



Quarterly Financial Report

For the quarter ended December 31, 2025 (unaudited)



PUBLIC SERVICE COMMISSION OF CANADA**Quarterly Financial Report (unaudited)**For the quarter ended December 31, 2025

Aussi disponible en français sous le titre : *Rapport financier trimestriel pour le trimestre se terminant le 31 décembre 2025*

Information contained in this publication or product may be reproduced, in part or in whole, and by any means, for personal or public non-commercial purposes without charge or further permission, unless otherwise specified. Commercial reproduction and distribution are prohibited except with written permission from the Public Service Commission of Canada.

For more information, contact

Public Service Commission of Canada
22 Eddy Street
Gatineau (Quebec) K1A 0M7

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

Website of publisher: <https://www.canada.ca/en/public-service-commission.html>

© His Majesty the King in Right of Canada, as represented by the President of the Public Service Commission of Canada, 2026

Cat. No. SC12-4E-PDF (Electronic PDF, English)
ISSN 2819-4101

Cat. No. SC12-4F-PDF (Electronic PDF, French)
ISSN 2819-411X

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

1. Introduction

This quarterly financial report should be read in conjunction with the Main Estimates and Supplementary Estimates for fiscal year 2025 to 2026. It has been prepared by management, as required by section 65.1 of the *Financial Administration Act* and in the form and manner prescribed by the Directive on Accounting Standards, GC 4400 Departmental Quarterly Financial Report. It has been reviewed by the Internal Audit Committee of the Public Service Commission of Canada.

This quarterly report has not been subject to an external audit or review.

1.1 Authority and objectives

The Public Service Commission of Canada (the PSC) is an independent agency established under the *Public Service Employment Act* and listed in schedules I.1 and IV of the *Financial Administration Act*.

A summary description of the PSC's programs can be found in its [2025 to 2026 departmental plan](#).

1.2 Basis of presentation

This quarterly report has been prepared by management using an expenditure basis of accounting. The accompanying Statement of Authorities includes the PSC's spending authorities granted by Parliament and those used by the PSC consistent with the Main Estimates for the 2025 to 2026 fiscal year. This quarterly report has been prepared using a special purpose financial reporting framework designed to meet financial information needs with respect to the use of spending authorities.

The authority of Parliament is required before money can be spent by the government. Approvals are given in the form of annually approved limits through appropriation acts or through legislation in the form of statutory spending authority for specific purposes.

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

The PSC uses the full accrual method of accounting to prepare and present its annual departmental financial statements that are part of the departmental results reporting process. However, the spending authorities voted by Parliament remain on an expenditure basis.

1.3 Financial structure

The PSC has a financial structure comprised of voted budgetary authorities for program expenditures and statutory authorities for contributions to employee benefit plans.

In addition, the PSC has the authority to re-spend certain revenues received from other government departments and agencies in a fiscal year to offset expenditures incurred in that same year, for the provision of assessment and counseling products and services.

PUBLIC SERVICE COMMISSION OF CANADA**Quarterly Financial Report (unaudited)**For the quarter ended December 31, 2025

2. Highlights of fiscal quarter and fiscal year-to-date results

This section highlights the significant items that contributed to the change in resources available for the current year and in the actual expenditures for the quarter ended December 31, 2025.

