

**Public Service Human Resources
Management Agency of Canada**

2006–07 Estimates

Report on

Plans and Priorities

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President of the Treasury Board

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Section I: Messages

1.1 Minister's message



As the new President of the Treasury Board responsible for the Public Service Human Resources Management Agency of Canada, I am pleased to present the Agency's *Report on Plans and Priorities* for 2006–07.

The new government has committed to a clear set of priorities—one of which is to improve Canadians' faith in public institutions by making government more accountable and more effective. In support of this priority, the government has introduced a solid piece of legislation and a clear plan of action: the *Federal Accountability Act* and

Action Plan that will shape a new vision for a more effective and accountable government for all Canadians.

This new vision is also essential for public service employees who work hard and are dedicated to the public interest. To perform, they must be well supported and have faith and pride in their institution. In return, they should be recognized for their contribution. People are at the heart of management. Through their professionalism and engagement, they drive change and make it work. In addition, people are not only the most important but also the largest asset for the government—Canada's largest employer.

As such, the Agency will be instrumental in assisting the government in implementing its agenda.

First, the priority for the Agency will be to support the government in the implementation of new whistleblower protection legislation through the *Federal Accountability Act*, that will establish a comprehensive set of mechanisms for the disclosure of wrongdoing in the public sector, including protection for individuals who make disclosures, while ensuring a fair process for those against whom allegations are made.

At the same time, the Agency will further embed and support a strong culture of integrity, ensuring that employees clearly understand public service values and ethics, and that public service organizations assess, report, and continuously improve their performance and management practices.

In addition, the Agency will augment its efforts to strengthen accountability and transparency in all other aspects of human resources management. The Agency will pursue initiatives to better assess and report performance of departments and agencies against a more comprehensive set of consistent standards. This includes the preparation of the first annual report on the state of human resources management that I will table in Parliament during the fiscal year.

The Agency will also intensify its efforts to re-build human resources planning capacities at the departmental and governmental levels, including the provision of seamless access to more

pertinent, timely, and reliable information—a prerequisite for any effective accountability system.

To complement this effort, the Agency will develop government-wide approaches to workforce and succession planning in order to facilitate the work of departments in dealing with similar transition issues, developing recruitment strategies, in common priority areas where demographic challenges or skill shortages exist, including in the Executive and feeder groups, and leadership development programs.

This approach to human resources planning and talent acquisition and management will be designed to support a representative and accessible public service that draws upon talent from all regions.

These initiatives will also be instrumental for the effective application of the *Public Service Modernization Act* (PSMA), which came into force on December 31, 2005. Over the last two years, a key focus for the Agency has been to lead the implementation of this Act. Looking ahead, the focus will be to provide departments and agencies with the direction and support they need to exercise their new responsibilities, monitor and report on the performance of the PSMA and, finally, prepare for its legislative review by 2010, and ensure the renewal of the public service.

In support of these transformations, the Agency has also begun to implement a new learning policy with mandatory requirements in key areas, particularly values and ethics, and accountability. These new requirements will have an impact on a large number of employees. A priority will be to support and monitor the effective implementation of this new learning policy.

Finally, the Agency will further advance a series of initiatives to rejuvenate the essential building blocks for cost-effective human resources management, including the renewal of the human resources component of the Treasury Board's policies, the modernization of the classification system, increased support of the human resources specialists community, and the establishment of more efficient corporate processes, systems, and internal service delivery models.

Undoubtedly, these transformations, and the reinforcement and maintenance of a strong culture of public service values and ethics and the renewal of the public service will require cultural change and the engagement of all employees, including unions. The Agency will be a strategic leader in contributing to this effort, in particular through pride and recognition programs.

The trust of Canadians in their political and administrative institutions has been significantly challenged by political scandal. The Agency's priorities will significantly contribute to a more effective and accountable Government. I therefore encourage all Canadians, parliamentarians, and federal public service employees to read this Report.

The Honourable John Baird, P.C., M.P.
President of the Treasury Board

1.2 Management representation statement

I submit for tabling in Parliament the 2006–07 *Report on Plans and Priorities* (RPP) for the Public Service Human Resources Management Agency of Canada (the Agency).

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2006–07 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*.

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance.
- It is based on the Agency's approved Program Activity Architecture as reflected in its Management Resources and Results Structure (MRRS).
- It presents consistent, comprehensive, balanced, and reliable information.
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat in the RPP.

Nicole Jauvin, President
Public Service Human Resources Management Agency of Canada

Section II: Overview

2.1 Our mandate and strategic outcome

Our mandate is to modernize and foster continuing excellence in people management across the public service.

This is the third *Report on Plans and Priorities* for the Public Service Human Resources Management Agency of Canada (the Agency), which was created on December 12, 2003.

The Agency is part of the Treasury Board Portfolio, along with the Treasury Board of Canada Secretariat and the Canada School of Public Service. It is one of

the strategic arms of the Treasury Board to exercise its oversight and leadership responsibilities in human resources (HR) management in the public service—Canada’s largest employer.

Its creation is anchored in the necessity to rejuvenate, strengthen, and modernize HR management in the public service—a sector where investments and changes have been limited for many years, leading to systemic challenges in various areas.

Indeed, until recently, HR legislation and practices had not changed for almost four decades in the federal public service. As a result, over the years, essential HR management functions had become outdated, too complex, and inflexible; managers had little say in HR decisions; and, HR management capacities in core areas had been eroded, resulting, in particular, in limited planning and performance monitoring systems to support effective accountability in this area.

At the same time, public service employees and managers have been facing increasing challenges, including rising demand for services, resource constraints, talent shortages, the changing nature of work, as well as constant pressures for greater efficiencies, notwithstanding the necessity to restore Canadians’ confidence in their public service.

In this context, the Agency was created to modernize and foster continuing excellence in people management across the public service. Its primary focus is to implement and support **a new HR management regime**—one that enables managers and public service employees to deliver better results for Canadians. Acting on behalf of the employer (the Treasury Board), its role is to provide the leadership and focus needed to promote, enable, and ensure effective and results-driven people management across the public service.

As such, the Agency contributes to the strengthening and modernizing of public-sector management as a whole and therefore supports all of the Government of Canada Outcomes. The Agency’s vision is to serve Canadians by striving for a *workforce and a workplace second to none*.

The Agency’s *strategic outcome* is a modern, professional public service dedicated to the public interest and supporting ministers in democratic governance, representative of the Canadian public, and serving Canadians with excellence in the official language of their choice, with employees effectively and ethically led in a high-quality work environment respectful of their linguistic rights.

2.2 Roles of the Treasury Board and central agencies in HR management

The Agency is part of the [Treasury Board](#) portfolio. As the general manager and employer of the public service, the Treasury Board is the government's management board, overseeing the operations of the government. It manages the government's financial, personnel, and administrative responsibilities and establishes policies that govern each of these areas.

In its role as the **management board** of government, the Treasury Board promotes improved management performance and develops policies and priorities to support the prudent and effective management of the government's human, financial, information, and technology resources.

As the **employer**, the Treasury Board is responsible for HR management in the public service and the determination of terms and conditions of employment. It is the principal employer within the government and the employer of the majority of employees working in departments and agencies and other portions of the public service identified in schedules I and IV of the *Financial Administration Act*. These employees are appointed under the *Public Service Employment Act*. This group of employees makes up the core public administration.

There are three organizations within the Treasury Board portfolio, each playing a unique role in supporting the Board's role as the general manager and employer: the [Treasury Board of Canada Secretariat](#) (the Secretariat), the [Canada School of Public Service](#) (the School), and the Agency.

- The **Secretariat** provides advice and support to Treasury Board ministers in their role of ensuring value for money and provides oversight of the financial management functions in departments and agencies. From an HR management perspective, the Secretariat manages compensation, pensions, benefits, and labour relations.
- The **School** was created on April 1, 2004, through the consolidation of training functions from various organizations to serve as a common learning service provider for the federal public service, as well as to bring a more unified approach to serving the common learning and development needs of public service employees.
- The **Agency** brings together most of the HR management functions that the Treasury Board is responsible for as the employer, chiefly:
 - values and ethics (including the *legislation for disclosure of wrongdoing*);
 - implementation of the *Public Service Modernization Act* (PSMA);
 - HR planning, accountability, and reporting to Parliament;
 - management and modernization of the classification system;
 - employment policy;
 - learning policy;
 - management of all aspects of the Executive Group; and
 - employment equity and the official languages programs.

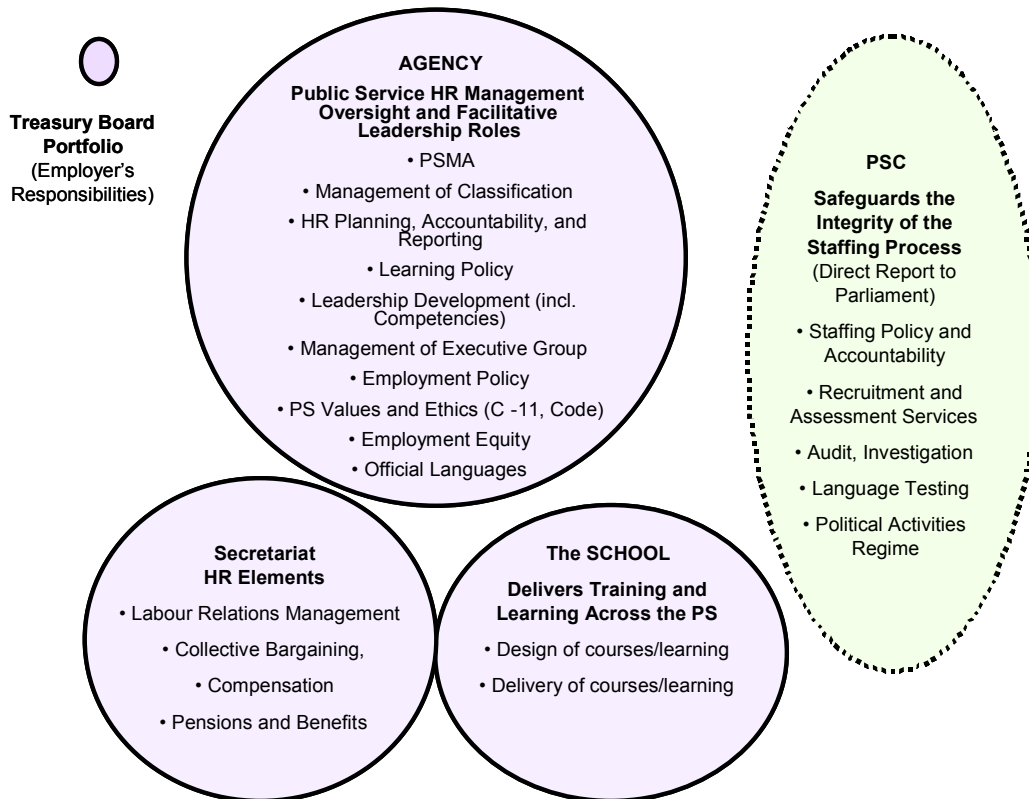
All the Agency programs cover the core public administration, which represents about 185,000 employees from 84 public service organizations. The program that supports the *Official Languages Act*, however, covers about 200 institutions, including some private organizations such as Air Canada and NAVCAN, for a total of about 460,000 employees.

Finally, for all these programs, the Agency has both an oversight and enabling role. On the one hand, it must set policies and standards, and then monitor and report to Parliament on the performance of departments and agencies in the area of HR management. On the other, it must facilitate the work of departments and agencies and be an agent of change.

As such, the Agency is different and complementary to the **Public Service Commission of Canada (PSC)**. While the Agency acts on behalf of the Treasury Board (the employer), the PSC is an independent agency reporting directly to Parliament. It is primarily responsible for safeguarding the integrity of the staffing system. It also provides public service-wide recruitment services.

The chart below summarizes the main roles and responsibilities of central agencies regarding HR management across the public service.

Main Roles and Responsibilities of Central Agencies for HR



2.3 The new HR management regime and challenges ahead

Since its creation, a key focus for the Agency has been to lead the implementation of the new ***Public Service Modernization Act*** (PSMA), which received Royal Assent in November 2003. This new Act represented the most significant transformation in more than 35 years in HR management, transforming the way public service employees are hired, developed, and managed.

Indeed, prior to the PSMA, HR legislation had not kept pace with changes for almost four decades. The staffing processes had become too cumbersome, constraining, and lengthy; the delivery of training programs was too fragmented; and the conflict resolution system was mainly based on rules instead of dialogue, mutual interests, and co-development. As a result, the PSMA led to profound legislative changes in strategic areas. In particular, the PSMA was designed to:

- modernize staffing to support managers in getting the skilled employees they need, faster;
- promote more collaborative and constructive labour-management relations;
- provide all employees with access to more integrated and accessible training programs; and
- clarify roles and responsibilities in the area of HR management across the public service.

Thus, the PSMA has been a major turning point for HR management in the public service, beginning the establishment of a **new HR management regime**. One of the most significant changes is the shift in primary responsibility for HR management away from central agencies into the hands of deputy heads and from HR professionals to line managers. Indeed, managers now have more authority and flexibility—but also more responsibility and accountability—to manage their people. Under the PSMA, most staffing actions are now delegated from the PSC to deputy heads and through them to the lowest possible level. There is also a new definition of “merit” that moves away from the rules-based concept of “best qualified” to a values-based approach that allows managers to hire, more efficiently, the right fit for the organization by considering the current and future skills needed within the entire organization—not just for the job. Deputy heads can also customize their staffing systems to meet the specific business needs of their organization, and managers have greater flexibility and discretion to use their own judgment in assessing candidates and making staffing decisions.

