



Public Service Commission of Canada

2024 to 2025 Departmental Plan

The Honourable Harjit S. Sajjan, P.C., O.M.M., M.S.M., C.D., M.P.
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



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The Public Service Commission of Canada, 22 Eddy Street, Gatineau, Quebec K1A 0M7
cfp.infocom.psc@cfp-psc.gc.ca

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Public Service Commission of Canada 2024-25

Departmental plan

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From the President

I am pleased to present the 2024 to 2025 Departmental Plan for the Public Service Commission of Canada.

This fiscal year, the PSC intends to continue the development of inclusive digital recruiting and assessment solutions that respond to the expectations of job seekers, candidates and hiring managers.

We will also continue to make hiring more timely, modern and inclusive by working closely with departments and agencies to address biases and barriers, champion inclusive assessment methods and promote self-declaration.

This fiscal year, we will also continue to focus our work on adopting processes in compliance with the Canadian Accessibility Act and the new modernized Public Service Employment Act. This work will ensure that the PSC's recruitment programs and assessment services, workplaces and practices are free of real or perceived barriers. For instance, the PSC has contributed to improving assessment accommodation by enabling users to navigate tests directly through the launch of the Candidate Assessment Tool. Additionally, the PSC has revised all client documents to make them accessible.

I invite you to read our report to gain a deeper understanding of these strategic priorities and their impact on the ever-changing public service landscape. We look forward to sharing our progress and achievements on these priorities next year.

Marie-Chantal Girard, President
Public Service Commission of Canada

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

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

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Description

The Public Service Commission 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. The PSC 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.

Quality of life impacts

The **public service hiring and non-partisanship** core responsibility contributes to the following domains and indicators from the [Quality of Life Framework for Canada](#):

- [Prosperity domain](#) and [employment indicator](#): Merit-based public service hiring and non-partisanship in government roles have profound implications for employment and job quality. They contribute significantly to the overall quality of life within society. They ensure that people in public service positions come from diverse backgrounds and have the skills and qualifications necessary for their roles, enhancing job satisfaction and performance.
- [Confidence in institutions domain](#): Merit-based hiring also builds trust among citizens, contributing to the perception of fairness and equity within Canadian society. Ultimately, a competent and politically neutral public service positively impacts the efficiency of government functions and service delivery and enhances trust in the federal public service.
- [Society domain](#): The collective impact of public service hiring and non-partisanship is a more capable public workforce that effectively serves the public interest, thus elevating the overall quality of life in Canadian society.

Results and targets

The following tables show, for each departmental result related to **Public Service Hiring and Non-partisanship**, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 1: Indicators, results and targets for departmental result: **The public service efficiently hires the workforce of the future that is capable and ready to deliver results for Canadians**

Performance indicators	2020–21 results	2021–22 results	2022–23 results	Target	Date to achieve
Number of days to complete an external staffing process	250 days	227 days	220 days	Equal to or under 167 days ^a	March 2025
Percentage of managers who say they have the flexibility to fulfill their hiring needs	Not available ^b	60%	Not available ^b	At least 65%	March 2026
Percentage of hiring managers who believe that appointees meet the performance expectations of the position	Not available ^b	96%	Not available ^b	At least 90%	March 2026
Percentage of new hires and internal promotions who fully meet the qualifications of the position (based on merit)	Not available ^c	Not available ^c	Not available ^c	At least 98%	March 2025

Table 2: Indicators, results and targets for departmental result: **The public service reflects Canada’s diversity**

Performance indicators	2020–21 results	2021–22 results	2022–23 results	Target	Date to achieve
Percentage of employees who self-identified as women	55.6% ^g	56.6% ^g	Not available ^e	At least 53.3% ^d	March 2025

Percentage of employees who self-identified as Indigenous people	5.3% ^g	5.2% ^g	Not available ^e	At least 3.8% ^d	March 2025
Percentage of employees who self-identified as members of visible minority groups	18.9% ^g	20.1% ^g	Not available ^e	At least 17.2% ^d	March 2025
Percentage of employees who self-identified as persons with disabilities	5.7% ^g	6.2% ^g	Not available ^e	At least 9.1% ^d	March 2025
Percentage of executive appointees who self-identified as Indigenous people	4.4% ^g	5.4% ^g	Not available ^e	At least 5.2% ^d	March 2025
Percentage of new hires under the age of 35	53.9%	54%	53.7%	At least 53%	March 2025
Percentage of official language minority applicants (French-speaking applicants outside of Quebec and English-speaking applicants within Quebec)	10.1%	12.1%	11.9%	At least 11%	March 2025
Percentage of new hires who applied from outside the National Capital Region	78.7% ^f	79.5% ^f	79.4% ^f	At least 75%	March 2025

