



Public Service Commission
of Canada

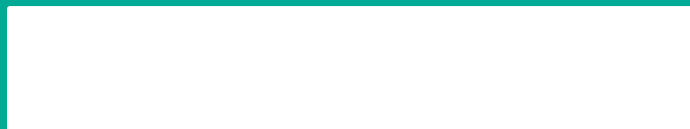
Commission de la fonction publique
du Canada



Departmental Results Report

Public Service Commission of Canada

2017–18



The Honourable Dominic LeBlanc, P.C., Q.C., M.P.
Minister of Intergovernmental and Northern Affairs and Internal
Trade

Canada

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President's message

I'm pleased to present the 2017-18 Departmental Results Report for the Public Service Commission of Canada (PSC).

Our 2017-18 Departmental Plan provides information on how we are working collaboratively with departments and agencies to build a highly competent and diverse federal workforce with the skills required for the 21st century. Our goal is a modern and effective staffing system that meets the current and future needs of both hiring managers and those interested in applying for federal jobs.

We achieved much success in 2017-18 with respect to the goals we established. This was done through collaboration with organizations in the spirit of fostering innovation and using flexible approaches to public service recruitment. Part of our success is based on the goal of improving the experience of users.

We continued to build on the foundation established in 2016 with the launch of the New Direction in Staffing. Our goal was to simplify staffing by reducing the administrative burden on departments and agencies and to offer more flexibility to customize staffing to better meet their day-to-day realities and evolving needs. We supported organizations in adjusting to a new staffing environment. We actively encouraged hiring managers to apply their judgement and discretion when staffing, in keeping with their ultimate accountability for the hiring decisions they make.

I am encouraged by the progress departments and agencies are showing in taking advantage of the opportunities and flexibilities offered by the new appointment framework in making staffing decisions based on their unique operating context. However, the perceived level of cultural change when it comes to staffing remains uneven across departments.

In 2017-18 we strengthened recruitment by developing and enhancing programs to promote public service diversity and inclusion. We continued to promote our modern staffing and assessment products which are available to managers and human resources advisors. We reduced barriers and improved the representation of persons with disabilities in the public service. We enhanced the Indigenous Student Employment Opportunity to create as many Indigenous student opportunities across Canada as possible. We also launched an innovative pilot project on evaluating second language proficiency with the goal of making public service staffing more efficient.

I am optimistic that the momentum will continue to build over the coming months and years and that departments and agencies will take full advantage of exciting new opportunities and flexibilities in assessment and recruitment.

The PSC has 110 years of history as a dynamic and evolving institution. I invite all Canadians to read this report to find out more about how the Commission is safeguarding

merit and non-partisanship, and helping to build the public service of the future for Canadians from coast to coast to coast.

Patrick Borbey

President

Public Service Commission of Canada

Results at a glance

What funds were used? \$85,668,696 (actual spending)

Who was involved? 742 actual full-time equivalents

In 2017–18, the Public Service Commission of Canada (the agency) collaborated with departments and agencies to foster innovative and flexible approaches to public service recruitment. Our goal was to:

- strengthen the recruitment of public servants across the country
- ensure that the staffing system meets the needs of hiring managers and candidates
- preserve the integrity and representativeness of the public service

We also expanded on the work we started in 2016 with the launch of the New Direction in Staffing, which simplified and accelerated staffing across the government.

We have 3 main results for 2017–18.

- **We strengthened our recruitment programs, and developed programs that promote public service diversity.** For example, we enhanced the Indigenous Student Employment Opportunity by renewing and expanding it nationwide in order to create as many Indigenous student opportunities across Canada as possible. We also launched an innovative pilot project with 6 other departments and agencies that consisted in evaluating second language oral proficiency in order to make public service staffing more efficient and give hiring managers more flexibility in assessing candidates.
- **The New Direction in Staffing Interface project was initiated.** The main objective of this initiative is to enhance interaction between hiring managers and job seekers in order to improve the recruitment process. We are placing greater emphasis on designing our services on the basis of user needs. We consulted with job seekers, hiring managers and human resource professionals to develop a staffing and recruitment system for the future for the Government of Canada.
- **We have implemented a renewed oversight approach** to examine the integrity and non-partisanship of the public service. We replaced our cycle of department-based audits with tools to assess the performance of the staffing system overall. These tools are intended to find opportunities to make system-wide improvements and help us determine how the federal public service is meeting core requirements (such as merit and non-partisanship) in staffing, and how well hiring and staffing processes comply with legislative and policy requirements.

