Public Service Staffing Tribunal

2014-15

Report on Plans and Priorities

The Honourable Shelly Glover, P.C., M.P.
Minister of Canadian Heritage and
Official Languages

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2014-15
ESTIMATES

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat website.[i]

Links to the Estimates

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - Report 15[ii]), in 2010; and on Government and Operations Estimates (OGGO - Report 7[iii]), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program(s) by Strategic Outcome(s)

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary

information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations Report*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation
Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary Vs. Non-budgetary Expenditures

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result
An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)
A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes
A set of high-level objectives defined for the government as a whole.
Management Resources and Results Structure (MRRS)
A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending
For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

Program
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture
A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas
Government of Canada categories of expenditures. There are four spending areas[iv] (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome
A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program
A time-limited program that does not have ongoing funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework
A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

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Chairperson's Message

I am pleased to submit the 2014–15 Report on Plans and Priorities for the Public Service Staffing Tribunal.

In December 2013, provisions in the *Budget Implementation Act* to merge the Public Service Labour Relations Board (former Board) and the Public Service Staffing Tribunal (Tribunal) received Royal Assent.

The new Public Service Labour Relations and Employment Board (PSLREB) will deal with matters that were previously dealt with by the former Board and the Tribunal under the *Public Service Labour Relations Act* and the *Public Service Employment Act*, respectively.

Provisions to establish the PSLREB will come into force on a date to be determined by Order in Council. Until that time, the two organizations will continue to operate independently while working jointly and with stakeholders to establish the PSLREB.

During this transition period, the Tribunal will continue to provide relevant and timely complaint resolution services and improve its services by fully implementing its new case management system to optimize the complaint management process; adding the expedited hearing process to its normal business practice to reduce cost and time for hearings; offering training for mediation in a more accessible and cost-effective format online; and by encouraging the sharing of departmental video conferencing facilities to leverage limited resources.

Moving forward, the Tribunal will continue to assess and improve ongoing activities to ensure excellence in service delivery.

Guy Giguère
Chairperson and Chief Executive Officer

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Shelly Glover, P.C., M.P.

Deputy head: Guy Giguère, Public Service Staffing Tribunal
Chairperson and Chief Executive Officer

Ministerial portfolio: The Tribunal is part of the Canadian Heritage portfolio

Year established: The PSEA came into force on December 31, 2005

Main legislative authorities: *Public Service Employment Act* (PSEA)[v]

Organizational Context

Raison d'être

The Tribunal is an independent, quasi-judicial body established under the *Public Service Employment Act* (PSEA) to address complaints related to internal appointments and lay-offs in the federal public service. The Tribunal conducts hearings, settlement conferences and mediation sessions in order to resolve complaints.

In fulfilling its mandate, the Tribunal fosters fair and transparent staffing practices, contributes to a public service that is based on merit, embodies linguistic duality and human rights, and strives for excellence.

Responsibilities

The Tribunal derives its mandate from the PSEA and is responsible for the impartial and timely consideration and disposition of complaints submitted under the Act with respect to internal appointment and lay-off processes in the federal public service.

Strategic Outcome and Program Alignment Architecture (PAA)

1 **Strategic Outcome:** Fair and impartial resolution of disputes related to internal appointments and lay-offs in the federal public service.

1.1 Program: Adjudication and mediation of complaints filed under the *Public Service Employment Act*.

Internal Services

Organizational Priorities

Organizational Priorities

Priority	Type[1]	Strategic Outcome
Efficient, simplified and well-documented processes	Ongoing	Fair and impartial resolution of disputes related to internal appointments and lay-offs in the federal public service

Description

Why is this a priority?

- The optimal utilization of the dispute resolution services by parties ensures that services are relevant, cost-effective and continue to respond to client needs.
- Resolving complaints more efficiently for clients provides value for Canadians by reducing the human and financial resources needed for the process.

What are the plans for meeting this priority?

