



Public Service Commission of Canada

2026–27 Departmental Plan

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Canadian Economy

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Public Service Commission's 2026-27 Departmental Plan

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At a glance

This departmental plan details the Public Service Commission's (PSC) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the priorities outlined in the Mandate Letter, as well as the Public Service Commission's [Vision, mission, raison d'être and operating context](#).

Key priorities

The Public Service Commission identified the following key priorities for 2026-27:

- enable government-wide strategies for staffing and for the selection of employees for retention or lay off, while delivering proactive services to help departments recruit and maintain a diverse, qualified, and future-ready workforce, and
- advance and protect merit-based, non-partisan hiring and preserve a politically impartial public service.

Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

As part of meeting this commitment, the PSC is planning the following spending reductions:

- **2026-27:** \$ 2,577,014
- **2027-28:** \$ 4,750,046
- **2028-29:** \$ 4,579,069

It is anticipated that these spending reductions will involve a decrease of approximately 38 full-time equivalents by 2028-29.

The PSC will achieve these reductions by doing the following:

- Streamlining management
- Modernizing its administration functions
- Centralizing similar business lines and specialist roles
- Outsourcing functions more effectively managed through a third party

The figures in this departmental plan reflect these reductions.

Highlights for Public Service Commission of Canada in 2026-27

The PSC will support government-wide staffing strategies by responding to emerging needs and government-wide priorities while upholding its mandate to ensure merit-based hiring and a non-partisan public service. Our efforts will focus on providing departments and agencies with tools, guidance and services that enable a fair, accessible and inclusive staffing system. By continuing to modernize key platforms and leveraging automation, digital solutions and artificial intelligence to enhance the experience of job candidates, we aim to attract a diverse, agile and future-ready public service. We continue to reinforce public trust in the integrity of public service staffing through our oversight mandate and our monitoring of the staffing system.

In 2026-27, total planned spending (including internal services) for the Public Service Commission is \$99,072,901 and total planned full-time equivalent staff (including internal services) is 731.

Summary of planned results

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called “core responsibilities.”

Core responsibility: Public Service Staffing and Non-partisanship

The PSC will continue to support public service-wide staffing activities by addressing emerging needs and priorities while upholding its mandate to ensure merit-based, representative and politically impartial staffing. Our efforts will focus on equipping departments and agencies with guidance, tools and programs that enable timely, fair and inclusive staffing processes. By modernizing recruitment systems, enhancing assessment tools and leveraging innovative approaches, including automation, digital solutions artificial intelligence, we will strengthen the integrity and efficiency of the staffing system. These actions will ensure that public servants are well positioned to serve Canadians in a non-partisan manner, while promoting equity, diversity and inclusion, and maintaining public trust.

Planned spending: \$76,116,437

Planned human resources: 573

More information about [Public Service Staffing and Non-partisanship](#) can be found in the full plan.

For complete information on the Public Service Commission's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

From the President

I am pleased to share the *2026-27 Departmental Plan* of the Public Service Commission of Canada (PSC).

The PSC is committed to ensuring a merit-based, inclusive and politically impartial federal workforce that is representative of Canada's diversity. Historically, the public service has experienced successive cycles of workforce reduction and growth, shaped by the changing priorities of the Government of Canada. In this context, the PSC continually adjusts its approaches to support departments and agencies, both during periods of budgetary constraints and growth.

Moreover, in the [PSC Annual Report 2024 to 2025](#), we highlighted findings that showed that one third of applicants to the most common job advertisements also applied to other postings at the same group and level. We recognize this to be a duplication of effort, both for the candidates who are frequently applying to multiple processes and for the departments that are assessing them.

In fiscal year 2026 to 2027, the PSC will support departments and agencies by implementing initiatives to modernize recruitment and staffing across the federal public service, in order to improve government efficiency and timely decision-making. This includes centralized recruitment and assessment for common positions, strengthened student hiring programs and increased outreach through targeted partnerships. Initiatives such as the Pathway to Mobility exemplify our commitment to promoting stability, mobility and optimal use of the workforce across the public service. We will work closely on this initiative with the Department of National Defence to help it meet recruitment targets, while supporting federal departments and agencies and their employees during periods of financial constraint and workforce reduction. These efforts will ensure timely, transparent and equitable staffing practices while supporting government priorities to attract and retain the best talent.

Our key planned initiatives include enhancing recruitment platforms to deliver secure, mobile-friendly experiences, aligning with the Government of Canada's HR and Pay Transformation, and leading strategic recruitment initiatives to meet government priorities. To reduce systemic barriers in recruitment and assessment, we will refine assessment tools by integrating trauma-informed approaches and enhancing accommodation measures, thereby contributing to fair and timely decisions. We will expand our recruitment strategies, partnering with academic institutions and community organizations to attract new talent to ensure the federal public service can deliver efficient and durable results for Canadians.



Marie-Chantal Girard

President of the Public Service
Commission of Canada

To strengthen oversight and accountability, we will publish the results of the 2025 Staffing and Non-Partisanship Survey, streamline decision-making on political activity requests and conduct outreach on ways to promote compliance with non-partisanship requirements. We will monitor and track the timely implementation of our audit recommendations and corrective actions stemming from our investigations. We also plan to modernize and streamline reporting requirements under the Appointment Delegation and Accountability Instrument to enable timely, data-driven oversight.

