



Financial Statements - For the year ended March 31, 2021

Public Service Commission



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Statement of Management Responsibility Including Internal Control over Financial Reporting

The Public Service Commission of Canada (PSC) is responsible for the integrity and objectivity of the accompanying Financial Statements for the year ended March 31, 2021, and for all information contained in these Financial Statements. These financial statements have been prepared by management using the Government of Canada's accounting policies, which are based on Canadian public sector accounting standards.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment, and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the PSC's financial transactions. Financial information submitted in the preparation of the Public Accounts of Canada, and included in the PSC's Departmental Results Report, is consistent with these Financial Statements.

Management is also responsible for maintaining an effective system of internal control over financial reporting designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are properly authorized and recorded in accordance with the *Financial Administration Act* and other applicable legislation, regulations, authorities and policies.

Management seeks to ensure the objectivity and integrity of data in its financial statements through the following: careful selection, training and development of qualified staff; organizational arrangements that provide appropriate divisions of responsibility; communications programs intended to ensure that regulations, policies, standards, and managerial authorities are understood throughout the PSC; and an annual risk-based assessment of the effectiveness of the system of internal control over financial reporting.

The system of internal control over financial reporting is designed to mitigate risks to a reasonable level based on an ongoing process that consists in identifying key risks, assessing the effectiveness of associated key controls, and making any necessary adjustments.

A risk-based assessment of the system of internal control over financial reporting for the year ended March 31, 2021, was completed in accordance with the Treasury Board Policy on Financial Management and the results and action plans are summarized in the annex.

The effectiveness and adequacy of the PSC's system of internal control is reviewed by internal audit staff, who conduct periodic audits of various areas of the PSC's operations, and by the Departmental Audit Committee, which oversees management's responsibilities for maintaining adequate control systems and the quality of financial reporting, and which recommends the Financial Statements to the President of the PSC.

The Financial Statements of the Public Service Commission have not been audited.

Patrick Borbey
President

Phil Morton, CPA, CGA
Chief Financial Officer

Gatineau, Canada
August 27, 2021

Statement of Financial Position (unaudited)

As at March 31, 2021

(in thousands of dollars)

	2021	2020
Liabilities		
Accounts payable and accrued liabilities (Note 4)	\$8,238	\$13,886
Vacation pay and compensatory leave	6,633	5,882
Employee future benefits (Note 5)	2,645	3,187

	2021	2020
Total liabilities	17,516	22,955
Financial assets		
Due from the Consolidated Revenue Fund	4,334	7,826
Accounts receivable and advances (Note 6)	4,252	7,868
Total financial assets	8,586	15,694
Departmental net debt	8,930	7,261
Non-financial assets		
Tangible capital assets (Note 7)	8,563	6,115
Total non-financial assets	8,563	6,115
Departmental net financial position	\$(367)	\$(1,146)
Contractual obligations (Note 8)		
Contingent liabilities (Note 9)		
The accompanying notes form an integral part of these Financial Statements.		

Patrick Borbey
President

Phil Morton, CPA, CGA
Chief Financial Officer

Gatineau, Canada
August 27, 2021

Statement of Operations and Departmental
Net Financial Position (unaudited)
For the Year Ended March 31, 2021
(in thousands of dollars)

	2021 Planned Results	2021	2020
Expenses			
Public Service Hiring and Non-partisanship	\$85,297	\$78,243	\$85,159
Internal Services	40,493	40,525	37,860
Total expenses	125,790	118,768	123,019
Revenues			
Assessment and counselling services revenues	14,252	5,242	9,410
Miscellaneous revenues	1,275	767	1,390
Revenues earned on behalf of Government	(1,263)	(745)	(1,380)
Total revenues	14,264	5,264	9,420
Net cost of operations before government funding and transfers	111,526	113,504	113,599
Government funding and transfers			

	2021 Planned Results	2021	2020
Net cash provided by Government of Canada	-	94,638	91,067
Change in due from Consolidated Revenue Fund	-	(3,492)	1,314
Services provided without charge by other government departments (Note 10)	-	23,335	23,075
Transfer of assets to other government department	-	(198)	(134)
Net cost of operations after government funding and transfers		(779)	(1,723)
Departmental net financial position – Beginning of year		(1,146)	(2,869)
Departmental net financial position – End of year		\$(367)	\$(1,146)
Segmented information (Note 11)			
The accompanying notes form an integral part of these Financial Statements.			



