Treasury Board of Canada Secretariat

Secrétariat du Conseil du Trésor du Canada

Better government: with partners, for Canadians

2011–12 Human Resources Management

Annual Report to Parliament

Canada

2011–12
Human Resources Management

Annual Report to Parliament

Message From the President of the Treasury Board

I am pleased to present the 2011-12 report to Parliament on human resources management in the Public Service of Canada.

I am proud of the support public servants have provided to the Government in generating ongoing savings from operating efficiencies, as part of the transformational changes announced in *Economic Action Plan 2012*. By embracing the use of technology, streamlining processes, and cutting red tape, we are finding innovative ways together to ensure that our public service helps to position Canada to succeed.

For human resources management, 2011-12 was noteworthy for several reasons:

▸ We took important steps to streamline our back office services through measures such as the Human Resources Services Modernization initiative. This will lead to a standard and common way of conducting human resources operations and transactions across the government.

▸ We introduced the *Values and Ethics Code for the Public Sector*, which applies to all departments and agencies, separate employers, boards, commissions and parent Crown corporations.

▸ The 2011 Public Service Employee Survey was conducted and achieved a 72.2 percent response rate, which was the highest since the survey began. The survey demonstrated that public servants are motivated and engaged in their work.

▸ This was the third and final year of the Disability Management Initiative, which has led to the development of tools and resources to prevent and reduce workforce absence due to illness and injury.

▸ We saw clear signs that technology is being leveraged to improve the management of human resources. Workforce statistics, for example, are now easier to record and access thanks to web-based tools.

In my role as President of the Treasury Board, I have been fortunate to see the best of what public servants can achieve across the country and beyond. As we continue to transform the way we work, I am confident that public servants everywhere will continue to demonstrate the dedication, creativity and innovation that Canadians expect and deserve.

Original signed by

The Honourable Tony Clement
President of the Treasury Board and Minister responsible for FedNor

Message From the Chief Human Resources Officer

This is the seventh annual report to Parliament on human resources (HR) management in the federal public service and is also the final report of its kind, pursuant to the repeal of reporting provisions in the *Financial Administration Act* and the *Public Service Employment Act.* These provisions were introduced in 2005 with the coming into force of the *Public Service Modernization Act* (PSMA). Annual reports on people management have informed parliamentarians of the impact of the legislation as new HR management approaches in staffing, conflict resolution, labour relations, employee learning and development, and integrated business and HR planning were introduced.

Today, the federal public service has a stronger HR management regime than it had in 2005. The requirements set out in the PSMA have been met and, as the recently published review of PSMA noted, an appropriate framework for people management is in place.[1, i] Now, as signalled by the Clerk of the Privy Council and head of the public service, we must turn to fundamentally changing *how* we work to meet the demands of the future and the expectations of Canadians.[2, ii]

> "The world is changing in fundamental ways, and the Public Service must change with it. Moving forward, the key question we must ask is not whether our institution is the right size, but whether it is working in the ways it must to meet the demands of a new age."
>
> — Wayne G. Wouters, Clerk of the Privy Council and Secretary to the Cabinet, *Nineteenth Annual Report to the Prime Minister on the Public Service of Canada,* p. 6

A number of important initiatives were undertaken over the past year to enable this shift in focus. Key among them was the coming into force of the new *Values and Ethics Code for the Public Sector* on April 2, 2012. The Code makes it clear that professional excellence includes continually improving the quality of policies, programs and services, and fostering a work environment that promotes teamwork, learning and innovation.

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1. *Report of the Review of the "Public Service Modernization Act, 2003,"* 2011, p. 2.
2. *Nineteenth Annual Report to the Prime Minister on the Public Service of Canada*, p. 8.

Other achievements are described in this report, as are highlights of the findings from the 2011 Public Service Employee Survey that demonstrate that the federal public service is engaged and motivated. The Clerk of the Privy Council has established what characteristics must define the public service of the future: collaborative, innovative, streamlined, high-performing and adaptable, and diverse. As the newly appointed Chief Human Resources Officer, I look forward to helping make these characteristics the hallmarks for excellence across the federal public service.

Original signed by

Daniel Watson
Chief Human Resources Officer

Table of Contents

Introduction

This report presents the state of people management in the core public administration[3] for fiscal year 2011–12. It was prepared by the Office of the Chief Human Resources Officer (OCHRO) of the Treasury Board of Canada Secretariat (TBS) in accordance with reporting provisions in effect over the year under section 12.4 of the *Financial Administration Act*[iii] and section 28 of the *Public Service Employment Act*.[iv] Pursuant to the *Jobs, Growth and Long-term Prosperity Act*,[4] which received Royal Assent June 29, 2012, these sections have been repealed, effective April 1, 2012. Consequently, the report for the 2011–12 reporting year will be the last of its kind.

