



Public Service Commission of Canada 2023–24 Departmental Results Report

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Public Service Commission of Canada's 2023-24 Departmental Results Report: At a glance

A departmental results report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [2023-24 Departmental Plan](#)

- [Vision, mission, raison d'être and operating context](#)

Key priorities

Public Service Commission of Canada's top priorities for 2023-24 were as follows:

- **providing timely support and guidance to help departments and agencies with modern and inclusive hiring**
- **advancing inclusive digital recruitment and assessment solutions to respond to user needs and expectations**

As part of refocusing government spending in Budget 2023, the government committed to reducing spending by \$14.1 billion over the following 5 years, starting in 2023-24, and by \$4.1 billion annually after that. To meet this commitment, the Public Service Commission of Canada has reduced its spending for fiscal year 2023-24, and will continue to monitor and reduce spending in the coming years by doing the following:

- realigning and streamlining operations
- streamlining and integrating administrative support for internal services to a centralized service delivery model
- internally realigning resources
- reducing expenditures in travel and professional services, where possible

Highlights

In 2023-24, the total actual spending (including internal services) for the Public Service Commission of Canada was \$106,893,864 and total full-time equivalents (including internal services) was 853. For complete information on the Public Service Commission of Canada's total spending and human resources, read the [Spending and human resources](#) section of the full report.

The following provides a summary of the department's achievements in 2023-24 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve and the performance indicators that measure progress toward these results.

Core responsibility: Public Service Hiring and Non-partisanship

Actual spending: \$65,436,143 in 2023-24

Actual human resources: 554 full-time equivalents in 2023-24

Note: The internal services allocation has been revised in-year, due to a change in methodology to better align spending and human resources to areas of Program activities. For this reason, spending and human resources for the core responsibility have increased accordingly.

Departmental results achieved

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

More information about [Public Service Hiring and Non-partisanship](#) can be found in the ‘Results – what we achieved’ section of the full departmental results report.

Public Service Commission of Canada's 2023-24 Departmental Results Report

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From the President

I am pleased to present my first Public Service Commission of Canada (PSC) Departmental Results Report.

In fiscal year 2023-24, the PSC delivered on its strategic priorities and ensured that their impacts are meaningful in an ever-changing public service landscape. To this end, our work focused on providing timely support and guidance to help departments and agencies with modern and inclusive hiring, as well as advancing inclusive digital recruitment and assessment solutions to respond to user needs and expectations.

Our work included conducting outreach to attract diverse talent and promoting Indigenous voices and minority language communities. To remove barriers to our services, we improved accommodation measures for our assessment services as well as enabling departments to administer tests directly through our recently launched Candidate Assessment Tool. We also continued to work with departments and agencies to implement recent changes to the *Public Service Employment Act* aimed at removing biases and barriers in public service hiring. We offered training to managers and HR professionals, including accessible training on bias evaluation, expanded the Ambassador Network for Inclusive Assessment and implemented changes to the Appointment Framework. Through social media outreach, we also encouraged employment equity group members to self-declare when applying to public service jobs and encouraged students



Marie-Chantal Girard
President of the Public Service
Commission of Canada

with disabilities to self-identify upon hiring to take part in programs such the [Employment Opportunity for Students with Disabilities](#).

Navigating challenges and new opportunities, we looked for ways to build a diverse public service:

- we initiated the Specific Name Referral pilot for more flexibility in student hiring
- we explored the use of a digital adoption platform to improve the experience of those who use our recruitment system
- we improved the accessibility of our second-language evaluation reading and writing tests
- we evaluated and mitigated biases and barriers that disadvantage persons belonging to equity-seeking groups in assessment tools

We continued to carry out our oversight role by safeguarding the integrity of staffing and protecting the non-partisan nature of the public service. This was done while also respecting employees' rights to participate in political activities including granting permission and leave for candidacy in federal, provincial, territorial and municipal elections. In addition, we continued through renewed efforts to contribute to our institutional and collective commitment to Canadians to maintain a professional and credible public service.

I am pleased with the work the PSC has 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 work over the past fiscal year.

