quality services to Canadians, it is critical that departments and agencies be supported by a productive, principled, sustainable and adaptable workforce, grounded in Public Service values and ethics, representative of the population it serves, and effectively led in a workplace that is fair, enabling, healthy and safe.

To this end, departments and agencies need to be supported by effective HR planning and accountability systems covering all aspects of HR management—from staffing the right people at the right time and at the right place, to ensuring that employment equity, official languages, and workplace well-being requirements are constantly met. Indeed, effective HR planning is the foundation for integrating business and people management, as well as understanding the current and future needs of departments and agencies and the Public Service as a whole.

However, as pointed out in several reports of the Auditor General over the past years, there was a widespread recognition that considerable capacity building is required in these areas. In fact, the need to modernize HR planning and accountability systems has never been so important. This is particularly true with the implementation of the PSMA, which points to the importance of identifying current and future needs, both at the organizational and the Public Service-wide level, and requires that an annual report be tabled in Parliament on the health of HR management in the Public Service. The enhanced flexibility for managers, resulting from the PSMA must be balanced by new safeguards, clarified roles and strengthened accountability. Similarly, modern and more flexible staffing processes must be supported within organizations by sound HR planning that is integrated with business planning.

In addressing these challenges, priorities and plans set out for 2004–05 were as follows:

**2004–05 Priorities and Plans**

**Time  
Frame**

• **HR planning capacity in departments is renewed and integrated with operational planning**

- |  |         |
|--|---------|
| ○ Systematic approaches and tools are implemented within departments and agencies  | 2004–05 |
| ○ The Agency research capacity is enhanced to facilitate departmental HR planning and identification of the current and future needs of the Public Service in support of government priorities               | 2005–06 |
| ○ A Centre of Excellence in HR planning is developed that departments and agencies can contact for advice, up-to-date information on HR planning tools, and best practices and/or on-site support            | 2005–06 |
| ○ A government-wide central information warehouse is set up to provide HR information in support of more effective research, policy, planning, monitoring and reporting activities across the Public Service | 2006–07 |

• **Effective and integrated accountability systems are in place**

- |  |         |
|--|---------|
| ○ HR management performance indicators are developed to support performance monitoring against consistent standards across the Public Service, and to underpin reports to Parliament | 2004–05 |
| ○ Clearer, simpler, results-based HR management policies and instruments are implemented within departments and agencies   | 2004–05 |
| ○ Consistent with the Management Accountability Framework, a results-based approach to the accountability of deputy ministers for HR management is developed                         | 2004–05 |
| ○ Key HR performance information is made accessible across the Public Service through a reporting system using available technology  | 2006–07 |

***Main achievements...***

Fiscal year 2004–05 has been a turning point for rebuilding HR planning and accountability capacities across the Public Service. A new foundation is being established and results are becoming apparent for departments and agencies. 2005–06 will represent the first year of the integrated HR and business planning cycle.

An interdepartmental HR planning working group was established in November 2003. This working group, supported by the Agency, conducted comprehensive research and held extensive consultations across the country with all stakeholders, including line managers, HR professionals and corporate planners, to develop flexible HR planning tools and to define the requirements and priorities for rebuilding effective HR planning capacities in departments and agencies.

As a direct result of the research and consultations, the Integrated HR and Business Planning Calendar and Checklist, were developed and validated by stakeholders for organizations to adapt or adopt outright. The *Integrated HR and Business Planning Tool Kit* was launched in January 2005. The Tool Kit was distributed across the Public Service and after the launch, information sessions were held across the country in early 2005 to promote the Tool Kit. The Tool Kit will now be marketed on an ongoing basis, including regular follow-up with users, and the sharing of lessons learned and promising practices with all stakeholders.

In partnership with the Canada School of Public Service, the Agency initiated the development of a comprehensive HR planning curriculum as an integral part of the core learning requirements for managers and HR professionals. Learning and training tools are being developed and an updated HR planning course is being designed.

As planned, the Agency has also begun to enhance its research capacities and establish a Centre of Excellence. In enhancing its research capacity the Agency is moving to a cutting-edge HR management research and analysis capability, which is equipped to produce annual HR environmental scans, system and functional community-wide assessments of current and future HR needs, demographic analyses, and census and thematic surveys. A key objective is to keep abreast of developments in HR planning as well as to continuously provide departments and agencies with relevant, reliable and timely value-added HR information, tools, promising practices, advice and support. The Agency has also established a Portfolio Management team to provide a single, integrated and coherent approach to providing support to departments and agencies in the areas of HR planning, accountability, reporting and employment equity.

In addition, the Agency has initiated the Employee Passport project to develop a capability to securely transfer electronic employee records between departments. This new capability is a foundation project that ultimately will lead to the creation of a central Public Service Employee Database, planned for 2006–07. This central database will be the HR central information warehouse accessible by all departments and agencies across government. It will be instrumental in supporting effective and integrated HR planning and accountability systems across the Public Service.

Finally, good progress was made in establishing **effective and integrated HR accountability systems** across the Public Service using an outcomes-based model that identifies seven key elements. A core set of indicators to support monitoring against consistent standards for all departments and agencies, including central agencies, has been developed. The guide for implementation was rolled out to all departments and agencies this summer.

These performance measures will be linked with all HR policies for clearer and more results-based instruments. They will also serve as a foundation for preparing the first annual report to Parliament on the administration of the government's HR management responsibilities as well as supporting the legislative review of the PSMA five years from now. It is intended to strengthen transparency and accountability on the performance of human resources management across the Public Service and support continuous improvement in this area, thereby improving service to Canadians. The requirement for this new annual report is providing an excellent opportunity to develop a more integrated approach to reporting that will minimize the number of

times departments and agencies are asked for data. The first report will be tabled in the autumn of 2006.

***Main challenges ahead  
and next steps...***

Building capacities at the government and departmental levels takes time and much remains to be done.

Looking ahead, as pointed out in our 2005–06 *Report on Plans and Priorities*, the Agency will continue to build on the foundation established last year. Our priority is to improve the integration of the reporting requirements of departments and agencies—such as those related to Employment Equity and Official Languages—as well as ensure better compatibility of HR information systems and data.

However, like any major transformation that affects all departments and agencies, sustaining change will be as challenging as initiating it. Continuous engagement by senior executives and ongoing investments in both people and systems will be key success factors. Significant potential changes to the way government internal services are provided, as well as the impact of expenditure review decisions on departmental priorities, will add to the overall complexity of delivering on the above priorities.

### **3.2 An effective, ethical leadership, and a quality work environment**

The 2004–05 priorities and plans set by the Agency to achieve this program activity were articulated around the following two key results areas:

- **The fostering of strong, effective, and ongoing leadership renewal**
- **The promotion and reinforcement of Public Service values and ethics**

Financial and human resources devoted to this program activity were as follows:

	Planned Spending	Total Authorities	Actual Spending
<b>Financial Resources</b> (thousands of dollars)	\$51,316	\$51,356	<b>\$49,958</b>
<b>Human Resources</b> (full-time equivalents)	171	N/A	<b>163</b>

### 3.2.1 Foster strong, effective, and ongoing leadership renewal...

#### *Context and commitments...*

Competent, ethical, accountable, vibrant leadership is a key success factor in modernizing HR management and re-establishing trust in the Public Service.

In recent years, however, high-profile public events have demonstrated the need to enhance how we recruit, develop, support and reward leaders at all levels. At the same time, in a fast-paced and changing environment, public service leaders have to demonstrate more diverse knowledge and skills than ever before; be able to adapt to changing roles; manage change and deliver ongoing operations; and sustain a climate of trust by fostering transparency, accountability and adherence to the highest ethical standards.

Such requirements are also essential in the context of the implementation of the PSMA. With the PSMA, managers will be given more responsibility and, in turn, will be held accountable for their management decisions. It is therefore critical that they clearly understand their new responsibilities and how to discharge them.

While departments and agencies are in charge of developing leadership in their respective organizations, the Agency—through its [Leadership Network](#)—is responsible for developing and supporting leaders from a government-wide perspective. This requires an integrated approach to leadership development that supports the “leadership continuum” of the federal public service, from first-level supervisor to deputy heads. This is why, since April 1, 2004, all leadership development programs have been consolidated under the responsibility of the Agency, which now has the organizational capacity and expertise to manage all these programs in a more integrated and coherent manner.

In addition, the Agency supports and monitors the collective management of the Assistant Deputy Minister community, for the development of, and advice on, Executive group organization and classification policy and the classification of all EX-4 and EX-5 positions. Starting in 2004–05, it has also begun monitoring EX-1–EX-3 classification, in conjunction with the classification monitoring of other groups being conducted by the Agency. The Agency is also a centre of expertise for the management of policies related to executive compensation, benefits, performance, and working conditions. Finally, it provides guidance and advice on the Performance Management Program for the Executive group and monitors its implementation in over 70 departments and agencies.

In this context, priorities and plans set out for 2004–05 were as follows:

<b>2004–05 Priorities and Plans</b>	<b>Time Frame</b>
<ul style="list-style-type: none"><li>• <b>Core learning, including Public Service orientation, and mandatory elements for finance and HR management are identified</b> (minimum knowledge standards for employees and managers at all level are identified)</li></ul>	2004–05
<ul style="list-style-type: none"><li><ul style="list-style-type: none"><li>○ The core learning framework is implemented and further developed</li></ul></li></ul>	2005–07
<ul style="list-style-type: none"><li>• <b>Competencies expected of managers are more clearly defined and are linked to management accountabilities</b></li></ul>	2004–05
<ul style="list-style-type: none"><li>• <b>The Performance Management Program for executives is reviewed and recommendations are provided to Treasury Board</b></li></ul>	2004–05
<ul style="list-style-type: none"><li>• <b>A framework is developed to integrate leadership development programs into a continuum reflecting the current and future needs of the Public Service, with a focus on the finance and HR management communities</b></li></ul>	2004–05
<ul style="list-style-type: none"><li><ul style="list-style-type: none"><li>○ Leadership programs are integrated and implemented</li></ul></li></ul>	2005–07
<ul style="list-style-type: none"><li>• <b>Tighter controls on the classification of executive positions are put in place</b></li></ul>	2004–05

***Main achievements...***

As pointed out in the table above, one of the Agency's key priorities relating to leadership in 2004–05 was to focus on streamlining and enhancing the core learning requirements and competencies for leaders—including more clearly defined competencies and required training with increased focus on financial and HR management, and values and ethics.

In achieving this priority, significant progress was made in 2004–05 and plans are well advanced.

First, a **required training strategy**, within the context of an overall Learning Policy Framework, has been developed with the Secretariat, the Canada School of Public Service and the Public Service Commission of Canada. This strategy is articulated around three pillars: an orientation for all new employees—to help them understand the roles and values of the Public Service in government; the professional development and/or certification of functional specialists—including HR professionals, financial officers, internal auditors as well as procurement, material management and real property specialists; and, finally, a management training for managers at all levels—to upgrade their management skills and strengthen core knowledge about legal responsibilities, in particular, for those related to finance, HR, and values and ethics. It is expected that this strategy will be ready for implementation in fiscal year 2006–07.

