



# Public Service Commission of Canada

2019–20

## Departmental Results Report

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The Honourable Dominic LeBlanc, P.C., Q.C.,  
M.P.  
President of the Queen's Privy Council for  
Canada and Minister of Intergovernmental  
Affairs

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## President's message

I am pleased to present the 2019–20 Departmental Results Report for the Public Service Commission of Canada. In the following pages, we discuss the 3 main results that we aim to achieve:

1. The public service efficiently hires the workforce of the future that is capable and ready to deliver results for Canadians.
2. The public service reflects Canada's diversity.
3. Canadians are served by a politically impartial public service.

We have made progress on these results over the past year. We developed experimental projects and piloted approaches to address the challenging issue of reducing the time that it takes to staff positions. These initiatives will help to improve the efficiency and effectiveness of the public service staffing system.

Modernizing the public service recruitment platform remains one of our priorities. We aim to provide an inclusive, accessible and user-centric digital solution to attract talent and meet the needs of job seekers, hiring managers and human resources professionals. This work will move forward in stages, and proof-of-concept testing will take place in 2020–21.

We continue to focus on promoting and supporting the hiring of persons with disabilities in the federal public service. For instance, we launched the Federal Internship Program for Canadians with Disabilities in April 2019, and the first interns have been hired.

Towards the end of 2019–20, the coronavirus pandemic presented a unique challenge, one that we rose to meet. We adapted by re-focusing our priorities and taking on a proactive approach to enable departments and agencies to carry out urgent staffing actions in response to these unprecedented circumstances.

I invite you to read this report and learn about our achievements in hiring the workforce of the future. We will continue to spearhead change in building a diverse and inclusive workforce and to ensure that the public service remains fair and impartial. Together with our partners, we continue to envision and lay the foundation for Canada's future public service.

Patrick Borbey  
President  
Public Service Commission of Canada



## Results at a glance and operating context

In 2019–20, the Public Service Commission of Canada supported federal departments and agencies in renewing their workforce amid fierce competition for key skills. We focused on:

- experimenting to reduce the time to staff
- implementing initiatives to promote diversity and inclusion
- modernizing [the Government of Canada’s recruitment platform](#)<sup>i</sup>

The following key achievements contributed to our expected departmental results.

### **We led and supported departments and agencies to help them build a diverse and highly competent public service.**

In 2019–20, we worked with departments and agencies to provide them with options to respond to government expectations for reducing the time it takes to staff federal public service positions.

- We led and collaborated on experimental projects to improve time to staff and make the staffing process more efficient and effective, including:
  - piloting an employee referral program for difficult-to-staff positions
  - participating in the exploration of the use of artificial intelligence in screening processes with Employment and Social Development Canada
- We held sessions with departments and agencies to:
  - foster engagement and support them in innovating as they leverage the [New Direction in Staffing](#)<sup>ii</sup> (the policy framework that we renewed in 2016 and sets out rules for public service hiring)
  - address the issues identified in our monitoring activities
  - support culture change

### **We provided high-quality programs, services and systems that contribute to the hiring of a competent, diverse and professional public service.**

One of our areas of focus in 2019–20 was to improve the recruitment of persons with disabilities. The *Accessible Canada Act* (which came into force in July 2019) and the Accessibility Strategy for the Public Service of Canada provided us with clear goals in that regard. We worked to meet these goals in partnership with other central agencies, as part of our own priorities and in alignment with broader Government of Canada diversity and inclusion priorities. We also worked on approaches to support departments and agencies in achieving a collective goal of recruiting 5 000 persons with disabilities by 2025. We leveraged our federal public service workforce macrosimulation tool to provide insight to Deputy Ministers and senior executive committees across the public service on the level of recruitment required to reach this goal and its effect on the diversity of the public service over the next five years. We also launched the Federal Internship Program

for Canadians with Disabilities in April 2019, and the first cohort of interns have been hired.

