

Canada Public Service Agency

2006–07

Departmental Performance Report

The paper version was signed by

The Honourable Vic Toews
President of the Treasury Board

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Departmental Performance Report 2006–2007

As President of the Treasury Board of Canada, I am pleased to present the 2006-07 *Departmental Performance Report* of the Canada Public Service Agency, formerly called the Public Service Human Resources Management Agency of Canada.

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 plays a vital role in helping to modernize human resources management in the public service of Canada. It also works with departments and agencies to foster ethical leadership and achieve a representative and accessible workplace.

I am proud of the results we have achieved over the past year. The coming into force of the *Public Servants Disclosure Protection Act* in April 2007 was a major milestone. This legislation protects public servants and Canadians who report wrongdoing in the federal government. It is also a key part of the *Federal Accountability Act* and an ongoing commitment of the Government of Canada to restore public trust in federal institutions.

The Agency continued to make important progress in facilitating the way employees are hired, developed and managed—notably by leading the implementation of the new *Public Service Modernization Act*. A major focus has been updating and streamlining human resources practices and policies across the government. This work will strengthen the ability of public servants to deliver timely services that respond to the evolving needs of Canadians.

The emerging human resources regime forms part of the foundation for renewing the public service. Canada's aging work force and labour-market trends are creating significant recruitment and retention pressures on all employers, including the public service. In this increasingly challenging and competitive environment, Canadians should expect a strong public service that can continue to deliver results. This is why the government has made public service renewal an ongoing priority, and has developed specific goals and timeframes for action. Going forward, the Agency will continue to play a central support role through its broad range of activities to make public service renewal a reality and foster excellence in managing people across the public service.

I invite parliamentarians and Canadians to read this report and recognize our shared interest in public service renewal and excellence.

The paper version was signed by

Vic Toews, P.C., Q.C., M.P.

President of the Treasury Board



Management Representation Statement

I submit for tabling in Parliament the 2006–07 Departmental Performance Report for the Canada Public Service Agency.

This document has been prepared based on the reporting principles contained in the Guide for 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 department's approved Program Activity Architecture structure as reflected in its Management Resources and Results Structure.

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 numbers from the Estimates and the Public Accounts of Canada in the Departmental Performance Report.

The paper version was signed by

Nicole Jauvin, President
Canada Public Service Agency

Section I: Summary information

Overview

The Public Service Human Resources Management Agency of Canada, now referred to as the Canada Public Service Agency, serves as the focal point for the people management of the public service of Canada as it works toward establishing a work force and workplace that is second to none.

In striving toward this goal, the Agency exercises leadership through policy and partnerships, delivers services that support public servants, managers and the human resource (HR) community; and supports the overall integrity of the HR management system through monitoring, measuring and reporting. With these tools, the Agency supports federal departments, agencies and institutions in delivering advice to the government and services to Canadians.

Areas of activity

These functions are undertaken across a wide range of people management areas, including:

- ▶ learning
- ▶ leadership development
- ▶ executive HR management
- ▶ public service values and ethics
- ▶ official languages
- ▶ employment equity and diversity
- ▶ classification
- ▶ employment policy

Partnerships

One of the most fundamental characteristics that mark how these activities are undertaken within the Agency is the emphasis placed on partners and collaboration. For instance, our efforts on learning reflect a close working relationship with the Canada School of Public Service (CSPS), the common service provider for learning in the public service. Our understanding of the end-to-end process for staffing in the public service is informed by the Public Service Commission (PSC), which has a mandate to oversee the integrity of the federal staffing system. When work occurs on classification, its impact on compensation, which falls under the leadership of the Treasury Board of Canada Secretariat (TBS), is taken into consideration.

These organizations form the core of an even broader people management partnership that spans the core public administration of more than 185,000 employees from 84 organizations, which are

the target of most of the Agency's programs. In addition, the Agency's activities in support of the *Official Languages Act* (OLA) and the *Public Servants Disclosure Protection Act* (PSDPA) cover a wider sector, targeting over 380,000 employees spread across more than 160 institutions.

Within these many organizations, partners are found at all levels and areas of responsibility. They are deputy ministers, human resource (HR) professionals, managers and public servants. They are the ones who operate the people management system, the ones who learn, the ones who teach, the ones who hire along with many others. It is the Agency's responsibility to support their efforts to ensure that a working environment that is conducive to successfully serving the government and Canadians is in place.

It is also the Agency's responsibility to help ensure that the people management needs of these communities of public servants are met. Champions, networks and communities of interest are established to better understand those needs. They also provide the information that the Agency prepares to support effective people management in the public service. The year 2006–07 was an important period for building and reinforcing these networks, particularly in terms of continued efforts to maximize the impact of the changes to HR management that were part of the *Public Service Modernization Act* (PSMA).

Policies and services

A significant portion of the Agency's efforts reflect its responsibility for advising Treasury Board (TB) Ministers on the appropriate policy environment for effective people management in the public service. These policies (as well as guidelines and directives) ensure that public servants, regardless of where they are employed in the public service are part of a working environment that maximizes productivity and effectiveness. In this regard, 2006–07 reflected a period of renewal as the people management policies of the TB were updated as part of the broader TB policy suite renewal exercise. These efforts are ongoing as part of a process of continuous improvement where policies are regularly re-evaluated to assess their application and impact.

Establishing the policies of people management is only the first element of a sequence of activities. Once in place, policies need to be communicated and integrated into the work environment. In this regard, interpretation services provide guidance on how policies are applied to specific situations. Communications and change management activities work on getting the right information to the right people, and on making sure this information is understood and applied as intended.

While the Agency does not provide transactional HR management services beyond direct support to deputy ministers (DMs), it does engage in a number of strategic services to support its policy

responsibilities and the broader people management agenda. Its suite of leadership development programs provide learning and career management for program participants, helping to support broader efforts and strategies for succession planning. DMs are supported in staffing assistant deputy minister (ADM) positions, key positions in public service talent management. Awards and recognition programs provide a clear acknowledgement of exemplary performance by public servants, celebrating success and illustrating the kinds of efforts for which all should strive. Of particular note in 2006–07, the Agency’s service focus was on developing tools and supports to help advance departments’ integrated planning efforts, helping them to ensure a holistic approach to financial, HR and business planning. This year was also important for the Agency’s Small Agency Transition Support team, which works with smaller federal organizations that lack in-house capacity to fully implement HR management modernization by themselves.

Integrity and sustainability

Leadership and service are two steps in a process of ensuring ongoing excellence in managing people. The third key element is ensuring the integrity and sustainability of people management in the public service. The Agency initiates activities to assess the strength of people management in departments and across the public service using the components of the Management Accountability Framework (MAF) linked to values and ethics and people management. Departments and agencies work with the Agency to determine the extent to which their workplace is fair, enabling, healthy and safe, and their work force is productive, principled, sustainable and adaptable. They are also assessed on the extent to which they have the leadership, organizational culture and infrastructure needed to embed public service values and ethics into their operations. These efforts are important to understand the state of people management in the public service, as well as to highlight specific departmental successes and areas for improvement. The Agency’s efforts in 2006–07, the third year since the launch of the MAF, were very much focused on simplifying how departments reported to the Agency on their performance and ensuring that the indicators of success were accurate and appropriate.

Research is also an important component of understanding the state of people management, and it provides the base for evidence-based decision making. The results of the third Public Service Employee Survey (PSES) were particularly important in this regard in 2006–07 since they provided a comprehensive snapshot of the views of public servants across a wide array of people management issues.

Knowing the state of people management, both in the short and long term, is a vital part of direction setting. Equally important is reporting to public servants, parliamentarians and Canadians on our performance. Efforts related to progress on the PSMA are reported on annually. Annual reports are also made on how the public service is performing on official languages, employment equity, and values and ethics. Together, these efforts ensure that there is

clarity on how well the public service is doing in each of these areas, and where it needs to go to improve its performance. The year 2006–07 was particularly important in terms of preparing the elements of the first annual report on HR management across the public service.

Finally, the Agency also acts as steward of the overall HR management system and associated processes. Work undertaken in 2006–07 laid the foundation for mapping the business processes related to HR management, a vital step in supporting efforts to streamline and simplify HR management.

From modernization to public service renewal

From its inception, the Agency has had a strong focus on the modernization of HR management, playing a central role in implementing the PSMA. Rebuilding the legislative framework for HR management, with its emphasis on employee development, collaborative labour relations and flexibility in staffing, was essential in laying the foundation for a modern and effective public service. In 2006–07, the Agency’s mandate took on an added dimension when the government made public service renewal a high priority. Public service renewal encompasses modernization efforts to date and brings focus to the four following priority areas identified by the Clerk of the Privy Council in his *14th Annual Report to the Prime Minister on the Public Service*:

- ▶ **Planning:** Integrating business and HR planning to ensure capacity is in place to meet the needs of the government and Canadians;
- ▶ **Recruitment:** Renewing and sustaining capacity at all levels to ensure the public service has the right people and skills it needs now and in the future;
- ▶ **Employee development:** Fostering leadership at all levels and ensuring that employees have meaningful work to do in a supportive environment;
- ▶ **Enabling infrastructure:** Putting in place the systems and processes to support efficient, user-friendly planning, recruitment and development.

There are many imperatives for moving forward strongly on renewal, including: the nature of public service work is changing because of automation and the necessity to see and make linkages in an increasingly integrated and interrelated global environment. In addition, the public service is facing a tightening labour market driven by the demographic changes within Canadian society. These factors, and more, highlight the importance of ensuring that the public service has the work force and workplace to succeed in recruiting and retaining talented Canadians, now and in the future.

The Agency has had to adjust to the demands of helping to drive this agenda of renewal, with a strong emphasis placed on direction setting through the support it provides to the Deputy Ministers’ Committee on Public Service Renewal and the Advisory Committee on the Public

Service of Canada established by the Prime Minister. Although the Agency has been in the business of modernizing and renewing from its very beginnings, there is a heightened need to increase the pace of change and move forward now with deliverables that have a tangible impact on the lives of public servants.

The bulk of daily work at the Agency is focused on results that have a positive impact on the lives of public servants and that foster an effective public service based on sound people management. This is the context that explains Section II of this report, which has been written to clearly indicate what the Agency committed to do in 2006–07, the progress in fulfilling the commitment and the impact those efforts have had in terms of benefiting the Agency’s clients who, as noted already, are also its partners: deputy ministers, HR professionals, managers and public servants. Every investment the Agency makes and the programs it operates support and help our clients and partners. Together they set the conditions for excellence in managing people and creating a high-quality work force and workplace to serve the government and deliver results for Canadians.

1.1 Financial and human resources

The following tables summarize the Agency’s performance in 2006–07.

Financial resources (\$ 000)

Planned Spending	Authorities	Actual Spending
104,710	108,068 (a)	96,369 (b)

- (a) The difference of \$3.4M between the Authorities of \$108.1M and the Planned Spending of \$104.7M is primarily attributable to the inclusion in the 2006–07 Authorities of a budget of \$3.1M carried forward from 2005–06, as well as increases in funding related to collective agreements made available through the Supplementary Estimates.
- (b) Actual Spending of \$96.4M includes operating expenditures of \$7.1M for participants in leadership programs and \$8.7M for the provision of corporate services by the Department of Finance Canada (FIN), under a memorandum of understanding (MOU) for the delivery of shared services by the latter as a shared services organization.

Total Authorities of \$108.1M less Actual Spending of \$96.4M results in lapsing funds of \$11.7M. A frozen allotment of \$10.1M accounts for 86 percent of the lapse. The remaining \$1.6M in unspent funds is a result of unforeseen delays in program implementation.

Human resources (full-time equivalents)

Planned Spending	Actual	Difference
667	608 (c)	-59

Planned and Actual human resources include 75 full-time equivalents (FTEs) for the provision of corporate services provided by FIN.

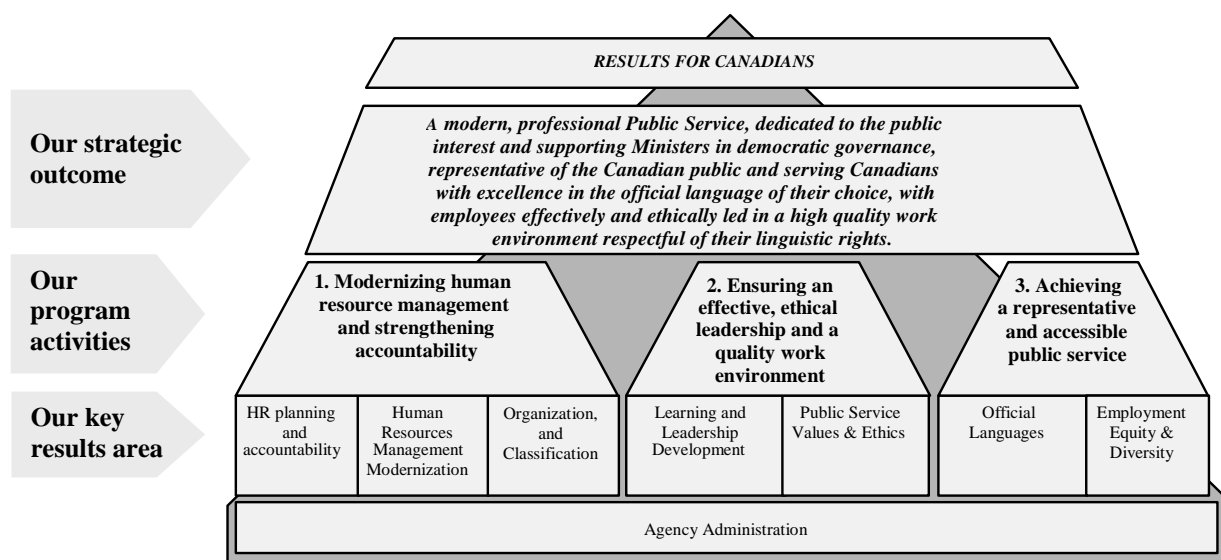
(c) Reported FTEs do not include the 93 FTEs participating in leadership development programs.

Financial resources by program activity (strategic outcome components)

2006–07 Program Activity (Strategic Outcome Components)	Type	Planned Spending (\$ 000)	Total Authorities (\$ 000)	Actual Spending (\$ 000)	Overall Progress Status
Modernized HR Management and Strengthened Accountability	Ongoing	47,822	48,870	38,319	Progressed as planned with some areas realigned with public service renewal
<ul style="list-style-type: none"> optimize and sustain PSMA benefits in the long run modernize the Public Service Classification System strengthen planning, accountability, reporting, and transparency in HR management 					
Effective, Ethical Leadership and a Quality Work Environment	Ongoing	43,688	45,975	45,870	Progressed as planned with some areas realigned with public service renewal
<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	Ongoing	13,200	13,223	12,180	Progressed as planned with challenges in specific areas
<ul style="list-style-type: none"> achieve and preserve employment equity and diversity plans and priorities achieve and preserve official languages plans and priorities 					
Total for Agency		104,710	108,068	96,369	

1.2 Department performance

As outlined above, the Agency articulates its priorities and plans around three interrelated program activities (or strategic outcome components). The following presents an overview of the Agency's most significant achievements for each program activity. Detailed summary tables of the progress made on all program activities are provided in Section II of this report.



1.3 Modernized HR management and strengthened accountability

This program activity is at the heart of the modernization of HR management in the federal public service and lays the foundation for a renewed public service. It is a prerequisite for successful people management and supports the increased delegation of HR management functions that resulted from the PSMA. It also contributes to strengthening accountability, transparency and trust in the public service as a whole. While much has been accomplished in this area, more remains to be done. To that end, the Agency's plans and priorities for 2006–07 were articulated around three key areas:

- ▶ optimizing and sustaining PSMA benefits in the long run;
- ▶ modernizing the Public Service Classification System; and
- ▶ strengthening HR planning, accountability, reporting and transparency.

Optimizing and sustaining PSMA benefits in the long run

The Agency has made steady progress in developing the new mechanisms and infrastructure that support the PSMA, whose many components had come into force by December 2005. This ongoing work not only ensures that the right mechanisms are in place, but also establishes an environment where they will be used successfully. It is designed to give managers a greater say in HR decisions and facilitate the way public servants are hired, managed and developed. These activities, especially in the way they offer support to managers, are all priority areas for the Agency. This work is also important to the renewal agenda, which builds on the benefits and flexibilities of existing initiatives such as the PSMA.

Highlights:

- ▶ Departments and agencies were assisted in moving to more efficient and standardized HR processes and information management systems.
- ▶ The Agency's Public Service Renewal Taskforce started work on a strategy that integrated the four priority areas and identified drivers for action.
- ▶ The reporting burden on small agencies was decreased, collective recruitment efforts were developed and succession planning was supported.

