



Public Service Commission
of Canada

Commission de la fonction publique
du Canada



Public Service Commission of Canada

2010-2011 Estimates

Report on Plans and Priorities

The Honourable James Moore, P.C., M.P.
Minister of Canadian Heritage and Official Languages

**Public Service Commission of Canada
2010-2011 Report on Plans and Priorities**

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President's Message

I would like to present the Public Service Commission's (PSC) 2010-2011 *Report on Plans and Priorities* (RPP).

The PSC is an independent agency reporting to Parliament, mandated to safeguard the integrity of the public service staffing system and the political neutrality of the public service. In addition, the PSC recruits qualified Canadians from across the country.

Our strategic outcome has remained constant — to provide Canadians with a highly competent, non-partisan and representative public service, able to provide services in both official languages and in which appointments are based on the values of access, fairness, transparency and representativeness.

The PSC's priorities for this planning period reflect the significant role and contribution of the PSC in the legislative review of the [Public Service Modernization Act](#) (PSMA), especially with respect to the implementation of the [Public Service Employment Act](#) (PSEA).

Our key priorities for 2010-2011 are to:

- Play a leadership role in the review of the PSMA through an evidence-based assessment of the implementation of the PSEA, including recommendations for change;
- Provide ongoing independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service;
- Provide integrated and modernized staffing and assessment services; and
- Build on the PSC as a model organization.

In line with its statutory responsibility to make appointments to and within the public service and to independently oversee the health of the staffing system and the non-partisan character of the public service, in 2010-2011, the PSC will continue the work underway since 2008-2009 on the assessment of the PSEA. After several years of experience under the new legislation, the PSC set out to examine whether the Act has been implemented as intended and whether it adequately equips the PSC and others to protect merit and non-partisanship in the years ahead. The results of the PSC's assessment of the PSEA will be the foundation of its contribution to the review of the PSMA led by the Treasury Board of Canada Secretariat.

As keeper of the values of merit and non-partisanship, the PSC has been given a special mandate by Parliament. A rigorous, evidence-based approach to monitoring and oversight is crucial in a delegated, values-based staffing system. The PSC will continue to implement the recommendations resulting from the independent review of its oversight activities that was conducted in 2008-2009.



The PSC will also continue to modernize its services and extend its cost-recovery operations. Increased efforts will be devoted to marketing its services across the public service. We will be entering the final year of funding for the Public Service Staffing Modernization Project and we are seeking sustainable funding for the operation of the system beyond March 31, 2011.

As a model organization, we will be focusing on improving employee engagement and talent management. We are also continuing to implement budget reductions resulting from the Human Resources Horizontal Review that was conducted in 2008-2009.

Our achievements would not be possible without the engagement and commitment to excellence of our employees, at all levels of the PSC. I continue to count on their dedication and professionalism in carrying out our mandate, on behalf of Parliament and all Canadians.

Maria Barrados, PhD
President
January 18, 2010

Section I – Public Service Commission Overview

Raison d'être and responsibilities

Raison d'être

The Public Service Commission (PSC) is dedicated to building a public service that strives for excellence. We protect merit, non-partisanship and the use of both official languages while ensuring respect for the values of access, fairness, transparency and representativeness.

We recruit talented Canadians from across the country to the public service. We continually renew our recruitment services to meet the needs of a modern and innovative public service.

Responsibilities

On behalf of Parliament, the PSC safeguards the integrity of staffing and the non-partisan nature of the public service. In this respect, the PSC works closely with government but is independent from ministerial direction and is accountable to Parliament.

The PSC is mandated to:

- Administer the provisions of the *Public Service Employment Act* (PSEA) that are related to the political activities of employees and deputy heads;
- Oversee the integrity of the staffing system and ensure non-partisanship. This oversight role includes maintaining and interpreting data on the public service, carrying out audits that provide assurance and make recommendations for improvements, and conducting investigations that can lead to corrective action in the case of errors or problems; and
- Appoint, or provide for the appointment of, persons to or from within the public service. This has been delegated to departments and agencies. The PSC provides staffing and assessment functions and services to support staffing in the public service.

The Public Service Commission's strategic outcome and Program Activity Architecture

The Program Activity Architecture structure illustrated below allows the PSC to effectively pursue its mandate and contribute to the achievement of the PSC's strategic outcome.

| Strategic outcome | Program activities | Program sub-activities |
|--|--|--|
| To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of access, fairness, transparency and representativeness | 1.1.0 Appointment Integrity and Political Neutrality | 1.1.1 Policy, Regulation and Exclusion Approval Orders 1.1.2 Delegated Appointment Authorities 1.1.3 Non-delegated Authorities 1.1.4 Political Activities |
| | 1.2.0 Oversight of Integrity of Staffing and Political Neutrality | 1.2.1 Monitoring 1.2.2 Audit, Evaluation and Studies 1.2.3 Investigations |
| | 1.3.0 Staffing Services and Assessment | 1.3.1 Staffing Services 1.3.2 Assessment |
| | 2.1.0 Internal Services (These services contribute to all program activities.) | 2.1.1 Governance and Management Support 2.1.2 Resource Management Services 2.1.3 Asset Management Services |

Planning summary

Financial and human resources

| Resources | 2010-2011 | 2011-2012 | 2012-2013 |
|---------------------------------|-----------|-----------|-----------|
| Financial (\$ thousands) | 98,962 | 90,763 | 90,763 |
| FTEs | 1,030 | 958 | 958 |

Planning summary table

The following is a summary of expected results and financial resources associated with each program activity that contributes to the achievement of the PSC's strategic outcome.