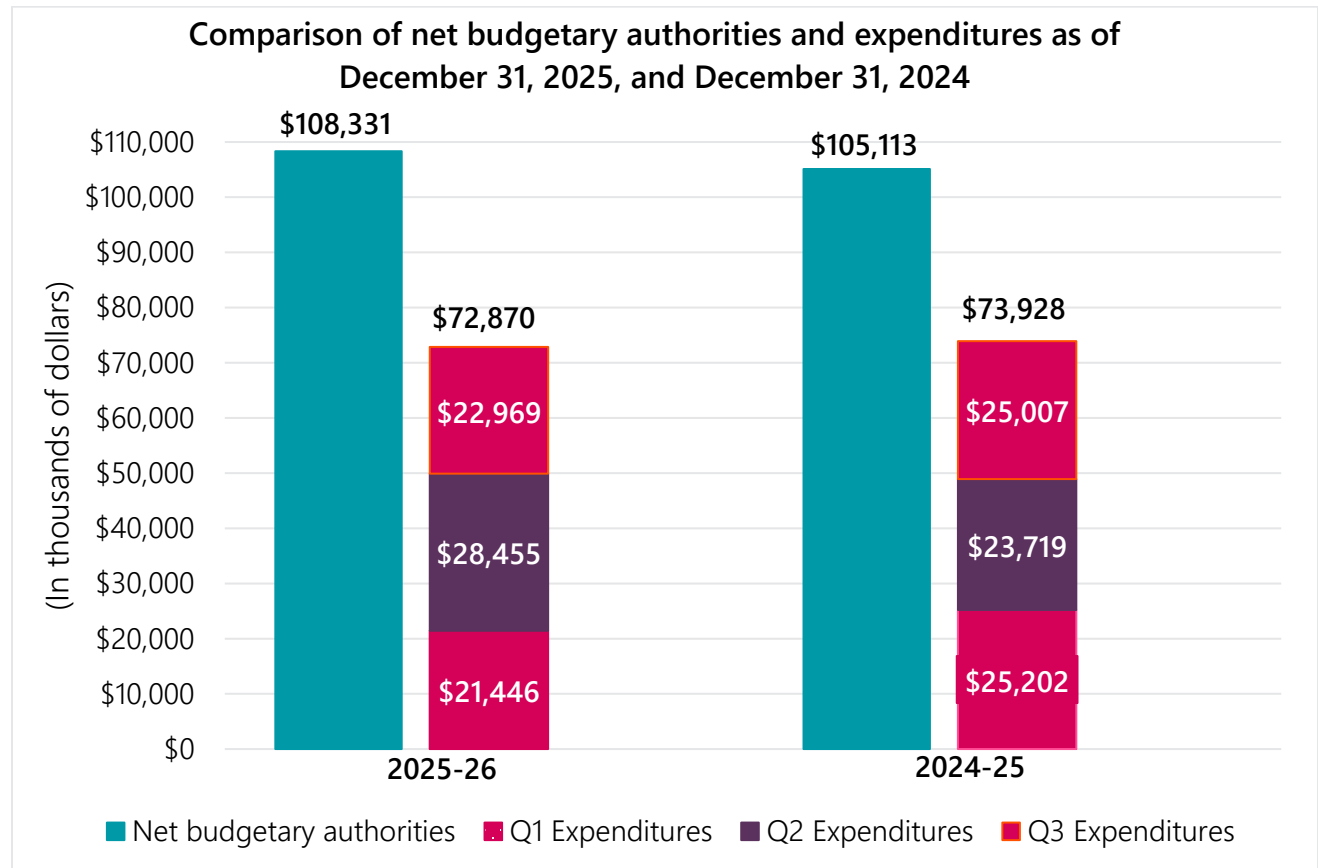
The following graph provides a comparison of the net budgetary authorities available for spending and the expenditures for the quarters ended December 31, 2025, and December 31, 2024, for the PSC's combined Vote 1 – Program Expenditures and Statutory Authorities.

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

Figure 1: Budgetary authorities and expenditures: 2025 to 2026 and 2024 to 2025



The graph shows total net budgetary authorities available for spending of \$108 331 thousand as of December 31, 2025, and \$105 113 thousand as of December 31, 2024. It also shows year-to-date expenditures of \$72 870 thousand as of December 31, 2025, compared to \$73 928 thousand as of December 31, 2024.

Year	Net budgetary authorities	Q1 expenditures	Q2 expenditures	Q3 expenditures
2025-2026	\$108,331	\$21,446	\$28,455	\$22,969
2024-2025	\$105,113	\$25,202	\$23,719	\$25,007

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

2.1 Significant changes to authorities

As shown in Section 6: Statement of Authorities, at December 31, 2025, there was an increase of \$3,218,000 in authorities available for use in the current year, as compared to the previous year.

