

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

## **2007–08 Estimates**

### **Report on Plans and Priorities**

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The Honourable Vic Toews, P.C., M.P.  
President of the Treasury Board

For more information contact:

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

269 Laurier Avenue, West, 10<sup>th</sup> floor, Ottawa, Ontario K1A 0R3

Web site: <http://www.hrma-agrh.gc.ca>

[hr-info-rh@hrma-agrh.gc.ca](mailto:hr-info-rh@hrma-agrh.gc.ca)

1-800-O-Canada

## **Table of Contents**

Section I: Departmental Overview .....	1
1.1 Minister's Message .....	1
1.2 Management Representation Statement.....	2
1.3 Summary Information.....	3
1.4 Departmental Plans and Priorities.....	10
Section II: Analysis of Program Activities by Strategic Outcome.....	18
2.1 Modernized HR management and strengthened accountability .....	18
2.2 Effective, ethical leadership and quality work environment .....	29
2.3 A representative and accessible public service.....	38
Section III: Supplementary Information.....	48
Agency Links to the Government of Canada Outcome areas .....	48
Table 1: Departmental planned spending and full time equivalents .....	49
Table 2: Voted and statutory items listed in Main Estimates .....	50
Table 3: Net Cost of the Agency for the estimates year.....	51
Table 4: 2007-08 Resource Requirements By Branch/Organization .....	52
Table 5: Useful Internet Addresses .....	53



## Section I: Departmental Overview

### 1.1 Minister's Message



As the President of the Treasury Board responsible for the Public Service Human Resources Management Agency of Canada, I am pleased to present the Agency's *Report on Plans and Priorities* for 2007-08.

The federal public service is the largest employer in Canada. It provides advice and support to Cabinet ministers, and delivers programs and services that improve the quality of life of all Canadians. As the focal point for people management, the Agency leads the development of workplace policies and practices in areas such as learning, official languages, employment equity, and values and ethics. It is also responsible for a number of programs and initiatives related to employee development, particularly managers and executives in the public service.

The Agency assists the government in delivering on its commitment to improve Canadians' faith in public institutions and the democratic process. A key piece of this agenda is the *Federal Accountability Act*, which received Royal Assent on December 12, 2006. Together with its companion Action Plan, the Act shapes the vision for effective and accountable government. It includes new whistleblower protection legislation and one of the Agency's top priorities will be to lead the implementation of a comprehensive set of mechanisms for the disclosure of wrongdoing in the public sector, including protection for individuals who make disclosures, while ensuring a fair process for those against whom allegations are made.

With all components of the *Public Service Modernization Act* (PSMA) now in force, the Agency's efforts are focused on putting in place the mechanisms and infrastructure to support the modernization and renewal of the public service. This new human resources management regime will increase staffing flexibilities provided to managers, which will in turn strengthen government accountability. The PSMA represents a cultural shift that must be sustained over the long term. This is why the Prime Minister has made renewal of the public service an important priority – one that will ensure the ongoing effectiveness of this vital national institution. To guide this fundamental renewal, the Prime Minister has established an external Advisory Committee on the Public Service whose work is supported by the Agency.

At its core, the Agency has a simple, but compelling vision: helping to achieve a workforce and a workplace defined by excellence. The Agency's priorities will go a long way towards producing more effective, efficient and accountable government. I therefore encourage all Canadians, parliamentarians, and public servants to read this report.

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The Honourable Vic Toews, P.C., M.P.  
President of the Treasury Board

## **1.2 Management Representation Statement**

I submit for tabling in Parliament the 2007–08 *Report on Plans and Priorities* (RPP) for the Public Service Human Resources Management Agency of Canada (the Agency).

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2007–08 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*.

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat Guide;
- It is based on the Agency’s Strategic outcome and Activity Architecture that were approved by the Treasury Board;
- 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; and
- It reports finances based on approved planned spending numbers from the Treasury Board Canada Secretariat in the RPP.

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

## 1.3 Summary Information

### *Agency's mandate and strategic outcome*

#### ***Supporting the public service of Canada in maintaining a workforce and a workplace second to none***

Being Canada's largest employer makes the public service of Canada different than any other organization in the country. There are many other attributes that make it unique and unlike any other. It employs people in large and small communities from coast to coast to coast, offering them a range of employment opportunities that cannot be matched by any other employer. It generates new ideas that push the bounds of technology, while defending longstanding laws and practices that form the basis for democracy in Canada. There are scientists, policy analysts, computer programmers, mail clerks, nurses and teachers. The number of employees is as vast as the complexity and diversity of the work they do. For these reasons, and many others, it is a respected national institution – one built on a fundamental and enduring premise – having a **workforce and workplace second to none**. This is the *raison d'être* of the Public Service Human Resources Management Agency of Canada (the Agency).

As steward of the **people management** of the public service, the Agency needs to be firmly grounded in the people needs of today – the hiring and development of the public servants who are serving Canadians and the Government each and every day. It must also be looking to the future.

The environment in which the public service and its employees operate has been changing in fundamental ways. Globalization has increased the variables that public servants need to consider in their work. It has also increased the speed with which decisions have to be made in an ever more competitive global environment. The public has high expectations for performance from its public service and the monitoring of that performance needs to be comprehensive and sustained. A fundamental demographic shift is coming and it will require new policy, program, and service delivery responses. Technology offers opportunities to transform the way the public service works, with the role of public servants evolving accordingly. There is also an ever more competitive labour market. These external factors directly impact the public service and the work lives of public servants. And there are other challenges from within, including an aging workforce, and the changing nature of the work and the skills and competencies needed.

As before, to address these challenges the public service needs the ***right people in the right place at the right time with the right tools and environment*** to succeed. These are the elements that underpin achieving a workforce and a workplace second to none. They also position and inform the work of the Agency, as does its legal mandate which flows from powers delegated to it by the Treasury Board in the *Financial Administration Act* over:

- human resources management;
- official languages;
- employment equity; and

- values and ethics.

These powers are further supported by the Agency's responsibilities under a number of statutes including the:

- *Public Service Modernization Act*;
- *Public Service Employment Act*;
- *Official Languages Act*;
- *Public Service Labour Relations Act*;
- *Employment Equity Act*; and
- *Public Servants Disclosure Protection Act*.

These powers define the Agency's "people management" responsibilities for the public service. These responsibilities come together in three mutually reinforcing functional areas that provide the Agency with the levers it uses to push and pull on the federal public sector in striving for human resource (HR) management excellence.

1. Promoting **leadership** among public servants is a key deliverable for the Agency. It is also a mechanism used to drive the people management agenda.
  - There is **leadership through partnerships** with the Agency's HR portfolio partners – the Canada School of Public Service, the Treasury Board Secretariat, and the Public Service Commission – along with federal departments and agencies. As the focal point for HR management in the public service, the Agency works to align the efforts of all these partners.
  - There is also **leadership through policy**. By setting the standards, practices and expectations for people management through policy, the Agency's directions establish what the workplace needs to encompass for public servants to succeed, and how public servants are employed and developed.
2. Providing **services** through programs that support and foster excellence, as well as providing HR management tools and infrastructure.
  - There are services **supporting the development of public servants**. Leadership is promoted and leaders developed through a suite of development programs that target entry-level public servants, senior analysts, middle managers and executives, and provide them with targeted learning, support and developmental work assignments. A deeper appreciation and understanding of core public service values is developed through training developed in partnership with the Canada School of Public Service, and through programs such as the Mentoring Pilot Project. Public service and public servant successes are acknowledged through public service-wide awards programs and the National Public Service Week.



- There are also services **supporting managers and the HR community**. Managers gain insight into their organizations through mechanisms like the Public Service Employee Survey. Tools and guidance are provided on how to integrate HR and business planning. Cross-government networks are maintained to share best practices. The job classification system and qualification standards are managed and advice provided on organizing organizations. HR systems and processes are developed and rolled out across the public service.
3. Maintaining the **integrity** of the HR management system. Having all of the mechanisms in place to enable effective people management is the first step in a cycle of continuous improvement. On an ongoing basis, the application and success of those mechanisms need to be assessed and lessons need to be learned and best practices shared. For these reasons the Agency engages in a number of activities that establish and verify the effectiveness of the support it provides, as well as the overall HR management health of the public service and its organizations.
- There are annual assessments of each department and agency via the **People Component of the Management Accountability Framework**.
  - Annual reporting to Parliament occurs on **official languages and employment equity** compliance.
  - An **annual report to Parliament on HR management** is now part of this mix.
  - Once the *Public Servants Disclosure Protection Act* is brought into force, the Agency will begin tabling **annual reports on disclosures** throughout the federal public sector.

These activities form a basket of tools that provide the Agency with the means to enable effective people management and leadership across the public service. But the landscape is changing and the Agency's priorities and directions are evolving.

The Clerk of the Privy Council, as Head of the public service, and the Prime Minister have made it clear that the renewal of the public service is a government-wide priority. As noted, the aging workforce and labour market challenges that are growing have helped clarify the imperative and the need to move quickly to ensure that the mechanisms to support renewal are robust and effective. To help drive these efforts, the Clerk of the Privy Council put in place a **Deputy Ministers' Committee on Public Service Renewal** and the Prime Minister established an **Advisory Committee on the Public Service**. The work of both committees and related initiatives are supported by the Agency.

The *Public Service Modernization Act* (PSMA) has created a legislative framework that sets the stage for renewal. The public service is well on its way to realizing the **flexibilities in staffing, constructive labour management relations, and enhanced employee training** that the PSMA envisaged. These efforts will not only continue under the Agency's leadership, they will be enhanced as much as is appropriate and possible to speed up the rate of change and support renewal. This approach is being adopted across the work of the Agency.

The Agency's work on **values and ethics, official languages and diversity** focus on having in place a public service with the qualities and attributes that reflect the composition and nature of Canadian society. Collectively they establish many of the **fundamental operating principles of the public service and what it means to be a public servant**. They are also key building blocks of the culture of the public service. As the public service renews itself there is an opportunity to reinforce these key elements, as well as work with a new generation of public servants to invigorate them.

Leaders are often the people turned to as agents of change – this is no different with public service renewal. As noted, the Agency puts significant emphasis on leadership development, linking it with the broader learning agenda to form the basis upon which new leaders are developed. Whether it is newly recruited public servants, or longstanding employees, all of the public service needs to be engaged in **continuous learning and knowledge transfer** if the generational transition in the public service is to be smooth and successful.

The Agency is about making a practical and real difference in the lives of its clients and, simply put, there is not a public servant who is not an Agency client in some way. That is why the Agency develops tools and services and why those mechanisms are taking on even greater importance as part of renewal efforts.

The administration of HR takes too long and is too expensive. There are no standardized business processes for HR management across the public service with over 90 departments and agencies, each having their own “flavour” to managing HR. There are 14 HR information technology systems supporting these processes. When these factors are multiplied across an organization with as many HR transactions as the public service has, it is clear that this situation has to change – and it is.

Common technology platforms are being developed to facilitate the movement of employees across the public service. Business processes are being mapped and streamlined to support and take advantage of that technology. Together, these efforts, and more, **will make sure that the HR infrastructure of the public service is fast, nimble and cost effective** and can support the push for renewal.

Careful planning is essential to any organization, particularly one renewing itself. Within the public service, the process of establishing business priorities is well embedded, culminating in documents such as the *Report on Plans and Priorities*. Financial forecasting is also well entrenched. These pieces form the basis for HR planning, which is now taking on the same rigour and importance as the other planning pieces. While each of these components is effective on its own, the more integrated they become, the better they facilitate change by aligning resources with results. For this reason, the Agency is developing tools to help foster the **integrated planning needed to support and sustain the renewal of the public service**.

Public service renewal and the modernization of HR management present challenges. They also present opportunities. The public service is operating in an ever-changing environment. The Agency's efforts are about facilitating the evolution of the public service to not only function in that environment, but to excel within it. The Government of Canada and the public service understand that the determining factor in achieving that success is public servants themselves.

That is why the Agency's goal of ensuring a workforce and workplace second to none is more important than ever before.