| PSC's strategic outcome: <i>To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of access, fairness, transparency and representativeness</i> | | Alignment to Government of Canada outcomes: <i>Government Affairs - Safeguarding and fostering the integrity and political neutrality of public servants</i> | | |
|--|-------------------------------------|--|-----------|-----------|
| Program activity | Forecast spending (\$ thousands) | Planned spending (\$ thousands) | | |
| | 2009-2010 | 2010-2011 | 2011-2012 | 2012-2013 |
| 1.1.0 Appointment Integrity and Political Neutrality | 12,175 | 12,835 | 12,853 | 12,853 |
| Expected result: Recruitment strategies, staffing practices and political activities consistent with the PSEA and PSC strategic outcome are implemented across the public service (Expected result refined in 2010-2011 to include political activities) | | | | |
| 1.2.0 Oversight of Integrity of Staffing and Political Neutrality | 21,233 | 22,379 | 22,384 | 22,384 |
| Expected result: Organizations have implemented PSC monitoring and audit recommendations and corrective actions as a result of investigations that contribute to safeguarding the integrity of staffing and political neutrality | | | | |
| Expected result: Enhanced risk-based oversight of the integrity of public service staffing | | | | |
| 1.3.0 Staffing Services and Assessment¹ | 36,573 | 29,729 | 21,872 | 21,872 |
| Expected result: Staffing and assessment services and products that meet the needs of federal departments and organizations operating within a more fully delegated staffing environment under the PSEA | | | | |
| 2.1.0 Internal Services | 38,214 | 34,019 | 33,654 | 33,654 |
| Expected result: Sound and effective management practices and support functions for the delivery of the PSC's mandate | | | | |
| Net planned spending | 108,195 | 98,962 | 90,763 | 90,763 |

¹ Excludes expenditures of \$12,022K for 2009-2010 and \$14,000K for the next three years, related to net voting activities for assessment and counselling services offered on a cost-recovery basis.

Contribution of priorities to the Public Service Commission's strategic outcome

To achieve its strategic outcome during the planning period, the PSC has chosen to focus its attention and resources on the following priorities.

Operational priorities

| | |
|--|---|
| Priority I: Play a leadership role in the review of the <i>Public Service Modernization Act</i> (PSMA) through an evidence-based assessment of implementation of the <i>Public Service Employment Act</i> (PSEA), including recommendations for change | Type of priority: new |
| Linkages to program activity: | 1.1.0 Appointment Integrity and Political Neutrality |
| Key actions for 2010-2011: <ul style="list-style-type: none"> • Complete research and analysis on key issues related to merit, non-partisanship, recourse and other aspects of PSEA implementation and identify recommendations for change; • Complete implementation of the results of the review of the PSC's Appointment Policy Framework; • Complete outreach with stakeholders on key issues related to PSEA implementation, including collective staffing and non-advertised processes; and • Continue to work with central agencies, including the PSMA review secretariat, to ensure effective information exchange and co-ordination of efforts, where appropriate. | |
| Priority II: Provide ongoing independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service | Type of priority: previously committed |
| Linkages to program activity: | 1.1.0 Appointment Integrity and Political Neutrality 1.2.0 Oversight of Integrity of Staffing and Political Neutrality |
| Key actions for 2010-2011: <ul style="list-style-type: none"> • Implement the Oversight Review recommendations; • Continue to monitor departments and agencies to assess their compliance with legislative requirements of the PSEA and their staffing performance; • Conduct independent audits and report to Parliament on the integrity of the appointment process; • Conduct investigations into errors, omission or improper conduct in external appointment processes, into allegations of fraud or political influence in all appointment processes as well as into allegations of improper political activity by public servants; • Continue to provide guidance and assistance to departments and agencies to ensure a common understanding of self-declaration in the appointment process, as well as promote the use of effective barrier-removal strategies; • Monitor compliance of the <i>Public Service Official Language Exclusion Approval Order</i> and the application of the priority entitlements; • Continue to monitor separate agencies approved for deployment to PSEA organizations; • Continue to improve understanding of non-partisanship and continue to monitor political activities as defined under Part 7 of the PSEA, taking action as required; and • Continue to enhance the PSC's Annual Report to Parliament. | |

| | |
|--|--|
| Priority III: Provide integrated and modernized staffing and assessment services | Type of priority: previously committed |
| Linkages to program activity: | 1.3.0 Staffing Services and Assessment |
| Key actions for 2010-2011: | |
| <ul style="list-style-type: none"> • Establish the right infrastructure, in accordance with PSEA values, to support and operate successfully in a cost-recovery environment; • Continue to support our people in adopting the right service philosophy, developing business acumen and facilitating change management; • Continue to deliver innovative staffing and assessment services in line with the needs of the public service; • Advance the development and implementation of the Public Service Staffing Modernization Project (PSSMP); and • Meet our revenue and program targets while providing quality products and services that are in line with PSEA values. | |

Management priority

| | |
|--|-------------------------------------|
| Priority IV: Build on the PSC as a model organization | Type of priority: revised |
| Linkages to program activities: | All program activities |
| Key actions for 2010-2011: | |
| <ul style="list-style-type: none"> • Continue to ensure that strong financial management controls are in place; • Advance the development and implementation of the Talent Management Project; • Further strengthen integrated planning of human resources, finance, information management / information technology, and communication functions to provide the necessary information for decision making and risk management; and • Support consultations/outreach and parliamentary processes for the PSC's assessment of the PSEA. | |

Risk analysis

Context

The context for the PSC's work is ever changing and complex. Yet the essential role of the PSC in protecting merit and non-partisanship in Canada's public service remains constant. A number of external factors will impact the PSC over the planning period. Several key factors follow:

The PSC faces uncertainty with regard to the demand for services that are offered on a cost-recovery basis. There is also uncertainty about whether the public service will continue to grow. Current demographics suggest that, as Canada's population ages, its future workforce will be smaller and more diverse, in both the public and private sectors.

The renewal of the public service is a multi-year undertaking. Given the public service rate of retirement, the recruitment of both post-secondary graduates and mid-career professionals remains important for the renewal of the public service. The PSC plays a critical role in enabling the government to meet its renewal objectives. Attracting, engaging and retaining workers representative of Canadian society in the future will depend on evolving perceptions of public service and the extent to which modern staffing practices and services effectively support targeted renewal efforts.