Since December 2005, the PSMA has come into force and the implementation of the new infrastructure required to support the Act is well-advanced. The next step is to bring this new infrastructure to maturity and take full advantage of the benefits of the PSMA. However, while the PSMA has been the catalyst for HR management modernization, it must also be complemented by transformations in other areas that affect the performance of HR management.

In particular, considerable capacity building in the area of **HR planning and accountability** is required. This is not only a prerequisite for the greater delegation resulting from the PSMA, but also essential for contributing to the strengthening of accountability, transparency, and trust in the public service as a whole. However, this is an area where a lot remains to be done.

This includes the rationalization of the HR component of **Treasury Board policies**, which are at the heart of what we do as a central agency, followed by the implementation of effective HR programs and services. However, while progress has been made over the last years, making more than 100 HR policy instruments simpler, more integrated, and results-based is a complex project, and further efforts must be made to complete this initiative.

Another pressing challenge is the necessity to embed **public service values and ethics** at all levels across the public service, including the implementation of legislation regarding the disclosure of wrongdoing. Public service values and ethics transcend all management disciplines and are the foundation required to support any strong culture of accountability, integrity, and transparency.

At the same time, the Agency must sustain the **modernization of the classification system** and lead the re-engineering of corporate **HR processes and information systems**—two strategic areas that are essential to strengthen accountability, decision making, and reporting while driving efficiencies and in enabling a simplified and more flexible staffing system resulting from the PSMA. The modernization of the classification system is also a key element for pay equity, compensation, collective bargaining, and labour relations management, for which the Secretariat has responsibility.

Another area of focus is to improve how we address—from a government-wide perspective—**HR capacity** issues resulting from emerging shortages of knowledge and skills in core functions rather than relying solely on the initiative of individual departments. Departmental HR planning and public service renewal efforts and recruitment strategies must also be facilitated at the government level in order to respond in a more timely and efficient manner to common HR capacity needs.

Such a government-wide approach to the management of HR capacity issues is also a key enabler to better support the PSMA objective of a simplified and more responsive staffing system. It is also essential for better achieving targets and required cultural changes in the areas of **official languages** and **employment equity**, thereby contributing to a more inclusive, representative, and accessible public service.

The management and development of **leadership** is also a top priority. The Executive Group plays a critical role in delivering on the priorities that are mentioned above (particularly in the areas of values and ethics, and accountability). However, the Executive and feeder groups face their own demographic challenges in various areas, including succession planning, skills development and mobility.

Finally, in strengthening further the administration of the public service, a priority for the Agency is to implement a new **learning policy** with mandatory requirements in key areas, particularly for new employees, core functional groups, as well as supervisors at all levels.

All these transformations constitute key pieces of an emerging new HR management regime and a renewed public service—a regime marked by greater delegation and increased accountability. Traditionally, central agencies were described as “rule-driven” and “enforcement-oriented.” In this new regime, the Agency has a dual role: on one hand, it has to enable organizations to meet

the new standards for HR management and, on the other, it must oversee monitoring systems designed to facilitate accountability and transparency in a spirit of continuous improvement.

The real culture change made possible by the PSMA lies in going beyond the letter of the law to embrace the spirit of modernization and public service renewal, as well as in creating a shift in our mindset as to how we approach HR management in the public service. This will require sustainable **change management** programs and **engagement strategies** at all levels.

2.4 Our strategic planning framework

To implement and support the new HR management regime presented in the previous section, the Agency articulates its priorities and plans around three interrelated program activities (or strategic outcome components). Each of these three program activities is composed of key results areas.

Modernized HR management and strengthened accountability

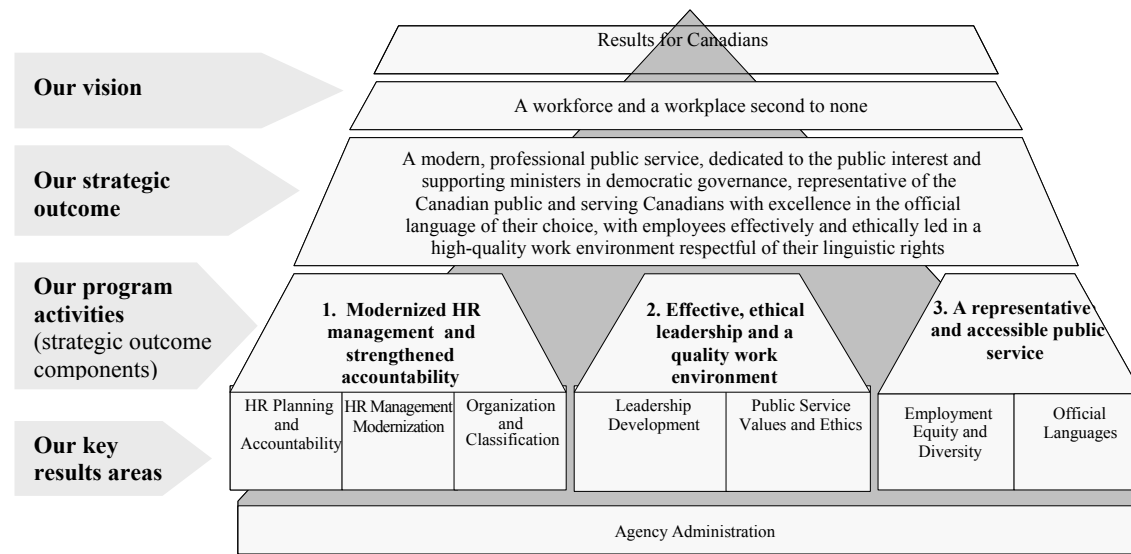
- Optimize and sustain PSMA benefits in the long run
- Modernize the Public Service Classification System
- Strengthen HR planning, accountability, reporting, and transparency

Effective, ethical leadership and a quality work environment

- Foster strong, effective learning and ongoing leadership renewal
- Promote and embed public service values and ethics at all levels

A representative and accessible public service

- Achieve and preserve employment equity plans and priorities
- Achieve and preserve official languages plans and priorities



An overview of the context, objectives, and plans for each of these key results areas is presented in section 2.6.

2.5 Our financial and human resources at a glance

Total for the Agency

	2006-07	2007-08	2008-09
Financial Resources (\$ millions)	104.7	68.3	67.4
Human Resources (Full-time equivalents)	667	488	479

Total by Program Activity

	Planned Spending		
	2006-07	2007-08	2008-09
Modernized Human Resources Management and Strengthened Accountability	47.8	16.7	16.7
<ul style="list-style-type: none"> Optimize and sustain <i>Public Service Modernization Act</i> benefits in the long run Modernize the public service classification system Strengthen HR planning, accountability, reporting, and transparency 			
Effective, Ethical Leadership and a Quality Work Environment	43.7	40.9	40.0
<ul style="list-style-type: none"> Foster effective learning and ongoing leadership renewal Promote and embed public service values and ethics at all levels 			
Representative and Accessible Public Service	13.2	10.7	10.7
<ul style="list-style-type: none"> Achieve and preserve employment equity plans and priorities Achieve and preserve official languages plans and priorities 			
Total	104.7	68.3	67.4

As illustrated above, the Agency's total planned spending is expected to decrease by \$37.3 million (or 36%) over the next three years, from \$104.7 million in 2006-07 to \$67.4 million in 2008-09. This net decrease is mainly explained as follows:

- Modernized human resources management and strengthened accountability:** a decrease of \$23.4 million in approved funding to address mandated provisions of the *Public Service Modernization Act* and of \$7.7 million for the reform of the Classification System.

- **Effective, ethical leadership, and a quality work environment:** a decrease of \$2.7 million in approved funding to address mandated provisions of the *Public Service Modernization Act*, a decrease of \$0.5 million due to ending of authorized spending for support activities, and savings of \$0.5 million resulting from the Expenditure Review Committee exercise.
- **A representative and accessible public service:** a decrease of \$1.9 million in approved funding to address mandated provisions of the *Public Service Modernization Act*, a decrease of \$0.5 million due to ending of authorized spending of some initiatives related to employment equity, and savings of \$0.1 million resulting from the Expenditure Review Committee exercise.

2.6 Overview of key plans and priorities by program activity

This section presents an overview of the Agency’s most significant priorities and plans for each of its three program activities:

- modernized HR management and strengthened accountability;
- effective, ethical leadership and a quality work environment; and
- a representative and accessible public service.

2.6.1 Modernized HR management and strengthened accountability

This program activity is at the heart of the modernization of HR management in the federal public service.

As previously mentioned, the Agency has as its primary mandate to strengthen and rejuvenate HR management—a sector where investments and changes have been limited for many years, leading to systemic challenges in various areas.

To address these challenges, the Agency has articulated its strategy around three key results areas: the implementation and support of the *Public Service Modernization Act* (PSMA); the modernization of the Public Service Classification System; and the establishment of effective and integrated HR planning and accountability systems.

Optimizing and sustaining PSMA benefits in the long run

The implementation of the PSMA has been the catalyst for the modernization of HR management. Passed in November 2003, this Act began a new era of HR management in the public service, transforming the ways public service employees are hired, managed, and supported.

The goals of this Act are multi-faceted. First, it is designed to establish a simplified and more flexible staffing system by empowering managers to attract and hire the right people when and where they are needed. Second, it aims to create a more effective working environment by fostering more collaborative labour-management relations. Third, it clarifies roles and

strengthens accountability for deputy heads and their managers. Finally, it provides employees at all levels with better and more integrated access to continuous learning.

Today, all legislative components of the PSMA have come into force. The new management infrastructure required to support the legislation is being implemented and the effective integration of the Act's HR management requirements into the operations of departments and agencies has begun. Looking ahead, the Agency, in support of its overall stewardship obligations, will continue its efforts and leadership to realize the full advantages of PSMA benefits, as well as to ensure their sustainability in the long run.

Among the main priorities, the Agency will complete the review of specific HR policies that are required to support deputy heads, managers, and HR professionals in exercising their new prerogatives and responsibilities. It will also establish new centres of policy expertise to better support departments and agencies in these areas, including matters related to the new employment policy, staffing recourse, and the new Informal Conflict Management System resulting from the new *Public Service Labour Relations Act*.

Another key priority for the Agency will be to monitor PSMA initiatives and report through the use of an effective performance measurement infrastructure, including departmental assessments and reporting and accountability mechanisms, as well as a comprehensive set of measures and expectations.

At the same time, the Agency will provide leadership and supporting initiatives to bring about the transition and change management necessary for ongoing sustainability of the PSMA and HR modernization. In particular, PSMA funding will continue to be provided to departments and agencies; ongoing communications and training programs will be delivered; new monitoring and guiding change management activities will be implemented; ongoing support will be provided to small agencies; and a major effort will be made to recruit post-secondary graduates in HR and mid-career HR professionals across Canada.

Finally, the Agency will complete the system changes required to support PSMA new information management requirements and continue to assist departments and agencies in moving towards more common HR processes, systems, and services.

***Modernizing the
Public Service
Classification System***

Sustainable modernization of HR management requires modern systems for organizing and evaluating the work that public service employees perform for Canadians. This is not only a key element for pay equity, compensation, collective bargaining, and labour relations management but also a prerequisite to support the PSMA objective of a more effective, simplified, and flexible staffing system. Begun in 2003, classification modernization is progressing well. As we move forward, the Agency will continue to build on the foundation established over the past three years.

First, the Agency will continue to make progress on updating and modernizing the classification standards of various occupational groups. At the same time, it will complete the transfer of the qualification standards from the PSC and will initiate the development of new or updated qualification standards in targeted areas.

Further progress will also be made towards the update of the classification policies and guidelines. The goal is to ensure greater accountability on the part of, and provide greater flexibility to, the managers who use the classification system and to the HR professionals who advise them.

Investments will also be made in the development and support of the classification specialist community through targeted recruitment and retention initiatives; the completion of a new training module; and a better use of the Web-based technology to drive efficiencies.

In the area of performance reporting, using the Classification Monitoring Framework, several departments provided their first classification program monitoring reports by March 2006, as planned.

These monitoring activities will be ongoing and expanded to additional departments thereafter. A cost-tracking system to assess the classification standards modernization costs in departments (including the Agency) will also be operational, generating reports in 2006–07.

***Strengthening HR
planning,
accountability,
reporting, and
transparency***

This is the third building block supporting HR management modernization. Effective HR planning and accountability are not only essential to balance the greater delegation resulting from the PSMA but also critical for achieving a strong culture of accountability. However, this is an area where considerable capacity building is required. Building on the foundation established over the last two years, the Agency will continue to focus on targeted improvements in re-building HR planning capacities and in strengthening accountability and transparency to Parliament.

For HR planning, the Agency will deliver in 2006–07 the new Succession Management Tool and an updated version of the Integrated HR and Business Planning Tool Kit, to better reflect best practices and policies. In addition, to better support departments and agencies with more pertinent needs assessments to support planning and HR management, the Agency plans to increase its own research and analytical capacities, starting in 2006–07.

At the same time, the Agency will strengthen the dissemination of HR data and intelligence through a stronger Web presence. In doing so, it will continue to develop the Employee Passport initiative to transfer electronic employee records securely between departments—a key step towards the creation of the Central Public Service Employee Database accessible by all departments and agencies. This will begin in 2006–07.