This is the context for the Agency's strategic outcome:

*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.*

### *Our strategic planning framework*

The Agency's priorities and plans are found in three interrelated program activities. Each is composed of key results areas.

#### **Modernized HR management and strengthened accountability**

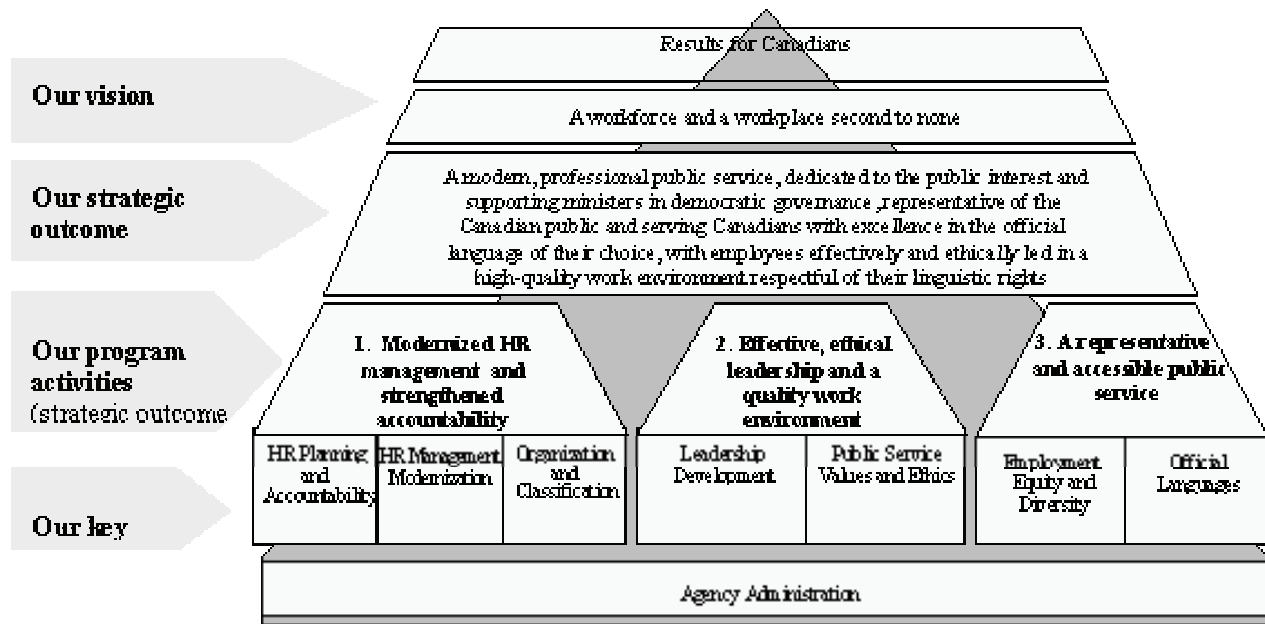
- Enabling and embedding HR modernization and public service renewal
- Modernize the Public Service Classification System
- Strengthen HR planning, accountability, reporting and transparency

#### **Effective, ethical leadership and a quality work environment**

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

#### **A representative and accessible public service**

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



*Our financial and human resources at a glance*

Total for Agency:	2007-08	2008-09	2009-10
<b>Financial Resources (\$ millions):</b>	69.3	68.3	63.7
<b>Human Resources (Full-time equivalents):</b>	490	481	440

**Agency's Program Activities**

	Planned Spending		
	2007-08	2008-09	2009-10
<b>Modernized Human Resources Management and Strengthened Accountability</b>	15.1	15.0	14.9
<ul style="list-style-type: none"> <li>• Enabling and embedding HR modernization and public service renewal</li> <li>• Modernize the public service classification system</li> <li>• Strengthen HR planning, accountability, reporting, and transparency</li> </ul>			
<b>Effective, Ethical Leadership and a Quality Work Environment</b>	42.9	42.0	37.7
<ul style="list-style-type: none"> <li>• Foster effective learning and ongoing leadership renewal</li> <li>• Promote and embed public service values and ethics at all levels</li> </ul>			
<b>Representative and Accessible Public Service</b>	11.2	11.3	11.1
<ul style="list-style-type: none"> <li>• Achieve and maintain employment equity</li> <li>• Achieve and maintain official languages</li> </ul>			
<b>Total</b>	<b>69.3</b>	<b>68.3</b>	<b>63.7</b>

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

As illustrated above, the Agency's total planned spending is expected to decrease by \$5.6 million (or 8 percent) over the next three years, from \$69.3 million in 2007-08 to \$63.7 million in 2009-10. This net decrease is mainly explained as follows:

- **Effective, ethical leadership and a quality work environment:** a decrease of \$4.7 million due to the end of funding for the disclosure of wrongdoing in 2009-10.

## **1.4 Departmental Plans and Priorities**

### ***1.4.1 Program priorities***

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

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

#### **Modernized HR management and strengthened accountability**

The focus of this program activity is to update an HR regime that is too slow and cumbersome to support a renewed and modernized public service. It is also about strengthening and rejuvenating HR management – a sector where investments and changes have been limited for many years. As of December 2005, all legislative components of the PSMA had come into force. The new management infrastructure required to support the legislation is being implemented and the effective integration of the Act's HR management requirements into the operations of departments and agencies is on-going. Careful planning has characterized the implementation of this fundamental change in the HR management of the public service. This principle continues to be applied and that is why the new regime continues to move through the transitional phase of implementation. The framework for moving forward is based on three key result areas: enabling and embedding HR modernization and public service renewal, modernizing the public service classification system; and strengthening HR accountability, performance measurement and reporting.

#### ***Enabling and embedding HR modernization and public service renewal***

Among its main priorities, the Agency will focus on integrated HR and business planning. The approach is to facilitate the work of departments and agencies so that they can focus on their primary objective – service to Canadians. A key activity will be the creation of a strategic overall HR plan for the public service and a strategic management framework to help departments and agencies implement horizontal service initiatives. The agency will also provide HR planning advice, information and tools. As well, professional development will be supported with better HR planning training. The agency will also provide on-site support on the integration of HR and business planning.

Another key priority for the Agency will be monitoring and reporting. The Agency plays a key role in the People Component of the Management Accountability Framework (PCMAF) and will continue to assess the effectiveness of these indicators. The Agency will also enhance existing tools, such as the HR management dashboard.

Finally, public service renewal is an Agency priority. The Agency will provide policy and operational support to both the Prime Minister's Advisory Committee on the Public Service and

the Deputy Ministers' Committee on Public Service Renewal. It may also be called upon to lead a number of new initiatives resulting from this work.

### *Modernizing the Public Service Classification System*

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

Firstly, policies will be streamlined, a centre of expertise on organizational design will be created and advice on classification policy and standards will continue to be maintained.

Secondly, investments will continue to be made in the classification specialist community. The Agency will focus on determining accreditation requirements for qualified classification professionals while keeping evergreen the Classification Training/Learning Curriculum.

Thirdly, the Agency will continue to create simplified organizational models and associated generic work descriptions. The Computer Systems functional community's organizational models and associated generic work descriptions in 2007-08 will include supporting tools and training for both the information technology and HR community.

### *Strengthening HR accountability, performance measurement and reporting*

This is the third building block supporting HR management modernization. Effective HR planning and accountability are not only essential to balance the greater delegation resulting from the PSMA, but also critical for achieving a strong culture of accountability. Firstly, the Agency will refine the PCMAF and enhance the supporting data to provide an increased ability to understand and meet HR management expectations. It will also continue its global assessments of HR management across the public service.

Secondly, the Employee Passport initiative will improve information management. It creates new opportunities to manage the movement of HR information quickly and securely across the public service. The Employee Passport will be rolled out to departments and agencies by January 2008.

Thirdly, the Agency will implement the second phase of the Reporting Portal by June 2007. The portal – which ensures compatibility of information across the public service – will be supplemented with information about labour relations and occupational health and safety.

Finally, the first Annual Report to Parliament on HR Management for 2005-06 has been drafted and it is expected to be tabled in March 2007.

*Effective, ethical leadership and a quality work environment*

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

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

*Fostering effective learning and ongoing leadership renewal*

Firstly, a key priority for the Agency will be to monitor the implementation of the *Policy on Learning, Training and Development*. In support of this, the Agency will develop standards, directives, and guidelines, establish the infrastructure required to monitor and report on their effective implementation, and provide policy advice and tools to departments and agencies.

Secondly, the suite of leadership development programs will be assessed and the need for additional programs and/or modifications will be examined.

Thirdly, the Agency will provide assistance to departments and other partners to integrate key leadership competencies into their HR management activities. It will monitor the effective integration of the profile, create an integrated framework to enhance the management of all aspects of HR for the executive community, and support all these transformations with effective change management programs.

*Promoting and embedding public service values and ethics at all levels*

Firstly, a high priority will be to support the Government in the implementation of the *Public Servants Disclosure Protection Act*.

Secondly, there will be continuing efforts to develop widespread employee awareness, understanding, and application of public service values and ethics.

Thirdly, the Agency will complete the development and implementation of the public service values and ethics component of the Management Accountability Framework, develop a road map for assessing and continuously improving their performance, and create a measurement and evaluation strategy for collecting, assessing, and reporting performance against public service values and ethics.

Fourthly, the Agency will continue to ensure its policies contribute to a culture of integrity and are effectively implemented. This will include updating the policy and systems for preventing and resolving cases of harassment and the *Policy on the Indemnification of and Legal Assistance*



for Crown Servants, and a strategy to ensure workplace well-being principles are part of departmental HR management regimes.

*A representative and accessible public service*

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

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

In this regard, the Agency's priorities are articulated around two key results areas: achieving and maintaining employment equity plans and priorities and achieving and preserving official languages plans and priorities.

*Achieving and maintaining employment equity plans and priorities*

The situation for members of the designated groups has been improving – especially for women, Aboriginal peoples, and persons with disabilities. However, improvements are necessary to increase the representation of persons in visible minority groups. Therefore the provision of assistance, advice, and tools to departments and agencies to accelerate progress on integrating visible minorities in the workforce will be a priority in all areas. Firstly, the policies on Employment Equity and Duty to Accommodate have been revised and will be implemented for 2007-08. Secondly, the Agency will strengthen existing alliances and partnerships. For instance, it will support the three Employment Equity Councils in establishing stronger governance structures and developing sound business plans. As well, it will work with functional communities to promote and integrate representation into their projects or initiatives. Building on results from the evaluation of the Employment Equity Mentorship program, the Agency will explore strategies on how mentorship with the equity group can be expanded to reach a wider audience, and have a greater impact on representation goals. The Employment Equity Mentorship program will cover all departments and regions.

Thirdly, the Agency will develop a new communications strategy to ensure that the need for a representative workforce is visible in all its communication activities.

Fourthly, the Agency will hold government wide consultations to support the five year parliamentary review of the *Employment Equity Act*. In addition, it will complete the Annual Employment Equity Report that measures results achieved in all departments and agencies.

### *Achieving and maintaining official languages plans and priorities*

As part of the *Action Plan for Official Languages* introduced in 2003, key steps have been taken to renew the Official Languages Program and the vision of instituting cultural change is beginning to take shape. However, despite major progress since the enactment of the *Official Languages Act* more than 35 years ago, achievements in some areas remain fragile or below expectations.

Firstly, the Agency will improve service and accountability to Canadians with regard to official languages. It will complete a new real-time results accountability approach by 2008 and create clearer and more accessible official languages policy instruments as it continues to move through the various phases of the policy review plan initiated in 2003.

Secondly, the Agency will enhance bilingual service delivery to Canadians by introducing new information tools so that rights and obligations are better understood by federal employees. It is also improving its database of the offices that are subject to the Act.

Finally, the Agency will continue its annual transfer of funds to the Public Service Commission for activities targeting the recruitment of bilingual candidates.

#### **1.4.2 Management Priorities**

It is critical to the effectiveness of the Agency that all employees share the same vision and direction for the Agency and that the direction reflects the Agency's role in the Government of Canada. To this end, the Agency's Senior Management Committee (SMC) met in December 2006 to discuss the organization's vision and mission. The level of participation in these discussions will expand when the Agency holds a Leadership Conference in February 2007 in which all employees will come together to discuss the Agency's ongoing evolution and future direction. These initiatives will provide a foundation for the organization to collectively confirm its vision and mission.