Modernizing the Public Service Classification System

The Agency continued to make progress in updating and modernizing the classification standards of various occupational groups in the public service. The goal is to make the staffing system more effective, simple and flexible. In addition to establishing qualifications and standards of work, these activities link to pay equity, compensation, collective bargaining and labour relations. The Agency has been actively engaged in classification modernization since 2003 and is advancing in a tangible, systematic manner.

Highlights:

- ▶ A series of new classification standards were developed and approved in close collaboration with Agency partners. This will strengthen employee engagement and support career mobility. It will also make it easier for departments to hire appropriately qualified people and understand the development needs of their staff.
- ▶ A number of initiatives, tools and guidelines were implemented to enhance classification capacity in departments.

Strengthening HR planning, accountability, reporting and transparency

The new regime created by the PSMA has shifted primary responsibility for HR management away from central agencies to deputy heads and from HR professionals to line managers. This means managers now have more authority and flexibility—but also more responsibility and accountability—to manage their people, customize their staffing systems to meet the specific business needs of their organization, and greater flexibility and discretion to use their own judgment in assessing candidates and making staffing decisions. In this emerging environment, strengthening HR planning, accountability, reporting and transparency has become paramount.

Highlights:

- ▶ The Agency continued to support departments and agencies by providing them with assistance, tools and best practices to ensure that HR management is integrated with business goals and that the skills and competencies of employees are aligned with priorities.
- ▶ Assessments were conducted to ensure managers are accountable for their decisions, notably through the MAF and the People Component of the Management Accountability Framework (PCMAF). Work also started on integrating public service renewal performance measures into the PCMAF.
- ▶ HR management policies were reviewed or renewed to support deputy heads, managers and HR specialists in exercising their responsibilities.
- ▶ Strategies were developed to support major work force transitions.

1.4 Effective, ethical leadership and a quality work environment

Competent, ethical, accountable and vibrant leadership is a key factor in successful people management and, ultimately, successful public service operations. To that end, the Agency's plans and priorities for 2006–07 were articulated around two key areas:

- ▶ fostering strong, effective learning and ongoing leadership renewal; and
- ▶ promoting and embedding public service values and ethics at all levels.

Fostering strong, effective learning and ongoing leadership renewal

Leaders are found at all levels of an organization, and fostering leadership is instrumental to the sustainability of any work force. The Agency supports this objective through HR management, talent management and policy development for the executive community. In addition, the renewal of the leadership of the public service is supported by the Agency's leadership development programs, which develop key feeder and functional groups. Finally, the Agency's

broader responsibilities in areas such as learning, leadership competencies, and awards and recognition ensure that leadership and excellence is promoted at all levels of the public service.

Highlights:

- ▶ The Agency supported the Clerk of the Privy Council, the Committee of Senior Officials, deputy heads and client departments through the implementation of the new *Policy on Learning, Training and Development*.
- ▶ A new *Policy on the Management of Executives* was also introduced.
- ▶ The Agency launched the Government of Canada Fellows Program, a senior executive exchange program between the federal public service and other sectors of society.
- ▶ An ADM talent management strategy was designed and launched.
- ▶ The Accelerated Executive Development Program specialist streams of HR, finance and law were introduced to meet the needs of functional communities corporate succession planning.

Promoting and embedding public service values and ethics at all levels

Values and ethics form the foundation for any strong culture of accountability, integrity and transparency. This is the guiding principle of the Agency's Office of Public Service Values and Ethics (OPSVE). Since its creation in 2003, the OPSVE has taken the lead in advancing public service values and ethics for the government. It provides sound and strategic policy advice to departments and agencies on numerous issues related to values, ethics, conflict of interest, post-employment, harassment, political activity, indemnification and assessment of organizational integrity.

Highlights:

- ▶ This year, the Agency supported the government in implementing the PSDPA, which came into force in April 2007. This legislation protects public servants and Canadians who report wrongdoings in the federal government.
- ▶ The OPSVE contributed to workshops and orientation sessions to ensure deputy heads, ADMs and other senior public service leaders are aware of and understand their values and ethics roles and responsibilities.
- ▶ The Agency initiated the development of a general workplace strategy for the government to develop healthy and productive workplaces.

1.5 A representative and accessible public service

The Agency helps foster a representative and accessible public service through the implementation of two key pieces of legislation.

- ▶ *The Employment Equity Act*, which is dedicated to achieving equality in the representation and participation of four designated groups: women, Aboriginal peoples, members of visible minorities, and persons with disabilities.
- ▶ The OLA, which ensures service to Canadians in the official language of their choice, enables employees in bilingual regions to work in their language of choice and ensures equitable participation of English- and French-speaking Canadians.

To that end, the Agency's programs for 2006–07 were articulated around two key results:

- ▶ achieving and preserving employment equity plans and priorities; and
- ▶ achieving and preserving official languages plans and priorities.

Achieving and preserving employment equity plans and priorities

The Agency continues to provide policy leadership in building a more representative public service, assisting departments and agencies in meeting their targets and closely monitoring their progress. While women, Aboriginal peoples, and persons with disabilities are well represented in the public service, visible minorities remain under-represented. This will remain a priority area for action as Canada's visible minority population increases in the coming decades.

2006–07 Highlights:

- ▶ The Agency created the Public Service Renewal and Diversity Branch, demonstrating a commitment to achieving workplace diversity within the context of public service renewal.
- ▶ Through extensive consultations with various stakeholders—including the Employment Equity Council, the HR Council and bargaining agents—the Agency redeveloped policies relating to employment equity and duty to accommodate.

Achieving and preserving official languages plans and priorities

The Agency continued to make progress by fostering a shared vision of service in both official languages across the public service, with its efforts targeting approximately 200 institutions that are subject to Parts IV, V and VI of the OLA.

2006–07 Highlights:

- ▶ The Agency strengthened monitoring and reporting systems, bolstered its outreach activities and began work on a national information campaign to be launched in 2007–08.
- ▶ The Agency held its second “Best Practices Forum” regarding official languages.
- ▶ The Agency has put the Official Languages Management Dashboard at the disposal of institutions that are part of the core public administration.

Section II: Analysis of Program Activities by Strategic Outcome

The Agency organizes its work around three program activities to achieve its strategic outcome and deliver results for Canadians:

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

This section details the Agency's commitments and achievements from April 1, 2006, to March 31, 2007, with a particular focus on how its efforts affected its clients. It also covers activities relating to departmental administration.

2.1 Modernized HR management and strengthened accountability

The 2006–07 plans and priorities established by the Agency for this program activity were grouped around the following three key result 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.

Financial and human resources devoted to this program activity were as follows:

Financial Resources (\$ 000)

Planned Spending	Total Authorities	Actual Spending
47,822	48,870	38,319

Human Resources (full-time equivalents)

Planned	Authorities	Actuals
292	n/a	278

2.2 Optimize and sustain PSMA benefits in the long run

Context

The passage of the PSMA changed the legislative framework for HR management, and marked the beginning of a process of renewal and change in people management within the public service. Such fundamental changes take time to bring about and require sustained commitment to ensure successful implementation. For these reasons, the Agency continues to make the ongoing and deepening implementation of public service modernization and renewal key priorities. These efforts are horizontal and cross-cutting involving the Agency’s many partners in departments and across the public service. This stewardship role involves working closely with the new institutional structures and mechanisms that were established, the implementation of new policies, tools and support services, as well as robust communications, learning and culture change programs to support new HR management skills and abilities.

With the government’s focus on renewal of the public service announced in 2006, the Agency was vested with a central role in supporting that priority. The public service is well on its way to realizing flexibilities in staffing, innovative labour–management relations and enhanced employee training. Therefore, the approach adopted by the Agency has been to build on the legislative framework created by the PSMA to set the stage for public service renewal.

Commitments and main achievements

“Departments” refers to “departments and agencies” unless otherwise indicated.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
1. The modernization of the staffing and staffing recourse system is completed		
1.1 The <i>Employment Policy Suite Review</i> is completed (2006–07)	The <i>Hospitality Policy</i> was moved to the Office of the Comptroller General.	As the entire suite of financial policies is now aligned under the Office of the Comptroller General, departments now deal with a single point of service when interpretation is required, ensuring a holistic approach to financial management.
	The <i>Policy on Interchange Canada</i> was updated and approved by TB.	Persons who are employees of personal corporations are now able to participate in the Interchange Canada program, providing a somewhat wider scope of participants to the program and enhancing the

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
		influx of private sector perspectives into public sector operations.
	An “umbrella” <i>Policy on People Resourcing</i> was drafted to combine the revised, current policies on student employment, volunteers, term employment and the Special Deployment Program (previously called Special Assignment Pay Plan), and is expected to be presented to TB in fall 2007.	Responsibility and accountability are clearer for deputy heads, ensuring that the policies and directions established align well across these different target areas.
1.2 <i>Employee Performance Management Policy</i> is completed (2006–07)	A preliminary draft of the <i>Policy on Employee Performance Management</i> was produced and is being expanded upon to best respond to public service renewal goals and objectives.	This policy will support sound people management, helping to ensure that a strong emphasis is placed on the importance of managing public servants and their associated performance.
1.3 A centre of policy expertise on employer-related resourcing and staffing recourse matters is established, and departments are well supported in this area (2006–07 and ongoing)	A fully operational Centre of Expertise on Staffing Recourse is providing, in collaboration with legal counsel, timely, effective, efficient and high quality advice and support to deputy heads on staffing recourse matters.	Departments benefit from a centralized core of experts to assist in identifying issues, resolving challenging cases and influencing the development of case law that is consistent with the intent of the <i>Public Service Employment Act (PSEA)</i> . These efforts influence the quality in the management of staffing complaint processes supporting the exercise of discretion by deputy heads.
	Constructive relations were established and maintained with the client stakeholders, the PSC and the Public Service Staffing Tribunal (PSST).	The open dialogue supports effective case management, knowledge transfer and capacity building across organizations.
	Risk identification strategies, effective case management and litigation support provided to deputy heads.	Deputy heads are able to manage and respond to complaints before the PSST on a timely and consistent basis with the advice, support and learning provided. The number of cases proceeding

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
		to hearing and the outcomes to date are consistent with and support the objectives and intent of the new PSEA.
2. The modernization of the labour relations and dispute resolution system is completed		
2.1 A centre of policy expertise for the <i>Informal Conflict Management System Directive</i> is fully operational and departments are well supported in this area (2006–07 and ongoing)	A centre of expertise for the <i>Informal Conflict Management System Directive</i> was established.	Support to stakeholders ensures consistency in application, interpretation and implementation of this new approach to workplace conflict management.
	The Agency led the development of the <i>Informal Conflict Management System Directive</i> .	The directive supports a collaborative approach with stakeholders, unions, departments and conflict management practitioners, increasing success in the implementation of not only systems for conflict management but better fulfilling its meaning and intent, thereby supporting a better workplace environment and interaction.
3. PSMA investments and business objectives continue to be supported by an effective performance measurement, monitoring and reporting infrastructure		
3.1 Periodic reports to TB on PSMA funding and on departmental PSMA costs and results are submitted (2006–09)	As required under the PSMA Strategic Investment Framework (SIF), a progress report was prepared on PSMA implementation and total investments made to the end of fiscal year 2005–06. The report was submitted to TB Ministers in June 2007.	TB Ministers were kept informed that PSMA implementation is progressing as planned and in accordance with projected costs, thereby enabling them to exercise their management board oversight role and ensuring ongoing value-for-money in the investments that are made in departments to support public service modernization.
	A database was developed and is maintained to ensure sound financial management and the continued monitoring of expenditures from the PSMA reserve fund.	This tool allows reports (such as the progress report to TB Ministers) to reflect financial information that is timely, accurate, up-to-date and in line with good financial management practices.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
3.2 The Performance Measurement Framework is in place (2006–07)	The Agency led the monitoring and reporting on the implementation of the PSMA through departmental assessments, reporting and accountability mechanisms, and the completion of reports on results based on the information it gathered through these mechanisms.	The framework responded to the need to ensure that, in support of public service modernization, departments make effective human and financial investments, helping to ensure that the benefits of the PSMA are maximized.
	An assessment of departmental performance against a PCMAF indicator on the extent of development, promotion and adoption of PSMA practices was completed.	Information on the strengths and weaknesses of PSMA integration within their organizations allows deputy heads to implement follow-up measures and ensure effective HR management. Both management and employees benefit from these assessments, which draw out strengths (that can be shared as best practices) and weaknesses (that can be addressed proactively).
	Expansion and further development of meaningful performance measures were undertaken and incorporated into the overall PCMAF process for use in future years.	Integration of PSMA-related performance measures into the PCMAF process reduces the monitoring and reporting burden on departments and central agencies, while meeting the need to ensure deputy heads are assessed on their people management performance. These measures help ensure that tangible progress is tracked and that adjustments in direction can be identified (across the public service and in departments).