The Agency will also take on a leadership role in developing government-wide strategies to complement and facilitate departmental HR planning and recruitment efforts in common priority areas. This approach will begin to be implemented in 2007.

On another front, the Agency will begin the implementation of the HR management performance indicators through the [Management Accountability Framework](#). Once implemented, these performance indicators should provide a stable baseline measurement against which progress will be assessed and reported to Parliament. The implementation of these performance indicators

will be facilitated through the development of practical tools. The new HR Information Management, Planning and Accountability Policy will also be finalized.

The Agency will also focus on making more accessible key information on the performance of HR management across the public service, including results from the public service employee surveys, through a Web-based reporting system.

Finally, during the fiscal year, the President of the Treasury Board will table in Parliament the first annual report on HR management across the public service, as required under the PSMA. The report will cover a range of aspects of HR management in 2005-06.

2.6.2 Effective, ethical leadership and a quality work environment

Competent, ethical, accountable, and vibrant leadership is a key factor in successfully modernizing HR management and re-establishing trust in the public service. This is particularly true in the context of greater delegation resulting from the *Public Service Modernization Act* (PSMA), in which leaders need to understand their responsibilities and how to discharge them.

As a result, a key program activity for the Agency is to foster and support the development of highly competent leaders, guided by the highest ethical standards and able to create and sustain a quality work environment.

In addition, as the policy centre for learning, the Agency sets the direction and learning requirements for all public service employees, recognizing that career-long learning is a key success factor to develop and maintain a highly competent and ethical workforce.

In this regard, the Agency's priorities are articulated around two key results areas: foster effective learning and ongoing leadership renewal; and, promote and embed public service values and ethics at all levels.

Fostering effective learning and ongoing leadership renewal

As presented in the Agency's last departmental performance report, significant progress has been made in this area over the last two years. Looking ahead, a key priority for the Agency will be to monitor the implementation of the *Policy on Learning, Training and Development*. In support of this, the Agency will develop standards, directives, and guidelines for public service employees and managers, as well as establish the infrastructure required to monitor and report on their effective implementation. The Agency will also provide policy advice and tools to departments and agencies and will work in collaboration with the Canada School of Public Service to ensure courses developed to support the new Policy meet the employer's knowledge standards.

The new integrated leadership development programs will also be implemented and the need for additional programs will be examined. The Agency will support departments in the recruitment of high-potential leaders for accelerated and tailored development, particularly in the HR and financial communities. The Agency will also assist regional councils and other functional communities where there are shortages.

The revised key leadership competencies, established in August 2005, will be an integral part of leadership development planning. The Agency will also provide assistance to departments and other partners to integrate this profile into their HR management activities and monitor the effective integration of the profile.

The Agency will also create an integrated framework to enhance the management of all aspects of HR for the executive community.

All these transformations will need to be supported by effective change management programs to engage public service employees and leaders in career-long learning and skills development.

Promoting and embedding public service values and ethics at all levels

2006–07 is the third year of development for the Office of Public Service Values and Ethics, created in fall 2003. Since then, many key elements of the foundation for a strong culture of public service values and ethics have been put in place.

Looking ahead, a high priority will be to support the government in the further development and implementation of disclosure protection legislation.

In addition, there will be continuing efforts to develop widespread employee awareness, understanding, and application of public service values and ethics. These include a new series of learning, communications, change management, and engagement measures for leaders and employees, as well as certification programs to ensure responsible departmental officials have the capacity to promote public service values and advise on ethical issues.

At the same time, additional support will be provided to help departments and agencies meet their accountabilities in this area. In particular, in 2006–07, the Agency will complete the development and implementation of the public service values and ethics component of the Management Accountability Framework. To support this, departments and agencies will also be provided in 2006–07 with a road map for assessing and continuously improving their performance in this area. A measurement and evaluation strategy for collecting, assessing, and reporting performance against public service values and ethics will also be put in place.

On another front, the Agency will continue to ensure its policies that contribute to a culture of integrity are effectively implemented. This includes the update of the policy and systems for preventing and resolving cases of harassment and the *Policy on the Indemnification of and Legal Assistance for Crown Servants*. A strategy will be developed to ensure workplace well-being principles are part of departmental HR management regimes.

For all these areas, the Agency will also continue to strengthen its support to public service communities of practice in values and ethics.

2.6.3 A representative and accessible public service

The *Employment Equity Act* commits the government to achieve equality in the representation and participation of four designated groups: women, Aboriginal peoples, members of visible minorities, and persons with disabilities.

The *Official Languages Act* commits the government to serve Canadians in the official language of their choice, enabling employees in bilingual regions to work in their language of choice and ensuring equitable participation of English- and French-speaking Canadians.

Significant progress has been made since these acts came into force.

***Achieving and
preserving
employment equity
plans and priorities***

Since the first annual report on employment equity a little over a decade ago, there continues to be strong statistical evidence that the situation for members of the designated groups has been improving—especially for women, Aboriginal peoples, and persons with disabilities. Representation rates in the public service for these three groups have now surpassed our workforce availability goals.

However, improvements can be made to increase the representation of persons in visible minority groups. Progress continues to be made towards narrowing the gap between representation and our workforce availability goal for this group.

Over the planning horizon, the Agency will intensify its efforts to assist departments and agencies to meet employment equity goals, in particular those relating to recruitment and career development for the visible minority group. It will also continue to improve participation and career advancement for women, Aboriginal peoples, and persons with disabilities.

The Agency will emphasize accountability of departments and agencies in the recruitment and career development of visible minorities. This includes the establishment of mechanisms to hold senior managers more accountable for results in meeting employment equity goals.

At the same time, the Agency will lead and support the development and implementation of an anti-racism strategy to facilitate the achievement of a welcoming corporate culture.

Moreover, the Agency will work on the new *Diversity Policy*, which recognizes the diversity of Canadian society. The objective is also to develop a clearer, simpler, and results-based policy to support the integration of diversity and employment equity goals into all aspects of HR management and business planning, as well as to facilitate accountability for results. This new Policy aims to replace the current *Employment Equity Policy* and the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*; directives on employment equity and the duty to accommodate will be issued at the same time as the Policy. Implementation will begin in 2006–07.

Finally, to complement these efforts, communication initiatives across the country will foster the understanding of diversity and employment equity obligations. In addition, the Agency will

continue to facilitate an understanding of the obligations and benefits of employment equity by way of training programs.

***Achieving and
preserving official
languages plans and
priorities***

As depicted in the last annual report on official languages, our vision of instituting cultural change is beginning to take root. However, achievements in some areas remain fragile. In particular, rights and obligations are still misunderstood; there are misperceptions about legal and policy requirements; and the number of executives and related feeder group members who are bilingual still has to grow. In addition, French continues to be underused as a language of work in bilingual regions and it is essential to ensure that supervisors in these regions are bilingual so employees can exercise their linguistic rights.

Respect for Canada's official languages is important in order to achieve official languages requirements in the workplace and give Canadians quality services. This emphasis is especially important as the government moves forward with electronic services, single-window service points, and integration with other partners and levels of government.

Leveraging on the progress made during the last few years, the Agency will continue to focus on three key results areas: improving service and accountability to Canadians; creating a truly bilingual workplace in regions designated as bilingual for language of work purposes; and meeting objectives for increasing bilingual capacities within the Executive Group and the executive feeder groups. Key plans for official languages are highlighted below.

First, by 2008, the Agency will have completed important steps in the implementation of its strengthened approach to accountability and reporting. In particular, our analysis published in the annual report to Parliament will be more results-oriented. There will also be an official languages management dashboard that will provide a clearer portrait of the situation in each institution.

At the same time, the Agency will launch a series of communications in 2006–07 to raise awareness and support the effective implementation of its recently modernized policies across the public sector.

Support will continue to be provided to institutions through networks such as those of the official languages champions and federal regional councils.

Section III: Detailed Priorities and Plans by Program Activity

This section provides more details on the Agency's priorities and plans for the next three years, from April 1, 2006, to March 31, 2009.

As explained in the overview section, the Agency's priorities and plans are organized around three program activities:

- modernized HR management and strengthened accountability;
- effective, ethical leadership and a quality work environment; and
- a representative and accessible public service.

3.1 Modernized HR management and strengthened accountability

This program activity is composed of the following three key results areas:

- optimize and sustain PSMA benefits in the long run;
- modernize the Public Service Classification System; and
- strengthen planning, accountability, reporting, and transparency in HR management.

	2006–07	2007–08	2008–09
Financial Resources (\$ millions)	47.8	16.7	16.7
Human Resources (Full-time equivalents)	292	152	152

As illustrated above, the Agency will experience a decrease of \$23.4 million in approved funding to address mandated provisions of the *Public Service Modernization Act* and of \$7.7 million for the reform of the Classification System.

3.1.1 Optimize and sustain PSMA benefits in the long run

**Context and results
for Canadians**

A key initiative for the modernization of HR management in the public service is the PSMA, which received Royal Assent on November 7, 2003. This new Act allows for the most significant changes in HR management in more than 35 years and impacts the way the public service hires, develops, manages, and trains its employees.

Prior to the PSMA, HR legislation had not kept pace with HR management trends over the last four decades in the public service. HR practices had become rule-based, complex, and rigid, preventing public servants from adapting to changing business requirements. For example, staffing processes had become lengthy, the delivery of training programs was fragmented, and the conflict resolution management system was slow and confrontational.

The PSMA addresses these challenges through significant legislative changes in support of profound transformations in the areas of hiring, labour-management relations, training, and HR accountability.

In particular, the Act:

- improves the ability of managers to hire the right people, when and where they are needed (through the *Public Service Employment Act*, which came into force on December 31, 2005);
- promotes more constructive labour-management relations (through the *Public Service Labour Relations Act*, which came into force on April 1, 2005);
- provides a more integrated and accessible approach to learning for employees at all levels (through the *Canada School of Public Service Act*, which came into force on March 1, 2004); and
- clarifies responsibilities and accountabilities in the area of HR management (through [amendments to the *Financial Administration Act*](#) that came into force on April 1, 2005).

As such, the PSMA reflects a turning point in the establishment of a new HR management regime.

As explained in section 2.3, “The new HR management regime and challenges ahead,” deputy heads and delegated managers now have more authority and flexibility as a result of the PSMA—but also more responsibility and accountability—to hire and manage their human resources.

As a result, one of the key priorities for the Agency over the past two years has been, and continues to be, the provision of the overall stewardship role essential to the effective implementation of PSMA-related initiatives across the public service.

Stewardship includes oversight of the establishment of new institutional structures and mechanisms (such as the new [Public Service Staffing Tribunal](#) and [Public Service Labour Relations Board](#)), the implementation of new policies, tools, and support services, as well as robust communication, learning, and cultural change programs to support new HR management skills and abilities.

On the other hand, each department and agency has to integrate its new HR policy obligations and be vigilant about the application of new HR practices as the PSMA has come into force.

In addition, as outlined in the other sections of this Report, the effective implementation of the PSMA also requires non-legislated initiatives such as the modernization of the classification system, the establishment of strengthened accountability systems based on departmental HR planning linked to business planning, as well as more efficient HR processes and systems. These are fundamental elements not only to optimize a streamlined and more flexible staffing process but also to ensure effective oversight and strengthened accountability at all levels.

Today, the key legislative components of the PSMA have come into force. The new management infrastructure required to support the legislation is being implemented and the effective integration of the Act's HR management requirements into the operations of departments and agencies has begun.

Looking ahead, the Agency, in support of its overall stewardship obligations, will continue its efforts and leadership to realize the full advantages of PSMA benefits, as well as to ensure its sustainability in the long run.

Key priorities and plans for 2006–07 and beyond

First, with respect to the **modernization of the staffing and staffing recourse system**, the Agency will complete the review of specific HR policies required to support deputy heads, managers, and HR professionals in exercising their new responsibilities. This will include, in particular, the revision of the employment policy suite, as well as the development of the new *Employee Performance Management Policy*. Priority will also be given to the establishment of new centres of policy expertise (as an employer focal point) to better support and monitor departments and agencies in matters related to the new employment policy, staffing recourse, as well as to the new **Informal Conflict Management System** resulting from the new *Public Service Labour Relations Act*.

Another key priority for the Agency will be the ongoing **monitoring** of PSMA initiatives and related business objectives and **reporting** through the use of an effective **performance measurement infrastructure**, including departmental assessments and reporting and accountability mechanisms, as well as a comprehensive set of measures and expectations. This stewardship activity includes reporting to the Treasury Board on the use of PSMA funds (and/or reallocated funds) on departmental results in accordance with the Treasury Board-approved **Strategic Investment Framework** and expenditures. It also includes the monitoring of the implementation of the people component of the **Management Accountability Framework** (PCMAF).

The requirements under the relevant sections of both the FAA and PSEA will serve as a foundation for the first annual report to Parliament by the President of the Treasury Board on human resources management in the public service. The report will be tabled during the fiscal year. In this regard, the Agency will develop in 2006–07 the terms of reference for the evaluation of the impact of the PSMA. A more comprehensive vision of the evolving new HR management regime will also be developed, communicated, and introduced at all levels to ensure that HR modernization efforts across the public service converge towards a common understanding.

At the same time, the Agency will provide **leadership and supporting initiatives** to bring about the transition necessary for ongoing sustainability of the PSMA and HR modernization. In particular, it will sustain PSMA momentum by continuing to provide PSMA funding to departments and agencies to support their implementation efforts. The Agency will further sustain PSMA momentum through ongoing stewardship, leadership, monitoring effective communications, and training programs. It will also provide dedicated ongoing support to small agencies as they continue to implement the requirements of the PSMA, especially the new *Public Service Employment Act* and portions of the *Public Service Labour Relations Act*.