Table 3: Indicators, results, and targets for departmental result: **Canadians are served by a politically impartial public service.**

Performance indicators	2020–21 results	2021–22 results	2022–23 results	Target	Date to achieve
Number of founded investigations related to political activities	7	16	29	Exactly 0	March 2025
Percentage of employees who are aware of their legal rights and responsibilities regarding engaging in political activities	Not available ^b	76%	Not available ^b	At least 80%	March 2026

Note 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.

Note b:

As the data for this indicator is collected through a biennial survey (Staffing and Non-Partisanship Survey), the results are not available for 2020 to 2021 and 2022 to 2023. However, the results will be available during 2025 to 2026.

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 2024 to 2025.

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. The targets represent the most current available information on workforce availability for 2021 to 2022.

Note e:

The results were not available at the time of this report's production.

Note f:

Prior to 2020 to 2021, the results for this indicator represent an average taken over 5 years. From then onward, the reported result is based only on the current year. Due to the change in methodology, the results before 2020 to 2021 are not directly comparable.

Note g:

There is a slight difference between the results of the Public Service Commission of Canada (PSC) and the Treasury Board of Canada Secretariat (TBS) in terms of representation rates for certain employment equity groups in the federal public service. This is because the TBS base population is the core public administration, while the PSC base population consists of people in departments and agencies subject to the *Public Service Employment Act*.

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

Plans to achieve results

Our organization contributes to building an efficient, effective, politically impartial and diverse public service. To support this government priority, we will continue to work with departments and agencies to increase representation of Canada's diversity in the public service and to reduce biases and barriers in public service recruitment, while looking to improve efficiency. We will do this by working to achieve the following 3 results :

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

We provide staffing guidance, programs, and services to help departments and agencies hire a competent, diverse, and inclusive public service. We will work with departments, agencies, and diverse groups to:

- enhance digital recruitment and assessment services by increasing functionalities and expanding the use of the new Candidate Assessment Tool, a testing platform offering improved user experience and accessibility
- modernize and enhance the public service recruitment system
- continue to modernize recruitment programs to ensure they are inclusive, user-centric and flexible

2. The federal public service reflects Canada’s diversity

We will play a pivotal role to guide and support departments and agencies in implementing recent changes to the *Public Service Employment Act* aimed at building inclusive hiring practices. This includes promoting and refining inclusive methods and tools of assessing candidates and modernizing our recruitment programs to meet immediate and future inclusive hiring needs.

We will engage students and candidates across various platforms to promote the Government of Canada as an employer of choice and reinforce our commitment to achieving a diverse workforce that reflects the people we serve.

We will support reconciliation efforts through engagement and recruitment strategies aimed at First Nations, Inuit and Métis. We will support government-wide efforts to hire more people with disabilities through guidance, tools and hiring inventories, and will work with partners to remove barriers to help build a more accessible and representative public service.

We will share results of our government-wide audit of *Employment Equity Representation in Acting Appointments* as well as the *Audit of Biases and Barriers in the Pre-Assessment Processes* widely. These will provide useful intelligence to help shape future policy and program direction, as well as to identify areas requiring attention from deputy heads.

3. Canadians are served by a politically impartial public service

In deciding whether to permit public servants to run as a candidate in an election, we balance their rights to participate in political activities with the impact on their ability (real or perceived) to carry out their duties in a politically impartial manner. We will also continue to investigate allegations of improper political activities.

We will continue to ensure public servants know their roles and responsibilities with respect to political activities, leveraging the results of the Staffing and Non-Partisanship Survey to identify areas of focus for outreach activities and awareness sessions.

Key risks

As we develop our plans, we consider our operating context, the external factors and internal vulnerabilities that could affect our expected results. Our priorities will help us manage key risks for which a wide range of controls are already in place. We will identify new risk responses as we monitor the effectiveness of our planned responses throughout the year. Our main risks are identified below.

