

2020–21  
Departmental Results Report

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

A handwritten signature in black ink, appearing to read 'Mona Fortier', is positioned above the printed name.

The Honourable Mona Fortier  
President of the Treasury Board

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This document is available in alternative formats upon request.

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## Table of contents

From the Commissioner .....	1
Results at a glance .....	3
Key results achieved .....	3
Results: what we achieved .....	5
Core responsibility.....	5
Internal Services.....	10
Analysis of trends in spending and human resources.....	13
Actual expenditures .....	13
Actual human resources .....	15
Expenditures by vote .....	15
Government of Canada spending and activities.....	15
Financial statements and financial statements highlights .....	15
Corporate Information.....	18
Organizational profile .....	18
Raison d'être, mandate and role: who we are and what we do.....	19
Operating context .....	19
Reporting framework.....	19
Supporting information on the program inventory .....	20
Supplementary information tables .....	20
Federal tax expenditures .....	20
Organizational contact information.....	20
Appendix: definitions.....	21
Endnotes.....	25

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## From the Commissioner

This year has been a uniquely challenging one for PSIC, as it has been for public servants and for all Canadians.

Carrying out our work against a backdrop of uncertainty and instability in the context of the Covid-19 pandemic has required flexibility, patience and focus, as we adjusted to working within a new set of parameters and expectations. This included not only learning to work with colleagues in new ways, as being together in an environment of open discussion and direct communication was replaced by telework, but it also meant adjusting to the limitations imposed on our operational work, especially investigations, which are at the core of our mandate. The inability to meet with and interview people in person, as well as the difficulties faced by them in accessing information that they need to fully participate in our investigative processes, resulted in delays and uncertainty. On a more positive note, it also presented the opportunity to explore new approaches to our work, using technology to a fuller extent to ensure flexibility and maintain efficiency.



In addition, the essential work of reaching out to people to tell them what we do and how we can help them come forward in confidence when they believe something is wrong in their workplace, became a greater challenge than ever. Adapting quickly, we were able to make ourselves available virtually to people across the country to continue this work.

Throughout this period, we continued to build our team of capable and dedicated professionals, who have consistently demonstrated their commitment to rising to the new and considerable challenges that the Covid-19 pandemic has presented. While the timeliness of our work was clearly, and perhaps foreseeably affected, we met all our service standards, except for the self-imposed one-year period to complete investigations. I am very proud of the work and dedication that the PSIC team demonstrated and continues to demonstrate.

At this time, we are looking at new processes and strategies to help us adapt to what may be a longer-term situation than initially anticipated, to ensure that we are able to carry out our work in a timely, complete and fair manner. I look forward to reporting in the future on the results of these efforts. Until then, we will continue to explore opportunities to adjust and pivot to ensure that our work continues to be carried out in accordance with the highest standards, and that Canadians have confidence in our Office to carry out its mandate in support of the vital role of the public service in the lives of all Canadians.

Joe Friday

Public Sector Integrity Commissioner



## 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 [2020–21 Departmental Plan](#)<sup>1</sup>.

This Departmental Results Report outlines the achievements of the Office’s results identified in the 2020–21 Departmental Plan and the resources that it allocated toward achieving these results.

## Key results achieved

### Timeliness and Effectiveness

- An evaluation of the Disclosure and Reprisal Management Program was completed and enabled the Office to take action on recommendations.
- The Office continued the long-term implementation of recommendations of an evaluation of the Legal Access Request program.

### Awareness and access to information

- In the context of the COVID-19 pandemic, the Office participated in virtual events targeted to public servants.

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 responsibility

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

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 2020–21, the Office received 146 disclosures of wrongdoing. This continues a trend of the Office receiving high numbers of disclosures, with more than 140 disclosures having been received each year for the past four years. In addition, the Office received 46 reprisal complaints this year, a level comparable to the previous record of 54. The table below, published in our [2020–21 Annual Report to Parliament](#)<sup>ii</sup>, provides a summary of the Office’s overall operational activities throughout 2020–21.