In addition, a framework for the orientation of new employees and a compendium of knowledge for Management and Accountability in the Public Service of Canada were developed and validated through regional consultations. These will be published in 2005. The compendium will



be instrumental in the identification of mandatory elements for finance and HR management. This work will be completed in 2005–06.

In relation to the **review of leadership competencies**, a model—based on academic research, best practices and lessons learned in the private and public sectors—was developed and adopted. Expected behaviours for each level of the leadership continuum (from deputy ministers to supervisors) were identified and a revised Leadership Competencies Profile, with linkages to the Management Accountability Framework, was developed. Competencies were updated and simplified from 14 to 4. The new profile will be rolled out across the Public Service in the coming year.

Another important achievement in 2004–05 was the completion of the **review of the Performance Management Program for executives**. As a result of this review changes were introduced to increase the rigour of the system, simplify the program, communicate its intent more clearly and provide departments and agencies with greater flexibility to meet specific needs. Performance pay for executives whose performance clearly surpasses expectations and who earn a “bonus” will be differentiated from those who met expectations. The Agency officially announced the changes in March 2005.

As planned, extensive consultations on the **alignment of the corporate development programs** were also carried out with numerous stakeholders. As a result of these consultations, a new vision and draft framework for the alignment and possible integration of various facets of these programs were developed and shared with key stakeholders. The framework was approved and these programs are being integrated into a leadership continuum from first-level supervisors to deputy heads. In response to the current and future needs of the Financial community, MTP and CAP launched pilot projects to identify and recruit high-potential individuals for accelerated, tailored development that will help them attain managerial or EX positions in the Finance community. They are also being refocused to be more flexible and responsive to the needs of departments and functional communities. As planned, the aligned programs will be implemented in a phased-in approach this year and next year.

At the same time, in response to the current and future needs of the Financial community, leadership development pilot projects were launched to identify and/or recruit high-potential individuals for accelerated, tailored development that will help them attain managerial or executive positions in the financial community. Similar pilot projects are being considered for other functional communities, including HR management and Audit specialists.

Finally, as a follow-up to the commitment made to establish tighter controls on the classification of executive positions in 2004–05, the Agency has introduced a formal ongoing monitoring program for classification of all EX-1 to EX-3 positions (EX-4 and EX-5 positions continue to be reviewed and approved by Treasury Board ministers). This activity will now be ongoing and involve the Agency in monitoring up to 80 EX positions in small agencies, in conjunction with the monitoring of non-EX positions. In addition, the position evaluation plan was updated with new benchmarks reflective of current relativities of EX positions in the Public Service. This will contribute to the ongoing maintenance of the overall integrity of the system.

***Main challenges ahead  
and next steps...***

Ensuring that leaders are well equipped to carry out their responsibilities effectively and with integrity requires ongoing commitment and course correction involving all our partners and the engagement of senior officials.

Looking ahead, as detailed in its 2005–06 *Report on Plans and Priorities*, the Agency will build on the strategy set out last year. It will focus on streamlining and enhancing the competencies and learning requirements for leaders; monitor the classification of executive positions; integrate and modernize the leadership development programs; develop an HR Management Framework for the EX community; review the Terms and Conditions of Employment for the EX community; review the way the ADM community is managed; and build the capacity within the Agency to assume a more proactive role in HR Planning for the Leadership cadre of the Public Service.

**3.2.2 Promote and reinforce Public Service values and ethics...**

***Context and  
commitments...***

The Results for Canadians framework explicitly recognizes the Government of Canada's commitment to managing its business according to the highest Public Service values. Indeed, a strong culture of values and ethics is fundamental to the Public Service and essential for maintaining public trust in government.

To this end, the Agency plays a leadership role in supporting ministers, public service leaders and public service employees in meeting their responsibilities to develop and sustain a strong culture of Public Service values and ethics. In particular, through its Office of Public Service Values and Ethics—which was established in November 2003—the Agency ensures that departments, agencies and the Public Service as a whole have in place the policies, tools, management infrastructure and practices required to ensure that Public Service values and ethics are reflected in daily practices and are an integral part of the government's performance management processes. In doing so, the Office of Public Service Values and Ethics acts as a centre of expertise for policy-making and advice on public sector values and ethics, including policies and strategies related to workplace well-being; develops and disseminates best practices, tools and training programs; ensures the establishment of a results-based accountability approach to values and ethics; and monitors the performance of departments and agencies.

As expectations and pressures for a more transparent and accountable Public Service increase, the role of the Office of Public Service Values and Ethics has become even more central. In particular, it works to enhance employee awareness and understanding of the new *Values and Ethic Code for the Public Service*, including related policies such as the *Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace* and the *Policy on the Prevention and Resolution of Harassment in the Workplace*. It is also supporting the Government in developing Bill C-11, the proposed *Public Servants Disclosure Protection Act* currently before Parliament.

In this context, priorities and plans set out for 2004–05 were as follows:

## 2004–05 Priorities and Plans

## Time Frame

- **Through a comprehensive and sustained roll-out strategy for the *Values and Ethics Code*, widespread employee awareness of obligations under the Code is achieved and Public Service values and ethics are integrated into the day-to-day operations of departments and agencies**
  - Awareness and learning programs are implemented in the Public Service 2004–05
  - Learning and communications materials for employees and managers are provided to departments and agencies 2004–05
  - Departmental experts in values and ethics are trained and have the materials, support and access to advice that they need to carry out their responsibilities 2005–06
- **Additional support is provided to departments and agencies for meeting their accountabilities**
  - Performance indicators for values and ethics are adopted and a measurement and evaluation cycle is implemented 2005–06
  - Values and ethics policies and policy advice services are improved 2004–05
  - Standards case management protocols are established 2004–05
- **A government-wide governance infrastructure for Public Service values and ethics is established** 2004–05
- **Support is provided to government to develop new options for a disclosure regime, including legislation**
  - Creation of the new regime is supported and policies and instruments are updated 2004–05
  - The new disclosure regime and other related new instruments are promoted and integrated into management practices 2005–06

### *Main achievements...*

Created in November 2003, the Office of Public Service Values and Ethics underwent a period of organization and growth in 2004–05. Despite this, the Office made significant progress in fulfilling each of its key responsibilities.

Indeed, following the distribution of the new *Values and Ethics Code* to more than 160,000 public service employees in the fall of 2003, **the following broad series of awareness and learning events and tools were implemented in 2004–05:**

- A new and updated Web site was launched (<http://www.hrma-agrh.gc.ca/ove-bve/>). Among other features, the site now includes an expanded advice section on policy interpretation
- A workshop and facilitators guide—developed in co-operation with the Canada School of Public Service—was made available to all departments and agencies through the Web. This tool assists departments in organizing sessions to improve public servants’ understanding of the content of the *Values and Ethics Code*, how it applies in specific cases, how it can be applied in the context of their work, its implications for them, and the roles, responsibilities and avenues of resolution that exist with respect to the Code

- A variety of other communication products (applied learning video suite, brochures, aide-memoire cards, etc.) on the *Values and Ethics Code* and the Anti-Harassment and Internal Disclosure policies were developed and distributed to departments and agencies
- The Office of Public Service Values and Ethics participated in a large number of public service events across the country to improve the awareness and understanding of the Code and values-based HR policies among key groups of employees and managers
- A Welcome Kit was distributed to senior officials (i.e. the person in each department responsible for assisting public servants in resolving issues arising from the application of the Code) to introduce them to their roles and responsibilities, provide relevant supporting resources and assist them in providing effective guidance to employees

The Agency also made significant progress with respect to supporting departments and agencies in meeting their **accountabilities** for Public Service values and ethics. In particular, the Office developed a draft Values and Ethics Results Roadmap that, when finalized, will assist departments and agencies in managing, measuring and improving their performance with respect to values and ethics. Consultations on the Roadmap were initiated in 2004–05 and will continue through 2005–06. At the same time, a departmental liaison strategy was developed and applied to identify key areas of risk and best practice. The liaison strategy is being used as the basis for the engagement of departments and agencies on their performance and improvement plans for values and ethics in their organization. The Office also contributed to the annual assessment of the performance of approximately 50 selected departments and agencies against the values and ethics portion of the Management Accountability Framework.

In 2004–05, the Agency found itself responding to an increasing volume of requests from departmental officials for assistance in interpreting and applying Values and Ethics policies. To ensure the consistency and quality of the advice provided, a standard case management protocol was drafted. Bi-weekly “case-management” meetings were instituted and a database of requests for policy advice has been developed as a reference tool for improving the consistency and quality of policy advice provided by the Office and in identifying and tracking the trends in the areas of advice being sought.

In addition to improving the quality of policy advice services provided, the Office of Public Service Values and Ethics initiated a number of projects in 2004–05 that will assist the Treasury Board in improving its suite of values and ethics policies and programmes. In particular, the Agency:

- Began a review of the Harassment Management System, including the Policy on the Prevention and Resolution of Harassment in the Workplace
- Led a joint pilot project designed to help identify the key elements of a results-based approach to improving workplace well-being in public service organizations, and
- Assessed the need for changes to the Policy on the Indemnification of, and Legal Assistance for, Crown Servants

To help ensure that the overall values and ethics management agenda is properly directed, an interdepartmental Advisory Council on Public Service Values and Ethics was established in 2004–05 as a key component of a new **government-wide governance infrastructure** for Public Service values and ethics. The Advisory Council provides strategic leadership and oversight in the development and implementation of the values and ethics agenda for the Public Service of Canada. Quarterly meetings of the departmental Senior Officials for the *Values and Ethics Code* were also instituted to further support their professional development and promote a common approach to advice on, and management of, values and ethics across government.

Finally, one of the Agency's key achievements in 2004–05 was the effective support it provided to the Government in developing **Bill C-11, the proposed *Public Servants Disclosure Protection Act***. Bill C-11 establishes mechanisms for the disclosure of wrongdoing in the public sector, including Crown corporations, and protections for public servants who make disclosures while ensuring a fair process for those against whom allegations are made. The Bill was originally tabled as Bill C-25 in March 2004. Following the election, the Office supported the government in reviewing, revising and re-tabling the legislation in the form of Bill C-11. A number of significant changes were made to the Bill to address key concerns raised during the initial parliamentary review of Bill C-25, including strengthening the powers of the neutral third-party responsible for investigations, strengthening confidentiality provisions and ensuring bargaining agents will be consulted on the development of a Code of Conduct for the federal public sector. While the Agency had originally indicated policies and instruments related to Bill C-11 would be updated by the end of 2004–05, this has been delayed pending the final approval of Bill C-11 by Parliament.