On February 6, 2009, the Prime Minister announced the creation of a single focal point within the Treasury Board of Canada Secretariat (TBS) and a more explicit recognition of the roles of deputy heads in managing people to make human resources governance more coherent. While these changes focus the efforts across the federal government, the role of the PSC and the staffing system remain unchanged. The highly delegated staffing model calls on deputies to provide leadership in their organizations and on managers to exercise the staffing authorities delegated to them in a manner consistent with the appointment values of the PSEA. In its oversight of the integrity of that staffing system and its protection of non-partisanship, the PSC fosters collaboration and collective understanding to implement the PSEA.

External risks and challenges

In July 2009, the Prime Minister designated the President of the Treasury Board as the minister responsible for the legislative review of the PSEA and the *Public Service Labour Relations Act*, two of the main pieces of legislation under the PSMA. Given its legislated mandate, the PSC will support and collaborate in the TBS-led review of the PSMA through its evidence-based assessment of the PSEA. To accomplish this objective, the PSC must undertake a systematic assessment of its data and experience to date under the provision of the PSEA.

The PSC continues to place priority on the provision of independent oversight and assurance to Parliament on the integrity of the merit-based staffing system and the non-partisanship of the public service. Increasingly more complex cases of political activity challenge non-partisanship. New public servants are highly educated and share an affinity for technology. Social networking Web sites and blogs give visibility to the political activities and affiliations of public servants, blurring the boundaries between professional and private life. The PSC recognizes that the

political neutrality of the public service may be at risk if it does not enhance understanding of the value of non-partisanship. Its mitigation strategies include fostering a broad policy dialogue and strengthening communications.

Ongoing resource reallocations can lead to uncertainty about future levels of funding. Organizations therefore require efficient and effective means of recruiting and promoting public servants who can meet both current and future needs. The PSC plans to provide integrated and modernized staffing and assessment services in an environment in which optional services may decline. In cases where organizations opt out of using PSC services and develop their own assessment tools, the result could be duplication of effort by these organizations. As well, unlike the assessment tools available through the PSC, which have been proven and are defensible in court, organizations using their own tools could jeopardize the quality, transparency and fairness of staffing processes. Managing this risk will require both careful monitoring and targeted marketing promoting the PSC's products and services as enabling particular departments and agencies to meet significant goals.

The PSC remains attentive to the need to accurately estimate the demand of departments and agencies. If it does not identify and put in place the necessary systems, tools and capacities, the PSC will encounter difficulty in the cost-recovery environment.

One key tool enables electronic recruitment for federal government organizations that are recruiting outside the public service. The Public Service Resourcing System (PSRS) has assisted organizations in the public service with the management of job applications for a number of years. Furthering its commitment to integrated and modernized staffing and assessment, the Commission will develop a funding strategy for PSRS to continue its operation and to develop a comprehensive solution for both external and internal staffing beyond 2011, when funding will have to be renewed. Without adequate funding, the PSC may have to sunset the current PSRS, leaving organizations with no centrally managed automated tool to support ongoing recruitment and staffing needs.

Internal risks and challenges

Sound, effective and efficient management practices and employee engagement are critical to the delivery of the PSC's mandate. Like many other organizations, the PSC is absorbing budget cuts resulting from the 2008-2009 horizontal review of the government's central human resources management functions.

As a public service organization, the PSC feels the impact of demographics on its own workforce. Its main occupational group, the personnel administration group, has a significant turnover rate. Most PSC employees have been with the Commission for five years or less. The portrait of its workforce demonstrates that the PSC needs to focus on its people. Without engagement of employees, along with training and development and succession planning, the PSC will not be able to mobilize its human resources to achieve its priorities. Ongoing internal communication, talent management and enhanced learning and development opportunities are among the approaches that the PSC will emphasize in the management of these internal risks.

Corporate risk profile and mitigation strategies

The PSC continues to approach risk as an integral part of its planning process, recognizing the need for risk management in all of its operations and at the corporate level. Further details of the PSC's corporate risk profile and mitigation strategies, all of which are monitored on a regular basis by its senior management, are available in the electronic version of this document in the publications section of the PSC Web site (www.psc-cfp.gc.ca).