As is the case for the public service as a whole, the success of the Agency is built on its people. New work challenges and functions and an aging workforce combine to make the renewal of the Agency's own human resources an ongoing priority. In last year's RPP, six priorities were identified in terms of the HR management of the Agency. They provide the core structure of the Agency's HR Plan and include activities that will be implemented over a three-year period (2006-09). This HR plan was shared with employees in September 2006 and contains twenty-eight initiatives which are aligned with the six priorities mentioned above, as well as with the management priorities identified by the Clerk of the Privy Council and with the People Component of the Management Accountability Framework.

In addition to the cyclical integrated planning activity described below, the SMC continues to place a high priority on the ongoing management of the Agency's work force and devotes a portion of its meetings on a weekly basis to addressing HR and broader management issues and to exploring new opportunities and challenges for improving HR management within the

Agency. As we enter FY 2007-08, the SMC will be focusing on several HR initiatives within the Agency linked to its business and HR plans.

A key goal of the Agency's HR Plan has been to strengthen leadership capacity. In this context, there needs to be a focus on the executive community who provide leadership to our work force and who are key to promoting and implementing Agency priorities and policies. As elsewhere in the public service, the average age of Agency executives is increasing and a significant number will be eligible for retirement within the next five years. To mitigate the loss of corporate memory and capacity, the Agency has been reviewing its executive positions and designing a framework for talent management and succession planning. Because the demographic situation is similar for the population at the senior working levels which are a source of candidates to executive positions, the work on talent management must include these levels, in order to build and ensure capacity to take on existing and new executive roles over the coming years.

During the early part of 2007-08, the Agency will be implementing decisions arising from an organization and classification review of the executive cadre. These decisions will create greater integration and coherence in the Agency's organization structure and will ensure clarity of accountabilities for each executive. The implementation will also reduce the proportion of executive positions to staff from over 16 percent to 9 percent. To maintain rigour in the approach to organization design and resourcing plans as the Agency moves forward, the SMC will review for approval any proposal from a branch head for creating or staffing an executive position in the Agency. Discussion among branch heads of organization issues and staffing strategies for these positions is a prerequisite to progress on strengthening leadership capacity. SMC support for developing common work descriptions and conducting collective staffing processes will enable more flexible management of the executive cadre, assure organization symmetry and consistency and set the stage for further development and implementation of its talent management strategy.

A Corporate Working Group (CWG), made up of representatives from each branch as well as union representatives, was created in the summer of 2006 to recommend an overall strategy for a better workplace for all employees of the Agency. The CWG presented its report to the SMC in November 2006. The CWG benefited and used the data from the Agency's Building a Better Workplace Survey, the Public Service Employee Survey, and input from all branches to build on our strengths and address our challenges. Excellent relationships and communications exist within work units and between employees and their managers. Employees are committed to making the Agency successful. However, many employees would like to see greater clarity in the strategic directions of the organization and, as noted above, efforts are already underway to respond to this issue. There is also work to be done in building confidence in senior management, and in assuring the integrity and transparency in Agency staffing processes. Seniors managers are putting a significant focus on management transparency, including a strong emphasis on intra-organizational communications. Additional efforts to address these concerns are being reflected in the Agency's HR Plan.

Fiscal year 2007-08 will be the first year for rolling out and applying the full integrated planning framework cycle, which brings together business, financial and human resources planning to ensure that the Agency's human and financial resources are fully aligned with its business priorities. Planning at the Agency will occur in regularly scheduled intervals, based on direction setting exercises within branches. This will facilitate strategic course setting and periodic

adjustments that will link planning, reporting and performance management activity. It will also foster a holistic and horizontal perspective across the Agency, going beyond the traditional focus of planning from the individual corporate service perspectives.

Excellence in HR management is sustained by having in place highly skilled personnel who understand the organization's business, analyze and give strategic advice, implement management decisions and provide quality and responsive services to employees. During 2006-07, the Agency invested significantly in developing internal HR capacity by recruiting personnel to the Human Resources Strategies Branch. During the next year, the focus will be on developing the competencies of the new staff, articulating a philosophy of service, building confidence among the team and gaining the confidence of clients and developing performance indicators. Our goal is to be able to demonstrate within the Agency, the model HR service departments and agencies are being supported to put in place.

On April 11, 2006, the Government of Canada introduced the *Federal Accountability Act* and Action Plan, delivering on its commitment to make government more accountable and transparent, with proper oversight of government operations. This, coupled with the new Treasury Board *Internal Audit Policy* and the move towards a Chief Financial Officer model that strengthens financial management, sets expectations very high for improved accountability for government programs and services.

The Agency is committed to strengthening management practices and uses the Management Accountability Framework (MAF) as a tool for advancing its management priorities. These efforts are continuing.

The Agency will take action to strengthen its internal audit function, a weakness identified in the MAF. A risk-based internal audit plan has been developed which will guide this work to be carried out in 2007-08 and beyond.

Resource management will be integrated, effective, consistently improved and aligned with department priorities. In addition to integrated planning, resource management tools and techniques to be upgraded include enhanced management reporting and resource allocation processes, and improved salary management and forecast.

In order to fully implement the *Management, Resources and Results Structure (MRRS) Policy*, the Agency is committed to completing a review and update of its Program Activity Architecture, including identifying, situating and describing all its programs, as well as identify a performance measurement framework for each identified program. Strengthening the links across policy development and program design, research and knowledge, program evaluation results, and results-based management approaches, will ultimately yield improved outcome measures and results for Canadians.

Information management (IM) and information technology (IT) are foundational to the Agency's business. An information management capacity check was conducted at the Agency in the fall of 2005. The results of the evaluation indicated that the capacity to manage and use information not being optimized due to the lack of an overall IM vision and strategy. Moreover, due to the fact that the Agency was created by the amalgamation of part of three organizations, each with their

own approach to information management, free exchange of information was difficult and the internal IM tools were not always aligned with the business needs. There was not 'this is how we do it at the Agency' but three separate set of processes. A need for better IM governance with well-defined roles and responsibilities has been identified. To achieve this, an IM-IT Advisory Committee (IM-ITAC) was created that is responsible for:

- validating the Agency's information management and technology needs on an on-going basis;
- recommending the adoption of related projects and standard practices within the Agency;
- overseeing the effective implementation of such practices;
- influencing the Agency's common service provider to make sure IM & IT needs are met; and
- providing a forum for sharing information.

The IM-ITAC has adopted three priorities for the upcoming year:

- Business Rules
- Data Architecture and System Inventory
- PeopleSoft – Access and Data Accuracy

Accommodation is a challenge for the Agency, which has staff housed at nine different locations. A commitment has been received from Public Works and Government Services Canada to perform a functional review of the Agency's accommodation requirements.

### ***1.4.3 Link to the Government of Canada Outcome areas***

All program activities of the Agency contribute to the achievements of all Government of Canada outcome areas (see first table under Section III of this Report).

## Section II: Analysis of Program Activities by Strategic Outcome

This section details the Agency's priorities and plans from April 1, 2007 to March 31, 2010. Priorities and plans are organized around three program activities:

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

### 2.1 Modernized HR management and strengthened accountability

This program activity targets three key results:

- enabling and embedding HR modernization and public service renewal
- modernizing the public service classification system; and
- strengthening HR accountability, performance measurement and reporting.

	2007-08	2008-09	2009-10
<b>Financial Resources</b> (\$ millions)	<b>15.1</b>	15.0	14.9
<b>Human Resources</b> (Full-time equivalents)	<b>137</b>	137	136

#### 2.1.1 *Enabling and embedding HR modernization and public service renewal*

##### *Context and results for Canadians*

When the decision was made to in the late 1990s to fundamentally renew the HR management infrastructure and processes, the public service began on a path that would fundamentally shift how it managed its human resources. Passage of the PSMA in 2003 was a key point on this path. December 2005 was another key point as this marked the time that all of the different components of the PSMA came into force. With the legal framework fully in place, the HR management infrastructure is being built to provide the required support. At the same time, new practices are being rolled-out and embedded into the operations of departments and agencies.

Careful planning has characterized what is the most fundamental change in the HR management of the public service in decades. This principle continues to be applied and that is why the new regime continues to move through a transitional phase. Increasing awareness and understanding of this significant operational and cultural change, is an essential step to ensure the consistent and effective application of the new flexibilities and accountabilities in everyday practice.

Cultural shifts take time and more will be done to completely embed the new ways of doing business in everyday HR management practices.

The PSMA, and the activities related to its implementation, sets the foundation for the long-term transformation of the public service. These efforts take on even greater importance as they are now linked to the broader renewal of the public service, a priority that has been acknowledged by the Prime Minister and the Clerk of the Privy Council.

The Agency has a lead role in the public service renewal process, both in terms of the overall governance of these efforts, as well as by generating many of the deliverables that will support renewal. While the Agency's work on HR modernization provides a solid base to work from, more will be needed to support the broader renewal agenda and the need to maintain the momentum of change. This increase in activities could not be identified nor planned for by the Agency in its RPP submission for 2006-07.

To respond to the demands and expectations associated with public service renewal, the Agency has adjusted its organizational structure to respond to the need to support new cross-government committees and governance, as well as develop related plans and initiatives. These efforts are also identifying new resource requirements needed to support this important work. This will ensure that the Agency is in a position to continue to implement the plans associated with HR modernization that are associated with the PSMA, while broadening the scope of these efforts to now encompass the drive to renew the public service.

#### *Key priorities and plans for 2007-08 and beyond*

One of the key areas of focus in the coming year is on integrated HR and business planning. This reflects the importance of ensuring that the people needs of an organization are aligned with its business results. The Agency's approach is to empower managers to manage their human resources as strategically as they manage the products they deliver to Canadians. In a fast paced environment where there is always pressure to deliver now, it may seem easier to focus on the latter and forsake the former. However, high performance organizations that consistently deliver understand the role integrated planning plays in ensuring that the right people are in place, with the right supports, to create the conditions for successfully delivering on an ongoing basis.

For this reason, the Agency's HR modernization suite of activities includes providing:

- HR planning advice, information and tools, to departments and agencies, functional communities, regional councils and professional networks;
- professional development by supporting the Canada School of Public Service with updates to its HR planning course;
- on-site support to departments and agencies on integrating HR and business planning; and
- modernization of policy suite for executives as well as its policy on interchange.

In addition to these ongoing core activities, the Agency plans to focus on the following in 2007-08:

- Updating the 2005 *Integrated Human Resources and Business Planning Toolkit* and the HR planning course at the Canada School of Public Service to include advances in succession planning thinking and to emphasize renewing the public service as a key element in HR planning activities.
- Develop a new instrument that will provide a short list of transferable innovative human resources planning practices focusing on areas related to public service renewal.
- Create an integrated human resources and business planning tool that includes:
  - An HR planning template that will provide guidance on the fundamental and minimal requirements of an integrated HR plan. Departments and agencies have asked for this tool so they can know what essential elements they must include when developing an integrated HR plan.
  - A strategic HR planning framework identifying priorities at the public-service-wide level. This framework will help orientate specific HR plans being developed by departments and agencies, particularly in the context of renewing the public service.
  - Assessment and development of an HR planning policy for the public service that will provide users with an easy reference to the legislative and policy components integral to effective HR planning.
  - A Guide to Strategic Workforce Management that will assist departments and agencies in preparing for and implementing HR plans in response to the on-going impacts of horizontal service transformation initiatives.

As part of its monitoring and reporting functions, the Agency plays a key role in supporting the People Component of the Management Accountability Framework (PCMAF). The PCMAF provides guidance on the important areas where the public service needs to focus its people management efforts. Fifty-nine departments and agencies are annually assessed against the PCMAF indicators, which include values and ethics and other HR management components. PCMAF is now in its fourth year and the Agency continues to assess the effectiveness of the indicators, while supporting departments and agencies in meeting their PCMAF reporting obligations by developing and providing support tools and services.