#### Operational activities in 2020–21

Summary of new activities

Number of general inquiries received	206
Number of new disclosures of wrongdoing received	146
Number of new reprisal complaints received	46

#### Overall disclosure activities

Total number of disclosures of wrongdoing handled in 2020–21	174
• <i>Number of new disclosures received</i>	146

• <i>Number of disclosures or investigations carried over from 2019–20</i>	28
Number of files completed following an analysis	111
Number of investigations launched	8
Number of files resulting in a founded case of wrongdoing	0
Number of recommendations made by the Commissioner for founded cases of wrongdoing	0
Number of follow-ups made on recommendations	1
Number of recommendations actioned by chief executives	1

### Overall reprisal activities

Total number of reprisal complaints handled in 2020–21	59
• <i>Number of new complaints received</i>	46
• <i>Number of complaints or investigations carried over from 2019–20</i>	13
Number of files completed following an analysis	46
Number of investigations launched	19
Number of files settled through conciliation	0
Number of applications to the Tribunal	0

The Office administers a contributions program established under the [Public Servants Disclosure Protection Act](#)<sup>iii</sup> to provide discretionary funding up to \$3,000 for independent legal advice to individuals involved in disclosures of wrongdoing or reprisal complaints. In 2020–21, the Office received 60 requests for funding for legal advice under the Act and 24 of those requests were granted.

In its [2020–21 Departmental Plan](#)<sup>iv</sup>, 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.

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**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 supports our goal of being a trusted organization, as well as respecting our values and meeting our service standards.

In 2020–21, the Office focused on the continuous improvement of its analysis and investigative processes by completing an external evaluation of its disclosure and reprisal complaints management program, which provided recommendations for improvement. The Office provided a [Management Response](#)<sup>v</sup> to all six recommendations from the evaluation and implemented an action plan.

Despite the challenges posed by the pandemic, the Office met its service standard targets set out in the [2020–21 Departmental Plan](#)<sup>vi</sup> with the exception of the investigation standard. The Office took, and continues to take, immediate action to adapt to the evolving context of the pandemic by exploring new technology tools such as videoconference services as an option to conduct interviews across the country as well as protocols to ensure that the conduct of investigations is not negatively affected. The Office is now focusing its efforts on managing residual impacts in order to eventually return to meeting and even exceeding set targets.

In 2020–21, the Office continued the implementation of recommendations of an evaluation of the Legal Access Request program, a contribution program that provides funds for access to legal advice to qualifying individuals involved in disclosure or reprisal case. The long-term and continuing process is part of an [Action Plan](#)<sup>vii</sup> developed in 2018-19 to enhance the monitoring and performance, increase communication and raise awareness about this program.

**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.**

Public awareness and understanding of the Office's roles and responsibilities are key to its success.

In order to build awareness and improve comprehension of the federal whistleblowing regime, in 2020-21, the Office participated in events for public servants, such as conferences and learning events that provided opportunities for interactions with public servants.

Although the Office had planned face-to-face interactions in its [2020–21 Departmental Plan](#)<sup>viii</sup>, public health restrictions related to the COVID-19 pandemic made it impossible for such interactions. Nevertheless, the Office took advantage of online platforms and sought out virtual events. These events contributed to building our reputation as an approachable organization, as well as offering an opportunity to share promotional and educational items to public servants. The Office also took advantage of opportunities for the Commissioner to speak at events for

parliamentarians, specialists and organizations in the fields of whistleblowing and values and ethics, and public policy students.

The Office had planned to carry out face-to-face focus group testing with public servants about the federal whistleblowing regime, but restrictions due to the COVID-19 pandemic made it impossible to achieve this planned result. The results would have helped inform future outreach and engagement initiatives, as well as the development of informational and educational materials for use online and in person. The Office plans to undertake focus group testing this year instead, possibly through a virtual platform to ensure the health and safety of participants.