Equity and inclusion will remain central to all our program activities, with Gender-Based Analysis Plus and intersectional approaches applied across programs, audits and research to identify and address systemic barriers. Data visualization tools and dashboards will track representation and hiring trends, while accessibility improvements will enhance the inclusivity of recruitment platforms and fairness in second language testing and other assessment services.

Finally, we will leverage artificial intelligence (AI) and modern digital tools to enhance our operations and increase organizational efficiency. We will carefully integrate generative AI in our reporting, analysis and business processes and strengthen workforce readiness through mandatory digital and AI training.

Marie-Chantal Girard,

President

Public Service Commission of Canada

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

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

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Description

The Public Service Commission of Canada safeguards a merit-based, representative, and non-partisan public service, and reports directly to Parliament. It also delivers system-wide recruitment programs and services, performs staffing oversight and supports departments in hiring qualified individuals who reflect Canada's diversity.

Quality of life impacts

The **public service staffing 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 staffing and non-partisanship in government roles have profound implications for employment and job quality. They contribute significantly to overall quality of life by supporting an effective and competent workforce capable of delivering quality programs and services to Canadians. They also promote diversity and inclusion by ensuring that public servants reflect Canada's population and possess the appropriate skills, competencies and qualifications necessary for their roles, enhancing job satisfaction, performance and service outcomes.

[Good governance domain](#) and [confidence in institutions indicator](#)

Merit-based staffing and political impartiality strengthen public confidence in government institutions by ensuring that appointments are free from political influence and based solely on qualifications and competencies, contributing to fairness and equity within Canadian society. A competent and politically neutral public service positively impacts the efficiency of government functions and service delivery and contributes to a trusted public service that acts in the public interest.

[Society domain](#) and [shared values indicator](#) and [knowledge of official languages indicator](#)

Merit-based public service staffing and non-partisanship result in a qualified and competent workforce that effectively serves the public interest, thus elevating the overall quality of life in Canadian society. We are making hiring more inclusive by working closely with departments and agencies to address biases and barriers in the selection process. This includes improving user experience of applicants when applying for jobs using the GC Jobs website, advancing inclusive assessment methods and encouraging self-declaration to promote inclusive practices across the public service to better serve a diverse Canadian society. In addition, the modernized official languages assessment services that we provide to federal departments and agencies equip the public service to deliver programs and services in both official languages supporting more equitable access for all Canadians.

Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Public Service Staffing and Non-partisanship. Details are presented by departmental result.

The PSC made changes to its 2026 to 2027 performance measurement framework in order to align departmental results with the evolving context.

Table 1: The public service staffs in a timely manner a workforce that is merit-based and representative of the population it serves

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Public Service Staffing and Non-partisanship.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of external applicants from outside the National Capital Region	Not available (a)	At least 80%	March 2027
Percentage of official language minority applicants (French-speaking applicants outside of Quebec and English-speaking applicants within Quebec)	2022-23: 11.9% 2023-24: 12.2% 2024-25: 12.0%	At least 11%	March 2027
The workforce composition reflects the workforce availability of employment equity groups	Not available (a)	All Employment Equity-seeking groups meet or exceed the workforce availability	March 2027
Percentage of new hires and internal promotions who fully meet the qualifications of the position (based on merit)	2022-23: Not available (b) 2023-24: 90.1% 2024-25: Not available (b)	At least 98%	March 2027
Number of days waiting to be tested for oral proficiency in the second official language	Not available (a)	Equal to or under 15 calendar days	March 2027
Persons with a priority entitlement are referred, or clearance is provided, to organizations within 5 working days.	Not available (a)	At least 90%	March 2027
Number of days to refer students to managers from the Federal Student Work Experience Program ongoing inventory	Not available (a)	Equal to or less than 2 calendar days	March 2027

Table 2: Public servants perform their duties and serve Canadians in a politically impartial manner

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Public Service Staffing and Non-partisanship.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Number of founded investigations related to political activities	2022-23: 29 2023-24: 9 2024-25: 3	Exactly 0	March 2027
Percentage of employees who are aware of their legal rights and responsibilities regarding engaging in political activities	2022-23: Not available (d) 2023-24: 77% 2024-25: Not available (d)	At least 80%	March 2028
Percentage of decisions on employee requests for permission to seek nomination as, or to be, a candidate in an election rendered within 30 days	Not available (a)	100%	March 2027

Table 3: The PSC effectively monitors departments and agencies' compliance with the public service staffing framework to ensure the integrity of the staffing system

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Public Service Staffing and Non-partisanship.

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of organizations having completed or progressed on implementing system-wide recommendations from Public Service Commission audits (c)	2022-23: Indicator not yet established 2023-24: Not available (e) 2024-25: 80%	At least 90%	March 2027
All of Public Service Commission audit recommendations which it has, as a central agency, completed or is on track to completing within agreed timelines (c)	2022-23: Indicator not yet established 2023-24: 100% 2024-25: 100%	At least 90%	March 2027
Percentage of completed founded investigation cases for which the Commission's ordered corrective actions were implemented (c)	2022-23: Indicator not yet established 2023-24: 100% 2024-25: 100%	At least 90%	March 2027

Notes:

a: This indicator is newly introduced as part of the 2025 to 2026 update of our Performance Measurement Framework; no historical results are available.

b: The data for this indicator is collected through the [System-Wide Staffing Audit](#), which is conducted every 2 years. As a result, data is available every 2 years, with an expected 2-year interval between each audit cycle's data collection and publication.

c: This indicator was previously included within one of the PSC's Programs. As part of the 2025 to 2026 update of our Performance Measurement Framework, it has been incorporated in the Departmental Results Framework. Since the indicator and its methodology remain unchanged, we have reported historical results to maintain continuity in the data series.

d: The data for this indicator is collected through the [Staffing and Non-Partisanship Survey](#) which is conducted every 2 years. As a result, data is available every 2 years, with an expected 2-year interval between each data collection and publication.

e: No audit activities were finalized during fiscal year 2023 to 2024.