In 2006–07, the Agency will also assist the Public Service Commission of Canada in a major effort across Canada to recruit post-secondary graduates in HR and mid-career HR professionals with the objective of rebuilding capacities within this community. These recruitment efforts will be complemented by targeted orientation and learning initiatives.

Finally, the Agency will build up its capacities to lead and support, in partnership with departments and agencies, the definition and establishment of more efficient government-wide HR processes, systems, and internal service delivery models. This will lead to the development and implementation of several initiatives through a five- to seven-year horizon.

The table below provides a summary of these plans and priorities.

<u>Plans and Priorities</u>	<u>Time Frame</u>
1. The modernization of the staffing and staffing recourse system is completed	
1.1 Employment Policy Suite Review is completed.	2006–07
1.2 <i>Employee Performance Management Policy</i> is completed.	2006–07
1.3 A centre of policy expertise on employer-related resourcing and staffing recourse matters is established and departments and agencies are well supported in this area.	2006–07 and ongoing
2. The modernization of the labour relations and dispute resolution system is completed	
2.1 A centre of policy expertise for the Informal Conflict Management System is fully operational and departments are well supported in this area.	2006–07 and ongoing

Plans and Priorities

**Time
Frame**

- | | |
|--|-----------------------|
| 3. PSMA investments and business objectives continue to be supported by an effective performance measurement, monitoring, and reporting infrastructure | |
| 3.1 Periodic reports to the Treasury Board on PSMA funding and on departmental PSMA costs and results are submitted. | 2006–09 |
| 3.2 The Performance Measurement Framework is in place. | 2006–07 |
| 3.3 An updated, more comprehensive vision of the new HR management regime under the PSMA is developed and communicated across the public service. | 2006–07 |
| 3.4 Terms of reference for the evaluation of the impact of the PSMA are developed. | 2006–07 |
| 4. Enabling initiatives are delivered | |
| 4.1 Leadership and supporting initiatives are provided to departments and agencies so that they can manage and sustain the momentum of PSMA implementation and the transition to the new HR management regime. | 2006–09 |
| 4.2 Changes required to support the PSMA are made to central HR systems. | 2006–08 |
| 4.3 Small agencies are provided with ongoing dedicated support to implement the new PSEA and the PSLRA. | 2006–08 |
| 4.4 Recruitment efforts across Canada aimed at post-secondary graduates in HR and mid-career HR professionals are supported, including orientation programs for all new recruits. | 2006–07 |
| 4.5 Progress is made towards the implementation of more efficient HR service delivery models and the first release of HR shared services to wave one departments (assuming Treasury Board ministers' approval). | 2006–08 |
| 4.6 Government-wide end-to-end HR processes and the HR component of a self-service portal are designed as key steps towards the establishment of more efficient HR processes and information management systems across government. | 2006–09
and beyond |
| 4.7 PSMA funding is provided to departments and agencies, in accordance with the Strategic Investment Framework, to support their ongoing PSMA implementation activities. | 2006–09 |

***Challenges
ahead***

The implementation of the new HR management practices in all departments and agencies across the public service is a complex challenge that encompasses numerous initiatives.

One key challenge is to maintain the current focus on people management by managers as other government priorities compete for their attention.

In particular, the HR legislation addresses many priorities, including the concurrent implementation of new Treasury Board guidelines and policies on management practices; the capacity of HR functions in departments and agencies to respond to these new mandatory responsibilities; the capacity of unions, including perceived concerns as to how the new definition of merit will be applied and the impact on deputy heads as they take on other responsibilities for which they are accountable.

Moreover, the sustained long-term impact of HR management modernization involves more than implementing new policies, tools, and training programs. It is a new way of doing business and establishes a new relationship between the Agency and its partners. It will require continued leadership and support.

3.1.2 Modernize the Public Service Classification System

<i>Context and results for Canadians</i>

Successful and sustainable modernization of HR management also requires modern systems for organizing and evaluating the work that public service employees perform to deliver results to Canadians.

To recruit, motivate, and retain a highly competent workforce, the government needs a classification system that recognizes current business lines; evaluates work effectively; simplifies and accelerates the business of classification; reflects labour market realities; supports its compensation philosophy; treats work performed by men and women equitably; facilitates career development and mobility; and, ultimately, empowers departmental managers to design organizations that foster an effective workforce and workplace. For departments and agencies, this means good organizational design, implemented by managers who have received sound advice from specialists, supported by clear and consistent work descriptions that accurately reflect the work. It means modern, gender-neutral classification standards that are flexible to adapt to changing work over time. This also means enabling policies and supporting tools, as well as proper checks and balances for consistency in application and recourse mechanisms.

This foundation is the prerequisite to an equitable, simplified, and responsive system for managing people. Classification is much more than just a way to organize and evaluate the work of over 185,000 public service employees. It is also about getting the right people in the right jobs—faster. Thus, having a modern classification system is of strategic importance for the government—the largest employer in the country.

However, some building blocks of its Classification System had become out of date and the decision was made by the Treasury Board in 2002 to launch a multi-year reform of the Classification System to be led by the Agency. The objectives are to review classification standards of all occupational groups; rebuild the system capacity in support of the people who do classification work; protect the integrity of the system through effective monitoring; and ensure effective tracking and reporting of the cost of standards modernization. The vision is a system that will simplify the process of getting the right people into the right jobs at the right time; ensure direct linkages to performance management, competency development practices, and compensation; create pathways for the development of the leaders of the future; and contribute directly to the operation of a well-structured, well-managed public service.

As reported in previous annual reports on modernizing the Classification System, key steps have been achieved since the modernization was initiated in 2002. In particular, classification standards for key occupational groups have been modernized; new electronic Web-based tools have been, or are being, developed to better support classification specialists and enable organizations to report on reclassification activities; policies and guidelines have been updated; strengthened training and learning programs have been, and continue to be, developed; initiatives to enable the recruitment and retention of classification specialists have been launched; and strengthened performance monitoring systems have been put in place. Despite this progress, modernizing the classification system of a large organization like the public service of Canada is a multi-year undertaking that must be implemented incrementally and, ultimately, must be continuously kept up-to-date.

Key priorities and plans for 2006–07 and beyond

As we move forward, the Agency will continue to build on the foundation established in the past three years.

First, the Agency will continue to make progress on **updating and modernizing the classification standards** of various occupational groups. In particular, this includes the finalization and implementation of the classification standard for the Economics and Social Science Services (EC) Group, the testing of the draft Law (LA) standard, and the initiation of the standard design for the Computer Systems (CS) Group. Progress will also be made on feasibility studies for the Health Services (SH) and the Ship Repair (SR) groups. Consultations with stakeholders and partners on these and other classification standards will continue. Co-development opportunities will be initiated wherever practical.

At the same time, a priority for the Agency will be to complete the transfer from the Public Service Commission of the Qualification Standards and to initiate the development of **new or updated qualification standards** in targeted areas. Indeed, with the new *Public Service Employment Act* that came in to force on December 31, 2005, the employer took on the responsibility for establishing qualifications standards that outline the minimum qualifications (e.g. education, knowledge, occupational certification, language) that the employees require to do the work. The next priority for the Agency will be to develop new qualification standards in tandem with classification modernization to ensure that appropriate linkages are created between the two types of standards. Revisions may also be made to qualification standards, outside of classification modernization, in targeted areas, such as the Executive (EX), Economics and Social Science Services (EC), and Border Services (FB) Groups, and review of the Foreign Services (FS), Computer Systems (CS), and Law (LA) groups, as necessary.

Further progress will also be made towards the update of the **classification policies** and guidelines. The goal is to ensure greater accountability on the part of, and provide greater flexibility to, the managers who use the classification system and to the HR professionals who advise them (particularly in the context of the PSMA). In 2006–07, in particular, the *Classification System and Delegation of Authority Policy*, as well as the *Classification Grievances Policy* and supporting guidelines will be reviewed and updated to align them with recent changes related to the PSMA, as well as with the objectives of the ongoing Policy Suite Renewal initiative. In addition, the *Guidelines on Delegation of Classification Authority*,

Consultation, and Dispute Resolution and the *Guidelines on Classification Monitoring* will be finalized and implemented.

2006–07 will also be marked by further progress in **developing and supporting the classification specialist community**. In particular, continued efforts will be made in promoting the recruitment and retention of organization and classification advisors; the second module of the *New Training/Learning Curriculum* for the organization and classification advisors will be completed; and continued support will be provided to leverage the Web-based technology to drive efficiencies, while facilitating and standardizing the work of departments and HR specialists.

In the area of **performance reporting**, using the Classification Monitoring Framework, several departments provided their first classification program monitoring reports by March 2006, as planned.

These reports will be reviewed and assessed by the Agency in 2006 to evaluate the integrity of departmental classification programs, as well as of the overall Public Service Classification System. These monitoring activities will be ongoing and expanded to additional departments thereafter. A **cost-tracking system** to assess the classification standards modernization costs in departments (including the Agency) will also be operational, generating reports in 2006–07.

Finally, for 2006–07, the Agency will continue to provide guidance and direction to departments on the usage of **National Occupational Classification (NOC)** codes and ensure overall departmental compliance and quality assurance of the data.

The table below provides a summary of these priorities and plans.

<u>Plans and Priorities</u>	<u>Time Frame</u>
1. Classification standards are modernized	Ongoing
2. New qualification standards are developed in tandem with the new classification standards	Ongoing
3. Policies and guidelines are renewed	2006–07
4. The recruitment and retention of organization and classification advisors is supported	2006–07
5. Classification learning programs and support services are provided	
5.1 Core training programs for HR specialists are developed.	2006–07
5.2 On-line core support services and tools are available (including expanded training and tools).	2006–07

6. Effective monitoring and cost-tracking systems are in place

6.1 Departmental performance monitoring systems are operating in each organization. 2006–09

6.2 A cost tracking system is implemented. 2006–07

7. The NOC codes are used as a framework of reference to standardize analyses of specific occupations Ongoing

Challenges ahead

Classification modernization is a complex undertaking that must be aligned with compensation policies and must operate as a co-ordinated element of the employer’s collective bargaining objectives and schedule. Successful modernization requires the involvement of many participants, including the Treasury Board of Canada Secretariat, departments and agencies, and bargaining agents. Sometimes, there are competing priorities—the expectations and interests of the participants must be reconciled, the number of classification advisors is limited, and all participants must balance the resources they can devote to classification modernization with other priorities. Success will be incremental but steady.

In such a context, a key challenge for the Agency is to work with other participants to leverage the opportunities and determine the pace of classification modernization in the coming years.

3.1.3 Strengthen HR planning, accountability, and reporting

Context and results for Canadians

Sound HR planning and accountability are the basis for effective people management.

To deliver effective and quality services to Canadians, it is essential that the government—the largest employer in the country—be supported by a high-performing workforce representative of the population it serves and effectively led in a workplace that is enabling, fair, healthy, and safe.

To this end, departments and agencies need effective HR planning and accountability systems, linked to business planning and covering all aspects of HR management—from resourcing and training highly skilled people to ensuring that employment equity, official languages, and workplace well-being requirements are met.

This is particularly important in the context of the PSMA, which began the establishment of a new HR management regime in which deputy ministers and managers now have more authority and flexibility in managing their HR needs—but also greater responsibility and accountability—for strategic planning, training, and resourcing.

In addition, strong HR planning and accountability mechanisms are essential if we are to strengthen the administration of the public sector as a whole and provide high-quality services and programs that Canadians need.

However, there is widespread recognition that investments in these areas had been very limited for many years and that considerable capacity building was required. This is an issue that has been pointed out in the reports of the Auditor General of Canada.

The Agency has the responsibility to develop and manage the HR planning and accountability systems of the public service, ensuring, in particular, that departments integrate HR planning with business planning in a systematic manner and that they can monitor and report progress with timely, consistent, and meaningful data and performance indicators. This includes the provision of timely and pertinent business intelligence through research data, demographic analysis, and other means, including public service employee surveys to demonstrate results.

Over the last two years, good progress has been made in several areas. This includes the launch of the Integrated HR and Business Planning Tool Kit, the development of curricula to support core HR planning learning requirements for managers and HR professionals; the enhancement of the Agency's research capacities; the establishment of a centre of excellence to better support the work of departments; and, finally, the development of a core set of HR management performance indicators to support departmental performance assessments and reporting.

The modernization of HR planning and accountability systems is, however, far from complete. The learning curve and steps to be taken to bring HR planning and accountability to the expected level of performance are significant and capacity needs to be augmented.

The challenge is compounded by the fact the HR information systems are fragmented; there is a lack of common HR data definition; and there is no central repository that can provide seamless access to pertinent HR data and intelligence to all departments—a prerequisite for effective HR planning and accountability.

Key priorities and plans for 2006-07 and beyond

Building on the foundation established over the last two years, the Agency will continue to focus on targeted improvements in re-building HR planning capacities and in strengthening accountability to Parliament.

With respect to the integration of HR and business planning, the Agency will continue to assist departments and agencies by providing them with the knowledge and best practices they need through expert advice, seminars, tool kits, and training courses. In 2006-07, it will also deliver the new Succession Management Tool and an updated version of the Integrated HR and Business Planning Tool Kit to better reflect best practices and policies.