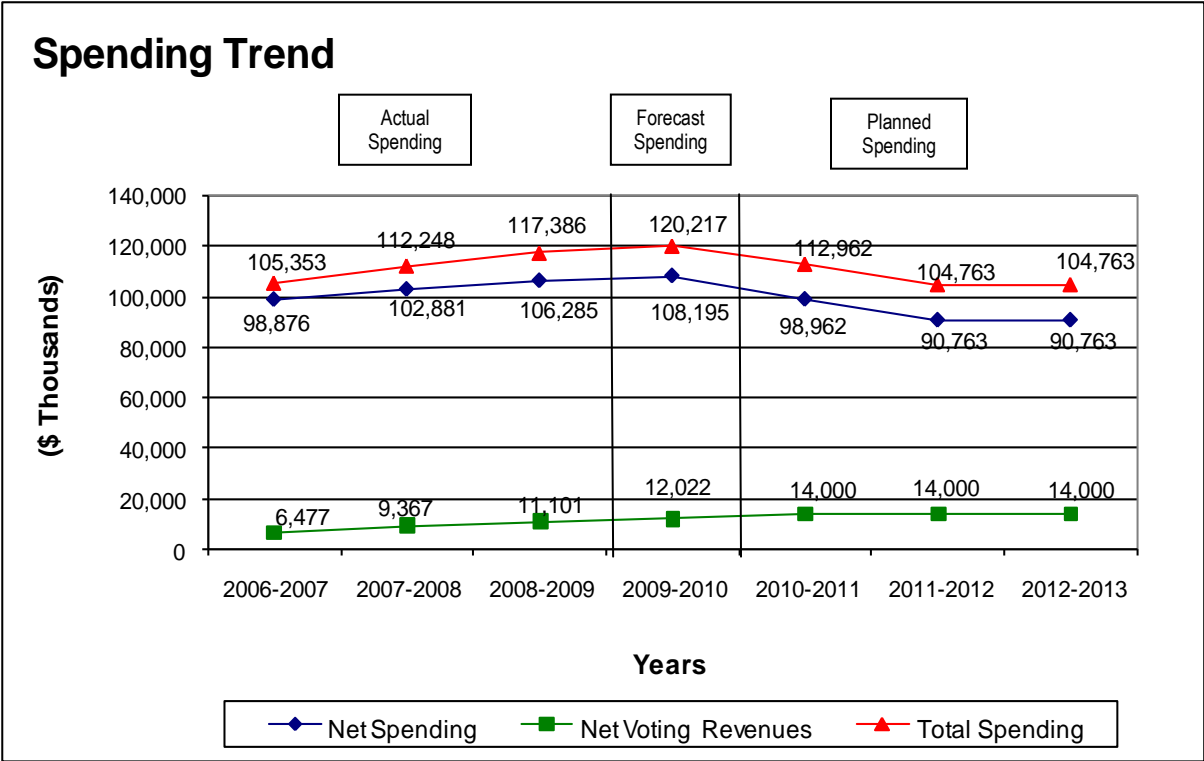
Expenditure profile

Canada's Economic Action Plan

As part of Canada's Economic Action Plan, the Public Service Commission has received funding to enhance federal public service student employment in the amount of \$70K (horizontal item as part of Budget 2009). The PSC will be spending this full amount in 2009-2010 and in 2010-2011.

Spending trend

The following graph illustrates the PSC's spending trend from 2006-2007 to 2012-2013. This graph includes planned spending for Assessment Services, for which the PSC, since 2005-2006, has had the approval from TBS to use cost recovery.



Analysis of spending trend

The planned spending for 2010-2011 of \$98,962K represents a decrease of \$9,233K from the forecast spending of \$108,195K in 2009-2010. The following table explains the variation between the 2009-2010 forecast spending and the 2010-2011 planned spending figures:

| | |
|--|-------------------|
| Carry forward (used to cover various projects and initiatives) | (\$4,917K) |
| Severance pay, parental benefits and vacation credits payable upon termination of employment | (\$4,436K) |
| Increase in Public Service Staffing Modernization Project (PSSMP) funding | \$203K |
| Other | (\$83K) |
| Total | (\$9,233K) |

The planned spending of \$90,763K for 2011-2012 and 2012-2013 represents a reduction of \$8,199K from the 2010-2011 planned spending of \$98,962K, which is mainly due to the sunset of PSSMP, the additional reduction pertaining to the Human Resources Horizontal Review, the budget reduction related to procurement savings, the sunset of the funding for the federal public service student employment offset by an increase in the salary compensation and employee benefit plans.

Voted and statutory items

This table indicates the information presented to Parliament before approving a supply bill. Parliament approves the voted items on an annual basis and the statutory items are displayed for information purposes only.

| Vote or Statutory Item | Truncated Vote or Statutory Wording | 2009-2010 Main Estimates | 2010-2011 Main Estimates |
|------------------------|---|--------------------------|--------------------------|
| | | (\$ thousands) | |
| 100 | Program Expenditures | 79,815 | 85,767 |
| (S) | Contributions to Employee Benefit Plans | 11,952 | 13,195 |
| | Total Voted and Statutory Items | 91,767 | 98,962 |

The difference of \$7,195K between the 2010-2011 Main Estimates of \$98,962K and the 2009-2010 Main Estimates of \$91,767K is due to the inclusion of funding related to the PSSMP (\$6,757K), salary compensation (\$4,182K), funding for enhancing federal public service student employment (\$70K) offset by a budget reduction related to the Human Resources Horizontal Review (\$3,205K), procurement savings (\$225K), an adjustment to the Employee Benefit Plans (\$219K), contribution to the 2011 census (\$133K) and Public Opinion Research (\$32K).

Section II – Analysis of Program Activities by Strategic Outcome

The Public Service Commission (PSC) has one strategic outcome supported by four program activities. The achievement of the strategic outcome will be measured through the key elements indicated in the following table. The indicators and performances measures have been refined for 2010-2011.

| | | | | |
|--|---|--|---|--------------------------------|
| Strategic Outcome | <i>To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of access, fairness, transparency, and representativeness.</i> | | | |
| Program Activities | 1.1.0 Appointment Integrity and Political Neutrality | 1.2.0 Oversight of Integrity of Staffing and Political Neutrality | 1.3.0 Staffing Services and Assessment | 2.1.0 Internal Services |
| Key Elements | Indicators | | Performance Measures¹ | |
| Flexibility and Efficiency | Managers' satisfaction with flexibility to carry out staffing processes in an efficient manner | | Percentage of assessed organizations demonstrating acceptable or strong performance compared to the previous year | |
| | Length of time for hiring process | | | |
| | Candidates' satisfaction regarding duration of appointment process | | | |
| Merit (includes Competencies and Official Languages) | Managers' satisfaction with quality of hires | | Percentage of assessed organizations demonstrating acceptable or strong performance compared to the previous year | |
| | Official Language qualifications in staffing (non-imperative appointments where the person does not meet the official language profile within the time periods prescribed by regulations) | | | |
| | Candidates' perceptions on whether they were assessed for actual job requirements of the position | | | |
| | Candidates' perceptions on whether the posted qualifications and criteria for positions are bias-free and barrier-free | | | |
| | PSC founded investigations into staffing | | | |
| | Deputy Head investigations into staffing | | | |
| Non-partisanship | Managers' perceptions of external pressure to select a particular candidate | | Under review | |
| | PSC investigations related to political influence in staffing | | Under review | |
| | PSC investigations related to the political activities of public servants | | Monitor trends | |

¹ The overall target for the strategic outcome is to maintain/increase the percentage of assessed organizations with acceptable or strong performance. In instances where the performance indicator changed from previous years, no comparison is made.