- The new case management system will be fully implemented to optimize the complaint management process.
- The expedited hearing process will be added to the Tribunal's dispute resolution toolbox.
- Mediation Services will pilot training on mediation in a more accessible and cost-effective format to be delivered online via Webcast.
- Leverage resources in program delivery, such as sharing of host departmental video conferencing facilities for hearing services.

[1] Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP or DPR.

Priority	Type[1]	Strategic Outcome
Timely issuance of reasons for decision	Ongoing	Fair and impartial resolution of disputes related to internal appointments and lay-offs in the federal public service
Description		
Why is this a priority? • The Tribunal decisions must be timely, sound and well-reasoned – overall the Tribunal has set a target of 80% of decisions rendered within four months of a hearing. **What are the plans for meeting this priority?** • Maintain current practices and process for issuing decisions, including the expedited hearing process • Develop opportunities to increase the use of video conferencing for hearings		

Priority	Type[1]	Strategic Outcome
A workplace where people feel valued and know the importance of their contribution	Ongoing	Fair and impartial resolution of disputes related to internal appointments and lay-offs in the federal public service
Description		
Why is this a priority? • Fostering a workplace where people recognize the value of their contribution and are committed to the Tribunal's values creates a positive culture that motivates employees. **What are the plans for meeting this priority?** • Offer staff development opportunities		

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
The unpredictability of the Tribunal's caseload is an ongoing challenge. As the government continues its reductions and adjustments in the public service workforce, the Tribunal may have to manage an increase in the number of lay-off complaints and an increase in complaints relating to appointments.	The Tribunal has a process in place to deal with potential increases in the number and complexity of complaints, especially lay-off complaints.	Adjudication and mediation of complaints filed under the *Public Service Employment Act*
The Tribunal is faced with challenges in turnover of employees and members, in large part due to retirements and career development.	The Tribunal has an integrated human resources and business plan and will continue to recruit and ensure effective integration of new employees and members and to offer learning opportunities to engage and retain employees.	Internal services

Planned Expenditures

Budgetary Financial Resources (Planned Spending—dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
5,481,116	5,481,116	5,481,116	5,481,116

Human Resources (Full-time equivalents—FTEs)

2014–15	2015–16	2016–17
38	38	38

Budgetary Planning Summary for Strategic Outcome and Program (dollars)

Strategic Outcome, Program and Internal Services	2011–12 Expenditures	2012–13 Expenditures	2013–14 Forecast Spending	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
Strategic Outcome 1: Fair and impartial resolution of disputes related to internal appointments and lay-offs in the federal public service.							
Adjudication and mediation of complaints filed under the *Public Service Employment Act*	3,644,333	3,747,033	3,780,444	4,003,475	4,003,475	4,003,475	4,003,475
Strategic Outcome 1 Subtotal	3,644,333	3,747,033	3,780,444	4,003,475	4,003,475	4,003,475	4,003,475
Internal Services Subtotal	1,291,743	1,361,774	1,299,119	1,477,641	1,477,641	1,477,641	1,477,641
Total	4,936,076	5,108,807	5,079,563	5,481,116	5,481,116	5,481,116	5,481,116

In 2014-15, the Tribunal plans to spend $5.5 million to meet the expected results of its program activity and strategic outcome.

Alignment to Government of Canada Outcomes

2014–15 Planned Spending by Whole-of-Government-Framework Spending Area (dollars)