In addition, the Agency will conduct workforce analysis and modelling to provide departments and agencies with more pertinent needs assessments to support planning and HR management. The Agency plans to increase its own research and analytical capacities, starting in 2006-07.

At the same time, the Agency will strengthen the dissemination of HR data and intelligence through a stronger Web presence. It will continue to develop the Employee Passport initiative to transfer electronic employee records securely between departments. This new capability is a foundation project that will permit the Agency to create the Central Public Service Employee Database accessible by all departments and agencies. It will drive efficiency by improving significantly the transfer (and accessibility) of HR data. It will begin in 2006-07.

The Agency will also take on a leadership role in developing government-wide strategies to complement and facilitate departmental HR planning and recruitment efforts in common priority areas, as the starting point for the renewal of the public service. This whole-of-government approach will provide for common and collaborative planning and recruitment initiatives to support the ability of the public service to better manage government-wide workforce transformations and attract the best possible talent for the future in a more timely and cost-effective manner. It will lead to the development of common recruitment strategies across government based on a diagnosis of current and future needs and solutions that complement departmental recruitment strategies in priority areas. It will also enable a more inclusive public service that will draw talents from all regions across the country, while facilitating the achievement of official languages and employment equity targets. This approach will begin to be implemented in 2007.

To ensure that effective and integrated accountability systems are in place, the Agency will begin the implementation of the HR management performance indicators through the [Management Accountability Framework](#), which the Treasury Board Portfolio uses to assess the performance of departments or agencies. Based on these results, the Agency will begin to develop a composite picture of the strengths and weaknesses of HR management across the public service. Once implemented, these performance indicators should provide a stable baseline measurement against which progress will be assessed and reported to Parliament.

The implementation of these performance indicators in departments and agencies will be facilitated through the development of a practical guide to assist in maximizing the benefits of the Management Accountability Framework and the development of tools to better communicate the current state of HR management across the public service, as well as the priority areas of improvement.

In addition, the Agency will revise HR management policies and instruments with respect to accountability and reporting.

To better support departments and agencies, the Agency will focus on making more accessible key information on the performance of HR management across the public service, including results from the public service employee surveys, through a Web-based reporting system. The Agency will also strengthen its capacity to design and conduct general and targeted employee surveys as key instruments to support strengthened HR planning and accountability at the departmental and government levels. In addition, all the HR management information required by the Agency will be collected in a common format that will also facilitate the work of departments and central oversight and monitoring.

Finally, during the fiscal year, the Agency will prepare the first annual report to Parliament on human resources management in the public service, to be tabled in Parliament by the President of the Treasury Board, as required under the PSMA. This report will bring together a range of human resources management activities across the public service. The Agency will build up the necessary capacities to support this newly legislated requirement for reporting on an annual basis.

The following table provides a summary of these plans and priorities.

<u>Plans and Priorities</u>	<u>Time Frame</u>
1. HR planning capacity is renewed and integrated with business planning	
1.1 Provide departments and agencies with ongoing advice and information, relevant tools, best practices, learning products, professional development events, and/or on-site support.	Ongoing
1.2 Assess and evaluate progress in implementing integrated HR and business planning.	2006–07
1.3 Conduct workforce analyses and modelling to identify current and future needs of the public service.	Ongoing
1.4 Improve information management through the Employee Passport initiative to transfer electronic employee records securely between departments (a key step to create an HR information warehouse and improve the capability to analyze and report on HR management).	2007–08
1.5 Departments and agencies begin to have seamless access to a central data warehouse of HR information and intelligence.	2007–09
1.6 Identify and develop strategies for horizontal workforce planning to support a cohesive approach to major workforce transitions and government service transformation.	2007–08
2. Effective and integrated accountability systems are in place	
2.1 Test and begin implementation of HR management performance indicators at the departmental and government levels across the public service through the MAF bilateral process.	2007–08
2.2 Revise HR management policies and instruments with respect to accountability and reporting.	2006–07
2.3 Develop and disseminate tools to enable departments and agencies to implement the People Component of the Management Accountability Framework.	2007–08
2.4 Make key HR information, including results of the public service employee survey, available across the public service through a Web-based reporting system.	Ongoing
2.5 Enhanced general and targeted employee surveys are designed and conducted on a regular basis as key instruments to better support HR planning and accountability at all levels.	Ongoing
2.6 Develop and publish the first annual report to Parliament on HR management performance across the public service.	2006–07 and ongoing

Challenges ahead

The work being undertaken in the areas of HR planning and accountability in 2006–07 and 2007–08 will lay and strengthen the foundation for the overarching goal of creating a high-performing workforce in the Government of Canada for the near and long term.

As the above initiatives are implemented, the drive toward this goal will require the ongoing commitment and engagement of senior executives across the Government of Canada during and beyond the 2006–08 period to monitor individual and collective progress in HR planning and accountability; foster the continuous improvement in our HR practices and approaches; develop realistic people management strategies and targets in the face of expenditure review decisions on departmental priorities; and ensure continuous co-ordination between HR planning and accountability goals and approaches with the service transformation agendas underway (in particular, the key HR-related internal services).

3.2 Effective, ethical leadership and a quality work environment

This program activity is composed of the following two key results areas:

- foster effective learning and ongoing leadership renewal; and
- promote and embed public service values and ethics at all levels.

	2006–07	2007–08	2008–09
Financial Resources (\$ millions)	43.7	40.9	40.0
Human Resources (Full-time equivalent)	273	245	236

As indicated above, the Agency will experience a decrease in approved funding of \$2.7 million to address mandated provisions of the *Public Service Modernization Act*, and of \$0.5 million due to ending of authorized spending for support activities, and savings of \$0.5 million resulting from the Expenditure Review Committee exercise.

3.2.1 Foster effective learning and ongoing leadership renewal

Context and results for Canadians

Learning and leadership development are critical elements for the success of any organization. This is particularly true for the federal public service—the largest and most complex organization in Canada. While deputy heads are responsible for HR management in their organizations, including learning and leadership development, the Agency is responsible for supporting deputy heads from a government-wide perspective.

Acting on behalf of the Treasury Board (the employer), the Agency is responsible for all policies and policy advice related to the [management of the Executive Group](#) (EXs), including terms and conditions of employment, salary administration, organizational design, classification of positions, performance management, as well as planning the renewal and development of the EX community and defining the leadership competencies required of all managers.

The Agency is also responsible for the management of a suite of corporate [leadership development programs](#) to help ensure the public service has the leadership talent it needs. These programs are as follows:

- the Management Trainee Program (MTP) and the Accelerated Economist Training Program (AETP) to recruit at the entry level;
- the Career Assignment Program (CAP) to develop individuals to the middle-manager level; and
- the Accelerated Executive Development Program (AEXDP) to develop executives at the EX-01 level to the EX-02 and EX-03 levels.

In addition, the Agency supports deputy heads in the staffing of positions at the assistant deputy minister (ADM) level, and supports the ADM community through personal visits with ADMs, networking events, career counselling, advice, and support.

The Agency also has responsibility for the Interchange Canada Program, which brings talent in from outside the public service, to gain experience and share expertise with public-sector organizations and similarly to support public servants in gaining expertise in assignments outside the federal government.

At the same time, the Agency is the government's [policy centre for learning](#), setting the direction and requirements for learning throughout the public service. The new *Policy on Learning, Training and Development* sets out requirements government-wide and supports employees at all levels by providing for learning and training opportunities.

Finally, to promote excellence within the public service, the Agency administers the government-wide awards and recognition programs and policies, including National Public Service Week, and works closely with the Privy Council Office in the annual deliberations on the Prime Minister's Outstanding Achievement Award and the Public Service Award of Excellence.

Much has been achieved since the Agency's creation. In particular, the Agency led the development of the new [Policy on Learning, Training and Development](#) in late 2005, which sets out new minimum learning requirements for three target groups: new employees are to attend an orientation course; managers are to verify that they understand their legal responsibilities and take required management training; and functional specialists are to complete required training in several management areas, including procurement, materiel management, real property management, and information management.

Moreover, key leadership competencies for leaders at all levels were updated and simplified; the Performance Management Program for the Executive Group was strengthened to increase its rigour and make it more effective for departments and agencies; leadership development programs were redesigned and aligned into a leadership continuum from the entry level through to the assistant deputy minister level; and leadership development pilot projects were launched to recruit high-potential individuals in functional communities such as finance and HR.

Finally, the Public Service Award Program was streamlined and the new Public Service Award of Excellence was created.

However, as detailed below, much remains to be done, and the next focus will be to ensure these changes are implemented across the public service and that they achieve their objectives, ensuring that the public service's leadership capacity is built and sustained for the future.

Key priorities and plans for 2006–07 and beyond

A key priority for the Agency will be to monitor the implementation of the ***Policy on Learning, Training and Development***. In support of this, the Agency will develop standards, directives, and guidelines for public service employees and managers, as well as establish the infrastructure (i.e. tools and systems) and HR capacities required in the Agency to support, monitor, and report, on an ongoing basis, on its effective implementation in departments and agencies. As the policy centre for learning, the Agency will also provide policy advice and tools to departments and agencies and will work in collaboration with the Canada School of Public Service to ensure courses and programs developed to support the new Policy meet the employer's knowledge standards.

The new **integrated leadership development programs** will also be implemented and the need for additional programs will be examined. The Agency will support departments in the recruitment of high-potential individuals for accelerated and tailored development. In particular, the Agency will continue its efforts in recruiting and developing leaders in the HR and financial communities, as well as in assisting regional councils and other functional communities where there are shortages. The Accelerated Executive Development Program (AEXDP) is also being updated and a recruitment campaign, open to high-potential public servants, will be launched in 2006–07 to meet the most pressing needs of departments and agencies. Employment equity group representation is integrated into the development programs and will continue to help the government achieve plans and priorities for a more inclusive and representative public service.

The revised **Key Leadership Competencies Profile**, established in August 2005, will be an integral part of the leadership development planning and the Agency will ensure that all corporate leadership initiatives reflect the revised profile. The Agency will provide assistance to departments, agencies, and other partners to integrate this profile into their HR management activities and monitor the effective integration of the profile.

Finally, the Agency will create an integrated framework to enhance the **management of all aspects of HR for the executive community**. While there are a number of policies, programs, services, and tools to support the executive cadre, there is no integrated approach to the management of this community, putting the ability to attract and retain qualified and experienced executives at risk. This includes increased capacities to support the corporate management and

development of the Executive Group through improved HR planning and other services and programs to ensure the sustainable development of the Executive and feeder groups.

The table below provides a summary of these plans and priorities.

<u>Plans and Priorities</u>	<u>Time Frame</u>
1. Required training, including public service orientation, is in place	
1.1 Directives, standards, and guidelines on required training are in place.	2005–07
1.2 The effective implementation of the new <i>Policy on Learning, Training and Development</i> is monitored and effectively supported by the Agency.	
1.3 An annual report on the Policy is prepared.	
2. Newly integrated leadership development programs are implemented, as part of a continuum to meet the current and future needs of the public service	
2.1 Enhanced recruitment to support functional communities and regions takes place.	2005–07
3. Leadership competencies are being integrated into HR management practices	
3.1 Central agencies have implemented the Leadership Competencies Profile into their programs and services.	2005–07
3.2 Support is provided to departments and agencies to integrate competencies into their HR activities.	
4. Enhanced support for the management of the executive cadre	
4.1 The EX HR Management Framework is developed.	2006–07
4.2 Increased support is provided to departments and agencies for better planning, recruitment, and development of the Executive Group across the public service.	2006–07 and ongoing

<i>Challenges ahead</i>

Ensuring that leaders are well equipped to carry out their responsibilities effectively and with integrity is essential to good public service.

The public service is facing shortages in key areas and will face increasing shortages as the workforce ages and as employees become eligible to retire in the next five to 10 years. Without recruitment, development and learning, and integrated approaches to managing key communities, the Government of Canada is at risk of weakening its ability to provide service to Canadians and to ensure that ministers are well supported by strong policy advice.

3.2.2 Promote and embed public service values and ethics at all levels

**Context and results
for Canadians**

The Results for Canadians framework explicitly recognizes the Government of Canada's commitment to managing its business according to the highest public service values. A strong culture of public service values and high ethical standards is fundamental in any democracy and essential for maintaining public trust in government.

The Agency plays a leadership role in supporting ministers, public service leaders, and public service employees in meeting their responsibilities to develop and sustain a strong culture of integrity. In fact, as expectations for a more transparent and accountable public service increase, the Agency's role in this area has never been more important.

Through its [Office of Public Service Values and Ethics](#)—established in November 2003—the Agency plays a key role in ensuring that departments, agencies, and the public service as a whole have the policies, management practices, and tools required to ensure that public service values and ethics are reflected in the actions of all employees and that they are an integral part of the performance management and assessment processes, disclose wrongdoing, while ensuring a fair process for those against whom allegations are made.

In particular, as the centre for policy making, the Office works to enhance employee awareness, understanding, and application of the *Values and Ethics Code for the Public Service*—including related policies such as the *Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace* and the *Policy on the Prevention and Resolution of Harassment in the Workplace*. It establishes a results-based accountability approach to values and ethics and assesses the performance of departments and agencies against those expected results. It develops and disseminates best practices, tools, and training programs. Finally, the Office also supports the government in developing and implementing legislation to protect persons who disclose wrongdoing, while ensuring a fair process.

