



Public Service Commission
of Canada

Commission de la fonction publique
du Canada



Departmental Performance Report

Public Service Commission of Canada

2014-15

The Honourable Judy M. Foote, C.P., M.P.
Minister of Public Services and Procurement

Canada

Information contained in this publication or product may be reproduced, in part or in whole, and by any means, for personal or public non-commercial purposes, without charge or further permission, unless otherwise specified.

You are asked to:

- Exercise due diligence in ensuring the accuracy of the materials reproduced;
- Indicate both the complete title of the materials reproduced, as well as the author organization; and
- Indicate that the reproduction is a copy of an official work that is published by the Government of Canada and that the reproduction has not been produced in affiliation with, or with the endorsement of the Government of Canada.

Commercial reproduction and distribution is prohibited except with written permission from the Public Service Commission of Canada. To obtain additional information, please contact:

The Public Service Commission of Canada, 22 Eddy Street, Gatineau, Quebec K1A 0M7
cfp.infocom.psc@cfp-psc.gc.ca

This report is also available on our Web site at
<http://www.psc-cfp.gc.ca/centres/publications-eng.htm>

Catalogue No: SC1-5E-PDF
ISSN: 2368-5352

Printed in Canada

© Her Majesty the Queen in Right of Canada, represented by the Public Service Commission of Canada, 2015

Table of Contents

President's Message	1
Section I: Organizational Expenditure Overview	4
Organizational Profile	4
Organizational Context	5
Actual Expenditures	12
Alignment of Spending With the Whole-of-Government Framework.....	13
Departmental Spending Trend.....	14
Expenditures by Vote	14
Section II: Analysis of Programs by Strategic Outcome	15
Strategic Outcome.....	15
Program 1.1: Staffing System Integrity and Political Impartiality.....	15
Sub-program 1.1.1: Staffing and Non-partisanship Policies, Advice and Support	19
Sub-program 1.1.2: Delegation, Political Activities, Official Languages and Priority Administration	22
Program 1.2: Staffing Services and Assessment	26
Sub-program 1.2.1: Staffing Services	28
Sub-program 1.2.2: Assessment	30
Sub-program 1.2.3: Enabling Infrastructure	32
Program 1.3: Oversight of Integrity in Staffing and of Non-partisanship .	34
Sub-program 1.3.1: Monitoring	36
Sub-program 1.3.2: Audit and Data Services	38
Sub-program 1.3.3: Investigations	41
Internal Services	43
Section III: Supplementary Information.....	45
Financial Statements Highlights.....	45
Financial Statements.....	46
Supplementary Information Tables	46
Tax Expenditures and Evaluations	46
Section IV: Organizational Contact Information.....	47

Appendix: Definitions	49
Endnotes	52

President's Message

I am pleased to present the 2014-15 Departmental Performance Report of the Public Service Commission (PSC). This report provides an overview of the progress made by the PSC in achieving its key priorities. I would like to highlight a few of our achievements.

The PSC provides ongoing, independent oversight on the staffing performance of organizations under the *Public Service Employment Act*ⁱ that was modernized in 2005. Together with deputy heads, hiring managers and human resources specialists, the PSC has accumulated nearly 10 years of experience with these reforms. As the staffing system matured, the PSC continued to reduce reporting burdens and to adapt its approach to auditing, particularly for small and micro organizations with low levels of staffing. In 2014-15, the PSC completed a review of its policy and oversight functions and developed proposals for a streamlined policy framework and recalibrated oversight, based on risk. Key stakeholders have been consulted and planning for the implementation of these changes is under way.

Technology continued to be a key driver in modernizing the PSC's programs and services. External and internal recruitment were consolidated at jobs.gc.caⁱⁱ, providing applicants with a single portal to access all public service job opportunities. The Public Service Entrance Exam was revamped with a new generation of tests to assist organizations in recruiting high-performing candidates. The PSC has also expanded its use of Web 2.0 technologies, including GCconnex to communicate internally and externally.

Outreach and collaboration were essential elements in many initiatives. In concert with departments and agencies, the PSC promoted public service recruitment and renewal at 58 career fairs and conducted 37 information sessions at academic institutions across Canada. We also worked closely with the Department of National Defence and Veterans Affairs Canada to prepare for the implementation of the *Veterans Hiring Act*ⁱⁱⁱ, which provides veterans and Canadian Armed Forces members with increased access to public service jobs. The Act received Royal Assent on March 31st, 2015 and came into force July 1st, 2015.

Awareness among employees of their legal rights and responsibilities with respect to political activities continued to increase. To help employees better understand the value of non-partisanship and make informed decisions about political activities, new tools were developed, including an animated video. The PSC also considered 133 new requests from public servants seeking permission to run as political candidates.

As the public service evolves, a modern, efficient and effective staffing system will be needed to ensure that the workforce of the future has the skills and competencies to deliver results for Canadians. We are pleased with the progress made and results achieved in 2014-15 and we are looking forward to working in collaboration with our partners and stakeholders so that Canadians will continue to benefit from a professional and non-partisan public service.

Christine Donoghue
Acting President
November 23, 2015

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Judy M. Foote, C.P., M.P.

Institutional head: Anne-Marie Robinson

Ministerial portfolio: The Public Service Commission of Canada is part of the Public Services and Procurement Canada portfolio

Year established: 1908

Main legislative authorities: *Public Service Employment Act*^{iv} (S.C. 2003, c.22. 12, 13)

Other:

Public Services and Procurement Canada Web site^v

Public Service Commission of Canada Web site^{vi}

Organizational Context

Raison d'être

The mandate of the Public Service Commission (PSC) is to promote and safeguard merit-based appointments and, in collaboration with other stakeholders, to protect the non-partisan nature of the public service. The PSC reports independently on its mandate to Parliament.

Under the delegated staffing system set out in the *Public Service Employment Act*^{vii} (PSEA), the PSC fulfills its mandate by providing policy guidance and expertise as well as by conducting effective oversight. In addition, the PSC delivers innovative staffing and assessment services.

Responsibilities

The PSC is responsible for promoting and safeguarding merit-based appointments that are free from political influence and, in collaboration with other stakeholders, for protecting the non-partisan nature of the public service. It reports independently on its mandate to Parliament.

The PSC is mandated to:

- Make appointments to and within the public service, based on merit and free from political influence. The PSEA provides the authority to the Commission to delegate to deputy heads its authority to make appointments to positions in the public service. This authority is currently delegated to the deputy heads subject to the PSEA, across the federal government;
- Administer the provisions of the PSEA that are related to the political activities of employees and deputy heads. Part 7 of the PSEA recognizes the right of employees to engage in a political activity, while maintaining the principle of political impartiality in the public service. It also sets out specific roles and responsibilities for employees and for the PSC related to political activities; and
- Oversee the integrity of the staffing system and, in collaboration with other stakeholders, ensure non-partisanship. This oversight role includes: The regulatory authority and policy-setting function, the ongoing support and guidance and the monitoring of the staffing performance of delegated organizations, the conduct of audits that provide an independent assessment of the performance and management of staffing activities and the conduct of investigations of staffing processes and improper political activities by public servants.