Partly in response to increasing demands from central agencies, functional communities and departments and agencies, the Agency will continue to enhance its research, workforce analysis and modelling capacity to provide its clients with analytical support and better tools for their HR planning and management activities. The Agency started increasing its research and analytical capacities in 2006-07

To support better planning, HR management dashboard indicators were developed to provide a distributional snapshot of the core public administration, covering a range of subjects including age, pensionable years of service and retirement eligibility. The slate of indicators was recently reviewed and several additional indicators are now under development to enhance the dashboard.



The development of an end-to-end business process for HR management would enable more efficient and effective service through the standardization of HR activities and procedures, supported by an HR IT solution, including a self-serve capacity, and based on best practices. Standard HR business processes and HR IT system applications, a robust self-service capacity and common data definition and data warehouse are major elements for enhanced information management capability to maximize the benefits of the PSMA and to support the renewal of the public service.

With regard to public service renewal, in September 2006, the Agency established a Secretariat that provides policy and operational support to both the Prime Minister's Advisory Committee on the Public Service and the Deputy Ministers' Committee on Public Service Renewal. In addition to supporting the operations and governance of these committees, the Agency provided targeted research (such as on public service demographics), as well as associated analysis and recommendations.

The nature of the support to these committees continues to evolve as their work progresses. Policy and operational support for both committees is anticipated to be significant in 2007-2008 and beyond. More broadly, these efforts will likely require the development of new initiatives that will complement existing HR modernization efforts, but move beyond them as well. New programs, services and policies will form parts of the suite of activities that will be needed to maintain the momentum of renewal and transformation. The Agency will have a leadership and coordinating role addressing issues that must be managed public service-wide, such as supporting the development of strategies for recruitment and development in areas of the workforce that require public service-wide approaches in order to meet collective needs.

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

Plans and Priorities	Time Frame
<b>1. HR modernization</b>	
1.1 Provide departments and agencies with ongoing advice and information, relevant tools, best practices, learning products, professional development events, and/or on-site support in support of HR modernization.	Ongoing
1.2 Assess and evaluate progress in implementing integrated HR and business planning.	Ongoing
1.3 Conduct workforce analyses and modelling to identify current and future needs of the public service.	Ongoing
1.4 Identify effective ways to ascertain employee attitudes and perceptions on both a regular and targeted basis in order to provide comprehensive analysis to better support human resources planning and accountability at all levels of the public service.	2007-08 and Ongoing
<b>2. Renewal of the public service</b>	
2.1 Provide research, policy and operational support to both the Prime Minister's Advisory Committee on the Public Service and the Deputy Ministers' Committee on Public Service Renewal.	Ongoing
2.2 In support of directions established by those committees, initiate and coordinate renewal activities.	Ongoing

### *Challenges ahead*

The work promoting and supporting HR modernization, and providing policy and operational support to both the Prime Minister's Advisory Committee on the Public Service and the Deputy Ministers' Committee on Public Service Renewal, will strengthen the public service foundations for excellence in HR management and help establish the infrastructure needed to support the renewal of the public service.

As these committees provide guidance and strategies in areas that include: recruitment, development, retention, planning and the HR infrastructure, the challenge will be to ensure that specific initiatives are consistent with, and incorporated into, the HR planning activities of all departments and agencies.

## **2.1.2 Modernize the Public Service Classification System**

### *Context and results for Canadians*

At its core, classification is about how the work of public servants is organized and evaluated. For this reason, classification modernization is a cornerstone for HR management across the public service and is directly linked to how results are delivered to Canadians. The vision is simple, build and maintain an effective classification process that: gets the right people into the right jobs at the right time; supports robust performance measurement; provides an accurate basis for compensation; creates pathways for the development of future leaders; and contributes directly to the operation of a well-structured, well-managed, public service. By establishing the competencies associated with the different work of public servants, it is possible to set standards and directions on career progression, learning strategies and succession planning – all foundational elements needed to support the renewal of the public service.

Classification is more than a way to organize and evaluate the work of more than 185,000 public servants in Canada's core public administration. Because of the hiring pressures that are anticipated in the near future, it is not only about accuracy and fairness in staffing, it is also about fast processes and how streamlined classification standards can help facilitate this. Specifically, a more streamlined approach to structuring different occupational groups, and associated classification standards, will produce a classification system that is efficient and nimble enough to respond to changes in the workplace and the workforce in a renewed public service.

The work to review, update and develop new classification standards has set the public service on the right path by advancing these efforts incrementally and tangibly. The nature of the work of public servants is changing and it will be important to ensure that the classification of that work meets changing needs. This consideration, and others, will be important parts of determining how best to modernize the classification system with consideration of these factors part of the next steps.

The strategy for modernizing the classification system includes a renewed policy suite to help HR professionals and managers make sound, defensible decisions; re-building capacity within the HR community with new on-line support services, tools and learning strategies; monitoring classification decisions and processes to look for trends to inform policies and approaches, while helping departments identify and remedy classification problems; as well as looking for ways to re-engineer classification by leveraging technology. On this last point, improvements in corporate processes and information systems are essential to strengthen accountability, decision making, and reporting. These changes will drive the sought after efficiencies, providing the base upon which to achieve a more simplified and flexible staffing system.

### *Key priorities and plans for 2007-08 and beyond*

As classification is the foundation for compensation, close collaboration is necessary with the Treasury Board Secretariat (TBS) which has responsibility for collective bargaining and compensation. Continuing work on initiatives designed to improve linkages between classification, labour relations and expenditure management are expected to contribute in the

future to improved compensation management for the core public administration. Progress will also continue on **updating classification policies and guidelines**. The goal is to ensure greater accountability on the part of, and provide greater flexibility to, the managers who use the classification system and to the HR professionals who advise them.

As part of the Treasury Board's Policy Suite Renewal initiative, classification policies will be streamlined and updated to build on the progress to date. There will be one classification policy replacing three current policies on the job classification system and delegation of authority to deputy heads. The new policy will be supported by a directive on Classification Grievances which outlines for departments and agencies the mandatory policy requirements in relation to the resolution of classification grievances and a series of policy guidelines providing advice and outlining best practices.

The Agency will build a centre of expertise for organizational design in order to assist managers in optimizing their financial and HR resources to meet their business objectives. Until now, there has been no centralized service available on organizational design and there are significant economies of scale that can be achieved by building this capacity and supporting this work. This is an ongoing responsibility, one that will assist departments to meet their requirements to build effective and efficient organizational structures in support of their ongoing business needs.

As part of our service orientation to departments, the Agency will continue to provide advisory services on the application of both the policies and the classification standards. The Agency will respond proactively, in consultation with departments and agencies, to classification decisions that have implications for labour relations and collective bargaining, as well as those that affect the relativities within and across occupational groups in the core public administration.

A strong functional community of classification experts is needed to deal with the volume of work that flows from classification modernization and public service renewal. Therefore, **developing the classification community** is a key component to any successful go forward strategy in this area. In 2007-08, the Agency will be focusing on determining the accreditation requirements for qualified classification professionals, while keeping evergreen the Classification Training/Learning Curriculum to ensure that classification professionals have all of the necessary tools to fully support their clients within departments.

**Simplified organizational models and associated generic work descriptions have the potential to significantly simplify human resource planning and staffing processes.** In 2007-08, the Computer Systems (CS) functional community's organizational models and associated generic work descriptions will be launched, along with the supporting tools and training for both the information technology and HR community to maximize the use of these products. More generally, the Agency will continue to support initiatives led by functional communities looking to develop streamlined organizational models and associated generic work descriptions. Activities will be expanded to the design of classification training tools for operational managers, as well as continuing to look for ways to leverage technology to streamline classification modernization and the work performed by classification professionals in departments.

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** over these past two years, continue to support Deputy Heads in exercising their classification delegation authority. On-site monitoring within departments will continue to be performed and one year after a monitoring report has been sent to a Deputy Head, the Agency will follow-up with the department. This increased focus on monitoring will reinforce the public service values of fairness, transparency, integrity and rigor.

In the area of performance reporting, as noted above, Deputy Heads continue to actively monitor their classification program, and on an annual basis, report to the Agency on its effectiveness. These reports are reviewed and assessed by the Agency to evaluate the integrity of departmental classification programs, as well as of the overall public service classification system.

A **cost-tracking system** to assess the classification standards modernization costs in departments is operational, and will be generating reports beginning in 2007–08.

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

Plans and Priorities	Time Frame
<b>1. Policies and guidelines are renewed</b>	
1.1 Policy on Job Classification and Delegation of Authority and Directive on Classification Grievances to be approved by TB Ministers.	Spring-summer 2007
1.2 Guidelines on Monitoring, Consultation, Dispute Resolution, and Delegation of Classification Authority.	Fall-winter 2007
<b>2. Classification learning programs and support services are provided</b>	
2.1 Core training programs for HR specialists are developed.	2007-08
2.2 Additional on-line core support services and tools are made available, including expanded training and tools.	2007-08
<b>3. Effective monitoring and cost-tracking systems are in place</b>	
3.1 Departmental performance monitoring systems are operating in each organization.	2007-09
3.2 A cost tracking system is implemented.	2007-08

### *Challenges ahead*

Modernizing classification across the public service is a major undertaking that will require the full support of trained, well-supported, classification professionals. The volume of work will also be significant, particularly over the short term as classification is modernized and streamlined

and the public service workforce is renewed. Therefore, in the near future there will continue to be a strong focus on development of the classification community and associated learning initiatives. New service delivery models will also be supported that seek to enhance the depth and breadth of a career in classification.

### ***2.1.3. Strengthen HR accountability, performance measurement and reporting***

#### *Context and results for Canadians*

Effective HR management is premised on understanding what mechanisms – policies, programs, support services, etc. – are needed to enable effective people management by public service managers. This means understanding the effectiveness of the mechanisms in place and looking for weaknesses, gaps and opportunities to make it better. While this would be a challenge in any large organization, as Canada’s largest employer with operations in every corner of the country, the task is that much more daunting, and important, in the public service.

And if the situation was not complex enough, there are numerous key players with different accountabilities in the HR management equation. As the organization with overall stewardship for HR management in the public service, the Agency needs to ensure that it gathers the data necessary to assess overall performance, while also considering how best to align the efforts of the different players towards the common objective of excellence in HR management.

To support these objectives it is necessary to have in place the means to monitor key components of HR management and ensure robust reporting on performance to the Government, Parliament and Canadians. The People Component of the Management Accountability Framework (PCMAF) is one such component and a key area of measurement and oversight under the Treasury Board Secretariat’s MAF. It outlines expectations for modern HR management across the public service. The indicators that comprise the PCMAF rely on results from the Public Service Employee Survey and on data supplied by departments and agencies. The implementation of the PCMAF provides a comprehensive and consistent approach for measuring HR management performance and accountability with respect to workforce and workplace.

In addition to overseeing the detailed reporting on the HR performance of individual organizations within the public service through PCMAF, the Agency is also responsible for the development and publication of an annual report to Parliament on HR management in the core public administration. The report is based on the legislated reporting requirements, specifically responding to sections 11 through 12.3 of the *Financial Administration Act* (FAA), and section 28 of the *Public Service Employment Act* (PSEA).

#### *Key priorities and plans for 2007-08 and beyond*

Refining the PCMAF, and enhancing the supporting data, will provide departments and agencies with an increased ability to understand and meet HR management expectations. A departmental and public service-wide scorecard with supporting dashboards will be developed and implemented. Using 2006-07 PCMAF assessment findings as a base year, targets for departments and agencies will be established and progress will be monitored and reported upon.

In this regard, the Agency will:

- continue to identify current and potential future data in order to support the assessment of the extent to which PCMAF outcomes are being met;
- develop a long- and short-term plan for the design and implementation of a government-wide scorecard and supporting dashboards to help departments and agencies in reaching expectations based on defined targets; and
- conduct an independent assessment of central agency contributions to the PCMAF outcomes as part of their accountability responsibilities.

Information obtained from the PCMAF assessment process also provides an opportunity for a global assessment of HR management across the public service. In following up with departments and agencies on the PCMAF, the Agency will identify and share best practices, as well as assess those practices to identify where further improvements are possible. A fifth round of assessments will be completed by the end of the fiscal year.

