

2021–22 Departmental Results Report

**Office of the Public Sector Integrity
Commissioner of Canada**

The Honourable Mona Fortier
President of the Treasury Board

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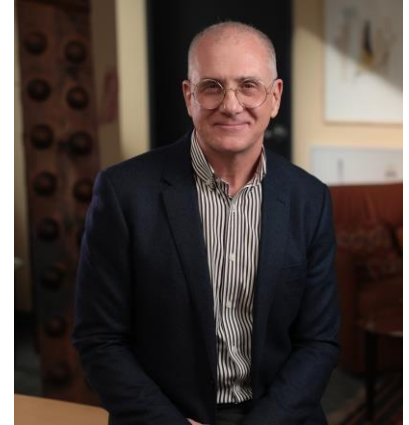
From the Commissioner

The past year has presented unprecedented challenges for us all, not only here at the Office of the Public Sector Commissioner (the Office), but across the public sector, throughout the private sector, across the country and throughout the world. Living and working in the time of a global pandemic has required us all to be flexible, to remain focused and to be adaptable.

We have a single mandate at the Office, and that is to manage the external whistleblowing and reprisal regime for the federal public sector. Every aspect of our work, from outreach and communications to analysis and investigation of disclosures and complaints, has been directly affected by the restrictions and limitations imposed by this unprecedented public health crisis.

This past year, the challenge has been to continue to adapt and to respond to this extended situation of uncertainty. Our constant focus was on delivering our mandate, using technology to the full extent possible to bridge gaps between people within and outside our Office. It is essential that we remain accessible and responsive, and that we support people in coming forward confidently when they believe that wrongdoing or reprisal has occurred. This meant continuing to find ways to effectively and clearly reach out to people to share information about who we are and what we do, so that they can make informed choices. It also meant carrying out our core operational work—case analysis and investigations—efficiently and consistently, recognizing the importance of timeliness to the individuals involved in each of our files. In that regard, while we faced delays in our investigations due to challenges in obtaining direct and timely access to people and to evidence, we were able to meet and surpass all our other service standards, including responding to inquiries, as well as carefully analyzing cases to determine whether to launch investigations. This is a testament to the professionalism and dedication of the team that I have the privilege of leading at the Office. As we see restrictions easing, I look forward to reporting next year that we are back to all our pre-COVID levels of service.

As the public sector moves toward a hybrid model of work, new challenges will arise, and I am confident that our small organization will continue to play a large and important role in the accountability framework of the federal public sector.



Results at a glance

The Office of the Public Sector Integrity Commissioner of Canada (the Office) supports the duties of its Commissioner by ensuring disclosures of wrongdoing and complaints of reprisal are dealt with in a timely and effective manner. The Office also raises awareness about the federal whistleblowing regime to ensure public servants and members of the public have access to information to make an informed decision about disclosures of wrongdoing and complaints of reprisal.

The Office reports to Canadians on the results achieved in relation to its core responsibility, namely the handling of **Public Sector Disclosures of Wrongdoing and Complaints of Reprisal**. The Office is using four performance indicators to track progress on its results. The planned results, indicators and related targets, were outlined in the [2021–22 Departmental Plan](#)ⁱ.

This Departmental Results Report outlines the achievements of the Office’s results identified in the 2021–22 Departmental Plan and the resources that it allocated toward achieving these results.

Timeliness and Effectiveness

- The Office continued to implement recommendations following an evaluation of the Disclosure and Reprisal Management Program carried in 2020.
- The Office continued to maximize flexibilities to meet our service standard targets.

Awareness and access to information

- The Office participated in events targeted to public servants.
- Focus group testing on perceptions about whistleblowing was completed in 2021–22.

For more information on the Office’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core responsibilities

Public Sector disclosures of wrongdoing and complaints of reprisal

Description

The Office of the Public Sector Integrity Commissioner of Canada contributes to strengthening accountability and increases oversight of government operations by providing public servants and members of the public with an independent and confidential process for making disclosures of wrongdoing in, or relating to, the federal public sector. The Office receives and investigates these disclosures and reports founded cases of wrongdoing to Parliament and makes recommendations to chief executives on corrective measures. The Office also provides a mechanism for public servants and former public servants for making complaints of reprisal. It receives and investigates these complaints of reprisals and can refer cases to the Public Servants Disclosure Protection Tribunal.

Results Highlights

The Office supported and delivered on the Commissioner’s mandate by dealing with disclosures of wrongdoing and reprisal complaints, engaging in outreach activities and providing funds for legal assistance.