Strategic Outcome and Program Alignment Architecture (PAA)

1. Strategic Outcome: To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.

1.1 Program: Staffing System Integrity and Political Impartiality

1.1.1 Sub-program: Staffing and Non-partisanship Policies, Advice and Support

1.1.2 Sub-program: Delegation, Political Activities, Official Languages and Priority Administration

1.2 Program: Staffing Services and Assessment

1.2.1 Sub-program: Staffing Services

1.2.2 Sub-program: Assessment

1.2.3 Sub-program: Enabling Infrastructure

1.3 Program: Oversight of Integrity in Staffing and of Non-partisanship

1.3.1 Sub-program: Monitoring

1.3.2 Sub-program: Audit and Data Services

1.3.3 Sub-program: Investigations

Internal Services

Organizational Priorities

Organizational Priorities

Priority I	Type	Programs
Provide ongoing, independent oversight on the performance of the staffing system under the PSEA.	Ongoing	1.1 Staffing System Integrity and Political Impartiality 1.2 Staffing Services and Assessment 1.3 Oversight of Integrity in Staffing and of Non-partisanship
Summary of Progress		
<p>The PSC is accountable to Parliament for the overall integrity of the staffing system in the federal public service, for organizations under the PSEA, and holds deputy heads accountable for how delegated authorities are exercised in their own organizations. The PSC assures itself of the integrity of the staffing system through its oversight framework, which is comprised of monitoring, audits and investigations, in addition to its regulatory authority and policy-setting function.</p> <p>The PSC continued to support improved performance and accountability within departments and agencies by implementing a range of plans set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:</p> <p>Policies and Outreach</p> <ul style="list-style-type: none"> Completed a comprehensive review of its policy and oversight frameworks and drafted a revised appointment policy, delegation instrument and oversight model. The goals of the review were to streamline requirements, ensure oversight is calibrated to the risks in the system and, more generally, simplify staffing. The PSC has begun consultations with stakeholders, including departments and agencies, central agencies and bargaining agents on the proposed models; and Strengthened and increased the number of outreach activities. In 2014-15, 131 outreach activities were delivered to the PSC's key stakeholders, including departments, agencies and bargaining agents, to consult on emerging issues, to share key trends and lessons learned and to support effective management of the delegation of staffing. <p>Monitoring, Audits and Investigations</p> <ul style="list-style-type: none"> Assessed organizations' performance in staffing using the streamlined Staffing Management Accountability Framework (SMAF); Revised the PSC's approach, following broad consultations, to audits of small and micro organizations in a way that is adapted to the unique size, level of risk and context of these organizations and began piloting the approach in audits of seven organizations; and Implemented several measures to strengthen operations and mature the investigations function, in accordance with the Management Response and Action Plan developed to address recommendations outlined in the 2013 Report of the External Review of the Investigation function. 		

Staffing and Assessment Services

- Focused outreach on e-testing and the creation of new assessment options is resulting in an increased interest in and use of e-tests by federal organizations. In 2014-2015, federal organizations used more unsupervised PSC Internet tests and/or programs and there was an increase in the volume of organizational tests delivered using the PSC e-testing platform;
- Implemented its full suite of standardized Public Service Entrance Exams for use by federal organizations in recruiting high performing quality candidates for public service officer positions;
- Conducted consultations and outreach activities touching upon accessible testing;
- Completed one public service-wide pool and initiated another four in 2014-15. All will be available for use by departments and agencies;
- Leveraged collaborative technologies such as GCconnex and GCpedia, self-service portals and on-line simulated e-learning. These tools allowed end users access to training on demand and to share best practices within the user community, resulting in an increase in self-service options while reducing overall support costs; and
- Consolidated the Government of Canada (GC) internal and external staffing systems to reduce the amount of time it takes for users to complete tasks through system and content enhancements enabling GC employees to search all public service opportunities and archived job notices through an improved single search portal (jobs.gc.ca).

Priority II	Type	Programs
Safeguard the non-partisan nature of the public service, in collaboration with other stakeholders.	Ongoing	1.1 Staffing System Integrity and Political Impartiality 1.3 Oversight of Integrity in Staffing and of Non-partisanship

Summary of Progress

The Preamble to the PSEA recognizes that Canada will continue to benefit from a public service that is based on merit and non-partisanship and in which these values are independently safeguarded. Upholding the non-partisan nature of the public service is the responsibility of all employees, whatever their levels and duties. The PSC, in collaboration with other stakeholders, plays a key role in ensuring that the public service remains non-partisan.

Through its management of political activities and non-partisanship, the PSC supported departments and agencies by implementing plans set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

- Launched and promoted its innovative Suite of Political Activities Tools and strengthened its guidance to better equip key stakeholders such as managers and deputy heads to provide advice to employees on non-partisanship and political activities;
- Completed four investigations into allegations of improper political activity; and
- Conducted an internal review of eight cases of potential improper political activity related to municipal candidacy.

Priority III	Type	Programs
Focus the PSC's management agenda on supporting employees and ensuring business continuity through a number of transitions during the year.	Ongoing	Internal Services
Summary of Progress		
<p>Through its management of internal services, the PSC supports the needs of its programs and other corporate obligations by implementing plans set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:</p> <ul style="list-style-type: none"> • Worked closely with Public Works and Government Services Canada, Treasury Board of Canada Secretariat and Shared Services Canada to implement enterprise-wide government initiatives, including: <ul style="list-style-type: none"> ○ Partial transfer of compensation files and services to the Public Service Pay Centre in Miramichi, New Brunswick; and ○ Completion of readiness for the Phoenix pay system implementation. • Published its action plan for Blueprint 2020 and set in motion a number of initiatives to engage employees, with each Vice-President championing one of the plan's five themes. Activities included: Venues to promote innovation where employees proposed innovative projects, implementation of horizontal task teams and leveraging technology to promote employee collaboration. 		

Risk Analysis

Key Risks

Risk 1	Risk Response Strategy	Link to Program Alignment Architecture
<p>There is a risk that the PSC might not be able to adapt and effectively respond to the needs of an evolving public service in developing policy instruments, setting expectations and providing advice.</p> <p>This could affect the PSC's ability to respond to requests from federal organizations and could negatively impact the PSC's reputation.</p>	<p>The PSC mitigated this risk by reallocating resources in a timely and effective manner to better align with the shifting needs of departments and agencies.</p> <p>Furthermore, the PSC has completed a review of its policy and oversight frameworks and drafted a revised policy, delegation and oversight model, designed through outreach activities with stakeholders.</p>	<p>1.1 Staffing System Integrity and Political Impartiality</p> <p>1.2 Staffing Services and Assessment</p> <p>1.3 Oversight of Integrity in Staffing and of Non-partisanship</p>
Risk 2	Risk Response Strategy	Link to Program Alignment Architecture
<p>There is a risk that the design and implementation of enhancements to the risk-based approach and methodology for PSC audits will not produce the intended results.</p> <p>This could have an impact on the PSC's ability to meet the needs and expectations of Parliament, the PSC and deputy heads for feedback and assurance information.</p> <p>It could also have an impact on the PSC's reputation for providing effective oversight and for delivering audits that are relevant and support organizations in managing their delegated authority.</p>	<p>The PSC mitigated this risk by conducting internal and external consultations during the development of the enhanced audit approach and methodology for small and micro organizations. For example, the PSC solicited feedback from all deputy heads and heads of human resources of small and micro organizations in October 2014.</p> <p>The PSC conducted a post-audit survey, which indicated that audit results contributed to each deputy head's understanding of the staffing risks, controls and governance within their organization.</p>	<p>1.3 Oversight of Integrity in Staffing and of Non-partisanship</p>