The public service offers a wide range of career opportunities and paths to its employees. This mobility is a key part of the fabric of the public service which recognizes that diversity in work experiences can both deepen the richness of careers, as well as enhance the knowledge and experience of staff in any particular job. More can be done to support and facilitate this movement of employees. Part of these efforts will be improving information management through the Employee Passport initiative, an infrastructure project that will create new capabilities to manage the movement of HR information quickly and securely across the public service. It is planned that the Employee Passport will be rolled out to departments and agencies by January 2008. The initiative will deliver on a number of broad objectives:

- offering easy access to comprehensive employee-specific HR information from a central HR data warehouse, resulting in employees coming “on-stream” in new organizations more quickly through faster reconciliation of HR data between organizations;
- increasing the accuracy and consistency of the HR data captured across the public service, data that is subsequently used in research and analysis to support HR planning, reporting and policy development, as well as performance measurement;
- supporting the HR management accountabilities of managers and HR professionals; and
- improving Parliament’s ability to oversee HR management performance and related spending.

As important as reporting is to benchmarking performance and identifying areas for improvement, opportunities must also be identified to streamline the reporting process so that it facilitates and does not impede work processes and generating the results Canadians expect. Organizations with HR management reporting responsibilities across government collect information in a myriad of ways, supported by multiple different systems. For this reason, the Agency has developed an HR Reporting Portal to manage the collection of HR information, unavailable through central systems, through a browser-based reporting tool. This initiative will

improve reporting on public service HR management by departments and agencies by ensuring compatibility of the information gathered, as well as streamlining and eliminating duplication within information management systems.

The Reporting Portal is being developed in phases. During Phase One in 2005-06, departments and agencies were asked to provide data through the Portal on official languages, employment equity, internal disclosure, harassment and classification costs. Building on the successes of Phase One, an enhanced version with additional functionality is being finalized and will soon be available to departments and agencies – this second phase is to be completed by June 2007. The Phase Two Portal will gather additional information in areas that include labour relations and occupational health and safety. During Phase Three, the Portal will expand to include additional information related to the responsibilities of the Public Service Commission (PSC), and the Canada School of Public Service (CSPS).

After consultations with the PSC and CSPS, the first Annual Report to Parliament on HR Management for 2005-2006 has been drafted and is expected to be tabled in March 2007. The Report will respond to the legislated reporting requirements under the FAA and the PSEA. It will not replace the separate reports prepared by the PSC and CSPS on Official Languages and Employment Equity. The document will be available in both hard copy and web formats. The 2006-07 Annual Report to Parliament will be developed during 2007-08.

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

**1. Setting expectations for HR management across the public service**

1.1	Develop and disseminate tools to enable departments and agencies to implement the People Component of the Management Accountability Framework.	2007–08 and Ongoing
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1.2	Expand and improve the development of pertinent, accurate, consistent and meaningful performance indicators for HR management.	2007–08 and Ongoing
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**2. Improve information management through the Employee Passport initiative to transfer electronic employee records securely between departments** 2007-08

**3. Assessing and enhancing HR management across the public service**

3.1	Test and begin implementation of HR management performance indicators at the departmental and government levels across the public service through the PC MAF bilateral process.	2007-08 and Ongoing
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3.2	Work with internal partners and TBS to prepare for the annual bilateral meetings with deputy heads.	2007-08 and Ongoing
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**4. Reporting on HR management across the public service**

4.1	Embed assessments of PCMAF in the annual reporting cycle.	2007-08 and Ongoing
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4.2	Develop and publish the first annual report to Parliament on HR management performance across the public service.	2007-08 and Ongoing
4.3	Develop and maintain the processes, systems and databases required to support departmental PCMAF updates and assessments – including, data collection, analysis and reporting.	2007-08 and Ongoing

### *Challenges ahead*

Strengthening performance management, accountability and reporting across the public service is a major undertaking that will require the full support of all central agencies responsible for HR management across government, as well as departments and agencies. It is fundamental to supporting a process of continuous improvement in all aspects of HR management and essential at a time when the renewal of the public service is of paramount importance.

## **2.2 Effective, ethical leadership and quality work environment**

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

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

	2007-08	2008-09	2009-10
<b>Financial Resources</b> (\$ millions)	<b>42.9</b>	42.0	37.7
<b>Human Resources</b> (Full-time equivalents)	<b>258</b>	249	210

In 2009-10, the Agency will experience a decrease of \$5.2 million, largely because of decrease of \$4.7 million due to the end of funding for the disclosure of wrongdoing.

### ***2.2.1 Foster ongoing leadership renewal and strong, effective learning***

#### *Context and results for Canadians*

Learning and leadership development are critical elements for the success of any organization. This is also true for the federal public service – the largest and most complex organization in Canada – and essential for providing high quality services to Canadians and advice to Cabinet ministers. The Agency is the public service focal point for these efforts and is always looking for ways to to enhance how we recruit, develop, retain, support and reward leaders at all levels. An aging workforce and an increasingly competitive labour market make these efforts more important than ever before.

Deputy heads' responsibility for the HR management of their organizations encompasses learning and leadership development. By delivering government-wide programs and providing policy advice in this area, the Agency supports deputy heads in exercising this responsibility.

The Agency's activities in this area include providing all policies and policy advice to Treasury Board ministers and deputy heads related to the management of the executive group (EXs). This includes organizational design, classification of positions, performance management, salary administration and terms and conditions of employment. The Agency supports deputy heads and the Deputy Ministers' Committee of Senior Officials (COSO) in collectively managing the executive community from a government-wide perspective, including its renewal and development, as well as defining the leadership competencies required for managers at all levels, from supervisor to deputy minister.

Leadership development ensures that the public service has the leaders and talent it needs, now and in the future. Within the Agency, this responsibility includes a suite of corporate leadership development programs. The Agency manages the Management Trainee Program and the Accelerated Economist Training Program at the entry level, as well as the Career Assignment Program to develop middle managers. The Agency has also developed pilot projects to address specific recruitment and development needs in regions and functional communities (for example, human resources, finance, and science and technology). The Agency operates the Accelerated Executive Development Program to invest in the development, progression and retention of executives, predominately at the executive entry levels. Moving further along this development continuum, the Agency supports deputy heads in the staffing of positions at the assistant deputy minister (ADM) level, and supports the ADM community through annual personal visits with ADMs, networking events, career counselling, advice and support.

Interchange Canada is a development program managed by the Agency. The program is a skills-exchange, with a learning focus, between the federal public service and other organizations in the private, public and not-for-profit sectors in Canada and internationally. It assists participating organizations in achieving their business and HR objectives and fosters the professional and personal development of participants.

The Government of Canada Fellows Program was launched by the Prime Minister in October 2006. Like Interchange Canada, this program allows for the exchange of executives between the federal public service and business, academia, not-for-profit organizations, and other levels of government. The Fellows Program also features a strong learning and development component and will allow participants the opportunity to make a unique contribution to their country. Following nominations by deputy heads or chief executive officers, five public service participants and five participants from other sectors will be selected by committees chaired by the Clerk of the Privy Council.

The Agency is also the policy centre for learning within the public service. It developed the *Policy on Learning, Training and Development* which came into effect in January 2006. Working with the Canada School of Public Service, the Agency is responsible for developing and supporting a skilled, well-trained and professional workforce, at all levels, and for creating an environment where career-long learning is recognized as a key success factor for developing and maintaining a highly competent and ethical workforce.

To promote excellence within the public service, the Agency administers the government-wide awards and recognition policy and programs, including National Public Service Week, and works closely with the Privy Council Office, for example, on the Prime Minister's Outstanding Achievement Award and the Public Service Award of Excellence.

In 2005 the Agency launched the Performance Management Program Monitoring and Evaluation of Effectiveness Framework (PMP Scorecard). All departments and agencies self-assess and report annually on some elements of the scorecard, and a third of these organizations report in detail each year on the remaining elements. Priorities for continuous improvement are also submitted. Therefore, over a three-year period, all departments and agencies will have self-assessed and reported at least once on all elements.

To support deputy heads with their new delegated authorities related to executives (as of January 1, 2006), tighter controls over the classification of executive positions was implemented. Ongoing monitoring is taking place. Following consultation with key stakeholders, a review of best practices, and research and analysis, a framework for the HR management of the executive cadre was developed.

A new talent management strategy for ADMs was launch to ensure the contribution of current ADMs is maximized, leadership development needs are clearly identified and met, and succession planning for the deputy minister community is strengthened.

The *Policy on Learning, Training and Development* and two subsequent directives came into effect in 2006. This introduces orientation to the public service for all newly appointed employees, requires training and knowledge validation of legal responsibilities for managers at all levels. It requires training for functional specialists to ensure they meet professional standards. The first wave to benefit from this training have been specialists in procurement, materiel management, real property and information management. A second wave is expected for specialists in human resources, finance and internal audit. The Learning Policy also contributes to the creation of a learning culture by guiding and promoting the development of the public service as a learning organization committed to the lifelong learning of its workforce. Requirements for monitoring and reporting on learning were established and communicated with departments and agencies.

The policy established a framework for an integrated approach to leadership development for the Management Trainee Program and the Career Assignment Program. Recruitment campaigns by these programs, as well as by the Accelerated Economist Training Program and the Accelerated Executive Development Program, will increase the number of leaders contributing to renewal of the public service. Participants from employment equity groups in these programs will also contribute to making the public service more reflective of the people it serves.

Other recruitment and development initiatives included: a human resources professional recruitment campaign, development programs with several Federal Regional Councils, and increasing the number of participants in a finance leadership development pilot project. There were additional participants in Interchange Canada and, as noted above, the Government of Canada Fellows Program was created and launched. The Public Service Awards Program was reviewed and simplified, and the Public Service Award of Excellence was launched.

The Agency will build on these achievements to ensure that the public service's leadership capacity is enhanced and sustained for the future.

*Key plans and priorities and plans for 2007-08 and beyond*

The renewal of the public service has taken a new sense of urgency and is a priority for the Agency. A key component of these efforts is ensuring that the **management of the executive cadre is renewed** and the public service can attract, develop and retain qualified and experienced executives. These efforts are being supported by the Agency's leadership development programs and a number of foundational initiatives.

The Treasury Board initiated a renewal of the suite of human resources policies. As part of this new integrated, streamlined and consolidated policy infrastructure, a new policy and four directives on the Management of the Executive (EX) Group are being developed. The renewed policy addresses EX classification and organization, compensation, performance management, and the management of executive transitions. The policy will include **accountabilities of deputy heads**, expected results, consequences of non-compliance, and monitoring and reporting requirements. The policy and directives will be implemented with support and training provided to departments and agencies.

The Agency will build a strategy to implement the integrated HR management renewal framework for the executive group, developed in 2006-07. The strategy will link to the newly consolidated policy for the management of the EX group. It will result in the identification, creation and implementation of instruments, services and programs to better support the EX community and its feeder groups. A monitoring plan will also be put in place. Consultations to assess stakeholders' needs, research on HR and talent management practices, and incorporation of lessons learned from the ADM talent management strategy, will continue.

Through its **continuum of development programs**, the Agency will continue to recruit high-potential individuals for accelerated and tailored development that will help ensure the **public service has the leaders it needs for today and tomorrow**. These recruitment and development programs assist the government in achieving its commitments for a more accessible, inclusive and representative public service, therefore contributing to a public service that is rich in its diversity. They also contribute to fostering ethical leadership throughout the public service by including a focus on values and ethics as an essential competency in recruiting, training and promoting/graduating individuals within the programs. The Agency is examining these programs and continuing consultations to ensure they best meet the needs of the public service as a whole, as well as the needs of individual departments, regions, and functional communities. Leadership is essential at all levels. Therefore, the Agency will develop initiatives to promote leadership competencies throughout the public service, encourage and support employees to exercise leadership, and will recognize employees for their achievements.

Working with Federal Regional Councils and several functional communities, the Agency has piloted several non-EX recruitment and development programs based on the models of the Management Trainee Program and the Career Assignment Program. These pilots, which help address shortages in these communities, will be evaluated and programs adapted, as needed.