The *2010 Spring Report of the Auditor General of Canada* and the *Public Service Modernization Act* (PSMA) legislative review (tabled in Parliament in December 2011) both found that the requirements set out in the legislation have been met. In recognizing the maturity of the PSMA's implementation and the administrative burden of duplicative reporting requirements, the government took the decision to discontinue the tabling of a separate report to Parliament on the exercise of the Treasury Board's responsibilities for human resources (HR) management. The information contained in this report will continue to be available to parliamentarians through other sources, as identified in Appendix A.

This report is divided into two sections:

▸ Section 1 focuses on the people management drivers for a high-performing public service and presents the results of an assessment in 2011–12 against the nine key performance indicators for people management as set out in the "people" component of TBS's Management Accountability Framework (MAF).[5, v, 6]

▸ Section 2 describes initiatives that are contributing to the foundation for people management for the future to support a public service[7] that is collaborative, innovative, streamlined, high-performing and adaptable, and diverse.

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3. The core public administration comprises organizations for which the Treasury Board is the employer, as listed in Schedule I and Schedule IV of the *Financial Administration Act*.

4. Division 5 of Bill C-38, sections 218 and 222.

5. MAF is a key performance management tool that the federal government uses to support the management accountability of deputy heads and to improve management practices in federal organizations. Further information on MAF can be found on the Secretariat's website.

6. A list of the 39 federal organizations assessed in the MAF 2011–12 evaluation is provided in Appendix B.

7. "Public service" refers to the core public administration plus organizations that are separate employers, such as the Canada Revenue Agency, Parks Canada and the Canadian Food Inspection Agency.

Section 1: Assessment of People Management

Effective people management hinges on leadership; an engaged, skilled and competent workforce; and an enabling and respectful workplace. Figure 1 illustrates the relationship between these core elements of sound HR management and results, namely, the expectations for people management, for the public service and for Canadians. This model serves as the conceptual framework for assessing people management in the federal public service.

Figure 1. People Management Drivers for a High-Performing Public Service
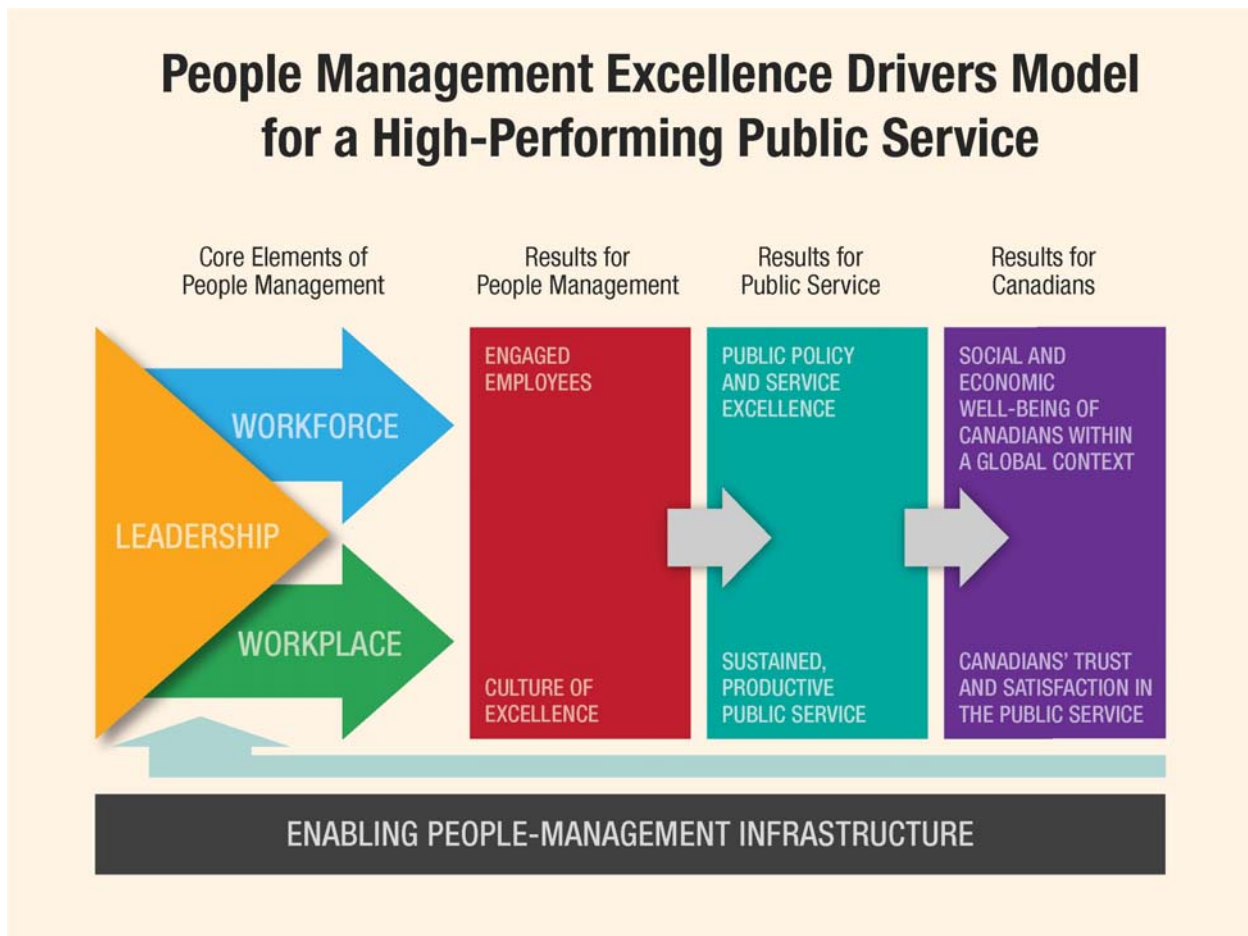
Excellence in People Management