### Experimentation

As a micro organization with limited financial and human resources, the Office did not undertake any experimentation in 2020–21.

### 2030 Agenda for Sustainable Development

The Office contributed to advance the Greening Government goal by using environmental criteria to ensure best value in its procurement decisions and actively promoting environmental stewardship as per the Policy on Green Procurement of the Government of Canada.

### Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 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. Service standards are available on the Office <a href="#">website</a> <sup>ix</sup>	Service standard targets are met 100% of the time	March 2021	100%	100%	75% (see notes)
	Percentage of applications addressed within established service standard under the Legal Access Request Program	Service standard target is met 100% of the time	March 2021	Not Available	Not Available	100%
Public servants and members of the public are aware of the	Percentage of new website visitors	90% of website visitors are new visitors	March 2021	Not Available	Not Available	98%

Office and have access to information to make an informed decision about disclosures of wrongdoing and/or complaints of reprisal.	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 2021	Not Available	Not Available	228 (see notes)
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**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 Departmental Plan.
2. 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.
3. The Office created new performance indicators in 2019–20, therefore, no actual results are available for FY 2018-19 and 2019-20 for indicators 2, 3 and 4.

**Budgetary financial resources (dollars)**

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
3,539,794	3,539,794	3,886,804	3,511,205	(28,589)

**Human resources (full-time equivalents)**

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
28	23	(5)

Financial, human resources and performance information for the Office's Program Inventory is available in [GC InfoBase](#)<sup>x</sup>.

## 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 refers 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 Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Material Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

### Results

In 2020-21, the Office made further investments in its information technology systems particularly in response to the COVID-19 pandemic. It secured optimal functionality by changing its legacy infrastructure and improved IT efficiency by integrating storage, networking, and compute services into a single solution. These improvements will support the implementation of the new case management system.

The Office also strengthened its partnerships by implementing recommendations from the [Third Party Service Level Agreement Action Plan](#)<sup>xi</sup>. It renegotiated its agreements, including services, costing model and services rendered.

### Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
2,042,536	2,042,536	1,984,074	1,880,453	(162,083)

**Human resources (full-time equivalents)**

<b>2020–21 Planned full-time equivalents</b>	<b>2020–21 Actual full-time equivalents</b>	<b>2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)</b>
8	7	(1)