The variance is due mainly to the following:

- a \$2,634,000 increase in funding from Treasury Board of Canada Secretariat to cover higher current and retroactive salary rates following the implementation of collective agreements in the previous and current year
- a \$1,600,000 increase in funding due to adjustments in employer contributions to employee benefit plans
- a \$634,000 decrease in funding related to a reduction for refocusing government spending
- a \$208,000 decrease in funding as a result of transfers to Shared Services Canada for Microsoft 365 licences
- a \$156,000 decrease in funding as a result of transfers to support the realignment of digital services responsibilities
- a \$102,000 decrease in carry-forward received in fiscal year 2025 to 2026 compared to the previous fiscal year
- an \$84,000 increase in funding received from three other government departments for the Public Service Resourcing System platform for managing staffing and related activities

2.2 Significant variances in net expenditures from prior year

As shown in Section 7: Budgetary expenditures by standard object, total net budgetary expenditures during the quarter decreased from \$25,007,000 in 2024 to 2025 to \$22,969,000 in 2025 to 2026, a variance of \$2,038,000 or 8.15%.

The variance is due mainly to the following:

- a decrease of \$2,691,000 in personnel, mainly resulting from a reduced workforce

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

- a decrease of \$ 507,000 in operating and maintenance spending, resulting from the following:
 - a decrease of \$320,000 in other subsidies and payments, mainly due to a decreased amount in salary overpayments
 - a decrease of \$339,000 in professional and special services, mainly due to a decrease in legal services and a decrease in other professional services
 - an increase of \$97,000 in information costs, mainly resulting from an increase of communications research services
 - an increase of \$51,000 in transportation and telecommunications, mainly due to increased travel
 - a decrease of \$4,000 in miscellaneous expenses

- a decrease of \$1,160,000 in revenues netted against expenditures, offset against expenditures, is attributed to a shift in billing timelines and decline in requests for services:
 - this year, billing was processed as services occurred, whereas last year it was delayed due to internal restructuring, impacting year-over-year revenue comparisons
 - as well, demand for services also declined due to the slowdown in public service hiring

3. Risks and uncertainties

The PSC operates in a dynamic, complex and fast-changing environment that requires it to be efficient, agile and innovative to support representative, non-partisan and merit-based hiring in federal departments and agencies across Canada. As part of its departmental planning and reporting cycle, the PSC reviews its organizational risks annually and conducts regular monitoring. This monitoring includes a strategic analysis of external risk factors and internal vulnerabilities, as well as opportunities to be leveraged, which may have an impact on the PSC's results.

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

The PSC's key risks can be found in its [2025 to 2026 departmental plan](#), which describes these risks in its operating context. The PSC actively mitigates the key risks identified to ensure sound program and service delivery, while enhancing the information technology tools used to provide these programs and services. Also, the PSC's operational risks are identified in its 3-year strategic plan, along with corresponding mitigation strategies. This exercise was undertaken as part of a results-based budgeting initiative. The PSC is also required by the Treasury Board of Canada Secretariat to participate in a newly launched risk and compliance process covering prescribed areas of focus. This process supports the President of the PSC in verifying that the PSC has controls and practices in place to meet its accountabilities under legislation and Treasury Board policy.

To address a potential shift in the federal public service staffing environment as departments and agencies continue to refocus government spending and plan for the implementation of measures from the Comprehensive Expenditure Review to deliver results for Canadians, the PSC will continue to:

- strengthen partnership with communities of practice to maintain the competitiveness of the public service
- advance digital adoption and modernize recruitment, finance and procurement systems
- maintain outreach efforts to colleges and universities to further promote high-quality employment opportunities in the federal public service

At the same time, the PSC continues to actively mitigate risk to public trust in the political impartiality and non-partisanship of the federal public service by:

- investigating allegations of improper political activity and imposing corrective measures
- raising awareness among public servants of their rights and responsibilities related to political activities, and reminding them of related rules and processes

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

The PSC will review requests from employees seeking permission to run for public office, identify risks to political neutrality and impose conditions to address the risks. As well, to address the quickly evolving landscape of information technology and artificial intelligence, the PSC will actively leverage technical upgrades, enhance technological solutions and implement pilot test cases to improve user experience, both for internal and external stakeholders.