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
<p>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)</p>	<p>The vision of the new HR management regime was communicated across the public service through mechanisms such as required management training on the operations of the new staffing regime, as well as training for employees on how the new regime impacts their roles and rights under that regime. HR professionals were also used as a network to disseminate information on PSMA changes, particularly in terms of the role of the manager, labour-management cooperation and more.</p>	<p>Communications initiatives on PSMA ensure a common understanding between employees and management, which helps foster the cooperative relationship envisaged under PSMA. This information ensures that departments are able to utilize the flexibilities and framework of the new HR management regime.</p>
	<p>Learning events (including a public service-wide collective staffing forum) to share PSMA success stories and lessons learned were established in partnership with the CSPS.</p>	<p>These events have increased the capacity and the knowledge of flexibilities for HR professionals thereby enabling support for their efforts, and those of employees and managers, in realizing the benefits targeted by PSMA.</p>
	<p>A PSMA Practices and Lessons Learned website for best practices was developed and launched.</p>	<p>The website provides a mechanism for departments to share knowledge related to practical integration of the PSMA into their operations in order to encourage innovation and reduce the frequency of organizations “reinventing the wheel.” The site also offers a mechanism for organizations to announce opportunities for partnering on activities (e.g. collective staffing), thereby reducing possible duplication of efforts with the potential to save costs and generate a greater return on investment when departments initiate activities targeted at their needs or of those of their employees.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
3.4 Terms of reference for the evaluation of the impact of the PSMA are developed (2006–07)	Terms of reference were developed for the evaluation of PSMA implementation, with a focus on overall project management, governance and funding stewardship, in accordance with the SIF. An evaluation by a third party will be conducted in 2007–08.	When the evaluation is completed, TB Ministers will be aware of whether the PSMA implementation project reflected sound management principles and fiscal responsibility. This information will also help guide future efforts and potential investments to ensure they are relevant and their impact gives added value.
4. Enabling initiatives are delivered		
4.1 Leadership and supporting initiatives are provided to departments so that they can manage and sustain the momentum of PSMA implementation and the transition to the new HR management regime (2006–09)	Efforts across the Agency's full range of activities are focused on all aspects of public service renewal and modernization to ensure that a sustainable people management regime is in place to serve the government and Canadians. The creation of the Public Service Renewal Taskforce in fall 2006, marks an important step in moving these efforts to an even higher level of intensity, with a strong focus on tangible projects that can make a difference in HR operations at this time.	The Public Service Renewal Taskforce fosters a high level of coordination and information sharing across the public service, engaging deputies, managers and employees in efforts to collectively work toward continued public service modernization and renewal.
	Support provided to the Deputy Ministers' Committee on Public Service Renewal and the Prime Minister's Advisory Committee on the Public Service.	These two key leadership committees are key elements in examining existing practices and mechanisms, and maximizing their usefulness in order to enhance the understanding of what steps continue to be needed to modernize and renew the public service. They also help to ensure that ideas are shared, challenged and advanced. This foundational work helps to set the stage for actions and activities that will directly benefit this, and future generations, of public servants.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
<p>4.2 Changes required to support the PSMA are made to central HR systems (2006–08)</p>	<p>Significant efforts were made to continue to establish the needs of central or common HR systems and, as appropriate, implement strategic changes in those systems.</p>	<p>Systems provide the backbone of efforts across the public service for many people management responsibilities, from staffing and recruitment to training and development. Incremental efforts are intended to ensure that changes made to systems are not disruptive to public service operations and instead, enhance the speed and accuracy of those systems. While the changes will support all clients of effective people management, these are foundational elements that ensure that the public service can deliver results for Canadians.</p>
<p>4.3 Small agencies are provided with ongoing dedicated support to implement the new PSEA and <i>Public Service Labour Relations Act</i> (PSLRA) (2006–08)</p>	<p>Quarterly information sessions and workshops on PSMA-related topics (e.g. integrated HR planning, collective staffing, etc.) were designed and conducted for small agency managers (all levels) and HR staff.</p>	<p>Increased awareness and knowledge of PSMA requirements and flexibilities create more effective HR management in small agencies, thereby enabling the latter to be on the same level of knowledge as larger departments. The focus on small agencies reflects an acknowledgement that their small size limits their ability (or need) to maintain in-house capacity/expertise on all aspects of public service modernization.</p>
	<p>Several generic HR policies (e.g. notification, deployment, learning), guidelines (e.g. grievance process) and tools (e.g. integrated HR checklist) were developed and then customized to meet the individual implementation needs of small agencies. A website housing this and other reference information was designed and launched.</p>	<p>This provides small agency heads and managers with quick and easy access to the new information on HR processes and practices associated with the modernized HR regime, enabling them to maximize its opportunities and flexibilities, thereby improving HR management in their organizations. Customized implementation ensures HR practices and processes are</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
		meaningful and relevant in terms of meeting small agencies' individual and unique needs.
	<p>An MOU was developed and finalized with the Department of Justice Canada (JUS), to provide ICMS implementation support to over 20 participating small agencies. The MOU delivered awareness of ICMS requirements, diagnostic services, ICMS design services and communication plans for ICMS implementation. The project timeline has been extended to 2007–08 to support continued implementation and progress and to develop targeted solutions to optimize ICMS implementation by October 31, 2007.</p> <p>Proactive partnership efforts (e.g. the Agency's ICMS Centre of Expertise, JUS, Small Agencies Transition Support Team) will continue in 2007–08 to ensure full ICMS implementation in small agencies.</p>	Over 50 percent of the JUS assisted agencies established an ICMS in their organizations, ensuring agency heads are in compliance with the PSLRA, employees' rights are respected and cooperative labour-management relations are encouraged.
	The Micro and Small Agency Labour Management Consultation Committee (MSA LMCC) was negotiated and established with four bargaining agents (Canadian Association of Professional Employees, Association of Canadian Financial Officers, Association of Justice Counsel, and Professional Institute of the Public Service of Canada). Initial meetings have occurred, with the next meeting scheduled for September 2007. Mechanisms to address the generic as well as the individual needs of	The MSA LMCC has facilitated agency head compliance with the statutory requirement identified in the PSLRA, and has provided an effective forum to enhance labour-management dialogue and relationship.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	small agencies have been established through regular MSA LMCC meetings.	
	Workshops on how to conduct collective staffing processes were developed and conducted with small agencies. A collective staffing pilot was initiated: staffing patterns and future needs were analyzed to identify a common recruitment requirement; guidelines on how to conduct this process were developed; and roles and responsibilities in the process were identified for participating agencies. Progress on this staffing process will continue into 2007–08.	Participating agencies have immediate access to well-qualified employees and organizational vacancies can be filled quickly, which will minimize productivity loss and optimize efficiency.
	The negative impact of the HR reporting burden on small agencies was identified and tabled with central agencies. A comprehensive calendar outlining the specifics of all HR reporting requirements was designed and distributed to small agencies. The PSC has agreed that in 2007–08, small agencies can report bi-annually rather than quarterly.	Continued efforts to decrease the reporting burden on small agencies allows the latter to better manage their regular workload and ensure that their people management resources are focused on engaging in needed internal services.
	Research and liaison with PSC analysts took place in order to conduct a workshop for small agencies in preparation for the <i>Departmental Staffing Accountability Report (DSAR)</i> . This workshop was supplemented by active facilitation of the HR planning process with small agency managers, as well as the provision of advice on the process required to complete the DSAR.	Small agency heads and managers are better positioned to be aware of their current situation, to validate whether they have the necessary HR management processes and practices in place to meet their needs and to correct their course, if necessary.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
<p>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)</p>	<p>A fair, transparent, effective and efficient process was developed and implemented to serve as a model for public service-wide collective staffing. Recruitment plans were developed and implemented with stakeholders to rebuild capacity in the HR community. Recruitment campaigns were launched for PE-01s to PE-04s as well as for compensation advisors (AS). Over 110 candidates accepted offers of employment in 2006–07 from the first PE-01 and PE-02 recruitment drive. Employment equity goals were exceeded. Pools were established for PE-01 to PE-04 level employees across the public service. To facilitate placement of PEs, a job fair was held in May 2006. Collective staffing was shared as a best practice among departments. Public service renewal efforts have also reinforced the benefits of collective staffing.</p>	<p>Through collective staffing, departments have ready access to pools of HR professionals, and capacity is being built, thereby maximizing operational efficiencies, speeding staffing over the long term (collective staffing can take longer but yields a pool of candidates that can fill many positions at one time), and potentially reducing staffing related costs.</p>
	<p>An integrated business and HR recruiting plan was developed for the compensation community and a collective recruiting effort across the compensation community was launched.</p>	<p>These initiatives made significant progress toward long-term sustainability of the compensation community, helping to fill important gaps in this specialized group.</p>
	<p>The Public Service Renewal Taskforce started work on a broader recruitment and employee action plan.</p>	<p>The lessons learned on collective staffing, specialized group needs and assessing the long-term staffing of the public service are being pulled together to better understand recruitment needs across the public service so that coherent, shared strategies can be developed and implemented. These efforts will not only benefit existing</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
		public servants by ensuring the sustainability and effectiveness of the current workforce, but will help ensure that the approach the public service takes to recruiting and integrating new public servants maximizes their early and ongoing effective contributions.
	A strategy was developed to facilitate transition into the public service and to support retention, initially by exposing new recruits to a common general orientation.	Departments benefit by having new recruits who become fully functional more rapidly, thereby contributing to the achievement of departmental goals and targeted outcomes.
	A leadership development program for HR professionals in support of succession management was successfully launched and 28 middle management candidates were selected for the first intake.	This helps to ensure that adequate numbers of people are ready to assume EX level positions in HR, strengthening the leadership within this community, which will play a key role in advancing and implementing a robust people management agenda.
	An HR stream has been established in the Accelerated Executive Development Program (AEXDP) and eight EX-level candidates were selected for the HR stream.	The HR community and broader public service benefit by gaining strengthened and sustainable senior leadership in this area.
	The first HR annual strategic planning conference for heads of HR was successfully held in partnership with the HR Council. HR community-wide priorities were established.	This allows for the establishment of horizontal linkages across the higher levels of the HR community, a common understanding and endorsement of priorities, resulting in more efficient operations public service-wide, and setting the stage for enhanced horizontal and collective HR efforts across the public service.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
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 TB Ministers' approval) (2006–08)	The Agency played a significant role in developing the shared services business cases for the pay and benefits, and organization and classification functions, the Corporate Administrative Shared Services (CASS) change management strategy, the HR impact analysis and the workforce transition strategy.	These efforts provide possible directions on how to address service delivery and capacity issues facing the HR community, especially in the areas of pay and benefits, and organization and classification.
4.6 Government-wide end-to-end HR processes and the HR component of a self-service portal are designed as key steps toward the establishment of more efficient HR processes and information management systems across the government (2006–09 and beyond)	Significant progress was made toward establishing more efficient HR processes and information management systems. Consultations with the HR community and policy centres have begun and will be completed in 2007–08. Targeted completion for the overall end-to-end business process is June 2008.	This foundational work will lead to streamlined processes and systems that will help HR professionals and managers fulfill their people management responsibilities more effectively, faster, and with greater ease and less cost.
	Phase 2 of the HR Reporting Portal was launched in May 2006. The Portal was completely redesigned to enable departments to manage the internal assignment of responsibilities for reporting on HR policies. All Agency HR policies are included in the Portal. All departmental data for 2006–07 will be collected by July 31, 2007. Regions are now also able to report electronically.	Efficiencies are gained by consolidating data collection required by Agency policy centres in one location, protected from corruption. Support, training and communication with departments regarding the data collection are facilitated. There is greater consistency in the interpretation of the questions asked by policy centres through the Portal templates.
4.7 PSMA funding is provided to departments in accordance with the SIF, to support their ongoing PSMA implementation activities (2006–09)	A departmental needs assessment for PSMA integration was completed, resulting in funding proposals from departments in the following areas: HR Information Technology (IT) system changes for PSMA monitoring and reporting; HR planning; and PSMA learning and communication. An	As departmental needs for funding to support PSMA-related activities are addressed, the benefits of the modernized HR regime can be realized more rapidly.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	interdepartmental evaluation committee was established and a TB submission was drafted for tabling with TB Ministers in June 2007.	

2.3 Modernize the Public Service Classification System

Context

Sustainable modernization of HR management requires modern systems for organizing and evaluating the work that public service employees perform for Canadians. A modernized classification system is not only a key element of compensation management, pay equity, and collective bargaining, but also a prerequisite to support the PSMA objective of a more effective, simplified and flexible staffing system—more efficient classification means faster staffing.

The Agency leads the ongoing modernization of the classification system and its responsibilities in this regard, including defining the occupational group structure, reviewing classification standards for all occupational groups, rebuilding the system capacity, and protecting the integrity of the system through effective monitoring. The Agency is also responsible for effectively tracking and reporting the costs associated with designing and implementing new classification standards.

Good governance and accountability are essential to the sound management and ongoing improvement of a modern classification system. The Agency’s monitoring of classification activities across the public service, along with active monitoring programs put in place by departments, continue to provide deputy heads with the information they need to effectively exercise their delegated classification authority.

These initiatives reinforce departments’ ability to reduce classification and staffing times, supporting core objectives of public service modernization and renewal.

Commitments and main achievements

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
1. Classification standards are modernized (ongoing)	The new Border Services Occupational Group (FB) and classification standard were approved and implemented in February 2007. The new FB group and classification standard	The new FB group and classification standard strengthen employee engagement and a common understanding of the roles and responsibilities of this group of public servants, laying the

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
	recognize and value the unique nature of border services work performed by employees of the Canada Border Services Agency, by describing the levels of work using the factors prescribed in the <i>Canadian Human Rights Act</i> .	foundation for improved service delivery thereby directly benefiting all Canadians.
	The new Economics and Social Science Services Group (EC) and classification standard replaces the separate Economics, Sociology and Statistics (ES) and Social Science Support (SI) standards. Implementation of the EC classification standard is proceeding well. With the approval of the standard in June 2007, conversion from the old standards to the new one will occur following bargaining of a new pay line with the Canadian Association of Professional Employees, the bargaining agent for the EC group. Collective bargaining is currently underway.	The EC group was among the early candidates for classification modernization and the conversion benefits employees, departments, unions and ultimately, Canadians. The new standard is tailored to meet the requirements of a specific occupational group and allows wages to be better aligned with external labour markets.
	The new Law Group (LA) classification standard is being developed in concert with JUS. The current LA standard, adopted in 1987, is outdated and imprecise, making it prone to inconsistent application. The standard does not reflect the current nature and complexity of public service legal work, nor the size, scope, organizational design and business realities in departments. Next steps will be consultations with the bargaining agent and the other departments who employ members of the LA group. The standard is expected to be ready for submission to TB Ministers in 2007–08.	The new classification standard will clearly identify and describe the work functions and differences in levels of work, articulate the aspects of work that are important in measuring and valuing legal work, and allow for the negotiation of tailored wages and terms and conditions of employment. This is the first time since 1967 that the majority of employees in the LA group will bargain collectively. In this way, employees' work will be more effectively valued, thus improving labour-management relations and supporting a positive work environment.
	With the feasibility study for the Computer Systems Group (CS) now complete, the Agency is ready to undertake the development of a new CS classification standard in	A new CS classification standard will reflect the values, nature and complexity of modern day IT organizations. Managers in departments will find it easier to

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
	2007–08. The existing standard was designed in the years of mainframe computers, which are no longer prevalent in today's work place.	describe and evaluate computer-related work, and the new standard will facilitate consistent application across the core public administration (CPA).
2. New qualification standards are developed in tandem with the new classification standards (ongoing)	A new qualification standard is being developed for the FB Group in consultation with managers at the CBSA. A draft qualification standard has been developed for the EC Group to reflect the group definition that combines the former ES and SI Groups. Consultation with key stakeholders and subsequent TB Ministers' approval will be sought in 2007–08.	Qualification standards align with classification standards and link to the staffing needs of user departments. New qualification standards ensure that departments hire appropriately qualified employees to meet their business needs. They are also linked to job mobility and succession, and career planning.
	Ongoing guidance and advice has been provided to departments on the application of these standards as part of the recruitment and staffing process.	Departments' staffing processes are improved through the advice they receive from a centre of expertise to which they can refer when applying qualification standards. This ultimately ensures accurate, consistent and fair application of the qualification standards across the CPA.
3. Policies and guidelines are renewed (2006–07)	A new streamlined <i>Policy on Job Classification</i> , incorporating three existing classification policies and a new directive on classification grievances, were drafted and shared with key stakeholders for consultation purposes. The final versions of the policy and the directive will be submitted for approval of TB Ministers in 2007–08. Four new classification guidelines will be published at the same time as the policy and directive.	Deputy heads will have a clearer understanding of their accountabilities related to delegated classification authority. HR professionals will have a clearer understanding of their responsibilities related to the classification grievance process. They will also benefit from access to guidance and best practices on the management of a departmental classification program.
	Preparatory work was undertaken in 2006–07 for the development of a centre of expertise on organizational design.	This centre of expertise will expand the range of services available to departments and will enable classification advisors to provide more strategic advice on organizational design to their respective managers, resulting in more effectively designed organizations that optimize the available resources.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
4. The recruitment and retention of organization and classification advisors is supported (2006–07)	The design and testing of a competency based learning and development curriculum to be used for the accreditation of classification specialists was completed.	This new curriculum will greatly enhance the professionalism of classification advisors, improve service to managers and ultimately improve the overall integrity of the classification program.
5. Classification learning programs and support services are provided		
5.1 Core training programs for HR specialists are developed (2006–07)	A new classification curriculum has been developed and is being offered through the CSPS.	This initiative ensures that all classification experts have access to a common curriculum that helps provide the knowledge and skills required to serve their clients' (i.e. managers) needs and to ensure classification decisions are appropriate and consistent across the CPA.
	The Agency developed and piloted a “classification boot camp” in March 2007, which will be adapted for other audiences interested in the role that classification plays in the overall management of compensation, and as a building block of HR planning and other HR management functions including staffing.	This learning tool provides an overview of classification and its links to compensation and other key HR management functions for both classification advisors and other audiences who need to understand the purpose and effect of the classification system in order to optimize the services they deliver. In reaching out to managers as a potential audience for this tool, both HR advisors and managers can work together using a common dialogue and shared set of facts, ultimately supporting fast, fair and accurate classification decisions.
5.2 Online core support services and tools are available, including expanded training and tools (2006–07)	A number of tools and supporting mechanisms were delivered to enhance support to departments. Examples include community development, on-line tools such as the EC data cube, active monitoring, generic work description initiatives, and the implementation of modernization projects for the FB and EC groups. A new application was developed for functional communities engaged in developing organizational models and	The online resources and tools support classification advisors in providing efficient and effective services to their client managers in departments. They represent a cost-effective way to ensure common understanding of the technical aspects of classification.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
	associated pre-classified work descriptions, as part of a wider integrated application for all human resources tools.	
	The Grievance Tracking System has been enhanced and is now hosted within the Agency.	Users now have access to a wider range of information on classification grievance results and statistical data. This information supports a greater understanding of issues raised by employees and promotes an understanding of trends and directions, which will improve the management of classification grievances.
6. Effective monitoring and cost-tracking systems are in place		
6.1 Departmental performance monitoring systems are operating in each organization (2006–09)	The classification monitoring program continues to promote accountability for classification decisions throughout the CPA. In 2006–07 the program focused on: the direct monitoring of the classification program and risk analysis in specific departments; the evaluation, identification and communication of achievements or areas in need of improvement to departments who submitted their own self-assessments of their respective classification programs; and the improvement and expansion of the risk analysis framework.	An increased focus on monitoring reinforces the overall objective of effective organizational design as well as accurate and consistent job evaluation throughout the CPA, which in turn supports greater accountability of financial resources. Accurate and consistent job evaluations also support strong and open relationships among employees, managers and the HR community.
6.2 A cost tracking system is implemented (2006–07)	A web-based cost-tracking system was introduced to capture departmental costs associated with the design and implementation of new classification standards. A single reporting portal for departmental input has also been implemented.	The cost-tracking system maintains costing data and provides a roll-up across the CPA, thereby supporting sound financial management and ensuring that accurate information is available in support of more effective compensation management.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
7. National Occupational Classification (NOC) codes are used as a framework of reference to standardize analyses of specific occupations (ongoing)	The Agency continues to improve the integration, optimization and integrity of the NOC codes within the CPA. Current HR information systems do not contain key information about all types of work, which aids in the analysis of communities of work and will be critical in restructuring the occupational groups. NOC codes also facilitate comparison of work in the public sector with that in the Canadian labour market.	The NOC codes provide a valid method of comparison to conduct meaningful workforce analyses in support of sound HR management and related decisions about the short- and long-term labour needs of the public service.