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

Plans to achieve results

The following section describes the planned results for Public Service Staffing and Non-partisanship in 2026-27.

The public service staffs in a timely manner a workforce that is merit-based and representative of the population it serves.

The PSC is committed to ensuring a merit-based, inclusive and representative workforce that reflects the diversity of Canada's population. In fiscal year 2026 to 2027, we will advance key initiatives that modernize recruitment systems, strengthen student talent pipelines, expand outreach and enhance fairness and accessibility in staffing and assessment. These efforts will support timely, transparent and equitable hiring practices, as well as government priorities for workforce renewal and modernization.

Results we plan to achieve

- Modernize recruitment systems
 - Enhance the Public Service Resourcing System and the student recruitment system to deliver a secure, inclusive and mobile-friendly digital experience, with simplified navigation to attract diverse talent to the federal public service, including improved job search and application features, dashboards for staffing updates, streamlined document upload, expanded student recruitment capabilities, support for Indigenous hiring commitments and tools for managing large-scale recruitment
 - These upgrades will provide transparent and timely updates for HR advisors and managers, automated notifications to candidates and improved matching accuracy for student programs
- Foster internal mobility and improve retention through the Pathway to Mobility

- A PSC-managed, centralized Government of Canada intake solution for voluntary at-level job opportunities (deployments) at the Department of National Defence
- This pilot project, running from October 2025 until March 31, 2026, includes 8 job inventories covering 31 occupational groups and is open to core public administration employees
- Streamlines intake, screening and placement processes by fostering internal mobility and leveraging existing public service talent
- Provides mobility opportunities for employees, including those with priority entitlements and affected employees, aiming to maximize retention by creating redeployment options during organizational change
- Reduces uncertainty and supports employees in navigating transitions
- Supporting mandate letter priorities by enabling workforce realignment
- Integrate with HR and Pay Transformation
 - Work with Public Services and Procurement Canada to support and align PSC recruitment capabilities with Dayforce, the Government of Canada's approved HR-and-Pay solution
 - The aim is to provide an efficient, cost-effective, interoperable and inclusive recruitment solution
- Lead strategic recruitment initiatives
 - Draw on our recruitment and assessment expertise to lead recruitment processes to respond to federal and departmental priorities.
 - Implement a pilot project to centralize recruitment and assessment services for common positions across the federal public service to prevent duplication of efforts and increase government efficiency, reduce time to staff and improve applicant experience.
- Strengthen student talent pipeline
 - Redesign federal student hiring programs to create a user-friendly experience for early-career entry into the public service
- Expand outreach and branding
 - Enhance the Government of Canada brand and implement targeted outreach strategies with Deputy Minister University Champions, academic partners, functional communities and community associations to attract talent for current and future needs
- Improve assessment services and remote testing solutions
 - Enhance the Candidate Assessment Tool platform and streamline business processes to meet the service standard for oral language testing and respond to urgent staffing needs
 - Monitor and adjust assessment tools to maintain reliability and fairness by further analyzing pass-mark trends and feedback from surveys of candidates belonging to equity-seeking groups

- Develop new test-preparation materials for second-language tests (oral, reading comprehension and written expression) using a trauma-informed approach to reduce test anxiety, enhance fairness and address systemic barriers for all candidates, including those belonging to equity-seeking groups
- Enhance accessibility and equity
 - Ensure timely processing of assessment accommodation requests
 - Implement a remote supervised testing solution to address potential barriers in in-person testing while maintaining test integrity
 - Provide leadership counselling and coaching services tailored to the realities of equity-seeking groups by incorporating a trauma-informed approach to prepare candidates for leadership roles in a safe and inclusive manner
 - Invite participant feedback to inform our strategies and continuously improve our services

Public servants perform their duties and serve Canadians in a politically impartial manner

The PSC is committed to safeguarding the political impartiality of the federal public service, ensuring that public servants perform their duties with integrity and neutrality. In 2026 to 2027, we will advance initiatives to strengthen awareness of non-partisanship obligations, streamline decision-making on political activity requests and enhance oversight through transparent reporting. These efforts will help maintain public trust in a merit-based and politically impartial workforce.

Results we plan to achieve

- Publish 2025 [Staffing and Non-Partisanship Survey](#) result in early 2026
 - Provide insight into employees' awareness of their rights and responsibilities related to political activities and non-partisanship, as well as perceptions of merit, fairness, transparency and organizational staffing policies and practices
 - Support independent oversight of the staffing system and trust in the integrity of the public service, to ensure we remain independently accountable to Parliament
- Streamline decision-making on political activity requests
 - Simplify administrative processes and strengthen the risk framework to ensure timely decisions on employee requests for permission to seek nomination as, or to be, a candidate in an election
- Prevent improper political activity
 - Expand our outreach and provide guidance to all departments and agencies subject to [Part 7 of the Public Service Employment Act](#) to promote compliance with non-partisanship requirements and protect the impartiality of the federal public service

The PSC effectively monitors departments and agencies' compliance with the public service staffing framework to ensure the integrity of the staffing system

The PSC plays a critical role in maintaining the integrity of the federal staffing system by monitoring compliance across departments and agencies. In fiscal year 2026 to 2027, we will strengthen oversight of implementation of audit recommendations and timely corrective actions from investigations, and modernize reporting requirements under the Appointment Delegation and Accountability Instrument. These measures will ensure effective monitoring, transparency and accountability in staffing practices across the public service.

