



# Public Service Commission of Canada 2022–23 Departmental Results Report

---

The Honourable Harjit S. Sajjan, PC, OMM, MSM, CD, MP  
President of the King's Privy Council for Canada and Minister of  
Emergency Preparedness and Minister responsible for the Pacific  
Economic Development Agency of Canada



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

You are asked to:

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

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

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

[cfp.infocom.psc@cfp-psc.gc.ca](mailto:cfp.infocom.psc@cfp-psc.gc.ca)

This report is also available on the [Public Service Commission of Canada website](#)

Catalogue No: SC1-10E-PDF

ISSN 2561-0538

Printed in Canada

©His Majesty the King in Right of Canada, represented by the Public Service Commission of Canada, 2023

## Table of Contents

From the President .....	1
Results at a glance .....	2
Results: what we achieved .....	3
Core Responsibility .....	3
Internal Services.....	11
Spending and human resources .....	14
Spending .....	14
Human resources .....	15
Expenditures by vote.....	16
Government of Canada spending and activities.....	16
Financial statements and financial statements highlights.....	16
Corporate Information .....	18
Organizational profile .....	18
Raison d’être, mandate and role: who we are and what we do .....	18
Operating context.....	18
Reporting framework.....	19
Supporting information on the program inventory .....	20
Supplementary information tables .....	20
Federal tax expenditures .....	20
Organizational contact information .....	20
Appendix: definitions.....	21
Endnotes.....	25



## From the President

I am pleased to present the Public Service Commission of Canada's Departmental Results Report for 2022–23.

During the last fiscal year, our employees showed commitment in shifting to a hybrid work model while continuing to modernize our recruitment programs and services.

To create a public service that reflects Canada's diversity, we worked with departments and agencies to prepare for the implementation of the most recent amendments to the *Public Service Employment Act*. These changes aim to address biases and barriers that disadvantage equity-seeking groups in the hiring process. We supported managers and human resource professionals by providing resources and instructional sessions to help them identify and mitigate or eliminate biases and barriers disadvantaging equity-seeking groups in their evaluation tools for staffing. We also shifted to online second language testing, a pivotal step in our digital transformation, which aims to achieve more efficient hiring and to remove barriers while ensuring merit is protected.

To better understand the staffing system, we developed and updated several employment equity studies. In our efforts to modernize programs and services, we completed the [Evaluation of the Post-Secondary Recruitment Program](#), focusing on the relevance, effectiveness and efficiency of the program's development, administration and achievement of outcomes since 2010–11. The findings will inform program and service improvements, as well as future research.

I am pleased by the work we have accomplished. I am confident that we will continue to effectively promote and protect a merit-based, non-partisan public service that is representative of all Canadians.

I encourage you to read this report to learn more about our achievements over the past fiscal year.

Stan Lee  
Interim President  
Public Service Commission of Canada

## Results at a glance

The Public Service Commission of Canada is a federal agency reporting independently to Parliament on its mandate. We are responsible for safeguarding a merit-based, non-partisan public service in support of Canadians.

Recent changes to the *Public Service Employment Act* were introduced to make the public service more diverse and inclusive by addressing potential biases and barriers in hiring that disadvantage members of equity-seeking groups. This year, we worked with departments and agencies across the country to help them prepare for the coming into force of the remaining 2 amendments.

Notably, we created a guide and delivered workshops to help sub-delegated managers and human resources experts identify, and then mitigate or eliminate, potential biases and barriers disadvantaging equity seeking groups in their assessment methods.

In 2022–23, we advanced digital recruitment and assessment solutions to respond to the needs and expectations of job seekers and hiring departments. This included:

- launching modern and accessible second language tests on a new online testing platform, which will help accelerate internal and external hiring processes
- evaluating a potential new recruitment solution for the Government of Canada that meets the needs of job seekers, hiring managers and human resources professionals

From the *2021 Staffing and Non-Partisanship Survey: Perceptions of Federal Public Servants with Disabilities*, we gathered results to better understand:

- public servants' views on merit, fairness and transparency in the staffing system
- public servants' views on assessment accommodation measures by disability status and severity
- the views of hiring managers with disabilities
- the perceptions of people with disabilities on staffing processes they participated in, and their views of potential barriers to promotion.

These findings guide program and service improvements, as well as new research.