| Key Elements | Indicators | Performance Measures |
|---------------------------|---|---|
| Fairness | Candidates' perceptions of the fairness of the assessment process | Percentage of assessed organizations demonstrating acceptable or strong performance compared to the previous year |
| | Percentage of acting appointments with subsequent indeterminate appointment at the same occupational group and level within the same organization | |
| | Percentage of indeterminate hires coming from (a) casual and (b) term positions within the same organization | |
| Transparency | Organizational staffing priorities and strategies are communicated on organizations' websites; and contents are clearly communicated to managers, employees and employees' representatives where applicable | Percentage of assessed organizations demonstrating acceptable or strong performance compared to the previous year |
| | Candidates' perceptions of openness and transparency in internal staffing | |
| Access | Percentage of external appointments that are non-advertised | Percentage of assessed organizations demonstrating acceptable or strong performance compared to the previous year |
| | Percentage of external processes advertised nationally to total external advertised processes | |
| | Percentage of internal appointments that are non-advertised | |
| Representativeness | Staffing-related provisions or initiatives to increase representativeness | Percentage of assessed organizations demonstrating acceptable or strong performance compared to the previous year |

Program Activity 1.1.0 – Appointment Integrity and Political Neutrality

| <p>The Appointment Integrity and Political Neutrality activity develops and maintains a policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes establishing policies and standards, providing advice, interpretation and guidance administering delegated and non-delegated authorities and allowing exceptions, as appropriate.</p> <p>☞ - Information, by sub-activity, can be found in the electronic version of this document in the publications section of the PSC Web site at www.psc-cfp.gc.ca.</p> | | | | Program sub-activities | Policy, Regulation, and Exclusion Approval Orders |
|---|-----------|-----------|-----------|------------------------|---|
| | | | | | Delegated Appointment Authorities |
| | | | | | Non-delegated Authorities |
| | | | | | Political Activities |
| Resources | 2010-2011 | 2011-2012 | 2012-2013 | | |
| Financial (\$ thousands) | 12,835 | 12,853 | 12,853 | | |
| FTEs | 118 | 118 | 118 | | |

The following table indicates the expected result of the program activity and the performance indicators that will serve to monitor performance.

| Key expected result | Key performance indicators | Targets |
|---|---|---|
| Recruitment strategies, staffing practices and political activities consistent with the <i>Public Service Employment Act (PSEA)</i> and PSC strategic outcome are implemented across the public service (Expected result refined in 2010-2011 to include political activities) | Level of success in implementing recruitment strategies and staffing practices consistent with the new PSEA and PSC strategic outcome across the public service | Satisfactory findings on the implementation of the new PSEA |
| | Number of delegation instruments with limitations or conditions imposed by the PSC | Zero |
| | Level of success in creating employee awareness of their rights and responsibilities under Part 7 of the PSEA, as measured by the timeliness of their requests to participate in political processes (Note 1) Performance indicator added in 2010-2011 | 100% |

Note 1: The purpose of Part 7 of the PSEA is to recognize the right of employees to engage in political activities, while maintaining the principle of political impartiality in the public service.

Planning highlights

In 2009-2010, the PSC continued its work to conduct an evidence-based assessment of implementation of the PSEA based on four years of operation under the Human Resource Management regime established under the current PSEA. The work has been focused on two issues — whether the Act has been implemented as intended and whether it adequately equips the PSC and other departments and agencies to protect merit and non-partisanship in the years ahead.

During the planning period, research and analysis on key issues related to merit, non-partisanship, recourse and other aspects of PSEA implementation will be completed, as will engagement with key stakeholders. The PSC will also report the results of its assessment in a special report to Parliament early in 2011.

In addition, non-partisanship is one of the key strategic issues identified for focused attention in the PSC's assessment of the PSEA. During the planning period, the PSC will be making recommendations regarding the mechanisms and approaches that should be used or put in place so that Canadians continue to benefit from a non-partisan public service in the coming decades.

The results of the assessment will be the foundation of the PSC's contribution to the five-year legislative review of the PSEA, which the President of the Treasury Board was designated to lead in July 2009. The PSC will continue to work with the *Public Service Modernization Act* review committee chaired by the Treasury Board of Canada Secretariat and with members from other central agencies during the planning period to ensure the effective exchange of information and the co-ordination of efforts, where appropriate.

One of the major projects that has been undertaken as part of the PSC's assessment of the PSEA is the review of the PSC Appointment Policy Framework that establishes requirements for how appointments are to be undertaken across government. Through 2010-2011, the PSC will continue to implement the results of the policy review and adjust delegation and accountability instruments to reflect new requirements.

As changes are made to the appointment framework, the PSC will continue to ensure that departments and agencies are well-supported in the use of their delegated appointment and appointment-related authorities. The PSC will further ensure that these organizations clearly understand and apply the policies and that they seek PSC approval for non-delegated authorities.

A key ongoing commitment under this program activity is the provision of advice and the development of tools to enhance organizational approaches to staffing. The PSC ensures that departments and agencies, managers and human resources (HR) professionals receive relevant policy information and advice in a timely manner and on an ongoing basis.

An important role of the PSC under the PSEA is to safeguard non-partisanship. Today, the safeguarding of the non-partisan character of the public service is taking place in a challenging and complex environment. New recruits to the public service need to understand their roles and responsibilities in a professional, non-partisan public service. In addition, technological, social, economic and legal developments are creating numerous avenues for political activity by public servants. These developments point to a need to clarify and understand what is meant by a "non-partisan" public service with the associated legal rights and obligations, expected behaviours and consequences understood.

Over the planning period, work will continue in order to strengthen communication efforts so that federal employees subject to Part 7 of the PSEA, which recognizes the rights of employees to engage in political activities and safeguards the integrity of the public service staffing system and the political neutrality of the public service, are aware of their rights and obligations, expected behaviours and consequences. This includes ensuring that links to the applicable values

and ethics code and to other instruments are clarified in relation to candidacy and other political activities. The PSC will continue to review candidacy requests from employees and, when appropriate, grant permission and leave with regard to federal, provincial, territorial and municipal elections. In addition, the PSC is committed to continuing dialogues with key players on non-partisanship and the public service.

With regard to Employment Equity (EE), the PSC will continue to conduct research and policy analysis, develop EE strategies and provide advice and guidance to departments and agencies. The PSC will maintain liaison and establish partnerships with stakeholders. In addition, the PSC will review existing tools and develop new ones to reflect new requirements stemming from the Policy review to strengthen value-based staffing.