Risk 3	Risk Response Strategy	Link to Program Alignment Architecture
<p>There is a risk that the PSC will not have sufficient staff with specialized skills to fully respond in a timely manner to government-wide transformation initiatives (such as the Common Human Resources Business Process, common financial systems, Web Renewal and initiatives proposed by Chief Information Officer Branch and Shared Services Canada), given the number of initiatives, the pace in which they are being implemented and the reduction in the PSC's resources.</p> <p>This could compromise the PSC's ability to deliver on its mandate and meet the Government of Canada's renewal objectives and impact on the PSC's ability to maintain existing systems, transition to new systems and to realize efficiencies.</p>	<p>The PSC mitigated this risk by reallocating resources to priority projects, ensuring project plans were in place as required, completing the Threat and Risk Assessment portion of the Departmental Security Plan (DSP), identifying business impacts and revising the DSP in 2014-15.</p> <p>The PSC continued its work to rationalize systems and to find process efficiencies in providing management services.</p> <p>As enterprise-wide government initiatives will continue to be implemented over the next several years, this risk will carry over to 2015-16.</p>	<p>1.1 Staffing System Integrity and Political Impartiality</p> <p>1.2 Staffing Services and Assessment</p> <p>1.3 Oversight of Integrity in Staffing and of Non-partisanship</p> <p>Internal Services</p>

Actual Expenditures

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	Difference (actual minus planned)
83,693,487	83,693,487	87,042,553	77,597,931	(6,095,556)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
846	704	(142)

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)
Strategic Outcome: To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.								
Program 1.1: Staffing System Integrity and Political Impartiality	16,033,630	16,033,630	16,032,425	16,032,425	15,092,193	13,965,264	15,951,135	16,019,847
Program 1.2: Staffing Services and Assessment	22,626,987	22,626,987	22,405,310	22,405,310	23,187,232	20,735,468	21,763,483	27,590,904
Program 1.3: Oversight of Integrity in Staffing and of Non-partisanship	16,972,232	16,972,232	16,972,232	16,972,232	18,439,205	17,026,944	16,955,912	20,000,247
Subtotal	55,632,849	55,632,849	55,409,967	55,409,967	56,718,630	51,727,676	54,670,530	63,610,998
Internal Services Subtotal	28,060,638	28,060,638	27,917,293	27,571,670	30,323,923	25,870,255	30,896,735	32,119,068
Total	83,693,487	83,693,487	83,327,260	82,981,637	87,042,553	77,597,931	85,567,265	95,730,066

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2014-15 Actual Spending with the Whole-of-Government Framework^{viii}(dollars)

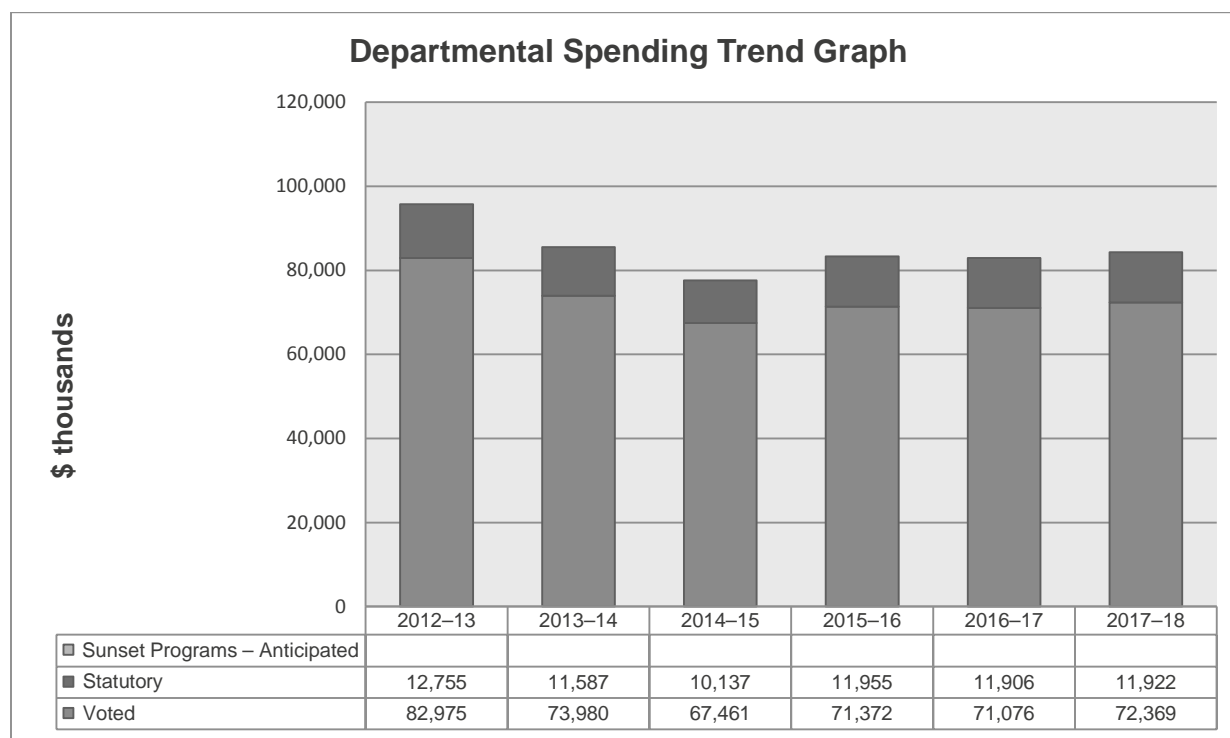
Strategic Outcome	Programs	Spending Area	Government of Canada Outcome	2014-15 Actual Spending
To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.	1.1 Staffing System Integrity and Political Impartiality	Government Affairs ¹	Well-managed and efficient government operations	13,965,264
	1.2 Staffing Services and Assessment	Government Affairs	Well-managed and efficient government operations	20,735,468
	1.3 Oversight of Integrity in Staffing and of Non-partisanship	Government Affairs	Well-managed and efficient government operations	17,026,944

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Government Affairs	55,632,849	51,727,676

¹ The Public Service Commission, as an oversight body, reports independently on its mandate to Parliament.

Departmental Spending Trend



The PSC has committed to continuous savings and achieving greater effectiveness and efficiency. The spending trend from 2012-13 to 2014-15 has decreased by nearly 20%. This decrease is mainly the result of ongoing savings of \$9.0M in response to Spending Review 2012 measures and the PSC's contribution towards a number of government-wide initiatives (e.g., Enterprise-wide Government Information Technology).

The PSC has a vote-netted revenues authority of \$14.0M. This authority allows the PSC to expend revenues generated for staffing, assessment and counselling services and products towards costs incurred for the provision of these services and products. When determining the number of planned FTEs, the total amount of the vote-netted revenues authority is taken into consideration. The "2014-15 Difference" in FTEs (142) is explained by a lower number of FTEs as a result of generating \$8.5M of revenues during 2014-15, and challenges in staffing positions requiring specialized skills due to existing labour market shortages in corresponding expertise fields.

Expenditures by Vote

For information on the Public Service Commission's^{ix} organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2015*,^x which is available on the Public Works and Government Services Canada Web site.^{xi}

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.