We made progress on our key initiative, [GC Jobs Transformation](#)<sup>iii</sup>, which aims to improve the application process and accessibility to public service jobs for all Canadians, and to help hiring managers quickly find skilled employees. An options analysis has led us to further explore software solutions. In doing so, we will evaluate recruitment solutions from vendors and determine how they meet our user needs and the functionalities we are looking for. Based on these evaluations, we will recommend a potential solution, which we will pilot using live hiring processes. Arriving at this stage has involved significant discovery work, which included doing research and gathering lessons learned from other countries; collecting user feedback; and assessing delivery options and vendor demonstrations of recruitment solutions.

**We promoted and safeguarded the integrity of the staffing system and the non-partisan nature of the federal public service.**

We developed a regulatory framework to modernize the *Public Service Employment Regulations*, which is now in the consultation phase. We also published the [Results of the Horizontal Audit on Credential Validation](#)<sup>iv</sup>, which identified the need to increase awareness and understanding of the requirement to assess foreign credentials.

We provided research and data analytics to support reporting, policy improvements, decision-making and learning. We also adjusted our second Staffing and Non-Partisanship Survey questionnaire, which will launch in 2021, to focus on potential challenges to accessibility and inclusiveness in staffing practices.

At the end of 2019–20, the COVID-19 pandemic required us to rapidly redirect our resources in order to adapt to an unprecedented situation. This involved helping departments and agencies to quickly staff positions critical to the effective functioning of government. The pandemic resulted in a shift to full-time remote operations for most of our staff, affecting the progress of some initiatives for 2019–20 and our plans for 2020–21.

In working to achieve our results in 2019–20, our total actual spending was \$93,611,830 and we had a total of 857 actual full-time equivalents.

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



## Results: what we achieved

### Core Responsibility

#### Public Service Hiring and Non-partisanship

##### Description

The Public Service Commission (PSC) promotes and safeguards a merit-based, representative and non-partisan public service that delivers results for all Canadians.

Through policy direction and guidance, the PSC supports departments and agencies in the hiring of qualified individuals into and within the public service, helping to shape a workforce reflecting Canada's diversity. The PSC delivers recruitment programs and assessment services supporting the strategic recruitment priorities of the Government of Canada and the renewal of the public service, leveraging modern tools to provide Canadians with barrier-free access to public service jobs.

The PSC oversees public service hiring, ensuring the integrity of the hiring process. The PSC provides guidance to employees regarding their rights and obligations related to political activities and renders decisions on political candidacy, respecting employees' rights to participate in political activities, while protecting the non-partisan nature of the public service.

##### Results

In 2019–20, we aimed to achieve 3 main results:

#### **1. The public service efficiently hires a workforce for the future that can deliver results for Canadians.**

We recognize that reducing the time it takes to hire new public servants requires a culture change. Such a change will take time to implement across the public service. In 2019–20, new requirements to ensure prompt and accurate pay for newly appointed public servants may have limited progress on reducing the median time it takes to staff externally advertised positions. Newly imposed timeframes between the signature of the employment letter and the employee start date can add up to 15 workdays to the hiring process. The time to staff did not decrease this year. We have been working to develop and implement projects and approaches to address the challenging issue of reducing the time that it takes to staff positions. We will also leverage the lessons learned from departments and agencies on improving time to staff.

We completed several research projects on the efficiency and effectiveness of staffing in the federal public service, examining:

- the length of time job postings are published

- redundancies in published job postings
- the likelihood that candidates will apply based on whether they subscribe to email job alerts

We also developed and updated staffing-related tools that allow departments and agencies to:

- visualize Survey of Staffing and Non-Partisanship data
- forecast the number of applications
- verify the accuracy of the translation of statements of merit criteria
- view a dashboard of labour market indicators

Findings from these projects shed light on additional support and policy changes that departments and agencies may need to achieve intended results.