For more information on the Public Service Commission of Canada'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 of Canada promotes and safeguards a merit-based, representative and non-partisan public service that delivers results for all Canadians.

Through policy direction and guidance, it 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. It 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 reduce barriers for Canadians accessing public service jobs.

It oversees public service hiring, ensuring the integrity of the hiring process. It provides guidance to employees regarding their legal rights and responsibilities 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**

Under our core responsibility, we advanced our priorities this past year to achieve 3 key results as set out in our departmental plan for the fiscal year.

#### **1. The federal public service efficiently hires a workforce of the future that is ready to deliver results for Canadians.**

In October 2022, to respond to the needs and expectations of departments and agencies, as well as test takers, we launched online second language tests on the Candidate Assessment Tool. This is a modern and accessible testing platform that enables departments and agencies to administer online second language tests of written expression and reading comprehension in an unsupervised manner. The results are valid for 5 years and transferrable across the federal public service. The platform is currently available to 98 departments and agencies, and it was used to assess more than 50 000 online second language tests.

We also conducted prototype testing of a potential new digital recruitment solution. The goal is to offer a seamless and intuitive experience for job seekers, hiring managers and human resource professionals alike.

The federal public service benefits from hiring and retaining skilled employees and veterans. Along with our partners (Veterans Affairs Canada, the Department of National Defence and the Canadian Armed Forces), we continued to provide support to veterans to increase hiring across the public service. This included modernizing the priority entitlement program to make it the first staffing option and to create a positive and inclusive job search experience.

These initiatives are key to reducing time to staff. In addition, we will continue to engage with departments through information sessions and outreach events to promote and support effective and merit-based hiring practices, and we will work with key stakeholders to experiment with measures to improve staffing timelines.

We also launched our data visualization hub, which provides centralized access to interactive tools for exploring public service staffing data, including population, job advertisements, staffing perceptions, priority administration, and appointment demographics.

We responded to over 3,350 inquiries from corporate staffing teams in departments and agencies, HR councils and committees. We also provided over 175 information sessions and outreach events to staffing partners in support of effective and merit-based hiring practices.

Finally, findings from our 2021 Staffing and Non-Partisanship Survey highlighted areas and opportunities to improve in the post-COVID environment and shed light on perceptions of inclusiveness and accessibility in hiring.

## **2. The federal public service reflects Canada’s diversity.**

We delivered the Federal Internship Program for Canadians with Disabilities for the third and fourth cohort of participants. Feedback from participants and program staff was positive, and the program led to continued employment and opportunities for greater inclusion. Best practices and lessons learned will be shared with all departments to improve hiring practices for persons with disabilities.

In response to changes to our enabling legislation, the *Public Service Employment Act*, we modified the appointment framework. These changes will help shift hiring to an “inclusive by design” approach. Hiring managers will need to consider ways to proactively identify potential biases and barriers that disadvantage equity-seeking groups, and take reasonable steps to address them at each assessment stage, rather than reacting and adjusting once the process has begun.

We also developed guidance for departments, including a guide and a tool on evaluating their assessment methods, to mitigate those biases and barriers. We offered 12 workshops, reaching over 400 managers and HR specialists to help them



use the guide and tool more effectively, and we will offer more workshops in the coming year.

To further support implementation, we put in place a new bias mitigation and evaluation team that provides advice, guidance and services to support departments and agencies in conducting inclusive assessments. We also expanded the accessibility ambassador network to enhance expertise and the sharing of best practices on inclusive assessment.

We also developed and delivered information sessions and workshops on investigations involving concerns over appointment processes, and we will continue to do so. These outreach activities educate departments and agencies about the new investigation authorities (allegations of error, omission or improper conduct that result from biases or barriers that disadvantage equity-seeking groups) and their responsibilities. The activities will also provide a strong foundation for departments to build upon and to increase their capacity for their own investigation frameworks. We collaborated with our partners from across government and with community-based organizations to hire more persons with disabilities, Indigenous people, and members of visible minorities and racialized groups. This involved focused outreach with members of official language minority communities and employment equity groups, to encourage them to self-declare and apply to public service jobs.

We followed up the 2021 Staffing and Non-Partisanship Survey by releasing 4 focused analyses of respondents' perceptions and of barriers that members of employment equity groups may face. These findings will be used to improve systems and processes across the public service.