2.4 Strengthen planning, accountability, reporting and transparency in HR management

Context

Sound HR planning and accountability are the basis for effective people management. With a changing workforce, changing nature of work and changing competencies needed to do that work, planning related to establishing the workforce needs of the public service takes on a greater importance than perhaps ever before. Efforts to integrate HR, financial and business planning are well advanced, and are yielding a stronger sense of how these variables interact and how decisions in each facet impact the other. For that reason, planning was identified as a key priority related to public service renewal.

Effective reporting and transparency are equally fundamental in a new HR management regime in which deputy heads and managers have much more authority and flexibility in managing their HR needs. The delegation of authorities is based on the important premise that decisions related to HR management can be most accurately made when the manager and employee in a particular operational setting are closely involved. The more removed that decisions are from the work unit, the less accurate those decisions will likely be in terms of meeting the needs of that manager and employee. With a distributed model of decision making such as this, it is essential that proper mechanisms have been put in place to support accountability with respect to those decisions.

Commitments and main achievements

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
1. HR planning capacity is renewed and integrated with business planning		
1.1 Provide departments with ongoing advice and information, relevant tools, best practices, learning products, professional development events and/or on-site support (ongoing)	Integrated planning learning and sharing events were delivered in collaboration with CSPS and stakeholders, including bargaining agents.	Managers are supported with practical and relevant information to enhance their ability to link up all planning components, to ensure that the people are in the right place to deliver expected results.
	Business issues were identified and funding was secured for initiatives geared toward helping small agencies to build planning capacity.	Lacking sufficient internal capacity, small agency managers benefit in particular by having access to the tools and infrastructure needed to support their planning needs and optimize their investments in people in an environment where resource flexibility is inherently limited.
	A client questionnaire was developed and analyzed, and a report was completed to identify the extent and nature of small agencies' need for ongoing corporate and strategic HR support. As a result, a corporate and strategic HR service delivery model will be designed and implemented for small agencies.	The delivery model will meet small agencies' current and future HR needs, enabling managers and employees to maximize overall organizational productivity.
	The Agency finalized a compensation community capacity building work plan using proven integrated planning processes, including a recruitment plan.	Sustainability in the compensation community is supported.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
1.2 Assess and evaluate progress in implementing integrated HR and business planning (2006–07)	Assessments were conducted under the PCMAF for 40 departments. Of these, 80 percent were deemed as having made reasonable efforts in this regard. For the remaining 20 percent, evidence suggested that more effort was needed to better integrate HR and business planning. Further refinements, however, have to be brought to the assessment process. New performance indicators for the evaluation of progress are being explored as part of public service renewal.	Having a firm assessment of implementation progress in departments allows the Agency to focus its efforts where they are most needed. Better integrated planning supports public service renewal priorities and sound people management decisions.
1.3 Conduct workforce analyses and modeling to identify current and future needs of the public service (ongoing)	A demographic analysis was conducted and a paper was written to set the platform for public service renewal activities and initiatives, helping to identify workforce issues that cut across the public service and how to prioritize them.	Understanding current and future workforce needs is a key element in taking the necessary steps to not only ensure that those needs are met, but that this is done on a timely basis with the foundation for longer term needs and solutions established now.
1.4 Improve information management through the Employee Passport (EP) initiative to transfer electronic employee records securely between departments (2007–08)	The long-term vision for the EP is the technology infrastructure required to modernize the collection of HR information for the central agencies and departments, as well as to facilitate the movement of employee-specific information between public service organizations. At the end of March 2007, the project was in development with Indian and Northern Affairs Canada and Library and Archives Canada, with the intention of piloting an employee file transfer. Efforts are underway to identify departments interested in being early adopters of EP to continue broader testing within the pilot. The primary objective of this early adopters	When implemented, the EP will improve efficiency and effectiveness. Aligned with the Clerk of the Privy Council's priority of enabling infrastructure in the public service, the end-state vision seeks to streamline the business process and minimize the time and burden to transfer employee HR records between departments and agencies. Today's business process typically takes seven months, impacting data quality and integrity due to manual data re-entry, resulting in data inconsistencies from both the perspectives of department and central agency reporting.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>approach is to mitigate risks and to resolve issues prior to full implementation.</p> <p>Initial analysis, was completed to extend the EPs secure HR information transfer service to meet the specific information needs of the PSC and the CSPS. The CSPS has embarked on an automated complementary service offering to the Required Training Portal, aligning with the EP data and technical architecture. Use of EP for transferring PSC staffing data was sidelined pending more investigation.</p>	<p>The EP advances the use of common data definitions and data architecture standards for HR data as well as provides the technical architecture for an Extensible Markup Language (XML) transfer process.</p>
<p>1.5 Identify and develop strategies for horizontal workforce planning to support a cohesive approach to major workforce transitions and government service transformation (2007–08)</p>	<p>The government has undertaken, in the last few years, a series of major transformation initiatives, such as the IT-Shared Services Office, CASS, Service Canada, Real Property Reform, and Procurement Reform. In 2006–07 and at TBS's request, the Agency provided a diagnostic of common HR issues emerging from these five initiatives and presented a series of recommendations to address them. Discussions are currently taking place with TBS on follow-up actions.</p>	<p>This initiative clearly showed the need for horizontal and common HR management tools (e.g. planning tools and data needs) to promote a more cohesive and consistent approach across major horizontal initiatives. This integrated enterprise-wide approach maximizes the effectiveness of various initiatives by ensuring that the HR elements are in place to support their success and that the application of associated people management efforts are as widely applied as possible.</p>
<p>2. Effective and integrated accountability systems are in place</p>		
<p>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)</p>	<p>HR management performance indicators were developed and round IV of the MAF bilateral process was successfully completed.</p>	<p>Overall departmental performance improved as Round IV MAF assessments allowed departments to identify where they were doing well, and where deficiencies existed, with respect to some areas in their HR management accountabilities. These annual efforts work to improve system-wide and incrementally within individual departments and people management performance.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
2.2 Revise HR management policies and instruments with respect to accountability and reporting (2006–07)	The HR management policy suite, with respect to accountability and reporting, was revised, renewed and regrouped.	Departments have access to clearer directions regarding accountability and reporting in the HR management policy suite. This ultimately helps to ensure consistent application of the policies, while supporting the people management efforts of HR professionals and managers.
2.3 Develop and disseminate tools to enable departments to implement the PCMAF (2007–08)	Various HR performance measures were integrated under the PCMAF Workplace and Workforce headings, which were streamlined and improved. Measures and assessment methodology were shared between departments and central agencies, improving the quality of information gathered.	The PCMAF helps departments and central agencies understand the state of people management. With this information, it is possible to identify problems, solutions, challenges and opportunities, benefiting all stakeholders who have an interest in the effective people management of the public service.
	Linkages between the PCMAF, the Agency’s program activity architecture, and public service renewal were identified, with steps taken to foster alignments as appropriate.	There is great value in collecting and analyzing common data that can be used for multiple purposes to tell complementary stories and support actions across different parts of the people management system. Deputies, managers, HR professionals and employees all benefit from this horizontal, cross-cutting approach.
2.4 Make key HR information, including results of the PSES, available across the public service through a web-based reporting system (ongoing)	The follow-up to the third PSES was completed. Findings of the survey were summarized and distributed to public servants through a publication (<i>What You Told Us</i>) and placed on the Agency’s website.	Departments, public servants and other interested parties have access to the Survey, fostering transparency and ensuring that information was available to promote action to address issues.
	Departments are provided with access to expert advice and assistance to interpret findings.	Hands on advice to support the analysis of PSES results helps ensure that departments are taking appropriate action to address issues, and that there is a degree of consistency in how results are interpreted and acted upon.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
<p>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)</p>	<p>The following surveys were undertaken: census of executives, EX-equivalents and EX feeder groups; Career Assignment Program Participant Satisfaction Survey; Corporate Leadership Development Pilot Projects Participant Satisfaction Survey.</p>	<p>Departments have access to perception data on specific issues, programs and audiences. This enables them, as well as the Agency, to take action to address issues or take advantage of opportunities that may emerge. This information also helps guide the Agency’s policy efforts and possible service strategies.</p>
	<p>Options for future strategies for understanding employee perceptions and attitudes were developed, including: HR Environmental Scan for the Public Service; international comparison of public service reform in selected OECD countries; and an electronic polling exercise on HR policies for the National Managers Forum.</p>	<p>This responds to requests for data by departments and senior officials while informing the Agency’s own priorities and efforts, ensuring that directions recommended are well informed.</p>
<p>2.6 Develop and publish the first annual report to Parliament on HR management performance across the public service (2006–07 and ongoing)</p>	<p>In 2006–07, the Agency finalized, the first 2005–06 annual report on HR management across the public service. The report is scheduled to be tabled in Parliament in October 2007.</p>	<p>For the first time, all information relating to HR management across the public service will be available to all interested parties and stakeholders. This will not only foster transparency and a fuller understanding of how HR management is performing in the public service, it will also help to provide a common set of facts to support the dialogue on how to improve HR management and support its modernization and renewal.</p>

2.5 Foster effective learning and ongoing leadership renewal

The 2006–07 plans and priorities set by the Agency to achieve this program activity were articulated around 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.

Financial and human resources devoted to this program activity were as follows:

Financial resources (\$ 000)

Planned Spending	Total Authorities	Actual Spending
43,688	45,975	45,870

HR (full-time equivalents)⁽¹⁾

Planned	Authorities	Actuals
273	n/a	236

1. Reported FTEs do not include 93 FTEs participating in leadership development programs.

Foster effective learning and ongoing leadership renewal

Leadership

Leadership and learning is critical for the proper functioning, success and renewal of the public service. Leaders are found at all levels of organizations and the more such leadership is enabled and empowered in each public servant, the greater the likelihood that innovation will flourish. The Agency creates and implements the policies, programs and services to foster leadership and learning throughout the public service.

A key objective of the Agency is to attract, recruit, engage, retain and build capacity in individuals that can assume current and future leadership roles, thereby supporting and ensuring the public service remains a world-class institution that supports the government and delivers results for Canadians.

The Agency does this by promoting, developing and recognizing leadership in individuals and groups at all levels of the public service. In particular, it focuses on supporting deputy ministers, public servants in the executive group and those in leadership programs. The Leadership Development Programs help cultivate the strong, values-based leaders of today and tomorrow, an

essential element to the renewal of the public service. The Agency also supports public service leaders by enabling the leadership community’s management infrastructure and delivering support services, tools and advice.

To complement these efforts, a common approach on learning and training for all public servants is maintained by the Agency. The promotion of the Key Leadership Competency Profiles and programs such as the Public Service Award of Excellence program foster leadership and excellence throughout the public service. The Agency’s efforts, in close collaboration with departments, agencies and its key partners—TBS, PSC, and CSPS—work to continually improve leadership policies, programs and services, helping to renew the public service by laying the foundation for its success in the future.

Commitments and main achievements

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
1. Required training, including public service orientation, is in place		
1.1 Directives, standards and guidelines on required training are in place (2005-07)	The <i>Directive on the Administration of Required Training</i> came into effect on May 15, 2006.	The Directive provides key stakeholders with direction on how to fulfill their responsibilities related to required training under the <i>Policy on Learning, Training and Development</i> .
	Of all existing managers and executives, 98 percent validated their knowledge of the management of HR, finance, procurement and information management in order to retain their delegated signing authorities.	Effective implementation of the Directive results in managers at all levels having the requisite knowledge to exercise their delegated authorities, and new employees who share a common understanding as public servants and functional specialists in procurement, material management and real property and in information management, meet the employer’s professional standards.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>The Standards on Knowledge for Required Training were completed through consultation and partnership with central agency policy centres. Their launch in June 2007 will enable the CSPS to ensure that the required training courses, programs and knowledge assessment instruments they deliver meet the employer's knowledge standards.</p>	<p>The Standards on Knowledge and the guidelines on administration for required training provide a firm foundation for their adoption and implementation. These ensure all departments and the CSPS, as service provider, abide by the same standards and have an effective and efficient approach to administering required training.</p> <p>The Standards establish the common knowledge elements linked to legal responsibilities of managers at all levels and employees newly appointed to the CPA. Over time, they will result in employees sharing a common understanding of their legal responsibilities as public servants and ensuring that managers at all levels have the necessary knowledge of legal responsibilities to effectively exercise their delegated authorities.</p>
	<p>Guidelines on the administration of required training were developed in consultation with departmental heads of learning, required training coordinators and the CSPS.</p> <p>Presentations to 25 organizations, monthly meetings of required training co-ordinators network and monthly updates to heads of learning were completed, as well as the development of frequently asked questions on required training.</p>	<p>The guidelines provide the required training co-ordinators with a step-by-step guide for the implementation of required training in their organizations. They include process maps which illustrate the start-to-end required training process for all target groups, updated answers to frequently asked questions and best practices from other departments. The guidelines ensure that all required training co-ordinators, especially those new to their positions, will have the information they need to be effective in their roles.</p> <p>Required training co-ordinators have the knowledge to carry out their duties in support of deputy heads' accountability for learning.</p>
	<p>Active monitoring, support and services were provided to departments. In particular, the CSPS reports quarterly to the</p>	<p>This ensures that required information is available to make effective decisions for continuous improvement in departments with</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>Agency on compliance with required training requirements, and departments report annually on their compliance with required training.</p>	<p>regard to training, and ensures transparency and accountability.</p>
<p>1.2 Effective implementation of the new <i>Policy on Learning, Training and Development</i> is monitored and effectively supported by the Agency</p>	<p>Assistance was provided to established networks, such as: monthly meetings of the required training coordinators, monthly updates at the heads of learning forum and developing the frequently asked questions. Presentations were made to 25 organizations.</p> <p>The results-based Management Accountability Framework for the <i>Policy on Learning, Training and Development</i> was developed in consultation with CSPS, TBS and stakeholders.</p>	<p>Managers at all levels have the requisite knowledge to exercise their delegated authorities. New employees share a common understanding of the public service. Functional specialists in procurement, materiel management and real property and in information management meet the employer's professional standards.</p> <p>Public servants have the knowledge, skills and competencies to fulfil their roles and responsibilities. Departments received direct services and support for the implementation of the policy.</p>
	<p>CPSA monitoring and evaluation on the government-wide implementation of the policy, its directives and standards was conducted (which is also linked to PCMAF). In particular, the CSPA reports quarterly to the Agency on compliance with required training, and departments report annually on their compliance with required training.</p>	<p>This ensures that required information is available to make effective decisions for continuous improvement in departments with regard to training, and ensures transparency and accountability.</p>
<p>1.3 Annual report on the policy is prepared</p>	<p>Departments submit annual reports on required training and learning on June 30 of each year.</p> <p>Information on departmental implementation of required training will be included in the 2007–08 HR annual report to Parliament.</p> <p>Beginning in 2007–08, compliance related to required training will be used in TB's MAF performance assessment of deputy heads.</p>	<p>Departments will have access to information they need on the state of learning in the public service, as well as their own performance in this regard, guiding their respective decisions and strategies.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
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)	<p>The intake for the Management Trainee Program (MTP) and the Accelerated Economist Training Program was expanded. There was a record number of 104 participants for MTP, with employment equity group representation close to 50 percent.</p> <p>Five regional federal councils are now involved in the Career Assignment Program (CAP) regional pilot leadership developmental programs, with five participants in each region. A new CAP leadership development initiative was launched with the Science and Technology community and 26 new participants were accepted into a two-year executive development program.</p>	Corporate leadership programs support building leadership capacity across the public service, while helping to address particular staffing and operational needs in departments. This is particularly true with respect to functional communities where gaps exist in leadership roles. As well, these programs support development in regional operations of the public service, where employees often have less access to developmental opportunities.
2.2 Directive and related policy documents are in place to manage the administration of the Leadership Development Programs (LDP)—MTP and CAP	The <i>Directive on the Administration of the Leadership Development Program – Management Trainee Program and Career Assignment Program</i> came into effect on April 2, 2006. Guidelines were written for the administration of these LDPs. A RMAF was developed for MTP and CAP. A strategy for a 2007 baseline study was written to prepare for the 2010 evaluation of changes to MTP and CAP, implemented through the 2006 Directive. Background research was completed to support a review of the LDP continuum.	Changes to MTP and CAP implemented via the Directive simplify the administration of the programs for participating departments. This will help organizational coordinators administer the programs. The RMAF and 2010 evaluation establish a monitoring and evaluation framework for the programs and will show departments the benefits of the programs. This, and the review of the LDP continuum, will provide information to organizations and inform future decisions regarding the overall public service investment in LDPs.
	The announcement of the new Government of Canada Fellows Program was made by the Prime Minister on October 27, 2006. Promotional, nomination, selection and candidate assessment products were developed. The Fellows Program is an executive exchange	The Government of Canada Fellows Program is aimed at furthering public service renewal. The program is part of an enhanced approach to development and leadership. It will enable leaders across all sectors to enhance and strengthen