We led a pilot project to streamline priority clearances, a step in the recruitment process that the Public Service Commission is responsible for. Overall, feedback from departments and agencies on this project, which shortened the recruitment process by 4 to 6 days, was positive. This is a small reduction that we hope will lead the way for departments and agencies to identify more incremental administrative efficiencies.

We continued working to make the federal public service more attractive as an employer of choice for Canadians, and to promote recruitment that supports our diversity and public service renewal agendas. We also worked to ensure that the public service is well equipped to retain and hire the best and most qualified candidates. For example:

- we developed and piloted an electronic managerial in-box test, which now assesses the softer skills and traits that leaders need to be successful in the future
  - over 200 candidates across the country piloted this new test
- we conducted an evaluation of the Veterans Hiring Act implementation in partnership with the Veterans Affairs Canada, the Department of National Defence and the Canadian Armed Forces
  - it highlighted progress and barriers that veterans and eligible Canadian Armed Forces members face in finding public service jobs
  - we will work with our partners to build on measures to retain and attract these talented and experienced individuals

## **2. The public service reflects Canada's diversity**

Although the latest results on employment equity group representation in the public service were not available when this report was prepared, we expect to see a gap between the percentage of employees who are persons with disabilities and our objective to meet or exceed workforce availability. We have been working with our partners and stakeholders to close this gap by identifying, preventing and removing barriers in staffing and recruiting for persons with disabilities. As part of this work, we:

- developed approaches to support departments and agencies in achieving our collective goal of recruiting 5 000 persons with disabilities by 2025
- shared expertise with departments and agencies to help candidates during the assessment phase of the hiring process, through a network of in-house experts fully trained in accessibility assessment
  - as of March 31, 2020, 30 departments and agencies had roughly 50 accessibility assessment ambassadors working to make the recruitment of persons with disabilities into the federal public service as barrier-free as possible
- launched the [Federal Internship Program for Canadians with Disabilities](#)<sup>v</sup> to increase the economic inclusion of Canadians across the country who have disabilities and little work experience, and to help them develop their skills for future employment
  - the program will provide 125 2-year internship opportunities in the federal public service over 5 years
  - 20 interns were hired and are now part of the first cohort of the program
  - we have integrated lessons learned from the first year into our approach for the second year to increase the number of placements
- attended 46 outreach events to directly support the recruitment of persons with disabilities, partnering with organizations external to the public service such as the Canadian Association of Supported Employment
- established the Employment Equity Research Working Group, made up of 15 representatives from 8 organizations, to bring forward the reality and challenges faced by members of employment equity groups, and incorporate their views and concerns for future research
- completed the examination phase of our Audit of Employment Equity Representation in Recruitment, which explores how applicants from the designated employment equity groups fared in the recruitment process compared to other applicants, and whether certain factors had an impact on their success

Beyond supporting the recruitment of persons with disabilities, we leveraged our student and graduate programs and inventories to promote diversity. We significantly increased our outreach activities in 2019–20 to promote federal public service job opportunities to potential applicants in every region across the country. More specifically:

- we targeted outreach and promoted self-declaration to job seekers for the 2019–20 Post-Secondary Recruitment campaign, which generated a 22.7% increase in the number of Indigenous applicants and a 34.7% increase in persons with disabilities who applied, compared to last year
- 115 students were hired by federal departments and agencies for summer 2019 under the [Employment Opportunity for Students with Disabilities](#)<sup>vi</sup> program, which brought in a total of 1 571 requests from hiring managers

- the [Indigenous Student Employment Opportunity](#)<sup>vii</sup> provided onboarding tools, training and networking events, and brought 225 Indigenous students into the public service in 2019–20
- we also provided advice, guidance and management of an inventory for hiring Inuit in Nunavut in support of Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment

### **Gender-based analysis plus**

In 2019–20, under our [Gender-Based Analysis Plus \(GBA+\) Action Plan 2019–21](#)<sup>viii</sup>, we applied a gender and diversity lens to our activities and decision-making processes. For example, to better reflect key GBA+ considerations, we adjusted new guidance tools and added expectations to the project requirements for our future recruitment platform. The goals and activities of our new Inclusive Recruitment Centre of Expertise were refined through an equity-based lens. Our evaluation report on the Recruitment of Policy Leaders program integrated a GBA+ approach in the analysis and presentation of a breakdown of findings based on a range of socio-demographic factors. We also modernized how we collect information related to gender in our forms and systems, in keeping with government-wide requirements. In this endeavour, we stopped collecting sex and gender information through our investigations case management system and training form.