Results we plan to achieve

- Monitor implementation of system-wide audit recommendations
 - Continue our strong oversight through regular monitoring activities to ensure departments have completed or are making progress in implementing our audit recommendations within agreed timelines
 - Ensure the PSC, as a central agency, completes or is on track to complete its audit recommendations within agreed timelines
- Monitor the implementation of corrective actions following founded investigation cases within the required deadlines
- Modernize reporting requirements under the [Appointment Delegation and Accountability Instrument](#), a mandatory deputy head-level reporting requirement to the PSC that explains how delegated staffing authorities were used to protect merit
 - Review and digitize the reporting requirements for easier analysis and to reflect a more modern approach to reporting, more timely oversight and effective monitoring of staffing compliance across departments and agencies

Gender-based Analysis Plus

To support the [Canadian Gender Budgeting Act](#) and ensure our programs advance diversity and inclusion, the PSC will continue to integrate Gender-based Analysis (GBA) Plus considerations across all aspects of its core responsibility. This includes measuring and addressing the impacts of programs and activities on gender and equity-seeking groups, as well as ensuring intersectional approaches in our data collection, research and analysis, and collaborating with Women and Gender Equality Canada (WAGE) in support of its annual GBA Plus survey initiative.

Legislation, Regulation and Oversight Program

- **Advancing equity and inclusion:** The Priority Entitlements Program will implement a multi-year action plan to support veterans and people self-identifying as members of employment equity groups through targeted marketing, education and data-driven initiatives. This will ensure hiring organizations are aware of opportunities to target recruitment and address gaps to align with Government of Canada priorities, ultimately improving representation of equity-seeking groups in the public service. GBA Plus will be incorporated in the regulatory review process to assess impacts of proposed changes on gender and diversity.
- **Intersectional audit approaches:** Horizontal audits and reviews will continue to apply intersectional analysis to identify whether candidates belonging to multiple employment

equity and equity-seeking groups experience differential outcomes compared to other candidates in appointment processes. This approach helps uncover systemic barriers related to gender and diversity and supports more equitable staffing practices.

- **Data-driven research and experiments:** Research, experiments, and data science initiatives will continue to use disaggregated and intersectional methods to examine trends for employment equity and other equity-seeking groups. These efforts provide evidence-based insights informing and supporting inclusive policy development.
- **Data visualization:** The [data visualization hub](#) will continue to feature data on representation within employment equity groups and subgroups, using the [employment equity dashboard](#). The hub will also provide information on individuals appointed under the *Public Service Employment Act* (PSEA) and external hiring activities by employment equity group, accessible through the [PSEA population and hiring dashboard](#).

Staffing Program

- **Monitor fairness in testing:** We will conduct psychometric monitoring of tests and analyze pass-rate trends for second language and occupational tests to identify and address potential adverse impacts of test administration on equity-seeking groups. Candidate feedback surveys will continue to measure perceptions of fairness in testing, including those of employment equity groups. We will reduce systemic barriers and promote equitable access to opportunities for all candidates, regardless of gender or diversity characteristics.
- **Apply an intersectional lens in recruitment:** Core student and non-student recruitment programs will consistently apply an intersectional lens to support a workforce that reflect Canada’s diversity. Potential differential impacts based on intersecting characteristics, such as gender, employment equity status and official language representation, are systematically identified and addressed through disaggregated data collection, research and analysis. We also lead the Diversity and Inclusion and Indigenous Centre of Expertise to share recruitment best practices government wide. This will strengthen representation and ensure recruitment practices are inclusive and responsive to diverse needs
- **Improve accessibility of GC Jobs platform:** We will use the annual GC Jobs Applicant Feedback Survey to assess how persons with disabilities experience the platform compared to other applicant groups. We will draw on insights from this feedback to guide enhancements to make the platform more inclusive and accessible, improving user experience and removing barriers to support equitable participation in hiring processes

Planned resources to achieve results

Table 4: Planned resources to achieve results for Public Service Staffing and Non-partisanship

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$76,116,437
Full-time equivalents	573

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

Program inventory

Public Service Staffing and Non-partisanship is supported by the following programs:

- **Legislation, regulation and oversight**
- **Staffing**

Additional information related to the program inventory for Public Service Staffing and Non-partisanship is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since last year

- The [Core Responsibility Statement](#) was revised to include merit-based “staffing” instead of “hiring” broadening the scope to reflect the full range of support, products and oversight services the PSC provides across departments and agencies, consistent with its legislative mandate for merit-based, non-partisan, and representative staffing
- The Core Responsibility description was streamlined for clarity, emphasizing the PSC’s system-wide role in staffing and oversight
- [Departmental Results](#) have been updated to articulate 3 distinct outcomes aligned with the PSC’s mandate, supported by performance indicators that measure impact in areas where the PSC has meaningful influence
- [Performance Indicators linked to the Departmental Results](#) have been updated to introduce measures that better align with the PSC’s strategic priorities to ensure results on performance provide insights into driving continuous improvement
- [Program Inventory](#): Two programs: “Oversight and Monitoring” and “Policy Direction and Support”, were merged into a single integrated program, “Legislation, Regulation and Oversight”, streamlining expected outcomes to improve monitoring and reporting efficiency.