Statement of Change in Departmental Net Debt (unaudited)

For the Year Ended March 31, 2021

(in thousands of dollars)

	2021	2020
Net cost of operations after government funding and transfers	\$(779)	\$(1,723)
Change due to tangible capital assets		
Acquisition of tangible capital assets	2,805	3,280
Amortization of tangible capital assets	(305)	(648)
Net (loss) or gain on disposal of tangible capital assets including adjustments	(52)	(5)
Total change due to tangible capital assets	2,448	2,627
Net increase (decrease) in departmental net debt	1,669	904
Departmental net debt - Beginning of year	7,261	6,357
Departmental net debt - End of year	\$8,930	\$7,261
The accompanying notes form an integral part of these Financial Statements.		

Statement of Cash Flows (unaudited)

For the Year Ended March 31, 2021

(in thousands of dollars)

-	2021	2020
Operating activities		
Net cost of operations before government funding and transfers	\$113,504	\$113,599
Non-cash items:		
Amortization of tangible capital assets	(305)	(648)
Loss on disposal of tangible capital assets including adjustments	(52)	(5)
Services provided without charge by other government departments (Note 10)	(23,335)	(23,075)
Transfer of assets to other government departments	198	(134)
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable and advances	(3,616)	(666)
Decrease (increase) in accounts payable and accrued liabilities	5,648	(328)
Decrease (increase) in vacation pay and compensatory leave	(751)	(1,118)
Decrease (increase) in employee future benefits	542	(106)
Cash used in operating activities	91,833	87,787
Capital investment activities		
Acquisition of tangible capital assets	2,805	3,280



-	2021	2020
Cash used in capital investment activities	2,805	3,280
Net cash provided by Government of Canada	\$94,638	\$91,067
The accompanying notes form an integral part of these Financial Statements.		

Notes to the Financial Statements (unaudited)

For the year ended March 31, 2021

1. Authority and objectives

The Public Service Commission (PSC) is an independent agency established under the *Public Service Employment Act* and listed in schedules 1.1 and IV of the *Financial Administration Act*.

The PSC 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.

The PSC 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.

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization.

Internal services include only those activities and resources that apply across an organization and not to those provided to a specific program.

2. Summary of significant accounting policies

These Financial Statements are prepared using the PSC's accounting policies stated below, which are based on Canadian public sector accounting standards. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian public sector accounting standards.

Significant accounting policies are as follows:

a. Parliamentary authorities

The PSC is funded by the Government of Canada through Parliamentary authorities. Financial reporting of authorities provided to the PSC do not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Statement of Operations and Departmental Net Financial Position and in the Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. Note 3 provides a reconciliation between the bases of reporting. The planned results amounts in the "Expenses" and "Revenues" sections of the Statement of Operations and Departmental Net Financial Position are the amounts reported in the Future-oriented Statement of Operations included in the 2020–21 Departmental Plan. Planned results are not presented in the "Government funding and transfers" section of the Statement of Operations and Departmental Net Financial Position and in the Statement of Change in Departmental Net Debt because these amounts were not included in the 2020–21 Departmental Plan.

b. Net cash provided by the Government

The PSC operates within the Consolidated Revenue Fund, which is administered by the Receiver General for Canada. All cash received by the PSC is deposited to the Consolidated Revenue Fund and all cash disbursements made by the PSC are paid from the Consolidated Revenue Fund. The net cash provided by the Government is the difference between all cash receipts and all cash disbursements, including transactions between departments of the Government.

c. Amounts due from the Consolidated Revenue Fund

Amounts due from the Consolidated Revenue Fund are the result of timing differences at year-end between when a transaction affects authorities and when it is processed through the Consolidated Revenue Fund. Amounts due from the Consolidated Revenue Fund represent the net amount of cash that the PSC is entitled to draw from the Consolidated Revenue Fund without further authorities to discharge its liabilities.

d. Revenues

Revenues are recognized in the period the event giving rise to the revenues occurred. Revenues that are non-respendable are not available to discharge the PSC's liabilities. While the Deputy Head is expected to maintain accounting control, he or she has no authority regarding the disposition of non-respendable revenues. As a result, non-respendable revenues are considered to be earned on behalf of the Government of Canada and are therefore presented as a reduction of the entity's gross revenues.