### **3. Canadians are served by a politically impartial public service**

In 2019–20, we prepared for the launch of the second Staffing and Non-Partisanship Survey to assess progress and improvements to staffing policies and practices, and to identify areas of focus to safeguard non-partisanship within the federal public service. This biennial survey of staffing and non-partisanship is key to determining the overall health of the federal public service staffing system. The results provide crucial insights for our oversight efforts, as well as for policy development and program delivery in support of our other expected results. We had planned to launch the survey in mid-March but, due to the COVID-19 situation, it has been postponed to spring 2021.

We observed an increase in 2019-2020 in the number of investigations related to electoral candidacies that were initiated by public servants before obtaining permission from the Public Service Commission. The federal election year also raised the profile of political activities. In order to raise public servants' awareness of their rights and responsibilities, we delivered over 45 information sessions on political activities and non-partisanship. The busy electoral year have contributed to the increase in allegations and founded investigations.

We are maintaining this ambitious objective in 2020–21 to preserve the impartiality of the public service, and to ensure that all federal public servants meet their obligation to maintain a non-partisan public service. In light of this approach and the increase in the number of complaints, specifically in relation to public servants who sought provincial and federal candidacy, we will explore new, online awareness activities to reach more

public servants. We will also strengthen our messaging on the requirement for public servants to obtain our permission before seeking office in elections.

## Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
The public service efficiently hires the workforce of the future that is capable and ready to deliver results for Canadians	Number of days to complete a recruitment process	Maximum 177 days <sup>a</sup>	March 2020	194 days	186 days	203 days
	Percentage of managers who say they have the flexibility to fulfill their hiring needs	At least 65%	March 2021	Not available <sup>b</sup>	60%	Not available <sup>b</sup>
	Percentage of managers who believe that appointees meet the performance expectations of the position	At least 90%	March 2021	Not available <sup>b</sup>	91.8%	Not available <sup>b</sup>
	Percentage of new hires and internal promotions who fully meet the qualifications of the position (that is, based on merit)	At least 98%	March 2022	Not available <sup>f</sup>	98.3%	Not available <sup>f</sup>
The public service reflects Canada's diversity	Percentage of employees who are women	At least 52.7% <sup>c</sup>	March 2020	54.9%	54.8%	Not available <sup>d</sup>
	Percentage of employees who are an aboriginal person	At least 4.0% <sup>c</sup>	March 2020	5.2%	5.1%	Not available <sup>d</sup>
	Percentage of employees who are members of visible minority groups	At least 15.3% <sup>c</sup>	March 2020	15.8%	16.7%	Not available <sup>d</sup>
	Percentage of employees who are persons with disabilities	At least 9.0% <sup>c</sup>	March 2020	5.3%	5.2%	Not available <sup>d</sup>
	Percentage of new hires under the age of 35	At least 53%	March 2020	53.2%	54.8%	55.9%
	Percentage of Official Language Minority applicants (French-speaking applicants outside of Quebec and	At least 6.9%	March 2020	10.9%	11.4%	10.8%

	English-speaking applicants within Quebec)					
	Percentage of new hires who applied from outside the National Capital Region	At least 75%	March 2020	75% <sup>e</sup>	73% <sup>e</sup>	72.1% <sup>e</sup>
Canadians are served by a politically impartial public service	Number of founded investigations related to political activities	0	March 2020	2	7	20
	Percentage of employees who are aware of their rights and obligations regarding engaging in political activities	At least 80%	March 2021	Not available <sup>b</sup>	80.1%	Not available <sup>b</sup>

**Note a:** This indicator measures the median number of calendar days between the date the poster was published and the date of the first external hire (from outside of organizations subject to the *Public Service Employment Act*) based on the pay system.