Program 1.1: Staffing System Integrity and Political Impartiality

Description

The Staffing System Integrity and Political Impartiality program is focused on independently safeguarding merit and non-partisanship in the federal public service. This program includes developing and advancing strategic policy positions and directions; conducting policy research; establishing Public Service Commission (PSC) policies and standards; providing advice, interpretation and guidance and administering delegated and non-delegated authorities, including official languages, the political activities regime and Priority Administration.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	2014-15 Difference (actual minus planned)
16,033,630	16,033,630	15,092,193	13,965,264	(2,068,366)

Human Resources (Full-Time Equivalents [FTEs])

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
144	114	(30)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
<p>Expected Result 1: The PSC will have set clear expectations so that organizations had comprehensive mechanisms to manage delegated staffing authority and accountability for results.</p>	<p>Performance Indicator 1: Percentage of organizations that have an Appointment Delegation and Accountability Instrument in place.</p>	<p>Target 1: 100% of organizations have a valid delegation instrument in place.</p>	<p>Target was met.</p>
<p>Expected Result 2: The PSC will have provided organizations with clear policies and guidance in relation to appointment, non-partisanship, delegation and accountability that give effect to the values and requirements of the <i>Public Service Employment Act</i> (PSEA).</p>	<p>Performance Indicator 2: Policy instruments (e.g. policies, Regulations, <i>Exclusion Approval Orders</i>) and outreach activities of high quality and appropriate quantity.</p>	<p>Target 2: Feedback received at outreach activities and through requests for advice indicates that guidance provided to organizations was clear and timely and responds to their needs.</p>	<p>Target was met.</p> <p>Responded to 635 requests for policy interpretation and over 2,800 operational questions, providing departments and agencies with timely information as they make staffing decisions.</p> <p>In 2014-15, 131 outreach events were delivered to existing stakeholders committees/councils and other communities.</p>
<p>Expected Result 3: The non-partisanship of the public service will have been safeguarded.</p>	<p>Performance Indicator 3: Percentage of employees who indicate that they are aware of their legal rights and responsibilities related to political activities, to a moderate or great extent.</p>	<p>Target 3: Survey results show progress toward 75% in the reported level of awareness.</p> <p>(Baseline: 69%, based on survey results from 2011).</p>	<p>Target was met.</p> <p>75% of respondents to the latest Survey of Staffing indicated that employees were aware of their legal rights and responsibilities to a moderate or great extent.</p>

Performance Analysis

The PSC provides guidance, tools and support services while enhancing the framework that supports hiring managers to achieve a modern, effective staffing system. In addition to the PSEA, the PSC has responsibilities under the *Employment Equity Act*^{xiii}, which requires it to identify and eliminate employment barriers in the appointment system for the four designated groups (i.e., women, Aboriginal peoples, persons with disabilities and members of visible minorities), institute positive policies and practices and provide accommodation to help achieve a representative public service.

This program achieves results by communicating clear expectations for deputy heads and by drawing on lessons learned from its oversight activities to improve the staffing policy framework, clarify expectations and achieve a modern staffing system. Engagement with departments and agencies allows the PSC to enable hiring managers to staff efficiently, while meeting the intent of the PSEA.

Through the Staffing System Integrity and Political Impartiality program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

- Completed a comprehensive review of its policy and oversight frameworks and drafted a revised *Appointment Policy*, delegation instrument and oversight model. The goals of the review were to streamline requirements, ensure oversight is calibrated to the risks in the system and, more generally, simplify staffing. The PSC has begun consultations with stakeholders, including departments and agencies, central agencies and bargaining agents on the proposed models.

Accountability Instruments and On-site Assistance to Organizations

- Conducted an analysis of oversight results and provided customized on-site assistance to thirteen organizations in areas noted for improvement. Support provided included tailored coaching of employees, implementation of monitoring programs and the development of targeted training to human resources (HR) advisors.

Outreach

- Adopted proactive and regular outreach to departments and agencies to consult on emerging issues, responded to questions and concerns, provided staffing advice and delivered 131 outreach events. This included consultation, meetings and partnership activities with deputy heads, the Association of Professional Executives, the National Managers Community, the Public Service Commission Joint Advisory Council, the National Joint Council, the Human Resources Council and other interdepartmental HR communities nationally and in the regions; and
- Launched its Suite of Political Activities Tools, hosted a workshop for Designated Political Activities Representatives in departments and agencies on how best to use the tools to promote employee awareness of political activities within their organizations and presented the Suite in various stakeholder fora. The Suite includes a variety of new and improved tools such as the revised Political Activities Self-Assessment Tool.

Policy Guidance

- Developed and delivered new guidance to HR staff and hiring managers in support of the coming in to force of the *Veterans Hiring Act*^{xiii}, which provides a new statutory priority entitlement for some medically released veterans and enhances preference and mobility provisions for Canadian Armed Forces members and veterans; and
- Reviewed and updated the *Royal Canadian Mounted Police Casual Employment Regulations*^{xiv} to allow the RCMP to extend employment limits in emergency situations.

Studies and Research

- Began updating two previous studies that looked at how being a member of an employment equity (EE) designated group affects both chances of promotion and perceptions of the staffing process; and
- Initiated a study examining whether differences exist between the career progression of EE designated group members and their respective comparison groups; and
- Planning for a study that will examine in more detail the application and appointment of persons with disabilities to the public service, relative to workforce availability, and the factors that might influence these rates.

Sub-program 1.1.1: Staffing and Non-partisanship Policies, Advice and Support

Description

The Staffing and Non-partisanship Policies, Advice and Support sub-program develops and advances strategic policy positions and directions on merit and non-partisanship in the federal public service. It also develops, interprets and provides advice and guidance on the Staffing Management Accountability Framework and PSC policies, Regulations and *Exclusion Approval Orders* related to staffing and non-partisanship; it ensures departments and agencies, managers and human resources professionals receive relevant policy information, advice and support in a timely manner. It develops the PSC position on policy issues raised in complaints brought to the Public Service Labour Relations and Employment Board (PSLREB).

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
8,131,993	8,271,220	139,227

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
70	65	(5)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
<p>Expected Result 1: The PSC will have fulfilled its obligations and responsibilities under other legislation (e.g., the <i>Employment Equity Act</i> and <i>Official Languages Act</i>).</p>	<p>Performance Indicator 1: Percentage of public servants who did not meet linguistic requirements without valid exemptions.</p>	<p>Target 1: The percentage of employees who do not meet linguistic requirements without valid exemptions remains at or below 0.01% of the total population covered by the PSEA.</p>	<p>Target was met.</p>
<p>Expected Result 2: The PSC will have supported accurate interpretation and application of the PSEA, the <i>Public Service Employment Regulations</i> and the PSC's <i>Appointment Policies</i>.</p>	<p>Performance Indicator 2: Percentage of the PSC's written submissions and attendance at PSLREB hearings that are appropriately targeted and based on cases where the risk for the staffing system is considered mid- to high.</p>	<p>Target 2: 100% of PSC's written submissions and attendance at PSLREB hearings are appropriately targeted and based on cases where the risk for the staffing system is considered mid- to high.</p>	<p>Target was met.</p>
<p>Expected Result 3: The PSC will have supported employee awareness of their legal rights and responsibilities related to political activities (e.g., seeking to become a candidate in an election, as well as other non-candidacy related political activities), pursuant to Part 7 of the PSEA.</p>	<p>Performance Indicator 3: Percentage of communications activities that are undertaken in accordance with the annual Communications Plan.</p>	<p>Targets 3: 100% of communications activities are undertaken.</p>	<p>Target was not met. Undertook 85% of the planned activities. The remaining activities were deferred to 2015-16 for efficiency purposes.</p>

Performance Analysis

The PSC provides departments and agencies with a policy framework, guidance and policy interpretation to ensure understanding and proper application of the delegated staffing authorities and political activities provisions and to increase organizational knowledge. In 2014-15, the PSC continued its work on *Exclusion Approval Orders*, Regulations and policies to ensure they respond to the current and future needs of departments and agencies.