For more information on the Public Service Commission’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Raison d'être, mandate and role: who we are and what we do

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 President of the Queen's Privy Council, as designated minister, tables the PSC's Annual Report and special reports in Parliament.

Under the delegated staffing system set out in the Public Service Employment Act (the Act), 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.

Mandate and role

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.

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 deputy heads subject to the PSEA, across the federal government
- Administer the provisions of the PSEA related to the political activities of employees and deputy heads. Part 7 of the PSEA recognizes the right of employees to engage in political activities, while maintaining the principle of political impartiality in the public service
- Oversee the integrity of the staffing system and, in collaboration with other stakeholders, ensure non-partisanship of the public service. 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
 - the conduct of investigations of staffing processes and improper political activities by public servants

For more general information about the department, see the “Supplementary information” section of this report.

Operating context and key risks

Operating context

With nearly a quarter of federal public servants eligible to retire in the next 5 years, we are focusing on renewal and improving the public service's ability to recruit. Public service recruitment practices need to be flexible and effective if we want to attract and retain employees in a job market where there is fierce competition for key skills and shortages in critical areas.

In 2016, our New Direction in Staffing simplified public service staffing and gave managers greater flexibility, but we still need to do more to shift towards a truly agile and strategic staffing culture. This need for change comes at a challenging time for the human resources community because it faces many competing priorities, including pay system issues.

In 2017–18, we focused on innovation and experimentation by:

- exploring new methods to attract and hire high-quality candidates
- streamlining and modernizing the application process
- discovering new and effective approaches for assessing candidates
- setting up partnerships with other countries and organizations in order to learn best practices that we can try out within the federal public service
- increasing diversity and promoting inclusion in the public service, and working with key stakeholders to develop programs that increase representation and accessibility

Key risks

In 2017–18, a number of government-wide changes to human resources programs and systems had an impact on our work. In particular, as departments and agencies continued to adapt to the New Direction in Staffing, we had to change the type of support we provide for them.

The New Direction in Staffing is a more flexible and customizable approach to staffing to help departments more effectively meet their day-to-day and evolving needs. We strengthened our partnerships with departments to encourage managers to use the new staffing approach and to take responsible risks to make staffing more effective and efficient.

If we had not taken these and other actions to adapt to system-wide changes and to renew our employees' skills, we risked not being able to help federal departments hire the workforce they need to continue providing an acceptable level of service to Canadians. Failing to take action to adjust to the changes could also have affected our ability to encourage the public service to move toward the new staffing system model envisioned in the New Direction in Staffing. In the end, it could also have had a negative impact on the Public Service Commission's reputation.

Key risks

Risks	Mitigating strategy and effectiveness	Link to the department's Programs	Link to mandate letter commitments and any government-wide or departmental priorities
<p>Managing changes</p> <p>There is a risk that system-wide changes may impact our ability to meet our priorities in a timely manner.</p> <p>(This risk was identified in the 2017–18 Public Service Commission Corporate Risk Profile)</p>	<ul style="list-style-type: none"> • We helped our staff adapt to and work with the new pay system by ensuring that they completed mandatory training. We also provided direct support to employees who had pay issues, and continuously monitored their pay. This helped to ease the administrative burden by reducing the number of transactions and errors. These measures were also intended to reduce stress and negative impacts on employees. • We set up an in-year process to reallocate resources in a timely and effective manner. We gave our sectors an opportunity to review their funding allocations and make new requests to address emerging needs or to request more resources in order to achieve planned results. • We used the business planning cycle and governance committees to allow our sectors to meet and discuss the risks and issues that affect our ability to deliver on our priorities. Our Integrated Business Plan established annual deliverables to achieve our priorities and expected results. We also reported quarterly on them to allow for discussion of the status of the work and any need to shift priorities. • For regular updates on system changes and changes in the federal public service environment, we made sure we were represented on key inter-organizational committees across the country, including federal councils. This helped us prepare to adapt our programs and services to any changes. At these meetings, we also consulted and engaged the human resources and manager communities with respect to our services. • We made use of our partnerships with similar departments and agencies to share knowledge. For example, we collaborated with the Office of the Chief Human Resources Officer and with Public Services and Procurement Canada to ensure that quality data was available to support reporting and decision-making. These relationships helped us address a significant backlog in the processing of appointment-related data. By working with stakeholders, we were also able to develop innovative approaches and algorithms in order to correct systemic errors in the central pay system, which central agencies rely on to obtain appointment data. As a result, 18 months of the processing backlog 	<ul style="list-style-type: none"> • 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 	<p>All priorities</p>