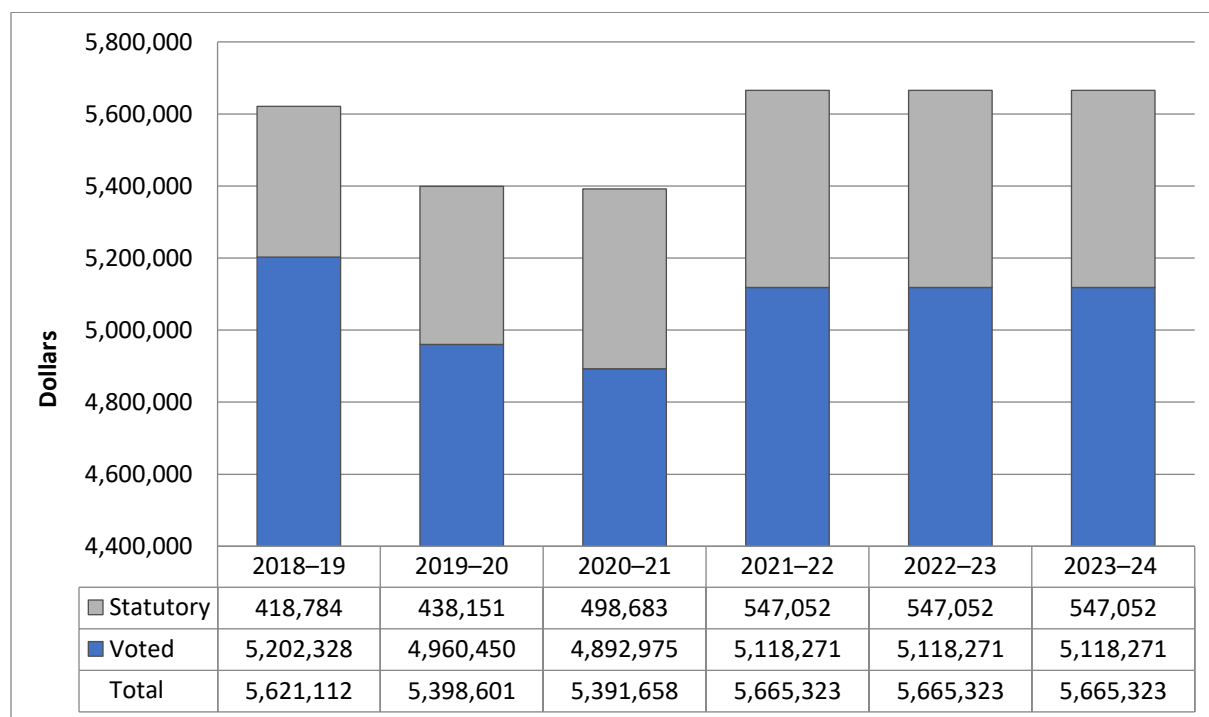


## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental spending trend graph

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



#### Departmental spending 2018 to 2019 to 2023 to 2024 - Text version

This bar graph illustrates the actual and planned spending in the program appropriation acts (Voted) and employees benefits plans (statutory) for the Office of the Public Sector Integrity Commissioner. Financial figures are presented in dollars along the y axis (vertical), starting at \$0, ending at \$5.8 million and increasing by \$200,000. These are graphed against fiscal years 2018–19 to 2023–24 on the x axis (horizontal).

In 2018–19, actual spending was \$418,784 for statutory items and \$5,202,328 for program vote, for a total of \$5,621,112.

In 2019–20, actual spending was \$438,151 for statutory items and \$4,960,450 for the program vote, for a total of \$5,398,601.

In 2020–21, actual spending is \$498,683 for statutory items and \$4,892,975 for program vote, for a total of \$5,391,658.

In 2021-22, planned spending is \$547,052 for statutory items and \$5,118,271 for program vote, for a total of \$5,665,323.

In 2022-23, planned spending is \$547,052 for statutory items and \$5,118,271 for program vote, for a total of \$5,665,323.

In 2023-24, planned spending is \$547,052 for statutory items and \$5,118,271 for program vote, for a total of \$5,665,323.

### Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services	2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending	2020–21 Total authorities available for use	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)
Public sector disclosures of wrongdoing and complaints of reprisal	3,539,794	3,539,794	3,755,136	3,755,136	3,886,804	3,184,253	3,586,396	3,511,205
Internal Services	2,042,536	2,042,536	1,910,187	1,910,187	1,984,074	2,436,859	1,812,205	1,880,453
Total	5,582,330	5,582,330	5,665,323	5,665,323	5,870,878	5,621,112	5,398,601	5,391,658

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 fluctuation is related to employee turnover and the timing of new hires. Specific projects, such as the office refit in 2018-19, also had an impact in increasing spending. The Office expects its long term spending to increase mainly due to inflation and increases in salaries and IT costs.

## Actual human resources

### Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 Actual full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
Public sector disclosures of wrongdoing and complaints of reprisal	21	21	28	23	27	27
Internal Services	7	8	8	7	9	9
Total	28	29	36	30	36	36

The Office has plans to increase to a total of 36 employees. However, with turnover, the growth in staff has trended at a slower pace than expected, which equates to one complete full-time equivalent each year.