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:

- acquisition management services
- communications services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services
- management and oversight services
- real property management services

Plans to achieve results

This section presents the PSC’s plans to achieve results and meet targets for internal services.

In fiscal year 2026 to 2027, we will strengthen our internal services to foster an accessible, safe, inclusive and well-functioning workplace, while aligning with broader public service priorities. We will continue to demonstrate sound stewardship, ensure robust internal controls and sound risk management. We will also drive efficiencies in operations by leveraging automation and generative AI to simplify business processes. We will make smart investment in digital and technology to ensure modern tools are available to support our programs and employees in their daily operations. The following initiatives will support achieving these objectives:

Governance renewal and inclusive decision-making

- Strengthen internal governance through a renewed committee structure that simplifies decision-making and promotes inclusiveness
- Standardized terms of reference, clearly defined roles and responsibilities and enhanced governance support will reinforce accountability and consistency
- Includes horizontal committees designed to foster cross-functional collaboration and integrate diverse perspectives
- Committee mandates embed GBA Plus considerations with representation from employee networks, such as Accessibility, Diversity & Inclusion, Official Languages, Values and Ethics, Wellness, Black Employees, Emerging Leaders, Indigenous Employees, Persons with Disabilities, Positive Space, Visible Minorities and Women
- Governance committees apply an intersectional lens to ensure that our programs and policies reflect inclusion, diversity, gender neutrality and quality-of-life factors, and that they mitigate the risk of unconscious biases

Workplace accessibility and accommodation

- Implement facilities upgrades and pilot projects to meet accessibility standards and provide adaptable solutions for all employees in a hybrid work environment. These efforts will help foster a more inclusive, barrier-free workplace that accommodates diverse needs.

- Advance the renewed 2026 to 2028 Accessibility Action Plan by reviewing duty-to-accommodate procedures to align with the [Better Accommodation Project](#) and adopting a “yes by default” approach to managing workplace accommodation requests
- Support employee well-being, ensure timely, inclusive and equitable accommodation measures, and foster a culture of inclusion

Wellness, equity, diversity and inclusion

- The PSC’s Wellness Champion and Wellness Partners Committee are focused on supporting staff well-being by promoting awareness, sharing resources and tools and offering workshops on wellness and mental health
- In addition, we will also develop a renewed equity, diversity & inclusion action plan for 2026 to 2029 to better align our vision (of a workplace where every individual is respected and valued) with broader public service priorities
- This process will involve close collaboration with employee networks to ensure equity-seeking groups have a meaningful voice in strategic planning

Workplace harassment and violence prevention

- Update the PSC *Policy on Workplace Harassment and Violence Prevention*, as part of the regular policy review cycle, to ensure alignment with current legislative requirements to foster a safe and respectful environment, and to clarify roles, responsibilities and reporting mechanisms
- Implement the comprehensive action plan developed to address the findings of the 2024 Public Service Employee Survey, demonstrating our commitment to fostering an inclusive, respectful and high-performing workplace by acting on employee feedback and aligning with government-wide priorities for people management

Workplace safety and security

- Update the PSC *Directive on Security Screening* to align with government requirements that came into effect on February 1, 2025
- As part of the Business Continuity Program, our security team will work collaboratively with regional offices to support threat and risk assessments at each regional office, and contribute to the identification and mitigation of risks, as required

Information Management and Information Technology

- Strengthen digital and information management capacity to better enable program delivery and support a modern, secure and efficient workplace
- Prioritize maintaining and modernizing our critical business applications, including the Public Service Resourcing System, the Priority Information Management System and the Candidate Assessment Tool
- Support automation, digitization and AI-supported initiatives by continuing to explore and experiment and build on knowledge and competencies with targeted training.

Communications Services

- The PSC’s Communications and Parliamentary Affairs will continue to advance the PSC’s mandate by providing high-quality, bilingual, inclusive, and accessible communications products, services, and advice.
- Strengthening client relationships by deepening understanding of our role, managing expectations, and delivering meaningful, measurable results
- Promoting adaptability and efficiency by leveraging digital tools and innovative practices to ensure alignment with long-term organizational goals
- Fostering a supportive work environment by enhancing collaboration, reducing stress, and improving operational efficiency
- Ensuring compliance and impact by upholding communications policies and directives while delivering accessible and inclusive products that effectively engage stakeholders

Financial Management

- Modernize financial management by leveraging business intelligence and generative AI in our financial reporting, internal control and risk-management activities
- This will deliver timely financial insights to support decision-making, enable automated reporting, enhance financial performance tracking and monitoring, support forecasting and scenario modeling, and improve anomaly detection

These internal services initiatives will support the PSC in achieving its departmental results and fulfilling its mandate.