Benefits for Canadians

Merit and non-partisanship are fundamental elements of a professional, permanent public service that supports a democratic government. Through its policy and regulatory frameworks, the PSC ensures that these core values are safeguarded and that Canadians will continue to benefit from a merit-based, non-partisan federal public service in the coming decades. For Canadians, a non-partisan public service ensures that programs and services are administered in a politically impartial manner and that, during political successions, operations are maintained with uninterrupted services for citizens.

By assisting and guiding deputy heads in the exercise of their authorities, the PSC ensures efficient and effective staffing activity while respecting key public service values. The monitoring of the *Public Service Official Languages Exclusion Approval Order* ensures that Canadians continue to have access to federal government agencies and that they have access to federal public services career opportunities, and helps safeguard the right of all Canadians to be served in the official language of their choice.

Program Activity 1.2.0 – Oversight of Integrity of Staffing and Political Neutrality

| <p>The Oversight of Integrity of Staffing and Political Neutrality activity provides an accountability regime for the implementation of the appointment policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes monitoring departments' and agencies' compliance with legislative requirements; conducting audits, studies and evaluations; carrying out investigations; and reporting to Parliament on the integrity of public service staffing.</p> <p>☞ - Information, by sub-activity, can be found in the electronic version of this document in the publications section of the PSC Web site at www.psc-cfp.gc.ca.</p> | | | | Program sub-activities | Monitoring |
|---|-----------|-----------|-----------|------------------------|---|
| | | | | | Audit, Evaluation and Studies |
| | | | | | Investigations |
| Resources | 2010-2011 | 2011-2012 | 2012-2013 | | |
| Financial (\$ thousands) | 22,379 | 22,384 | 22,384 | | |
| FTEs | 181 | 181 | 181 | | |

The following table indicates the expected results of the program activity and the performance indicators that will serve to monitor performance.

| Key expected results | Key performance indicators | Targets |
|---|---|--|
| Organizations have implemented PSC monitoring and audit recommendations and corrective actions as a result of investigations that contribute to safeguarding the integrity of staffing and political neutrality | Percentage of PSC monitoring and audit recommendations and corrective action as a result of investigations implemented by organizations | 100% |
| Enhanced risk-based oversight of the integrity of public service staffing | Percentage of coverage of oversight activities (monitoring, audits, studies and evaluations) | Cyclical, as all entity audits are conducted within 5 to 7 years |
| | Number of heard complaints to the Public Service Staffing Tribunal | Under development |

Planning highlights

The PSC will continue to monitor departments and agencies to assess their compliance with legislative requirements of the PSEA in the context of their delegated authorities through the Departmental Staffing Accountability Report (DSAR) process. This will enable the PSC to evaluate and report on organizational management of staffing and respect for merit, non-partisanship and values. The PSC has significantly reduced the reporting burden on departments and agencies over the last several years (60% reduction on reporting required under the DSAR). It will continue to refine and implement improvements to the leading indicators and the DSAR tools in the context of the Policy Review and the PSEA five-year review.

The PSC will conduct independent audits, investigations and studies, including a study on the use of temporary help within government, and report to Parliament on the integrity of the appointment process. As part of its audit plan, the PSC will undertake six department and agency staffing audits and one follow-up audit (www.psc-cfp.gc.ca/adt-vrf/frame-cadre/2009-2011/index-eng.htm). In 2010-2011, the PSC will continue to audit Immigration and Refugee Board appointments and will also undertake a government-wide audit of appointments from collective staffing processes.

As part of its commitment to continuous improvement, the PSC will work to implement the recommendations outlined in an independent review of the PSC oversight function that was completed in January 2009 (www.psc-cfp.gc.ca/abt-aps/rprt/ovr-srv/index-eng.htm). Specific initiatives that will be undertaken in response to this review include:

- Improving outreach and communication with departments, agencies and auditors across the federal government through proactive presentations, consultations and sharing of PSC staffing methodology;
- Developing and implementing the PSC business intelligence and data management vision and action plan;
- Implementing a customized approach for the assessment of staffing in micro organizations;
- Monitoring separate agencies approved for deployment to PSEA organizations; and
- Posting and updating audit staffing tools and methodology on-line.

To achieve these initiatives the PSC will continue to work with the Treasury Board of Canada Secretariat in the development of People Management Indicators and the Deputy Head Scorecard.

In addition, continued emphasis will be placed on improving efficiencies of the audit cycle, including helping to ensure that employees have the right tools, methodologies and training to undertake the PSC's audit plan. As well, the PSC will improve outreach on oversight activities with key stakeholders and auditors across government to help ensure greater co-ordination and co-operation of audit activities.

In 2010-2011, the PSC will continue to carry out investigations of the staffing system and into allegations of improper political activities of public servants. A key initiative will be to better integrate the investigative function with the audit function; this will bring greater efficiency to the process and will strengthen the findings of both audits and investigations.

Benefits for Canadians

The legislative, regulatory and policy framework safeguarding merit and non-partisanship in the federal public service are implemented under an accountability regime, culminating in reporting to Parliament. Audits, studies, evaluations and investigations help to ensure access, fairness, transparency, representativeness and non-partisanship in the federal public service staffing process.

Program Activity 1.3.0 – Staffing Services and Assessment

| | | | | | |
|---|------------------|------------------|------------------|-------------------------------|-----------------------------------|
| <p>The Staffing Services and Assessment activity develops and maintains systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This activity also includes delivering staffing services, programs and products to departments and agencies, to Canadians and to public servants, through client service units located across Canada.</p> <p>☞ - Information, by sub-activity, can be found in the electronic version of this document in the publications section of the PSC Web site at www.psc-cfp.gc.ca.</p> | | | | Program sub-activities | Staffing Services |
| | | | | | Assessment |
| Resources | 2010-2011 | 2011-2012 | 2012-2013 | | |
| Financial (\$ thousands) – Note 1 | 29,729 | 21,872 | 21,872 | | |
| FTEs | 429 | 360 | 360 | | |

Note 1: Excludes expenditures of \$14,000K related to net voting activities for assessment and counselling services offered on a cost-recovery basis.