This report summarizes the results of an assessment of 39 organizations (see Appendix B) against 9 performance indicators of people management excellence. The indicators are employee engagement, executive leadership, diversity and employment equity, employee learning, performance and talent management, workload and workforce planning effectiveness, staffing, official languages, and organizational context. These performance indicators are used to identify

strengths and opportunities for improvement as well as to inform decision making by deputy heads in fundamental areas of people management. Figure 2 shows the distribution of ratings for each performance indicator using a rating scale of "strong," "acceptable," "opportunity for improvement" and "attention required." It should be noted that almost half of this year's results were derived from the 2011 Public Service Employee Survey, which captures employees' perceptions.

Figure 2. MAF 2011–12 Overall People Management Ratings by Key Performance Indicator
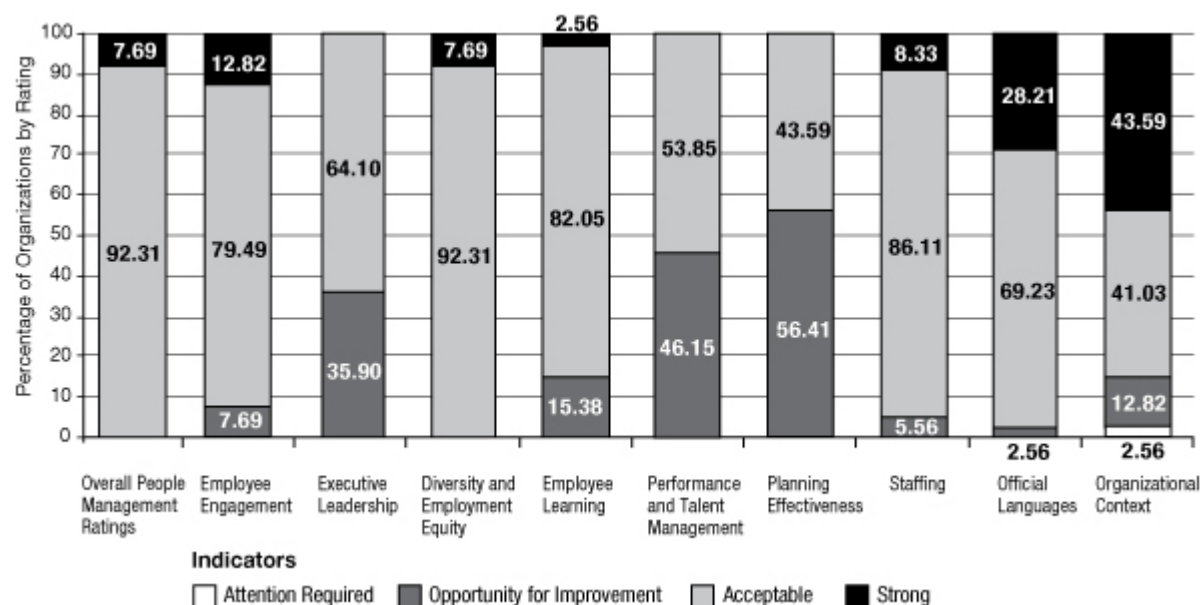
Employee Engagement

Employee engagement refers to the level of commitment and satisfaction that public service employees feel for the organizations where they work and their satisfaction with their jobs.