Through the Staffing and Non-partisanship Policies, Advice and Support sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

- Worked with partners at Veterans Affairs Canada and the Department of National Defence to ensure readiness for the coming-into-force of the *Veterans Hiring Act*^{xv}. This included updating guidance, the *Public Service Employment Regulations*^{xvi} (PSER) and training material for HR staff and hiring managers;
- Enhanced its communication and outreach activities to further increase employees' awareness of their legal rights and responsibilities related to political activities. The PSC launched an innovative Suite of Political Activities Tools to enable departments and agencies and other stakeholders to safeguard the non-partisan nature of the public service;
- Posted the revised Guidance Document for Participating in Non-Candidacy Political Activities, along with the revised Political Activities Self-Assessment Tool to assist employees in their decision-making; and
- Analyzed trends in the PSLREB complaints and decisions to inform future policy direction.

Sub-program 1.1.2: Delegation, Political Activities, Official Languages and Priority Administration

Description

The Delegation, Political Activities, Official Languages and Priority Administration sub-program administers the delegation of appointment authorities to departments and agencies through articulated delegation instruments, learning products and services, staffing advice, intelligence-gathering to support the PSC oversight function and support to organizations — enabling delegate appointment and appointment-related authorities to the most suitable level(s) and full exercise of their delegated staffing authority. This sub-program is also responsible for the administration of the political activities regime and the determination of eligibility for the legislated mobility provisions, monitoring and providing expert advice on the use of the *Public Service Official Languages Exclusion Approval Order* and the administration of priority entitlements established under the *Public Service Employment Act (PSEA)* and the *Public Service Employment Regulations*.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
7,901,637	5,694,044	(2,207,593)

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
74	49	(25)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
<p>Expected Result 1: The PSC will have reviewed the results of oversight activity (audits, monitoring and investigations) to determine whether terms and conditions to delegation are required, and will have discussed these results with delegated organizations.</p>	<p>Performance Indicator 1: Percentage of oversight results that are reviewed and discussed with delegated organizations and for which recommendations for action are provided.</p>	<p>Target 1: 100% of oversight results are systematically reviewed and discussed with organizations, and recommendations are provided.</p>	<p>Target was met.</p>
<p>Expected Result 2: The PSC will have provided organizations with guidance and tools and proceeded with timely referrals to enable the placement of persons with priority rights for appointment in the public service.</p>	<p>Performance Indicator 2: Service standards met 95% of the time for the referral of priority persons.</p>	<p>Target 2: Service standards are met 95% of the time for the referral of priority persons.</p>	<p>Target was not met. Service standards were met 90% of the time. Target was not met due to an unforeseen increase of 20% of clearance requests.</p>
<p>Expected Result 3: The PSC will have rendered timely decisions regarding eligibility for the legislated mobility provisions² and requests for permission for candidacy.</p>	<p>Performance Indicator 3: Percentage of decisions rendered within established time frames.</p>	<p>Target 3: 100% of decisions are rendered within established time frames.</p>	<p>Target was met.</p>

² Pursuant to the PSEA, section 35.2, the PSC has retained the responsibility for confirming whether former ministerial staff meet the criteria for mobility to apply for advertised internal appointment processes. A similar provision exists for employees formerly occupying certain excluded positions at the Office of the Governor General's Secretary, as per section 4.1 of the *Office of the Governor General's Secretary Employment Regulations*.

Performance Analysis

The PSC relies on a continuum of policies and oversight mechanisms to ensure a well-functioning, delegated, values-based staffing system with services that meet the needs of organizations and ensures continued assurance to Parliament on the performance of the staffing system. Through its policies, oversight and services, the PSC continued to support improved performance and accountability within departments and agencies.

Through the Delegation, Political Activities, Official Languages and Priority Administration sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

Delegation

- Introduced a sub-delegation tool to assist organizations with optimizing sub-delegation decisions; and
- Continued to conduct proactive outreach to provide policy guidance and to support departments and agencies to put in place key elements for the effective management of staffing.

Political Candidacy and Mobility Provisions for Former Ministerial Staff

- Received 133 new candidacy requests for permission from federal public servants. This is the second consecutive year that the PSC has received over 100 requests and the second highest number of requests received in a fiscal year. All decisions rendered by the Commission in 2014-2015 respected the 30 day requirement in the *Political Activities Regulations*^{xvii}; and
- Received 10 requests from former ministerial staff. Of these, nine individuals were confirmed and eligible to apply for advertised internal appointment processes, one individual met the three-year criterion but had not ceased to be employed as a ministerial staff, therefore not yet eligible for mobility.

Official Languages

- Conducted outreach through various HR fora such as the Human Resources Council, the National Staffing Council and the Official Languages Council to address the most frequently asked questions on assessing official languages in appointment processes; and
- Responded to over 450 requests for information or requests for policy interpretation on issues related to the monitoring of the *Public Service Official Languages Exclusion Approval Order*^{xviii} and the Second Language Evaluation confirmation period.

Priority Administration

- Reported on the effectiveness of the Priority Administration program in retaining skilled and experienced public service employees affected by organizations' workforce reduction;
- Identified areas for policy clarifications from PSC audit results related to when to seek a priority clearance;

- Developed standard operating procedures for Priority Administration advisors to ensure consistency when processing priority files, monitoring priority entitlements and providing guidance and advice to both organizations and persons with priority entitlements; and
- Developed and implemented a Quality Assurance Framework in order to monitor compliance with Priority Administration requirements, protect priority entitlements, consistently meet Branch service standards, identify and report errors on a timely basis, provide refresher training to staff and enhance the credibility and reliability of the Priority Administration Management System.

Program 1.2: Staffing Services and Assessment

Description

The Staffing Services and Assessment program maintains the systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This program also includes delivering staffing services, programs and products to departments and agencies, to Canadians and public servants, through client service units located across Canada.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
22,626,987	22,626,987	23,187,232	20,735,468	(1,891,519)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
361	260	(101)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The PSC will have delivered quality programs, products and services to enable organizations to carry out their delegated staffing authorities.	Level of satisfaction that clients have with programs, products and services.	Survey and consultation results are satisfactory 85% of the time.	Target was exceeded. Feedback on surveys and consultations indicate over 90% of clients were satisfied with the programs, products and services.

Performance Analysis

The PSC offered recruitment programs and mandatory and optional staffing and assessment products and services through its offices located in Vancouver, Toronto, Gatineau, Montreal and Halifax. In 2014-15, the PSC provided services to 101 organizations on a cost recovery basis, generating \$8.5M in revenues.

Through the Staffing and Assessment program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

Service Delivery

- Worked with the Treasury Board Secretariat to confirm respective roles and responsibilities related to Student Employment Programs (SEP) and to reaffirm that SEPs could be managed through existing mandates.

Innovation

- Expanded the PSC's banks of test questions for the Second Language Evaluation tests, ensuring that the tests remain relevant, valid, fair and secure; and
- Developed and piloted second official language self-assessments for reading and writing as well as a short interactive oral test.

Outreach

- Conducted 343 outreach activities (201 internal to the government of Canada and 142 to external audiences (public, students, academic institutions, etc.).

Client Feedback

- Sought feedback from clients on product and service offerings, including adapted formats for persons requiring accommodation, 360 degree feedback tools, seminars on assessment accommodation and Learning Circles.