In 2021–22, the Office received 142 disclosures of wrongdoing continuing a trend of high numbers of disclosures, with more than 140 disclosures received each year for the past five years. In addition, the Office received 47 reprisal complaints this year, which is comparable to the 46 complaints received a year before. The table below, published in our [2021–22 Annual Report](#)ⁱⁱ tabled in Parliament, provides a summary of the Office’s overall operational activities for 2021–22.

Operational activities in 2021–22

Summary of new activities

Number of general inquiries received	220
Number of new disclosures of wrongdoing received	142
Number of new reprisal complaints received	47

Overall disclosure activities

Total number of disclosures of wrongdoing handled in 2021–22	200
• <i>Number of new disclosures received</i>	142
• <i>Number of disclosures or investigations carried over from 2020–21</i>	58
Number of files completed following an analysis	153
Number of investigations launched	8
Number of files resulting in a founded case of wrongdoing	0
• <i>Number of recommendations made by the Commissioner for founded cases of wrongdoing</i>	0
• <i>Number of follow-ups made on recommendations</i>	0
• <i>Number of recommendations actioned by chief executives</i>	0

Overall reprisal activities

Total number of reprisal complaints handled in 2021–22	73
• <i>Number of new complaints received</i>	47
• <i>Number of complaints or investigations carried over from 2020–21</i>	26
Number of files completed following an analysis	47
Number of investigations launched	5
Number of files settled through conciliation	1
Number of applications to the Tribunal	0

Funds for Legal Assistance

The Office administers a contributions program established under the [Public Servants Disclosure Protection Act](#)ⁱⁱⁱ to provide discretionary funding up to \$3,000 for independent legal advice to individuals involved in disclosures of wrongdoing or reprisal complaints. In 2021–22, the Office received 60 requests for funding for legal advice under the Act and 24 of those requests were granted.

Safe Return to the Workplace

In the context of the COVID-19 pandemic, the Office's physical workplace was closed and employees were set up to work from home. Subsequently, the Office developed and implemented a plan for the safe return to the workplace. In 2021–22, the Office continued to implement the plan in adapting to the changing environment and ensuring the health and safety of all employees.

Results

In its [2021–22 Departmental Plan](#)^{iv}, the Office focused on two specific areas to achieve the expected results and targets related to its core responsibility. This section describes how the Office performed against each result.

Result 1: Public sector disclosures of wrongdoing and complaints of reprisal are dealt with in a timely and effective manner.

A timely and effective process to deal with disclosures of wrongdoing and complaints of reprisal in the federal public sector is essential to the success of the Office. It contributes to our vision of a trusted organization, as well as respecting our values and meeting our service standards.

In 2021–22, the Office leveraged available technologies and tools to allow the delivery of the mandate in a timely and effective manner while ensuring the safety of those involved in our processes. The Office, since the spring of 2020, has been adapting to the evolution of the pandemic and has developed and implemented a plan for the safe return to the workplace. As the COVID-19 pandemic evolved, the Office began its transition to a hybrid work model. This has enabled the Office to continue to deliver its mandate even as the uncertainty related to the pandemic remains.

The Office continued the long-term implementation of the recommendations following an [evaluation of the Disclosure and Reprisal Management Program](#)^v carried out between December 2019 and March 2020. In particular, as outlined in its [Management Response](#)^{vi} to said evaluation, the Office:

- continued to encourage and to support the full and effective delegation of tasks;
- continued to build on the current model of having two investigators in each investigation and leveraging the capacity of team leads;
- continued to develop and support the utilization of the existing comprehensive suite of tools;

- continued its efforts to support the retention of staff by ensuring a transparent, collegial, collaborative and supportive work environment with a focus on sharing information, training and education; and
- continued to improve the review process for investigation reports by leveraging the knowledge and experience of team leads.

The planned result to implement a new case management system was not fully completed in 2021–22. The delay was a result of ongoing assessments of operational requirements including security. This activity will be completed in 2022–23.

Result 2: Public servants and members of the public are aware of the Office and have access to information to make an informed decision about disclosures of wrongdoing and/or complaints of reprisal.

Building awareness of the federal public sector whistleblowing regime and understanding of the Office’s roles and responsibilities contributes to the Office’s success. The Office provides presentations to federal organizations on request and participates in events targeted to public servants, where possible.