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>program between the federal public service and other sectors of Canadian society, including business, academia, not-for-profit organizations and other levels of government. The first participants will start in September 2007.</p>	<p>relationships, share talent and ideas and foster leadership.</p>
<p>3. Leadership competencies are being integrated into HR management practices</p>		
<p>3.1 Central agencies have implemented the Key Leadership Competency Profile into their programs and services (2005-07)</p>	<p>Central agencies have implemented the Key Leadership Competency Profile into many programs and services, such as the Agency's Executive Performance Management Program and all the corporate leadership development programs. The PSC Personnel Psychology Centre's matrix of assessment tools includes the Key Leadership Competency Profile. The CSPA leadership framework and many training offerings are based on the Key Leadership Competency Profile. As well, a 360 Key Leadership Competency Profile-based assessment tool is available.</p>	<p>The Key Leadership Competency Profile represents not simply a leadership standard for the public service, but a target that establishes the key attributes and competencies of managers' actions and behaviours, and more broadly across the public service. Practically, the Key Leadership Competency Profile provides a degree of consistency in this component of HR management, making important linkages between staffing, development, learning, talent management and performance management.</p>
<p>3.2 Support is provided to departments and agencies to integrate competencies into their HR activities</p>	<p>A workshop was designed and delivered that illustrates how the Key Leadership Competency Profile can be used in recruitment, learning, career and performance management at all levels. Individual support, group advice and guidance were provided to executive resourcing officers in departments to enhance understanding of the executive qualification standard. Ongoing examination of executive postings takes place to ensure the executive qualification standard is properly used, and advice is provided to departments as issues are identified.</p>	<p>Departments have access to tools to support them in the integration of the Key Leadership Competency Profile in HR management. Ongoing support to departments and to executive resourcing officers ensures appropriate and consistent application of the Executive Qualification Standard and use of the Key Leadership Competency Profile in departmental resourcing activities.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>Leadership competencies are an integral part of the criteria contained in the Public Service Award of Excellence. The award ceremony was held on June 16, 2006, during National Public Service Week. There were 250 awards given out. The awards recognize employees who have demonstrated excellence in the achievement of results for Canadians that reflect the current values, ethics and priorities of the public service.</p>	<p>This allows for the creation of a culture within the government of Canada that emphasizes its appreciation for the professionalism and commitment of its employees, with the Key Leadership Competency Profile forming a key aspect of how top performance is assessed (and ultimately rewarded).</p>
4. Enhanced support for the management of the executive cadre		
<p>4.1 The EX HR Management Framework is developed (2006–07)</p>	<p>The executive HR Management Framework is being developed and is being adapted for the public service renewal and talent management contexts.</p> <p>Census of executives, EX equivalents and EX minus 1s and 2s for the CPA was conducted over this period. Results will be posted on Agency's website during fall 2007.</p> <p>A census of separate agencies (Canada Revenue Agency, Canadian Food Inspection Agency and Parks Canada) will be conducted over 2007–08, with results to be posted in winter 2008.</p> <p>A web browser application, currently under development, is intended to assist individual executives to build better resumés (including covering letters) and to profile their abilities and competencies. It will provide a consistent tool for HR and succession planning and, at the corporate level, a flexible tool for strategic workforce analysis with a search capability that will produce numerous aggregate reports across the CPA. It is also intended to assist deputy ministers to have a wider understanding of the skills, strengths and potential of their EX</p>	<p>The Framework responds to the need for an integrated approach to the management of the executive cadre and will result in improved strategic decision-making for this community. This will be supported by data gathered from a census that will be conducted in 2007–08 to ensure that decisions on future directions will be evidence based.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>community and stimulate discussion around learning and career plans.</p> <p>This project will be piloted over 2007–08 with a number of departments, with functions added in a phased approach.</p>	
	<p>A new <i>Policy on the Management of Executives</i> was developed to replace the previous policy instruments and to support public service renewal and the PSMA. The Policy was developed through consultation with deputy heads, departments and senior governmental committees. It was ready for TB approval at the end of March 2007, for implementation in mid-summer 2007.</p>	<p>The Policy facilitates and promotes the recruitment and retention of qualified executives. It supports broader efforts to renew the public service, maximizes delegation and flexibility for deputy heads, and provides simple directives to promote consistency of application across the CPA. Ultimately the goal is to strategically manage the careers of executives, individually and collectively, to ensure that a key part of the leadership cadre is in place and able to assume its responsibilities, now and in the future.</p>
<p>4.2 Increased support is provided to departments for better planning, recruitment, and development of the EX group across the public service (2006–07 and ongoing)</p>	<p>The Agency continued to provide strategic advice and guidance to deputy heads for all aspects of the assistant deputy minister (ADM) resourcing requirements. Forty ADM appointments were made as a result of processes run by the Agency in 2006–07. The Agency’s visiting ADM provided enhanced support for the management of the ADM community through an increased number of annual personal visits with individual ADMs (76 initial visits and numerous follow-ups). Career counseling, advice and support and expanded service to directors general looking to prepare themselves to become ADMs (40 initial visits with numerous follow-ups) was also provided. An ADM talent management strategy was designed and launched.</p>	<p>Talent management maximizes the contribution of ADMs, ensuring better use of the skills and experience of every member of their community, as a means of achieving excellence at the highest level of the public service.</p> <p>It provides the clerk and deputy heads with the ability to ensure the appropriate match of skills and experience of individual ADMs to positions, provides critical information to assist in building appropriate interventions to support the learning and development needs of ADMs, and provides the base from which to build effective succession plans for both the ADM and the deputy minister (DM) communities.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>With the 2006–07 launch of the AEXDP, several improvements were introduced. In particular, special streams were added for the Human Resources, Finance and Legal communities for more strategic succession planning.</p>	<p>The entire public service will benefit from this pool of executives at the EX-01 to EX-03 levels who are selected for their strong potential, learning capacity and commitment. This central program ensures that high standards are set and met and that the broadest base of learning experiences can be offered to the program's successful candidates in order to prepare them for future leadership roles and responsibilities. The addition of the special streams supports the functional renewal of the public service.</p>
	<p>The selection, learning and development frameworks for AEXDP participants are better adapted to the program's criteria and effectively assess the participant's leadership competencies, learning potential and readiness for promotion.</p> <p>In 2006–07, 16 participants graduated from the AEXDP and 6 of whom graduating at the ADM level. As of March 31, 2007, there were a total of 93 AEXDP graduates, 49 of whom having reached the ADM or more senior levels.</p>	<p>Developmental assignments for AEXDP participants support human resource planning and succession planning of executives in the public service. The program's strong track record of success in developing public service leaders supports the contributions those individuals make as leaders, as well as the community of senior leaders across the public service.</p>
	<p>Improved outreach to persons with disabilities and Aboriginals increased the number of applicants from these communities to the AEXDP, from 6 applicants in 2003 to 19 applicants in the 2006–07 campaign.</p>	<p>The senior ranks of the public service are increasingly representative and diverse. This helps ensure a diversity of views at the most senior levels of the public service, as well as support for staffing of key positions within departments.</p>
	<p>Ongoing support was provided to the Advisory Committee on Senior Level Retention and Compensation. The Committee reviewed compensation and demographic issues and provided its recommendations for 2007–08.</p>	<p>The Advisory Committee on Senior Level Retention and Compensation provides a vital source of impartial advice and guidance on the management and compensation of executives. Its recommendations continue to set the direction for how the government compensates its executive community. Its efforts</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
		are also integrated into broader strategies and maintain the sustainability and health of the executive community.
	Ongoing monitoring of the Performance Management Program (PMP) for executives, as well as of the classification of executive positions, was strengthened. Follow-up on monitoring observations was provided to departments, together with assistance to address deficiencies.	Enhanced monitoring of executive classification and the PMP for executives contributes to a system of integrity and rigour, ensuring consistent management of executives and fair classification of (and compensation for) their work and positions.
	Advice and guidance on departmental senior-level organizations was provided upon request.	Such advice assists deputy heads to design and implement cost-effective and efficient organizational structures to facilitate the achievement of departmental mandates.

2.6 Promote and embed public service values and ethics

Context

The role of values and ethics in the public service remains as vital today as it was when the principles of merit and non-partisanship were first enshrined in its operations and staffing processes. Public servants, Canadians and the government have a shared appreciation for the importance of a public service built on professional, ethical, people and democratic values, with transparency and accountability more important than ever before. The values and ethics of public servants are imbedded in the key relationship they have and maintain: the relationship with the government of the day, with Canadians, and with each other. They are the foundation for delivering results to Canadians and provide the base for the culture of the public service.

Initiatives undertaken in the reporting period have contributed to developing and sustaining a strong culture of integrity within the public service, which is fundamental and essential for maintaining public trust in government. Values and ethics principles and concepts were embedded in public service renewal and modernization, particularly in the areas of recruitment and employee development.

The Agency continued to support departments and agencies in building their internal capacity to effectively identify and resolve ethical issues in their workplaces; to further strengthen the values and ethics functions within their own organizations; and to implement updated and clarified

policies that promote a strong culture of public service values and ethics so that behaviours are changed. These activities contributed to creating and maintaining ethical organizations that are high performing and top employers, in which the public can have confidence.

Commitments and main achievements

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
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)	The Agency developed and launched an electronic bulletin entitled <i>Window on Values and Ethics</i> . Two editions were published in 2006–07.	The bulletin contributes strongly to improving public servants' understanding and application of public service values by discussing issues of current interest. The bulletin also serves to celebrate and value the achievements of professional public servants across the country who uphold these values in their day-to-day work.
	Presentations were held on Post-Employment Measures at the APEX workshop on retirement.	Through its presentations at APEX workshops, the Agency is raising awareness and understanding within a key community of public servants in order to support and guide their efforts to meet the requirements of the <i>Values and Ethics Code for the Public Service</i> to minimize the possibility of real, apparent or potential conflicts of interest between potentially new employment opportunities and their most recent responsibilities within the public service.
	The Agency led the development of the architecture for three online courses, one for each of three separate target audiences: employees, managers and executives.	These courses provide departments with an inexpensive means to train a broad employee population, and to increase their awareness of public service values and of the behaviours expected of them as public servants.
	The Agency identified values and ethics-related programs that are potentially available to public servants through universities.	By sharing information about available programs with departments and agencies, departments can make more informed choices on where to send their staff to receive education and training to meet their organizational needs.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
	<p>The Agency updated the material and structure of the portion of its website related to values and ethics, to provide useful information and resources for public servants. For example, vignettes are now available in the <i>Code at Work</i>, providing information on how to manage a series of difficult situations that employees could experience relative to their ethics, values and professional conduct.</p>	<p>This increases the access of public servants and departmental professionals to information and resources, to help them understand and apply the TB values and ethics policies and in generally preventing or resolving ethical issues in their workplaces.</p>
<p>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)</p>	<p>A formal training course was established for departmental conflict of interest professionals.</p>	<p>Through this specialized training, departments have the means to ensure that their officials possess the necessary knowledge, competencies and experience to promote public service values and advise on conflict of interest issues.</p>
	<p>Significant progress was made in establishing a National Master Standing Offer in values and ethics. During 2006–07, the standing offer's requirements were established in consultation with departments. It is expected that during 2007–08, the standing offer will be posted on MERX for bids during the spring, evaluated by an interdepartmental evaluation committee during the summer and that the creation of the standing offer will be announced to departments in the fall.</p>	<p>The standing offer will facilitate and improve departmental access to expert advice in the private and academic sectors to help maintain and promote values and ethics throughout their organizations.</p>
	<p>Orientation of key target groups was facilitated by providing presentations on values and ethics to the regular orientation for new deputy heads, ADMs, etc.</p>	<p>Research shows that organizational leaders play a key role in creating and sustaining strong cultures of integrity. By contributing to the orientation of public service leaders, the Agency is helping them in understanding their role in and responsibilities for both preventing and resolving ethical issues.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
2. Additional support is provided to departments and agencies to meet their accountabilities		
2.1 Organizational performance expectations and indicators for values and ethics are developed and adopted (2006–07)	Work proceeded to develop new MAF values and ethics performance measures and assessment guidelines in the fall of 2006, in collaboration with TBS, that were approved and used during the 2006 MAF exercise to set standards for performance measurement and accountability in the field of public service values and ethics and employee engagement.	These performance expectations and indicators were adopted and will help guide departments in strengthening their values and ethics functions and performance within their own organizations.
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)	The Agency consulted with key communities of interest on the Values and Ethics Roadmap to Results within and outside the public service. As a result, the essential structure, form and contents of the Roadmap have been validated by clients.	The Roadmap will help departments in assessing their risks and in improving their results and management practices in public service values and ethics.
	The Agency has begun piloting various management improvement tools (e.g., a values and ethics risk management workshop, an ethical culture survey) that have been developed based on the roadmap.	Several departments have been benefited from piloting the tools. Once these management improvement tools have been refined and fully tested, they will be shared with other departments to help them improve their management practices in public service values and ethics.
	A prototype website for the values and ethics Roadmap was created and tested; public launch is expected during the 2008-09 fiscal year.	This website will be a key communications tool for disseminating tools and showing how to use them to help departments in strengthening their values and ethics management practices.
2.3 A measurement and evaluation strategy, including surveys, is developed and implemented (2006–08)	A draft values and ethics survey has been developed. Statistics Canada has been engaged to validate the survey tool to ensure the questions are properly structured and worded. The survey will continue to be tested and refined throughout 2007–08 with implementation expected in 2008–09.	The survey and related measurement and evaluation strategy will help departments identify their organizational strengths and weaknesses, target efforts in areas of concern, and measure the impact of their values and ethics activities and programs to develop and sustain strong cultures of integrity.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
2.4 Consistent and credible performance evidence is systematically collected and used in department performance monitoring and deputy minister accountability (2006–09)	The performance of departments was assessed against the public service values component of the MAF as part of the annual MAF assessment process.	These assessments will help identify organizational strengths and weaknesses and target departmental efforts in areas of concern. Moreover, they will identify top performing organizations whose management practices can be used as models to guide improvement efforts in other departments.
2.5 Public service communities of practice in values and ethics are strengthened (2006–09)	The Agency conducted a governance study of selected departments and a Crown organization to provide departments with guidance on values and ethics program governance models.	This will allow departments to identify issues in the implementation of systems, policies and management practices that promote values and ethics throughout the PS and to develop strategies and tools for addressing these issues.
	Meetings of key values and ethics communities of practice were held throughout the past year.	This will encourage sharing innovative values and ethics management practices and tools with communities of practice as well as provide information to help guide the Agency’s own efforts in advancing values and ethics in the public service.
3. Key TB 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)	Significant progress was made throughout the year in updating and streamlining the policy. This initiative was expected to have been completed by the end of 2006–07. This timeline has been extended into 2007–08, to ensure sufficient stakeholder consultation takes place as part of reviewing and revising this important policy. It is anticipated that a revised policy will be adopted in 2007–08.	All employees, including managers at all levels, are made aware of this policy, have a common understanding of what harassment is and is not, understand their responsibilities for ensuring a respectful workplace, are accountable for their behaviours and understand all avenues of resolution available to them in order to resolve any situation in the most appropriate manner. There is prompt, sensitive and effective resolution of alleged harassment either through ICMS processes to the extent that this is appropriate and desirable, keeping in mind its voluntary aspect, or the formal process described in this policy. All parties, including managers, work co-operatively to resolve issues in order to avoid escalation and to address the overall health of the workplace to restore harmonious work relationships.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
		Managers at all levels are evaluated on the Key Leadership Competency Profile as it applies to preventing and resolving harassment situations. Employees perceive their work environment to be one where everyone is treated fairly, with respect and dignity. There is an enhanced collaborative labour-management approach to addressing and discussing general issues related to harassment.
3.2 The <i>Policy on the Indemnification of and Legal Assistance for Crown Servants</i> is updated (2006–07)	Significant progress was made throughout the year in updating and streamlining the policy. This initiative was expected to have been completed by the end of 2006–07. This timeline has been extended into 2007–08, to ensure sufficient stakeholder consultation takes place as part of reviewing and revising this important policy. It is anticipated that a revised policy will be adopted in 2007–08.	Crown servants' and the Crown's interests are protected from potential or actual liability arising from the acts or omissions of Crown servants occurring while they were acting within the scope of their duties or in the course of their employment. Crown servants are protected against personal liability through fair and consistent policy application. Crown and Crown servants are appropriately and promptly represented; and parliamentary proceedings, commissions of inquiry and inquests obtain the full collaboration of Crown servants.
3.3 A workplace well-being strategy for the public service is developed and implemented (2006–09)	The Agency initiated the development of a general workplace strategy for the Government of Canada. This will provide guidance and direction to departments in improving workplace well-being within their organizations.	Workplace well-being is an essential component to establish and maintain an effective workplace where employees can perform optimally. Very often, these are the elements that impact the daily working environment of public servants, ultimately forming part of the foundation of good labour-management relations and work force productivity.
4. Support is provided to government on legislation for disclosure of wrongdoing, including protection from reprisal for those who make disclosures		
4.1 Development and implementation of a disclosure regime is supported, including supporting the development of federal accountability legislation (2006–08)	Through the <i>Federal Accountability Act</i> , which received Royal Assent on December 12, 2006, amendments were made to the PSDPA. The Act provides a fair and objective process for those against whom allegations are made, and contains specific penalties for offences, including penalties for those who wilfully impede investigations of wrongdoing or who take reprisal against anyone	The PSDPA encourages public servants and Canadians to report wrongdoing in the federal government and protects those who do so from reprisal. In doing so, the Act brings the existence of wrongdoing to the attention of public sector chief executives so that they may take corrective measures to rectify the wrongdoing and promote a healthy and effective workplace.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
	<p>who has made a disclosure under the Act. It also creates an independent Public Sector Integrity Commissioner to investigate and report on allegations of wrongdoing, as well as an independent Public Servants Disclosure Protection Tribunal to determine whether or not reprisals have taken place and to order appropriate remedial action and discipline as applicable. The Act also mandates the president of the TB to promote ethical practices across the public sector and help create a positive climate for disclosure.</p>	
<p>4.2 Policies and instruments related to the disclosure regime are updated (2006–08)</p>	<p>With the coming into force of the Act, the TB <i>Policy on the Disclosure of Information Concerning Wrongdoing in the Workplace</i> has been rescinded, effective April 15, 2007.</p>	<p>The policy direction for disclosure of wrongdoing is now found in the PSDPA.</p>
	<p>As required by the PSDPA, work has been initiated to develop a code of conduct for the federal public sector, including Crown corporations and separate agencies. During 2006–07, research was completed on Crown, agency and departmental codes and related policies so as to inform the Agency on what issues should be addressed by the code. As well, consultations on the code were launched in 2006–07. It is anticipated that the code will be finalized in 2007–08.</p>	<p>A broad public sector code will provide a common set of principles and behavioural expectations across the vast majority of public sector organizations. It provides additional opportunities to encourage and educate employees in public sector values and ethics.</p>
<p>4.3 The new disclosure regime and other related new instruments are promoted and integrated into management practices (2006–09)</p>	<p>A detailed communication plan was developed and is currently being implemented, including tools targeted at specific audiences, which are being delivered in person and through the Agency’s website.</p>	<p>This will contribute to creating widespread awareness of the PSDPA, including what a “wrongdoing” is, the procedures for disclosure and its reprisal protections. In doing so, it contributes to realizing the benefits of the Act noted under 4.1.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to clients
	Policy guidance was provided to organizations as they prepared for implementation (e.g., guides were developed to support organizations in handling sensitive information, conducting investigations, developing internal disclosure mechanisms and public reporting under the Act).	Public sector organizations received the guidance required to prepare them to meet their obligations under the PSDPA, i.e. dealing with internal disclosures of wrongdoing; conducting fair and expeditious investigations; and protecting the confidentiality of persons involved in the disclosure process. In doing so, it contributes to realizing the benefits of the Act noted under 4.1.
	Formal two-day workshops were offered to senior officers for disclosures, and presentations were given to representatives of all public sector organizations, legal, HR, labour relations, finance, <i>Access to Information Act</i> communities, the National Joint Council, small agency networks and various think tanks.	Key functional communities within public sector organizations and other stakeholders are made aware of the Act's requirements and how they contribute to its implementation. This helps public sector organizations in effectively implementing the Act. Supporting organizations in this way contributes to realizing the benefits of the Act noted under 4.1.
	Smaller agencies received advice and guidance to help them determine whether or not they should establish their own disclosure mechanisms. (Note: As per the Act, every public sector organization is required to establish disclosure mechanisms, except where a chief executive determines that it is impractical due to the size of his or her organization.)	Smaller public sector organizations received the advice and guidance required to ensure they were able to make well-informed decisions as to how to provide avenues for disclosure to their employees (e.g., whether to direct their employees to the Public Sector Integrity Commissioner or establish their own disclosure regime within their organization). Supporting organizations in this way contributes to realizing the benefits of the Act noted under 4.1.