For this indicator, employees' perceptions about their organization and their reported job satisfaction, as well as how long employees remain with their organizations, were used to measure employee engagement. Measures of retention were also used because research has shown that the more engaged employees are, the more likely they are to remain with their organization and to perform at higher levels. Overall, the results show that the public service has an engaged workforce: of the 39 assessed organizations, 5 obtained an overall rating of "strong," and 31 obtained a rating of "acceptable." Of particular note was employees' high level of satisfaction with their job. Once again this year, employee retention did not surface as a concern.

Executive Leadership

Executive leadership plays a crucial role inspiring and supporting employee engagement, modelling public service values and ethics, and charting a course forward, mobilizing resources, and championing change and innovation to achieve and maintain excellence in service to Canadians.

Various measures were used for this assessment: employees' confidence in senior management and their perceptions of the timeliness and effectiveness of its decisions, turnover rates and years of executive experience in the organization, and performance ratings from the executive performance management regime.

Overall, executives demonstrate commitment to their organization, but employees' perception of executive decision making could be improved. Of the 39 organizations assessed, 25 obtained an "acceptable" rating, and 14 obtained an "opportunity for improvement" rating. Of particular note, for the confidence in senior management and effectiveness measure that is based on employees' perceptions, only 11 of assessed organizations received a rating of "acceptable," 24 obtained a rating of "opportunity for improvement," and 4 obtained a rating of "attention required." The ratings for stability and performance management were stronger: 7 organizations obtained a rating of "strong," 27 organizations obtained a rating of "acceptable," and 5 obtained a rating of "opportunity for improvement." These results suggest that although executives are committed to their organizations, employees' confidence in senior management, as well as their perceptions of their leaders' ability to make effective and timely decisions, need improvement.

Diversity and Employment Equity

The representation of the four designated groups (Aboriginal peoples, persons with disabilities, members of visible minorities, and women) and the rates of promotion for members of these groups is an indicator of whether the federal public service reflects the population it serves.

Two types of measures were used to assess organizations' performance against this indicator: employees' views about diversity in their workplace and whether individual differences are respected, and actual employment equity representation and promotion in organizations' workforces. Overall, our assessment shows that employees perceive their organization as being committed to creating a diverse workforce and being respectful of individual differences. Organizations demonstrated strength in both the representation and promotion of women, but some opportunities for improvement were identified for the representation of the other three designated groups.

In terms of promotions, 17 organizations reported that the overall promotion rate for members of the designated groups was equivalent to the promotion rate for non-designated employees. However, only 7 organizations reported that the promotion rate for persons with disabilities was equivalent to the promotion rate for non-designated employees, indicating an opportunity for improvement. These results suggest that equitable promotion for designated group members as a whole does not always mean that promotion rates for each individual group are equitable.

Employee Learning

Learning and professional development are critical to building the capacity that the federal public service needs, particularly in times of fiscal restraint. Organizations invest in the development of their employees by committing financial resources for training as well as by providing learning opportunities through developmental programs and on-the-job assignments.

Two types of measures were used to assess organizations' performance on employee learning: employees' perceptions of their organization's commitment to their learning and development, and provision of training based on training expenditures and on-the-job training opportunities. Overall, across the 39 assessed organizations, 1 organization received a rating of "strong," 32 received a rating of "acceptable," and 6 organizations received a rating of "opportunity for improvement."

Employees' perceptions concerning their access to the training they need to do their jobs and whether their organization does a good job supporting employee career development were generally positive: 29 organizations obtained a rating of "acceptable," and 10 obtained a rating of "opportunity for improvement." In terms of training investment and learning opportunities, the results suggest that although the provision of on-the-job training is adequate, more effort could be made supporting career development through investments in training.

Performance and Talent Management

Robust performance management reinforces the values and ethics of the federal public service and encourages performance excellence. It involves communicating organizational objectives to employees, setting clear work objectives and expectations, conducting performance appraisals, and identifying employee development opportunities.

Two sets of measures were used to assess organizations' performance for this indicator: first, the assessment of work performance against identified goals, employee recognition, and having effective mechanisms to deal with poor performers, and second, employees' participation rate in the performance management process. Overall, 21 organizations obtained a rating of "acceptable," and 18 obtained a rating of "opportunity for improvement." These results suggest that most assessed organizations could enhance their performance management regime.

Employees were generally positive about the work assessment that their immediate supervisor performs against identified goals and objectives (33 organizations obtained a rating of "acceptable," and 6 obtained a rating of "strong"). As well, employees reported receiving meaningful recognition for work well done (33 organizations obtained a rating of "acceptable," and 6 obtained a rating of "opportunity for improvement"). However, supervisors did not respond as positively with respect to having effective mechanisms in place to deal with poor performers, highlighting an area requiring focused attention (2 organizations obtained a rating of "acceptable," 19 obtained a rating of "opportunity for improvement," and 18 obtained a rating of "attention required").