The following table indicates the expected result of the program activity and the performance indicators that will serve to monitor performance.

| Key expected result | Key performance indicators | Targets |
|---|---|--|
| Staffing and assessment services and products that meet the needs of federal departments and agencies operating within a more fully delegated staffing environment under the PSEA | Level of client satisfaction with PSC staffing and assessment services and products | High level of satisfaction following client feedback in terms of quality, timeliness and effectiveness |

Planning highlights

The PSC will continue to offer high-quality and cost-effective staffing and assessment services for the public service that complement the services available within federal organizations. This will include services such as the centralized job seeker recruitment Web site for Canadians and the external e-Recruitment system that enables departments and agencies to manage large volumes of job applications and implement a national area of selection (NAOS). The PSC will also continue to provide a range of assessment products and services, including standardized selection tests, along with professional services including second official language evaluation (SLE), assessment consultation, test development, executive assessment and counselling services, advice on test accommodation for persons with disabilities, assessment research and test defence when PSC-developed tests are challenged.

To help ensure that services remain relevant, efficient and cost effective, the PSC will seek guidance and/or advice from the Deputy Minister committee appointed by the Clerk of the Privy Council, the Public Service Commission Advisory Committee (DM - PSCAC), along with other advisory committees recently established by the Staffing and Assessment Services Branch (SASB). The PSC will also establish and implement clear service standards against performance indicators and analyze sales and volume data, allowing for closer monitoring of business practices.

The PSC will continue to develop the right infrastructure to operate a successful business. This will include identifying the right service delivery mechanism; reviewing and enhancing products and services to meet the changing needs of the public service; establishing a cyclical review of its fee structure; identifying processes, systems and tools to support cost recovery; and having skilled personnel who can deliver staffing and assessment solutions that meet client needs.

The PSC will continue to develop innovative solutions for recruitment. One such solution is the increased availability of pools of assessed candidates, which maximizes efficiencies by sharing costs and making qualified candidates available to federal organizations on demand. The PSC will also continue to promote better use of existing electronic systems such as the Public Service Resourcing System (PSRS), given their significant benefit to organizations in reducing manual screening, especially for high-volume staffing processes.

The PSC will continue to lead the Public Service Staffing Modernization Project (PSSMP), a project aimed at modernizing government hiring, providing common electronic systems and tools and managing the volume of applications from job seekers. Funding for the PSSMP ends in 2010-2011. The PSC is currently working on establishing a new funding strategy to maintain and ultimately enhance the current system. The current economic situation and other competing Government of Canada priorities necessitated the PSC to revise its strategy in terms of scope and funding. This project, focusing on the development of an e-staffing solution for both internal and external staffing, will continue to move forward pending project and funding approval.

The PSC will advance its assessment innovation through activities such as increasing the number of selection tests available in e-test format, offering e-test administration services in its seven regional offices, assisting organizations interested in establishing their own e-test centres and developing innovative electronic assessment instruments suitable for test administration in non-proctored settings. The PSC will also continue to modernize its SLE tools and services and monitor the results of these new tools to measure their effectiveness and adjust them as necessary. Work on enhancing test security will also continue, monitoring will be increased and innovative test development measures, such as computer-generated testing, will be introduced.

Benefits for Canadians

Staffing and assessment services help managers identify and hire qualified employees. Systems are in place to link Canadians (including public servants) seeking employment opportunities in the federal public service with hiring departments and agencies. Standardized assessment instruments, professional services and leading-edge techniques such as e-testing support efficient, merit-based appointments through accurate and fair assessment of essential and asset qualifications.

The PSC has become a center of expertise on staffing and assessment services from which hiring managers can benefit when recruiting and assessing candidates. Through programs and initiatives, such as the Post Secondary Recruitment, and ready access to pools of pre-assessed candidates, federal organizations benefit as a whole through maximized efficiencies, including shared costs and candidate referrals on demand.

The PSRS has been a key enabler in the implementation of the NAOS, which opened 100% of externally-advertised federal jobs to candidates living anywhere in Canada and to Canadians living abroad, as of December 2008.

The PSSMP will provide an efficient merit-based staffing system that will support fair, accessible and transparent hiring processes and deliver programs and services to Canadians in a timely manner.

Program Activity 2.1.0 – Internal Services

The Internal Services program activity develops and monitors corporate management planning frameworks and policies related to the Management Accountability Framework, finance, HR management, information technology, communications and other administrative and support services; provides central services, legal services and systems in support of all PSC programs, including the offices of the President and Commissioners; and formulates and implements policies, plans, guidelines, standards, processes and procedures to support the decision-making process of the Commission.

| Resources | 2010-2011 | 2011-2012 | 2012-2013 |
|--------------------------|-----------|-----------|-----------|
| Financial (\$ thousands) | 34,019 | 33,654 | 33,654 |
| FTEs | 302 | 299 | 299 |

The following table indicates the expected result of the program activity and the performance indicators that will serve to monitor performance.

| Key expected results | Key performance indicators |
|--|--|
| Sound and effective management practices and support functions for the delivery of the PSC's mandate | Unqualified audit opinion from the Office of the Auditor General on PSC financial statements |
| | Sound independently assessed management systems for the PSC are maintained |
| | Organizational performance measurement framework supports decision making (e.g. monthly reports, quarterly reporting on operational plan and ongoing financial reporting) |
| | Improved integrated planning, as indicated in the Staffing Management Accountability Framework and DSAR, and the Integrated HR / Operational Plan and Quarterly Reports, 2010-2011 |
| | Improved Talent Management (TM), as indicated through the number of expressions of interest and participants in TM opportunities |
| | Increased employee engagement as measured by the results of the Employee Engagement Survey (EES) |
| | Implementation of a streamlined cost recovery billing process and renewed Revenue Management System |

Planning highlights

In 2010-2011, the PSC will be building on the model organization that it has established over the past several years — an organization that ensures sound, effective and efficient management practices and employee engagement to support the delivery of the PSC's mandate.