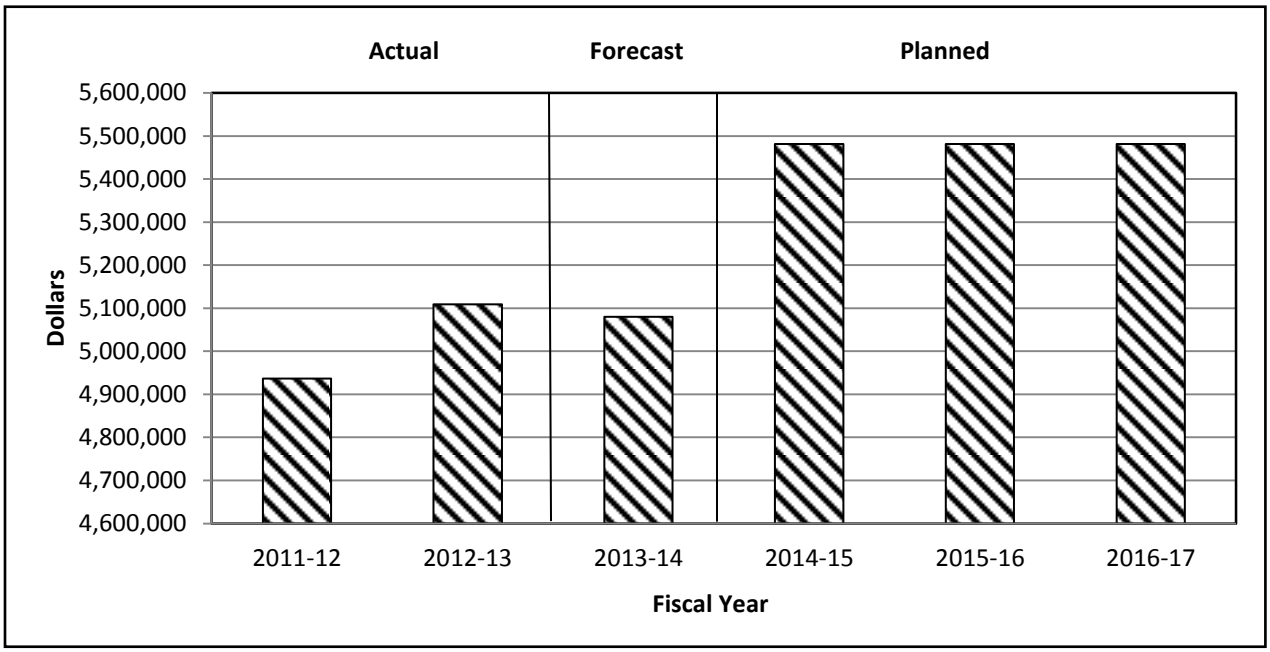
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Planned Spending
1 Fair and impartial resolution of disputes related to internal appointments and lay-offs in the federal public service	1.1 Adjudication and mediation of complaints filed under the *Public Service Employment Act*	Government Affairs	Well managed and efficient Government operations	4,003,475

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Government Affairs	4,003,475

Departmental Spending Trend

Departmental Spending Trend Graph



The figure above illustrates the Tribunal's spending trend from 2011-12 to 2016-17.

The spending amounts presented in the chart for fiscal years 2011-12 to 2012-13 are actual results as presented in the Public Accounts of Canada. From 2011-12 to 2012-13, spending increased by 3.5%, mainly due to investments in its new case management system. Forecast spending for 2013-14 is expected to be 1% lower than actual spending in 2012-13. The Tribunal continued its investments in its case management system but reduced its personnel expenditures as a result of a reduction in personnel through attrition. The Tribunal also reduced overall expenses due to the use of expedited hearings, settlement conferences and greater use of video-conferencing.

For the 2014-15 to 2016-17 periods, the total spending corresponds to the planned spending and consists of funding anticipated to be received through Main Estimates, which has been fairly stable over the years. The fluctuation is mainly due to changes in funding associated with collective bargaining agreements.

Estimates by Vote

For information on the Public Service Staffing Tribunal's organizational appropriations, please see the 2014–15 Main Estimates publication.[vi]

Contribution to the Federal Sustainable Development Strategy (FSDS)

The Public Service Staffing Tribunal ensures that its decision-making process includes a consideration of the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.

Section II: Analysis of Program by Strategic Outcome

Strategic Outcome: Fair and impartial resolution of disputes related to internal appointments and lay-offs in the federal public service.

Performance Measurement

Performance Indicators	Targets	Date to be Achieved
Percentage of complaints referred to judicial review on the grounds that the Tribunal failed to observe a principle of natural justice, procedural fairness or other procedure.	Less than 5%	March 2015

Program 1.1: Adjudication and mediation of complaints filed under the *Public Service Employment Act*.