Having launched a new expanded recruitment campaign for the Accelerated Executive Development Program in 2006, the Agency will continue efforts to broaden executive talent pool sources by focussing on regional talent, the needs of functional communities, and by recruiting participants from outside the public service to fill identified gaps. Recruitment for the Government of Canada Fellows Program, launched in October 2006, will continue and participants will be matched with assignments and learning provided.

The Agency's **Policy on Learning, Training and Development** target employees at all levels by supporting learning and training opportunities designed to foster excellence and a world-class workforce serving the needs of Canadians. As the policy centre responsible for learning in the public service, the Agency will monitor the implementation of the policy and directives, report on results, and provide support to departments and agencies. The Agency will develop guidelines to ensure consistent application of the policy across organizations and knowledge standards to be used in the development of required training courses and assessment instruments. The Agency will provide policy advice to departments and agencies and will work in collaboration with the Canada School of Public Service to ensure courses and assessment instruments support the policy. A comprehensive strategy to support the public service as a learning organization will be developed building on the policy.

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

Plans and Priorities	Time Frame
<b>1. Renewed management of the executive cadre, supporting public service renewal and increased deputy head delegation and accountability</b>	
1.1 The policy on the Management of the Executive Group, and its accompanying directives, receive Treasury Board approval and are implemented; communication and training is provided to departments and agencies.	2007-08
1.2 A strategy to implement the integrated EX human resources management renewal framework and a monitoring plan are put in place.	2007-09
<b>2. Enhanced leadership development programs and initiatives, contributing to renewal of the public service</b>	
2.1 Pilot projects (adapted from the Management Trainee Program and Career Development Program) which address the recruitment and development needs of regional and functional communities are implemented, evaluated and adapted.	2007-09
2.2 Options for the Accelerated Executive Development Program are developed to address needs for increased participants from functional communities and regions, and to recruit from outside the public service.	2007-09

### **3. Effective implementation of the *Policy on Learning, Training and Development***

- |  |                     |
|--|---------------------|
| 3.1 Implementation of the <i>Policy on Learning, Training and Development</i> is monitored, results are reported and departments and agencies are effectively supported. | 2007-08 and ongoing |
| 3.2 Knowledge standards and guidelines for required training are in place.   | 2007-08             |
| 3.3 A strategy to support the public service as a learning organization is developed.  | 2007-09             |

#### *Challenges ahead*

Public servants increasingly work in an ever-changing environment characterized by new technologies, complex relationships, and real-time paced decision-making. At the same time, the public service is facing human resources shortages as the workforce ages in a tightening labour market. Without recruitment, development and learning, retention strategies, and integrated approaches to managing key communities, the public service risks not finding, developing and keeping the expertise and leaders it needs. This has the potential to weaken its ability to provide service to Canadians and to ensure that Ministers are well supported in managing the Government's agenda.

#### **2.2.2 Promote and embed public service values and ethics at all levels**

##### *Context and Results for Canadians*

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

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

Through its [Office of Public Service Values and Ethics](#), the Agency ensures that departments, agencies, and the public service as a whole, have the policies, expert advice, management practices, and tools required to ensure that public service values and ethics are reflected in the actions of all employees and that they are an integral part of the performance management and assessment processes. Once the *Public Servants Disclosure Protection Act* comes into force, this role will expand to include promoting ethical practices and a positive environment for disclosing

wrongdoing beyond the core public administration to include federal parent Crown corporations and separate agencies.

In fulfilling these responsibilities, the Office works to enhance employee awareness, understanding, and application of the *Values and Ethics Code for the Public Service* and related legislation and policies in such areas as disclosure protection and the prevention and resolution of harassment in the workplace. It establishes a results-based accountability approach to values and ethics and assesses the performance of departments and agencies against those expected results. As well, the Office develops and disseminates policies, best practices, tools and training programs.

Since the Office's inception three years ago, significant progress has been made in laying the foundation for a stronger culture of public service values and ethics. The government has strengthened the protections for whistleblowers through amendments made to the *Public Servants Disclosure Protection Act* by the *Federal Accountability Act*. Promotion and learning about public service values and ethics continues, with recent successes in developing and piloting a training course for departmental conflict of interest practitioners. The office launched *Windows on V&E*, an electronic bulletin designed to raise awareness and promote dialogue on values and ethics among public servants across Canada. Core knowledge about public service values and ethics has also been incorporated into a new series of mandatory training programs for new public servants, managers and executives. Furthermore, support has been provided to departments through the identification of key indicators of values and ethics performance and the development of a roadmap to guide departmental performance improvement efforts.

Delays have occurred in updating the *Policy on the Prevention and Resolution of Harassment in the Workplace* and the *Policy on the Indemnification of and Legal Assistance for Crown Servants*. These initiatives were expected to have been completed by the end of the 2006-07 fiscal year. These timelines have been extended into 2007-08 to ensure sufficient stakeholder consultation takes place as part of reviewing and revising these important policies.

### *Key priorities and plans for 2007-08 and beyond*

Looking ahead, a key priority for the Agency will be **to support the Government in implementing the *Public Servants Disclosure Protection Act* (PSDPA)**. Significant effort and emphasis will be placed over the next two years on working as a centre of excellence for values and ethics to assist public sector organizations in implementing the PSDPA and related instruments such as the Treasury Board Code of Conduct. As well, the Agency will focus on developing communication tools and learning packages to ensure that all public servants are aware of, and feel supported in using, the disclosure mechanisms being created by the Act.

At the same time, the Office of Public Service Values and Ethics will continue to build on the foundation established over the past three years by pursuing progress on several key fronts that reinforce the implementation of the PSDPA.

Firstly, there will be continuing efforts to develop and maintain **widespread employee awareness, understanding, and application of public service values and ethics**. In particular, the Office will complete development and public service-wide distribution of three e-learning

courses to improve employees', managers' and executives' awareness of disclosure, conflict of interest and harassment issues. The Office will also initiate phases two and three of its Learning Strategy. Phase two of the Strategy will focus on assisting departments in integrating values and ethics reasoning into their work practices. Phase three will support the integration of values and ethics behaviours into the way the federal public service conducts its business. At the same time, the Office will also build upon the formal training course developed for conflict of interest practitioners to create similar courses for practitioners in other values and ethics areas.

Secondly, additional support will be provided to **help departments and agencies meet their accountabilities** in the area of public service values and ethics. As part of these efforts, the Office will continue to develop a values and ethics measurement strategy and pilot a values and ethics survey tool that will assist in determining the key drivers of values and ethics performance.

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

Finally, the Agency will support the Treasury Board by ensuring **policies that contribute to a culture of public service values and ethics are in place and effectively implemented**. As noted earlier, following consultation with stakeholders, the *Policy on the Prevention and Resolution of Harassment in the Workplace* and the *Policy on the Indemnification of and Legal Assistance for Crown Servants* will be updated. As well, as part of the implementation of the *Public Servants Disclosure Protection Act*, the Agency will work on behalf of the Treasury Board to prepare a Code of Conduct for the federal public sector. The Code will establish common standards and practices for behaviour across the federal public sector, including the core public administration, parent Crown corporations and separate agencies. It will help embed generally accepted principles and values of good public administration into day-to-day operations of public sector organizations.

The table below provides a summary of these plans and priorities. Note that initial core funding to support work in this area was only provided until the end of 2008-09. Work is underway to determine the funding requirements for effectively promoting and embedding values and ethics throughout the public sector on an ongoing basis.



Plans and Priorities	Time Frame
<p><b>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></b></p>	
<p>1.1 Awareness and learning programs are implemented in the public service and their results assessed.</p>	2007–09
<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.</p>	2007–09
<p><b>2. Additional support is provided to departments and agencies for meeting their accountabilities</b></p>	
<p>2.1 A measurement and evaluation strategy, including surveys, is developed and implemented.</p>	2007-08
<p>2.2 Consistent and credible performance evidence is systematically collected and used in departmental performance monitoring and deputy minister accountability.</p>	2007-09
<p>2.3 Public service communities of practice in values and ethics are strengthened.</p>	2007-09
<p><b>3. Key Treasury Board policies that support a culture of public service values and ethics are in place and effectively implemented</b></p>	
<p>3.1 The policy and system for preventing and resolving cases of harassment is reviewed and necessary changes are implemented.</p>	2007-08
<p>3.2 The <i>Policy on the Indemnification of and Legal Assistance for Crown Servants</i> is updated.</p>	2007-08
<p>3.3 Other key employer policies related to values and ethics, including a Treasury Board of Conduct, are revised or developed and implemented.</p>	2007-09
<p><b>4. Support is provided to government on legislation for disclosure of wrongdoing, including protection from reprisal for those who make disclosure</b></p>	
<p>4.1 The disclosure regime created by the <i>Public Servants Disclosure Protection Act</i> is implemented.</p>	2007–08
<p>4.2 The new disclosure regime and other related new instruments are promoted and integrated into management practices.</p>	2007–09

### Challenges ahead

The Agency faces the key challenge of providing the necessary assistance to public sector organizations to support them in understanding, implementing and demonstrating the strength and effectiveness of the new *Public Servants Disclosure Protection Act*, the soon to be established Treasury Board Code of Conduct and the *Policy on the Prevention and Resolution of Harassment in the Workplace*. The renewal of the public service will also underscore the importance of integrating new public servants into the values-based culture.

These efforts, and more, are essential to not only promote and embed public service values into each of its organizations, but to sustain ongoing confidence and trust in the public sector through a culture of integrity that includes the protection of whistleblowers from reprisal and the fair treatment of employees.

## 2.3 A representative and accessible public service

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

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

	2007-08	2008-09	2009-10
<b>Financial Resources</b> (\$ millions)	<b>11.2</b>	11.3	11.1
<b>Human Resources</b> (Full-time equivalents)	<b>95</b>	95	94

### 2.3.1 Achieve and maintain employment equity plans and priorities

Canada's diversity is a fundamental part of the fabric of its society and a strength that is recognized at home and abroad. Capturing this strength is the goal that underpins a representative public service. Promoting and achieving greater diversity of views linguistically, geographically and culturally in the public service contributes to the development of better policies, improved and responsive program design, and the delivery of more effective services for all Canadians. Achieving and maintaining equity in employment is also about culture change and adjusting behaviour and practices. Achieving concrete results in this area requires consistent, focused, and sustained, efforts.

The *Employment Equity Act* requires the public service to achieve equity in the representation and participation of four groups: women, Aboriginal peoples, persons with disabilities and visible minorities. Since the Act came into force in 1996 significant progress in the representation of members of the designated groups – especially for women, Aboriginal peoples,

and persons with disabilities, has been made. Representation rates for these groups now surpass their workforce availability. However, challenges still persist with respect to visible minorities.

Canada's continued changing demographics, and the rapid growth of visible minority participation in the Canadian workforce, add to the Agency's imperative to help departments and agencies meet their employment equity goals. Support for recruitment and career development of visible minorities, and the creation of an increasingly positive and inclusive work environment, are key to draw out the benefits that can be realized by fostering rich diversity in the public service workforce.

Success in advancing the participation of employment equity groups is directly linked to the Agency's ability to develop and cultivate partnerships. Through partnerships and strategic alliances, the Agency has:

- Supported the creation of the National Council of Aboriginal Federal Employees – a forum which supports the employment and advancement of Aboriginal peoples in the public service of Canada. The election of its first Board of Directors took place in November 2006.
- Continued leadership of an Employment Equity Mentorship Pilot Project. The Agency is currently evaluating the program and examining the possibility of expanding it government-wide and including members of the four Employment Equity groups.
- Continued work with functional groups to promote and integrate representation into their projects/initiatives.
- Provided administrative and financial support through a new secretariat to support the three employment equity councils. The Agency is also strengthening its relationship with the deputy minister employment equity champions, providing the necessary support so that they can effectively champion improved representation within the core public administration.

The Agency's continued work to build strategic partnerships and alliances has created that the opportunity for others outside the Agency to communicate the need to build a representative and inclusive public service. These partners and alliances act as a sounding board in the development of the Agency's policies and programs and guide its efforts to integrate the ideas, perspectives and interests of Canadians of all backgrounds and regions into the business of the public service.