	<p>were eliminated, and we are now in a good position to report every month on federal public service recruitment.</p>		
<p>Skills shortage</p> <p>There is a risk that the PSC may not have the individual or collective skill sets to deliver on the organization’s initiatives.</p> <p>(This risk was identified in the 2017–18 Public Service Commission Corporate Risk Profile)</p>	<ul style="list-style-type: none"> • We helped our managers identify potential skill gaps and invest in employee development. For example, we shared an updated list of mandatory employee training, and we encouraged managers to ensure that all employees completed the training. We also developed a course on our Organizational Staffing Philosophy. This training session provides managers with guidance on how to exercise discretion when making staffing decisions, how to address potential skill gaps, and investing in employee development or renewal efforts, while supporting our agency and public-service wide priorities. • We provided managers with assistance and tools to: <ul style="list-style-type: none"> ○ lead workforce renewal activities ○ manage performance ○ get employees involved in finding ways to strengthen and improve our capacity to carry out our mandate • We set up a continuous student inventory to make it easier to rehire students who have worked for us through student recruitment programs, and to appoint students to positions once they graduate. We also used our social media platforms to disseminate job opportunities and recruitment program information to a larger and growing audience of potential candidates. We implemented new alternative resourcing strategies to attract candidates in specific occupational groups. For example, we participated in recruitment initiatives, including the Public Service Bootcamp, the Computer Science Games and the Commerce Games. • We offered our employees performance management sessions and coaching to enhance their change management and change leadership skills. Several managers in information management and information technology were given key leadership training specific to their field to better equip them as they go through a period of change and renewal. <p>Overall, through these initiatives, we were able to recruit more people and ensure that our workforce has the individual and collective skills to meet the 2017–18 performance targets.</p>	<ul style="list-style-type: none"> • Internal Services 	<p>All priorities</p>

Results: what we achieved

Programmes

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 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.

RESULTS

In 2017–18, we evaluated how departments and agencies had adopted the New Direction in Staffing (NDS), so as to ensure that they were implementing the changes it put forward to make it easier to recruit efficiently. To help achieve this result, we conducted a review, which found that significant progress had been made, and identified ways to clarify the framework and help departments with its implementation.

To continue promoting the adoption of the changes coming from the New Direction in Staffing, we also:

- provided departments with customized support, and asked them to identify ways we could work with them and provide them additional help
 - the results were positive, and most departments and agencies were happy with the support they received
- participated in the delivery of Canada School of Public Service courses for staffing specialists and managers, in the National Capital Region and in the regions

Through this program, we began an assessment of the Public Service Employment Regulations to ensure that they enabled efficient and effective staffing, while continuing to support the Public Service Employment Act. We also developed a framework for the review of the regulations, and consulted with key stakeholders to obtain their views on how the regulations are applied and how they could be improved.

In support of our role to protect the political impartiality of the public service, we also:

- granted permission in 97 requests from public service employees seeking nomination as, or be, a candidate in an election
- conducted a complete review to improve the efficiency and quality of our decisions related to political candidacy requests

In 2017–18, we conducted outreach activities to promote the political impartiality of the public service. We focused on raising awareness of employees’ rights and responsibilities with respect to political activities, and promoting our role in safeguarding non-partisanship. Activities included the following:

- optimizing [our web pages on political activities](#)¹ and revamping some of our online tools to provide better support for employees and stakeholders
- increasing our visibility through various committees, events and presentations (National Staffing Council and visiting delegations from other countries)
- identifying and assessing potential risks to political impartiality, and determining how frequently they occur, their potential impact and how to mitigate them
- raising awareness among recently hired employees by increasing our visibility in the Federal Youth Network and publishing 50 tweets on the topic
- holding 9 information sessions in departments and agencies, and responding to 38 general inquiries through our 1-800 telephone line and 86 email inquiries

In 2017–18, we were also involved in developing the future Public Service Recruitment System. We consulted with 3 key users of our system — candidates, hiring managers and human resources professionals — to develop a simplified, flexible and inclusive solution to meet the needs of job seekers and hiring managers.