2.7 A representative and accessible public service

This is the third program activity (or strategic outcome component) of the Agency. The 2006–07 programs set by the Agency to achieve this program activity are articulated around the following two key result areas:

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

Financial and human resources devoted to this program activity were as follows:

A representative and accessible public service

Financial Resources (\$ 000)

Planned Spending	Total Authorities	Actual Spending
13,200	13,223	12,180

HR (full-time equivalents)

Planned	Authorities	Actuals
102	n/a	94

2.8 Achieve and preserve employment equity and diversity plans and priorities

Context

A public service that is representative of Canadian society is one that is well situated to reflect and represent the needs and aspirations of Canadians. Specifically, the ability of the public service to develop programs and services to respond to the evolving needs of Canadians is directly linked to public servants being able to understand and to take into consideration those needs. The *Employment Equity Act* requires that the federal public service be a representative workplace with respect to the employment of women, Aboriginal people, visible minorities and persons with disabilities. The ultimate goal is to be a workplace in which designated group members, and all employees, have the opportunity to participate fully in serving Canadians with excellence.

As Canada becomes an increasingly diverse society, reflecting that diversity takes on even greater importance. The country’s direction in this regard is clear and the Agency’s role is to help ensure that the public service work force is reflective of that direction.

Commitments and main achievements

RPP 2006-2007 Commitments	Delivered in 2006–07	Benefits to Clients
1. The public service is representative and inclusive		
1.1 Develop and facilitate the implementation of an anti-racism strategy to support the achievement of a	The development of the strategy had to be temporarily suspended due to the need to address other commitments as noted below.	

RPP 2006-2007 Commitments	Delivered in 2006–07	Benefits to Clients
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)	Assistance was provided to departments to improve representation rates, with specific emphasis on visible minority groups. Tools and publications were continuously made available to managers.	The Agency's actions helped departments improve representation rates for visible minorities from 8.1 percent to 8.6 percent over 2006–07.
	Advice was given on policies, interpretation and application of legislative requirements, various interdepartmental forums were chaired, presentations given throughout the country and departmental performance was monitored through the MAF process.	Departmental employment equity coordinators were informed and are engaged in helping to drive efforts within departments to advance employment equity.
	Leadership and secretariat support was provided to the Interdepartmental Forum for Employment Equity.	The capacity of departments to implement employment equity was increased.
	A review and evaluation of the Employment Equity Fund and of the Mentoring Pilot Project were completed. They indicated that most of the projects supported were successful in achieving the objectives set for them.	The Employment Equity Fund generally helps departments achieve greater representation and participation of designated groups at all levels and in all occupational categories. The Mentorship Program assists in the career development of designated group members, which in turn helps increase their representation and participation at all levels in departments.
1.3 Issue the diversity policy 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)	The policy and directive on diversity and two directives were redeveloped into the <i>Policy on Employment Equity</i> , the <i>Policy on the Duty to Accommodate</i> and the <i>Directive on Duty to Accommodate</i> , with a proposed effective date of April 2008.	When implemented, these renewed policy instruments will clarify obligations and accountabilities of deputy heads and organizations leading to increased representation in the four groups.

RPP 2006-2007 Commitments	Delivered in 2006–07	Benefits to Clients
2. The public service has access to modern and fully integrated employment equity policies, directives, tools and support		
<p>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)</p>	<p>Capacity related to implementation of employment equity implementation and duty to accommodate was increased, and knowledge was built within the Agency to support its lead role in supporting public service-wide and departmental employment equity efforts.</p>	<p>More effective support was provided to departments to help them integrate employment equity and diversity into their HR management practices, to enable them to meet their obligations for employment equity and fulfill their duty to accommodate responsibilities.</p>
	<p>Through partnerships and strategic alliances, the Agency has: supported the creation of the National Council of Aboriginal Federal Employees; a continued leadership of an Employment Equity Mentorship Pilot Project, originally started by the Privy Council Office; continued work with functional groups to promote and integrate diversity into their projects and initiatives; created in February 2007, a secretariat to support the three Employment Equity Councils.</p>	<p>This allows the Agency to better understand issues facing departments, and help to support policies and programs to advance employment equity and achieve better people management results for employment equity groups.</p>
	<p>The Agency continued to strengthen its relationship with employment equity deputy minister champions by providing advice in support of their work with the Councils.</p>	<p>DM champions can effectively support the Councils as they are aware of challenges faced by them, and are better able to target support to the Councils and promote inclusion with their colleagues.</p>
<p>2.2 Modernize communications messages and tools to help departments and agencies shift behaviours from a</p>	<p>Consistent input was provided and the Agency worked with departmental and interdepartmental colleagues to ensure that instruments developed and provided across</p>	<p>Input into these instruments, tools and supports have led to the integration of diversity and employment equity goals into all aspects of public service modernization and renewal, HR</p>

RPP 2006-2007 Commitments	Delivered in 2006–07	Benefits to Clients
passive commitment to an active one (2006–08)	the Agency included diversity and employment equity components.	management and business planning processes.
2.3 Integrate obligations under the <i>Employment Equity Act</i> with legislative and non-legislative processes under the PSEA 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)	An action plan was developed and implemented for public service-wide consultations on the review of the <i>Employment Equity Act</i> . The review of the Act has yet to be scheduled by the parliamentary committee.	The action plan’s consultations have provided the Agency with information to support the review of the <i>Employment Equity Act</i> , as well as better understand future needs and priorities related to employment equity.
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)	The Agency assessed departments against employment equity results in the PCMAF exercise and analysed where its support resources could be most effectively used to improve results.	Departments who did not receive a rating of “acceptable” or higher are or will be receiving direct support from the Agency to improve their employment equity outcomes.
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	An accurate statistical report was produced on representation of employment equity groups in all occupational categories and at all levels in departments for 2006–07. A monitoring strategy, which includes PCMAF assessments, will be developed in 2007–08.	This information allows the Agency to focus its efforts on assisting departments that are not yet representative at all occupational categories and levels.

2.9 Achieve and preserve official languages plans and priorities

Context

The Canadian approach to bilingualism is a testament to our desire to reflect our fundamental values in our public life. It commits the government, through the approximately 200 federal institutions that are subject to the OLA, 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 their choice (Part V), and to ensure equitable participation of English-speaking and French-speaking Canadians (Part VI).

In support of these commitments, the Agency develops and coordinates federal policies and programs concerning service to the public, language of work and the participation of English- and French-speaking Canadians. The Agency’s initiatives in 2006–07 provided coherent guidance to departments and agencies to develop and implement official language related initiatives and achieve the objectives of bilingualism as provided for in the OLA.

Commitments and main achievements

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
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)	Strengthened monitoring and reporting systems were put in place, including a tracking tool, the Official Languages Follow-up System.	This tool will reinforce institutions’ ability to monitor the progress of their follow-up measures and time frames, and to ensure effective management of their response to recommendations on how to improve their official languages performance.
	On December 20, 2006, the Official Languages Management Dashboard (OLMD) was made available to the institutions in the core public administration.	The OLMD provides a real-time snapshot of the institutions’ performance in relation to the Official Languages Program. The tool centralizes various sources of information and integrates a series of indicators, which simplifies monitoring and comparison of official languages performance and ensures effective management.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	The number of audit assessments was maintained and was well received by the institutions. Resources permitting, the audit plan for 2007–08 calls for an increase in the number of audits.	The institutions consider the audits to be good management tools that support them in monitoring and improving implementation of the program.
	The Agency has put in place its new approach to official languages accountability and reporting.	The use of a new five-year cycle and a new system for measuring overall linguistic performance makes it much easier for the institutions to engage in more results-based reporting. In addition, the information in the <i>Annual Report on Official Languages</i> is more concise and analytical.
	Assessments conducted as part of the MAF process were completed on time.	Official languages were an integral part of the MAF assessment, resulting in a more accurate picture of the institutions' performance in the areas of service to the public and workforce management. Furthermore, the integration of MAF assessments into the new linguistic performance measurement system made the process easier and decreased the number of requests for information to which the institutions had to respond.
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)	The Agency supports the institutions by providing them with, amongst other things, advice and interpretations on the application of the OLA and its Regulations, as well as on the Action Plan, and by managing various networks to share information and good practices.	The institutions have a better understanding of the provisions of the OLA, and are better able to apply the regulations and implement official languages policies and directives. Bilingual service delivery has been improved.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>The Agency had five meetings with the Departmental Advisory Committee on Official Languages and the Crown Corporations Advisory Committee on Official Languages.</p>	<p>These meetings facilitated consultations with the institutions and promoted the exchange of official languages information and good practices. The institutions are thus better equipped to improve implementation of the Official Languages Program, and comply with their obligations in the areas of service to the public and language of work.</p>
	<p>In December 2006, the Agency held its second official languages “Good Practices Forum” in Ottawa.</p>	<p>The forum enabled the 300 participants to improve their knowledge of the management of the Official Languages Program within the institutions, and also enabled some of them to establish an informal network to discuss similar concerns.</p>
	<p>The Orientation to Official Languages course was reviewed in co-operation with Canadian Heritage, PSC and the CSPS.</p>	<p>This course provides a solid grounding on the subject, and examines the requirements of the OLA as well as the fundamental principle of linguistic equality.</p>
<p>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)</p>	<p>The Agency completed the review of the Regulations for those offices where obligations are based on demographic data. For offices subject to assessment of demand, the exercise is nearing completion.</p>	<p>Once the compliance review of the Regulations is complete, federal institutions will have identified their linguistic obligations with regard to service to the public, and Canadians will know which federal government offices and service points they can communicate with and obtain services from in the official language of their choice.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	Per the Doucet case, a proposed amendment was tabled in the House on May 17, 2006, and published in Part I of the <i>Canada Gazette</i> on October 7, 2006. Public comments were received until February 2007. The government will proceed with the final amendment in a timeframe that will respect the deadline imposed by the Federal Court.	Once the amendment comes into force, the Royal Canadian Mounted Police will be required to communicate with and serve the public in both official languages on the section of the TransCanada subject to the amendment.
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)	Advice continued to be provided to increase the use of both official languages in the workplace through bilateral and departmental meetings with institutions in order to share best practices.	The institutions have a better understanding of their official languages obligations and they are therefore able to implement initiatives designed to create and maintain a work environment conducive to the use of both official languages.
	Outreach activities, information sessions, annual conferences and special meetings were held for key stakeholders and official languages champions.	The persons responsible for official languages, champions and key stakeholders have a better understanding of their obligations and are better able to fulfill their roles, which leads to improvements in the workplace.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
<p>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)</p>	<p>Information tools and presentations were developed to correct misperceptions.</p>	<p>Once the tools are made available, employees of federal institutions should have a better understanding of the OLA.</p>
	<p>A marketing strategy for a national official languages awareness campaign was undertaken and will be rolled out in 2007–08. The strategy will provide federal institutions with a range of information tools and presentations designed to educate employees about the Official Languages Program.</p>	<p>Once the strategy is launched in 2007–08, there will be a better understanding and appreciation of the use of official languages in the workplace.</p>
<p>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)</p>	<p>The objectives were achieved: the data indicates a 1.5 percent increase among the EX level within the CPA – 94.4 percent of EXs met the language requirements of their position as of March 31, 2007, in comparison to 92.9 percent the previous year.</p>	<p>The institutions are better able to create a work environment conducive to the use of both official languages.</p>

2.10 Corporate priorities

Management Accountability Framework (MAF)

Specific measures and actions are being undertaken by the Agency to remedy immediate problems identified in the MAF and, more importantly, create lasting improvements. The identified areas of concern cut across various MAF categories. These areas coincide with

priorities the Agency has set in its search for “internal excellence.” The Agency plans to make progress in these areas in order to build a healthier corporate culture.

Many of the comments in the MAF relate to the clarity of planning, decision-making and monitoring. The assessments demand evidence of a functioning “results-based” management structure. The Agency has already addressed overall planning issues by creating a new Program Activity Architecture (PAA) and developing performance measures in line with its strategic objective. It is integrating these elements into both the *Report on Plans and Priorities* and the *Departmental Performance Report*.

The plan to assess processes and results in the Agency includes appropriate internal audit and evaluation. The Agency will manage risk and monitor the achievement of planned objectives by tracking performance for the organization and for individuals. A strategy will be developed and implemented to test specific undertakings throughout the Agency against the results-based plan in the PAA.

The analysis of the MAF has determined that workflows in the Agency must be better understood. The Office of the Senior Strategic Advisor and the Integrated Planning Unit in the Strategic Management Branch have mapped a proposed logical planning flow for the Agency and are planning a series of high-level diagrams about the way decisions are reached. The resulting charts will clarify how the Agency works and will identify gaps and areas for improvement in both planning and decision-making processes.

In addition, the MAF section on values and ethics identifies issues surrounding staff engagement. The Workplace Well-Being and pulse-taking surveys indicate that a number of staff members have not experienced any benefit from the new strategies being implemented. The Agency is working at establishing a clearer understanding of its goals, decisions, and strategic and tactical planning solutions, as well as making efforts to establish the type of trust that evolves from shared experience, common goals and tangible achievements.