***Main challenges ahead  
and next steps...***

Changes to the legislative and policy framework that supports Public Service values and ethics could be delayed or significantly modified depending on the parliamentary process and the outcome of major reviews such as the Commission of Inquiry into the Sponsorship Program and Advertising Activities.

Looking ahead, as detailed in the Agency's 2005–06 *Report on Plans and Priorities*, the Office of Public Service Values and Ethics will continue to build on the foundation established last year. In particular, this includes ensuring that the Public Service as a whole, as well as individual organizations, consolidate the infrastructure and resources required to proactively and effectively manage values and ethics issues; further developing employees' understanding and internalization of Public Service values and ethics; and establishing a results-based roadmap to organizational performance in values and ethics. At the same time, continued support will be given to improve and/or introduce new policy instruments, as well as to complete the development of the new disclosure regime for wrongdoing in the workplace.

### 3.3 A representative and accessible Public Service

The 2004–05 priorities and plans set by the Agency to achieve this program activity were articulated around the following two key results areas:

- **Achieve and preserve employment equity commitments**
- **Achieve and preserve official languages commitments**

Financial and human resources devoted to this program activity were as follows:

	Planned Spending	Total Authorities	Actual Spending
<b>Financial Resources</b> (thousands of dollars)	\$15,353	\$15,055	<b>\$14,951</b>
<b>Human Resources</b> (full-time equivalents)	90	N/A	<b>110</b>

#### 3.3.1 Achieve and preserve employment equity commitments...

##### *Context and commitments...*

The federal public service must draw on the talents of the entire population and build a workforce that truly reflects Canada's ethnic and cultural diversity. To this end, the *Employment Equity Act* requires that the Public Service of Canada, the country's largest employer, become a representative workplace with respect to the employment of persons in the four employment equity-designated groups: women, Aboriginal peoples, visible minorities and persons with disabilities. The Public Service also seeks to become a more inclusive workplace in which designated group members and all employees have an opportunity to participate fully in serving Canadians with excellence. The overall objective is to remove barriers to employment and advancement of the designated groups and to use positive measures to increase their representation and participation in the workforce.

In partnership with the Public Service Commission of Canada, the Agency has the lead responsibility for supporting implementation of the Act and ensuring the integration of its principles and goals into all aspects of HR management. Thus, the Agency's HR Planning Accountability and Diversity Branch develops employment equity policy directives and guidelines; communicates program objectives and priorities; helps departments and agencies by developing and disseminating successful practices, instituting programs, developing tools and building departmental capacity through workshops and information sessions; gives advice on the Act and other employment equity-related issues; monitors performance of departments and agencies; and reports progress to Parliament through annual reports.

In this context, priorities and plans set out for 2004–05 were as follows:

2004–05 Priorities and Plans	Time Frame
<ul style="list-style-type: none"> <li>• <b>The Public Service is representative and inclusive</b> <ul style="list-style-type: none"> <li>○ Provisions of the <i>Employment Equity Act</i> are set out to ensure that the employer's obligations to accommodate persons with disabilities and other designated groups are continuously being met</li> <li>○ Continued assistance is provided to departments and agencies in accelerating progress on the <i>Embracing Change Action Plan</i>, particularly for entry into the EX and EX feeder-group levels</li> <li>○ Improvements are made in the representation of visible minorities and in their recruitment rates, both for term appointments of over three months and for indeterminate appointments</li> <li>○ Simpler, clearer, results-based policy instruments are developed and implemented</li> <li>○ PSMA and non-legislative HR modernization initiatives, including related planning and accountability systems and <i>Public Service Employment Act</i> staffing policies, are integrated with the <i>Employment Equity Act</i> to ensure that requirements are met in applying the new definition of "merit"</li> </ul> </li> </ul>	<p>2004–07</p> <p>2004–07</p> <p>2004–05</p> <p>2004–05</p> <p>2004–05</p>
<ul style="list-style-type: none"> <li>• <b>Results are more transparent and accessible to Canadians</b> <ul style="list-style-type: none"> <li>○ Improved monitoring, audit and reporting systems are established to make results more accessible and transparent to Canadians, including progress in achieving <i>Employment Equity Act</i> and <i>Embracing Change</i> objectives</li> </ul> </li> </ul>	<p>2004–05</p>

### *Main achievements...*

As detailed in the last annual report on employment equity for 2003–04, there has been significant progress on employment equity across the Public Service since the Act came into force in 1996.

Since the first annual report to Parliament a little over a decade ago, there continues to be strong statistical evidence that the situation for members of the designated groups has been improving—especially for women, Aboriginal peoples and persons with disabilities. Representation rates in the federal public service for these three groups have now surpassed our workforce availability goals.

However, there is still much to be done in improving the representation of persons in **visible minority** groups. Representation figures show that progress was made in 2004–05 and we are about three quarters of the way to our workforce availability goal. Nevertheless, recruitment rates have not met the 1-in-5 benchmarks set out by the *Embracing Change Action Plan*—an initiative endorsed by the Government in June 2000 to increase the representation and participation of visible minorities. As a result of this persisting challenge, preliminary evaluation of the *Embracing Change* initiative was completed in June 2004, following from which an *Embracing Change Future Directions* strategy is being developed.

In 2004–05, the Agency also launched a series of targeted initiatives to accelerate progress towards employment equity commitments. In collaboration with Human Resources and Skills Development Canada, the Agency conducted engagement sessions with visible minority and Aboriginal employees towards development of a strategy for creating a racism-free workplace.

Through the Employment Equity Fund, monies were also allocated to departments and agencies for projects that had a particular emphasis on visible minorities and persons with disabilities. These funds were targeted to common challenges faced by departments and agencies, promoting system-wide attainment of employment equity objectives and generally addressing the goal of becoming a more representative and inclusive federal public service.

Moreover, while the Agency focuses on **rebuilding HR planning capacities across the Public Service**, it has introduced measures to ensure that employment equity is systematically integrated into demographic analysis and the assessment of current and future needs of departments and agencies and the Public Service as a whole.

With regard to **policy improvements**, various communities and stakeholders throughout the Public Service are involved in the consultation on the revised Employment Equity and Duty to Accommodate policies. Both policies are currently being updated based on feedback received from ongoing consultations. The objective is to design clearer, more integrated, results-based policies. The Duty to Accommodate Policy will extend the “duty” to all four designated groups as well as those groups protected by the *Canadian Human Rights Act*. On an ongoing basis, the Agency provides guidance and direction to departments, managers and employees on employment equity obligations, and the Employment Equity and Duty to Accommodate policies.

Finally, with regard to **making results more accessible and transparent to Canadians**, the Agency monitors, on an ongoing basis, departmental and agency progress, results achieved and challenges in meeting the legislative requirements of the *Employment Equity Act*. This active monitoring regime includes departmental analysis of designated groups, intelligence from portfolio management, including departmental visits, and liaising with various communities and networks. Such monitoring enabled us to respond to emerging needs and to continue supporting departments and agencies in the integration of employment equity requirements into human resources and business planning exercises.

***Main challenges ahead  
and next steps...***

Keeping pace with the continually increasing diversity of Canada’s population and workforce is a challenge, but it also presents an opportunity to demonstrate leadership through the implementation of employment equity.

The face of Canada is changing rapidly, particularly with the growing visible minority group in the Canadian workforce. Achieving and preserving employment equity commitments in the Public Service is about changing culture, mindsets, behaviours and practices and, therefore, is a long-term program that requires continued, consistent, focused efforts such as those embodied in *Embracing Change*.



### 3.3.2 Achieve and preserve official languages commitments...

#### *Context and commitments...*

Canada is not the only country with two official languages. However, what distinguishes it from other countries is the path it has followed in adopting bilingualism. This typically Canadian approach—set out in the *Official Languages Act*—testifies to our fundamental values and to our desire to truly reflect these values in our public life. The *Official Languages Act* commits the government to serve Canadians in the official language of their choice (Part IV); to enable employees in bilingual regions to work in the official language of choice (Part V); and to ensure equitable participation of English- and French-speaking Canadians (Part VI).

In support of these commitments, the Agency—through its *Official Languages Branch*—develops and co-ordinates federal policies and programs concerning service to the public, language of work and the participation of English-speaking and French-speaking Canadians. The Agency oversees federal institutions' compliance with obligations of the Act by monitoring and conducting audits and evaluating the effectiveness and efficiency of their programs, and it prepares the annual report to Parliament.

Moreover, the Agency is a key player in the implementation of the Exemplary Public Service component of the *Action Plan for Official Languages*—a five-year plan announced by the Prime Minister in March 2003 to provide new momentum for Canada's linguistic duality. As part of this Action Plan, the Agency also manages the Official Language Innovation Program to support institutions and federal regional councils in the implementation of innovative projects that have a ripple effect in promoting official languages.

Finally, in carrying out its responsibilities, the Agency works closely with numerous partners, including the Public Service Commission of Canada, the Canada School of Public Service, Canadian Heritage and all of the 196 institutions subject to the Act.

In this context, priorities and plans set out for 2004–05 were as follows:

2004–05 Priorities and Plans	Time Frame
<ul style="list-style-type: none"><li>• <b>Service and accountability to Canadians with regard to official languages are improved</b><ul style="list-style-type: none"><li>○ Strengthened monitoring and reporting systems, encompassing performance indicators and assessment tools, are in place to make results more accessible and transparent to Canadians</li><li>○ Simpler, clearer, more accessible, results-based policy instruments are developed</li><li>○ Continuing support is provided to institutions to ensure that official languages are an integral part of operations and that bilingual service delivery to Canadians is enhanced, in particular through innovation and support for cultural change</li></ul></li></ul>	<ul style="list-style-type: none"><li>2004–05</li><li>2004–05</li><li>2004–07</li></ul>

**2004–05 Priorities and Plans (Cont'd)**

**Time  
Frame**

- **A stronger shared vision of a bilingual workplace and its underlying values is achieved**
  - Simpler, clearer, more accessible, results-based policy instruments are developed 2004–05
  - Continuing support is provided to institutions in promoting the use of official languages in the workplace, in particular through innovation and support for cultural change 2004–07
- **Targets are achieved for increasing bilingual capacities within the executive and executive feeder groups, thereby fostering, in bilingual regions, the use of both official languages in the workplace** 2004–07

***Main achievements...***

In the wake of the *Action Plan for Official Languages*, new steps have been taken in the renewal of the Official Languages Program. As depicted in the recent *Annual Report on Official Languages* for 2003–04, our vision of instituting cultural change is taking shape. 2004–05 continued on this path and, as detailed below, progress has been made in each of the priority areas identified last year.