Sub-program 1.2.1: Staffing Services

Description

The Staffing Services sub-program includes the development and delivery of staffing services and programs to departments and agencies and to Canadians, including public servants. The PSC staffing services include comprehensive staffing services at all levels as well as student and graduate recruitment programs. These services are designed to help federal departments and agencies select qualified individuals for positions across a range of occupations and levels within the public service.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
7,125,829	4,311,485	(2,814,344)

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
71	45	(26)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Timely and efficient staffing services will have enabled clients with delegation in staffing.	Service standards met 95% of the time.	Service standards are met 95% of the time.	Target was not met. Two of the three service standards were met 95% of the time. Target was not met due to increased demand.

Performance Analysis

Through the Staffing Services sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

Recruitment

- Initiated public service-wide pools and inventories for use by departments and agencies;
- Launched the Recruitment of Policy Leaders campaign and provided ongoing staffing advice and guidance during the interview assessment phase;
- Launched the fall Federal Student Work Experience Program campaign. Over 39,000 applications were received in 2014-15, resulting in over 6,500 hires; and
- Approved 54 new Co-op/Internship programs, increasing student access to government jobs.

Outreach

- Attended 58 career fairs and delivered 37 information sessions to students in academic institutions across the country to promote jobs in the public service and to explain the hiring process. Targeted information sessions were also held for students with disabilities and Aboriginal students; and
- Collaborated with several federal organizations to better support their recruitment efforts. Hiring managers attended career fairs, along with the PSC, to answer questions from students about public servant positions.

Streamlining

- Introduced a new Entrance Exam for the 2014 Post-Secondary Recruitment campaign; and
- Reduced administrative burden and red tape by providing direct access to departments and agencies for the Research Affiliate Program (RAP). The RAP recruits post-secondary students looking for research experience.

Sub-program 1.2.2: Assessment

Description

Through the PSC's Personnel Psychology Centre and regional client services units, the Assessment sub-program provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in staffing, selection and development throughout Departments / Agencies. These standardized assessment instruments, professional services and leading edge techniques such as e-testing support efficient, merit-based appointments through accurate and fair assessment of qualifications, including second official language requirements.

Budgetary Financial Resources (dollars)

2014-15 Planned Spending	2014-15 Actual Spending	2014-15 Difference (actual minus planned)
9,941,167	9,237,703	(703,464)

Human Resources (FTEs)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
234	166	(68)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Modern assessment services will have enabled hiring managers to staff efficiently, while also respecting staffing values.	Performance Indicator a: Service standards met 95% of the time.	Target a: Service standards are met 95% of the time.	Target was not met. Two of the seven service standards measured were met 95% of the time. Target was not met due to labour market shortages of specialized expertise in assessment services.
	Performance Indicator b: Percentage of e-tests that are administered on-line.	Target b: The percentage of e-tests administered on-line has increased from 44% to 65%.	Target was exceeded. Over 70% of PSC supervised and unsupervised tests combined are administered on-line.

Performance Analysis

The PSC supports deputy heads in maintaining and enhancing a merit-based appointment system. It provides guidance to augment the effectiveness of an organization's assessment tools and test development practices by reviewing their processes. Departments and agencies also have access to a range of standardized assessment tools, developed with the expertise of the PSC, to support objective, merit-based appointments.

Through the Assessment sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

Assessment products and services

- Delivered over 200,000 assessments, including second language (over 130,000), occupational and leadership tests to departments and Unsupervised Internet Testing (UIT) (70,000);
- Developed alternate PSC test formats and established test accommodation requirements for persons with special needs;
- Developed and piloted new second language self-assessments for second language reading and writing skills as well as a short interactive oral assessment; and
- Provided a range of tailored services, including clinical assessments for Correctional Service Officer candidates and customized services for multiple Department of Foreign Affairs, Trade and Development processes involving structured interviews, candidate achievement records and simulations.

Leveraging technology to innovate

- Implemented all e-tests for the Public Service Entrance Exam using the PSC's unsupervised and supervised testing technologies and offered organizations the use of these technologies to administer their own standardized tests; and
- Developed requirements for a single electronic window for clients to view and order PSC assessment products and services.

Promoting standardized testing

- Held 13 outreach events on standardized testing and promoted PSC assessment services at Regional Staffing Councils and Heads of HR interdepartmental committees across the country;
- Delivered assessment seminars in person and via the Web on topics such as test accommodation, development of knowledge tests and development of interviews; and
- Promoted PSC's UIT through targeted consultations (over 200) and the implementation of a new, more client-centric Web site on UIT.

Sub-program 1.2.3: Enabling Infrastructure

Description

The Enabling Infrastructure sub-program includes the maintenance and ongoing development of the systems and processes, linking those who seek federal public service employment opportunities with hiring departments and agencies. The system supports staffing and recruitment activities — including student and graduate recruitment programs.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
5,559,991	7,186,280	1,626,289

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
56	49	(7)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Enabling infrastructure will have supported organizational delegation.	Performance Indicator a: Staffing system enhancements released on a timely basis.	Target a: 90% of system enhancements are released on a timely basis.	Target was exceeded. 100% of scheduled system enhancements released on time.
	Performance Indicator b: Number of organizational Learning Circles /training activities that are conducted for the Public Service Resourcing System (PSRS).	Target b: 50 organizational Learning Circles/training activities are conducted for the PSRS.	Target was exceeded. In 2014-15, 129 training activities were delivered to users and 2,324 on-line self-service training activities took place.

Performance Analysis

Through the Enabling Infrastructure sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

Recruitment Modernization

- Consolidated the internal and external staffing systems, thereby providing employees with a single portal to access all public service job opportunities. This consolidation also laid the foundation for the eventual implementation of the *Veterans Hiring Act*^{xix}, providing Canadian Armed Forces members and veterans access to internal federal government job opportunities;

Supporting Public Service Recruitment System Users

- Facilitated 8,795 internal and external job advertisements resulting in 530,070 applications through the PSRS; and
- Focused on increased on-line self-service, reducing the average cost per training session by 50%, while increasing access to training by 45%.

Program 1.3: Oversight of Integrity in Staffing and of Non-partisanship

Description

The Oversight of Integrity in Staffing and of Non-partisanship program provides an accountability regime for the implementation of the appointment policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring staffing is free from political influence. This program includes monitoring departments' and agencies' staffing performance and compliance with legislative requirements, conducting audits and studies carrying out investigations and reporting to Parliament on the integrity of public service staffing and the non-partisanship of the public service.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
16,972,232	16,972,232	18,439,205	17,026,944	54,712

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
145	136	(9)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Objective information and assurance will have been provided to Parliament, the PSC and deputy heads about the integrity and effectiveness of the appointment process, as well as the non-partisanship of the public service.	Performance Indicator a: Percentage of risk-based oversight activities (audits and monitoring) that are conducted in accordance with approved plans.	Target a: 100% of risk-based oversight activities are conducted in accordance with approved plans.	Target was met. Completed thirteen audits as outlined in the PSC Audit Plan.
	Performance Indicator b: Percentage of investigation intake files that are reviewed, within specified service standards, to determine whether an investigation is warranted.	Target b: 100% of investigation intake files are reviewed, within specified service standards, to determine whether an investigation is warranted.	Target was met.

Performance Analysis

The PSC assures itself of the integrity of the staffing system through its oversight framework as well as its regulatory authority and policy-setting function. The oversight framework provides information on the integrity of the staffing system by systematically examining the different parts of that system and is composed of three important oversight mechanisms: Monitoring, audits and investigations. Collectively, the integrated results of these mechanisms allow the PSC to report to Parliament on the overall integrity of the staffing system and provide feedback to deputy heads and promote learning about staffing practices to strengthen staffing performance.