Marie-Chantal Girard
President of the Public Service Commission of Canada

Results – what we achieved

Core responsibilities and internal services

- [Core responsibility](#): Public Service Hiring and Non-partisanship
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Core responsibility: Public Service Hiring and Non-partisanship

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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.

Progress on results

This section presents details on how the department performed to achieve results and meet targets for Public Service Hiring and Non-partisanship. Details are presented by departmental result.

Table 1: Targets and results for Public Service Hiring and Non-partisanship

Table 1.1 provides a summary of the target and actual results for each indicator associated with the result 1 under Public Service Hiring and Non-partisanship: **The public service efficiently hires the workforce of the future that is capable and ready to deliver results for Canadians**

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of days to complete an external staffing process	Equal to or under 167 days ^a	March 2024	2021-22: 227 days 2022-23: 220 days 2023-24: 214 days
Percentage of managers who say they have the flexibility to fulfill their hiring needs ^b	At least 65%	March 2024	2021-22: 60% 2022-23: Not available ^c 2023-24: 52%
Percentage of hiring managers who believe that appointees meet the performance expectations of the position	At least 90%	March 2024	2021-22: 96% 2022-23: Not available ^c 2023-24: 95%
Percentage of new hires and internal promotions who fully meet the qualifications of the position (based on merit)	At least 98%	March 2025	2021-22: Not available ^d 2022-23: Not available ^d 2023-24: 90.1%

Table 1.2 provides a summary of the target and actual results for each indicator associated with the result 2 under Public Service Hiring and Non-partisanship: **The public service reflects Canada's diversity**

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of employees who self-identified as women	At least 52.7% ^e	March 2024	2021-22: 55.6% ^f 2022-23: 56.6% ^f 2023-24: 56.6% ^f
Percentage of employees who self-identified as Indigenous people	At least 4% ^e	March 2024	2021-22: 5.3% ^f 2022-23: 5.2% ^f 2023-24: 5.3% ^f
Percentage of employees who self-identified as members of visible minority groups	At least 15.3% ^e	March 2024	2021-22: 18.9% ^f 2022-23: 20.1% ^f 2023-24: 21.7% ^f
Percentage of employees who self-identified as persons with disabilities	At least 9% ^e	March 2024	2021-22: 5.7% ^f 2022-23: 6.2% ^f 2023-24: 6.9% ^f
Percentage of executive appointees who self-identified as Indigenous people	At least 5.1% ^e	March 2024	2021-22: 4.4% ^f 2022-23: 5.1% ^f 2023-24: 5.9% ^f
Percentage of new hires under the age of 35	At least 53%	March 2024	2021-22: 54% 2022-23: 53.7% 2023-24: 52.2%
Percentage of official language minority applicants (French-speaking applicants outside of Quebec and English-speaking applicants within Quebec)	At least 11%	March 2024	2021-22: 12.1% 2022-23: 11.9% 2023-24: 12.2%
Percentage of new hires who applied from outside the National Capital Region	At least 75%	March 2024	2021-22: 79.5% 2022-23: 79.4% 2023-24: 80.0%

Table 1.3 provides a summary of the target and actual results for each indicator associated with the result 3 under Public Service Hiring and Non-partisanship: **Canadians are served by a politically impartial public service**

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of founded investigations related to political activities	Exactly 0	March 2024	2021-22: 16 2022-23: 29 2023-24: 9

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of employees who are aware of their legal rights and responsibilities regarding engaging in political activities	At least 80%	March 2024	2021-22: 76% 2022-23: Not available ^c 2023-24: 77%

Notes

^a: This indicator measures the median number of calendar days between the external posting of a position on the GC Jobs website and the first appointment as a result of that external posting.

^b: The question wording was modified for the 2023 Staffing and Non-Partisanship Survey. The 2021 Staffing and Non-Partisanship Survey asked managers if they agree with the statement: Staffing options available to me within my organization provide me the flexibility to appoint persons who are a good fit. The 2023 Staffing and Non-Partisanship Survey asked managers if they agree that: Staffing options available within my organization provide me with the flexibility to appoint persons to meet the needs of my work unit. Therefore, the 2023-24 result cannot be compared with previous results.