In 2021–22, the Office participated in presentations to federal departments, meetings with provincial and territorial counterparts, and conferences. Among other outreach activities, the Office participated in the Professional Development Week of the Financial Management Institute, attended by nearly 3,000 participants; the annual Public Interest Disclosure conference with territorial and provincial counterparts; as well as providing tailored presentations to the Office of the Superintendent of Financial Institutions and the Office of the Auditor General. The Commissioner also responded to various invitations to speak with university students on the subject of whistleblowing and ethics.

In 2011 and 2015, the Office led focus group testing with employees and executives in order to better understand public servants’ views about the federal whistleblowing regime. In 2021–22, the Office completed another cycle of testing on perceptions about whistleblowing and the fear of reprisal. The [report](#)^{viii} is accessible on the Office’s website, and it highlights some key concerns and challenges faced by public servants when it comes to blowing the whistle. Most notably, the report demonstrates that the fear of reprisal is still very much at the forefront of employees’ considerations when deciding whether to report wrongdoing, and a culture shift across the federal public sector is needed in order to create a safe environment for those who blow the whistle. These results will help to inform future outreach and engagement initiatives, as well as the development of informational and educational materials for use online and in person.

Experimentation

As a micro organization with limited financial and human resources, the Office did not undertake any experimentation in 2021–22.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

The Office’s Sustainable Development Strategy and actions supported the United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals by promoting sustainable consumption and production patterns. Although the impact may be at a small scale, the Office continued the practices to reduce waste generation through prevention, reduction, recycling and reuse. The Office also promoted public procurement practices that are sustainable.

Information on the Office’s contribution toward the United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals is available in the supplementary information tables under the Greening Government commitments.

Results achieved

The following table shows, for Public Sector disclosures of wrongdoing and complaints of reprisal, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Public sector disclosures of wrongdoing and complaints of reprisal are dealt with in a timely and effective manner	Percentage of cases addressed within established service standards, which are available on the Office website ^{viii}	Service standard targets are met 100% of the time	March 2022	100%	75% (see note 1)	75% (see note 1)
	Percentage of applications addressed within established service standard under the Legal Assistance Request Program	Service standard target is met 100% of the time	March 2022	Not available (see note 3)	100%	98% (see note 2)
Public servants and members of the public are aware of the Office and have access to information to make an informed decision about disclosures of wrongdoing and/or complaints of reprisal	Percentage of new website visitors	90% of website visitors are new visitors	March 2022	Not available (see note 3)	98%	99%
	Number of attendees at outreach events	Total number of attendees for the combined events, in which the Office participates in a year, is at least 2,500 attendees	March 2022	Not available (see note 3)	228 (see note 4)	3,875

Notes

1. Challenges related to the context of conducting investigations during the COVID-19 pandemic affected our capacity to meet all service standards targets as planned in the 2020–21 and 2021–22 Departmental Plans.
2. An intake checklist was not completed in the required five days in one instance.
3. Results not available, as the indicator was established in 2020–21.
4. The planned face-to-face outreach events did not take place due to public health restrictions related to the COVID-19 pandemic. The number of attendees at outreach events refers to virtual events participants.

Financial, human resources and performance information for the Office’s Program Inventory is available in [GC InfoBase](#)^{ix}.

Budgetary financial resources (dollars)

The following table shows, for public sector disclosures of wrongdoing and complaints of reprisal, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
3,755,136	3,755,136	3,523,431	3,434,489	(320,647)

Financial, human resources and performance information for the Office’s Program Inventory is available in [GC InfoBase^x](#).

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the Office needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full- time equivalents)
27	26	(1)

Financial, human resources and performance information for the Office’s Program Inventory is available in [GC InfoBase^{xi}](#).

Internal services

Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refer to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- acquisition management services
- communication services
- financial management services
- human resource management services
- information management services
- information technology services
- legal services
- material management services

- management and oversight services
- real property management services

Results

In 2021–22 as the COVID-19 pandemic evolved, employees continued to work remotely. As such, the Office purchased work from home equipment for new employees that were hired in 2021–22.