Through the Oversight of Integrity in Staffing and of Non-partisanship sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

- Assessed organizations' performance in staffing using the streamlined SMAF;
- Conducted thirteen audits, as outlined in the PSC Audit Plan;
- Revised the PSC's approach, following broad consultations, to audits of small and micro organizations in a way that is adapted to the unique size, level of risk and context of these organizations and began piloting the approach in audits of seven organizations;
- Delivered a total of 24 information sessions to approximately 315 HR staff from 35 departments and agencies, on the types of cases that should be referred to PSC Investigations; and
- Started development of new Web content on the investigations function, including revisions to the site design and more complete information on the investigations process.

Sub-program 1.3.1: Monitoring

Description

The Monitoring sub-program ensures that departments and agencies respect the appointment values and legislative requirements of the PSEA in the context of their delegated authorities and non-delegated authorities retained by the PSC. It includes analysis and feedback to organizations based on results from monitoring tools and activities such as reports and visits.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
1,159,586	1,275,217	115,631

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
10	9	(1)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The PSC will have monitored delegated and non-delegated staffing authorities, as well as respect for PSEA core and guiding values and will have undertaken targeted outreach to organizations that are of concern.	Percentage of organizations with delegated staffing authorities that received feedback from the PSC.	100% of organizations with delegated staffing authorities received feedback from the PSC.	Target was met.

Performance Analysis

The results of the PSC's ongoing monitoring, as well as internal monitoring by organizations, are other important sources of information to help deputy heads identify areas where action is required to improve performance. Monitoring of organizations also helps identify where further action may be required, including PSC intervention such as assistance from a PSC advisor, audits or investigations.

As the staffing system and capacity within delegated departments and agencies mature, the PSC continues to refine the way in which it undertakes oversight.

Through the monitoring sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

- Provided assistance and ongoing support to organizations for the implementation of their customized action plans to address issues raised in a PSC oversight activity (e.g., audit, investigation) and monitored their progress;
- Worked collaboratively with organizations to tailor monitoring to their needs; and
- Assisted organizations to effectively use the SMAF as a staffing management tool.

Sub-program 1.3.2: Audit and Data Services

Description

The Audit and Data Services sub-program conducts independent organizational and government-wide audits to support the oversight activities of the PSC and supplies data services, information, studies and analysis on the public service to support the enabling activities of the PSC and of departments and agencies. These contribute to providing objective information, advice and assurance to Parliament, and ultimately Canadians, about the integrity and effectiveness of the appointment process, including the protection of merit and non-partisanship.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
12,249,453	12,511,877	262,424

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
104	99	(5)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Expected Result 1: Risk-based audits will have provided independent assurance on the integrity of the appointment system.	Performance Indicator 1: Percentage of independent audits conducted that meet professional standards.	Target 1: 100% of independent audits conducted meet professional standards.	Target was met.
Expected Result 2: Provision of data and information will have enabled the Commission and organizations to deliver on their mandates.	Performance Indicator 2a: Percentage of data services provided to clients that are in accordance with established service standards.	Target 2a: 85% of data services provided to clients are in accordance with established service standards.	Target was exceeded. 89% of data services provided to clients were in accordance with established service standards.
	Performance Indicator 2b: Percentage of data services provided that are in accordance with established quality standards.	Target 2b: 100% of data services provided are in accordance with established quality standards.	Target was met.

Performance Analysis

Audits provide information to departments, agencies and Parliament on the integrity of the staffing system. PSC audits are an important part of the feedback loop that underpins deputy heads' understanding of staffing risks, controls and governance within their own organizations.

Through the Audit and Data Services sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

Audit

- Completed thirteen audits, as outlined in the PSC Audit Plan and analyzed the results of these audits to inform the PSC, Parliament and deputy heads on staffing trends and issues, while contributing to system-wide learning and performance;
- Post-audit feedback survey indicated that audits contributed to each deputy head's understanding of the staffing risks, controls and governance within their own organization; and
- Continued to encourage the use of the PSC audit program through the internal government Web site GCpedia to foster continuous improvement of staffing. This year, the PSC's GCpedia page, with information on its audit program, was visited 10% more times compared to the previous year.

Monitoring Through Public Service Commission Data Analysis

- Developed organizational data reports for the 2013 Survey of Staffing for all participating organizations that fall under the PSEA, enabling them to identify areas within their staffing system showing improvement and those requiring further attention;
- Conducted and provided quality data and analysis of staffing and political activities data that was used in the policy and program decisions of the PSC and organizations and to report to Parliament on the integrity of staffing and non-partisanship in the public service; and
- Increased the PSC's use of data for analysis and reporting purposes by delivering training sessions on its innovative self-service tool, **INGENIUM**, which enables better access to data holdings within the PSC and supports more efficient analysis and reporting on staffing activities.

Sub-program 1.3.3: Investigations

Description

The Investigations sub-program conducts investigations into appointment processes (public servants and members of the public) to ensure that they respect the value of merit, including the absence of political influence. The Investigations sub-program also conducts investigations into allegations of improper political activities by public servants to ensure the respect of the principle of non-partisanship. In exceptional cases, this sub-program may include use of the PSC's broader audit authority, which covers anything within its mandate, as defined in the PSEA.

Budgetary Financial Resources (dollars)

2014-15 Planned Spending	2014-15 Actual Spending	2014-15 Difference (actual minus planned)
3,563,193	3,239,850	(323,343)

Human Resources (FTEs)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
31	28	(3)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Timely investigations process that respect procedural fairness will have been used to resolve issues related to staffing and improper political activities within the established standards.	Percentage of investigations that meet the standard of completion within 215 days.	80% of investigations meet the standard of completion within 215 days.	Target was not met. In 2014-15, 66% of investigations were completed within 215 days.

Performance Analysis

As a component of oversight, PSC Investigations plays an important role in the Commission's accountability to Parliament by helping safeguard the integrity of appointments and overseeing the political impartiality of the federal public service.

Through the investigations sub-program, the PSC supported departments and agencies by implementing plans, as set out in its 2014-15 Report on Plans and Priorities.

While the PSC did not meet its investigations standard of completion target for 2014-15, it has developed and implemented several strategies to help increase the efficiency of the investigations process.

For example, the PSC:

- Enhanced and streamlined approaches for determining whether the PSC has jurisdiction to conduct an investigation, which resulted in reducing jurisdiction processing times by 38%;
- Implemented a new performance indicator for investigators, targeting a 10% reduction in the time it takes to complete an investigation in order to further improve the timeliness of its investigations, while respecting procedural fairness and an individual's privacy. Early indicators show that this may have a positive impact on the timeliness of investigations;
- Invested in other aspects of its investigations processes and procedures; for example, adjusted the tone and adopted plain language in communications regarding investigations to better meet the needs of recipients; and
- Strengthened practices around privacy and the disclosure of personal information during of an investigation.

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 Travel and Other Administrative Services. Internal services include only those activities and resources that apply across an organization and not those provided to a specific program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
28,060,638	28,060,638	30,323,923	25,870,255	(2,190,383)

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
196	194	(2)

Performance Analysis

The Corporate Management Branch provides the PSC with central services and systems in support of all PSC program activities. It includes modern comptrollership, management systems and policies, finance, HR management, information management and information technology services, internal audit and evaluation, Communications and Parliamentary Affairs and the Access to Information and Privacy program.

Consistent with the PSC's management priorities, during 2014-15 Internal Services provided the PSC's branches with the support they required to deliver programs and services and to achieve the organization's strategic outcomes. Encompassing a range of corporate management functions, these services promoted sound long-term management of human, financial and materiel resources.