Program and Service Delivery:

Our capacity to deliver expected results might be affected by a rapidly changing staffing environment, which includes:

- fierce competition in attracting and retaining talent,
- a shifting economic context, which has required shifts in assessment and recruiting practices to focus on inclusion and diversity, and on hiring people with key skill sets for the future

These factors require the Public Service Commission to continuously adapt to remain a leader in public service assessment and recruitment.

Digital transformation:

Demand continues to increase for accessible recruitment practices and assessment platforms to reduce biases and barriers that disadvantage members of equity-seeking groups. The current economic situation has had a negative impact on the costs of information technology (IT) goods and services. This situation, combined with challenges in attracting and retaining specialized skills, dependencies on external partners and the increasing number and sophistication of cybersecurity threats, may hinder our ability to innovate and to ensure healthy and secure systems.

The following mitigation action is planned to address this key risk:

- the Information Technology Services will focus on ensuring availability of critical business applications, modernizing aging digital foundations and supporting major IT-enabled business projects.

Snapshot of planned resources in 2024–25

- **Planned spending:** \$98,220,797
- **Planned full-time resources:** 854

Related government priorities

Gender-based analysis plus

As part of our 3 core programs, we aim to consistently apply an intersectional lens, supporting a constantly evolving workforce that reflects Canada's diversity. We will

ensure that potential differential impacts for the Canadian population, which may vary as a function of intersecting diversity characteristics, are systematically identified and meaningfully addressed. This work is aligned with the goals, objectives and indicators of the [Gender Results Framework](#).

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

Our planned 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](#). Our initiatives to reduce barriers for Canadians in accessing public service jobs and to ensure that federal public service hiring reflects Canada's diversity will contribute on part to:

- achieving gender equality and empower all women and girls (UN sustainable development goal 5)
- promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (UN sustainable development goal 8)
- reducing inequality within and among countries (UN sustainable development goal 10)
- promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels (UN sustainable development goal 16)

More information on the Public Service Commission's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [2023 to 2027 Departmental Sustainable Development Strategy](#).

Program inventory

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

Program 1: Policy Direction and Support

Program 2: Recruitment and Assessment Services

Program 3: Oversight and Monitoring

Supporting information on planned expenditures, human resources, and results related to the Public Service Commission's program inventory is available 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

Plans to achieve results

We are committed to ensuring we can continue to support our people, our internal services, as well as the programs and services that we provide to federal departments and agencies.

We are prioritizing a people management approach that promotes a healthy, respectful and productive workplace. Our workplace evolution project aims to provide our employees with a modern, efficient and inclusive work experience. Adopting an activity-based work environment will allow for a productive, positive and versatile work environment, with enhanced technology that supports work-life balance, well-being, and health and safety, to enable effective service to Canadians.

Our internal IT services will address technical debt through initiatives to modernize our IT ecosystem and better support digital service delivery and operations, while ensuring both good stewardship of public funds and supporting services of value to Canadians.

Snapshot of planned resources in 2024-25

- **Planned spending:** \$ 34,377,279
- **Planned full-time resources:** 302

Related government priorities

Planning for contracts awarded to Indigenous businesses

The Public Service Commission observed existing Indigenous business capacity in informatics services, information technology and telecommunications in the National Capital Region.

All internal requirements for informatics services, information technology and telecommunications will be met by using procurement methods that are exclusively available to qualified Indigenous suppliers, thus guaranteeing an outcome that contributes to the target.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	1.04%	5%	5%

Upon receipt of Indigenous Services Canada’s annual call letter, Procurement Services recommends to the deputy head a 2-year Indigenous procurement plan that identifies commodity groups (goods, services, or construction) and location where Indigenous business capacity was observed. Procurement Services also recommends a procurement method is applicable.

Using the data elements from the Proactive Disclosure of Contracts, Procurement Services estimates the total value of all contracts to be awarded for each of the next 2 years.

The estimated total value of all contracts for each year is multiplied by the Government of Canada’s 2021 5% commitment (Source: [Government of Canada announces federal-wide measures to increase opportunities for Indigenous businesses](#)) to determine the estimated value to be awarded to Indigenous businesses.