4. Significant changes in relation to operations, personnel and programs

There were no significant changes to programs or activities in the PSC during the third quarter, which ended on December 31, 2025.

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

5. Approved by senior officials

Approved by:

Marie-Chantal Girard
President

Émile Wanji, CPA,
Deputy Chief Financial Officer
for
Farhat Khan, CPA
Chief Financial Officer

Gatineau, Canada
February 27, 2026

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

6. Statement of authorities (unaudited)

Fiscal year 2025 to 2026 (in thousands of dollars)

Statement of authorities	Total available for use for the year ending March 31, 2026¹	Used during the quarter ended December 31, 2025	Year-to-date used at quarter-end
Vote 1 – Program Expenditures	94,395	20,670	63,659
Statutory – Refund of Previous Year Revenue	0	0	13
Statutory-Spending Proceed Disposal Crown Assets	0	1	7
Statutory – Employer Contributions to Employee Benefit Plans	13,936	2,298	9,191
Total Budgetary Authorities	108,331	22,969	72,870

1. Include only authorities available for use and granted by Parliament at quarter-end

PUBLIC SERVICE COMMISSION OF CANADA

Quarterly Financial Report (unaudited)

For the quarter ended December 31, 2025

6. Statement of authorities (unaudited)

(continued)

Fiscal year 2024 to 2025 (in thousands of dollars)

Statement of authorities	Total available for use for the year ending March 31, 2025 ¹	Used during the quarter ended December 31, 2024	Year-to-date used at quarter-end
Vote 1 – Program Expenditures	92,778	23,008	65,939
Statutory – Refund of Previous Year Revenue	0	0	2
Statutory-Spending Proceed Disposal Crown Assets	0	3	3
Statutory – Employer Contributions to Employee Benefit Plans	12,335	1,996	7,984
Total Budgetary Authorities	105,113	25,007	73,928

1. Include only authorities available for use and granted by Parliament at quarter-end

PUBLIC SERVICE COMMISSION OF CANADA**Quarterly Financial Report (unaudited)**

For the quarter ended December 31, 2025

7. Budgetary expenditures by standard object (unaudited)

Fiscal year 2025 to 2026 (in thousands of dollars)

Standard object	Planned expenditures for the year ending March 31, 2026	Expended during the quarter ended December 31, 2025	Year-to-date used at quarter-end
Personnel	103,998	22,721	70,043
Transportation and telecommunications	189	100	172
Information	245	136	188
Professional and special services	14,682	1,423	3,342
Rentals	1,796	198	1,578
Repair and maintenance	75	6	22
Utilities, materials and supplies	157	112	204
Acquisition of machinery and equipment	1,284	333	507
Other subsidies and payments	157	(290)	194
Total gross budgetary expenditures	122,583	24,739	76,250
Less: Revenues netted against expenditures	(14,252)	(1,770)	(3,380)
Total net budgetary expenditures	108,331	22,969	72,870

PUBLIC SERVICE COMMISSION OF CANADA**Quarterly Financial Report (unaudited)**

For the quarter ended December 31, 2025

7. Budgetary expenditures by standard object (unaudited) (continued)

Fiscal year 2024 to 2025 (in thousands of dollars)

Standard object	Planned expenditures for the year ending March 31, 2025	Expended during the quarter ended December 31, 2024	Year-to-date used at quarter-end
Personnel	102,085	25,412	71,556
Transportation and telecommunications	120	49	87
Information	249	39	68
Professional and special services	13,947	1,762	3,665
Rentals	1,472	108	1,865
Repair and maintenance	65	5	8
Utilities, materials and supplies	118	111	172
Acquisition of machinery and equipment	1,191	421	496
Other subsidies and payments	118	30	224
Total gross budgetary expenditures	119,365	27,937	78,141
Less: Revenues netted against expenditures	(14,252)	(2,930)	(4,213)
Total net budgetary expenditures	105,113	25,007	73,928