Planned resources to achieve results

Table 5: Planned resources to achieve results for internal services this year

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$22,956,464
Full-time equivalents	158

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

Planning for contracts awarded to Indigenous businesses

The PSC met the 5% target in fiscal year 2024 to 2025, with 7% of contracts awarded to Indigenous businesses. We will continue to comply with the Procurement Strategy for Indigenous Business by implementing the following measures to sustain or exceed the minimum requirement:

- respect the rules, procedures and regulations of Comprehensive Land Claims Areas modern treaties
- participate in training provided by Indigenous Services Canada
- use the draft guidance on contracts awarded to Indigenous businesses as a baseline to meet this objective

- notify Indigenous businesses and partners about upcoming procurement opportunities through requests for proposals
- issue call-ups against standing offers to Indigenous businesses, where feasible
- collaborate with program clients and partners, providing information and encouragement to identify opportunities that consider Indigenous interests
- review past performance and modify procurement strategies as needed to work towards meeting the target

The following mechanisms have been incorporated into our procurement management framework to support achievement of the target by March 31, 2027:

- mandatory application of voluntary set-asides under the Procurement Strategy for Indigenous Business for all informatics services procured through the Task-Based Informatics Professional Services Supply Arrangement
- preparation and submission of the PSC’s 2026 to 2027 Indigenous procurement plan in response to Indigenous Services Canada’s annual call letter
- additional step to validate Indigenous property of companies before finalizing contracts, using the Indigenous Business Directory managed by Indigenous Services Canada
- requirement for all procurement personnel to complete mandatory courses

The PSC projects that 9% of the total value of its contracts will be awarded to Indigenous businesses in fiscal year 2026 to 2027, primarily through the extension of high-value Task-Based Informatics Professional Services contracts.

Table 6: Percentage of contracts planned and awarded to Indigenous businesses

Table 6 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
Total percentage of contracts with Indigenous businesses	7 %	12 %	9 %

Department-wide considerations

- [Related government priorities](#)
- [Key risks](#)

Related government priorities

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

The PSC’s planned activities under its public service staffing and non-partisanship core responsibility support Canada’s efforts to address the [United Nations’ 2030 Agenda for](#)

[Sustainable Development](#) and its [sustainable development goals](#). The PSC's initiatives will contribute to:

- 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 PSC'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](#).

Automation, Digitization and Artificial Intelligence

The PSC will continue to leverage automation, digitization and artificial intelligence (AI) to increase productivity and prevent duplication of efforts, enhance service delivery, support informed decision-making and strengthen its capacity to fulfill its mandate. As automation, digitization and AI solutions are information technology and data tools, their development, deployment and ongoing operations will require sustained support from IT and data services.

To enhance service delivery and operational efficiency, we will:

- advance the Automation, Digitization and AI project by piloting and implementing tools that drive efficiencies, reduce manual effort and support the delivery of our mandate
- further explore machine learning to reduce duplicate records and strengthen protection against fraud and irregularities in assessments
- explore the use of chatbot technologies to support employee onboarding and staffing services, improving the accessibility and timeliness of information shared with PSC employees and hiring managers
- leverage AI-powered tools for code generation, quality control and code optimization to accelerate the development of new applications and enhance existing ones

In the area of AI-driven solutions and innovation, we will:

- strengthen AI integration in communication products and planning by optimizing AI for translation, using generative AI tools to support research and development of presentations, meeting summaries, speaking points and case analyses, while streamlining content development through automated report writing, editing and summarization
- adopt technology for bilingual meetings through simultaneous translation and transcription to promote discussions in an inclusive manner
- continue to develop business intelligence HR dashboards to enable timely, data-driven HR and leadership decisions
- leverage AI for recruitment and assessment, including potential AI-supported assessment tools, personalized feedback for oral language tests, and flagging irregularities during supervised and unsupervised testing

- explore generative AI tools to enhance audit and investigation processes, including extracting key themes from documentation, conducting preliminary risk assessments, consolidating findings and producing communication materials
- leverage AI tools in a Protected B environment to triage investigation requests and produce preliminary analyses

The PSC has introduced its first AI Agent for travel that supports its broader Financial Management Transformation Initiative, aligned with the vision for a digitally empowered public service. The AI Agent provides guidance on travel procedures, reimbursements and financial authorities by drawing on policy instruments such as the National Joint Council Travel Directive and departmental policies. We will continue exploring the AI Agent capability to expand our suite of enhanced services to PSC employees to provide information and guidance on financial policies and processes. This lays the groundwork for future innovations driven by automation, digitization and AI across PSC operations.

Workforce readiness and capacity building

- In support of the AI strategy for the federal public service, the PSC launched its Digital, Data and AI Skills Learning Strategy in September 2025
- Mandatory digital, data and AI training is now integrated into employee performance agreements and learning plans
- Human resources team will continue monitoring progress and align training with Canada School of Public Service courses
- We will measure the impact on operational efficiency and effectiveness of such learning and awareness in 2026 to 2027

Innovations

- Increase AI data readiness by partnering with the [National Research Council Canada's AI Accelerator](#) to structure key unstructured information, including résumés in GC Jobs, and explore AI-based recommender systems and suggestion engines
- Use AI for product development
- Pilot AI solutions for personalized feedback following the PSC's second language oral test
- Test AI-enabled tools to detect irregularities during supervised and unsupervised testing

Through these initiatives, we aim to safely adopt AI across operations, improve efficiency, support informed decision-making and enhance service to employees and Canadians, while ensuring our workforce is equipped to use AI tools effectively.

Key risks

Operating context

We apply risk-informed planning, guided by our Integrated Risk Management Framework, to ensure the effective delivery of our mandate and key priorities. In fiscal year 2025 to 2026, the PSC was

included in the Risk and Compliance Process, which was newly launched across the Government of Canada. This process enables the PSC to assess key risk factors and the status of risk mitigation efforts in critical areas of focus. Looking ahead to fiscal year 2026 to 2027 and beyond, we will strengthen our risk management practices to proactively identify and address emerging risks stemming from changes in the government-wide operating environment, such as fiscal restraint, evolving service demand and modernization initiatives. We will continue to closely monitor ongoing risks and effectively apply mitigation strategies to reduce our exposure to undue risk and ensure fair, timely and efficient service delivery to departments and Canadians.