### *Key plans and priorities for 2007-08 and beyond*

The provision of assistance, advice, and tools to departments and agencies to accelerate progress on integrating of visible minorities in the workforce will continue.

The policies on **Employment Equity** and **Duty to Accommodate** have been revised and will be implemented during 2007-08. A thorough roll-out will include the preparation and implementation of a communications strategy to inform departments and agencies of the new policies. As well, the Agency will develop associated tools and supports and hold ongoing forums and learning events for line managers and human resources professionals throughout the

public service. These efforts will explain the changes and clarify what the policies mean for departments and agencies. They will also provide guidance on how to make tangible progress.

Partnerships and alliances will continue to be strengthened, including those with other government departments through the Inter-Departmental Forum on Employment Equity and with various communities of interest such as the National Council of Visible Minorities, the National Council of Federal Employees with Disabilities and the National Council of Aboriginal Federal Employees. This will enhance the Agency's understanding of the needs and challenges associated with attracting and retaining a representative and inclusive workforce. In addition, the Agency plans to deliver:

- New, stronger and more accountable governance structures to support the three national employment equity councils.
- With the council, develop strategic and practical business plans which outline measurable objectives, concrete activities and achievable results.
- A new Employment Equity Mentorship Program with significant reach and scope that includes all departments and all geographical areas.
- Work with various functional communities to promote and integrate representation into all of their projects and initiatives.

The Standing Committee on Human Resources Development and the Status of Persons with Disabilities, will be commencing its required five-year review of the Employment Equity Act. The Minister of Labour, who has responsibility for administration of the Act, will lead the review on behalf of the Government. As the largest employer subject to the Act, the public service will participate in the review, with the Agency coordinating input and participation from across departments and agencies. Specifically, the Agency will conduct consultations across the public service and present its findings and recommendations to the Standing Committee. Once the Committee's report is tabled, the Agency will analyse its findings and provide input into the Government's response from a public service perspective.

The Agency works to ensure that the public service has access to modern and fully integrated employment equity policies, directives, tools, and support. Significant efforts ensure that instruments and tools developed and provided across the Agency include employment equity components. These efforts will continue as input into these policy instruments and tools to support integration of employment equity into public service renewal, HR management and business planning processes.

The Agency will ensure that the need for a representative workforce is visible in all its communication products, with clear messages on its benefits. A strategy will be developed over the coming months to enhance communications and will be implemented across the public service over the coming years. A multi-pronged approach, including ongoing forums, learning events, and other tools and supports, will be provided to both HR professionals and managers, with the latter a key target in light of the importance of representation in the hiring process. This will help to ensure that employment equity is everyone's responsibility.

The Agency has led efforts to blend the new definition of merit introduced under the Public Service Modernization Act (PSMA) with obligations under the Employment Equity Act. This work will continue across the public service so that hiring managers are encouraged to include a representative workforce as part of their current and future needs when setting out merit criteria.

Monitoring the performance of departments and agencies will ensure that obligations under the *Employment Equity Act* are met. It will also guide the Agency's efforts to refine its approach to promoting and supporting a diverse workforce. Departmental activities are assessed and advice, guidance, and tools are provided to assist departments and agencies in meeting their obligations. Information to guide these efforts is gathered across the Agency, allowing the question of representation to be considered from many different angles (such as through values and ethics and leadership development efforts). As well, the Agency will complete the annual employment equity report, which measures the overall results achieved by federal departments.

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

Plans and Priorities	Time Frame
<b>1. The public service is representative and inclusive</b>	
1.1 Provide assistance, advice, and tools to departments and agencies to accelerate progress regarding the visible minority group.	Ongoing
1.2 Issue revised and strengthened policies on Employment Equity and Duty to Accommodate to assist in improving the representation of employment equity groups and build a more inclusive workplace that understands Canadians of all backgrounds and is able to serve them more effectively.	2007-08
1.3 Strengthen existing alliances with stakeholders, designated groups and communities in order to go beyond awareness and understanding of the issues; to help make real progress in improving representation of employment equity groups at all levels, including at the executive level; to support commitment to a public service that is representative and inclusive; and, to help build an environment in every department where the value of a representative workforce can be realized to its full potential.	Ongoing
1.4 Coordinate core public administration participation in the five-year review of the <i>Employment Equity Act</i> and contribute to the Government response to the Report of the Parliamentary Committee conducting the review.	2007-08
<b>2. The public service has access to modern and fully integrated employment equity policies, directives, tools, and support</b>	
2.1 Increase capacity within the Agency to develop and provide departments and agencies with clear, simple, results-based policy instruments and tools to support integration of employment equity goals into all aspects of public service renewal, human resources management and business planning processes and to facilitate assessments of accountability for results.	Ongoing
2.2 Provide departments and agencies with expert advice and policy interpretation in order to help them build capacity, implement the policies and bring about culture change.	2007–08
2.3 Modernize communications messages and tools to help departments and agencies shift behaviours from a passive to active commitment and to influence managers and employees and effect culture change.	2007-08
2.4 Integrate obligations under the <i>Employment Equity Act</i> with legislative and non-legislative processes under the <i>Public Service Employment Act</i> to ensure that requirements are met in applying the new definition of “merit” when considering requirements for diversity in current and future needs.	2007-08

Plans and Priorities

Time Frame

**3. Results are more transparent and accessible to Canadians**

- |   |         |
|---|---------|
| 3.1 Monitor performance of departments and agencies including the representation of employment equity group members, both for term appointments of over three months and for indeterminate appointments in accordance with the <i>Employment Equity Act</i> . | Ongoing |
|---|---------|

*Challenges ahead*

Canada is increasingly diverse and the make-up of our society is rapidly changing. Building a truly representative workforce must reflect this diversity. It demands leadership, accountability, diligence and the involvement and ownership of everyone in the public service. A representative public service is about excellence (merit), credibility (relevance) and ownership and values.

A challenge will be to ensure that representation is a core pillar of the ongoing renewal of the public service and that the Government achieves its commitment to build a federal workforce that is accessible to all Canadians and one that reflects the rich diversity of the society it serves. As the country's labour market evolves, the talents required for a modern, dynamic, and innovative public service, will increasingly be found by attracting the best talent from across Canada, including from employment equity groups.

Advancing representation and inclusiveness within the public service, particularly improving visible minority representation is not only a corporate goal; it is a foundation for public service excellence.

**2.3.2 Preserve and achieve official languages plans and priorities**

*Context and Results for Canadians*

Commitment to official languages is a fundamental Canadian value as set out in the *Canadian Charter of Rights and Freedoms* and in the *Official Languages Act*. It commits the government to serve Canadians in the official language of their choice (Part IV); to enable employees in bilingual regions to work in the official language of choice (Part V); and to ensure equitable participation of English- and French-speaking Canadians in federal institutions (Part VI).

The Agency, through its Official Languages Branch, develops and co-ordinates official languages policies and programs for approximately 200 federal institutions, particularly as they relate to the implementation of parts IV, V, and VI of the *Official Languages Act*. It recommends to the Treasury Board policies and regulations on communications with and services to the public, language of work, and HR management. Assessments are made of the effectiveness of these programs and policies, and efforts are made to raise awareness of the Official Languages Program among members of the public and federal employees. It also oversees federal institutions' compliance with the obligations in the Act by monitoring and conducting audits and

evaluations of the effectiveness and efficiency of the official language programs. Finally, it prepares the annual report on official languages that the President of the Treasury Board submits to Parliament.

The Agency works with numerous partners, including the Public Service Commission, the Canada School of Public Service, Canadian Heritage, and all of the 200 institutions subject to the *Official Languages Act*.

As part of the *Action Plan for Official Languages* introduced in 2003, key steps have been taken to renew the Official Languages Program. As outlined in the last annual report on official languages, the vision of instituting cultural change is beginning to take shape. The development of clearer, more accessible, results-based policy instruments is almost complete. New tools are available. Accountability systems are being strengthened and federal institutions and federal regional councils are working with the Agency to meet the challenge of changing organizational cultures to create an environment where official language use is welcomed and promoted.

Despite major progress since the enactment of the *Official Languages Act* more than 35 years ago, achievements in some areas remain fragile or below expectations. Rights and obligations are sometimes misunderstood and misperceptions persist within and outside the public service about legal obligations and policy requirements. French continues to be underused as a language of work in bilingual regions and it is essential to ensure that supervisors in these regions are bilingual so employees can exercise their right to work in their preferred official language.

### *Key Priorities and Plans for 2007-08 and Beyond*

The Agency will continue to focus on three key results areas: improving service and accountability to Canadians with regard to official languages; developing and sustaining a stronger shared vision of service to Canadians in both official languages and of a bilingual workplace in regions designated as bilingual; and ensuring that the bilingual capacity within the Executive Group and the executive feeder groups which encourages the use of both official languages in the workplace in regions designated as bilingual. On each of these fronts, the Agency's main plans and priorities for the next three years are as follows.

By 2008, the Agency will complete important steps in the implementation of its **new approach to official languages accountability and reporting**. This new approach involves a new cycle and a new system for measuring the official languages performance of institutions and for reporting results that better reflect the actual situation. This includes strengthened audit capacities within the Agency to increase the number of assessments of institutions. It will also make better use of information arising from audits, institutions' annual reviews, parliamentary committees, as well as from the Office of the Commissioner of Official Languages. This will mean that results published in the annual report to Parliament will be more robust. It will also strengthen the Management Accountability Framework. A new official languages management dashboard has been developed that provides a real-time snapshot of the Official Languages Program for each institution that forms part of the core public administration. The dashboard makes it possible to assess and compare performance. Dashboard training and development activities will take place in 2007-08.



At the same time, with the objective of putting in place clearer, more accessible, results-based official languages policy instruments, the Agency will continue its efforts in 2007-08 to raise awareness and support the effective implementation of its renewed policies across the public sector. Those policies were developed after the Agency launched a review in 2003 of all official languages policies. The purpose of the review was to update the policies, reduce their number, focus on results, adapt them for posting on the Web, and include performance indicators. This review has now largely been completed. The first phase dealt with language of work and HR management and enhanced policies in that regard came into effect in April 2004. The second phase dealt with the policy instruments on communications with and services to the public and on the use of Web sites and electronic communications. Policies resulting from this second phase came into effect in July 2005. A third phase to review the current *Policy on Grants and Contributions* is under way.

The Agency will also provide continued support to institutions to ensure that official languages are an integral part of their operations. This support will mean **enhanced bilingual service delivery to Canadians** through sustained efforts to encourage institutions to create and maintain a work environment that is conducive to the **use of both official languages in regions designated as bilingual**. The Agency will continue to carry out this work in cooperation with the Departmental Advisory Committee on Official Languages and the Crown Corporations Advisory Committee on Official Languages. It will also continue to rely on its ambassadors for linguistic duality, the official languages champions and the federal regional councils.

To complement these efforts the Agency will develop additional information tools **over the next two years** as part of an official languages information campaign to help government employees better understand their language rights and obligations. The purpose is to firmly establish official languages as one of the fundamental values of the public service. Concerns raised in the study *Attitudes towards the Use of Both Official Languages Within the Public Service of Canada* (2001-02) will be considered when the informational material is prepared. The overall goal of the campaign is to bring about lasting changes in attitudes and behaviour and to create a culture and environment that is more open and conducive to the use of both official languages. The campaign aims to improve the delivery of service to the public in both official languages, to inform employees of their rights and obligations, and to increase the use of official languages in the workplace in regions designated as bilingual.

In the case of communications with and services to the public, head offices, wherever located, must serve the public in both official languages. Therefore they require some bilingual capacity among staff. Other offices may be required to provide bilingual services under the *Official Languages Act*, or under the Official Languages Regulations, depending on the nature of the office, the presence of the linguistic minority living in the area where the office is located, and whether there is a significant demand for services in both official languages. The Agency is committed to improving its Burolis directory database of offices subject to the *Official Languages Act* or the Regulations through the creation of the Regulations Management System (RMS) by 2008. The RMS will assist official languages coordinators in departments and agencies in the application of the Regulations and allow updating of the information provided in Burolis. The system will allow updating information of offices that have an obligation to provide service in both official languages.