Overall, we achieved our performance objectives for this program in 2017–18.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
The Public Service Commission will have set clear expectations so that organisations had comprehensive mechanisms to manage delegated staffing authority and accountability for results.	% of organizations that have an Appointment Delegation and Accountability Instrument in place	100%	March 2018	100%	100%	100%
The Public Service Commission 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	Policy instruments (e.g. policies, regulations, Exclusion Approval Orders) and outreach activities of high quality and appropriate quantity	*	March 2018	Met*	Met*	Met*

requirements of the Public Service Employment Act.						
The non-partisanship of the public service will have been safeguarded.	% of employees who indicate that they are aware of their legal rights and responsibilities related to political activities, to a moderate or great extent	75%	**	**	**	**

*Feedback received during outreach activities and through requests for advice indicates that the guidance provided to departments and agencies is clear and timely and meets their needs.

** Unable to report, given that the Survey of Staffing has been reviewed and has not been conducted since 2013. The target of 75% was met in the 2013 survey. Results from the Staffing and Non-partisanship Survey will be available in 2018–19.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
12,208,868	12,208,868	15,493,513	14,075,121	1,866,253

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
107	112	5

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.

RESULTS

In 2017–18, we improved the support we provide to help departments and agencies across Canada recruit new public servants, by:

- rebranding our programs and recruitment activities for applicants to make it easier to find Government of Canada jobs
- working with departments and agencies on the [Post-Secondary Recruitment campaignⁱⁱ](#) in order to more effectively identify candidates who meet their needs
- working with our partners to re-think how we assess candidates for the [Recruitment of Policy Leaders Programⁱⁱⁱ](#), and thus expand the talent pool to include emerging talent, and improve our promotion of the program

We also developed recruitment strategies to support the representativeness of the public service. Our efforts in this area contributed to ensuring a public service that is competent, bilingual, diverse and responsive to the changing needs of Canadians. To achieve this result, we:

- launched an [Aboriginal Centre of Expertise website^{iv}](#) to help hiring managers recruit Indigenous people, and partnered with Pilimmaksaivik, the Inuit Centre of Excellence in Employment, to create tools to attract and recruit Indigenous people
- made use of programs such as the [Indigenous Youth Summer Employment Program^v](#) and Youth with Disabilities Summer Employment Opportunity to refer candidates through the [Federal Student Work Experience Program inventory^{vi}](#)
- continued to modernize the Priority Entitlement Program by simplifying the process for considering persons with a priority entitlement for appointment to or within the public service
 - the hiring of veterans with priority entitlements continued to increase in 2017–18, compared with the previous year, from 214 to 237
- provided support for the job fair at the Toronto Invictus Games, which highlighted the skills and potential contributions of medically released veterans, in collaboration with Veterans Affairs Canada and the Department of National Defence

As a leader in developing and providing assessment services, we continued to research and promote best practices to help human resource advisors and managers make quality appointments to the public service. Activities included:

- raising awareness of our standardized test services, which reduce employment barriers and help hiring managers make fair decisions and merit-based appointments
- launching an innovative pilot project with 6 other departments and agencies that consisted of evaluating second language oral proficiency to make public service staffing more efficient and give hiring managers more flexibility in assessing candidates.
- increasing our outreach events by 25%
- holding more events targeting hiring managers across Canada, including a Smart Shop on “Rethinking Staffing,” which focused on assessment and attracted more than 600 participants

- these activities contributed to an increase in assessment-related consultation requests, which amounted to 4,500 in 2017–18
- updating our assessment tools to reflect the new Public Service Key Leadership Competencies
- responding to increased demand for leadership development support by providing coaching, 360-degree feedback, and personality and competency assessments
- responding to increased demand for our second language evaluation tests, which provide support for the delivery of bilingual services to Canadians

Overall, there was a high level of client satisfaction with our programs, products and services in 2017–18. The very high performance target set for this criterion was almost achieved.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
The Public Service Commission 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	90%	March 2018	88.2%	91%	88%

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
25,938,789	25,938,789	28,274,913	27,543,866	1,605,077

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
345	292	(53)

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.