Through the internal services program, the PSC implemented plans, as set out in its 2014-15 Report on Plans and Priorities. For example, the PSC:

- Continued to contribute to the government-wide Rationalization of Systems Project, specifically:
 - The capabilities of the internal recruiting system were rolled into the external GC recruiting system, allowing for the decommissioning of a legacy application; and
 - Core elements of the Personnel Psychology Centre applications were integrated and redundant elements decommissioned.
- Worked closely with Public Works and Government Services Canada, Treasury Board of Canada Secretariat and Shared Services Canada to implement enterprise-wide government initiatives, including:
 - Partial transfer of compensation files and services to the Public Service Pay Centre in Miramichi, New Brunswick;
 - Completion of readiness for the Phoenix pay system implementation;
 - Completion of mandatory training requirements for supervisors and managers on the new performance management system. Performance agreements were in place and tools and processes were implemented to improve performance management;
 - Planning for the Web Renewal Initiative to consolidate PSC Web content into Canada.ca by 2016;
 - Re-location of PSC's data centre from Ottawa to Borden, Ontario; and
 - Reduction of exposure to cyber security threats, by decommissioning outdated workstations, putting rapid response protocols in place to respond to these types of threats and by acquiring the latest tools available.
- Developed and implemented a corporate learning strategy to align learning activities with PSC business needs;
- Developed and implemented a strategy for second language maintenance (PSC Second Language Proficiency Program);
- Completed a review of the management of supplies and implemented a new centralized system of stock control resulting in savings to the PSC; and
- Published its action plan for Blueprint 2020 and set in motion a number of initiatives to engage employees, with each Vice-President championing one of the plan's five themes. Activities included: Venues to promote innovation where employees proposed innovative projects, implementation of horizontal task teams and leveraging technology to promote employee collaboration.

Section III: Supplementary Information

Financial Statements Highlights

Condensed Statement of Operations (unaudited)

For the Year Ended March 31, 2015

(dollars)

Financial Information	2014–15 Planned Results	2014–15 Actual	2013–14 Actual	Difference (2014–15 actual minus 2014–15 planned)	Difference (2014–15 actual minus 2013–14 actual)
Total expenses	117,892,839	103,552,353	117,403,212	-14,340,486	-13,850,859
Total revenues	15,956,447	9,839,285	10,601,937	-6,117,162	-762,652
Net cost of operations before government funding and transfers	101,936,392	93,713,068	106,801,275	-8,223,324	-13,088,207

Condensed Statement of Financial Position (unaudited)

As at March 31, 2015

(dollars)

Financial Information	2014–15	2013–14	Difference (2014–15 minus 2013–14)
Total net liabilities	16,060,741	14,131,694	1,929,047
Total net financial assets	9,576,544	6,152,068	3,424,476
Departmental net debt	6,484,197	7,979,626	-1,495,429
Total non-financial assets	4,491,156	5,023,292	-532,136
Departmental net financial position	-1,993,041	-2,956,334	963,293

Total expenses were \$103.6 million, a \$13.8 million, or 11.8%, decrease when compared to the previous year. This decrease is mainly due to:

- A reduction in total personnel expenditures (including employee benefit plan costs) stemming from the implementation of Spending Review 2012 measures;

- A reduction of the allowance for workforce adjustment and in expenses related to employee severance benefits; and
- The non-recurrent expenditures occurred in 2013-14 resulting from the move of the PSC's Ottawa offices to Gatineau.

Total net liabilities and Total net financial assets show a net increase of \$1.9M and \$3.4M respectively compared to the previous year. These increases are mainly attributable to:

- The transition to pay in arrears, a government-wide process introduced in May 2014;
- A reduction in severance allowance benefits resulting from staff members leaving the PSC for retirement or other government organizations; and
- An overall increase in accounts payable.

Financial Statements

See the complete Public Service Commission of Canada Financial Statements for the Year Ended March 31, 2015^{xx}, which include the Statement of Management Responsibility Including Internal Control Over Financial Reporting and its Annex for fiscal year 2014-15.

Supplementary Information Tables

The supplementary information tables listed in the 2014-15 Departmental Performance Report are available on the Public Service Commission's Web site.^{xxi}

- ▶ Departmental Sustainable Development Strategy; and
- ▶ Internal Audits and Evaluations.

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 Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations^{xxii} publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Mailing address:

Public Service Commission
22 Eddy Street
Gatineau, Quebec K1A 0M7

E-mail address:

cfp.infocom.psc@cfp-psc.gc.ca

Appendix: Definitions

Appropriation (*Crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures (*Dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals and payments to Crown corporations.

Departmental Performance Report (*Rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

Full-time equivalent (*Équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against an organizational budget. Full-time equivalents 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 (*Résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: Economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

Non-budgetary expenditures (*Dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances that change the composition of the financial assets of the Government of Canada.

Performance (*Rendement*): What an organization did with its resources to achieve its results, how well those results compared to what the organization intended to achieve and how well lessons learned have been identified.

Performance indicator (*Indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative regarding expected results.

Performance reporting (*Production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

Planned spending (*Dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that

receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

An organization is expected to be aware of the authorities that it has sought and received. The determination of planned spending is an organizational responsibility, and they must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

Plan (Plan): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities (Priorité): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

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

Program Alignment Architecture (Architecture d'alignement des programmes): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (Rapport sur les plans et les priorités): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Result (Résultat): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Statutory expenditures (Dépenses législatives): Expenditures that Parliament has approved through legislation other than *Appropriation Acts*. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (Résultat stratégique): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

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

Target (Cible): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Voted expenditures (Dépenses votées): Expenditures that Parliament approves annually through an *Appropriation Act*. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework (*Cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

- i Public Service Employment Act, <http://laws-lois.justice.gc.ca/eng/acts/p-33.01/index.html>
- ii Jobs.gc.ca, <http://jobs-emplois.gc.ca/index-eng.htm>
- iii Veteran Hiring Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2015_5/FullText.html
- iv Public Service Employment Act, <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/index.html>
- v Public Works and Government Services Canada Web site, <http://www.tpsgc-pwgsc.gc.ca/comm/index-eng.html>
- vi Public Service Commission of Canada Web site, <http://www.psc-cfp.gc.ca/index-eng.htm>
- vii Public Service Employment Act, <http://laws-lois.justice.gc.ca/eng/acts/p-33.01/index.html>
- viii Whole-of-government framework, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- ix Public Service Commission, <http://devmain/index-eng.htm>
- x Public Accounts of Canada 2015, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xi Public Works and Government Services Canada Web site, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xii Employment Equity Act, <http://laws-lois.justice.gc.ca/eng/acts/E-5.401/>
- xiii Veteran Hiring Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2015_5/FullText.html
- xiv Royal Canadian Mounted Police Casual Employment Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-253/>
- xv Veteran Hiring Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2015_5/FullText.html
- xvi Public Service Employment Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-334/>
- xvii Political Activities Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-373/>
- xviii Public Service Official Languages Exclusion Approval Order, <http://laws-lois.justice.gc.ca/eng/regulations/SI-2005-118/>
- xix Veteran Hiring Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2015_5/FullText.html
- xx Public Service Commission of Canada Financial Statements for the Year Ended March 31, 2015, <http://www.psc-cfp.gc.ca/abt-aps/dpr-rmr/2014-2015/fin-eng.htm>
- xxi Public Service Commission's Web site, <http://www.psc-cfp.gc.ca/abt-aps/dpr-rmr/2014-2015/index-eng.htm>
- xxii Government of Canada Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>