In particular, plans **to strengthen the monitoring and accountability systems in the area of official languages** are well advanced. In 2004, we adopted a new approach to optimize our monitoring and audit activities. This approach involves a new cycle and a new system for measuring the overall linguistic performance of institutions, which will make it possible to obtain results that better reflect the actual situation. The approach will be more strategic by targeting problem cases and topical issues. Moreover, results published in the annual report to Parliament will be more relevant and will strengthen our contribution to the accountability framework announced in the Action Plan. This new approach also includes an official languages management dashboard that provides a clear portrait of the situation in each institution. It consists of quantitative and qualitative data and provides information on audits and on overall issues identified through monitoring activities. A pilot is underway.

With respect to the **development of clearer, more accessible results-based policy instruments with regard to official languages** commitments, several key initiatives were undertaken and/or implemented in 2004–05.

Indeed, as part of the *Action Plan for Official Languages*, in 2003 the Agency launched a review of its official languages policies. The purpose of the review is to update the policies, reduce their number, focus on results, adapt them for posting on the Web and include performance indicators.

The policy review is progressing well. The first phase dealt with language of work, the linguistic identification of positions, the staffing of bilingual positions, language training and learning retention, and the equitable participation in the federal public service of the two official language communities. All these enhanced policies came into effect on April 1, 2004.

On the basis of the new policy instruments on language of work and HR management, the policy instruments on communications with, and services to, the public, and on the use of Web sites and electronic communications have been reviewed in 2004–05. These policies come into effect on July 15, 2005. They deal with the linguistic obligations of federal institutions in the area of communications in order to ensure that the public is served in the official language of its choice. They also aim to ensure that the workplace is conducive to the effective use of both official languages by employees located in regions designated as bilingual for language-of-work purposes. During this policy review, the Branch consulted a number of stakeholders, including members of the federal councils' official languages committees, the Fédération des communautés francophones et acadiennes du Canada, and the Quebec Community Groups Network.

In addition, to further support institutions in delivering bilingual services to Canadians, an evaluation tool has been posted through the Web to assist managers to determine the minimum number of employees required to provide services in the official language chosen by clients, based on the institution's specific circumstances. An electronic survey was also developed to help the institutions evaluate internal client satisfaction. The survey includes an official languages component and can be adapted to the needs of the institutions. The survey will be available to departments and agencies through the Web in 2005–06.

At the same time, **to support institutions in ensuring that official languages are an integral part of their operations**, the Action Plan for Official Languages has allocated \$14 million over five years (2003–08) to the Official Languages Innovation Program in order to support innovative pilot projects that have a ripple effect in promoting official languages, whether in terms of service to the public, language of work or a representative public service. Reactions from institutions and regional councils have been positive and the Innovation Program has been a tremendous success. In 2003–04, \$800,000 was allocated for 18 projects, and in 2004–05, 25 other projects were approved for a total of \$1.8 million. The third phase, for fiscal year 2005–06, was launched in December 2004, and over 50 projects were submitted. The Steering Committee met in February 2005, and 32 projects were approved for a total of \$2.8 million. The fourth and fifth years are each expected to receive \$3.8 million in funding.

With regard to **increasing bilingual capacities within the executive and executive feeder groups**, the Action Plan for Official Languages has allocated \$2 million over five years (2003–08)—\$400,000 per year—for activities targeting the recruitment of bilingual candidates in the federal public service. A memorandum of understanding between the Agency and the Public Service Commission of Canada was signed in 2003 and a five-year plan was developed. It includes planning activities as well as organizational support; improvement of the Public Service Commission of Canada's Web site; partnerships with learning institutions at the secondary and university levels to promote the importance of linguistic duality; open houses for the target audiences, awareness building for managers and HR specialists; and, finally, promotion of career opportunities within the federal public service. At the same time, the Quebec Federal Council received funding through the Innovation Program to launch its project, *Linguistic duality: A matter of the heart and the mind*. The plan includes the development of a strategy to improve recruitment of Anglophones into the Public Service of Canada in Quebec.

Achievements in this area for 2004–05 also include the creation of a DVD illustrating what it means to be bilingual in the Public Service. This communication tool was very successful with users in the HR field and with clients. Activities such as partnerships with learning institutions at the secondary and university levels to promote the importance of linguistic duality are also underway, and open houses for the target audiences are planned.

Finally, the Agency holds regular meetings with the official languages networks (departmental champions and managers responsible for official languages) in order to promote the Official Languages Program, help institutions stay informed about priorities and good practices, and ensure that official languages are an integral part of decision-making processes and service delivery. The Agency regularly consults these groups. (The policy review is a good example.) The members of the two networks pass this information on to their respective organizations. In addition, last year, the departmental network of managers responsible for official languages invited members of the network of HR managers to its annual retreat as part of an integration initiative of various networks, targeting cultural change.

***Main challenges ahead  
and next steps...***

Establishing and sustaining an exemplary public service relating to official languages requires integrating strong respect for linguistic duality into employees' daily activities, whether they interact with their colleagues or with Canadians. This is an ongoing challenge that requires continuous, consistent, focused efforts. Indeed, despite significant progress reported since the enactment of the *Official Languages Act* more than 35 years ago, achievements in some areas remain fragile. In particular, rights and obligations are still misunderstood, and there are misperceptions about legal and policy requirements within and outside the Public Service. The number of executives and related feeder group members who are bilingual still has to grow. French continues to be underused as a language of work in bilingual regions; and it is essential to ensure that supervisors in these regions are bilingual so employees can exercise their right to work in their preferred official language. Respect for Canada's official languages must be reinforced as being intrinsically linked to our values of inclusion and respect in order to achieve bilingualism in the workplace and give Canadians quality services. This emphasis is especially important as the Government moves forward with electronic services, single-window service points, and integration with other partners and levels of government.

### **3.4 Agency administration—A highly performing and sustainable organization**

***Context and  
commitments...***

As explained in the introduction, the creation of the Agency is anchored in the necessity to rejuvenate, strengthen and modernize HR management in the Public Service, in particular through implementation of the PSMA. However, the success of such a modernization effort requires, first and foremost, a cultural change that must be accompanied, in day-to-day business, by a new type of relationship with unions and an effective shift of authority from HR professionals to line managers, and from central agencies to deputy heads. This is a new way of doing business and a new model for the relationship between the Agency and all its partners.

Indeed, traditionally, central agency monitoring is described as “rule driven” and “enforcement oriented.” This is the intent of neither the PSMA nor the Agency. On the contrary, the Agency has the dual role of enabling departments and agencies to meet the new standards for HR management while acting as an oversight agency with monitoring and reporting systems designed to aid and facilitate HR management accountability and transparency in a spirit of continuous program improvement.

In this context, the new Agency must be recognized as a model, both externally, as a central agency, and internally, as a department. The Agency must “walk the talk” and be an agent of change. It must establish an affordable, highly performing, accountable organization; work effectively with all partners in a constructive manner; add value to all departments and agencies; demonstrate innovative and responsible leadership; and practice simplicity and clarity. Finally, but just as importantly, it must demonstrate the benefits of the PSMA in its own organization, implementing the vision, objectives and principles of modern HR management, including a more holistic approach toward integrated HR management disciplines, programs and services.

In other words, the Agency must lead by example so that it can exemplify the modernization principles across the Public Service, and use this experience as a learning opportunity to work more effectively and efficiently with all its partners.

#### ***Main achievements...***

Since the creation of the Agency in December 2003, fiscal year 2004–05 was the first full year of operation. Significant progress has been achieved in establishing the new organization. From the beginning, all staff have been regularly engaged in town hall meeting, retreats and transition working groups, set to encourage the sharing of views and concerns, and to facilitate direct participation and engagement in the construction and development of the new organization. During the first months, the bases for the new Agency’s mission, vision, managerial principles and organizational structure were established, including the production of the Agency’s first *Report on Plans and Priorities* for 2004–05 and the design of its new Management, Resources and Results Structure, which articulates and aligns activities, programs, resources and expected results to the Agency’s strategic outcome and related key priorities.

Throughout 2004–05, continued efforts were made to engage and support the Agency’s staff in this transition. A comprehensive survey on workplace well-being was conducted to provide the Agency with a solid base for providing essential research insights into the “drivers” of workplace well-being and enabling it to adopt results-based approaches to organizational improvements. Results of this survey will be available in the fall of 2005. In addition, a change management and organizational development team was established within the Agency to assist each branch in implementing changes, both internally and externally.

With respect to corporate services, the Agency sought efficiency and cost-effectiveness by entering into a service agreement with the Department of Finance Canada and the Secretariat to share common corporate systems and services, covering specific needs in the areas of accounting, accommodation, security, information technology and HR management. At the same

time, the Agency continued to build expertise in strategic functions, including communication, finance, internal audit, strategic planning and HR management.

The Agency placed particular emphasis on instituting PSMA principles and new standards and mechanisms to lead, manage and develop its HR in an integrated manner horizontally and vertically.

In support of this integration, and recognizing that HR is a management responsibility that also requires the full participation of employees, their representatives and service providers (e.g. HR advisors), the Agency created an HR Management Committee (HRMC) to provide strategic guidance and direction with respect to HR management in the organization and to identify opportunities to better integrate business, operational, financial and HR plans and requirements.

The entire management team and the HR service provider are members of the HRMC, which is regularly kept informed of progress in all disciplines and, in particular, with respect to employment equity, official languages and workforce renewal. In this regard, the Agency's employee population meets or exceeds labour market availability for almost all designated groups. As well, 98 per cent meet the official languages requirements of their positions. The management team is accountable for employment equity and official languages through performance management and compensation.

The HRMC also makes use of the data gathered from various sources to make any required adjustments or course corrections, including influencing decisions about staffing and recruitment. For instance, all Executive resourcing is discussed at HRMC before positions are created or staffing actions initiated. This not only ensures consistency and transparency, but also identifies opportunities to follow up on the succession plans. The HRMC was one of the first steps toward integrating better HR planning with business planning.

The Agency was also a forerunner in testing and applying the *Integrated HR and Business Planning Tool Kit* launched in January 2005 to support departments and agencies in this area.

In addition, all requirements for the coming into force of the *Public Service Labour Relations Act* and the *Financial Administration Act* were met, including implementation of a Labour Management Consultation Committee and an Informal Conflict Management System, which was done in consultation with employees and their representatives. In these forums and others, HR matters are discussed openly with employees and their representatives.

At the same time, the Agency began to make use of generic work descriptions and other mechanisms to increase economies of scale, improve staffing and support employee career mobility. More work is required in this area, however, and it is a priority for 2005–06. To support continuous learning and to recognize excellence, the Agency also introduced investments in non-statutory, in-house language training for employees who wish to maintain or improve their second language skills, and senior management adopted an awards and recognition policy and program.

The Agency also put in place an instrument to delegate HR authorities, including staffing, staff relations and learning, and adopted an HR governance model. In this model, each executive is accountable for HR management; this is noted as an ongoing commitment in their performance management agreements and, consequently, tied to their compensation.