Since the Office's inception two years ago, many key pieces of the foundation for a stronger culture of public service values have been put in place or are being developed. Promotion and learning about the *Values and Ethics Code for the Public Service* continues across the public service with a variety of awareness and learning workshops and communication tools developed to support the new Code; other values and ethics policy instruments and policy advice services are under constant improvement; standard case management protocols are being put in place; the senior-level interdepartmental Advisory Council on Public Service Values and Ethics was established to provide leadership and oversight across government; and disclosure protection legislation has been adopted by Parliament.

**Key priorities and
plans for 2006–07
and beyond**

Looking ahead, a key priority for the Agency will be to support government in the further development and implementation of disclosure protection legislation. At the same time, the Office of Public Service Values and Ethics will continue to build on the foundation established over the last two years, pursuing progress on several key fronts.

First, there will be continuing efforts to develop and maintain **widespread employee awareness, understanding, and application of public service values and ethics**. For this, the Office will work with departments, agencies, and the Canada School of Public Service to institute a new series of learning and communications measures for leaders and employees in the public service. This will include establishing certification programs to ensure responsible departmental officials possess the necessary knowledge, competencies, and experience to promote public service values and advise on ethical issues.

Secondly, additional support will be provided to **help departments and agencies meet their accountabilities** in the area of public service values and ethics. In particular, the Agency will complete in 2006–07 the development and implementation of the public service values and ethics component of the [Management Accountability Framework](#).

To support this, departments and agencies will also be provided in 2006–07 with a road map for assessing and continuously improving their performance and management practices in this area. In addition, a government-wide measurement and evaluation strategy for collecting, assessing, and reporting performance against public service values and ethics will be developed and put in place in partnership with departments and agencies.

The Agency will also strengthen its support of public service communities of practice in values and ethics. This includes more dialogue and collaboration with departmental values and ethics experts, as well as the engagement of other communities (e.g. HR management, internal audit) who have an important role in the effective integration of values and ethics into policies, systems, and management practices.

Finally, the Agency will support the Treasury Board by ensuring **policies that contribute to a culture of integrity are in place and effectively implemented**. Forward-looking research will be conducted to identify trends and new policy issues that need to be addressed and, specifically, the policy and systems for preventing and resolving cases of harassment and the *Policy on the Indemnification of and Legal Assistance for Crown Servants* will be updated. A strategy for the public service will be developed to ensure workplace well-being principles and practices are part of effective departmental HR management regimes.

At the same time, the Agency will assist in the effective implementation of new and existing Treasury Board policies by **providing expert advice** to departments on the interpretation of these policies and related initiatives.

The table below provides a summary of these plans and priorities.

<u>Plans and Priorities</u>	<u>Time Frame</u>
1. Through a comprehensive and sustained learning and communications strategy, create widespread employee awareness, understanding, and application of public service values and ethics, including obligations under the <i>Values and Ethics Code for the Public Service</i>	
1.1 Awareness and learning programs are implemented in the public service and their results assessed.	2006–09
1.2 Departmental experts in values and ethics are trained and have the materials, support, and access to advice that they need to carry out their responsibilities.	2006–09
2. Additional support is provided to departments and agencies for meeting their accountabilities	
2.1 Organizational performance expectations and indicators for values and ethics are developed and adopted.	2006–07
2.2 Departments and agencies are provided with a road map for assessing and continuously improving their results and management practices in public service values and ethics.	2006–07
2.3 A measurement and evaluation strategy, including surveys, is developed and implemented.	2006–08
2.4 Consistent and credible performance evidence is systematically collected and used in departmental performance monitoring and deputy minister accountability.	2006–09
2.5 Public service communities of practice in values and ethics are strengthened.	2006–09
3. Key Treasury Board policies that support a culture of public service values and ethics are in place and effectively implemented	
3.1 The policy and system for preventing and resolving cases of harassment is reviewed and necessary changes are implemented.	2006–07
3.2 The <i>Policy on the Indemnification of and Legal Assistance for Crown Servants</i> is updated.	2006–07
3.3 A workplace well-being strategy for the public service is developed and implemented.	2006–09

Plans and Priorities

**Time
Frame**

4. Support is provided to government on legislation for disclosure of wrongdoing, including protection from reprisal for those who make disclosure

- | | | |
|-----|---|---------|
| 4.1 | Development and implementation of a disclosure regime is supported, including supporting the development of federal accountability legislation. | 2006–08 |
| 4.2 | Policies and instruments related to the disclosure regime are updated. | 2006–08 |
| 4.3 | The new disclosure regime and other related new instruments are promoted and integrated into management practices. | 2006–09 |

Challenges ahead

The development and effective implementation of the new disclosure protection legislation is a major challenge for the Agency and for the entire federal public sector (including Crown corporations).

In the long run, a key success factor for the government will be its ability to develop and sustain confidence and trust in the public sector through a culture of integrity that includes protection of whistleblowers from reprisal and a fair process for those against whom allegations are made.

3.3 A representative and accessible public service

This program activity is composed of the following two key results areas:

- achieve and preserve employment equity plans and priorities; and
- achieve and preserve official languages plans and priorities.

	2006–07	2007–08	2008–09
Financial Resources (\$ millions)	13.2	10.7	10.7
Human Resources (Full-time equivalent)	102	91	91

As indicated above, the Agency will experience a decrease in approved funding of \$1.9 million to address mandated provisions of the *Public Service Modernization Act*, and of \$0.5 million due to ending of authorized spending of some initiatives related to employment equity, and savings of \$0.1 million resulting from the Expenditure Review Committee exercise.

3.3.1 *Preserve and achieve employment equity plans and priorities*

***Context and results
for Canadians***

The government is committed to creating and maintaining a public service that is representative of Canadian society and responsive to evolving needs for programs and services that take this diversity into account.

The *Employment Equity Act* requires that the federal public service, the country's largest employer, become a representative workplace with respect to the employment of women, Aboriginal peoples, visible minorities, and persons with disabilities. The Act requires that this be done by removing barriers to their employment and by using positive measures to increase their representation and participation in the workforce. The ultimate goal is to become a more inclusive workplace in which designated group members, and all employees, have an opportunity to participate fully in serving Canadians with excellence.

The Agency, acting on behalf of the employer (i.e. the Treasury Board), has the responsibility for supporting and monitoring the implementation of this Act and ensuring the integration of its principles and goals into all the aspects of HR management. In particular, the Agency develops employment equity policies and related instruments; communicates program objectives and priorities; helps departments and agencies by disseminating successful practices, instituting programs, developing tools, and delivering workshops and information sessions; gives advice on the Act and other related issues; and, finally, monitors performance of departments and agencies and reports progress to Parliament annually.

Since the Act came into force in 1996, there has been significant progress on employment equity, and there continues to be strong statistical evidence that the situation of the designated groups has been improving, especially for women, Aboriginal peoples, and persons with disabilities. Targets for these three groups have been met.

The Agency has established clear priorities and launched a series of initiatives in targeted areas. We have engaged in a continuous dialogue with visible minority and Aboriginal employees towards development of a strategy for creating a racism-free workplace; through the Employment Equity Fund, monies have been, and continue to be, allocated to departments and agencies for projects that have a particular emphasis on visible minorities; continued efforts are being made to ensure that employment equity is systematically integrated into departmental HR and business planning; clearer, more integrated, and results-based policy instruments are being developed; and continued efforts are also deployed to make results in this area more accessible and transparent to Canadians.

***Key priorities and
plans for 2006–07
beyond***

Looking ahead, the Agency will intensify its efforts **to ensure that the public service is representative and inclusive and** to meet the employment equity goals, in particular, those relating to recruitment and career development for the visible minority group. It will also continue to improve participation and career advancement for women, Aboriginal peoples, and persons with disabilities.

Firstly, we will emphasize the accountability of departments and agencies in the recruitment and career development of visible minorities. Assessment of progress will be co-ordinated under the Management Accountability Framework and, as appropriate, senior management priorities will reflect the need for improved results.

Secondly, the Agency will lead and support the development and implementation of an anti-racism strategy to facilitate the achievement of a positive corporate culture. This strategy is based on consultation sessions that were undertaken with visible minority and Aboriginal employees in 2005.

Moreover, the Agency is working on the new *Diversity Policy*, which recognizes the diversity of Canadian society. The objective is also to develop a **clearer, simpler, and results-based policy** to support the integration of diversity and employment equity goals into all aspects of HR management and business planning, as well as to facilitate accountability for results. This new Policy will replace the current *Employment Equity Policy* and the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*; directives on employment equity and the duty to accommodate employees with disabilities will be issued at the same time as the Policy. Consultations with a variety of communities and stakeholders are virtually complete and it is expected that implementation will begin in 2006–07. Implementation sessions will be conducted to familiarize departments and agencies with the requirements. The Agency will also provide support to departments and agencies in interpreting these obligations.

To complement these efforts, communications efforts across the country will foster the understanding of diversity and employment equity obligations. These initiatives will also seek to strengthen partnerships with designated group communities such as the National Council of Visible Minorities, the National Committee of Federal Public Servants with Disabilities, and the Aboriginal National Network Initiative. As well, the Agency will continue to facilitate an understanding of the obligations and benefits of employment equity by means of training programs supporting the PSMA. The objective is to leverage on the new definition of merit that moves to a values-based approach that allows managers to hire the right fit for the organization based on current and future needs.

With regard to **making results more accessible and transparent to Canadians**, the Agency's report with respect to employment equity will, in light of the Auditor General of Canada's recommendations on effective reporting, be balanced, noting both success stories and areas for improvement.

The Agency continuously monitors departmental and agency progress, results achieved, and challenges in meeting the legislative requirements of the *Employment Equity Act*. This active monitoring regime includes departmental analysis of designated groups, data collection, departmental visits, and liaising with various communities and networks. In 2006–07, a particular focus will be on the mechanism to hold senior managers more accountable for results in meeting employment equity goals.

Finally, the Agency will reinforce its capacity to better promote and support on an ongoing basis a holistic approach to diversity management as a core element of government business, in particular, by incorporating diversity in a systematic manner into HR management and business planning at all levels.

The following table provides a summary of these plans and priorities.

<u>Plans and Priorities</u>	<u>Time Frame</u>
1. The public service is representative and inclusive	
1.1 Develop and facilitate implementation of an anti-racism strategy to support the achievement of a positive corporate culture.	Ongoing
1.2 Provide assistance, advice, funding support, and tools to departments and agencies to accelerate progress regarding the visible minority group.	2006–08
1.3 Issue the <i>Diversity Policy</i> to respond to the increasing diversity of Canadian society and evolving programs, policy, and business needs that derive from this and to clarify obligations of deputy heads and organizations.	2006–07
2. The public service has access to modern and fully integrated employment equity policies, directives, tools, and support	
2.1 Increased capacities within the Agency are in place to develop and provide departments and agencies with clearer, simpler, results-based policy instruments and tools to support the integration of diversity and employment equity goals into all aspects of HR management and business planning processes and to facilitate assessments of accountability for results.	Ongoing
2.2 Modernize communications messages and tools to help departments and agencies shift behaviours from a passive commitment to an active one.	2006–08
2.3 Integrate obligations under the <i>Employment Equity Act</i> with legislative and non-legislative processes under the <i>Public Service Employment Act</i> to ensure that requirements are met in applying the new definition of “merit” when considering requirements for diversity in their current and future needs.	2006–07
3. Results are more transparent and accessible to Canadians	
3.1 Monitor performance of departments and agencies in the representation of employment equity group members, both for term appointments of over three months and for indeterminate appointments.	Ongoing
3.2 Improve monitoring and reporting systems to produce more accessible and timely results, including the measurement of progress in achieving <i>Employment Equity Act</i> objectives.	

**Challenges
ahead**

Keeping pace with the continually increasing diversity of Canada's population and workforce is a major challenge. It is also an opportunity to demonstrate leadership through the implementation of employment equity.

The face of Canada is changing rapidly, particularly with the growing visible minority group in the Canadian workforce. Promoting and achieving greater diversity among our employees contributes to development of better policies, improved program design, and the delivery of more effective services for all Canadians. Achieving and preserving employment equity plans and priorities in the public service is about changing culture, behaviour, and practices and, therefore, is a long-term program that requires continued, consistent, and focussed efforts that seek concrete results.

3.3.2 Preserve and achieve official languages plans and priorities

**Context and results
for Canadians**

Canada is not the only country with two official languages. However, what distinguishes it from other countries is the path it has followed in adopting bilingualism. This typically Canadian approach—set out in the *Official Languages Act*—testifies to our fundamental values and to our desire to reflect these values in our public life. As such, the *Official Languages Act* commits the government to serve Canadians in the official language of their choice (Part IV); to enable employees in bilingual regions to work in the official language of choice (Part V); and to ensure equitable participation of English- and French-speaking Canadians (Part VI).

In support of these plans and priorities, the Agency—through its Official Languages Branch—develops and co-ordinates official languages principles and programs for approximately 200 federal institutions, particularly in the implementation of parts IV, V, and VI of the Act. It makes recommendations to the Treasury Board regarding policies and regulations on communications with, and services to, the public, language of work, and HR management; assesses the effectiveness of programs and policies; and raises awareness of the Official Languages Program among members of the public and federal employees. It also oversees federal institutions' compliance with the obligations in the Act by monitoring and conducting audits and evaluating the effectiveness and efficiency of their programs. Finally, it prepares the annual report on official languages that the President of the Treasury Board must submit to Parliament.

The Agency plays a key role in the implementation of the Exemplary Public Service that supports Canada's linguistic duality.