^c: As the data for this indicator is collected through a biennial survey (Staffing and Non-Partisanship Survey), the results are not available for 2022-23. The results of the 2023 survey are incorporated in this report.

^d: The data for this indicator is collected through the System-Wide Staffing Audit and should be available every 2 years. The results are incorporated into this report.

^e: 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. The targets represent the most current available information on workforce availability for 2021-22 at the time of the 2023-24 Departmental Plan’s production.

^f: These results are for the previous fiscal year, as the results for the reporting fiscal year were not available when the Departmental Results Report for that year was being produced. For example, the results reported in the 2023-24 Departmental Results Report are for 2022-23.

Additional information on [the detailed results and performance information](#) for the Public Service Commission of Canada’s program inventory is available on GC InfoBase.

Details on results

The following section describes the results for Public Service Hiring and Non-partisanship in 2023-24 compared with the planned results set out in the Public Service Commission of Canada’s departmental plan for the year.

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

Results achieved

- To make the program more flexible and improve its delivery, and for a more diverse public service, the PSC launched the Specific Name Referral pilot project to improve the Federal Student Work Experience Program, and identified key actions in response to hiring managers' needs for greater flexibility in student hiring
- To guide users and improve user experience for more intuitive use of the system, the PSC enhanced the use of a digital adoption platform (WalkMe) in the public service resourcing system, the GC Jobs recruitment platform
- The PSC reduced the number of accommodation requests for the unsupervised second language evaluation reading comprehension and written expression tests from 10% to 2% following the 2022-2023 launch of the Candidate Assessment Tool, a testing platform with accessible features such as the ability to include extra time, breaks and customized settings
- To further streamline the test administration process, the PSC enabled departments and agencies to administer unsupervised tests with common accommodation measures (such as breaks and extra time) on a self-serve basis
- We evaluated our assessment tools (used by departments and agencies in appointment processes) for biases and barriers that disadvantage people in equity-seeking groups, and we implemented mitigation measures where they were needed
- We implemented the new regulatory framework for the Locally Engaged Staff Exclusion Approval Order and related regulations, ensuring compliance with the *Public Service Employment Act* amendments
- As part of our progress in replacing the aging recruitment platform, we refined the government's recruitment business requirements based on input received from departments that participated in the prototype testing of the proposed enterprise solution carried out over the previous year. We also developed a draft plan for the current platform while considering opportunities to align with a future enterprise solution
- To meet the needs of the federal human resources community for more efficient hiring, we shared our [Data visualization hub](#), a set of interactive tools for exploring a wide range of public service staffing data

2. The public service reflects Canada's diversity.

Results achieved

- To review their hiring strategies and address representation gaps, our partners from across the public service can consult the results of our concluded *Audit of Employment Equity Representation in Acting Appointments*
- To support diversity in hiring and close representation gaps, we:
 - evaluated and adjusted the assessment tools used for our recruitment programs to remove and mitigate biases and barriers that disadvantage people in equity-seeking groups to align with changes to the *Public Service Employment Act*
 - supported the Deputy Minister University Champions, a key partner in outreach and engaging students, promoting careers in the federal public service
 - to help Deputy Minister University Champions in their roles, we equipped them with evidence-based modern tools such as a new data visualization tool, [Deputy Minister University Champion Visualization Tool](#) (available only on a Government of Canada network)
 - this tool encapsulates, in an interactive and dynamic way, information specific to universities represented by a Deputy Minister University Champion