Improvement in internal communication of concrete measures is proceeding through both formal and informal channels. Agency management is working at nourishing a combined organizational culture for all Agency employees so that success is seen as collective and the Agency as one entity.

The Agency is striving to address learning requirements more systematically, as well as develop strategies for new employees. It is recognized that developing competencies internally must become an integral part of overall knowledge management at the Agency.

The Canada Public Service Agency has focused its efforts in fiscal year 2006–07 on increasing policy and leadership capacity, simplifying processes and coordinating efforts to maximize results, and increasing the sharing of information to allow for greater individual and collective contribution to Agency goals.

Generic work descriptions and collective staffing actions contributed to filling essential policy and administrative positions, while new employee orientation sessions, communications products and networks have increased internal understanding of Agency goals and commitments, in order to further our efforts to deliver excellence in HR management.

Management Priorities

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
<p>Policy capacity is renewed.</p>	<p>The Agency launched staffing actions to recruit experienced policy analysts with broad socio-economic analysis expertise to complement and enrich HR policy expertise, in areas where policy capacity in the Agency needed to be augmented (FI-04, FI-03, ES-06, PE-05 and E-06). In addition, the Agency brought in 13 management trainees with recent post-graduate degrees into junior positions to develop and further enhance the pool of policy analysts.</p>	<p>Developing and implementing policies is a core function of the Agency, and a strong cadre of policy analysts need to be maintained and supported to ensure that the instruments and ideas brought forward by the Agency support people management excellence and effective public service operations.</p>
	<p>Additional internal horizontal forums were added to enrich policy discussions and promote better integration of policy-related efforts across the Agency. The coordinating committee of directors general and the designated senior management committee policy meetings allow senior officials across the Agency to exchange information, views and advice. These structures are complemented by the Agency’s HR Policy Council, which examines the Agency’s policy instruments in detail.</p> <p>An in-depth policy writing course was offered within one of the Agency’s branches and was well received by the analysts.</p>	<p>Efficiencies were gained in that the quality of policy documents written by analysts who took the course was noticeably improved. The volume of edits and rewrites by managers was substantially lowered.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
Administrative capacities are increased.	<p>The Agency held several collective selection processes open to the public service and to the general public to fill entry-level administrative positions in order to recruit new qualified employees. Through these selection processes, 26 new staff were hired.</p> <p>A new Finance network was established composed of administrative officers with budget administration responsibilities, across the Agency.</p>	<p>A strong internal administrative capacity is essential to the smooth operation of the Agency, particularly as it relates to the timely production of deliverables. These processes are essential to build a sufficient pool of qualified candidates with a diverse blend of skills and experience needed to fulfil Agency requirements.</p> <p>The Finance network will increase horizontal communication and bolster the knowledge base on administrative practices.</p>
Leadership capacities are strengthened.	<p>The Agency piloted for all of its executives a talent management tool, which it had developed for the ADM community across the public service. This tool provides a management map that forms the basis of discussions on career plans, learning and development needs and specific interventions contemplated for ADMs. A matrix identifies four categories (which all reflect leadership competencies and effective behaviours from the Key Leadership Competency Profile) ranging from “Maximize Contribution” to “Transition to Retirement,” with a fifth category that addresses Succession Planning.</p>	<p>The strategic management of a pool of executives ensures the Agency’s ongoing effective operations. These efforts enable us to have the right employees with pertinent competencies in place. This is especially true regarding HR management and the ongoing support to departments and agencies, as well as for an improved workplace for employees.</p>
	<p>The Agency successfully recruited a number of executives to fill critical positions.</p>	<p>The Agency has developed a strategy based on the use of collective staffing processes and generic job descriptions to reduce staff shortages in this critical skill area.</p>
Efficiency and effectiveness in the hiring and staff retention processes are optimized.	<p>Generic PE work descriptions to reduce classification workload were developed. Agency branches created several standard work descriptions for other occupational groups in preparation for the year’s staffing strategy, covering 90 percent of jobs at the Agency by</p>	<p>Approaches are aimed at improving the overall staffing process, moving employees into positions faster, and ensuring that the right people are in the right place with the right skills at the right time. Collective approaches reduce the overall</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>the end of the next fiscal year.</p> <p>Performance review and development as well as career development and learning needs, were created for employees.</p>	<p>operational burden by increasing the number of potential appointees per competitive process. Generic job descriptions facilitate that process and offer flexibility to move people across the organization into similar positions.</p> <p>Efficiencies in the hiring and collective processes for the EX, ES-06, PE, and AS categories enabled us to use less resources per vacancy filled.</p>
<p>Explore the possibilities of re-engineering internal processes and systems.</p>	<p>A plan was created to use generic job descriptions for the majority of positions within the organization. Next steps will be to streamline HR processes, beginning with the use of generic job descriptions.</p> <p>A Branch Management Office and Vice President Office (BMO/VPO) review was conducted and will lead to future changes to administrative processes.</p>	<p>Instead of re-engineering existing internal processes, greater benefit was seen in developing new streamlined processes.</p> <p>The use of generics and streamlining of HR processes will create greater efficiencies and allow staff to better focus on priority deliverables.</p>
<p>Review the organization and classification structure.</p>	<p>The Agency reviewed all EX positions and classifications. As a result, organizational adjustments were made, which reduced the number of EX positions and consolidated staff services to realize economies of scale.</p> <p>A Strategic Management Branch was created to bring a more integrated approach to these efforts.</p>	<p>Appropriate EX-level management within the Agency is able to better fulfil the Agency's needs and mandate.</p> <p>The implementation of a Strategic Management Branch enables the Agency to have an integrated approach to its organizational HR, business and finance functions.</p>
<p>Develop a top-down and bottom-up HR planning process.</p>	<p>The Agency's three-year corporate HR plan was published in September 2006, which provides for development and implementation of appropriate strategies for various occupational communities within the Agency to ensure skills would be available to fulfil the Agency's mandate.</p>	<p>An HR plan by initiatives is now available to employees on the Agency website. Information is also available on topics related to resource coordination, the identification of needs, and work force well-being.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	Agency managers were given more opportunity to provide input, participate and be informed in planning consultations.	
Work collaboratively to meet current and future needs in common priority areas.	The Agency uses collective staffing between branches and establishes pools of qualified candidates to fill existing and anticipated vacancies in various groups and at various levels.	The Agency is leading by example by preventing critical staff shortages while respecting fundamental staffing values. Greater efficiencies are obtained through collective staffing exercises rather than using individual staffing processes.
Corporate knowledge retention and transfer are addressed.	More than 50 employees participated in an Employee Orientation Program launched by the Agency in 2006–07. The President and members of the Senior Management Committee (SMC) brief new staff on the mission and mandate of the Agency. The Agency has created more horizontal networks, to ensure better sharing of corporate knowledge.	Employees are familiarized with the public service culture, its priorities and expectations. This enables employees to better understand and be pro-active when they are required to share their corporate knowledge with others.
2005 Workplace Well-Being Survey and the PSES results are acted upon.	The Agency's SMC established a Corporate Working Group during the summer of 2006, to act upon the results of the survey. The strategy and recommendations developed by the working group have been integrated in the Agency's HR Plan.	The workplace well-being of employees is a top priority for the Agency, ensuring that a work environment is maintained to support excellence and productivity.
	All Agency EXs' performance agreements include a requirement to demonstrate continuous improvement in response to the results of staff surveys on workplace well-being.	The Agency strongly encourages its managers to create workplace conditions that are positive, and enables employee engagement and satisfaction in their work environment.
HR planning and business planning are integrated.	The Agency introduced an Integrated Planning Framework, which pulls together previously separate business, financial and HR planning annual exercises into a single planning activity. The Framework links corporate priorities, business line objectives and the performance commitments of individual executives within an	The Agency's integrated plans align business objectives with human and financial resources, allowing gaps to be identified and addressed in a transparent manner that involves employees.

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	annual cycle. The prototype of the Framework was designed and implemented in 2006–07.	
	<p>The Agency developed an in-house HR dashboard to give a portrait of the Agency’s work force and its recruitment needs.</p> <p>The dashboard is used at SMC retreats. Its review prompted a follow-up demographic analysis of trends, which has triggered internal management changes such as the EX organization and classification review in 2006–07.</p>	<p>The HR dashboard enables managers to effectively plan for specific HR and financial requirements needed and required to successfully deliver on its commitments.</p>
<p>The organization’s results structure and related performance indicators are refined.</p>	<p>The Agency undertook a review of its results structure to ensure that resources are aligned with priorities. Related performance measures were developed.</p>	<p>The Agency performance measures will allow it to assess whether intended objectives are reached, supporting the planning process and associated exercises including risk management.</p>
<p>Internal and external communications are improved.</p>		
<p>The Agency’s mandate, strategic positioning, priorities and targeted results are better understood both internally and externally.</p>	<p>The following initiatives were undertaken to create an environment where employees have access to information to help them fully understand the Agency’s raison d’être:</p> <ul style="list-style-type: none"> • <i>Agency @ a Glance</i> • Leadership Conference • National Public Service Week • Pulse-Taking surveys • <i>The Wave</i> publication • Survey • Publications 	<p>The Agency employees have different communication mediums to enable them to better understand the Agency’s raison d’être and its mandate, thus enabling them to better contribute to Agency commitments and goals.</p>

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
	<p>The Agency focussed on communicating its services, policies and programs to other government departments and agencies. Initiatives included:</p> <ul style="list-style-type: none"> • Communications Council on Public Service Renewal established to support the Deputy Ministers' Committee on Public Service Renewal and the PM's Advisory Committee; • Support to the Agency's outreach activities to communities of practice: HR Network, Communications Community Office, Managers Network, Youth Network; • Proactive speaking engagements to Regional Federal Councils, networks and communities of practice; • Parliamentary appearances by President and other Agency senior officials; • Media relations support; • Corporate Secretariat outreach to Canadians by ensuring clear information is shared about the priorities, programs and services of the Agency; • launched integrated planning; • created new internal governance structures to support horizontality. 	<p>Agency outreach to other government departments and agencies creates communication links and ensure that our mandate and services are well understood by all. The Agency developed different communication vehicles to ensure that the individuals responsible for people management in the public service would be aware, have access to and benefit from best practices, lessons learned and services that are offered by the Agency to assist them.</p>
<p>The corporate policy and strategic planning functions are strengthened.</p>	<p>The Agency continued a review of its policies, in line with the TB's policy renewal initiative.</p>	

RPP 2006–07 Commitments	Delivered in 2006–07	Benefits to Clients
<p>The Agency continues to build up expertise in strategic functions, including communications, finance, internal audit, strategic planning and HR management.</p>	<p>The Agency created a new Strategic Management Branch dedicated to integration and strategic coordination of program support functions. The head of the branch reports directly to the President and is a permanent member of the SMC.</p>	<p>Corporate services are coordinated and synchronized in terms of service delivery, reporting requirements and information management.</p> <p>The coordination of information management and the simplification of internal processes will prevent fragmentation of information and processes.</p>
<p>There is a better integration and coordination between these areas, particularly as it relates to the corporate policy and strategic planning functions.</p>	<p>An Integrated Planning Division was also created as part of the Strategic Management Branch. It coordinates the efforts of business planners and HR planners to promote integrated planning and reporting within the Agency, in close cooperation with the finance planners in the Finance Division.</p>	<p>This structure will be a key instrument to ensure consistency and alignment between the activities in the Agency.</p>

Section III: Supplementary Information

Organizational Structure as at September 30, 2006

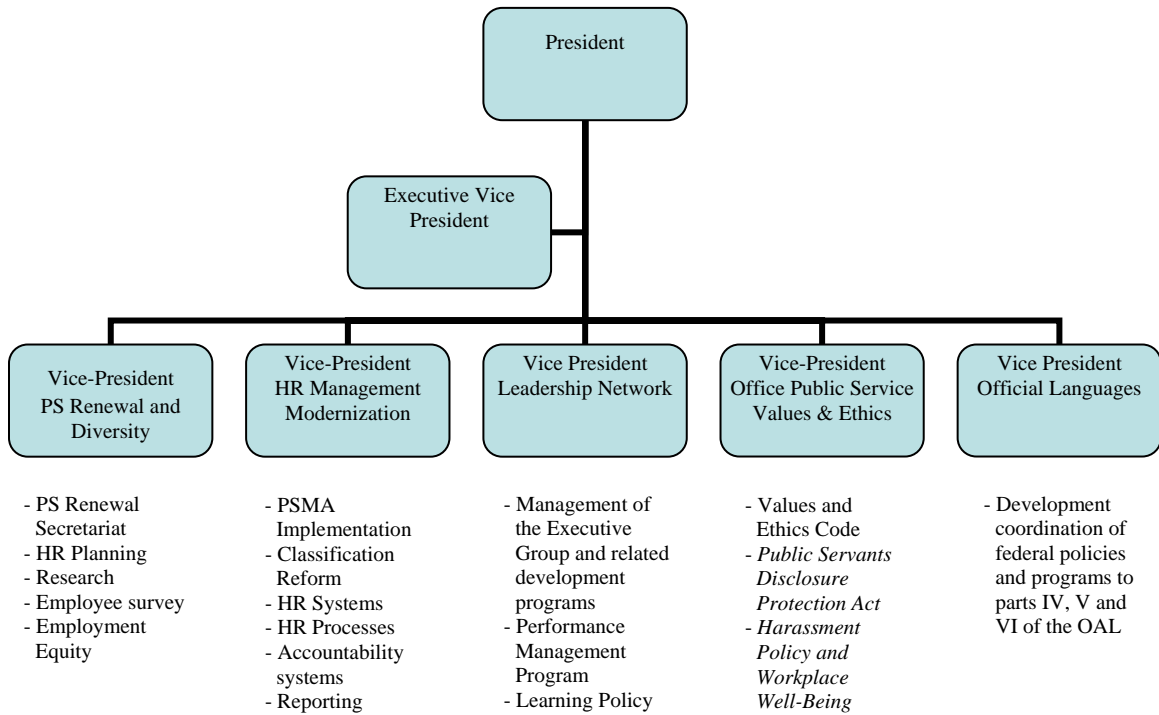


Table 1: Comparison of Planned to Actual Spending (including FTEs)

This table offers a comparison of the Main Estimates, Planned Spending, Total Authorities and Actual Spending for the most recently completed fiscal year, as well as historical figures for actual spending.

(\$ 000)	2006–07					
	2004–05 Actual	2005–06 Actual	Main Estimates	Planned Spending	Total Authorities	Total Actuals ⁽²⁾
Modernized HR management and strengthened accountability	29,074	37,465	55,327	47,822	48,870	38,319
An effective, ethical leadership and a quality work environment	49,958	49,334	40,262	43,688	45,975	45,870
A representative and accessible public service	14,951	12,511	11,291	13,200	13,223	12,180
Total	93,983	99,310	106,880	104,710	108,068	96,369
Plus: Cost of services received without charge ⁽¹⁾	8,587	8,375	n/a	7,896	n/a	8,589
Total Agency Spending	102,570	107,685	106,880	112,606	108,068	104,958
Full-time equivalents	477	539	n/a	667	n/a	608

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

1. Services without charge include accommodation provided by Public Works and Government Services Canada (PWGSC), the employer's share of insurance premiums and services received from JUS (see Table 4).
2. The 2006–07 total authorities of \$108.1M represent a net increase of \$3.4M or 3 percent over the 2006–07 Planned Spending of \$104.7M, which is mainly attributable to the inclusion in the 2006–07 Authorities of a budget of \$3.1M carried forward from 2005–06, as well as increases in funding related to collective agreements made available through the Supplementary Estimates.

Total Authorities of \$108.1M less Actual Spending of \$96.4M result in lapsing funds of \$11.7M. A frozen allotment of \$10.1M accounts for 86 percent of the lapse. The remaining \$1.6M in unspent funds is a result of unforeseen delays in program implementation.

Table 2: Use of Resources by Program Activity

The following table provides information on how resources were used for the recently completed fiscal year.

2006–07	
(\$ 000)	Budgetary
Program Activities (Strategic Outcome Components)	Total: Budgetary Expenditures (100% Operating)
Modernized HR Management and Strengthened Accountability	
Main Estimates	55,327
<i>Planned Spending</i>	47,822
Total Authorities	48,870
<i>Actual Spending</i>	38,319
Effective, Ethical Leadership and a Quality Work Environment	
Main Estimates	40,262
<i>Planned Spending</i>	43,688
Total Authorities	45,975
<i>Actual Spending</i>	45,870
Representative and Accessible Public Service	
Main Estimates	11,291
<i>Planned Spending</i>	13,200
Total Authorities	13,223
<i>Actual Spending</i>	12,180
Total Canada Public Service Agency	
Main Estimates	106,880
<i>Planned Spending</i>	104,710
Total Authorities	108,068
<i>Actual Spending</i>	96,369

Table 3: Voted and Statutory Items

This table explains how Parliament votes resources to the Agency.