Finally, in carrying out its responsibilities, the Agency works with numerous partners, including the Public Service Commission of Canada, the Canada School of Public Service, Canadian Heritage, and all of the 200 institutions subject to the Act.

In the wake of the Action Plan for Official Languages, key steps have been taken in the renewal of the Official Languages Program since 2003. As depicted in the Agency's last [annual report on official languages](#), our vision of instituting cultural change is beginning to take root. The

initiative to develop clearer, more accessible results-based policy instruments is almost complete; new tools are in place, accountability systems are being strengthened; and the federal institutions and regional councils are working with us to meet the challenge of re-establishing official languages as a priority and of gradually changing organizational cultures.

Despite major progress reported since the enactment of the *Official Languages Act* more than 35 years ago, achievements in some areas remain fragile or below expectations. In particular, rights and obligations are still misunderstood, and there are misperceptions about statutory and policy requirements within and outside the public service. The number of executives and related feeder group members who are bilingual still has to grow. French continues to be underused as a language of work in bilingual regions; and it is essential to ensure that supervisors in these regions are bilingual so employees can exercise their right to work in their preferred official language.

Key priorities and plans for 2006–07 beyond

Leveraging on the progress made since the inception of the [Action Plan for Official Languages](#), the Agency will continue to focus on three key results areas: improving service and accountability to Canadians with regards to official languages; developing and sustaining a stronger shared vision of service to Canadians in both official languages, as well as of a bilingual workplace in regions designated as bilingual; and establishing objectives for increasing bilingual capacities within the Executive Group and the executive feeder groups. On each of these fronts, the Agency's main plans and priorities for the next three years are as follows.

Firstly, by 2008, the Agency will have completed important steps in the implementation of its **new approach to accountability and reporting**. This new approach involves a new cycle and a new system for measuring the overall linguistic performance of institutions, as well as for reporting results that better reflect the actual situation. This includes strengthened audit capacities within the Agency to increase the number of assessments of institutions. It will also make better use of information arising, in particular, from audits, institutions' annual reviews, parliamentary committees, as well as the Office of the Commissioner of Official Languages. Moreover, results published in the annual report to Parliament will be more relevant and will strengthen our contribution to the [Management Accountability Framework](#) of the Treasury Board. There will also be an official languages management dashboard that will provide a clearer portrait of the situation in each institution. This dashboard will better monitor compliance with the legislation in institutions subject to the Act; keep a close eye on specific situations and recurring problems; and support a more timely access to information for reporting on, and making informed decisions about, the Program.

At the same time, with the objective of putting in place clearer, more accessible, results-based official languages policy instruments, the Agency will continue in 2006–07 a series of communications to raise awareness and support the effective implementation of its renewed policies across the public sector. Indeed, as part of the Action Plan for Official Languages, the Agency launched in 2003 a review of all official languages policies. The purpose of the review was to update the policies, reduce their number, focus on results, adapt them for posting on the Web, and include performance indicators. This review is now largely complete. The first phase dealt with language of work and the enhanced policies came into effect on April 1, 2004.

The second phase dealt with the policy instruments on communications with, and services to, the public and on the use of Web sites and electronic communications. Policies resulting from this second phase came into effect on July 15, 2005.

Continued **assistance and support** will also be provided to institutions to ensure that official languages are an integral part of their operations and that bilingual service delivery to Canadians is enhanced, through work conducted under the **Action Plan**, and through networks such as those of the Official Languages Champions and federal regional councils.

In addition, to complement these efforts, over the next two years the Agency will develop **additional information tools** which will help government employees better understand their rights and obligations and respond to the concerns raised in the study *Attitudes towards the Use of Both Official Languages Within the Public Service of Canada* (2001–02). The overall goal is to bring about a cultural change and create an environment that is more open and conducive to the use of both official languages. In particular, the campaign aims to correct misperceptions, reduce the number and gravity of complaints, increase the use of both official languages in the workplace in regions designated as bilingual, enhance the rate of bilingualism among employees, and rectify the shortcomings in implementation of the Act.

In the case of service to the public, head offices, wherever they are located, must serve the public in both official languages and therefore require some bilingual capability among staff. Other offices may be required to provide bilingual services under the *Official Languages Act* or under official languages Regulations, depending on the nature of the office, the demographics of the service area or if there is a significant demand for services in both languages. The Centre of Excellence is to continue the review of the *Official Languages (Communications with and Services to the Public) Regulations* pursuant to the Doucet decision.

Finally, with regard to **increasing bilingual capacities**, the Action Plan for Official Languages has allocated \$2 million over five years (2003–08)—\$400,000 per year—for activities targeting the recruitment of bilingual candidates. The Agency transfers these funds to the Public Service Commission of Canada (PSC), under a memorandum of understanding setting out specific objectives. The PSC, the Quebec Federal Council, and the Agency are working with the Quebec Community Groups Network to find solutions to a particular challenge in Quebec where Anglophones are seriously under-represented. The Agency is following the situation closely.

The table below provides a summary of these plans and priorities.

<u>Plans and Priorities</u>	<u>Time Frame</u>
1. Service and accountability to Canadians with regard to official languages are improved	
1.1 Strengthened monitoring and reporting systems, encompassing performance indicators and assessment tools, including increased audit assessments of institutions, are in place to make results more accessible and transparent to Canadians.	2006–08
1.2 Continuing support is provided to institutions to ensure that official languages are an integral part of operations and that bilingual service delivery to Canadians is enhanced, in particular through work conducted under the Action Plan.	2004–09
1.3 The compliance review of the Regulations based on demographic data is completed. Further to the Federal Court order of October 19, 2004, in the Doucet case, the process to amend the Regulations is to be completed.	2006–07
2. The stronger shared vision of service delivery to Canadians in both official languages and of a bilingual workplace in regions designated as bilingual is in place, based on the underlying public service values	
2.1 Continuing assistance is provided to institutions in promoting the use of official languages in the workplace, in particular through work conducted under the Action Plan.	2004–09
2.2 An official languages awareness campaign to correct misperceptions, reduce the number and gravity of complaints, increase the use of both official languages in the workplace in regions designated as bilingual, enhance the rate of bilingualism among employees, and rectify the shortcomings in implementation of the Act will continue.	2006–08
3. Objectives are met for increasing bilingual capacities within the Executive and executive feeder groups, thereby fostering the use of both official languages in the workplace in regions designated as bilingual.	2004–08

Challenges ahead

Establishing and sustaining an exemplary public service relating to official languages requires integrating respect for linguistic duality into employees' daily activities, whether they interact with their colleagues or with Canadians. This is an ongoing challenge that requires continuous, consistent, and focussed efforts. Respect for Canada's official languages must be reinforced as being intrinsically linked to our values of inclusion and respect in order to achieve bilingualism in the workplace and give Canadians quality services. This emphasis is especially important as the government moves forward with electronic services, single-window service points, and integration with other partners and levels of government.

Section IV: Our Management Priorities

4.1 Our management principles

The effective establishment of a new HR management regime requires more than new legislation and management infrastructure. It also requires a cultural change accompanied by a new way of doing business and a new model for the relationship between the Agency and all its partners.

In doing so, the Agency is guided in its day-to-day business by key management principles.

In particular, it aims to be recognized as a central agency that is:

- **leading by example:** establishing the vision, objectives, and principles of modern HR management and demonstrating the benefits of the new HR management regime in its own organization—including the integration of HR planning with business planning;
- **a strategic partner:** aligning HR and business strategy—leading government-wide approaches to HR planning and strategies, delivering integrated results-based HR policies and programs, and working in partnership with departments and agencies to ensure public service renewal;
- **a champion for HR management excellence:** providing single-window access to HR policy expertise and leading-edge practices for the public service, developing effective working relationships with partners, listening to and enabling departments and agencies, and ensuring effective oversight and accountability; and
- **an agent of change:** facilitating transformations through innovative and responsive leadership—practising simplicity and clarity, clarifying HR management roles and responsibilities, and demonstrating clear linkages between all HR management disciplines and higher-level government objectives, such as having the first sustainable development strategy related to human capital.

4.2 Integrated HR planning and business planning

Starting in 2006–07, departments and agencies (including central agencies) are asked to ensure that their respective reports on plans and priorities include an overview on how they integrate HR planning into business planning, identifying main challenges, risks, and actions to be taken in this area.

Indeed, integrated HR and business planning is the foundation for assessing and understanding the current and future needs of departments and agencies so that they can deliver on their business plans and priorities. This is essential not only to promote healthy organizations that retain competent, committed, and engaged employees, but also to mitigate management risks associated with an ageing workforce, tight labour markets, and technological changes.

In addition, effective HR planning is a fundamental prerequisite to the successful application of the new principle of merit resulting from the *Public Service Modernization Act* (PSMA)—see also section 2.3, “The new HR management regime and challenges ahead.”

With the PSMA, the new principle of merit moves away from the rules-based concept of “best qualified” to a values-based approach that allows managers to hire, more efficiently, the right fit for the organization by considering the current and future skills needed within the entire organization—not just for the job.

As a result, managers now have greater flexibility and discretion in assessing candidates and making staffing decisions. However, managers are also held accountable for their decisions, which must be based on sound HR planning linked to business planning, so that they know what skills, qualifications, and organizational requirements are needed, now and in the future.

In doing so, one of the Agency’s first steps in reinforcing integrated HR planning with business planning was the creation of the Senior Management Committee (SMC) to provide strategic guidance and direction in this area in a focussed and dedicated manner.

Each member of the Agency’s senior management team is part of the SMC. This Committee is regularly kept informed of progress in all disciplines, including official languages, workforce renewal, and employment equity. It also makes use of the data gathered from various sources to support proper planning of current and future needs, as well as to make any required adjustments or course corrections, including influencing decisions about staffing and recruitment. For instance, all EX resourcing is discussed at the SMC before positions are created or staffing actions initiated. This ensures consistency and transparency.

Moreover, as part of the Agency’s action plan in reinforcing integrated HR planning with business planning, a comprehensive survey on workplace well-being was conducted to provide a solid base for providing essential research insights into the drivers of workplace well-being and enabling it to adopt results-based approaches to organizational improvements.

To prepare specifically for the 2006–07 planning cycle, the Committee also held an HR planning retreat at the end of June 2005. Although HR has been an integral component of past business planning sessions, it was the first time that a retreat focussed exclusively on identifying areas where HR support is required to ensure the organization is capable of addressing its business needs for the current and foreseeable future. Equally important was the emphasis placed on developing strategies to guide how people are managed within the organization. During this planning process, members of the SMC were asked to identify the most important HR issues for their branches and the organization as a whole. Considerations included the risks associated with the various issues in relation to the Agency’s current and future business; whether an issue applied to more than one branch; whether strategies to address the issue fell within the Agency’s control; and whether there were measurable benefits to addressing the issue.

Six priorities have been identified as they relate to HR management in the Agency. For each priority, a series of objectives, activities, or strategies has been or will be developed to assist the Agency in achieving the desired outcomes.

These priorities are as follows:

- policy capacity is renewed;
- administrative capacities are increased;
- leadership capacities are strengthened;
- efficiency and effectiveness are optimized;
- corporate knowledge retention and transfer are addressed; and
- 2005 Workplace Well-being Survey and the Public Service Employee Survey results are acted upon.

While these challenges cross-cut the Agency's program activities, they are particularly important for the modernization of HR management, including the implementation and long-term support of the PSMA; the modernization of the job classification system; and the establishment of effective HR planning and accountability systems.

One of the Agency's key responsibilities is policy development and implementation. The Agency's ongoing capacity to deliver and support quality, innovative, and comprehensive HR policy is critical, particularly given the new HR management regime. However, the Agency's strategic **policy capacity** is severely at risk. In particular, there is a significant shortfall of policy analysts and there is a large number of the existing pool of policy experts that are eligible for retirement within the next two to five years. As a result, strengthening policy capacity is a top priority for the Agency over the planning horizon.

Similarly, the greater use of technology, expenditure reviews, and a greater emphasis on knowledgeable workers led to sharp decreases across the public service in its administrative staff. This is true for the Agency as well. The **administrative capacity** is a key ingredient to improved accountability, transparency, and probity. With fewer administrative and support staff, or where there is instability, there is a greater likelihood of errors in key areas such as contracting, records management, purchasing, and even HR administration. It also impacts negatively on the workload of managers and employees. This shortfall of administrative capacity appears at different levels across the Agency and, as such, is another priority for the organization.

Past practice in many public service organizations has been to select or promote **future leaders** based on knowledge or technical expertise rather than on competencies and ability to lead and manage change. A consequence of this is that organizations are less able to adapt, particularly in periods of rapid change or growth. The Agency is experiencing such a period of change and growth. With an ageing workforce and with certain sunset programs winding down, as much as one third of the Agency's Executive Group could leave in the next two years. At the same time, other programs and responsibilities are on the upswing, including learning, policy renewal, shared services, performance monitoring, and reporting. As a result, a third priority for the Agency will be to attract and hire high-performing leaders, while developing the ones in place so that there is an adequate pool of leaders with the right competencies to manage the workforce.

As a direct result of the staff shortages mentioned above, there is also a necessity to move to more effective and efficient approaches to reduce the volume of internal competitions, as well as to facilitate and improve the Agency's **hiring and staff retention processes**. For instance, it is not unusual to have managers competing—often unknowingly—for scarce resources to fill their vacancies, thereby contributing to frustration and delays, not to mention dissatisfaction. As a result, managers and HR staff within the Agency must work more closely together, including exploring the possibilities of re-engineering internal processes and systems; reviewing the organization and classification structure; developing a top-down and bottom-up HR planning process; and working collaboratively to meet their current and future needs in common priority areas.