- among other things, the tool reports on applicants and hires by program, includes provincial facts, as well as regional hiring rates and workforce availability for students within employment equity groups
 - information is currently available for the past 3 fiscal years (up to 2022 to 2023) and the tool is scheduled to be updated on an annual basis
- hosted and participated in large-scale federal events with key partners such as the Treasury Board Secretariat's Office of Public Service Accessibility, the National Managers' Community, and the Human Resources Council to hire more diverse candidates, including persons with disabilities
- supported the Office of the Chief Human Resources Officer's Action Plan for Black Public Servants by:
 - providing career development services to Black public servants
 - preparing a research report on inclusive assessment and career counselling for Black public servants
 - developing candidate preparation material for the screening phase of an appointment process
- participated in numerous outreach activities (job fairs, information sessions) focused on attracting Black and Indigenous talent to the public service
- consulted on, launched and promoted the [Inclusive Recruitment Toolkit](#) (available only on a Government of Canada network) across departments
 - this was done through large-scale events and tailored in-house presentations to equip hiring managers and human resources professionals with information, practical tips, tools, resources and inclusive strategies to recruit a diverse workforce
- launched the [Indigenous storytelling series](#) to amplify the voices of Indigenous public servants and promote the Government of Canada as an employer of choice for Indigenous job seekers
- organized tailored outreach events in official language minority communities across the country
- To support federal departments and agencies in implementing the *Public Service Employment Act* amendments and improve inclusion and diversity in hiring practices, we:
 - delivered over 50 nationwide information sessions and evaluation training to over 8 400 managers and human resources professionals
 - expanded the Ambassador Network for Inclusive Assessment to share best practices on identifying and mitigating biases and barriers that disadvantage persons belonging to equity-seeking groups within the public service HR community
 - implemented changes to the Appointment Framework
 - developed and published a self-paced training video on [how to conduct an evaluation of biases and barriers of an assessment method](#) (available only on a Government of Canada network) and [YouTube](#)
 - used social media to encourage students, members of official language minority communities and members of employment equity groups to apply to public service jobs

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

Results achieved

To continue safeguarding the political impartiality of the public service and public servants' involvement in political activities, we:

- made 43 decisions on requests from public servants seeking to engage in candidacy-related activities for elected positions at the municipal, provincial and federal levels
- responded to 123 inquiries from public service employees, departments and agencies, and members of the public about candidacy and political activities of public servants
- organized information sessions open to all public servants as well as department-specific awareness sessions
- responded to requests and completed investigations related to political activities

Key risks

Program and Service Delivery

In response to key risks to our ability to adapt our programs and services delivery to the fast-changing staffing environment, we have implemented the following mitigation strategies:

- completed the first pilot remote supervised testing solutions on the Candidate Assessment Tool platform
 - we will launch new pilots in 2024-25 to find the best solution to modernize our assessment and recruitment services
- increased functionalities and expanded the use of the Candidate Assessment Tool platform to enhance users' experience of supervised and unsupervised testing
- enabled departments and agencies to administer unsupervised second language tests where common accommodation measures (such as breaks and additional time) are required
- reviewed our service delivery model and explored options for the future of second language testing
 - this included making operational improvements to increase the effectiveness of second language tests, experimenting with word recognition tests as additional screening, and considering options for consultations in 2024-25

Digital transformation

Demand has increased for accessible recruitment practices and assessment platforms to reduce biases and barriers that disadvantage members of equity-seeking groups. However, insufficient resources, expertise and capacity will affect our ability to transform online testing and recruitment. To address this, we have implemented the following mitigation strategies:

- improved on-screen user experience on our recruitment platform, GC Jobs, using a digital adoption platform (WalkMe tools)
- invested in Candidate Assessment Tool system development to replace outdated technologies and reduce related technical debt
- invested in key enhancements of the Public Service Resourcing System and the Student Recruitment System, including continuing to invest in the introduction of multi-factor authentication within our recruitment and assessment systems to improve security posture
- explored opportunities to align with a future enterprise solution for recruitment that is modern, flexible, inclusive and user centric

Resources required to achieve results

Table 2: Snapshot of resources required for Public Service Hiring and Non-partisanship

Table 2 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	57,374,646	65,436,143
Full-time equivalents	567	554

Note: The internal services allocation will be revised for a change in methodology to better align spending and human resources to areas of Program activities, which will result in an increase in actual spending and human resources for the core responsibility and a corresponding decrease in spending and human resources for internal services. With this change in methodology, actual spending and FTEs in the table above would have been \$73,675,830 and 607 FTEs respectively. The revised methodology will be used for future years.

[Complete financial](#) and [human resources information](#) for the Public Service Commission's program inventory is available on GC InfoBase.