e. Expenses

Expenses are recorded on an accrual basis. Vacation pay and compensatory leave are accrued as the benefits are earned by employees under their respective terms of employment. Services provided without charge by other government departments for accommodation, employer contributions to the health and dental insurance plans, information technology services, legal services and workers' compensation are recorded as operating expenses at their carrying value.

f. Employee future benefits

i. Pension benefits

Eligible employees participate in the Public Service Pension Plan, a multi-employer pension plan administered by the Government. The PSC's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. The PSC's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the Financial Statements of the Government of Canada, as the Plan's sponsor.

ii. Severance benefits

The accumulation of severance benefits for voluntary departures ceased employees voluntarily leaving was discontinued for applicable employee groups. The remaining obligation for employees who did not withdraw benefits is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

g. Accounts receivable

Accounts receivable are stated at the lower of cost and net recoverable value. When necessary, an allowance for valuation is recorded to reduce the carrying value of accounts receivable to an amount that approximates the net recoverable value.

h. Contingent liabilities

Contingent liabilities are potential liabilities that may become actual liabilities when one or more future events occur or fail to occur. If the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, a provision is accrued and an expense recorded to other expenses. If the likelihood cannot be determined or an amount cannot be reasonably estimated, the contingency is disclosed in the Notes to the Financial Statements.

i. Tangible capital assets

The costs of acquiring land, buildings, equipment and other capital property are capitalized as tangible capital assets and are amortized to expense over the estimated useful lives of the assets, as described in [Note 7](#). All tangible capital assets and leasehold improvements having an initial cost of \$10,000 or more are recorded at their acquisition cost. Amounts included in assets under construction are transferred to the appropriate class of asset upon completion, and then amortized.

j. Measurement uncertainty

To prepare these Financial Statements, management must make estimates and assumptions that affect the reported and disclosed amounts of assets, liabilities, revenues and expenses reported in the Financial Statements and accompanying notes as at March 31. The estimates are based on facts and circumstances, historical experience and general economic conditions, and reflect the Government's best estimate of the related amount at the end of the reporting period. The most significant items where estimates are used are contingent liabilities, the liability for employee future benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary authorities

The PSC receives most of its funding through annual parliamentary authorities. Items recognized in the Statement of Operations and Departmental Net Financial Position and the Statement of Financial Position in one year may be funded through parliamentary authorities in prior, current or future years. Accordingly, the PSC has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year
authorities used
(in thousands of dollars)

	2021	2020
Net cost of operations before government funding and transfers	\$113,504	\$113,599
Adjustments for items affecting net cost of operations but not affecting authorities:	-	-
Services provided without charge by other government departments	(23,335)	(23,075)
Amortization of tangible capital assets	(305)	(648)
Miscellaneous revenues	23	42
Decrease (increase) in employee future benefits	542	(106)
Decrease (increase) in vacation pay and compensatory leave	(751)	(1,118)
Refunds of program expenditures	(77)	(36)
Loss on disposal of tangible capital assets including adjustments	(52)	(5)
Other	163	244
Total items affecting net cost of operations but not affecting authorities	(23,792)	(24,702)
Adjustments for items not affecting net cost of operations but affecting authorities:		

	2021	2020
Acquisitions of tangible capital assets	2,805	3,280
Salary overpayments	1,023	1,339
Employee advances	21	96
Total items not affecting net cost of operations but affecting authorities	3,849	4,715
Current year authorities used	\$93,561	\$93,612

**(b) Authorities provided and used
(in thousands of dollars)**

-	2021	2020
Authorities provided		
Vote 1 – Program expenditures (Operating)	\$85,305	\$83,758
Statutory amounts	11,205	10,579
Total authorities provided	96,510	94,337
Lapsed: Operating	(2,949)	(725)
Current year authorities used	\$ 93,561	\$ 93,612

4. Accounts payable and accrued liabilities

The following table shows details of the PSC's accounts payable and accrued liabilities:

(in thousands of dollars)

	2021	2020
Accounts payable – Other government departments and agencies	\$390	\$1,050
Accounts payable – External parties	7,664	10,352
Total accounts payable	8,054	11,402
Accrued liabilities	184	2,484
Total accounts payable and accrued liabilities	\$8,238	\$13,886

5. Employee future benefits

a. Pension benefits

The PSC's employees participate in the Public Service Pension Plan. The Plan is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 % per year of pensionable service, times the average of the best 5 consecutive years of earnings. The benefits are integrated with Canada/Quebec Pension Plan benefits and indexed to inflation.