Risk 1: PSC Capacity to Support the Government of Canada during the Comprehensive Expenditure Review (CER)

Government-wide fiscal pressure resulting from the Comprehensive Expenditure Review will lead to increased workforce adjustment activities and a higher demand for PSC advice and priority entitlement processing. These factors could create capacity constraints that could affect the timely and fair delivery of our support services to departments and agencies.

To mitigate this risk, we will implement the following measures in fiscal year 2026 to 2027:

- advance further automation of processes to enhance advisory capacity by reducing administrative efforts
- maintain operational readiness to support departments and agencies experiencing workforce adjustment needs
- leverage internal pools and streamline staffing mechanisms to rapidly fill priority vacancies
- align capacity decisions with the corporate risk profile to safeguard fairness, timeliness and integrity of staffing processes during periods of increased demand

Risk 2: Aligning PSC Services and Resources with Evolution and Speed of Government-Wide Demand

If demand for PSC recruitment and assessment services fluctuates across departments and agencies due to changing priorities and spending constraints under the Comprehensive Expenditure Review, we may face challenges in realigning our resources quickly enough to meet service needs. This could impact our ability to deliver timely support to the Government of Canada.

To mitigate this risk and keep resources aligned with evolving government-wide needs in fiscal year 2026 to 2027, we will:

- engage departments, hiring managers and HR professionals at all levels to validate service needs and expected uptake
- adapt recruitment and assessment programs based on departmental priorities, applying a continuous improvement approach (“learn-and-grow”)
- work closely with departments and agencies, including those with memoranda of understanding with the PSC, to confirm service needs and intentions
- monitor service volumes and forecasts to inform timely resource allocation

- adjust resource allocation and capacity planning to sustain public service-wide recruitment and assessment support

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 of planned spending for 2026-27 with actual spending from previous years.

In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

This section presents an overview of the department's planned expenditures from 2023-24 to 2028-29.

Budgetary performance summary

Table 7 Three-year spending summary for core responsibilities and internal services (dollars)

Table 7 presents Public Service Commission of Canada’s spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023-2024 Actual Expenditures	2024-25 Actual Expenditures	2025-2026 Forecast Spending
Public Service Staffing and Non-partisanship	65,436,143.00	75,170,674.00	75,785,635.00
Subtotal (s)	65,436,143.00	75,170,674.00	75,785,635.00
Internal services	41,457,721.00	24,955,332.00	24,900,671.00
Total (s)	106,893,864.00	100,126,006.00	100,686,306.00

Analysis of the past three years of spending

Departmental spending and forecasted spending have fluctuated over the past 3 fiscal years, primarily due to staffing levels and the implementation of budget reductions. Between fiscal years 2023 to 2024 and 2025 to 2026, spending decreased from \$106.9 million to a forecasted spending of \$100.7 million, a reduction of \$6.2 million. This decrease is mainly due to a combination of strategies implemented to meet the Budget 2023 reduction commitments, as well as the completion of retroactive payments and one-time lump-sum payments associated with collective

agreements issued in the previous fiscal year. These factors contributed to more streamlined operations and stabilized compensation costs.

In fiscal year 2024 to 2025, we revised our methodology for aligning and reporting resources across our core responsibility and internal services. This change ensures spending and human resources are better aligned with areas of program activities, as demonstrated by the increase in program spending and the corresponding decrease in internal services spending from fiscal year 2023 to 2024 to fiscal year 2024 to 2025, onward.

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

Table 8 Planned three-year spending on core responsibilities and internal services (dollars)

Table 8 presents Public Service Commission of Canada’s planned spending over the next three years by core responsibilities and for internal services.

Core responsibilities and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Public Service Staffing and Non-partisanship	76,116,437	75,532,266	75,564,580
Subtotal	76,116,437	75,532,266	75,564,580
Internal services	22,956,464	21,145,064	21,283,127
Total	99,072,901	96,677,330	96,847,707

Analysis of the next three years of spending

Spending is expected to decrease from \$99.0 million in fiscal year 2026 to 2027 to \$96.7 million in fiscal year 2027 to 2028 and remain stable at \$96.8 million in 2028 to 2029. This \$2.3 million decrease is mainly the result of the Comprehensive Expenditure Review.

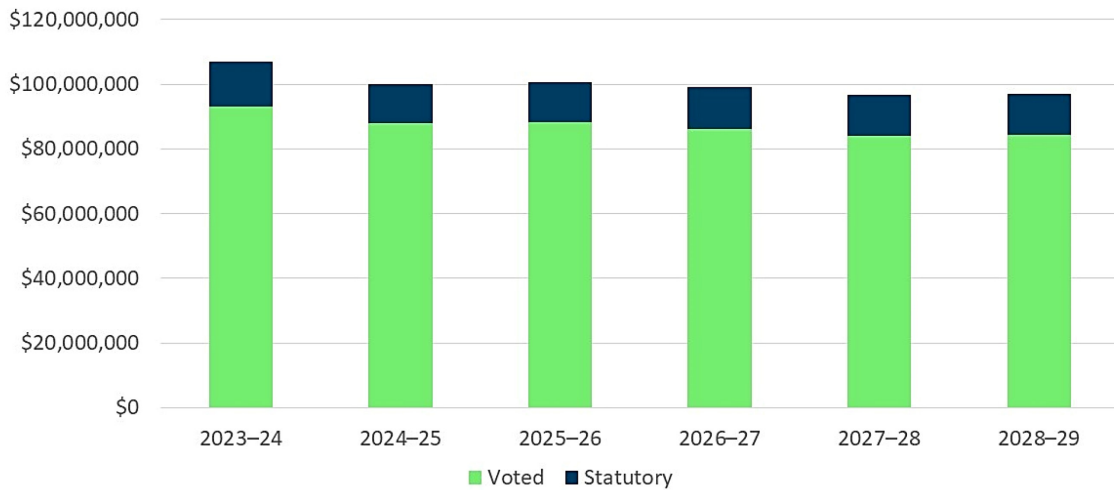
More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