## Expenditures by vote

For information on the Office’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020–2021](#).<sup>xii</sup>

## Government of Canada spending and activities

Information on the alignment of the Office’s spending with the Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>xiii</sup>

## Financial statements and financial statements highlights

### Financial statements

The Office’s financial statements (audited) for the year ended March 31, 2021, are available on the Office’s [website](#).<sup>xiv</sup>

### Financial statement highlights

The Office of the Auditor General of Canada (OAG) 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, 2021 (dollars)**

Financial information	2020–21 Planned results	2020–21 Actual results	2019–20 Actual results	Difference (2020–21 Actual results minus 2020–21 Planned results)	Difference (2020–21 Actual results minus 2019–20 Actual results)
Total expenses	5,931,330	6,337,928	5,989,464	406,598	348,464
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	5,931,330	6,337,928	5,989,464	406,598	348,464

**Condensed Statement of Financial Position (unaudited) as of March 31, 2021 (dollars)**

Financial information	2020–21	2019–20	Difference (2020–21 minus 2019–20)
Total net liabilities	1,224,869	1,176,654	48,215
Total net financial assets	591,785	704,673	(112,888)
Net debt	633,084	471,981	161,103
Total non-financial assets	1,004,611	1,039,307	(34,696)
Net financial position	371,527	567,326	(195,799)

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

From 2019-20 to 2020-21, actual expenses increased by \$348,464 due to the additional staffing and salary increases following the ratification of collective agreements.

The increase in net liabilities of \$48,215 is due mainly to the allowance for vacation pay owed to employees.

The decrease in net financial assets is mainly due to the reduction in the amounts to be received from other government departments for employees that transferred to these organizations.

The decrease in non-financial assets is due to the reduction in book value of the capital assets of leasehold improvements.

## Corporate Information

### Organizational profile

**Appropriate minister[s]:** The Honourable Jean-Yves Duclos, President of the Treasury Board

**Institutional head:** Joe Friday, Public Sector Integrity Commissioner

**Ministerial portfolio:** Treasury Board Secretariat

**Enabling instrument[s]:** [Public Servants Disclosure Protection Act](#)<sup>xv</sup>

**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

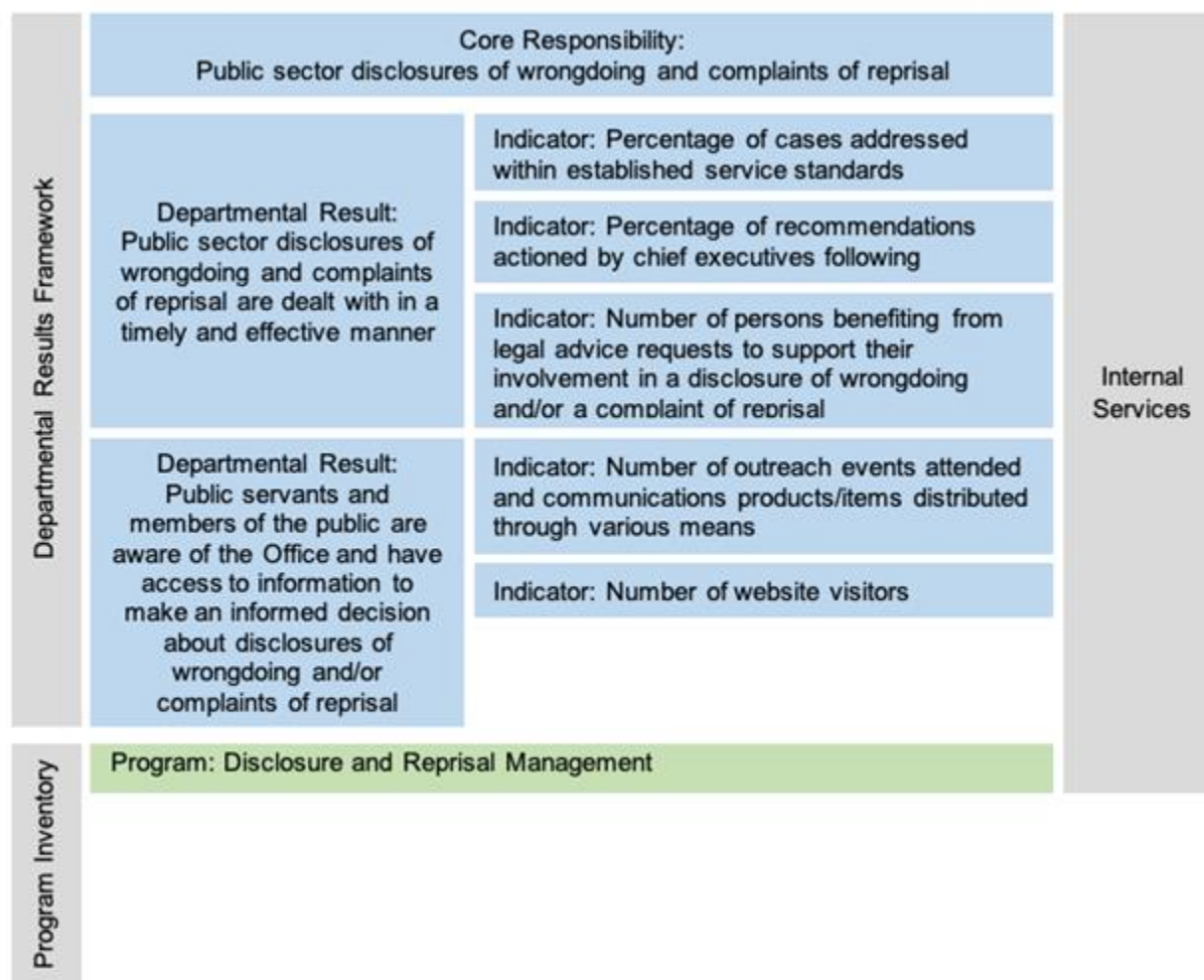
“Raison d’être, mandate and role: who we are and what we do” is available on the Office’s [website](#)<sup>xvi</sup>.