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

Although most public servants are aware of their obligations related to political activities, there has been an increase in founded investigations into allegations regarding candidacy. Typically, these claims involve employees seeking nomination as a candidate or engaging in political activities as candidates before requesting and obtaining permission from the Public Service Commission of Canada. Corrective actions are ordered for founded investigations to safeguard the impartiality of the public service.

Most founded cases were related to municipal and provincial elections. To increase public servants' awareness of their legal rights and responsibilities related to political activities, we delivered information sessions for public servants and managers, reaching over 900 participants.

#### **Gender-Based Analysis Plus**

This past fiscal year, we continued to apply a gender and diversity lens to our activities and decision-making as part of our 3 core programs. This involved applying

Gender-Based Analysis Plus considerations to proposals and policy reviews for implementing amendments to the *Public Service Employment Act* as well as in all program evaluations. It also included assessing potential differential impacts for the Canadian population, which may vary as a function of intersecting diversity characteristics. This work is aligned with key pillars of the Gender Results Framework and supports inclusiveness in all core activities linked to our mandate.

### **Innovation**

We began to modernize the Priority Entitlements Program. This included creating a priority career hub, which:

- aims to create a positive job search experience for persons with a priority entitlement
- provides résumé-writing tools and resources for applying for jobs, as well as tips to help prepare for interviews
- links people to job opportunities on jobs.gc.ca
- provides mental health and wellness resources to support people looking for new employment

These modernization efforts support the findings and recommendations from the [Review of the Priority Entitlements Program<sup>ii</sup>](#).

We also began piloting a new approach that streamlines the assessment accommodation process. The pilot showed promising results by shortening processing times and helping to eliminate the request backlog.

Our new online testing platform makes our second language tests for reading comprehension and written expression more accessible. Through this platform, we can deliver the most frequently requested accommodation measures directly to candidates. This allows hiring managers to get their highly qualified candidates on the job and delivering results for Canadians sooner.

## Results achieved

The following table shows, for Public Service Hiring and Non-Partisanship, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

### Result 1: The public service efficiently hires the workforce of the future that is capable and ready to deliver results for Canadians

Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Number of days to complete an external staffing process	At most 167 days <sup>a</sup>	March 2023	250 days	227 days	220 days
Percentage of managers who say they have the flexibility to fulfill their hiring needs	At least 65%	March 2024	Not available <sup>b</sup>	60%	Not available <sup>b</sup>
Percentage of hiring managers who believe that appointees meet the performance expectations of the position	At least 90%	March 2024	Not available <sup>b</sup>	96%	Not available <sup>b</sup>
Percentage of new hires and internal promotions who fully meet the qualifications of the position (based on merit)	At least 98%	March 2023	Not available <sup>c</sup>	Not available <sup>c</sup>	Not available <sup>c</sup>

**Result 2: The public service reflects Canada's diversity**

Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Percentage of employees who are women	At least 52.7% <sup>d</sup>	March 2023	Not available <sup>e</sup>	55.6% <sup>f</sup>	56.6% <sup>g</sup>
Percentage of employees who are Indigenous peoples	At least 4.0% <sup>d</sup>	March 2023	Not available <sup>e</sup>	5.3% <sup>f</sup>	5.2% <sup>g</sup>
Percentage of employees who are members of visible minority groups	At least 15.3% <sup>d</sup>	March 2023	Not available <sup>e</sup>	18.9% <sup>f</sup>	20.1% <sup>g</sup>
Percentage of employees who are persons with disabilities	At least 9.0% <sup>d</sup>	March 2023	Not available <sup>e</sup>	5.7% <sup>f</sup>	6.2% <sup>g</sup>
Percentage of new hires under the age of 35	At least 53%	March 2023	53.9%	54%	53.7%
Percentage of official language minority applicants (French-speaking applicants outside of Quebec and English-speaking applicants within Quebec)	At least 6.9%	March 2023	10.1%	12.1%	11.9%
Percentage of new hires who applied from outside the National Capital Region	At least 75%	March 2023	78.7%	79.5%	79.4%

**Result 3: Canadians are served by a politically impartial public service**

Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Number of founded investigations related to political activities	Exactly 0	March 2023	7	16	29
Percentage of employees who are aware of their legal rights and responsibilities regarding engaging in political activities	At least 80%	March 2024	Not available <sup>b</sup>	76%	Not available <sup>b</sup>

**Note a:**

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

**Note b:**

Data for this indicator is collected through a biennial survey (Staffing and Non-Partisanship Survey); 2018–19 is the first year of available data. Results were not available when the departmental results report for the 3 following years were being written, as the survey was launched in 2021–22 instead of 2020–21 due to the pandemic. The next survey will be launched in 2023 and the results will be incorporated into the Departmental Results Report for 2023–24.