Externally, the Agency also undertook a series of initiatives to improve the management of its relationship with all its partners. In particular, it established a new governance structure for HR management across the Public Service and put in place new mechanisms to better support co-operation, consultation and co-ordination between all partners, including central agencies, departments, agencies and unions. As such, an advisory committee composed of deputy ministers from the main departments and agencies as well as from central agencies was established. The membership of this committee includes the Privy Council Office, the Public Service Commission of Canada, the Secretariat and the Canada School of Public Service. It is the first committee of such stature entirely dedicated to HR management issues. It serves as an unparalleled forum for exchange, co-ordination and integration on all HR management issues and is the mechanism through which the Agency engages and ensures the co-ordination and commitment of all partners.

In addition, a number of deputy minister and assistant deputy minister HR advisory committees were created in connection with PSMA implementation. These committees played a key role in bringing about the progress made to date in the implementation of the PSMA. More specifically, an innovative approach and a new dynamic for union engagement were launched as part of PSMA implementation. The unions were, and are, engaged as never before and participate on various levels, including the Union Management Advisory Committee on PSMA implementation; the Deputy Minister committees on PSMA implementation; and the PSMA Implementation Secretariat.

Within the Treasury Board portfolio, the Agency also works very closely with the Secretariat and the Canada School of Public Service through several committees. The Agency also sits on the Canada School of Public Service Board of Governors.

Finally, another important accomplishment for the Agency in 2004–05 was the passage in Parliament of Bill C-8, which received Royal Assent on April 21, 2005. Bill C-8 confirmed the orders in Council that established the Agency and provided it with the legislative basis it needs to meet its new responsibilities and transform HR management across the Public Service.

***Main challenges ahead  
and next steps...***

Establishing the credibility of a new organization takes time, constancy and perseverance. After more than a year, improvements have already begun to be apparent both internally and externally. However, looking ahead, there are many challenges that the Agency will have to meet in order to successfully advance the Government's modernization agenda. A key success factor will be to sustain the engagement and close collaboration of all its partners and to continue to lead by example, ensuring the most efficient uses of its resources from the lowest to the highest priorities, constantly aligning its business lines to its strategic priorities; and, more importantly, delivering and reporting tangible results externally and internally. As a central agency, the Agency has its own challenges, as described in this report. As a department, it is affected, just as other organizations, by the new *Public Service*

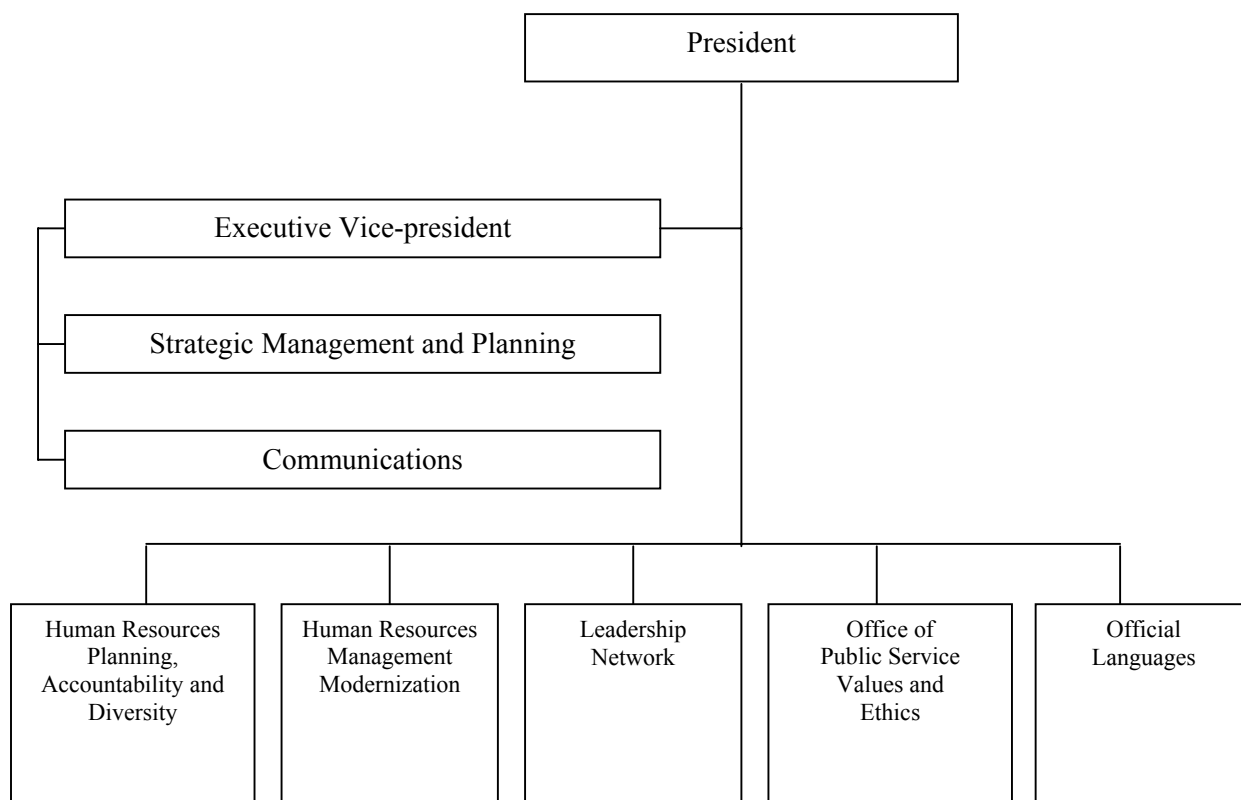
*Employment Act* that will come into force in December 2005 and must prepare to take on new staffing and recruitment responsibilities. The Agency will also be an active participant in the Central Agency Cluster internal services modernization initiative. Finally, it will also roll out its first HR plan integrated with its business plan and ensure that its employees have the tools, including the learning, they need to drive and implement the modernization agenda with effectiveness. In this regard, results from the workplace well-being survey will be instrumental in continuing developing a high performing Agency.



## **Section IV: Supplementary Information**

### **4.1 Organizational structure as of March 31, 2005**

**Public Service Human Resources Management Agency of Canada  
Organizational Structure (as at March 31, 2005)**



## 4.2 Departmental Performance Summary Table

Plans and Priorities from the 2004–05 RPP	Time Frame as Set in 2004–05 RPP	New in 2004–05 or Carried Over?	Plans Accomplished Yes/No?	On Time Yes/No?	Comments
---	----------------------------------	---------------------------------	----------------------------	-----------------	----------

HUMAN RESOURCES PROGRAM ACTIVITIES					
Modernized human resources management and strengthened accountability					
Implement the <i>Public Service Modernization Act</i>					
The staffing and staffing recourse system is modernized	2004–06	New	In progress	Progress as per plans	The new <i>Public Service Employment Act</i> (PSEA) is expected to come into force in December 2005. Preparatory work required to support the PSEA is well underway. It is expected that the project will remain on track and that all stakeholders will be ready for the new PSEA. It is also expected that the new Public Service Staffing Tribunal will be operational by year-end 2005.
The labour relations and dispute resolution system is modernized	2004–05	New	Essentially completed	Progress as per plans	The new <i>Public Service Labour Relations Act</i> (PSLRA) came into force on April 1, 2005. Departments and agencies are now ready to exercise their new roles and responsibilities. The preparatory work required to support PSLRA was completed on time, including the establishment in each public service organization of an Internal Labour Management Consultation Committee. The Informal Conflict Management System (ICMS) is continuing to be developed and implemented.
Communication, learning and culture changes are implemented	2004–06 and ongoing	New	In progress	Progress as per plans	As planned, 2004–05 saw the beginning of extensive communication, learning and cultural change activities to engage and support all stakeholders in PSMA implementation. The engagement of stakeholders, in particular the Deputy Head and Assistant Deputy Head community, was a key success factor in the accomplishments made last year.
System changes are implemented	2005–06	New	In progress	Progress as per plans	As planned, a PSMA system change strategy and work plans are currently being developed. The Agency provided continuous leadership and efforts, with all stakeholders, to move to more cost-effective and integrated HR service delivery models.
Modernize the Public Service classification system					
Classification standards are modernized	2004–09	Carried over	In progress	Progress as per plans	As planned, the Agency completed the modernization of classification standards for several occupational groups and undertook feasibility studies and design initiatives for a number of other new standard modernization initiatives.

*Public Service Human Resources Management Agency of Canada*

Plans and Priorities from the 2004–05 RPP	Time Frame as Set in 2004–05 RPP	New in 2004–05 or Carried Over?	Plans Accomplished Yes/No?	On Time Yes/No?	Comments
Classification policies and guidelines are renewed	2004–05 and ongoing	Carried over	In progress	Progress as per plans	Key enabling policies and guidelines were updated and streamlined, and roles and responsibilities clarified. In particular, a new Classification System and Delegation of Authority policy and core policy guidelines came into effect and were posted on the Classification Modernization Web site in July 2004. Additional policy guidelines were completed and will be published in 2005.
Training programs and support services are provided	2004–07 and ongoing	Carried over	In progress	Progress as per plans	In 2004–05, tangible progress was made in rebuilding classification system capacity. In particular, this included the implementation of learning events and the provision of new instruments and Web-based tools to better support classification specialists, as well as completion of a mandatory training program in March 2004 and development of a new curriculum for classification for implementation in 2006.
Performance control systems are in place	2003–06 and ongoing	Carried over	In progress	Progressing satisfactorily	A new monitoring framework for classification was tested successfully last year and will be available for performance reporting in 2005–06. Horizontal reviews of specific occupational groups and target departments were completed as per plans. Initial work was also completed to capture fundamental costs on classification standards modernization activities and work is ongoing on a more comprehensive cost-tracking system. However, progress was slower than planned due to a change in mandate, increased workload and financial constraints.
<b>Establish effective and integrated HR planning and accountability systems</b>					
HR planning capacity in departments is renewed and integrated with business planning	2004–07	New	In progress	Progress as per plans	As a result of extensive research and consultations, an <i>integrated HR and Business Planning Tool Kit, Calendar and Checklist</i> have been developed and extensive outreach activities have been undertaken to ready the public service for its change. The Agency has been working with corporate planners and HR professionals in departments and agencies and with the business planners in TBS and has established a Centre of Excellence. Workshops for over 1,200 employees across the country on the Tool Kit were held to explain how to integrate business and HR planning. In partnership with the Canada School of Public Service, the Agency initiated the development of a comprehensive HR planning curriculum as an integral part of the core learning requirements for managers and HR professionals. Learning and training tools are being developed, and an updated HR planning course is being designed.