Both the employees and the PSC contribute to the cost of the Plan. Because the *Public Service Superannuation Act* was amended following the implementation of provisions related to Economic Action Plan 2012, employee contributors have been divided into 2 groups: Group 1 consists of existing plan members as of December 31, 2012, and Group 2 consists of members joining the Plan as of January 1, 2013. Each group has a specific contribution rate.

The 2020–21 expense amounts to \$7,644,000 (\$7,305,000 in 2019–20). For Group 1 members, the expense represents approximately 1.01 times (1.01 times in 2019–20) the employee contributions, and for Group 2 members, approximately 1.00 times (1.00 times in 2019–20) the employee contributions.

The PSC's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the Consolidated Financial Statements of the Government of Canada, as the Plan's sponsor.

b. Severance benefits

Severance benefits provided to the PSC's employees were previously based on an employee's eligibility, years of service and salary at termination of employment. However, since 2011, the accumulation of severance benefits for employees voluntarily leaving has been gradually discontinued for substantially all employees. Employees subject to these changes were given the option to be paid the full or partial value of benefits earned to date or collect the full or remaining value of benefits upon leaving the public service. By March 31, 2021, all settlements for immediate cash out were completed. Severance benefits are unfunded and, consequently, the outstanding obligation will be paid from future authorities.

The changes in the obligations during the year were as follows:

(in thousands of dollars)

	2021	2020
Accrued benefit obligation – Beginning of year	\$3,187	\$3,081
Expense for the year	(362)	701
Benefits paid during the year	(180)	(595)
Accrued benefit obligation – End of year	\$2,645	\$3,187

6. Accounts receivable and advances

The following table shows details of the PSC's accounts receivable and advances balances:

(in thousands of dollars)

	2021	2020
Receivables – Other government departments and agencies	\$1,120	\$4,724
Receivables – External parties	2,932	2,917
Employee advances	200	227

	2021	2020
Accounts receivable	\$4,252	\$7,868

7. Tangible capital assets

Tangible capital assets are amortized on a straight-line basis over the estimated useful life of the asset as follows:

Asset class	Amortization period
Office equipment	3 to 15 years
Informatics hardware and infrastructure	4 to 5 years
Computer software	3 to 5 years
Furniture and fixtures	10 years
Vehicles	6 years
Leasehold improvements	10 years
Assets under construction	Once in service, in accordance with asset type



(in thousands of dollars)

-	Cost					Accumulated Amortization					Net Book Value	
	Openi ng Balan ce	Acquisit ions	Dispos als, Write- offs (1)	Other Transact ions (2)	Closi ng Bala nce	Openi ng Balan ce	Amortiza tion	Dispos als, Write- offs (1)	Other Transact ions (2)	Closi ng Bala nce	202 1	202 0
Office equipmen t	45	-	-	-	45	45	-	-	-	45	-	-
Informati cs hardware and infrastruct ure	-	-	-	-	-	-	-	-	-	-	-	-
Computer software	30,19 8	-	-	1,822	32,02 0	29,97 5	237	-	-	30,21 2	1,8 08	223

-	Cost					Accumulated Amortization					Net Book Value	
Furniture and fixtures	28	-	-	-	28	15	2	-	-	16	12	13
Vehicles	24	-	-	-	24	16	3	-	-	20	4	8
Leasehold improvements (LI)	793	-	-	-	793	239	63	-	-	302	491	554
Assets under Development (AUD) - software	5,195	2,805	(52)	(1,822)	6,126	-	-	-	-	-	6,126	5,195
AUD - LI	122	-	-	-	122	-	-	-	-	-	122	122
Total	36,405	2,805	(52)	-	39,158	30,290	305	-	-	30,595	8,563	6,115



8. Contractual obligations

The nature of the PSC's activities may result in some significant multi-year obligations whereby the PSC will be required to make future payments when the services are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

(in thousands of dollars)

	2022	2023	2024	2025	2026 and thereafter	Total
Service contracts	\$4,496	338	-	-	-	\$4,834

9. Contingent liabilities

Contingent liabilities arise in the normal course of operations, and their ultimate disposition is unknown. Contingent liabilities are potential liabilities that may become actual liabilities when one or more future events not wholly within the government's control occur or fail to occur.