RESULTS

In 2017–18, we continued to provide Canadians with information on the integrity and effectiveness of the public service staffing system, including the protection of merit and non-partisanship. We implemented a renewed system-wide approach to oversight, which uses tools to assess the overall performance of the staffing system in order to identify improvements. The approach focuses on core requirements, such as merit and non-partisanship, and on determining whether the public service is complying with legislative and policy requirements. As part of our renewed oversight function, audit activities in 2017–18 included:

- conducting our first System-wide Staffing Audit, in which we gathered information from departments on the integrity of public service staffing and how they are implementing our New Direction in Staffing
 - we will publish the results in the fall of 2018
- completing 2 staffing assessments with departments to identify strengths and potential areas for improvement
- planning an audit on validation practices for education and occupational certification credentials
- conducting a survey of employees' perceptions of federal public service staffing, and their understanding of their rights and responsibilities relative to political activities and non-partisanship
 - more than 102,000 federal public servants completed the survey, for an overall response rate of nearly 50%
 - the results will be released in 2018–19
- completing a pilot project with the Office of the Chief Human Resources Officer in order to determine whether or not concealing personal information that could lead to the identification of a person's origin had an impact on the screening decisions
 - the [results were released in January 2018^{vii}](#), and we will continue to research the topic

We collaborated with key partners across government to ensure that quality data was available to provide support for reporting on staffing and recruitment, and we developed data and analysis

products for our 2017–18 Annual Report and for the Staffing Dashboard. Other activities in support of quality data included:

- developing a data management strategy to focus on data as an investment, taking into consideration government priorities, such as the Open Government Project
- developing and conducting 6 surveys to gather views from internal and external stakeholders, including a survey of student applicants' experiences with the enhanced Post-Secondary Recruitment Program and the Post-Secondary Recruitment accommodation request process
- developing a Public Service Commission-wide research plan to gather information on the intended outcomes of the Public Service Employment Act, and to identify risks to the staffing system

In 2017–18, we also conducted investigations on appointment processes to ensure that they respect merit and are free from political influence. To support these results and this activity, we:

- completed 91 investigations into allegations of irregularities in appointment processes and 2 allegations of improper political activities of public servants
- modernized the investigations function by consulting and sharing best practices with other public service investigative bodies, and delivering outreach sessions to human resources staff and managers in 11 departments and agencies

Overall, this program achieved its target for 2017–18. We carried out all of our planned risk-based oversight activities and met our own service standards relative to investigation files.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Objective information and assurance will have been provided to Parliament, the Public Service Commission and deputy heads about the integrity and effectiveness of the appointment process, as well as the non-partisanship of the public service	Percentage of risk-based oversight activities (audits and monitoring) that are conducted in accordance with approved plans	100%	March 2018	100%	100%	100%
	Percentage of investigation intake files that are reviewed, within specified service standards to determine whether an investigation is warranted	100%	March 2018	100%	100%	100%

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
15,213,129	15,213,129	14,642,061	13,301,618	(1,911,511)

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full- time equivalents)
130	100	(30)

Information on the Public Service Commission’s lower-level programs is available in the [GC InfoBase](#).^{viii}

Internal Services

DESCRIPTION

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories 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; and Acquisition Services.

RESULTS

Internal Services ensure that we support our programs by attracting, retaining and developing a skilled workforce that is representative and inclusive. This year, internal services:

- implemented activities to attract an agile, representative workforce with diverse skills and competencies by:
 - revising our job advertisements to make them more attractive
 - undertaking outreach activities to attract the interest of new graduates

- increasing student employment within our agency by promoting it internally (62 student appointments in 2017–18, compared with 56 in 2016–17)
- strengthened the commitment of executives to maintain their second official language proficiency through new performance objectives
- realigned our staffing guidance and tools to reflect the New Direction in Staffing