Related government-wide priorities

Gender-based analysis plus

In 2023-24, we continued to integrate Gender-Based Analysis Plus (GBA Plus) across key activities, business processes and decision-making, with a focus on intersectional diversity characteristics, including gender-based differences of employees and applicants. This involved applying GBA Plus considerations to proposals and policy reviews for implementing amendments to the *Public Service Employment Act* as well as in all program evaluations. It included assessing potential differential impacts for the Canadian population, 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.

In this respect, to better measure progress in inclusion and diversity, the 2023 Staffing and Non-Partisanship Survey included new questions on equity-seeking groups and questions related to biases and barriers experienced in the staffing system.

To make our services more accessible, we provided departments and agencies with the ability to administer unsupervised second language tests for candidates requiring common accommodation measures.

We also developed tools to provide guidance to departments and agencies on removing barriers and biases that disadvantage persons belonging to equity-seeking groups. We launched the Inclusive Recruitment Toolkit to equip hiring managers and human resources professionals with practical tips, tools and resources on inclusive strategies to recruit a diverse workforce. We also continued to administer the Federal Internship Program for Canadians with Disabilities, supporting interns and managers across the public service, further enabling many persons with disabilities to secure post-internship employments.

We have also completed the 2023-24 projects outlined in our 2023-2025 PSC Research and Development Plan, including:

- new data visualization tools
- a diversity and inclusion compass
- adding new components to our macrosimulation model to make more targeted projections on employment equity representation

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Our activities under our public service hiring and non-partisanship core responsibility support Canada's efforts to address the [United Nations' 2030 Agenda for Sustainable Development](#) and its [Sustainable Development Goals](#) (SDGs). The PSC is committed to advancing the following 3 Sustainable Development Goals of the United Nations' [2030 Agenda for Sustainable Development](#):

- Goal 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality
- Goal 12: Reduce waste and transition to zero-emission vehicles
- Goal 13: Take action on climate change and its impacts

More information on the Public Service Commission of Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Program inventory

Public service hiring and non-partisanship is supported by the following programs:

- Program 1: Policy Direction and Support
- Program 2: Recruitment and Assessment Services
- Program 3: Oversight and Monitoring

Additional information related to the program inventory for **Public service hiring and non-partisanship** is available on the [Results page on GC InfoBase](#)

Internal services

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Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services

- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

Results:

We have launched initiatives to foster a healthy, respectful and modern workplace, including releasing a guide to preventing microaggressions in the workplace, as well as providing training sessions for managers.

We have made the following efforts to remove barriers to equity in the workplace:

- implemented the GC Workplace Accessibility Passport to include and recognize employees requiring accessibility accommodation, and conducted training sessions for managers and supervisors on the passport and its impact on the duty to accommodate
- reviewed recruitment programs, initiatives and inventories to mitigate bias in the assessment of candidates and support representation in acting appointments
- increased the representation of under-represented groups between fiscal year 2021-22 and 2022-23:
 - members of visible minorities rose from 19.7% to 20.7%
 - and people with disabilities rose from 10.4% to 11.7%
- developed a strategy for diverse assessment boards and analyzed equity in performance management and salary representation as part of addressing the 8 barriers of employment equity identified in the PSC's 2022 to 2023 Employment Systems Review

We continued to implement the future of work by transitioning to the implementation phase of the Workplace Evolution Project, which included renovating our Vancouver regional office and installing ergonomic equipment at our Montréal regional office

We advanced technical debt remediation and modernization initiatives by:

- upgrading our IT Service Management Tool with the Remedy replacement project
- completing the Impromptu replacement project that will help modernize PSC data reporting capabilities
- modernizing the underlying infrastructure for the PSC's operating systems (Operating System Modernization Initiative)
- addressing multiple security vulnerabilities to improve the PSC's technical debt security posture

We continued to demonstrate stewardship of funds by:

- exploring ways to improve program and service delivery and report on them accordingly through a results-based lens to resources planning.
- reallocation of internal resources to better deliver on PSC's mandate

Resources required to achieve results

Table 3: Resources required to achieve results for internal services this year

Table 3 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	35,278,796	41,457,721
Full-time equivalents	284	299

Note: The internal services allocation will be revised for a change in methodology to better align spending and human resources to areas of Program activities, which will result in an increase in actual spending and human resources for the core responsibility and a corresponding decrease in spending and human resources for internal services. With this change in methodology, actual spending and FTEs in the table above would have been \$33,218,034 and 246 FTEs respectively. The revised methodology will be used for future years.