Exceptions of substantial monetary value that would have a significant impact on achieving the mandatory minimum target of 5% are not planned within the Public

Service Commission’s regular procurement activities. Procurement Services align the commodity groups with mandatory procurement methods.

Conditions are not currently met to invoke the Nunavut directives, and the mandatory set-aside under the Procurement Strategy for Indigenous Business won't be met for the foreseeable future. Only the voluntary set-aside under the Procurement Strategy for Indigenous Business can be used to increase opportunities for Indigenous businesses.

In 2021 to 2022, a non-directed approach, where commodity groups were not specified, resulted in a 21.65% achievement. The same approach for fiscal year 2022 to 2023 yielded 1.04%. For the next 2 years, the commodity groups identified will be subject to mandatory procurement methods to achieve the target.

Achieving the target depends on internal need for goods and services within the identified commodity groups. New mandatory commodity groups can be added later.

Planned spending and human resources

This section provides an overview of the Public Service Commission’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

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Spending

Table 4: Actual spending summary for core responsibilities and internal services (dollars)
 The following table shows information on spending for each of the Public Service Commission’s core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Public Service Hiring and Non-partisanship	53,875,440	61,079,801	63,449,322
Subtotal	53,875,440	61,079,801	63,449,322

Internal services	32,174,349	37,794,388	38,042,574
Total	86,049,789	98,874,189	101,491,896

Explanation of table 4:

Spending increased from \$86.0 million in 2021 to 2022, to \$98.9 million in 2022 to 2023, mainly resulting from an increase in the number of indeterminate employees that resulted from a bigger capacity to staff vacant positions. There was also an increase in spending for professional and special services delivered to the PSC by other government departments.

Spending is expected to increase from \$98.9 million in 2022 to 2023, to \$101.5 million in 2023 to 2024, mainly resulting from the ratification of new collective agreements. (At the time of the preparation of the quarterly financial report, the funds associated with the ratification of collective agreements for 2023 to 2024 had not yet been received). The revenue is expected to decrease, mainly resulting from a lower demand of assessment and counselling services and products, because of fewer services requested by other departments.

Table 5: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the Public Service Commission's core responsibilities and for its internal services for the upcoming three fiscal years.

Core responsibilities and internal services	2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Public Service Hiring and Non-partisanship	63,843,518	63,843,518	63,466,917	62,957,506
Subtotal	63,843,518	63,843,518	63,466,917	62,957,506
Internal services	34,377,279	34,377,279	34,174,494	33,900,196
Total	98,220,797	98,220,797	97,641,411	96,857,702

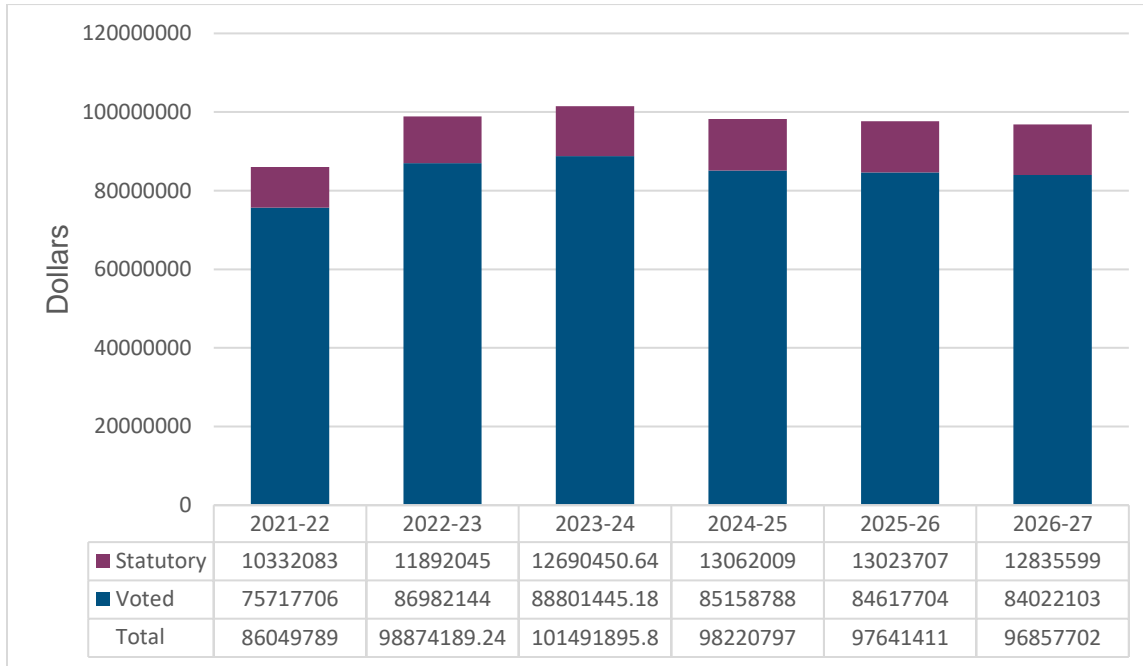
Explanation of table 5:

Spending is expected to decrease from \$98.2 million in 2024 to 2025, to \$96.8 million in 2026 to 2027. The decrease of \$1.4 million is mainly the result of refocused government spending to deliver initiatives for Canadians.

Funding

Departmental spending 2021–22 to 2026–27

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



Spending increased from \$86.0 million in 2021 to 2022, to \$98.9 million in 2022 to 2023. The increase of \$12.9 million was primarily due to a higher capacity to staff the vacant positions, new collective agreements and professional services.

Full-time equivalents increased from 775 in 2021 to 2022, to 867 in 2022 to 2023. The increase of 92 full-time equivalents is the result of increased human resources capacity for faster staffing processes.

Estimates by vote

Information on the Public Service Commission’s organizational appropriations is available in the [2024–25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Public Service Commission’s operations for 2023–24 to 2024–25.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the

Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the [Public Service Commission’s website](#).

Table 6: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	133,849,135	137,195,268	3,346,133
Total revenues	-7,214,386	-14,262,839	-7,048,453
Net cost of operations before government funding and transfers	126,634,749	122,932,429	-3,702,320

Explanation of table 6:

- Expenses:

Total expenses for 2024 to 2025 are planned at \$137.2 million, representing a \$3.4 million increase from the previous year’s forecasted total expenses of \$133.8 million.

- Revenues:

Total revenues for 2024 to 2025 are planned at \$14.3 million, representing a \$7.1 million increase over the previous year’s total revenues of \$ 7.2 million.

- Significant variances:

Variance of \$3.7 million between 2024 to 2025 and 2023 to 2024 is attributable to planning figures for 2024 to 2025. Planning figures for 2024 to 2025 are based on the overall authorities for the year, whereas the 2023 to 2024 figures are based on the projected spending against the available authorities.

Human resources

Table 7: Actual human resources for core responsibilities and internal services
The following table shows information on human resources, in full-time equivalents (FTEs), for the Public Service Commission’s core responsibilities and for its internal

services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2021–22 actual full-time equivalents	2022–23 actual full-time equivalents	2023–24 forecast full-time equivalents
Public Service Hiring and Non-partisanship	512	573	563
Subtotal	512	573	563
Internal services	263	294	305
Total	775	867	868

Explanation of table 7:

Full-time equivalents increased from 775 in 2021 to 2022, to 867 in 2022 to 2023. The increase of 92 full-time equivalents is the result of a higher capacity to staff vacant positions.

Full-time equivalents remain steady between 2022 to 2023 and 2023 to 2024, as there is no foreseen growth.

Table 8: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Public Service Commission’s core responsibilities and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
Public Service Hiring and Non-Partisanship	552	546	538
Subtotal	552	546	538
Internal services	302	299	295
Total	854	845	833

Explanation of table 8:

Full-time equivalents are expected to decrease from 854 in 2024 to 2025, to 833 in 2026 to 2027. The decrease of full-time equivalents is the result of realignment and streamlining of operations.

Corporate information

Organizational profile

Appropriate minister: 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](#)

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

- ▶ [Gender-based analysis plus](#)

Information on the Public Service Commission's **Departmental Sustainable Development Strategy (DSDS)** can be found on [the Public Service Commission's website](#).

Federal tax expenditures

The Public Service Commission's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#). This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

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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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. 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 factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA 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, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 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 in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

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.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

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.