To get employees to embrace change, promote respect and well-being, and foster pride and collaboration in an inclusive workplace, we implemented a well-being strategy that focuses on mental health and promoting diversity. This included:

- launching a comprehensive program to ensure that our new employees feel welcome and valued, and that they are well-equipped from the start to succeed
- promoting our recognition philosophy, strengthening our guiding principles of respect, engagement, collaboration and continuous improvement
- providing our employees with support to deal with pay issues by setting up a team that worked directly with them to address their concerns and liaised directly with the Pay Centre and central agencies to resolve systemic issues
- organizing workshops, activities and events to promote awareness, inclusion and diversity, including:
 - 16 days of activism against gender-based violence during which tools were distributed by email
 - a discussion with a panel of past and current participants in various student graduate and general recruitment programs on Indigenous Youth and the Public Service to increase awareness of, and respect for, the experiences of young Indigenous people in the federal public service
 - initiatives to encourage the integration of persons with disabilities

In 2017–18, we provided our employees with several technological solutions to help them work smarter, and more efficiently:

- we implemented a successful pilot project using tablets to support a modern workplace and help employees embrace the concept of a mobile workforce
- we migrated all records to the new electronic document and records management system to provide our employees with a central location to store and work on their documents
- we made improvements to boardroom technology to foster collaboration and smarter use of technology
- we signed a Memorandum of Understanding with Health Canada to provide information technology support for our regional offices and thus provide better support for our regional employees

We strengthened our communications services in order to improve the dissemination of information to employees and stakeholders. For example, we modernized our communications tools, including the internal website, which was revamped and organized by function, making it easier for employees to find information.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
30,150,147	30,150,147	30,977,072	30,748,091	597,944

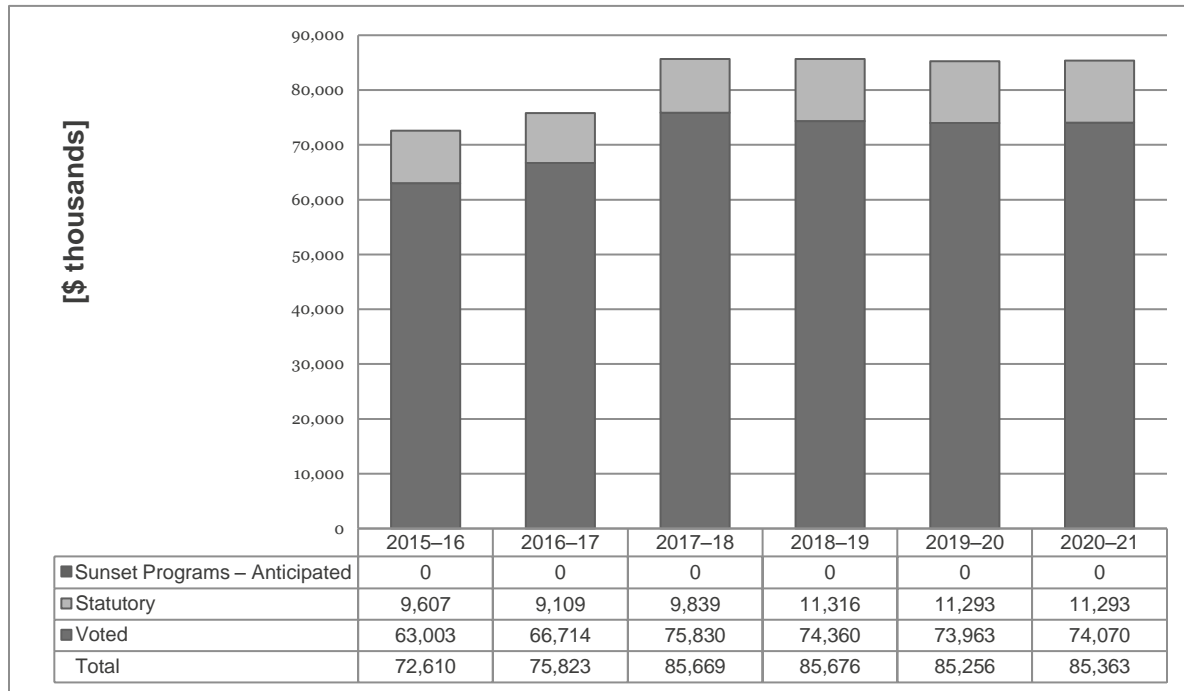
Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full- time equivalents)
259	238	(21)