**Note c:**

The data for this indicator is collected through the System-Wide Staffing Audit and should be available every 2 years. The results will be available during 2023–24.

**Note d:**

The goal 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.

**Note e:**

These results were not available when the Departmental Results Report for 2020–21 was being written.

**Note f:**

These results are for 2020–21. The results for 2021–22 were not available when the Departmental Results Report for that year was being written.

**Note g:**

These results are for 2021–22. The 2022–23 results were not available when the Departmental Results Report for that year was being written.

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

### Budgetary financial resources (dollars)

The following table shows, Public Service Hiring and Non-Partisanship, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
58,319,609	58,319,609	58,932,182	61,079,801	2,760,192

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

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
537	573	36

Financial, human resources and performance information for the Public Service Commission's Program Inventory is available in [GC InfoBase<sup>v</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 refer 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

This past fiscal year, we improved the employee experience through timely hiring, effective onboarding and an emphasis on well-being in a modern and inclusive workplace. This included updating our onboarding program to focus on:

- a more user-friendly experience
- a concise format focused on timeliness
- an approach that supports inclusion and accessibility

We also implemented several wellness initiatives from our wellness action plan, such as a work-life balance charter, and guidance to managers on accessibility and duty to accommodate. In addition, we promoted several workshops that address psychosocial factors such as workload management, growth and development, clear leadership and expectations. We also prepared to implement an accessibility passport in early fall 2023.

We used a phased approach to prepare for the shift to the federal public service's Common Hybrid Work Model as of April 1, 2023. To facilitate this change, we piloted an unassigned seating model and modernized our workplace in the regions. Changes will continue throughout our offices over the next year.

Beyond this, we developed departmental action plans to support accessibility and to address the barriers identified in an employment systems review conducted in 2022. These plans will guide efforts to make our workplace more inclusive, respectful and barrier-free for employees.

To enhance service delivery and operations, and to attract and retain talent, we began laying the groundwork for projects related to modernizing our digital foundation and enterprise platforms. As detailed in the “[Results: what we achieved](#)” section of this document, this included prototype testing of a potential new digital recruitment solution, as well as the gradual rollout to all departments of online second language testing.

We also made significant strides in remediating technical debt items by updating aging IT infrastructure, and will continue to do so over the coming years. We will continue to adapt and test new approaches and ensure that our employees have what they need for the best work experience possible.

### **Contracts awarded to Indigenous businesses**

The Public Service Commission of Canada is included in phase 3 of Indigenous Services Canada’s schedule for when departments need to meet the target of awarding 5% of the total value of contracts to Indigenous businesses annually. As a phase 3 organization, we plan to meet the target by the end of fiscal year 2025.

We will use all available resources to meet this target by 2025 by following the mandatory and voluntary procedures for contracts awarded to Indigenous businesses, as per Appendix E of the *Directive on the Management of Procurement*. We will do this by:

- adhering to the Procurement Strategy for Indigenous Business
- respecting the Comprehensive Land Claims Areas’ modern treaty rules, procedures and regulations
- engaging in training from Indigenous Services Canada
- using the draft guidance on contracts awarded to Indigenous businesses for further guidance to meet this target, as a bare minimum
- encouraging unregistered businesses to join the Indigenous Business Directory
- informing Indigenous businesses and partners of upcoming procurements
- integrating Indigenous businesses in some standing offers, where possible
- collaborating with clients and partners, informing and encouraging them to identify opportunities to consider Indigenous interests
- evaluating past results and plans for achieving the target



We will ensure that the departmental procurement management framework includes mechanisms that examine planned procurements to identify opportunities for Indigenous businesses. We will also ensure that:

- the framework supports Indigenous businesses competing for contract awards and subcontracting arising from a contract
- we respond to Indigenous Services Canada’s annual call letter by submitting a deputy-head-approved procurement plan for meeting the target
- procurement staff complete the applicable mandatory courses

### **Budgetary financial resources (dollars)**

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
34,151,345	34,151,345	41,921,614	37,794,388	3,643,043

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

The following table shows, in full time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
287	294	7

## Spending and human resources

### Spending

#### Spending 2020–21 to 2025–26

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



Spending increased from \$86.0 million in 2021–22, to \$98.9 million in 2022–23. The increase of \$12.9 million was primarily due to greater capacity to staff the vacant positions, new collective agreements, professional services and statutory spending.