A major investment was the deployment of Office 365, which includes Microsoft Teams. This tool has proven to be very valuable for communication and remote work between team members. In addition, the Office continued to invest in its staff by supporting employee training.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
1,910,187	1,910,187	2,342,719	2,021,650	111,463

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

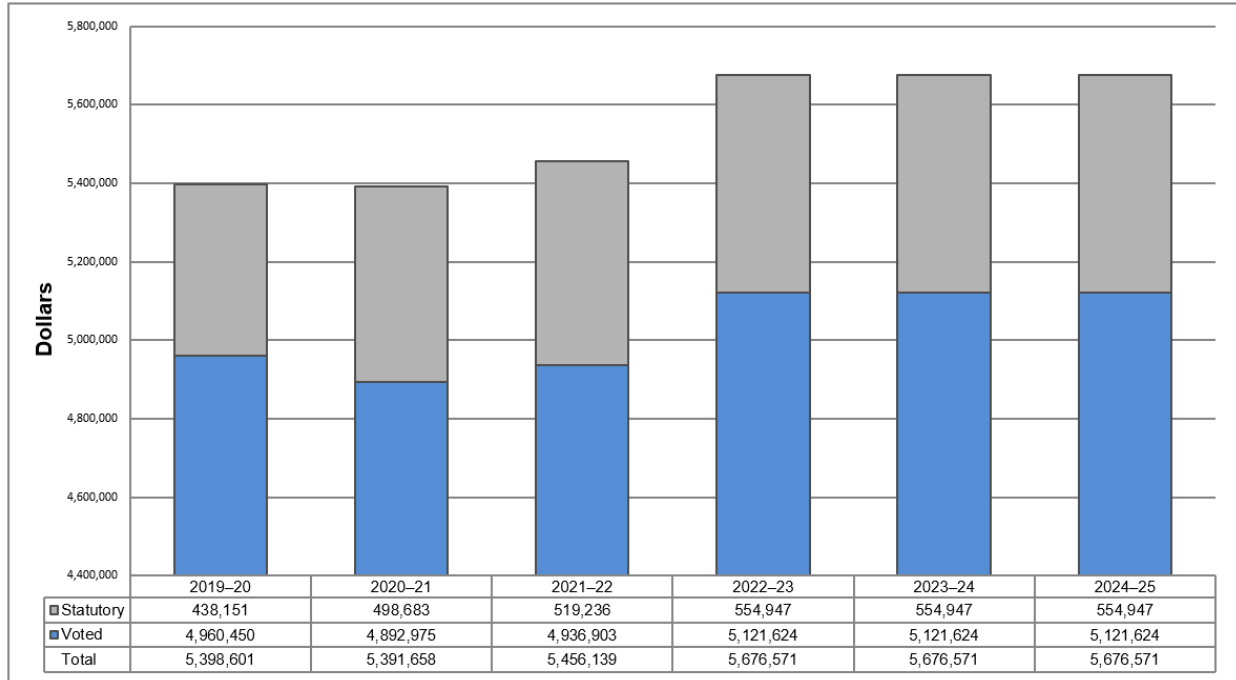
2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full- time equivalents)
9	8	(1)

Spending and human resources

Spending

Spending 2019–20 to 2024–25

The following graph presents actuals and planned spending (voted and statutory) over time.



There are very slight variances in amounts spent year over year due to the fact that the Office is a micro organization with a specific mandate delivered by a single program. The main reason for the variance between planned and actual spending is related to employee turnover and the timing of new hires.

Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the Office’s core responsibilities and for internal services.

Core responsibilities and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Public sector disclosures of wrongdoing and complaints of reprisal	3,755,136	3,755,136	3,843,204	3,843,204	3,523,431	3,586,396	3,511,205	3,434,489
Internal services	1,910,187	1,910,187	1,833,367	1,833,367	2,342,719	1,812,205	1,880,453	2,021,650
Total	5,665,323	5,665,323	5,676,571	5,676,571	5,866,150	5,398,601	5,391,658	5,456,139

The Office expects its long term spending to increase mainly due to inflation and increases in salaries and IT costs.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents allocated to each of the Office’s core responsibilities and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Public sector disclosures of wrongdoing and complaints of reprisal	21	23	27	26	26	26
Internal services	8	7	9	8	10	10
Total	29	30	36	34	36	36

The Office had planned to grow to a total of 36 employees in 2021–22. However, due to staff turnover, workforce growth was slower than anticipated, reaching only a total of 34 full-time equivalents.

Expenditures by vote

For information on the Office’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#)^{xii}.

Government of Canada spending and activities

Information on the alignment of the Office’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#)^{xiii}.

Financial statements and financial statements highlights

Financial statements

The Office’s financial statements audited for the year ended March 31, 2022, are available on the Office’s website.