## Operating context

Information on the operating context is available on the Office’s [website](#)<sup>xvii</sup>.

## Reporting framework

The Office of the Public Sector Integrity Commissioner of Canada’s Departmental Results Framework and Program Inventory of record for 2020–21 are shown below.



## Supporting information on the program inventory

Financial, human resources and performance information for the Office's Program Inventory is available in [GC InfoBase](#).<sup>xviii</sup>

## Supplementary information tables

The following [supplementary information tables](#)<sup>xix</sup> are available on the Office's website:

- ▶ 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](#).<sup>xx</sup> 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

60 Queen Street, 4<sup>th</sup> Floor

Ottawa, Ontario, K1P 5Y7 Canada

Telephone: 613-941-6400 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 3-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 process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2020–21 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

**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

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- <sup>i</sup> 2020–21 Departmental Plan, [https://www.psic-ispcc.gc.ca/sites/default/files/2020-03/2020-21\\_PSIC\\_Departmental\\_Plan\\_EN.pdf](https://www.psic-ispcc.gc.ca/sites/default/files/2020-03/2020-21_PSIC_Departmental_Plan_EN.pdf)
- <sup>ii</sup> 2020–21 Annual Report to Parliament, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/2020-21-annual-report>
- <sup>iii</sup> Public Servants Disclosure Protection Act, <https://laws-lois.justice.gc.ca/eng/acts/p-31.9/>
- <sup>iv</sup> 2020–21 Departmental Plan, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/2020-21-departmental-plan>
- <sup>v</sup> Management Response to the Evaluation of the Disclosure and Reprisal Management Program, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/evaluation-disclosure-and-reprisal-management-program/response>
- <sup>vi</sup> 2020–21 Departmental Plan, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/2020-21-departmental-plan>
- <sup>vii</sup> 2018–20 Action Plan - Legal Assistance Request Program, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/evaluation-legal-assistance-request-program/action-plan>
- <sup>viii</sup> 2020–21 Departmental Plan, <https://www.psic-ispcc.gc.ca/en/resources/corporate-publications/2020-21-departmental-plan>
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