[Complete financial](#) and [human resources information](#) for the Public Service Commission's program inventory is available on GC InfoBase.

Contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

Public Service Commission of Canada is a Phase 3 department and is aiming to achieve the minimum 5% target by the end of 2024–25.

As a Phase 3 department, we have undertaken the following measures to achieve the 5% target by March 31, 2025:

- adhered to the Procurement Strategy for Indigenous Business
- respected the Comprehensive Land Claims Areas' modern treaty rules, procedures and regulations
- engaged in training from Indigenous Services Canada
- used the draft guidance on contracts awarded to Indigenous businesses for further guidance to meet this target, as a bare minimum
- encouraged unregistered Indigenous businesses to join the Indigenous Business Directory
- informed Indigenous businesses and partners of upcoming procurements
- issued call-ups against standing offers to Indigenous businesses, where possible
- collaborated with program clients and partners, informing and encouraging them to identify opportunities to consider Indigenous interests
- evaluated past results and adjusted procurement plans to work towards achieving the target

We also introduced the following mechanisms in the departmental procurement management framework to meet this target by March 31, 2025:

- mandatory use of the voluntary set-asides under the Procurement Strategy for Indigenous Business for all informatics services procured under the following method of supply: the Task-Based Informatics Professional Services Supply Arrangement
- responding to Indigenous Services Canada’s annual call letter by submitting the PSC’s 2024 to 2026 procurement plan for meeting the target
- requiring all procurement staff to complete the applicable mandatory courses

Spending and human resources

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Spending

This section presents an overview of the department’s actual and planned expenditures from 2021-22 to 2026-27.

Budgetary performance summary

Table 4 Actual three-year spending on core responsibilities and internal services (dollars)

Table 4 presents how much money the Public Service Commission of Canada spent over the past three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2023-24 Main Estimates	2023-24 total authorities available for use	Actual spending over three years (authorities used)
Public Service Hiring and Non-partisanship	57,374,646	66,501,517	2021-22: 53,875,440 2022-23: 61,079,801 2023-24: 65,436,143
Subtotal	57,374,646	66,501,517	65,436,143
Internal services	35,278,796	43,706,269	2021-22: 32,174,349 2022-23: 37,794,388 2023-24: 41,457,721
Total	92,653,442	110,207,786	106,893,864

Note: The internal services allocation will be revised for a change in methodology to better align spending and human resources to areas of Program activities, which will result in an increase in actual spending and human resources for the core responsibility and a corresponding decrease in spending and human resources for internal services. With this change in methodology, actual spending for 2023-24 in

the table above would have been \$73,675,830 for the core responsibility and \$33,218,034 for internal services. The revised methodology will be used for future years.

Analysis of the past three years of spending:

Spending increased from \$98.9 million in 2022-23 to \$106.9 million in 2023-24. The increase of \$8 million was primarily due to the ratification of new collective agreements.

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 a higher capacity to staff the vacant positions, new collective agreements, professional services and acquisition of computer equipment.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 5 Planned three-year spending on core responsibilities and internal services (dollars)

Table 5 presents how much money the Public Service Commission of Canada plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2024-25 planned spending	2025-26 planned spending	2026-27 planned spending
Public Service Hiring and Non-partisanship	67,674,129	67,274,932	66,734,957
Subtotal	67,674,129	67,274,932	66,734,957
Internal services	30,546,668	30,366,479	30,122,745
Total	98,220,797	97,641,411	96,857,702

Note: The internal services allocation will be revised for a change in methodology to better align spending and human resources to areas of Program activities. Planned spending for the core responsibility and internal services align with this change in methodology.

Analysis of the next three years of spending:

Spending is expected to decrease from \$98.2 million in 2024-25 to \$96.8 million in 2026-27. The decrease of \$1.4 million is mainly the result of the refocusing of government spending reductions. As part of implementing the strategy of internally realigning resources, we will adopt a results-based approach to planning, budgeting and reporting to ensure the continued effectiveness and efficiency in the PSC's program and service delivery.