Workload and Workforce Planning Effectiveness

Effective HR planning is central to effective workload and workforce management, particularly during periods of rapid change and financial constraint when the federal public service is expected to do more with fewer resources.

Two types of measures were used to assess organizations' performance against this indicator: employees' perceptions concerning workload manageability and stability, and overtime and succession planning. Overall, the assessment against this indicator suggests that there is a need for more improvement in HR planning. Employees reported being able to complete their assigned workload during their regular working hours (all 39 organizations obtained a rating of "acceptable"). However, their perceptions about planning effectiveness (i.e., constantly changing priorities, lack of stability in their organization, having to do the same amount of work or more but with fewer resources) were not favourable: 16 organizations obtained a rating of "opportunity for improvement," and a further 23 obtained a rating of "attention required." In terms of overtime and succession planning, organizations continued to report difficulties in identifying their key non-executive positions, and, if these positions were vacant, they remained so for long periods of time. Almost half of the assessed organizations obtained ratings of "opportunity for improvement" or "attention required" for this specific measure.

In summary, the results of this indicator suggest that despite improvements in planning methodologies and progress in integrating HR and business planning, the benefits are not being felt broadly enough at the working level, particularly in terms of stable priorities, adequate resources, and the organizational stability that employees feel they require to do high-quality work. In particular, more effort should be deployed to succession planning effectiveness in order to reduce the risk of not having the qualified human resources in place to deliver on organizational mandates.

Staffing

Flexible and efficient staffing processes are integral to ensuring a sustainable and competent workforce. In the federal public service, staffing must respect the values of fairness, access, transparency and representativeness, while ensuring that appointees are qualified and that the appointment process contributes to achieving an inclusive public service that is based on merit and non-partisanship.

The MAF assessment of this indicator is based on data provided by the Public Service Commission of Canada. Overall, 3 of the assessed organizations obtained a rating of "strong," 31 obtained a rating of "acceptable," and 2 organizations obtained a rating of "opportunity for improvement." These results suggest that there are no major issues with the staffing process in the organizations assessed.

Official Languages

Assessment against this indicator addresses whether organizations have established and maintained the linguistic duality of their workforces. Two types of measures were used to assess organizations' performance for this indicator: employees' perceptions on their use of the official language of their choice in the workplace, and employees meeting the bilingual language requirements of their position.

Overall, 11 of the assessed organizations obtained a rating of "strong," 27 obtained a rating of "acceptable," and 1 obtained a rating of "opportunity for improvement" for this indicator. More specifically, employees' perceptions concerning the use of official languages of their choice in the workplace (written communication, oral communication, and communication with their supervisor) were favourable: 19 organizations received a "strong" rating, and 16 received an "acceptable" rating in terms of employees meeting the bilingual language requirements of their position.

These results suggest that there are no major issues in the area of official languages that require focused attention.

Organizational Context

This indicator evaluates the extent to which organizations have been successful in addressing and demonstrating positive impacts about an HR issue that pertained specifically to their organization. Of the 39 assessed organizations, 17 obtained a rating of "strong," 16 obtained a rating of "acceptable," 5 obtained a rating of "opportunity for improvement," and 1 obtained a rating of "attention required." Overall, these results suggest that the majority of the assessed organizations have been successful in generating positive outcomes on complex HR issues.

Section 2: Enabling People Management for the Future

In his *Nineteenth Annual Report to the Prime Minister on the Public Service in Canada*, the Clerk of the Privy Council emphasized the need for an adaptable public service. Since the coming into force of the *Public Service Modernization Act* in 2005 and the launch of public service renewal in 2006, people management has become a key priority at the executive level across departments and agencies, business and HR planning are better integrated, and many administrative practices and systems have been modernized. Nonetheless, despite legislative change, focused attention and better HR management procedures, change in the federal public service is not happening fast enough to keep up with change in the broader society it serves. To build the public service of the future, the goal must be to "build a stronger and more adaptable institution…to provide Canadians with better services at a lower cost." [8] To get there, the Clerk is calling for fundamental change in *how* work is done, with a public service that is collaborative, innovative, streamlined, high-performing and adaptable, and diverse.[9]

Clearly, how people are managed has a key role to play in making these characteristics the ones that define the federal public service of the future. Following are a number of initiatives in HR management that made significant progress in 2011–12, establishing that foundation.