Vote or Statutory Item	Truncated Vote or Statutory Wording	2006–07 (\$ 000)			
		Main Estimates	Planned Spending	Total Authorities	Total Actuals
35	Operating expenditures	97,675	96,692	99,407	87,708
(S)	Contributions to employee benefit plans	9,205	8,018	8,661	8,661
Total		106,880	104,710	108,068	96,369

Table 4: Services Received Without Charge

	2006–07
	(\$ 000)
Accommodation provided by Public Works and Government Services Canada	4,167
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS	4,234
Salary and associated expenditures of legal services provided by JUS	188
Total 2006–07 services received without charge	8,589

Table 5: Resource Requirements by Organization

(\$ 000)

2006–07				
Canada Public Service Agency	Modernized HR Management and Strengthened Accountability	Effective, Ethical Leadership and a Quality Work Environment	Representative and Accessible Public Service	Total
Organization				
President				
Main Estimates	436	716	201	1,353
Planned Spending	175	375	100	650
<i>Total Authorities</i>	268	439	123	830
Actual Spending	290	476	133	899
Executive Vice-President				
Main Estimates	209	343	96	649
Planned Spending	200	300	100	600
<i>Total Authorities</i>	211	347	97	656
Actual Spending	199	327	92	617
Strategic Management and Planning				
Main Estimates	4,976	8,164	2,290	15,430
Planned Spending	5,515	8,675	2,300	16,490
<i>Total Authorities</i>	7,900	12,968	3,637	24,505
Actual Spending	8,241	13,527	3,793	25,561
Communications				
Main Estimates	745	1,223	343	2,311
Planned Spending	745	1,221	361	2,327
<i>Total Authorities</i>	826	1,356	380	2,563
Actual Spending	830	1,363	382	2,575
Public Service Renewal and Diversity				
Main Estimates	8,563		2,561	11,124
Planned Spending	6,953		3,500	10,453
<i>Total Authorities</i>	5,296		1,785	7,082
Actual Spending	5,818		1,979	7,797

2006–07				
Canada Public Service Agency	Modernized HR Management and Strengthened Accountability	Effective, Ethical Leadership and a Quality Work Environment	Representative and Accessible Public Service	Total
Organization				
Human Resources Management Modernization				
Main Estimates	40,398			40,398
Planned Spending	34,199			34,199
<i>Total Authorities</i>	34,099			34,099
Actual Spending	22,941			22,941
The Leadership Network				
Main Estimates		25,266		25,266
Planned Spending		28,242		28,242
<i>Total Authorities</i>		26,791		26,791
Actual Spending		24,995		24,995
Office of Public Service Values and Ethics				
Main Estimates		4,549		4,549
Planned Spending		4,949		4,949
<i>Total Authorities</i>		5,167		5,167
Actual Spending		5,182		5,182
Official Languages				
Main Estimates			5,800	5,800
Planned Spending			6,800	6,800
<i>Total Authorities</i>			6,377	6,377
Actual Spending			5,801	5,801
TOTAL CANADA PUBLIC SERVICE AGENCY				
Main Estimates	55,327	40,262	11,291	106,880
Planned Spending	47,787	43,762	13,161	104,710
<i>Total Authorities</i>	48,601	47,068	12,399	108,068
Actual Spending	38,319	45,870	12,180	96,369

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

Table 6: Details on Contribution Program

Name of Transfer Payment Program: Youth Internship Program (Voted)

	Actual Spending 2004–05	Actual Spending 2005–06	Planned Spending 2006–07	Total Authorities 2006–07	Actual Spending 2006–07	Variance between planned and actual spending
(\$ 000)						
Canada Public Service Agency						
Total Contributions	16,082	8,148	0	0	0	0
Total Transfer Payment Program	16,082	8,148	0	0	0	0

Note: In 2004–05, the decision was made to integrate the Youth Internship Program with the Youth Employment Strategy led by Human Resources and Skills Development Canada (HRSDC). Both programs targeted 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.

Funding for this Program was received in the Agency's 2005–06 Main Estimates, and was subsequently reduced by \$8M following a decision made by the Expenditure Review Committee. Program funding was finally transferred to HRSDC in fiscal year 2006–07.

Transfers with respect to fiscal year 2006–07 and the following fiscal years were made through Annual Reference Level Update adjustments. Therefore, expenditures under these authorities will now be reflected in the HRSDC *Departmental Performance Report*.

Table 7: 2006–07 Financial Statements
Financial Statements (*unaudited*)
For the year ended March 31, 2007

Public Service Human Resources Management Agency of Canada
Statement of management responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007, and all information contained in these statements rests with Agency management. These financial statements have been prepared by the Corporate Services Branch of the Department of Finance Canada, under a memorandum of understanding on shared administrative services. Hence, to the best of our knowledge and convictions, the financial statements are in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

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

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Agency.

The financial statements of the Agency have not been audited.

The paper version was signed by

Nicole Jauvin
President
Public Service Human Resources
Management Agency of Canada
Ottawa, Canada
August 10, 2007

Jocelyne M. Charron
Acting Senior Financial Officer
Strategic Management
Public Service Human Resources
Management Agency of Canada
Ottawa, Canada
August 10, 2007

Statement of operations (unaudited)
For the Year Ended March 31
(\$ 000)

	2007	2006
EXPENSES (Note 4)		
Effective, Ethical Leadership and a Quality Work Environment	50,630	54,449
Modernized Human Resources Management and Strengthened Accountability	41,255	40,430
Representative and Accessible Public Service	13,502	14,038
TOTAL EXPENSES	105,387	108,917
REVENUES		
Effective, Ethical Leadership and a Quality Work Environment	-	5
Modernized Human Resources Management and Strengthened Accountability	-	3
Representative and Accessible Public Service	-	1
TOTAL REVENUES	-	9
NET COST OF OPERATIONS	105,387	108,908

The accompanying notes form an integral part of these financial statements.

Statement of financial position (unaudited)**At March 31****(\$ 000)**

	2007	2006
ASSETS		
Financial assets		
Accounts receivable and advances (Note 5)	1,553	1,432
Non-financial assets		
Prepaid expenses	-	11
Tangible capital assets (Note 6)	32	98
Total non-financial assets	32	109
TOTAL	1,585	1,541
LIABILITIES		
Accounts payable and accrued liabilities (Note 7)	10,369	15,820
Vacation pay and compensatory leave	2,968	2,761
Employee severance benefits (Note 8)	11,523	10,796
Total liabilities	24,860	29,377
EQUITY OF CANADA	(23,275)	(27,836)
TOTAL	1,585	1,541

The accompanying notes form an integral part of these financial statements.

Statement of equity of Canada (unaudited)
For the Year Ended March 31
(\$ 000)

	2007	2006
Equity of Canada, beginning of year	(27,836)	(33,699)
Net cost of operations	(105,387)	(108,908)
Current year appropriations used (Note 3)	96,369	99,310
Revenue not available for spending	–	(9)
Change in net position in the Consolidated Revenue Fund (Note 3)	4,990	7,095
Services received without charge from other government departments (Note 9)	8,589	8,375
Equity of Canada, end of year	(23,275)	(27,836)

The accompanying notes form an integral part of these financial statements.

Statement of cash flow (unaudited)
For the Year Ended March 31
(\$ 000)

	2007	2006
Operating activities		
Net cost of operations	105,387	108,908
Non-cash items:		
Amortization of tangible capital assets	(25)	(27)
Gain (loss) on disposal and write-off of tangible capital assets	(41)	–
Services provided without charge by other departments	(8,589)	(8,375)
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable and advances	121	633
Increase (decrease) in prepaid expenses	(11)	–
Increase (decrease) in liabilities:		
Accounts payable and accrued liabilities	5,451	7,214
Employee severance benefits	(727)	(1,054)
Vacation pay and compensatory leave	(207)	(942)
Cash used by operating activities	101,359	106,357
Capital investment activities		
Acquisition of tangible capital assets	–	39
Cash used by capital investment activities	–	39
Financing activities		
Net cash provided by the Government of Canada	(101,359)	(106,396)

The accompanying notes form an integral part of these financial statements.

Authority and objectives

The Agency's raison d'être is to modernize, and to foster continuing excellence in, people management and leadership across the public service. The Agency was created by Order PC 2003-2074 of December 12, 2003, and is governed by paragraphs 6(4.1)(a) et 6(4.1)(b) of the *Financial Administration Act*.

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.

To achieve its strategic outcome and deliver results for Canadians, the Agency articulates its plans and priorities around three results-based program activities (or three strategic outcome components):

(a) Effective, Ethical Leadership and a Quality Work Environment

This program is composed of two key result areas:

- 1) Leadership Development;
- 2) Public Service Values and Ethics

(b) Modernized Human Resources Management and Strengthened Accountability

This program is composed of three key result areas:

- 1) Human Resources Planning and Accountability
- 2) Human Resources Management Modernization
- 3) Organization and classification

(c) Representative and Accessible Public Service

This program is composed of two key result areas:

- 1) Employment Equity and Diversity
- 2) Official Languages

Notes to financial statements (*unaudited*)
For the year ended March 31, 2007
(\$ 000)

Summary of significant accounting policies

The financial statements have been prepared in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations

The Agency is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the Agency do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

(b) Net cash provided by the government

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

(c) Change in net position in the Consolidated Revenue Fund

Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by government and appropriations used in a year, excluding the amount of non-responsible revenue recorded by the Agency. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues

Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.

(e) Expenses

Expenses are recorded on the accrual basis:

- ▶ Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement;
- ▶ Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment;
- ▶ Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

Pension benefits: Eligible employees participate in the Public Service Pension Plan and retirement compensation arrangements. The Public Service Pension Plan is a multi-employer plan administered by the Government of Canada. The Agency's contributions to the Plan are charged to expenses in the year incurred and represent the Agency's total obligation to the Plan. Current legislation does not require the Agency to make contributions for any actuarial deficiencies of the Plan.

Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the government as a whole.

(g) Accounts receivable and advances

Accounts receivable and advances are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain. As there were no doubtful amounts reflected in the Agency's Public Accounts as at March 31, 2007 and no write-offs were made in 2007, no Allowance for Doubtful Accounts has been created.

(h) Contingent liabilities

Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably

estimated, the contingency is disclosed in the notes to the financial statements. The Agency had no contingent liabilities to report as of March 31, 2007.

(i) Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of \$10,000 or more are recorded at their acquisition cost. The Agency does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value. Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset class	Amortization period
Machinery and equipment	3 to 5 years
Vehicles	3 years
Assets under construction	Once in service, in accordance with asset type

(j) Measurement uncertainty

The preparation of these financial statements in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable.

The most significant items where estimates are used are the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management’s estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

Parliamentary appropriations

The Agency receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Agency has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

Notes to financial statements (unaudited)**For the year ended March 31, 2007****(\$ 000)****(a) Reconciliation of net cost of operations to current year appropriations used:**

	2007	2006 (restated figures)
Net cost of operations	105,387	108,908
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (Less):		
Services provided without charge by other departments	(8,589)	(8,375)
Amortization of tangible capital assets	(25)	(27)
Vacation pay and compensatory leave	(207)	(942)
Employee severance benefits	(727)	(1,054)
Revenue not available for spending	–	9
Gain (loss) on disposal and write-off of tangible capital assets	(41)	–
Other	582	752
	(9,007)	(9,637)
Adjustments for items not affecting net cost of operations but affecting appropriations:		
Add (Less):		
Acquisition of tangible capital assets	–	39
Increase (decrease) in prepaid expenses	(11)	–
	(11)	39
Current year appropriations used	96,369	99,310

Notes to financial statements (unaudited)
For the year ended March 31, 2007
(\$ 000)

(b) Appropriations provided and used:

	2007	2006
Appropriations provided:		
Vote 30 – Operating expenditures	99,407	83,884
Vote 35 – Contributions	–	16,200
Total appropriations	99,407	100,084
Statutory appropriations:		
Contributions to employee benefit plans	8,661	8,733
Total statutory appropriations	8,661	8,733
Lapsed appropriations:		
Vote 30 – Operating expenses	(11,699)	(1,455)
Vote 35 – Contributions	–	(8,052)
Total lapsed appropriations	(11,699)	(9,507)
Current year appropriations used	96,369	99,310

In 2007, an allotment of \$10,100 was frozen from vote 30 funds.

In 2006, the federal Youth Internship Program was reduced by \$8M based on a decision by the Expenditure Review Committee, which explains \$8,052,000 in lapsed vote 35 appropriations in 2006. Funding for the Program was subsequently transferred to Human Resources and Skills Development Canada, which explains the zero balance in lapsed vote 35 appropriations in 2007.

Notes to financial statements (unaudited)**For the year ended March 31, 2007****(\$ 000)****(c) Reconciliation of net cash provided by the government to current year appropriations used:**

	2007	2006 (restated figures)
Net cash provided by Government	101,359	106,396
Revenue not available for spending	–	9
Change in net position in the Consolidated Revenue Fund:		
Variation in accounts receivable and advances	(121)	(633)
Variation in accounts payable and accrued liabilities	(5,451)	(7,214)
Other adjustments	582	752
Total changes in net position in the Consolidated Revenue Fund	(4,990)	(7,095)
Current year appropriations used	96,369	99,310

Notes to financial statements (unaudited)
For the year ended March 31, 2007
(\$ 000)

Expenses

	2007	2006
Transfer payments	-	8,148
Salaries and employee benefits	70,083	66,833
Professional and special services	20,794	19,612
Accommodation	4,167	3,920
Acquisition of machinery and equipment, including expendables	3,607	3,983
Transportation and telecommunications	2,951	2,671
Purchase of repair and maintenance services	2,284	1,865
Information	809	1,106
Equipment rentals	644	669
Amortization of tangible capital assets	25	27
Other	23	83
Total operating expenses	105,387	100,769
Total expenses	105,387	108,917

Accounts receivable and advances

	2007	2006
Receivables from other government departments	1,509	1,394
Receivables from external parties	27	27
Deposits in transit to the Receiver General	-	8
Employee advances	17	3
Total accounts receivable and advances	1,553	1,432

Notes to financial statements (unaudited)
For the year ended March 31, 2007
(\$ 000)

Tangible capital assets

	Opening balance	Cost		Closing balance
		Acquisitions	Disposals and Write-offs	
Machinery and equipment	150			150
Vehicles	25			25
Assets under construction	41		41	
	216		41	175

	Opening balance	Accumulated amortization		Closing balance
		Amortization	Disposals and Write-offs	
Machinery and equipment	104	17		121
Vehicles	14	8		22
Assets under construction				–
	118	25		143

	Net book value	
	Net book value 2006	Net book value 2007
Machinery and equipment	46	29
Vehicles	11	3
Assets under construction	41	
	98	32

Amortization expense for the year ended March 31, 2007 is \$25 (\$27 in 2006).

Notes to financial statements (unaudited)
For the year ended March 31, 2007
(\$ 000)

Accounts payable and accrued liabilities

	2007	2006
Payables to third parties	7,056	7,008
Payables to other government departments	3,313	8,812
Total accounts payable and accrued liabilities	10,369	15,820

Employee benefits

(a) Pension benefits

The Agency's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of two percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the Agency contribute to the cost of the Plan. The 2006–07 expense amounts to \$6,383 (\$6,463 in 2005–06), which represents approximately 2.2 times (2.6 times in 2005–06) the contributions by employees.

The Agency's responsibility with regard to the plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits

The Agency provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

	2007	2006
Accrued benefit obligation, beginning of year	10,796	9,742
Expense for the year	2,128	2,214
Benefits paid during the year	(1,401)	(1,160)
Accrued benefit obligation, end of year	11,523	10,796

Notes to financial statements (*unaudited*)
For the year ended March 31, 2007
(\$ 000)

Related party transactions

The Agency is related, as a result of common ownership, to all Government of Canada departments, agencies, and Crown corporations. The Agency enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Agency received services, which were obtained without charge, from other Government departments as presented in the table below.

Services provided without charge:

During the year, the Agency received services without charge from other departments (accommodation, legal services and the employer's contribution to the health and dental insurance plans). These services without charge have been recognized in the Agency's Statement of Operations as follows:

	2007	2006
Employer's contributions to the health and dental insurance plans	4,234	4,226
Accommodation	4,167	3,920
Legal services	188	229
	8,589	8,375

The government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services, are not included as an expense in the Agency's Statement of Operations.

Comparative figures

The figures from the previous fiscal year have been restated to conform to the presentation adopted for the current fiscal year.

Table 8: Travel Policies

The Secretariat adheres to travel policies and parameters as established by the *Special Travel Authorities* and the *Travel Directive, Rates and Allowances*.