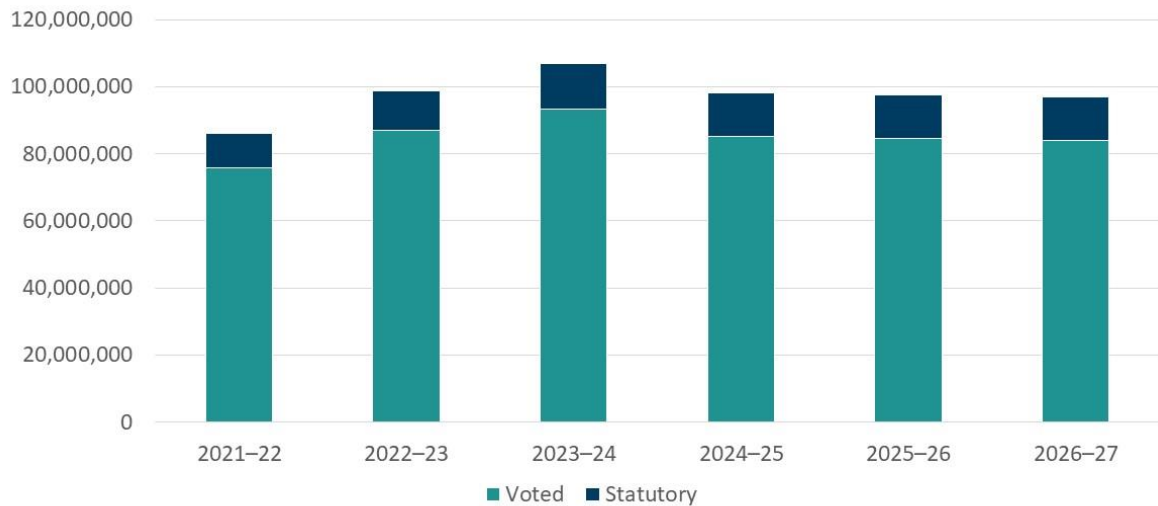
More [detailed financial information from previous years](#) is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the department’s voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2021-22 to 2026-27.



Year	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Statutory	\$10,332,083	\$11,892,045	\$13,684,532	\$13,062,009	\$13,023,707	\$12,835,599
Voted	\$75,717,706	\$86,982,145	\$93,209,332	\$85,158,788	\$84,617,704	\$84,022,103
Total	\$86,049,789	\$98,874,189	\$106,893,864	\$98,220,797	\$97,641,411	\$96,857,702

Text version of graph 1

Fiscal year	Voted	Statutory	Total
2021-22	75,717,706	10,332,083	86,049,789
2022-23	86,982,145	11,892,045	98,874,189
2023-24	93,209,332	13,684,532	106,893,864
2024-25	85,158,788	13,062,009	98,220,797
2025-26	84,617,704	13,023,707	97,641,411
2026-27	84,022,103	12,835,599	96,857,702

Analysis of statutory and voted funding over a six-year period:

Expenses increased from \$86.0 million in 2021-22 to \$106.9 million in 2023-24. The increase of \$20.9 million is mainly due to higher capacity to fill vacant positions, new collective agreements and professional services and acquisition of computer equipment.

Spending is expected to decrease from \$98.2 million in 2024-25 to \$96.8 million in 2026-27. The decrease of \$1.4 million is mainly the result of refocusing the government spending reductions.

Overall, the table shows a steady increase in expenditure from 2021-22, capped in 2023-24 for the reasons outlined above, followed by a steady decrease due to budget reductions.

For further information on Public Service Commission of Canada’s departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

Financial statement highlights

Public Service Commission of Canada’s [complete financial statements](#) (unaudited or audited) for the year ended March 31, 2024, are available online.

Table 6 Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2024 (dollars)

Table 6 summarizes the expenses and revenues for 2023-24 which net to the cost of operations before government funding and transfers.