**Note b:** These indicators are assessed by the biennial Staffing and Non-Partisanship Survey and therefore no result is available for 2017–18 or 2019–20.

**Note c:** The target for each designated group is to meet or exceed workforce availability. For 3 of the groups, workforce availability is based on 2016 Census data. Workforce availability for persons with disabilities is derived from data, also collected by Statistics Canada, in the 2017 Canadian Survey on Disability. The targets represent the most up-to-date available information on labour market availability for 2018–19.

**Note d:** These results were not available at the time of production of the 2019–20 Departmental Results Report.

**Note e:** The results of this indicator present an average taken over 5 years.

**Note f:** The data for this indicator is collected through the System-Wide Staffing Audit and will be available every 2 years beginning 2021–22.

### Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
54,509,470	54,509,470	60,918,565	60,195,978	5,686,508

**Human resources (full-time equivalents)**

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus planned full-time equivalents)
532	566	34

Financial, human resources and performance information for the Public Service Commission's Program Inventory is available in the [GC InfoBase<sup>ix</sup>](#).

**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:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Material Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

**Results****1. Promote and enable a high-performing culture that supports workplace well-being and healthy working relationships.**

In 2019–20, we equipped and supported our employees to foster a healthy workplace. Through our Ombudsman's Office, we held a range of awareness sessions for employees on well-being, and assisted over 229 employees in navigating challenges in their professional lives. We also delivered 8 team coaching events to increase team cohesiveness, collaboration and efficiency.



We also developed and delivered training to over 90 hiring managers on bias-free staffing processes.

We set up key workplace well-being enablers, including guidelines to streamline provision of accommodation measures. We began to develop an internal wellness and mental health strategy, which will include a psychological health and safety management system to help us quickly identify potential psychological hazards. In parallel, insights gathered through ongoing internal sessions with employees self-identifying as members of employment equity groups will help us target areas of improvement to support a healthy and inclusive workplace.

Finally, we supported employees experiencing pay challenges by developing tools and processes to enable accurate and timely pay. We monitor pay on an ongoing basis to ensure that employees are paid properly and on time.

## **2. Support the delivery of Public Service Commission programs and services to achieve departmental results.**

In 2019–20, we improved our support to program delivery through digital tools and solutions by working to establish plans for managing our technical debt. We also drafted a strategy to transition to a cloud environment, in keeping with the Government of Canada’s digital strategy.

To attract and retain the talent that we need, we piloted an employee referral program to recruit qualified candidates in difficult-to-staff psychologists’ positions. We also developed a talent management program for non-executive employees, to be implemented in 2020–21. In addition, to help hiring managers recruit candidates efficiently, we updated our Staffing Compass, a tool to guide our managers through the staffing process, used over 4 300 times in 2019–20. Our efforts in various areas have helped to support the decrease of the organization’s median time to staff by

- 71 days for internal advertised appointment processes
  - (105 days in 2019–20 versus 176 days in 2018–19)
- 43 days for external advertised processes
  - (144 days in 2019–20 versus 187 days in 2018–19)

We will draw on this significant improvement in developing our next actions to reduce time to staff across the public service.

## **3. Develop and implement tools and initiatives to modernize and strengthen the Public Service Commission.**

In 2019–20, we made improvements to our information management and information technology products and systems by upgrading the infrastructure and technology that our department relies on (for example, Windows 10 and Windows Server 16, and pilots of the latest in data analytic tools). We also supported government-wide initiatives such as Open Government by promptly releasing key datasets and information assets to

Canadians through the GC [Open Government portal](#)<sup>x</sup>. In addition, we acquired new position management software to reconcile data from various systems and better inform decision-making and reporting. We also began a large-scale exercise to prepare our organization for upcoming public service-wide classification conversions.