Human Resources Services Modernization

Delivering government programs and services with fewer resources will require innovation in resource management, including people management, to strengthen workforce productivity. Departments and agencies must put more focus on *strategic* HR management. In January 2012, Treasury Board ministers formally approved the Human Resources Services Modernization (HRSM) initiative to support a more effective and efficient government-wide approach to people management by streamlining HR processes and services. Enhancing the efficiency of HR service delivery in federal organizations through standardized and consolidated HR management processes and systems can significantly reduce the administrative burden of day-to-day HR transactions on managers and service providers. This allows resources to be redirected to higher-value, strategic work to develop innovative solutions to bolster HR management in critical areas such as succession planning, leadership development, disability management and performance management.

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8. *Nineteenth Annual Report to the Prime Minister on the Public Service of Canada*, p. 7.
9. *Nineteenth Annual Report to the Prime Minister on the Public Service of Canada*, pp. 9–13.

Directed and coordinated by OCHRO of the Treasury Board of Canada Secretariat, the HRSM initiative is an integral part of the government's efforts to enable excellence in people management and contribute to the *Economic Action Plan 2012* commitment to modernize back office operations.

Utilizing Technology to Strengthen HR Functions

OCHRO is actively leveraging technology to engage and enable managers, employees and HR professionals across the public service. Following are some examples:

▸ OCHRO launched an internal Jobs Marketplace in 2011 to allow managers and job seekers to come together to facilitate deployment and assignment opportunities for career development purposes.

▸ In February 2012, OCHRO added the Alternation Forum to this service to facilitate employees in positions affected by workforce reductions to exchange positions with non-affected indeterminate employees who wish to leave the federal public service.

▸ OCHRO has leveraged GCpedia to provide space for disability management practitioners from across the federal public service to share data and information and exchange best practices.

▸ OCHRO's People Information Management Automated Request Tracker (PIMART) is a Web-based tool that manages and tracks requests for demographic information about the federal public service of Canada. OCHRO officially launched PIMART on December 1, 2010, and it has now become the Government of Canada's single point of access for data requests for statistics about the public service workforce. This tool has transformed data delivery, making it more efficient and effective for all departments and agencies. More self-service options will be provided, permitting departments and agencies to rapidly locate the data they need when they need it, without having to submit an online request.

▸ The Community of Official Languages on Clearspace is a dynamic online collaboration and networking portal supported by OCHRO that is used by over 300 official languages advisors from across the federal public service, Crown corporations and other organizations that are subject to the *Official Languages Act*. It enables peer-to-peer problem solving and sharing of best practices, building front-line capacity to interpret and apply official languages policy.

▶ In March 2012, OCHRO introduced an online Performance Management Program budget module to the Executive Talent Management System that automates performance pay calculations and lets deputy heads view and approve final performance management reports and related expenditures online. Once the reports are submitted within the system, OCHRO reviews all final reports for accuracy and compliance before publishing the aggregate data on program results and expenditures on its website.

Policy Review

Through the People Management Policy Review Project, OCHRO is working to reduce to the greatest extent possible the number of HR policy instruments for the core public administration and their prescriptive detail. The consolidation and simplification of the HR policy suite aims to foster a supportive workplace and a well-managed workforce while giving deputy heads the flexibility they need to manage people in a way that suits their organization's culture and operational needs. Since the project commenced in 2008, approximately 40 policy instruments have been either consolidated or rescinded. By the end of the 2012–13 fiscal year, at least another 9 policies will be either rescinded or subsumed within simplified and integrated policy instruments.

Common Human Resources Business Process

The Common Human Resources Business Process (CHRBP) will standardize the delivery of all core HR functions and their related transactions, from planning and staffing to compensation and performance management across the federal public service. Endorsed by deputy ministers in June 2010 with a target completion date of March 2014, the CHRBP has been designed to streamline and simplify HR processes to reduce complexity and inefficiency, remove inconsistencies that arise when organizations conduct HR business differently, reduce duplication of effort, and improve overall HR service delivery to better meet the needs of managers and departments. Starting in fiscal year 2012–13, OCHRO will monitor departments' and agencies' implementation progress via the Management Accountability Framework process.

Disability Management Initiative

The 2011–12 fiscal year marked the third and final year of the Disability Management Initiative (DMI). Over the course of the DMI, a wide range of capacity-building tools and resources were developed to enable departments and agencies to improve day-to-day disability management practice:

▶ Training resources and case management workshops;

▶ The development and dissemination of a handbook on disability management for managers;

- An employee wellness resource, a tool to assist in handling disability cases, and a "how to" resource to guide departments in establishing a disability management program;

- New metrics in the Public Service Management Dashboard to enable departments to better track and report on sick leave utilization and disability-related costs; and

- The establishment of a formal community of practice for disability management practitioners across the federal public service.

All DMI tools and resources[vi] are publicly available online.

