



HIGHLIGHTS

PUBLIC SERVICE COMMISSION ANNUAL REPORT 2013-2014

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Staffing activity under the *Public Service Employment Act*

- The population under the *Public Service Employment Act* decreased by 2.6% in 2013-2014, the third consecutive year of decline. The size of the population was reduced by 10% from March 2011 to March 2014.
- Hiring and staffing activities increased by 11.7% in 2013-2014, ending four consecutive years of decline. Nonetheless, activities this year remained below levels observed prior to the implementation of Spending Review 2012.
- The number of hires to the public service increased across all tenures compared to 2012-2013, but remained below 2011-2012 levels:
 - Indeterminate hiring increased by 31.1% compared to a decrease of 63.0% in 2012-2013;
 - Specified term hiring increased by 20.8% compared to a decrease of 40.8% in 2012-2013;
 - Casual hiring increased by 17.7% compared to a decrease of 11.8% in 2012-2013; and
 - Student hiring increased by 8.6% compared to a decrease of 27.0% in 2012-2013.
- In 2013-2014, there were 10 386 student hires, 8.6% more than in the previous year. However, this number remains below the 13 099 student hires from 2011-2012, prior to Spending Review 2012.
- The number and proportion of employees under the age of 35 continued to decline in 2013-2014, despite the increase in appointments of new indeterminate employees from this age group. Employees under the age of 35 accounted for 17.0% of all indeterminate employees in March 2014, compared to 18.4% in March 2013 and 21.4% in March 2010, when the proportion reached a peak.
- The mobility of indeterminate employees increased in 2013-2014, but remained at a level lower than that observed in recent years.
- In 2013-2014, hiring increased across the country and 76.5% of these new hires were casuals or students. Hiring in the National Capital Region increased by 29.0%, following a decline of 38.0% in 2012-2013. Hiring in the other regions increased by 7.9%, following an average decline of 20.3% in 2012-2013.

- In 2013, nearly three-quarters (72%) of candidates indicated in the Survey of Staffing that the advertised or non-advertised staffing process in which they participated was fair, an increase from 64% in 2012 and 70% in 2011.

Enabling departments and agencies

- PSC makes ongoing efforts to adapt its activities to meet the emerging needs of departments and agencies, and to achieve a modern, effective staffing system.
- In 2013-2014, the PSC increased its proactive policy guidance and support, and the sharing of key trends, lessons learned and noteworthy practices to support departments and agencies in effectively managing their staffing.
- The PSC maintained its efforts to support departments and agencies to redeploy skilled employees who were affected by workforce adjustment and to undertake targeted recruitment to ensure the public service has the skills required now and in the future.
- The PSC Priority Administration Program supported the referral and placement of an increased number of persons with a priority entitlement. A total of 1 235 employees were placed in 2013-2014, 29% more than in 2012-2013. In addition, there were 407 priority appointments to lower levels, which in turn resulted in new one-year priority entitlements to assist these persons in getting back to their previous level.
- Through student employment programs, there were 10 386 student hires in 2013-2014, 8.6% more than in the previous year. However, this number remains below the 13 099 student hires from 2011-2012, prior to Spending Review 2012.
- As noted in Chapter 1, the number and proportion of employees under the age of 35 continued to decline in 2013-2014, despite the increase in appointments

of new indeterminate employees from this age group. Employees under the age of 35 accounted for 17.0% of all indeterminate employees in March 2014, compared to 18.4% in March 2013 and 21.4% in March 2010, when the proportion reached a peak. The Commission is preoccupied by these trends, which will have an impact on the future composition of the public service.

- The PSC continued to invest in technology as part of the modernization of its staffing and assessment services to enhance the quality of hiring to the public service, including a further expansion of electronic testing to reduce the overall cost of assessments.

A non-partisan public service

- PSC enhanced its communications and outreach activities to further increase employees' awareness of their legal rights and responsibilities related to political activities.
 - During the one-year pilot that ended March 31, 2014, the revised Political Activities Self-Assessment Tool was used 2 300 times. Input from the anonymous user feedback questionnaires throughout the pilot identified modifications that have been implemented.
 - The PSC developed a short animated video to explain the candidacy process by which employees request and obtain permission from the PSC prior to seeking nomination or being a candidate in an election.
- In 2013-2014, employee awareness of their legal rights and responsibilities regarding political activities continued to increase. Of employees who responded to the 2013 Survey of Staffing, 75% indicated being aware of their legal rights and responsibilities, up from 69% in 2011 and 73% in 2012.



- In 2013-2014, a total of 155 new candidacy requests for permission were submitted by public servants to the PSC. This is the highest number received in a fiscal year. All decisions rendered by the Commission respected the 30-day requirement prescribed in the *Political Activities Regulations*.
- As the staffing system and capacity within delegated departments and agencies mature to meet requirements under the *Public Service Employment Act*, the PSC continues to refine how it undertakes oversight.

Oversight: Monitoring, audits and investigations

- PSC has established an oversight framework that provides information on the integrity of the staffing system by systematically examining the different parts of the system.
- Overall, results from PSC oversight activities indicate that most key elements of the staffing framework are in place. Organizational performance in staffing management continued to improve in 2013-2014. Also, most departments and agencies succeeded in demonstrating an acceptable level of performance in the six key areas that were assessed this year.
- However, a number of recurring issues continue to be identified. These include the need to strengthen the monitoring of appointment processes to determine areas for improvement and to detect and correct errors in a timely manner; to improve the effectiveness of controls surrounding the sub-delegation of staffing authority; and to improve how appointment decisions are substantiated.
- Although PSC monitoring results indicate that organizations are monitoring the management of priority entitlements, PSC audits identified some instances where persons with a priority entitlement may not have been considered appropriately.
- The PSC redesigned its Appointment Delegation and Accountability Instrument (ADAI) and introduced a single, generic ADAI applicable to all delegated deputy heads. The PSC's goal is to improve the communication and understanding of the terms and conditions of delegation, and its support to organizations.
- The PSC also implemented a new streamlined Staffing Management Accountability Framework in 2013-2014 that is intended to be more useful as an internal management tool for deputy heads.
- As reported in 2012-2013, the PSC conducted an external panel review of its investigations function. The report and its 22 recommendations were received in November 2013.