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)
Program 1.1: Staffing System Integrity and Political Impartiality	12,208,868	12,208,868	N/A*	N/A*	15,493,513	14,075,121	10,723,487	12,398,985
Program 1.2: Staffing Services and Assessment	25,938,789	25,938,789	N/A*	N/A*	28,274,913	27,543,866	23,036,436	20,036,629
Program 1.3: Oversight of Integrity in Staffing and of Non-Partisanship	15,213,129	15,213,129	N/A*	N/A*	14,642,061	13,301,618	13,617,571	15,511,737

Subtotal	53,360,786	53,360,786	53,861,500	53,597,347	58,410,487	54,920,605	47,377,494	47,947,351
Internal Services	30,150,147	30,150,147	31,814,790	31,658,761	30,977,072	30,748,091	28,445,614	24,662,355
Total	83,510,933	83,510,933	85,676,290	85,256,108	89,387,559	85,668,696	75,823,108	72,609,706

*April 1, 2018, the programs of the Program Alignment Architecture were replaced by the programs of the Departmental Results Framework.

For 2017–18 there was \$6.2M of increased salary spending due to the new collective bargaining agreements spread across all the Program Alignment Architecture. These payments covered both current year and retroactive salary increases. In addition to this, there were other factors that contributed to the year-over-year variance in actual expenditures within program areas and internal services.

1.1 There was an increase in spending as a result of a transfer of a portion of the Strategic Direction & Renewal Team from program 1.2, as well as an increase in strategic advisors within the Staffing Support Division.

1.2 The increase in spending in 2017–18 were the result of the additional personnel hired in the regional offices, and investments made in the Personal Psychology Centre Application Rationalization and for the Montreal office relocation.

1.3 The reduction in investment is primarily a result of the New Direction in Staffing and a desire to reinvest resources in other areas of the agency, as well as the close-out of the Business Intelligent Enterprise Data Warehouse investment.

Internal Services Additional investments were made in the area of information technology.

Actual human resources

Human resources summary for Programs and Internal Services
(full-time equivalents)

Programs and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
Program 1.1: Staffing System Integrity and Political Impartiality	106	92	107	112	N/A*	N/A*
Program 1.2: Staffing Services and Assessment	261	281	345	292	N/A*	N/A*
Program 1.3: Oversight of Integrity in Staffing and of Non-Partisanship	127	115	130	100	N/A*	N/A*
Subtotal	494	488	582	504	525	525
Internal Services	208	225	259	238	288	288
Total	702	713	841	742	813	813

*April 1, 2018, the programs of the Program Alignment Architecture were replaced by the programs of the Departmental Results Framework.

The year-over-year increase in full-time equivalents is a result of increased human resources capacity in many areas, including the regional offices and priorities related to the New Direction in Staffing. For future years the agency will continue to strengthen its staffing requirement in priority areas.

Expenditures by vote

For information on the Public Service Commission's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–2018](#).^{ix}

Government of Canada spending and activities

Information on the alignment of the Public Service Commission's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).^{viii}

Financial statements and financial statements highlights

Financial statements

The Public Service Commission's financial statements (unaudited) for the year ended March 31, 2018, are available on the [Public Service Commission website^x](#).

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)

Financial information	2017–18 Planned results	2017–18 Actual results	2016–17 Actual results	Difference (2017–18 Actual results minus 2017–18 Planned results)	Difference (2017–18 Actual results minus 2016–17 Actual results)
Total expenses	120,597,888	114,312,980	102,479,454	(6,284,908)	11,833,526
Total revenues	15,555,156	8,382,963	8,380,822	(7,172,193)	2,141
Net cost of operations before government funding and transfers	105,042,732	105,930,017	94,098,632	887,285	11,831,385

For 2017–18, there was an increase in expense, mainly due to additional staffing, higher salary rates and retroactive salary payments following the implementation of new collective agreements, and for work related to renovating the Montreal regional office.

Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)

Financial information	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	17,546,074	15,161,123	2,384,951
Total net financial assets	11,157,430	13,005,497	(1,849,067)
Departmental net debt	6,388,644	2,155,626	4,233,018
Total non-financial assets	2,502,978	2,205,530	297,448
Departmental net financial position	(3,885,666)	49,904	(3,835,762)

The \$3.8M decrease in our departmental net financial position from the prior year in the financial information as at March 31, 2018 is mainly due to a \$2.3M (16%) increase in the total net financial liabilities, a \$1.8M (14%) decrease in the total net financial assets and a \$.3M (13%) increase in the total non-financial assets.

The \$2.3M (16%) increase in the total net financial liabilities is due mainly to the following increases:

- Accounts Payable and Accrued Liabilities:
 - amounts owed to other government departments and agencies due to delays in the transfer of pay files for employees who transferred to the agency
 - amounts owed to Public Services and Procurement Canada for work related to retrofitting the Montreal regional office in accordance with the Government of Canada Workplace 2.0 Fit-up Standard
- Vacation Pay and Compensatory Leave:
 - delay in payments by the Public Service Pay Centre for amounts owed to employees for vacation pay and compensatory leave

The \$1.8M (14%) decrease in the total net financial assets is mainly due to the following:

- Accounts Receivable:
 - amounts owed to the agency from other government departments and agencies due to delays in the transfer of pay files for employees who transferred out from the agency
 - salary overpayments recognized by the Public Service Pay Centre

The \$.3M (13%) increase in the total non-financial assets is due to the following:

- Tangible Capital Assets:
 - capitalization of software development costs related to the Candidate Assessment Management Module (Apollo) and the Test Definition Module

Supplementary information

Corporate information

Organizational profile

Minister: The Honourable Dominic LeBlanc, P.C., Q.C., M.P.

Institutional head: Patrick Borbey, President

Ministerial portfolio: The Public Service Commission of Canada is part of the Privy Council Office portfolio

Enabling instrument: [Public Service Employment Act](#)^{xi} (S.C. 2003, c.22. 12, 13)

Year of incorporation / commencement: 1908

Other:

- [Public Service Commission of Canada website](#)^x

Reporting framework

The Public Service Commission's Strategic Outcome and Program Alignment Architecture of record for 2017–18 are shown below:

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

Supporting information on lower-level programs

Supporting information on lower-level programs is available on the [GC InfoBase](#)^{viii}

Supplementary information tables

The following supplementary information tables are available on the [Public Service Commission's website](#)^x:

- ▶ Evaluations
- ▶ Fees
- ▶ Internal audits

Federal tax expenditures

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 each year in the [Report on Federal Tax Expenditures](#)^{xii}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Gatineau, Quebec K1A 0M7

E-mail address:

cfp.infocom.psc@canada.ca

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Results Report (rapport sur les résultats ministériels)

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental 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.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make

us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

Management, Resources and Results Structure (structure de 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)

Net outlays and receipts related to loans, investments and advances, which 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 compare 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 respecting 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.

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.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, 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.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

priority (priorité)

A plan or project 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) or Departmental Results.

program (programme)

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

Program Alignment Architecture (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.

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 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.

Endnotes

- i Political Activities, <https://www.canada.ca/en/public-service-commission/services/political-activities.html>
- ii Post-Secondary Recruitment, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/graduates/post-secondary-recruitment.html>
- iii Recruitment of Policy Leaders, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/graduates/recruitment-policy-leaders.html>
- iv Aboriginal Centre of Expertise, <https://www.canada.ca/en/public-service-commission/jobs/services/gc-jobs/aboriginal-centre-of-expertise.html>
- v Indigenous Student Employment Opportunity, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/indigenous-student-employment-opportunity.html>
- vi Federal Student Work Experience Program, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/federal-student-work-program.html>
- vii Anonymized Recruitment Pilot Project — Final report, <https://www.canada.ca/en/public-service-commission/services/publications/Name-blind-recruitment-pilot-project.html>
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- x Public Service Commission, <https://www.canada.ca/en/public-service-commission/services/publications.html>
- xi Public Service Employment Act (S.C. 2003, c. 22, ss. 12, 13), <http://laws-lois.justice.gc.ca/eng/acts/P-33.01/index.html>
- xii Report on Federal Tax Expenditures, <https://www.fin.gc.ca/purl/taxexp-eng.asp>