*Public Service Human Resources Management Agency of Canada*

Plans and Priorities from the 2004-05 RPP	Time Frame as Set in 2004-05 RPP	New in 2004-05 or Carried Over?	Plans Accomplished Yes/No?	On Time Yes/No?	Comments
Effective and integrated accountability systems are in place	2004-07	New	In progress	Slower than planned	Good progress is being made in establishing HR management performance indicators to support monitoring against consistent standards across government. A tool kit was rolled out to all departments and agencies this summer. An outcome-based model has also been developed for deputy ministers, managers, and HR professionals. A project, to securely transfer electronic employee records between departments, was also initiated as a first step toward the creation of a central Public Service Employee Database accessible by all departments and agencies. An environmental scan has been conducted, which will help managers identify the current and future needs across the Public Service.
<b>An effective, ethical leadership and a quality work environment</b>					
<b>Foster strong, effective and ongoing leadership renewal</b>					
Core learning, including Public Service orientation, and mandatory elements for finance and HR management are identified	2004-05	New	First phase completed as planned	Progress as per plans	The Agency set out to develop a Policy Framework for Learning including a Required Training Policy comprising orientation programs for employees at career crossroads; training on Delegated Authorities for all levels of management; and professional training for specialists, including HR professionals, financial officers, internal auditors and procurement, material management and real property specialists. A framework for the orientation of new employees and a compendium of knowledge for accountability in the Public Service were also developed.
Competencies expected of managers are more clearly defined and are linked to management accountabilities	2004-05	New	First phase completed as planned	Progress as per plans	The Leadership Competencies Profile was revised, resulting in the update and simplification of competencies from 14 to 4. The revised profile will be rolled out in 2005-06.
The Performance Management Program for executives is reviewed and recommendations are provided to Treasury Board	2004-05	New	Completed	Progress as per plans	The review of the Performance Management Program for executives was completed and recommended changes approved (changes were officially announced in March 2005).
A framework is developed to integrate leadership development programs into a continuum reflecting the current and future needs of the Public Service with a focus on finance and HR management communities	2004-07	New	First phase completed as planned	Progress as per plans	Effective April 1, 2004, all leadership development programs were successfully transferred to the Agency from the Public Service Commission of Canada. A new vision and framework to support the alignment and integration of various facets of these programs were developed in 2004-05. The framework was approved, and these programs are being implemented in a phased-in approach this year and next.
Tighter controls on the classification of executive positions are put in place	2004-05	New	Completed	Progress as per plans	A formal, ongoing monitoring program for classification of all EX-1 to EX-3 positions was established (EX-4 to EX-5 positions continue to be reviewed and approved by Treasury Board ministers).

*Public Service Human Resources Management Agency of Canada*

Plans and Priorities from the 2004-05 RPP	Time Frame as Set in 2004-05 RPP	New in 2004-05 or Carried Over?	Plans Accomplished Yes/No?	On Time Yes/No?	Comments
---	----------------------------------	---------------------------------	----------------------------	-----------------	----------

**Promote and reinforce Public Service values and ethics**

Through a comprehensive and sustained roll-out strategy for the <i>Values and Ethics Code</i> , widespread employee awareness of obligations under the Code is achieved and Public Service values and ethics are integrated into the day-to-day operations of departments and agencies	2004-06	Carried over	In progress	Progress as per plans	In 2004-05, a broad series of awareness and learning events and tools were implemented across the country to follow up on the distribution of the new <i>Values and Ethics Code for the Public Service</i> to more than 160,000 public service employees in the fall of 2003.
Additional support is provided to departments and agencies for meeting their accountabilities	2004-06	New	In progress	Progress as per plans	The Agency developed a draft Values and Ethics Results Roadmap that, when finalized, will assist departments and agencies in measuring and improving their performance relating to values and ethics. In addition, a number of projects were initiated to assist in improving the Values and Ethics policies and programs. The Agency also found itself responding to an increasing volume of requests from department officials for assistance in interpreting and applying Values and Ethics policies. Mechanisms were put in place to ensure consistency and quality of policy advice as well to track trends in this area.
A government-wide governance infrastructure for Public Service values and ethics is established	2004-05	New	Completed	Progress as per plans	An interdepartmental Advisory Council on Public Service Values and Ethics was established as a key component of a new government-wide governance infrastructure in Public Service values and ethics. Quarterly meetings of the departmental Senior Officials for the Values and Ethics Code were also instituted.
Support is provided to government to develop new options for a disclosure regime, including legislation	2004-06	New	In progress	Progress as per plans	The Agency supported the Government in developing Bill C-11, the proposed <i>Public Servants Disclosure Protection Act</i> . The Bill was originally tabled as Bill C-25 in March 2004. Following the election in June 2004, the Agency supported the Government in revising Bill C-25 to address key concerns raised during the initial parliamentary review of Bill C-25.

Plans and Priorities from the 2004–05 RPP	Time Frame as Set in 2004–05 RPP	New in 2004–05 or Carried Over?	Plans Accomplished Yes/No?	On Time Yes/No?	Comments
---	----------------------------------	---------------------------------	----------------------------	-----------------	----------

## A representative and accessible Public Service

### Achieve and preserve employment equity commitments

The Public Service is representative and inclusive	2004–07 and ongoing	Carried over	In progress	Slower than planned	Representation rates for women, Aboriginal peoples and persons with disabilities have now surpassed our workforce availability goals. However, challenges still remain with respect to visible minorities, although we are now about three quarters of the way to our workforce availability goal. In 2004–05, key achievements include completing an evaluation of the Embracing Change initiative—an initiative endorsed by the Government in June 2000 to increase the representation and participation of visible minorities; beginning to develop an <i>Embracing Change Future Directions</i> strategy that builds on the results of the evaluation; initiating partnerships with visible minority and Aboriginal employees across Canada towards a strategy for creating a racism-free workplace in the federal public service.
Results are more transparent and accessible to Canadians	2004–05	Carried over	In progress	Progress as per plans	The Agency continues to monitor departmental and agency progress in meeting the legislative requirements of the <i>Employment Equity Act</i> . The Agency will prepare the 2004–05 Employment Equity Annual Report for Parliament this winter. The Agency has also introduced measures to ensure that employment equity is systematically integrated into HR and business planning cycles.

### Achieve and preserve official languages commitments

Service and accountability to Canadians with regard to official languages are improved	2004–07	Carried over	Ongoing	Progress as per plans	In 2004, a new cycle and a new system for measuring the linguistic performance of institutions were adopted. These will support the publication of more relevant results in the annual report to Parliament. The new approach includes an official language management dashboard to present a clear portrait of each institution. Good progress is also being made regarding the creation of simpler, clearer, more results-based policies. A series of enhanced policies came into effect in 2004–05.
A stronger shared vision of a bilingual workplace and its underlying values is achieved	2004–07	Carried over	Ongoing	Progress as per plans	Twenty-five innovative projects to support institutions in ensuring that official languages are an integral part of their operations were approved in 2004–05 for a total of \$1.8 million from the Official Languages Innovation Program. Moreover, the third phase, for fiscal year 2005–06, was launched in December 2004 and over 50 projects were submitted, of which 32 were approved for a total of \$2.8 million.

---

*Public Service Human Resources Management Agency of Canada*

Plans and Priorities from the 2004–05 RPP	Time Frame as Set in 2004–05 RPP	New in 2004–05 or Carried Over?	Plans Accomplished Yes/No?	On Time Yes/No?	Comments
Targets are achieved for increasing bilingual capacities within the executive and executive feeder groups, thereby fostering, in bilingual regions, the use of both official languages in the workplace	2004–07	Carried over	Ongoing	Progress as per plans	The Agency has continued to undertake a series of targeted initiatives, including planning activities, organizational support, new and/or improved communication tools and activities, and strengthened access to language training, as well as the funding of strategies developed by the Quebec Federal Council to improve the representation of Anglophones in the Public Service in Quebec and further official language objectives in western provinces.

## 4.3 Response to reports from the Office of the Auditor General and from parliamentary committees

### Response to Parliamentary Committees

On April 20, 2004, the Standing Committee on Public Accounts adopted a motion recommending that the Government pay for the legal fees of public servants who have been called to testify in relation to its study of chapters 3, 4 and 5 of the November 2003 *Report of the Auditor General of Canada*.

Following the dissolution of Parliament in May 2004, the report was reissued when Parliament resumed in the fall of 2004 as the Second Report of the Standing Committee on Public Accounts: Legal fees of Public Servants who have been called to testify.

Report	Recommendations
<i>October 2004, Second Report of the Standing Committee on Public Accounts: Legal Fees of Public Servants who have been called to testify</i>	<i>That the Government pay for the legal fees of public servants who have been called before the Standing Committee on Public Accounts in relation to its study of chapters 3, 4 and 5 of the November 2003 Report of the Auditor General of Canada.</i>

In March 2005, the Agency tabled its response to this report, agreeing with the Committee and advising them that mechanisms were already in place to address this concern. In July 2004 the Policy on the Indemnification of and Legal Assistance for Crown Servants had been amended to clarify that this mechanism was available to public servants. The Agency subsequently wrote to all deputy heads to advise them of its response.

---

In April 2004, the Standing Committee on Public Accounts tabled its Fourth Report, a consideration of the Report of the Auditor General of Canada on the Office of the Privacy Commissioner of Canada. The Auditor General's report had been specifically requested by the Public Accounts Committee, which had expressed serious concerns about the financial and management practices of the Privacy Commissioner, George Radwanski. Following the dissolution of Parliament in May 2004, the report was reissued when Parliament resumed in the fall of 2004 as the "First Report of the Standing Committee on Public Accounts: Audit of the financial management and administration of the Privacy Commissioner of Canada." Of the 20 recommendations contained in the report, 2 were of specific relevance to the mandate of the Public Service Human Resources Management Agency of Canada.

Report	Recommendations
<i>First Report of the Standing Committee on Public Accounts: Audit of the financial management and administration of the Privacy Commissioner of Canada</i>	<i>That Treasury Board Secretariat submit a copy of the new performance bonus directives to the Public Accounts Committee upon their completion.</i>  <i>That all departments and agencies be required to include in their departmental performance reports the criteria used to determine the eligibility of executive-level employees for receipt of performance pay, the total number of executives employed, the total number and percentage of those in receipt of performance pay, and the total amount of the bonuses awarded, beginning with the reports for the period ending 31 March 2004.</i>

To support the accessibility of information to Committee members, government employees and members of the public, the Agency committed to the publication of the new directives for the Performance Management Program for the year 2004–05 on its Web site. This has been completed. The directives are based on the principle of sound management of public funds and include the criteria used to determine eligibility for performance pay. (hyperlink to Web site)



In order to enhance the transparency of salary payments made within the framework of the Performance Management Program, the Agency committed to the publication, on its Web site, of the results of the Performance Management Program for all departments and agencies. This has been done.

The Agency is in full compliance with the commitments made in each of its 2004–05 responses to parliamentary committees.

### **Response to the Auditor General**

The Office of the Auditor General (OAG) made two recommendations to the Agency between April 1, 2004 and March 31, 2005. Both recommendations were made jointly to TBS and the Agency and were contained in [Chapter 3 of the February 2005 Status Report](#). The two recommendations and the corresponding responses are below:

**3.73 Recommendation.** In carrying out the human resources role of the Treasury Board as the employer, the Treasury Board Secretariat and the Public Service Human Resources Management Agency of Canada should clarify how they will formally co-ordinate, integrate, and manage human resource functions and initiatives.