Financial information	2023-24 actual results	2023-24 planned results	Difference (actual results minus planned)
Total expenses	142,036,778	128,970,391	13,066,387
Total revenues	8,088,158	14,266,878	(6,178,721)
Net cost of operations before government funding and transfers	133,948,621	114,703,513	19,245,108

The 2023-24 planned results information is provided in Public Service Commission of Canada’s [Future-Oriented Statement of Operations and Notes 2023-24](#)

Table 7 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023-24 actual results	2022-23 actual results	Difference (2023-24 minus 2022-23)
Total expenses	142,036,778	133,263,359	8,773,419
Total revenues	8,088,158	9,701,647	(1,613,490)
Net cost of operations before government funding and transfers	133,948,621	123,561,712	10,386,909

Table 8 Condensed Statement of Financial Position (unaudited or audited) as of March 31, 2024 (dollars)
 Table 8 provides a brief snapshot of the department’s liabilities (what it owes) and assets (what the department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023-24)	Previous fiscal year (2022-23)	Difference (2023-24 minus 2022-23)
Total net liabilities	19,649,423	20,834,076	(1,184,653)
Total net financial assets	9,631,181	12,349,488	(2,718,306)
Departmental net debt	10,018,242	8,484,588	1,533,654
Total non-financial assets	5,641,593	7,769,182	(2,127,589)
Departmental net financial position	(4,376,649)	(715,407)	(3,661,243)

Human resources

This section presents an overview of the department’s actual and planned human resources from 2021-22 to 2026-27.

Table 9: Actual human resources for core responsibilities and internal services

Table 9 shows a summary of human resources, in full-time equivalents (FTEs), for Public Service Commission of Canada’s core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2021-22 actual FTEs	2022-23 actual FTEs	2023-24 actual FTEs
Public Service Hiring and Non-partisanship	512	573	554
Subtotal	512	573	554
Internal services	263	294	299
Total	775	867	853

Note: The internal services allocation will be revised for a change in methodology to better align spending and human resources to areas of Program activities, which will result in an increase in spending and human resources for the core responsibility and a corresponding decrease in spending and human resources for internal services. With this change in methodology, actual FTEs for 2023-24 in the table above would have been 607 for the core responsibility and 246 for internal services. The revised methodology will be used for future years.

Analysis of human resources over the last three years:

Full-time equivalents increased from 775 in 2021-22, to 867 in 2022-23. The increase of 92 full-time equivalents is the result of greater capacity to fill vacancies and speed up recruitment processes.

Full-time equivalents decreased from 867 in 2022-23, to 853 in 2023-24, as a result of realigned and streamlined operations.

Table 10: Human resources planning summary for core responsibilities and internal services

Table 10 shows information on human resources, in full-time equivalents (FTEs), for each of Public Service Commission of Canada’s core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024-25 planned FTEs	2025-26 planned FTEs	2026-27 planned FTEs
Public Service Hiring and Non-partisanship	608	602	594
Subtotal	608	602	594
Internal services	246	243	240
Total	854	845	834

Note: The internal services allocation will be revised for a change in methodology to better align spending and human resources to areas of Program activities. Planned human resources for the core responsibility and internal services align with this change in methodology.

Analysis of human resources for the next three years:

Full-time equivalents are expected to decline steadily, from 854 in 2024-25, to 845 in 2025-26, reaching 834 in 2026-27. The decrease of full-time equivalents is the result of realigned and streamlined operations.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Harjit S. Sajjan, P.C., O.M.M., M.S.M., C.D., M.P

Institutional head: Marie-Chantal Girard, President

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

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

Year of incorporation / commencement: 1908

Other: [Public Service Commission of Canada website](#)

Departmental contact information

Mailing address: Public Service Commission of Canada
22 Eddy Street
Gatineau, Quebec K1A 0M7

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

Website(s): [Public Service Commission's website](#)

Supplementary information tables

The following supplementary information tables are available on Public Service Commission's website:

- [Gender-based analysis plus](#)
- [2023 to 2024 Departmental Sustainable Development Strategy Report](#)

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](#). 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.

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, departments 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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023-24 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; fight 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 2 or more federal 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 a department did with its resources to achieve its results, how well those results compare to what the department 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 a department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department's influence.

Indigenous business (entreprise 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, a department 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 a department, 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.