A fifth challenge is **corporate knowledge retention and transfer**, particularly in the context of the anticipated departures caused by retirements, promotions, deployments, and resignations. There are currently no structures or processes in place to ensure knowledge retention and transfer, nor has succession planning been carried out. There is also a lack of standardization in approaches, and new employees do not receive consistent or comprehensive orientation to the organization, its business, or its management principles. All of these can weaken the Agency's capacity to meet its strategic objectives.

Finally, in 2006–07 and beyond, the Agency has a priority to act upon the **Workplace Well-being Survey and the 2005 Public Service Employee Survey results**. The survey "Building a Better Workplace" was a pilot project launched by the Agency to identify the right workplace conditions to generate high levels of employee engagement. It involves not only assessing current organizational performance but also acting to improve upon it. Results from this survey were shared with management, employees, and their representatives last fall. A series of drivers were identified and, of these, the report highlighted five in particular as requiring increased attention. These were:

- enhancing management effectiveness;
- opening channels of communication between staff and executives;
- focussing on employees' career progress;
- reducing barriers to productivity; and
- ensuring fair and transparent staffing processes.

It was also recommended that the Agency make workplace well-being a top priority; involve staff in developing solutions; celebrate successes; establish targets and hold managers accountable; and assess progress annually. A series of initiatives have been developed (or some are under development) to address issues raised in the most recent Public Service Employee Survey.

A change management and organizational development team has also been established within the Agency to assist each branch in coping with all the aforementioned challenges and implementing changes, both internally to the Agency and externally, on initiatives related to departments and agencies.

4.3 Other management challenges

In addition to the HR challenges presented in section 4.2 above, the Agency will pursue further progress in the following key areas:

- the integration of HR planning with business planning;
- the refinement of the organization's results structure and related performance indicators;
- the improvement of internal and external communications; and
- the strengthening of the corporate policy and strategic planning functions.

2006–07 will, indeed, be the first year for departments and agencies in integrating HR planning with business planning in a systematic manner. This new discipline will require several iterations before it reaches maturity. The challenge for the Agency will be to lead by example by improving how it integrates HR planning with business planning in its own organization, setting the path for other departments and agencies, and succession planning for critical mission priorities.

Similarly, another challenge will be to lead by example by making further progress as it relates to the Agency's results structure. While the Agency established a comprehensive strategic planning and results framework (including mandate, strategic outcome, program activities, and key results areas), our performance measures must be further developed and/or refined.

Communications is a third challenge for the Agency. Its mandate, strategic positioning, priorities, and targeted results must be better understood both internally and externally.

Another challenge for the Agency is to continue to build up expertise in strategic functions, including communications, finance, internal audit, strategic planning, and HR management. This includes a better integration and co-ordination between these areas, particularly as it relates to the corporate policy and strategic planning functions.

Section V: Supplementary Information

The Agency's organizational structure as of June 1, 2006

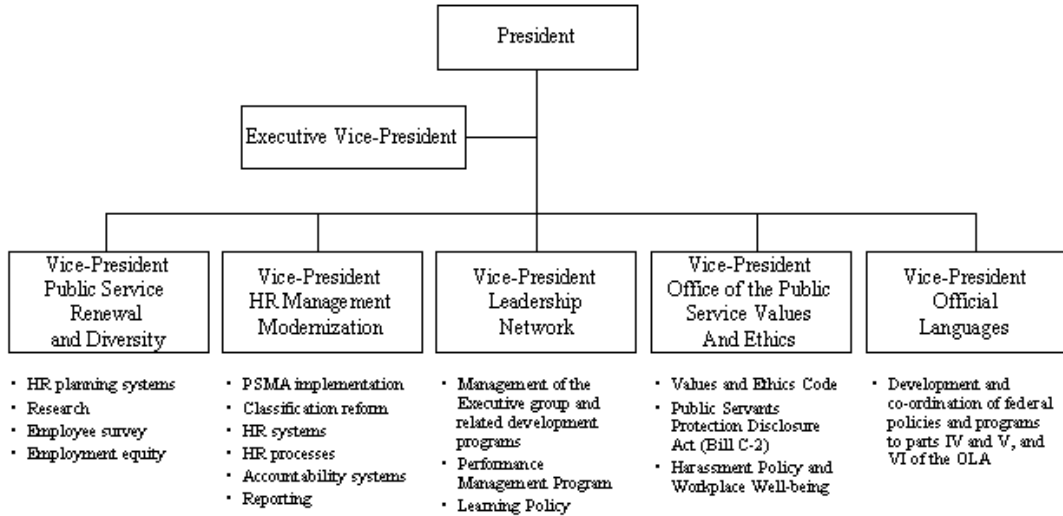


Table 1: Departmental Planned Spending and Full Time Equivalents

(\$ millions)	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Modernized Human Resources Management and Strengthened Accountability	23.8	55.3	16.7	16.7
Effective, Ethical Leadership and a Quality Work Environment	51.6	40.3	40.0	40.0
Representative and Accessible Public Service	11.3	11.3	10.7	10.7
Budgetary Main Estimates (gross)	86.7	106.9	67.4	67.4
Less: Respendable revenue	0.0	0.0	0.0	0.0
Total Main Estimates	86.7	106.9	67.4	67.4
<i>Adjustments</i>				
<u>Governor General Special Warrants requests:</u>				
Funding to modernize human resources management in the federal public service (<i>Public Service Modernization Act</i>)	14.7			
Funding to promote ethical practices in the federal public service and a positive environment for disclosing wrongdoing	4.2			
Operating budget carry forward	3.3			
Funding to support employment equity projects	0.4			
Less: Amounts already available or unspent	-1.9			
<u>Supplementary Estimates:</u>				
PSAC training project – government-wide		0.9	0.9	
Operating Budget Conversion Factor/PWGSC Accommodation		-3.0		
<u>Expenditure Review Committee:</u>				
Procurement Savings	-0.1	-0.1		
ERC Decision to Integrate Youth Internship Program to Youth Employment Strategy ⁽¹⁾	-8.0			
<i>Total Adjustments</i>	12.6	-2.2	0.9	0.0
Total Planned Spending⁽²⁾	99.3	104.7	68.3	67.4
Total Planned Spending	99.3	104.7	68.3	67.4
Less: Non-Respendable revenue	-	-	-	-
Plus : Cost of svcs recd without chg	8.2	7.9	7.8	7.8
Net cost of Agency	107.5	112.6	76.1	75.2
Full Time Equivalents	618	667	488	479

Note: Totals may differ between and within tables due to rounding of figures.

- (1) The outyear figures for the ERC reduction regarding the decision to integrate the Youth Internship Program are included in the Main Estimates for those years.
- (2) The reduction in estimated total planned spending and full-time equivalents for the period 2006-2007 through to 2008-2009 is mostly due to the temporary nature of funding to address mandated provisions of the *Public Service Modernization Act* and the reform of the classification system.

Table 2: Program Activities

(\$ millions)

2006-2007						
Program Activity	Budgetary			Total Main Estimates	Adjustments (planned spending not in Main Estimates) ⁽¹⁾	Total Planned Spending
	Operating	Capital	Grants & Contrib.			
Modernized Human Resources Management and Strengthened Accountability	55.3			55.3	-7.5	47.8
Effective, Ethical Leadership and a Quality Work Environment	40.3			40.3	3.4	43.7
Representative and Accessible Public Service	11.3			11.3	1.9	13.2
Total	106.9	0.0	0.0	106.9	-2.2	104.7

⁽¹⁾ The adjustments (planned spending not in Main Estimates) consist of:

- \$876K for the PSAC training project - government-wide;
- \$50K in procurement savings (ERC reduction);
- \$1.8M reduction in accommodation costs and \$1.2M in employee benefits reductions associated with funding to address mandated provisions of the *Public Service Modernization Act*; and
- realignment, between activities, of funding to address mandated provisions of the *Public Service Modernization Act*.

Table 3: Voted and Statutory Items listed in Main Estimates

(\$ millions)

Vote or Statutory Item	Vote or Statutory Vote Wording	2006-2007 Current Main Estimates	2005-2006 Previous Main Estimates
30	Operating expenditures	97.7	62.1
35	Contributions	-	16.2
(S)	Contributions to employee benefit plans	9.2	8.4
	Total Agency⁽¹⁾	106.9	86.7

⁽¹⁾ The Agency's Main Estimates have increased by \$20.2M from \$86.7M in 2005-2006 to \$106.9M in 2006-2007.

The net increase of \$20.2M is mainly due to:

- An increase of \$36.4M in Operating Expenditures and Contributions to employee benefit plans explained as follows:
 - ◆ \$30.8M renewal funding for the Human Resources Modernization Program;
 - ◆ \$4.7M funding to support the passage and implementation of the *Public Servants Disclosure Protection Act*, and to address pressures on the Office of Values & Ethics to provide leadership and advice;
 - ◆ \$2.9M compensation for collective agreements;
 - ◆ \$0.4M budget transfer from the Treasury Board Secretariat for the Policy Renewal Project.
 - ◆ \$0.9M reduction pursuant to the Expenditure Review by the rationalization of its management and operations;
 - ◆ \$0.5M employee benefit plan reduction to 19% of salaries;
 - ◆ A transfer of \$1M to the Youth Employment Strategy (YES) lead by Human Resources and Skills Development Canada (HRSDC) following the decision to integrate the Youth Internship Program (YIP).

- A reduction of \$16.2M in Contribution expenditures explained as follows:
 - ◆ A \$16M ERC saving following the decision to integrate the Youth Internship Program (YIP) with the Youth Employment Strategy (YES) lead by Human Resources and Skills Development Canada (HRSDC);
 - ◆ A transfer of \$0.2M to YES.

Table 4: Net Cost of the Agency for the estimates year

(\$ millions)

	Total
Net Planned Spending	104.7
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	4.1
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS	3.7
Salary and associated expenditures of legal services provided by Justice Canada	0.1
Total	7.9
<i>Less: Non-respondable Revenue</i>	0.0
2006-2007 Net cost of the Agency	112.6

Table 5: 2006-2007 Resource Requirements by Branch/Organization

(\$ millions)

Branch / Organization	Activity			
	Modernized Human Resources Management and Strengthened Accountability	Effective, Ethical Leadership and a Quality Work Environment	Representative and Accessible Public Service	Total Planned Spending
President	0.2	0.4	0.1	0.7
Executive Vice-President	0.2	0.3	0.1	0.6
DG Strategic Management and Planning	5.5	8.7	2.3	16.5
DG Communications	0.7	1.2	0.4	2.3
PS Renewal and Diversity	7.0		3.5	10.5
Human Resources Management Modernization	34.2			34.2
Leadership Network		28.2		28.2
Office of Public Service Values and Ethics		4.9		4.9
Official Languages			6.8	6.8
Total 2006-2007	47.8	43.7	13.2	104.7

Table 6: Summary of transfer payments

(\$ thousands)	Forecast Spending 2005-06	Planned Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09
Effective Ethical Leadership and a Quality Work Environment Contributions				
Youth Internship Program ⁽¹⁾	8.1	-	-	-

⁽¹⁾ In 2005-2006, the Youth Internship Program was integrated with the Youth Employment Strategy led by Human Resources and Skills Development Canada (HRSDC). Both programs were targeted at youth facing barriers to employment. This will ensure better and more cost-effective delivery of programs aimed at helping youth make a successful transition to the workplace.

Table 7: Useful Internet Addresses

Public Service Human Resources Management Agency of Canada

http://www.hrma-agrh.gc.ca/index_e.asp

Table showing the Agency responsibilities

http://www.hrma-agrh.gc.ca/common/resp_e.asp

Human Resources Management Modernization

http://www.hrma-agrh.gc.ca/hrmm-mgrh/index_e.asp

Classification Modernization

http://www.hrma-agrh.gc.ca/classification/index_e.asp

Leadership Network

http://www.hrma-agrh.gc.ca/leadership/ld_e.asp

Values and Ethics

http://www.hrma-agrh.gc.ca/veo-bve/index_e.asp

Employment Equity

http://www.hrma-agrh.gc.ca/ee/index_e.asp

Official Languages

http://www.tbs-sct.gc.ca/ollo/index_e.asp

Public Service Modernization Act

<http://laws.justice.gc.ca/en/p-33.4/>

Values and Ethics Code for the Public Service

http://www.hrma-agrh.gc.ca/veo-bve/vec-cve/vec-cve_e.asp

Policy on the Prevention and Resolution of Harassment in the Workplace

http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/hw-hmt/hara_e.asp

Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace

http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp

Policy on the Indemnification of and Legal Assistance for Crown Servants

http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp

Policy for Continuous Learning in the Public Service of Canada

http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_856/pclpsc-pacfp_e.asp

Employment Equity Act

<http://laws.justice.gc.ca/en/E-5.401/index.html>

Official Languages Act

<http://laws.justice.gc.ca/en/O-3.01/index.html>

Results for Canadians

http://www.tbs-sct.gc.ca/res_can/rc_bro_e.asp

Treasury Board (portfolio)

http://www.tbs-sct.gc.ca/common/us-nous_e.asp

Canada School of Public Service

http://www.myschool-monecole.gc.ca/main_e.html

Public Service Human Resources Management Agency of Canada

http://www.hrma-agrh.gc.ca/index_e.asp

Treasury Board of Canada Secretariat

http://www.tbs-sct.gc.ca/index_e.asp