**Budgetary financial resources (dollars)**

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus planned spending)
30,949,885	30,949,885	33,418,125	33,415,852	2,465,967

**Human resources (full-time equivalents)**

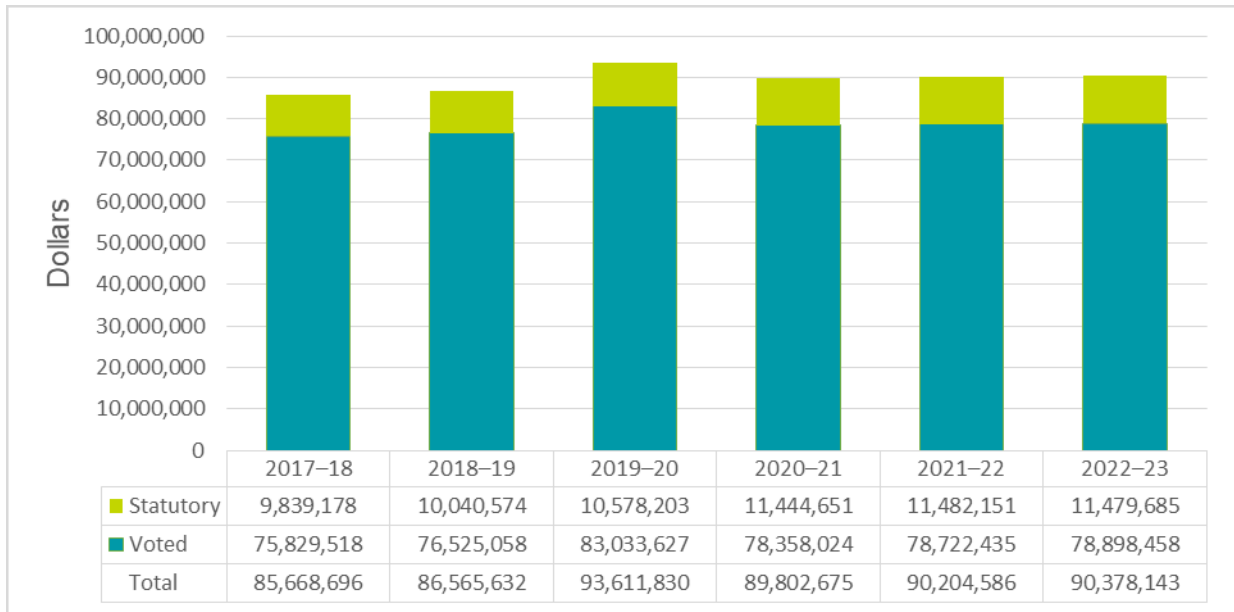
2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus planned full-time equivalents)
273	291	18

## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental spending trend graph

The following graph presents planned (voted and statutory spending) over time.



#### Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core Responsibility and Internal Services	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)
Public Service Hiring and Non-partisanship	54,509,470	54,509,470	56,505,179	56,778,478	60,918,565	60,195,978	55,789,506	54,920,605
Internal Services	30,949,885	30,949,885	33,297,496	33,426,108	33,418,125	33,415,852	30,776,126	30,748,091
<b>Total</b>	<b>85,459,355</b>	<b>85,459,355</b>	<b>89,802,675</b>	<b>90,204,586</b>	<b>94,336,690</b>	<b>93,611,830</b>	<b>86,565,632</b>	<b>85,668,696</b>

## Actual human resources

### Human resources summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2017–18 Actual full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Public Service Hiring and Non-partisanship	504	527	532	566	570	569
Internal Services	238	270	273	291	293	292
<b>Total</b>	<b>742</b>	<b>797</b>	<b>805</b>	<b>857</b>	<b>863</b>	<b>861</b>

Spending increased from \$86.6 million in 2018–19 to \$93.6 million in 2019–20. The increase of \$7 million was primarily made possible by:

- new funding to support a healthy, diverse, inclusive and accessible public service
- the retroactive salary payment and higher salary rates following the implementation of new collective agreements
- increased staffing

Full-time equivalents increased from 797 in 2018–19 to 857 in 2019–20. The increase of 60 full-time equivalents is the result of staffing in various areas of the organization, including IT projects and national recruitment.