The management of illness, injury and disability in the federal public service is a key priority at all levels. In 2011–12, the Workplace Wellness and Productivity Strategy was launched with the mandate to implement structural and policy changes to modernize disability management across the federal public service. OCHRO will continue to provide guidance and support to improve day-to-day disability management practices across the federal public service, as efforts to streamline and transform the underlying system of policies, programs and disability benefit plans under the Workplace Wellness and Productivity Strategy.

Values and Ethics Code for the Public Sector

Developed pursuant to section 5 of the *Public Servants Disclosure Protection Act*, the new *Values and Ethics Code for the Public Sector* came into effect on April 2, 2012, for a much broader population than the one it replaced, which applied only to the core public administration. The new Code applies to departments, agencies, separate employers, boards, commissions and parent Crown corporations. Only members of the Canadian Forces and employees of the Canadian Security Intelligence Service and Communications Security Establishment Canada are exempted.

The Code's balanced framework of public service values includes respect for democracy, people, integrity, stewardship and excellence. It expands the definition of professional excellence by including innovation and explicitly stating that engagement, collaboration, effective teamwork and professional development are all essential to a high-performing organization. Under the stewardship value, it directs employees to ensure the effective and efficient use of public money, property and resources for the short and long terms. It reflects contemporary operational realities by including, for example, measures related to new technologies. In addition to the new Code, a separate *Policy on Conflict of Interest and Post-Employment* was also introduced, which applies only to the core public administration. Comprehensive information on the Code, the policy, and the role of departments and agencies in establishing codes of conduct [vii] is available online.

Public Service Management Dashboard

The Public Service Management (PSM) Dashboard is an online suite of people management information tools. It was developed to meet the monitoring and reporting needs of central agencies as well as to provide deputy heads and departmental HR officials with the information they need for analysis and decision making to improve workforce planning and operational performance. By leveraging departmental data available from central repositories and from the Public Service Employee Survey, as well as data from employee benefits plans and the leave reporting system, it provides users with one-stop, high-quality and strategically valuable data and information on people management, allowing for performance tracking, benchmarking and comparative analysis, and continuous improvement.

In 2011–12, OCHRO successfully positioned the PSM Dashboard as a key data delivery mechanism enabling department and agency users to access data in a self-service environment, aligned with the Government of Canada's commitment to open data. In addition to ongoing functional enhancements, data updates and quality assurance, OCHRO will continue to expand the scope of the PSM Dashboard, incorporating new people management metrics, assessments, tool kits and hyperlinks to further accelerate the dissemination of business intelligence with which to improve people management.

2011 Public Service Employee Survey

The Public Service Employee Survey has been conducted triennially since 1999. It provides federal public service employees with the opportunity to anonymously voice their opinions on their leadership, workforce and work environment. The results of the survey, conducted by Statistics Canada on behalf of OCHRO, enable managers and employees to identify and discuss the strengths and areas for improvement in people management at all levels in their organizations. They also feed into deputy heads' performance assessments.

The latest survey was in the field from August 29, 2011, to October 7, 2011. It achieved a 72.2 per cent overall response rate, which is the highest since the survey began. Its results showed improvement in areas such as effectiveness of immediate supervisors, work-life balance, being able to complete workload during work hours, and achieving a respectful workplace. However, the results also revealed that more needs to be done to strengthen career development, opportunities for promotions, innovation and employees' perceptions of senior management.

The latest Public Service Employee Survey results and highlights[viii] are available online.

Conclusion

The public service is modernizing the way it works. Its use of technologies is increasing; processes are being streamlined; red tape is being reduced, including as a result of the ideas generated by public service employees; and, with the launch of Shared Services Canada, resources and personnel that deliver the most commonly used information technology services have been consolidated to improve the efficiency of information technology services across the federal government and ensure value for money. In short, "processes are being streamlined, resource-sharing is reducing costs, and employee engagement efforts have increased."[10] However, as the Clerk points out, there is much more to do, particularly as the public service must carry out its mission with fewer resources.

The foundational initiatives supporting modern HR management described in this report will contribute to improving employment equity, particularly for employees with disabilities; bolstering executive leadership, including through the systematic provision of high-quality business intelligence on people management; strengthening performance management; and enabling more effective workforce and workload planning.

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10. *Nineteenth Annual Report to the Prime Minister on the Public Service of Canada*, p. 6.