Finally, with regard to **increasing bilingual capacities**, the *Action Plan for Official Languages* has allocated \$2 million over five years (2003-08) – \$400,000 per year – for activities targeting the recruitment of bilingual candidates. The Agency transfers these funds to the Public Service Commission (PSC), under a memorandum of understanding setting out specific objectives.

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

RPP Plans and Priorities 2007-08	Time Frame
<b>1. Service and accountability to Canadians with regard to official languages are improved</b>	
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. Future audit reports will take into account feedback from the institution in response to the recommendations made.	2006-09
1.2 Continuing support is provided to institutions to ensure that official languages are an integral part of operations and that bilingual service delivery to Canadians is enhanced, in particular through work conducted under the Action Plan.	2004-09
1.3 The Official Languages Branch will have commented on all methods submitted by institutions with offices that are required to assess demand as part of the Compliance Review of the Regulations. The process to amend the Regulations in order to comply with the Federal Court order in the Doucet matter is moving forward and should be completed by October 19, 2007, the Court-ordered deadline.	2006-08
<b>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.</b>	
2.1 Continuing assistance is provided to institutions in promoting the use of official languages in the workplace, in particular through work conducted under the Action Plan.	2004-09
2.2 An official languages information campaign will be undertaken to inform employees of their rights and obligations, correct misperceptions, reduce the number and severity of complaints and increase the use of both official languages in the workplace in regions designated as bilingual.	2006-09
<b>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.</b>	2004-09

### *Challenges ahead*

Establishing and sustaining an exemplary public service means supporting and promoting the use of both official languages. It requires integrating respect for linguistic duality into employees' daily interactions with colleagues and Canadians. Managers must be aware of their crucial role in implementing the *Official Languages Act* and its policies and the direct impact of their actions on the use of both official languages in the workplace. This is an ongoing challenge that requires continuous and consistent efforts. Respect for Canada's official languages must be seen as intrinsically linked to the values of inclusion and respect if bilingualism in the workplace and in service delivery is to be reinforced and permanently embedded. This is especially important as the government moves forward with electronic services, single-window service points, and integration with other partners and levels of government.

## Section III: Supplementary Information

### Agency Links to the Government of Canada Outcome areas

(\$ millions)

2007-08						
Program Activity <sup>(1)</sup>	Budgetary			Total Main Estimates	(Adjustments planned spending not in Main Estimates) <sup>(2)</sup>	Total Planned Spending
	Operating	Capital	Grants & Contrib.			
Modernized Human Resources Management and Strengthened Accountability	15.0			15.0	0.1	15.1
Effective, Ethical Leadership and a Quality Work Environment	42.8			42.8	0.1	42.9
Representative and Accessible Public Service	11.2			11.2	0.0	11.2
<b>Total</b>	<b>69.1</b>			<b>69.1</b>	<b>0.2</b>	<b>69.3</b>

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

<sup>(1)</sup> The above program activities contribute to the achievement of all Government of Canada outcomes.

<sup>(2)</sup> The adjustments (planned spending not in Main Estimates) consist of \$0.1 million in collective bargaining increases and a \$0.1 million allocation for internal audit .

**Table 1: Departmental planned spending and full time equivalents**

(\$ millions)	Forecast Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09	Planned Spending 2009-10
Modernized Human Resources Management and Strengthened Accountability	55.3	<b>15.0</b>	15.0	14.8
Effective, Ethical Leadership and a Quality Work Environment	40.3	<b>42.8</b>	41.9	37.6
Representative and Accessible Public Service	11.3	<b>11.2</b>	11.2	11.1
Budgetary Main Estimates (gross)	106.9	<b>69.1</b>	68.2	63.6
Less: Respendable revenue	0.0	<b>0.0</b>	0.0	0.0
<b>Total Main Estimates</b>	106.9	<b>69.1</b>	68.2	63.6
<i>Adjustments</i>				
<b>Supplementary Estimates</b>				
<b>Voted Appropriations</b>				
Operating Budget Carryforward ( <i>horizontal item</i> )	3.1			
Funding to support a joint learning program with the Public Service Alliance of Canada to improve labour-management relations ( <i>horizontal item</i> )	0.8			
Collective Bargaining increases	0.8	<b>0.1</b>	0.1	0.1
Gross Voted Appropriations	<b>4.7</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Less: 2005 Expenditure Review Committee Savings - Procurement	-0.1			
Less: Spending authorities available within the Vote	-3.0			
Total Funds Available	<b>-3.1</b>			
<b>Total Voted Appropriations</b>	<b>1.6</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
<b>Transfers</b>				
Transfer from Privy council - For the Office of the Senior Advisor responsible for the Diversity and Special Projects as a result of government restructuring	0.2			
<b>Internal Audit - TB Vote 10</b>		<b>0.1</b>		
<i>Total Adjustments</i>	1.8	0.2	0.1	0.1
<b>Total Planned Spending <sup>(1)</sup></b>	108.7	69.3	68.3	63.7
Total Planned Spending	108.7	<b>69.3</b>	68.3	63.7
Less: Non-Respendable revenue	-	-	-	-
Plus: Cost of services received without charge	9.1	<b>8.8</b>	9.0	8.8
<b>Net cost of Department</b>	117.8	<b>78.0</b>	77.3	72.5
<b>Full Time Equivalents</b>	667	<b>490</b>	481	440

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

<sup>(1)</sup> The reduction in estimated total planned spending and full-time equivalents for the period 2006-2007 through to 2008-2009 is mostly due to the temporary nature of funding to address mandated provisions of the *Public Service Modernization Act* and the reform of the classification system.

**Table 2: Voted and statutory items listed in Main Estimates**

(\$ millions)

2007-08			
Vote or Statutory Item	Vote or Statutory Vote Wording	Current Main Estimates	Previous Main Estimates
30	Operating Expenditures	60.5	97.7
35	Contributions	-	-
(S)	Contributions to employee benefit plans	8.6	9.2
	<b>Total Agency<sup>(1)</sup></b>	<b>69.1</b>	<b>106.9</b>

<sup>(1)</sup> The Agency's Main Estimates have decreased by \$37.8 million from \$106.9 million in 2006-07 to \$69.1 million in 2007-08.

The net decrease of \$37.8 million in Operating Expenditures and Contributions to employee benefit plans is explained as follows:

- A reduction of \$30.8 million for renewal of funding for the Human Resources Modernization Management Program which is ending in 2006-07
- A decrease of \$7.7 million in funding to support classification reform, which is sun setting at the end of 2006-07.
- A decrease of \$0.5 million due to sun setting in 2006-07 of the reprofiling of employment equity (EE) funds
- A decrease of \$0.4 million due to the expiration of a budget transfer from Treasury Board for the Policy Renewal Project
- A decrease of \$0.3 million as a result of the expenditure review with respect government procurement savings
- A decrease of \$0.2 million due to employment benefit plan (EBP) adjustments at 18.5 percent as per the 2007-08 Annual Reference Level Update (ARLU) instructions
- An increase of \$1.0 million related to collective agreement increases
- An increase of \$0.8 million with regards to the approval of the Joint Learning Program with the Public Service Alliance of Canada and the Agency
- An increase of \$0.3 million as a result of a transfer from the Privy Council Office (PCO) for the Senior Advisor responsible for Diversity and Special Projects

**Table 3: Net Cost of the Agency for the estimates year**

(\$ millions )

	<b>Total</b>
Net Planned Spending	<b>69.3</b>
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	<b>5.3</b>
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS	<b>3.2</b>
Salary and associated expenditures of legal services provided by Justice Canada	<b>0.2</b>
<b>Total</b>	<b>8.8</b>
<i>Less: Non-responsible Revenue</i>	<b>0.0</b>
2007-08 Net cost of the Agency	<b>78.0</b>

**Table 4: 2007-08 Resource Requirements By Branch/Organization**

(\$ millions)

Branch/ Organization	Activity			Total Planned Spending
	Modernized Human Resources Management and Strengthened Accountability	Effective, Ethical Leadership and a Quality Work Environment	Representative and Accessible Public Service	
Strategic Management and Planning	3.4	9.5	2.5	15.3
Communications	0.5	1.4	0.4	2.3
Office of the PS Integrity Officer	0.4	1.0	0.3	1.6
Public Service Renewal and Diversity	5.6		2.3	8.0
Human Resources Management Modernization	5.2			5.2
Leadership Network		26.4		26.4
Office of Public Service Values and Ethics		4.6		4.6
Official Languages			5.8	5.8
<b>Total 2007-08</b>	<b>15.1</b>	<b>42.9</b>	<b>11.2</b>	<b>69.3</b>

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

\*Strategic Management and Planning includes resources for the President, the Executive Vice-President, Finance, Agency administration, strategic planning, policy coordination, organizational development, translation services, legal services, corporate shared services, Agency-wide initiatives and the Human Resources Council



## Table 5: Useful Internet Addresses

*Public Service Human Resources Management Agency of Canada*

[http://www.hrma-agrh.gc.ca/index\\_e.asp](http://www.hrma-agrh.gc.ca/index_e.asp)

*Table showing the Agency responsibilities*

[http://www.hrma-agrh.gc.ca/common/resp\\_e.asp](http://www.hrma-agrh.gc.ca/common/resp_e.asp)

*Human Resources Management Modernization*

[http://www.hrma-agrh.gc.ca/hrmm-mgrh/index\\_e.asp](http://www.hrma-agrh.gc.ca/hrmm-mgrh/index_e.asp)

*Classification Modernization*

[http://www.hrma-agrh.gc.ca/classification/index\\_e.asp](http://www.hrma-agrh.gc.ca/classification/index_e.asp)

*Leadership Network*

[http://www.hrma-agrh.gc.ca/leadership/ld\\_e.asp](http://www.hrma-agrh.gc.ca/leadership/ld_e.asp)

*Values and Ethics*

[http://www.hrma-agrh.gc.ca/veo-bve/index\\_e.asp](http://www.hrma-agrh.gc.ca/veo-bve/index_e.asp)

*Employment Equity*

[http://www.hrma-agrh.gc.ca/ee/index\\_e.asp](http://www.hrma-agrh.gc.ca/ee/index_e.asp)

*Official Languages*

[http://www.tbs-sct.gc.ca/ollo/index\\_e.asp](http://www.tbs-sct.gc.ca/ollo/index_e.asp)

*Public Service Modernization Act*

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

*Values and Ethics Code for the Public Service*

[http://www.hrma-agrh.gc.ca/veo-bve/vec-cve/vec-cve\\_e.asp](http://www.hrma-agrh.gc.ca/veo-bve/vec-cve/vec-cve_e.asp)

*Policy on the Prevention and Resolution of Harassment in the Workplace*

[http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/hw-hmt/hara\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/hw-hmt/hara_e.asp)

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

[http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques\\_e.asp](http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp)

*Policy on the Indemnification of and Legal Assistance for Crown Servants*

[http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques\\_e.asp](http://www.tbs-sct.gc.ca/veo-bve/common/policies-politiques_e.asp)

*Policy for Continuous Learning in the Public Service of Canada*

[http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/tb\\_856/pclpsc-pacfp\\_e.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_856/pclpsc-pacfp_e.asp)

*Employment Equity Act*

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

*Official Languages Act*

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

*Results for Canadians*

[http://www.tbs-sct.gc.ca/res\\_can/rc\\_bro\\_e.asp](http://www.tbs-sct.gc.ca/res_can/rc_bro_e.asp)

*Treasury Board (portfolio)*

[http://www.tbs-sct.gc.ca/common/us-nous\\_e.asp](http://www.tbs-sct.gc.ca/common/us-nous_e.asp)

*Canada School of Public Service*

[http://www.myschool-monecole.gc.ca/main\\_e.html](http://www.myschool-monecole.gc.ca/main_e.html)

*Public Service Human Resources Management Agency of Canada*

[http://www.hrma-agrh.gc.ca/index\\_e.asp](http://www.hrma-agrh.gc.ca/index_e.asp)

*Treasury Board of Canada Secretariat*

[http://www.tbs-sct.gc.ca/index\\_e.asp](http://www.tbs-sct.gc.ca/index_e.asp)