## Expenditures by vote

For information on the Public Service Commission's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2019–2020](#)<sup>xi</sup>.

## 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](#)<sup>xii</sup>.

## Financial statements and financial statements highlights

### Financial statements

The Public Service Commission's financial statements (unaudited) for the year ended March 31, 2020, are available on the [Public Service Commission website](#)<sup>xiii</sup>.

### Financial statements highlights

### Condensed Statement of Operations (unaudited) for the year ended March 31, 2020 (dollars)

Financial information	2019–20 Planned results	2019–20 Actual results	2018–19 Actual results	Difference (2019–20 actual results minus 2019–20 planned results)	Difference (2019–20 actual results minus 2018–19 actual results)
Total expenses	121,770,315	123,019,035	115,220,984	1,248,720	7,798,051
Total revenues	14,263,874	9,419,594	9,346,297	-4,844,280	73,297
Net cost of operations before government funding and transfers	107,506,441	113,599,441	105,874,687	6,093,000	7,724,754

For 2019–20, there was an increase in expenses, mainly resulting from an increase for indeterminate employees and retroactive salary pay. Revenue is mainly due to a higher demand for assessment products and for products that are more profitable.

### Condensed Statement of Financial Position (unaudited) as of March 31, 2020 (dollars)

Financial Information	2019–20	2018–19	Difference (2019–20 minus 2018–19)
Total net liabilities	22,955,092	21,402,662	1,552,430
Total net financial assets	15,694,198	15,045,598	648,600
Departmental net debt	7,260,894	6,357,064	903,830
Total non-financial assets	6,114,520	3,488,408	2,626,112
Departmental net financial position	-1,146,374	-2,868,656	1,722,282

The \$1.6M (7%) increase in total net financial liabilities is mainly due to the following increases:

- Accounts Payable and Accrued Liabilities:
  - amounts to be paid to other government departments and agencies for employee transfers into the Public Service Commission
- Vacation Pay and Compensatory Leave:
  - amounts owed to employees for vacation pay and compensatory leave due to delays by the Public Service Pay Centre

The \$0.649M (4%) increase in total net financial assets is mainly due to the following increase:

- due from the Consolidated Revenue Fund:
  - result of timing differences between accounts payable and receivable at year end; there were more accounts receivable in fiscal year 2018–19 for employees transferring to other government departments

The \$2.6M (75%) increase in total non-financial assets is due to the following:

- Tangible Capital Assets:
  - mainly the capitalization of software development costs
  - capitalization of leasehold improvements

## Additional information

### Organizational profile

**Appropriate minister:** The Honourable Dominic LeBlanc, P.C., Q.C., MP

**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* (S.C. 2003, c.22. 12, 13)

**Year of incorporation / commencement:** 1908

**Other:** Public Service Commission of Canada website

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

“Raison d'être, mandate and role: who we are and what we do” is available on the Public Service Commission of Canada website.