Appendix A: Alternative Sources of Information on Human Resources Management

Type of Human Resources Information	Alternative Source of Information	Information Tabled in Parliament
Treasury Board of Canada Secretariat activities	Departmental Performance Report of the Treasury Board of Canada Secretariat	Yes
Management Accountability Framework (MAF)	Results of annual MAF assessments[ix]	No
	Departmental Performance Reports (all institutions)	Yes
Results of the Performance Management Program for Executives	Office of the Chief Human Resources Officer, Results of the Performance Management Program (PMP) for Executives for 2010–11[x]	No
Staffing	Public Service Commission Annual Report[xi]	Yes
Diversity of workforce	Annual report on Employment Equity in the Public Service of Canada[xii]	Yes
Official languages	Annual Report on Official Languages[xiii]	Yes
HR management demographics for employees in the core public administration	Annual Report to the Prime Minister on the Public Service of Canada[xiv]	Yes
	Demographic Snapshot of the Federal Public Service, 2011[xv]	No
Key HR management initiatives	Public service renewal[xvi]	No
	Common Human Resources Business Process	No
	People Management Policy Review Project[xvii]	No
	Leadership development[xviii]	No
	Values and Ethics Code for the Public Sector[xix]	No
	Disability management[xx]	No

Appendix B: Organizations Assessed in the MAF 2011–12 Evaluation

1. Aboriginal Affairs and Northern Development Canada

2. Agriculture and Agri-Food Canada

3. Atlantic Canada Opportunities Agency

4. Canada Border Services Agency

5. Canada School of Public Service

6. Canadian Food Inspection Agency

7. Canadian Heritage

8. Canadian International Development Agency

9. Canadian Radio-television and Telecommunications Commission

10. Canadian Space Agency

11. Citizenship and Immigration Canada

12. Correctional Service Canada

13. Courts Administration Service

14. Department of Finance Canada

15. Department of Justice Canada

16. Economic Development Agency of Canada for the Regions of Quebec

17. Environment Canada

18. Fisheries and Oceans Canada

19. Foreign Affairs and International Trade Canada (includes Passport Canada)

20. Health Canada

21. Human Resources and Skills Development Canada

22. Industry Canada

23. Infrastructure Canada

24. Library and Archives Canada

25. National Defence

26. National Research Council Canada

27. Natural Resources Canada

28. Privy Council Office

29. Public Health Agency of Canada

30. Public Prosecution Service of Canada

31. Public Safety Canada

32. Public Service Commission of Canada

33. Public Works and Government Services Canada

34. Royal Canadian Mounted Police (Civilian Staff)

35. Statistics Canada

36. Transport Canada

37. Treasury Board of Canada Secretariat

38. Veterans Affairs Canada

39. Western Economic Diversification Canada

Endnotes

i. *Report of the Review of the "Public Service Modernization Act, 2003,"* www.tbs-sct.gc.ca/reports-rapports/psma-lmfp/psma-lmfp00-eng.asp

ii. *Nineteenth Annual Report to the Prime Minister on the Public Service of Canada*, http://www.clerk.gc.ca/eng/feature.asp?pageId=300

iii. *Financial Administration Act*, http://laws-lois.justice.gc.ca/eng/acts/F-11/index.html

iv. *Public Service Employment Act*, http://laws-lois.justice.gc.ca/eng/acts/P-33.01/index.html

v. Management Accountability Framework, http://www.tbs-sct.gc.ca/maf-crg/index-eng.asp

vi. DMI tools and resources, http://www.tbs-sct.gc.ca/hrh/dmi-igi/index-eng.asp

vii. Comprehensive information on the Code, the policy, and the role of departments and agencies in establishing codes of conduct, http://www.tbs-sct.gc.ca/chro-dprh/ve-eng.asp

viii. Public Service Employee Survey results and highlights, http://www.tbs-sct.gc.ca/pses-saff/2011/introduction-eng.asp

ix. Results of annual MAF assessments, http://www.tbs-sct.gc.ca/maf-crg/index-eng.asp

x. Office of the Chief Human Resources Officer, Results of the Performance Management Program (PMP) for Executives for 2010–11, http://www.tbs-sct.gc.ca/prg/pmp-pgr-10-11-eng.asp

xi. Public Service Commission Annual Report, http://www.psc-cfp.gc.ca/arp-rpa/index-eng.htm

xii. Employment Equity in the Public Service of Canada, http://www.tbs-sct.gc.ca/reports-rapports/ee/index-eng.asp

xiii. Annual Report on Official Languages, http://www.tbs-sct.gc.ca/reports-rapports/ol-lo/index-eng.asp

xiv. Annual Report to the Prime Minister on the Public Service of Canada, http://clerk.gc.ca/eng/feature.asp?featureId=19&pageId=77&wb48617274=3269325B

xv. Demographic Snapshot of the Federal Public Service, 2011, http://www.tbs-sct.gc.ca/res/stats/demo11-eng.asp

xvi. Public service renewal, http://www.tbs-sct.gc.ca/chro-dprh/ren-eng.asp

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