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 2023-24 to 2028-29.



Text description of graph 1

Fiscal year	Total	Voted	Statutory
2023-24	106,893,864	93,209,332	13,684,532
2024-25	100,126,005	88,064,792	12,061,213
2025-26	100,686,307	88,182,179	12,504,128
2026-27	99,072,901	86,039,202	13,033,699
2027-28	96,677,330	84,135,065	12,542,265
2028-29	96,847,707	84,269,093	12,578,614

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

Spending decreased from \$106.9 million in fiscal year 2023 to 2024 to \$100.1 million in fiscal year 2024 to 2025. The decrease of \$6.8 million was primarily due to collective agreements and retroactive payments recorded in fiscal year 2023 to 2024, as well as a reduction in full-time equivalents in fiscal year 2024 to 2025 compared to fiscal year 2023 to 2024.

Spending then remained relatively stable, increasing from \$100.1 million in fiscal year 2024 to 2025 to a forecasted \$100.6 million in fiscal year 2025 to 2026, reflecting strategies implemented to support the refocusing of government spending initiative.

Looking ahead, funding is expected to decrease from \$99.0 million in fiscal year 2026 to 2027 to \$96.7 million in fiscal year 2027 to 2028 and stabilize at \$96.8 million in fiscal year 2028 to 2029 as a result of the Comprehensive Expenditure Review.

For further information on the PSC’s departmental appropriations, consult the [2026-27 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Public Service Commission of Canada’s operations for 2025-26 to 2026-27.

Table 9 Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)

Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. 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.

Financial information	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Total expenses	132,670,236.00	138,331,084.00	5,660,848.00
Total revenues	7,121,951.00	14,263,328.00	7,141,377.00
Net cost of operations before government funding and transfers	125,548,285.00	124,067,756.00	1,480,529.00

Analysis of forecasted and planned results

Expenses: Total expenses for the 2026 to 2027 fiscal year are planned at \$138.3 million, representing a \$5.7 million increase from the previous year’s forecasted total expenses of \$132.7 million.

Revenues: Total revenues for fiscal year 2026 to 2027 are planned at \$14.3 million, representing a \$7.2 million increase over the previous year’s total revenues of \$7.1 million.

Significant variances: Variance of \$1.4 million between 2026 to 2027 and 2025 to 2026 is attributable to planning figures for 2026 to 2027. Planning figures for the 2026 to 2027 fiscal year are based on the overall authorities for the year, whereas the 2025 to 2026 figures are based on the projected spending against the available authorities.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2026-27](#) including a reconciliation of the net cost of operations with the requested authorities, is available on the PSC’s website.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2023-24 to 2028-29.

Table 10: Actual human resources for core responsibilities and internal services

Table 10 shows a summary of human resources, in full-time equivalents, for Public Service Commission of Canada’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the 2025–26 fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Public Service Staffing and Non-partisanship	554	578	578
Subtotal	554	578	578
Internal services	299	173	173
Total	853	751	751

Analysis of human resources over the last three years

The number of full-time equivalents decreased from 853 in fiscal year 2023 to 2024, to 751 in fiscal year 2024 to 2025. This reduction of 102 full-time equivalents is primarily due to the realignment and streamlining of operations. These changes reflect efforts to adapt to evolving priorities and efficiency measures to optimize resource use.

Forecasted full-time equivalents remained steady in the 2025 to 2026 fiscal year at the same level as the actual full-time equivalents in the previous year as a result of realignments in earlier years.

Table 11: Human resources planning summary for core responsibilities and internal services

Table 11 shows information on human resources, in full-time equivalents, for each of Public Service Commission of Canada’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Public Service Staffing and Non-partisanship	573	564	564
Subtotal	573	564	564
Internal services	158	143	143
Total	731	707	707

Analysis of human resources for the next three years

Full-time equivalents are expected to decrease from 731 in fiscal year 2026 to 2027 to 707 in fiscal year 2027 to 2028, then remain stable at 707 in fiscal year 2028 to 2029. This gradual reduction reflects our ongoing efforts to realign and streamline operations under the Comprehensive Expenditure Review, ensuring resources are optimized to support evolving priorities while maintaining service delivery and operational efficiency.

Supplementary information tables

Information on the PSC's departmental sustainable development strategy can be found on [Public Service Commission's website](#).

Federal tax expenditures

Public Service Commission of Canada's Departmental Plan does not include information on 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.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Dominic LeBlanc, P.C., K.C., 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](#)

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 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])

Is 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.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 Speech from the Throne](#).

horizontal initiative (initiative horizontale)

An initiative where two or more federal departments are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

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.

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.