## Reporting framework

The Public Service Commission's Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Departmental Results Framework	<b>Core Responsibility</b> Public Service Hiring and Non-partisanship		Internal Services
	<b>Departmental Result 1:</b> The public service efficiently hires the workforce of the future that is capable and ready to deliver results for Canadians	<b>Indicator 1</b> Number of days to complete a recruitment process	
		<b>Indicator 2</b> Percentage of managers who say they have the flexibility to fulfill their hiring needs	
		<b>Indicator 3</b> Percentage of managers who believe that appointees meet the performance expectations of the position	
		<b>Indicator 4</b> Percentage of new hires and internal promotions who fully meet the qualifications of the position (i.e., based on merit)	
	<b>Departmental Result 2:</b> The public service reflects Canada's diversity	<b>Indicator 5</b> Percentage of employees who are women	
		<b>Indicator 6</b> Percentage of employees who are an Aboriginal person	
		<b>Indicator 7</b> Percentage of employees who are members of visible minority groups	
		<b>Indicator 8</b> Percentage of employees who are persons with disabilities	
		<b>Indicator 9</b> Percentage of new hires under the age of 35	
		<b>Indicator 10</b> Percentage of Official Language Minority applicants (French-speaking applicants outside of Quebec and English-speaking applicants within Quebec)	
		<b>Indicator 11</b> Percentage of new hires who applied from outside the National Capital Region	
	<b>Departmental Result 3:</b> Canadians are served by a politically impartial public service	<b>Indicator 12</b> Number of founded investigations related to political activities	
		<b>Indicator 13</b> Percentage of employees who are aware of their rights and obligations regarding engaging in political activities	
Program Inventory	<b>Program 1</b> Policy Direction and Support		
	<b>Program 2</b> Recruitment and Assessment Services		
	<b>Program 3</b> Oversight and Monitoring		



## Supporting information on the Program Inventory

Financial, human resources and performance information for the Public Service Commission's Program Inventory is available in the [GC InfoBase](#)<sup>xiv</sup>.

## Supplementary information tables

The following supplementary information tables are available on the [Public Service Commission's website](#)<sup>xv</sup>.

- Departmental Sustainable Development Strategy
- Gender-based analysis plus

## 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](#)<sup>xvi</sup>. 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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## 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.

### **core responsibility** (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **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 priority** (priorité)

A plan or project that a department 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 departmental results.

### **departmental result** (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **departmental result indicator** (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

### **departmental results framework** (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

### **Departmental Results Report** (rapport sur les résultats ministériels)

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

### **experimentation** (expérimentation)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-

making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

**government-wide priorities** (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

**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.

**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 to the expected result.

**planned spending** (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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.

**program** (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory** (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (résultat)

A 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.

**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

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- <sup>i</sup> GC Jobs Transformation, <https://www.canada.ca/en/public-service-commission/corporate/experimentation-public-service-commission/gc-jobs-transformation.html>
- <sup>ii</sup> Appointment Framework, <https://www.canada.ca/en/public-service-commission/services/appointment-framework.html>
- <sup>iii</sup> GC Jobs Transformation, <https://www.canada.ca/en/public-service-commission/corporate/experimentation-public-service-commission/gc-jobs-transformation.html>
- <sup>iv</sup> Results of the Horizontal Audit on Credential Validation, <https://www.canada.ca/en/public-service-commission/services/publications/results-of-the-horizontal-audit-on-credential-validation.html>
- <sup>v</sup> Federal Internship Program for Canadians with Disabilities, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/federal-internship-program-canadians-disabilities.html>
- <sup>vi</sup> Federal Student Work Experience Program, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/federal-student-work-program.html>
- <sup>vii</sup> Federal Student Work Experience Program, <https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/federal-student-work-program.html>
- <sup>viii</sup> Gender-Based Analysis plus (GBA+) Action Plan 2019–21, <https://open.canada.ca/data/en/dataset/227b7310-c8b7-4f1d-bf6b-e1b5edd5f1f0>
- <sup>ix</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>x</sup> Open Government Portal, <https://open.canada.ca/data/en/dataset?organization=psc-cfp>
- <sup>xi</sup> Public Accounts of Canada, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- <sup>xii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xiii</sup> Publications, <https://www.canada.ca/en/public-service-commission/services/publications.html>
- <sup>xiv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xv</sup> Publications, <https://www.canada.ca/en/public-service-commission/services/publications.html>
- <sup>xvi</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>