Description: The Tribunal conducts hearings and provides mediation services in order to resolve complaints.

Budgetary Financial Resources (dollars)

2014−15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
4,003,475	4,003,475	4,003,475	4,003,475

Human Resources (FTEs)

2014–15	2015–16	2016–17
28	28	28

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Tribunal's decisions are timely, sound and well-reasoned	Percentage of decisions where reasons are issued within four months of the hearing	80%	March 2015
	Of the decisions referred to judicial review, percentage of decisions upheld in relation to total number of decisions issued	95%	March 2015
Optimal utilization of Tribunal's dispute resolution services by parties	Percentage of mediations resulting in withdrawal of complaint	70%	March 2015

Planning Highlights

The new case management system will be fully implemented to optimize the complaint management process. Information from the new case management system will be leveraged to monitor the time for issuing decisions and adjust internal procedures to ensure the optimal use of resources.

The Tribunal will add the expedited hearing process to the Tribunal's dispute resolution toolbox which aims to significantly reduce, for certain types of cases, the time for hearings and issuing written decisions.

Mediation Services will pilot training on mediation in a more accessible and cost-effective format to be delivered online via Webcast.

The Tribunal will encourage clients in the sharing of host departmental video conferencing facilities for hearing services to leverage resources in program delivery.

Internal Services

Description:

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2014−15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,477,641	1,477,641	1,477,641	1,477,641

Human Resources (FTEs)

2014–15	2015–16	2016–17
10	10	10

Planning Highlights

The Tribunal will continue to ensure appropriate and timely communications and to offer learning opportunities to help ensure Tribunal staff and members have a sound knowledge of the Tribunal's mandate and how they contribute to its achievement.

The Public Service Staffing Tribunal contributes to the Greening Government Operations targets through its internal services program. Additional details on the Public Service Staffing Tribunal's activities can be found in the Greening Government Operations Supplementary Information Table.[vii]

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Public Service Staffing Tribunal's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Public Service Staffing Tribunal's website.[viii]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31 (dollars)

Financial information	Estimated Results 2013−14	Planned Results 2014–15	Change
Total expenses	5,538,765	6,246,125	707,359
Total revenues	-	-	-
Net cost of operations	5,538,765	6,246,125	707,359

The Tribunal projects $6.2 million in expenses, based on the 2014-15 Main Estimates, the Supplementary Estimates and amounts to be allocated at year-end from Treasury Board central votes. The majority of the funds, $4.5 million or 73%, will be spent on the program for adjudication and mediation of complaints filed under the *Public Service Employment Act*. The balance will be spent on internal services (i.e. $1.7 million or 27%).

List of Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Report on Plans and Priorities* can be found on the Public Service Staffing Tribunal's website.[ix]

- Greening Government Operations

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[x] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

As presented in the Government Electronic Directory Services[xi]

Public Service Staffing Tribunal
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Ottawa, Ontario K1A 0A5
Canada
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Web : http://www.psst-tdfp.gc.ca

Endnotes

i. Treasury Board Secretariat Estimates Publications and Appropriation Acts, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp.

ii. Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0.

iii. Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on Government and Operations Estimates, June 2012, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1.

iv. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx.

v. *Public Service Employment Act*, http://laws-lois.justice.gc.ca/eng/acts/p-33.01/.

vi. 2014-15 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp.

vii. Greening Government Operations Supplementary Information Table, http://www.psst.gc.ca/article.asp?id=5684.

viii. Future-oriented Financial Statement of Operations, http://www.psst.gc.ca/article.asp?id=5699.

ix. Greening Government Operations Supplementary Information Table, http://www.psst.gc.ca/article.asp?id=5684.

x. Government of Canada Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp.

xi. Government Electronic Directory Services, http://sage-geds.tpsgc-pwgsc.gc.ca/cgi-bin/direct500/eng/TE?FN=index.htm.