Full-time equivalents increased from 775 in 2021–22, to 867 in 2022–23. The increase of 92 full-time equivalents will increase capacity in our human resources team to streamline and speed up our staffing processes.

#### **Budgetary performance summary for core responsibilities and internal services (dollars)**

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the Public Service Commission’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Core Responsibility Public Service Hiring and Non-partisanship	58,319,609	58,319,609	57,374,646	55,631,351	58,932,182	57,848,891	53,875,440	61,079,801
Internal Services	34,151,345	34,151,345	35,278,796	34,420,158	41,921,614	35,712,467	32,174,349	37,794,388
<b>Total</b>	<b>92,470,954</b>	<b>92,470,954</b>	<b>92,653,442</b>	<b>90,051,509</b>	<b>100,853,796</b>	<b>93,561,358</b>	<b>86,049,789</b>	<b>98,874,189</b>

### Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the Public Service Commission’s core responsibilities and to internal services.

#### Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Public Service Hiring and Non-Partisanship	535	512	537	573	536	536
Internal services	293	263	287	294	287	287
<b>Total</b>	<b>828</b>	<b>775</b>	<b>824</b>	<b>867</b>	<b>823</b>	<b>823</b>

## Expenditures by vote

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

## Financial statements and financial statements highlights

### Financial statements

The Public Service Commission's financial statements (unaudited) for the year ended March 31, 2023, are available on the [Public Service Commission of Canada website](#)<sup>viii</sup>.

### Financial statements highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	130,018,958	132,006,088	114,568,440	-1,987,130	17,437,648
Total revenues	14,266,455	9,701,648	8,839,892	4,564,807	861,756
Net cost of operations before government funding and transfers	115,752,502	122,304,440	105,728,548	-6,551,938	16,575,892

Total expenses increased in 2022–23 compared to the previous year. This is mainly due to salary rate revisions and an increase in indeterminate employees. There was also an increase in spending for professional and special services delivered to the Public Service Commission of Canada by other government departments, for management consulting and legal services, and for acquiring computer equipment.

The increase in revenues this year is mainly due to higher demand for assessment and counselling services and products.

The 2022–23 planned results information is provided in the Public Service Commission's [Future-Oriented Statement of Operations and Notes 2022–23](#)<sup>ix</sup>.

### Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	19,576,804	16,850,883	2,725,921
Total net financial assets	12,349,488	10,830,807	1,518,681
Departmental net debt	7,227,316	6,020,076	1,207,240
Total non-financial assets	7,769,181	8,959,955	- 1,190,774
Departmental net financial position	541,865	2,939,879	- 2,398,014

The \$2.4 million decrease in our departmental net financial position from the previous year is mainly due to a \$2.7 million (16%) increase in total net financial liabilities, a \$1.5 million (14%) increase in total net financial assets and a \$1.2 million (13%) decrease in total non-financial assets.

The \$2.7 million (16%) increase in total net financial liabilities is due mainly to an increase in Accounts Payable and Accrued Liabilities, due to:

- amounts owed to employees as a result of the EX-rates revision; these are retroactive amounts since 2018
- amounts owed to other government departments for IT services and management consulting services

The \$1.5 million (14%) increase in the total net financial assets is mainly due to the following:

- due from the Consolidated Revenue fund
  - amounts owed to employees due to delays in payment by the Public Service Pay Centre for employees whose salary rates were revised
- Accounts Receivable
  - amounts related to the Employee Benefit Plan returns at year end are lower than in the past due to higher number of employees compared to the previous year, for which we paid the Employee Benefit Plan

The \$1.2 million (13%) decrease in total non-financial assets is due to a decrease in Tangible Capital Assets:

- we included service assets capitalized in the previous years; thus the depreciation was higher than the amount capitalized during the fiscal year

The 2022–23 planned results information is provided in the Public Service Commission's [Future-Oriented Statement of Operations and Notes 2022–23<sup>x</sup>](#).