**The Secretariat and the Agency's response.** As recognized in [Exhibit 3.3](#) and elsewhere in this chapter, a formal governance structure has been established to ensure the horizontal integration of plans and priorities, to identify corporate resources allocated to projects, and to monitor challenges and priorities. In addition to the formal mechanism, co-ordination, integration, and management occur on an informal basis and close working relations exist between the two organizations. The heads of these two organizations and the President of the Public Service Commission meet regularly to discuss *Public Service Modernization Act* implementation, other change initiatives, and requirements for mutual support. Similarly, at the working levels, frequent consultation occurs between the parts of the organizations involved in, and affected by, human resource management issues; for example, the organizations involved in classification and collective bargaining. Both organizations report to the president of the Treasury Board and constitute part of the Treasury Board's portfolio. The secretary of the Treasury Board Secretariat is responsible for providing advice on the coherent policy development and management of his portfolio.

**3.79 Recommendation.** The Treasury Board Secretariat and the Public Service Human Resources Management Agency of Canada should produce regular integrated reports on the progress of reforms to human resources management against established performance measures, and these reports should include interim achievements with the ongoing costs of implementation. The Public Service Commission should also establish performance measures and report regularly on progress in implementing the new staffing regime.

**The Secretariat and the Agency's response.** We agree with the recommendation and work is well under way on the development of a performance measurement and reporting framework for the people component of the government's overall Management Accountability Framework (MAF). The Deputy Minister Human Resources Management Committee endorsed this component of the MAF on 26 October 2004. It describes the outcomes for sound people management in terms of both the workplace and the workforce. The Public Service Human Resources Management Agency of Canada is now focussing its work on developing the indicators, measures, and data sources that will permit the organization to determine progress on realizing these outcomes.

## 4.4 Table 1—Comparison of Planned to Actual Spending

This table offers a comparison of the Main Estimates, Planned Spending, Total Authorities, and Actual Spending for the most recently completed fiscal year, as well as historical figures for Actual Spending.

	2003–04 Actual	2004–05 (\$ thousands)			
		Main Estimates	Planned Spending	Total Authorities	Actual
Public Service Human Resources Management Agency of Canada (PSHRMAC)	64,354	58,483	92,219	97,415	93,983
Plus: Cost of services received without charge (1)	4,807	6,412	6,412	8,587	8,587
<b>Net Cost of Department</b>	<b>69,161</b>	<b>64,895</b>	<b>98,631</b>	<b>106,003</b>	<b>102,571</b>

<b>Full-Time Equivalents</b>	<b>374</b>	<b>477</b>
------------------------------	------------	------------

- (1) Services received without charge include accommodation provided by Public Works and Government Services Canada, the employer's share of employees' insurance premiums, expenditures paid by Treasury Board Secretariat, and services received from the Department of Justice Canada (see Table 4).

The 2004–05 Total Authorities for PSHRMAC of \$97.4 million represents a net increase of \$38.9 million or 67 per cent over the 2004–05 Main Estimates of \$58.5 million. This difference represents the net funding received through the Supplementary Estimates and a technical adjustment to the Statutory Item “Contributions to employee benefit plans.” It consists of the following:

An increase of \$40.9 million, explained as follows:

- \$22.2 million—Transfer of responsibilities from the Public Service Commission (PSC) of Canada for career development programs and for research associated with demographics and labour market studies;
- \$9.9 million—Transfer of program funding from Treasury Board Secretariat (TBS) due to government restructuring;
- \$5.6 million—Funding to modernize human resources management in the federal public service (*Public Service Modernization Act*);
- \$2.7 million—Funding related to the 2004–05 allocation of the Operating Budget carry forward from TBS (\$1.8 million) and PSC (\$0.9 million); and
- \$0.5 million—Compensation for collective agreements.

A decrease of \$2.0 million, explained as follows:

- \$0.4 million—Transfer to the Canada School of Public Service to undertake a study of language training;
- \$0.8 million—Re-profiling of funding related to the Employment Equity Program for the Embracing Change initiative (\$550 thousand in 2005–06 and \$200 thousand in 2006–07); and
- \$0.8 million—Technical adjustment to the Statutory Item “Contributions to employee benefit plans.”

## 4.5 Table 2—Use of Resources by Program Activity

The following table provides information on how resources were used for the most recently completed fiscal year.

2004–05 (\$ thousands)			
<i>Program Activities (Strategic Outcome Components)</i>	Budgetary		
	Operating	Contributions	Total: Budgetary Expenditures
<b>Modernized HR Management and Strengthened Accountability</b>			
Main Estimates	18,946		18,946
<i>Planned Spending</i>	25,550		25,550
Total Authorities	31,004		31,004
<i>Actual Spending</i>	29,074		29,074
<b>Effective, Ethical Leadership and a Quality Work Environment</b>			
Main Estimates	11,292	16,200	27,492
<i>Planned Spending</i>	35,116	16,200	51,316
Total Authorities	35,156	16,200	51,356
<i>Actual Spending</i>	33,876	16,082	49,958
<b>Representative and Accessible Public Service</b>			
Main Estimates	12,045		12,045
<i>Planned Spending</i>	15,353		15,353
Total Authorities	15,055		15,055
<i>Actual Spending</i>	14,951		14,951
<b>TOTAL PSHRMAC</b>			
Main Estimates	42,283	16,200	58,483
<i>Planned Spending</i>	76,019	16,200	92,219
Total Authorities	81,215	16,200	97,415
<i>Actual Spending</i>	77,901	16,082	93,983

Table 2 also provides further information on the net funding increased by program activity received through the Supplementary Estimates and through an internal reallocation exercise. The net increase by program activity consists of the following:

**Modernized human resources management and strengthened accountability:** The Main Estimates amount of \$18.9 million has increased by an amount of \$12.1 million for a Total Spending Authorities of \$31.0 million. The increase is mainly due to:

- \$1.2 million—Transfer of responsibilities from the Public Service Commission of Canada for research associated with demographics and labour market studies;
- \$5.3 million—Portion allocated from the transfer of program funding from Treasury Board Secretariat and the Public Service Commission and technical adjustment to the “Contributions to employee benefit plans”; and
- \$5.6 million—The modernization of human resources management in the federal public service (*Public Service Modernization Act*).

**Effective, ethical leadership and a quality work environment:** The Main Estimates amount of \$27.5 million has increased by an amount of \$23.8 million for a Total Spending Authorities of \$51.3 million. The increase is mainly due to:

- \$21.0 million—Transfer of responsibilities from the Public Service Commission of Canada for career development programs; and
- \$2.8 million—Portion allocated from the transfer of program funding from Treasury Board Secretariat and the Public Service Commission and technical adjustment to the “Contributions to employee benefit plans.”

**A representative and accessible Public Service:** The Main Estimates amount of \$12.0 million has increased by a net amount of \$3.0 million for a Total Spending Authorities of \$15.0 million. The net increase consists of the following:

An increase of \$4.2 million due to:

- Portion allocated from the transfer of program funding from Treasury Board Secretariat and the Public Service Commission and technical adjustment to the “Contributions to employee benefit plans.”

A decrease of \$1.2 million due to:

- \$0.4 million—Transfer to the Canada School of Public Service to undertake a study of language training; and
- \$0.8 million—Re-profiling of funding related to the Employment Equity Program for the Embracing Change initiative (\$550 thousands in 2005–06 and \$200 thousands in 2006–07).

## 4.6 Table 3—Voted and Statutory Items

This table explains how Parliament votes resources to the Department.

(\$ thousands)					
Vote or Statutory Item	Truncated Vote or Statutory Wording	Main Estimates	Planned Spending	Total Authorities	Actual
32	Operating expenditures	37,809	67,620	73,522	70,208
34	Contributions	16,200	16,200	16,200	16,082
(S)	Contributions to employee benefit plans	4,474	8,399	7,693	7,693
	<b>Total</b>	58,483	92,219	97,415	93,983

Note: Tables 1 and 2 provide information on significant variances.

## 4.7 Table 4—Net Cost of the Department

This table shows the net cost of the Department:

<b>(\$ thousands)</b>	<b>2004–05</b>
Total Actual Spending	<b>93,983</b>
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	4,394
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	4,043
Workers' Compensation coverage provided by Social Development Canada	0
Salary and associated expenditures of legal services provided by Justice Canada	151
<i>Total: Services Received without Charge</i>	<b>8,587</b>
<i>Less: Non-respendable Revenue</i>	0
<b>2004–05 Net Cost of Department</b>	<b>102,571</b>

## 4.8 Table 5—Resource Requirements by Organization by Activity

2004–05 (\$ thousands)				
Program Activity Organization	Modernized HR Management and Strengthened Accountability	Effective, Ethical Leadership and a Quality Work Environment	Representative and Accessible Public Service	Total
<b>President</b>				
Main Estimates	280	180	190	<b>650</b>
Planned Spending	280	180	190	<b>650</b>
Total Authorities	273	175	185	<b>633</b>
Actual Spending	248	158	168	<b>574</b>
<b>Executive Vice-President</b>				
Main Estimates	276	177	187	<b>640</b>
Planned Spending	276	177	187	<b>640</b>
Total Authorities	258	166	175	<b>599</b>
Actual Spending	235	151	159	<b>545</b>
<b>Strategic Management and Planning</b>				
Main Estimates	2,942	647	1,003	<b>4,592</b>
Planned Spending	6,011	3,861	4,074	<b>13,946</b>
Total Authorities	7,003	4,494	4,746	<b>16,243</b>
Actual Spending	6,622	4,251	4,488	<b>15,361</b>
<b>Communications</b>				
Main Estimates	580	372	393	<b>1,345</b>
Planned Spending	1,140	731	772	<b>2,643</b>
Total Authorities	1,106	710	749	<b>2,565</b>
Actual Spending	1,075	690	728	<b>2,493</b>

<b><i>Human Resources Planning, Accountability and Diversity</i></b>				
Main Estimates	5,944		4,154	<b>10,098</b>
Planned Spending	8,290		4,361	<b>12,651</b>
<i>Total Authorities</i>	7,738		3,557	<b>11,295</b>
Actual Spending	6,273		3,707	<b>9,980</b>
<b><i>Human Resources Management Modernization</i></b>				
Main Estimates	8,924			<b>8,924</b>
Planned Spending	9,553			<b>9,553</b>
<i>Total Authorities</i>	14,626			<b>14,626</b>
Actual Spending	14,621			<b>14,621</b>
<b><i>Leadership Network</i></b>				
Main Estimates		25,505		<b>25,505</b>
Planned Spending		43,143		<b>43,143</b>
<i>Total Authorities</i>		42,754		<b>42,754</b>
Actual Spending		41,972		<b>41,972</b>
<b><i>Office of Public Service Values and Ethics</i></b>				
Main Estimates		611		<b>611</b>
Planned Spending		3,224		<b>3,224</b>
<i>Total Authorities</i>		3,057		<b>3,057</b>
Actual Spending		2,736		<b>2,736</b>
<b><i>Official Languages</i></b>				
Main Estimates			6,118	<b>6,118</b>
Planned Spending			5,768	<b>5,768</b>
<i>Total Authorities</i>			5,642	<b>5,642</b>
Actual Spending			5,701	<b>5,701</b>



TOTAL PSHRMAC (\$ thousands)				
Main Estimates	18,946	27,492	12,045	58,483
Planned Spending	25,550	51,316	15,353	92,219
Total Authorities	31,004	51,356	15,055	97,415
Actual Spending	29,074	49,958	14,951	93,983

### Strategic management and planning

The Main Estimates amount of \$4.6 million has increased by an amount of \$11.6 million for a Total Spending Authorities of \$16.2 million. The increase is mainly due to:

- Transfer from Treasury Board Secretariat and the Public Service Commission of program funding related to Corporate Services and technical adjustment to the Statutory Item “Contributions to employee benefit plans.”