A claim for which the outcome cannot be determined and for which an amount has not been accrued is estimated at approximately \$20,000 as at March 31, 2021 (\$200,000 as at March 31, 2020).

10. Related party transactions

The PSC is related as a result of common ownership to all government departments, agencies, and Crown corporations. Related parties also include individuals who are key management personnel or close family members of those individuals, and entities controlled by, or under shared control of, a member of key management personnel or a close family member of that individual.

The PSC enters into transactions with these entities in the normal course of business and on normal trade terms.

a) Common services provided without charge by other government departments

During the year, the PSC received services without charge from certain common service organizations, related to accommodation, the employer's contribution to the health and

dental insurance plans, legal services, workers' compensation coverage and information technology services. These services provided without charge have been recorded at the carrying value in the PSC's Statement of Operations and Departmental Net Financial Position as follows:

(in thousands of dollars)

	2021	2020
Accommodation	\$9,398	\$10,191
Employer's contribution to the health and dental insurance plans	6,675	7,050
Information technology services	6,569	5,157
Legal services	687	671
Workers' compensation	6	6
Total	\$23,335	\$23,075

The Government has centralized some of its administrative activities for efficiency and cost-effectiveness purposes and for economical delivery of programs to the public. As a result, the Government uses central agencies and common service organizations so that one department performs services for all other departments and agencies without charge. The costs of these services, such as the payroll and cheque issuance services provided by Public Services and Procurement Canada, are not included in the PSC's Statement of Operations and Departmental Net Financial Position.

b) Other transactions with other government departments and agencies

(in thousands of dollars)

-	2021	2020
Expenses	\$16,179	\$23,632

-	2021	2020
Revenues	\$5,154	\$9,406

Expenses and revenues disclosed in (b) exclude common services provided without charge, which are already disclosed in (a).

Expenses disclosed in (b) include other information technology services and legal services that are specific to the needs of the PSC and are received with charge from common service organizations. The cost of these services has been recorded in the PSC's Statement of Operations and Departmental Net Financial Position.

11. Segmented information

Presentation by segment is based on the PSC's Departmental Results Framework. The presentation by segment is based on the same accounting policies as described in Note 2 – Summary of significant accounting policies.

Revenues from assessment and counselling services are derived from the provision of services and products developed by the PSC to help public-sector managers select and develop competent employees. These services and products are provided by the PSC's Personnel Psychology Centre and the PSC's 5 regional offices. The PSC has the authority to re-spend these revenues to offset expenditures incurred in the same year for the provision of assessment and counselling services and products.

The following table presents the expenses incurred and revenues generated for the core responsibilities and their related program inventory, by major object of expense and by major type of revenue. The segment results for the period are as follows:

(in thousands of dollars)

-			2021	2020
-	Public Service Hiring and Non- partisanship	Internal Services	Total	Total
Salaries and employee benefits	\$62,150	\$30,319	\$92,469	\$93,634

			2021	2020
	Public Service Hiring and Non- partisanship	Internal Services	Total	Total
-				
Professional and special services	7,296	6,940	14,236	14,621
Accommodation	6,191	3,207	9,398	10,191
Transportation and telecommunications	53	72	125	790
Amortization of tangible capital assets	80	225	305	648
Informatics, office equipment, furniture and fixtures	63	334	397	937
Repair and maintenance	-	54	54	92
Rentals	491	927	1,418	1,441
Printing and publications services	23	52	75	261
Utilities, materials and supplies and other payments	1,896	(1,605)	291	404
Total expenses	78,243	40,525	118,768	123,019



-			2021	2020
-	Public Service Hiring and Non- partisanship	Internal Services	Total	Total
Assessment and counselling services revenues	5,242	-	5,242	9,410
Miscellaneous revenues	767	-	767	1,390
Revenues earned on behalf of Government	(745)	-	(745)	(1,380)
Total revenues	5,264	-	5,264	9,420
Net cost of operations before government funding and transfers	\$72,979	\$40,525	\$113,504	\$113,599

12. Subsequent events

The COVID-19 outbreak has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally, resulting in an economic slowdown. The duration and impact of the COVID-19 outbreak is unknown at this time. As a result, although the PSC believes it has satisfactorily managed the required measures that could affect its operations, it is not possible to reliably estimate the length and severity of the impact on the PSC's financial position and financial results in future periods.