## Corporate Information

### Organizational profile

**Appropriate minister:** The Honourable Harjit S. Sajjan, PC, OMM, MSM, CD, MP

**Institutional head:** Stan Lee, Interim 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)*<sup>xi</sup>

**Year of incorporation / commencement:** 1908

**Other:** [Public Service Commission of Canada website](#)<sup>xii</sup>

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

### Operating context

Information on the operating context is available on the [Public Service Commission's](#)<sup>xiv</sup> website.

## Reporting framework

The Public Service Commission’s Departmental Results Framework and Program Inventory of record for 2022–23 are shown below.

Departmental Results Framework	<b>Core Responsibility</b>		Internal Service
	Public Service Hiring and Non-partisanship		
	<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 an external staffing 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 hiring 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 (based on merit)	
	<b>Departmental Result 2: The public service reflects Canada’s diversity</b>		
	<b>Indicator 5</b>	Percentage of employees who are women	
	<b>Indicator 6</b>	Percentage of employees who are Indigenous peoples	
	<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: Canadians are served by a politically impartial public service</b>			
<b>Indicator 12</b>	Number of founded investigations related to political activities		
<b>Indicator 13</b>	Percentage of employees who are aware of their legal rights and responsibilities regarding engaging in political activities		
Program Inventory	<b>Program 1 Policy Direction and Support</b>		
	<b>Program 2 Recruitment and Assessment Services</b>		
	<b>Program 3 Oversight and Monitoring</b>		

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

## Supplementary information tables

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

- Reporting on Green Procurement
- 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>xvii</sup>](#). This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

### **Mailing address:**

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

**Email address:** [cfp.infocom.psc@cfp-psc.gc.ca](mailto:cfp.infocom.psc@cfp-psc.gc.ca)

**Website(s):** [Public Service Commission of Canada's website<sup>xviii</sup>](#)



## 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 3-year period. Departmental Plans are usually 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.

**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 Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

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

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (*initiative horizontale*)

An initiative where two or more federal organizations 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.

**Indigenous business** (*enterprise autochtones*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**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

---

- <sup>i</sup> Evaluation of the Post-Secondary Recruitment Program, <https://www.canada.ca/en/public-service-commission/services/publications/evaluation-of-the-post-secondary-recruitment-program.html>
- <sup>ii</sup> Review of the Priority Entitlements Program, <https://www.canada.ca/en/public-service-commission/services/publications/internal-audits/review-priority-entitlements-program.html>
- <sup>iii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>iv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>v</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>vi</sup> Public Accounts of Canada, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- <sup>vii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>viii</sup> Public Service Commission of Canada, <https://www.canada.ca/en/public-service-commission/services/publications.html>
- <sup>ix</sup> Future-Oriented Statement of Operations and Notes 2021–22, <https://www.canada.ca/en/public-service-commission/services/publications/2021-2022-departmental-plan/future-oriented-statement-of-operations-march-31-2022.html>
- <sup>x</sup> Future-Oriented Statement of Operations and Notes 2021–22, <https://www.canada.ca/en/public-service-commission/services/publications/2021-2022-departmental-plan/future-oriented-statement-of-operations-march-31-2022.html>
- <sup>xi</sup> Public Service Employment Act, <https://laws.justice.gc.ca/eng/acts/P-33.01/>
- <sup>xii</sup> Public Service Commission of Canada, <https://www.canada.ca/en/public-service-commission.html>
- <sup>xiii</sup> Public Service Commission of Canada, <https://www.canada.ca/en/public-service-commission/corporate/about-us/raison-d-etre.html>
- <sup>xiv</sup> Operating context, <https://www.canada.ca/en/public-service-commission/corporate/about-us/raison-d-etre.html>
- <sup>xv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xvi</sup> Supplementary information tables, <https://www.canada.ca/en/public-service-commission/services/publications.html>
- <sup>xvii</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- <sup>xviii</sup> Public Service Commission of Canada, <https://www.canada.ca/en/public-service-commission/corporate/about-us/contact-us.html#N2>