### Communications

The Main Estimates amount of \$1.3 million has increased by an amount of \$1.3 million for a Total Spending Authorities of \$2.6 million. The increase is mainly due to:

- Portion allocated from the transfer of program funding related to Communications from Treasury Board Secretariat and the Public Service Commission and technical adjustment to the Statutory Item “Contributions to employee benefit plans.”

Please refer to Table 1 and Table 2 for description of significant variances.

## 4.9 Table 6—Details on Transfer Payment Programs (TPPs)

<b>1) Name of transfer payment program:</b> Youth Internship Program (Voted)		
<b>2) Start date:</b> October 1997 (1 <sup>st</sup> year program); September 2000 (renewed permanent program)	<b>3) End date:</b> Ongoing program	<b>4) Total funding:</b> \$154.7 million
<b>5) Description of transfer payment program:</b>		
Sponsored by the Public Service Human Resources Agency of Canada and delivered in partnership with the YMCA, the Federal Public Sector Youth Internship Program places interns in host federal government organizations. Its main objective is to enable unemployed or under-employed young Canadians between the ages of 15 and 30 to acquire the experience and skills they need to enter and fully participate in the labour market.		
<b>6) Objective(s), expected result(s) and outcome(s):</b>		
<u>Objective(s):</u> Through developmental internships at federal public service work sites, provide unemployed and under-employed Canadian youth an opportunity to develop employability skills and gain essential experience needed to secure future employment.		
<u>Expected result(s):</u> The program will ensure the fair distribution of internship opportunities across Canada based on provincial and territorial rates of youth unemployment and the presence of federal government operations capable of offering interesting and diverse learning opportunities.  The internships will provide work experience and help develop transferable skills that will increase the employability of youth.  Upon completion of the internship, participants will be better equipped to find employment, become self-employed or make the decision to complete their education.		
<u>Outcome(s):</u> Internship opportunities in each province and territory are created and funded in proportion to the distribution of unemployed youth and the presence of federal institutions.  Some 28 per cent of internship opportunities are created and funded in rural areas (that is, outside metropolitan census areas), ensuring that youth from rural areas are able to participate in the program.  At least 50 per cent of internship opportunities are set aside for youth-at-risk.  Over 50 per cent of participants who complete the internship either find employment within a year of leaving the program or return to school.  Fifty per cent of participants receive additional support from the YMCA, such as counselling and life-skills training.		
<b>7) Achieved results or progress made:</b>		
In 2004–05, approximately 1,000 youth participated in nine-month internship opportunities in host departments, agencies or Crown corporations across Canada. The distribution of the opportunities was based on provincial and territorial rates of youth unemployment and the availability of federal government operations capable of offering learning opportunities. Over 38 per cent of internship opportunities were created in rural areas (that is, outside census metropolitan areas).  Fifty per cent of program participants were youth-at-risk (that is, youth with incomplete high school, youth who are single parents, Aboriginal youth and youth living in the streets). These youth also received counselling and life-skills training from the YMCA.		

Program results are monitored, in part, through an extensive survey regime of participants during the internship experience as well as 12, 24 and 36 months after completion. In addition, Goss Gilroy Inc. was retained in May 2004 to conduct a summative evaluation of the program results. The results were positive:

- Data on employment outcomes is consistent. 61 per cent of survey respondents were employed 12 months after participation and 75 per cent were employed between 24 and 36 months after participation;
- Significant return to school outcomes were noted. After 24 months, 18 per cent of youth surveyed had returned to school, full or part time.

Regular financial audits of the recipient are conducted by Consulting and Audit Canada. The financial audit report for 2004–05 is positive.

The planned spending for 2004–05 was originally \$16.2 million. A total of \$16.082 million was spent in 2004–05 for the remuneration of interns and youth support services.

(\$ thousands)	<b>8)</b> Actual Spending 2002–03 <sup>2</sup>	<b>9)</b> Actual Spending 2003–04	<b>10)</b> Planned Spending 2004–05	<b>11)</b> Total Authorities 2004–05	<b>12)</b> Actual Spending 2004–05	<b>13)</b> Variance(s) between 10 and 12
<b>14)</b> Public Service Human Resources Management Agency of Canada						
<b>15) Total contributions</b>	—	16,175	16,200	16,200	16,082	118
<b>16) Total transfer payment program</b>	—	16,175	16,200	16,200	16,082	118
<b>17)</b> Comments on variances: funding uncertainties						
<b>18)</b> Significant evaluation finding and URL to last evaluation: Summative evaluation and financial audit: <a href="http://www.hrma-agrh.gc.ca/reports-rapports/sefpsyip-espsjspf_e.asp">http://www.hrma-agrh.gc.ca/reports-rapports/sefpsyip-espsjspf_e.asp</a> ;						
1) The decision has been made to integrate the Youth Internship Program with the Youth Employment Strategy led by Human Resources and Skills Development Canada. Both programs were targeted at youth facing barriers to employment. This will ensure better and more cost-effective delivery of programs aimed at helping youth make a successful transition to the workplace. (Human Resources and Skills Development Canada only became effective on April 1, 2005, and is not done yet.)						
2) The Youth Internship Program was under Treasury Board Secretariat in 2002–03.						

## **4.10 Horizontal initiatives**

In keeping with the March 2003 *Action Plan for Official Languages*, the Agency has made significant progress in creating an exemplary public service in terms of delivering service to Canadians, creating a work environment conducive to the use of both official languages in bilingual regions, and ensuring that English-speaking and French-speaking Canadians have equal opportunities for employment and advancement in the federal public service.

In support of these undertakings, the Agency managed two innovation funds and undertook a review of official languages policies with new policies on Language of Work and Official Languages For Human Resources Management that came into effect in April 2004 and a Phase II of this review that will be completed in 2005. It also undertook a number of initiatives aimed at informing and sensitizing public servants to official languages issues; further utilized its official languages networks—most notably the Network of Official Languages Champions and Directors of Official Languages; and developed tools to support federal institutions in the promotion of linguistic duality. Finally, the Agency's expertise and monitoring capacity in the area of official languages have been strengthened and new tools have been developed in this area. Good progress has been made in clarifying accountabilities, promoting official languages in all aspects of government activities and championing linguistic duality as intrinsically linked to the fundamental values of the Public Service.

## 4.11 Useful Internet addresses

*Public Service Human Resources Management Agency of Canada*

[http://www.hrma-agrh.gc.ca/index\\_e.asp](http://www.hrma-agrh.gc.ca/index_e.asp)

*Table showing the Agency's responsibilities*

[http://www.hrma-agrh.gc.ca/common/resp\\_e.asp](http://www.hrma-agrh.gc.ca/common/resp_e.asp)

*Human Resources Management Modernization*

[http://www.hrma-agrh.gc.ca/hrmm-mgrh/index\\_e.asp](http://www.hrma-agrh.gc.ca/hrmm-mgrh/index_e.asp)

*Classification Modernization*

[http://www.hrma-agrh.gc.ca/classification/index\\_e.asp](http://www.hrma-agrh.gc.ca/classification/index_e.asp)

*Leadership Network*

[http://www.hrma-agrh.gc.ca/leadership/ld\\_e.asp](http://www.hrma-agrh.gc.ca/leadership/ld_e.asp)

*Values and Ethics*

[http://www.hrma-agrh.gc.ca/veo-bve/index\\_e.asp](http://www.hrma-agrh.gc.ca/veo-bve/index_e.asp)

*Employment Equity*

[http://www.hrma-agrh.gc.ca/ee/index\\_e.asp](http://www.hrma-agrh.gc.ca/ee/index_e.asp)

*Official Languages*

[http://www.tbs-sct.gc.ca/ollo/index\\_e.asp](http://www.tbs-sct.gc.ca/ollo/index_e.asp)

*Public Service Modernization Act*

<http://laws.justice.gc.ca/en/p-33.4/>

*Values and Ethics Code for the Public Service*

[http://www.hrma-agrh.gc.ca/veo-bve/vec-cve/vec-cve\\_e.asp](http://www.hrma-agrh.gc.ca/veo-bve/vec-cve/vec-cve_e.asp)

*Policy on the Prevention and Resolution of Harassment in the Workplace*

[http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/hw-hmt/hara\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/hw-hmt/hara_e.asp)

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

[http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques\\_e.asp](http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp)

*Policy on the Indemnification of and Legal Assistance for Crown Servants*

[http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques\\_e.asp](http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp)

*Policy for Continuous Learning in the Public Service of Canada*

[http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/tb\\_856/pclpsc-pacfp\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_856/pclpsc-pacfp_e.asp)

*Employment Equity Act*

<http://laws.justice.gc.ca/en/E-5.401/index.html>

*Official Languages Act*

<http://laws.justice.gc.ca/en/O-3.01/index.html>

*Results for Canadians*

[http://www.tbs-sct.gc.ca/res\\_can/rc\\_bro\\_e.asp](http://www.tbs-sct.gc.ca/res_can/rc_bro_e.asp)

*Treasury Board (portfolio)*

[http://www.tbs-sct.gc.ca/common/us-nous\\_e.asp](http://www.tbs-sct.gc.ca/common/us-nous_e.asp)

*Canada School of Public Service*

[http://www.myschool-monecole.gc.ca/main\\_e.html](http://www.myschool-monecole.gc.ca/main_e.html)

*Public Service Human Resources Management Agency of Canada*

[http://www.hrma-agrh.gc.ca/index\\_e.asp](http://www.hrma-agrh.gc.ca/index_e.asp)

*Treasury Board Secretariat*

[http://www.tbs-sct.gc.ca/index\\_e.asp](http://www.tbs-sct.gc.ca/index_e.asp)