The PSC will continue to ensure that strong financial management controls are in place and to have its financial statements independently audited.

Internal Services provides corporate support that forms part of the cost-recovery activity. More precisely, we will continue to provide assistance to Staffing and Assessment Services Branch in its cost-recovery endeavour through streamlined billing processes and a renewed revenue management system.

Work over the planning period will also focus on ensuring that the PSC remains a place where the workforce is representative of the Canadian population and where employees are respected, valued and undertake rewarding work, are productive and have the opportunity to develop their skills and abilities. To support this, we will continue initiatives such as Corporate Learning Strategy and Talent Management aimed at development and retention at all levels. In order to gauge our progress towards a model organization and to take the pulse of employees, the PSC will again undertake an Employee Engagement Survey. Results of this survey will be used to modify and better focus HR practices and plans to improve employee engagement. The offices of the Ombudsman and Access to Information continue to foster workplace harmony and communications.

The PSC will continue to increase opportunities for communication among employees and with management about work and workplace-related issues. Examples include continued postings by the President to an internal blog; more town halls and retreats; the introduction of an employee panel at the PSC's fora; as well as new training for employees on how the PSC works, and for managers on effective communication.

The PSC will establish an innovative corporate-wide Privacy Impact Assessment to ensure that PSC data management meets the needs of the organization while respecting Privacy legislation.

We will continue to further strengthen integrated planning of HR, finance, information management / information technology and communication functions to provide the necessary information for decision making and risk management.

Finally, Internal Services will support the President in providing answers to Parliamentarians -- either in bilateral meetings with MPs and Senators or at appearances before Parliamentary committees -- on issues raised by the Treasury Board of Canada Secretariat, the Office of the Chief Human Resources Officer, other organizations, unions or the Public Service Commission during the course of the assessment of the PSEA.

Section III – Supplementary Information

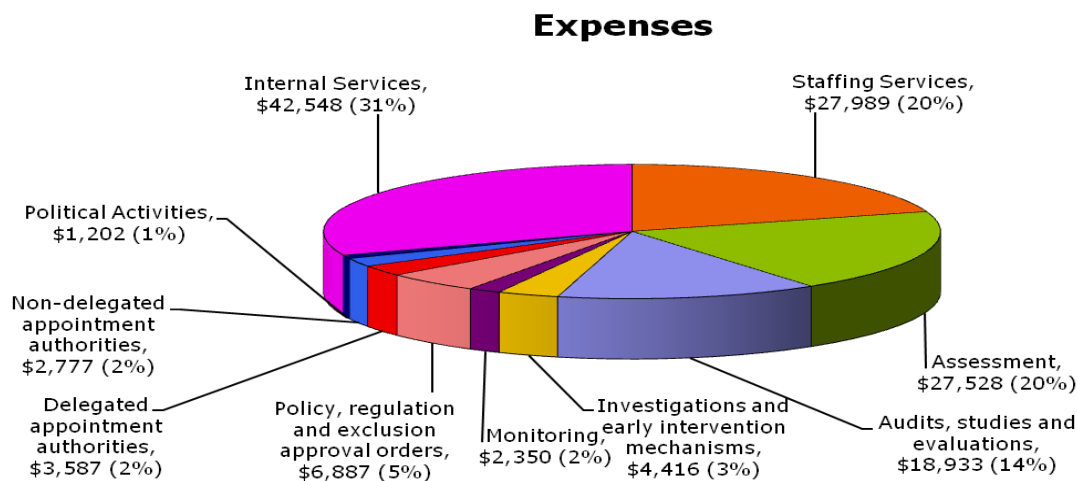
Future-oriented financial highlights

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of the operations of the Public Service Commission (PSC). These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

(\$ thousands)

| For the Year Ended: | 2011 Forecast |
|--|----------------------|
| Condensed Statement of Operations | |
| EXPENSES | |
| Total Expenses | 138,217 |
| REVENUES | |
| Total Revenues | 14,000 |
| NET COST OF OPERATIONS | 124,217 |

Expenses



A total of \$55.5M in expenses will be used to meet the PSC's mandate to provide integrated, professional staffing and assessment services, adapted to the needs of clients and the public service. Through the provision of assessment services to other government organizations, the PSC expects to generate revenues of \$14M to offset expenses.

A total of \$25.7M in expenses will be used to support the PSC's strategic priority of Oversight of Integrity of Staffing and Political Neutrality. This includes providing objective information,

advice and assurance to Parliament, and ultimately Canadians, about the integrity and effectiveness of the appointment process, including the protection of merit and non-partisanship.

A total of \$14.4M in expenses will be used to ensure Appointment Integrity and Political Neutrality through establishing policies and standards, providing advice, interpretation and guidance and administering delegated and non-delegated appointment authorities.

A total of \$42M in expenses will be used to provide the PSC with central services and systems in support of the corporate management and all PSC program activities. These services include the activities of the President and Commissioners, business planning, management systems and policies, finance, human resource management, information technology (IT), internal audit and other administrative and support services.

☞ - The Public Service Commission's future-oriented financial statements as of March 31, 2011, can be found in the electronic version of this document in the publications section of the PSC Web site at www.psc-cfp.gc.ca.

List of supplementary information tables

Supplementary information on the following tables can be found on the Treasury Board of Canada Secretariat (TBS) Web site at www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp.

- Evaluation
- Internal Audits
- Green Procurement
- Sources of Respendable and Non-Respendable Revenue

Other items of interest

☞ - Supplementary information on the following subjects can be found in the publications section of the PSC Web site at www.psc-cfp.gc.ca.

- Information by sub-activities
- Corporate Risk Profile and Mitigation Strategies
- Public Service Commission - Future-Oriented Financial Statements as of March 31, 2011

This document is available on the TBS Web site at www.tbs-sct.gc.ca and in the publications section of the PSC Web site at www.psc-cfp.gc.ca.