Financial statement highlights

The Office of the Auditor General of Canada audits our financial statements annually. Expenses in the Financial Statements are prepared on an accrual basis, while figures in other previous sections were prepared on an expenditures basis. The difference between the figures in the different sections is the result of accrual entries, such as the recognition of services provided without charge by other government departments, the acquisition of tangible capital assets and related amortization expenses, and accrued liability adjustments.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	6,664,316	6,146,773	6,337,928	(517,543)	(191,155)
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	6,664,316	6,146,773	6,337,928	(517,543)	(191,155)

Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	1,097,925	1,224,869	(126,944)
Total net financial assets	503,648	591,785	(88,137)
Net debt	594,277	633,084	(38,807)
Total non-financial assets	978,849	1,004,611	(25,762)
Net financial position	384,572	371,527	13,045

The following paragraphs explains the difference in expenses, net liabilities and net financial assets over the previous year.

From 2020–21 to 2021–22, actual expenses decreased by \$191,155. This is largely attributable to a reduction in Professional Services expenses in 2021–22, and out-of-court settlements of claims paid in 2020–21 at \$75,000.

The decrease in net liabilities of \$126,944 is due mainly to: 1) timing of payments to suppliers at year-end and, 2) the lifting of the moratorium of automatic cash-out of employee leave in excess of collective-agreement leave carry-over provisions.

The decrease in financial assets is largely attributable to timing of payment and collection, which resulted in a reduction in the amounts due from the Consolidated Revenue Fund, as well as the amounts of salaries receivable from other government departments at year-end. In addition, there was a reduction in the GST receivable account and salary overpayments and advances to employees.

The decrease in non-financial assets is insignificant. Non-financial assets in 2021–22 are comparable to those in 2020–21.

The 2021–22 planned results information is provided in the Office's [Future-Oriented Statement of Operations and Notes 2021–22](#)^{xiv}.

Corporate information

Organizational profile

Appropriate minister: The Honourable Mona Fortier, President of the Treasury Board

Institutional head: Joe Friday, Public Sector Integrity Commissioner

Ministerial portfolio: Treasury Board Secretariat

Enabling instrument: [Public Servants Disclosure Protection Act](#)^{xv}

Year of incorporation / commencement: 2007

Other: The Office of the Public Sector Integrity Commissioner of Canada supports the Public Sector Integrity Commissioner, who is an independent Agent of Parliament

Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available the Office’s [website](#)^{xvi}.

Operating context

Information on the operating context is available on the Office’s [website](#)^{xvii}.

Reporting framework

The Office’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

Departmental Results Framework	Core Responsibility: Public sector disclosures of wrongdoing and complaints of reprisal		Internal Services
	Departmental Result: Public sector disclosures of wrongdoing and complaints of reprisal are dealt with in a timely and effective manner	Indicator: Percentage of cases addressed within established service standards	
		Indicator: Percentage of applications addressed within established service standard under the Legal Assistance Request Program	
	Departmental Result: Public servants and members of the public are aware of the Office and have access to information to make an informed decision about disclosures of wrongdoing and/or complaints of reprisal	Indicator: Percentage of new website visitors	
Indicator: Number of attendees at outreach events			
Program Inventory	Program: Disclosure and Reprisal Management		

Supporting information on the program inventory

Financial, human resources and performance information for the Office's Program Inventory is available in [GC InfoBase](#)^{xviii}.

Supplementary information tables

The following supplementary information tables are available on the Office's website:

- Departmental Sustainable Development Strategy / Reporting on Green Procurement
- Details on transfer payment programs

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#)^{xix}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

Office of the Public Sector Integrity Commissioner of Canada

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Toll-free: 1-866-941-6400

<http://www.psic-ispc.gc.ca>

Appendix: definitions

appropriation (*crédit*)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it

involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (*dépenses non budgétaires*)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (*plan*)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (*cible*)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. 2021–22 Departmental Plan, https://psic-ispcc.gc.ca/sites/default/files/2021-02/2021-22_departmental_plan_en.pdf
- ii. 2021–22 Annual Report, https://psic-ispcc.gc.ca/sites/default/files/2022-06/psic_2021-22_annual_report_web_en.pdf
- iii. Public Servants Disclosure Protection Act, <https://laws-lois.justice.gc.ca/eng/acts/p-31.9/>
- iv. 2021–22 Departmental Plan, https://psic-ispcc.gc.ca/sites/default/files/2021-02/2021-22_departmental_plan_en.pdf
- v. Evaluation of the Disclosure and Reprisal Management Program, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/evaluation-disclosure-and-reprisal-management-program>
- vi. Management Response, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/evaluation-disclosure-and-reprisal-management-program/response>
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