



ÉTUDE DES CRÉDITS 1997-1998

**DEMANDE DE RENSEIGNEMENTS GÉNÉRAUX
DE L'OPPOSITION OFFICIELLE**

- 1- Organigramme du ministère ou de l'organisme en indiquant pour chaque poste le nom et le titre du titulaire

Voir Annexe 1.

- 2- Liste de toutes les publications du ministère ou de l'organisme (incluant les publications régulières, particulières ou occasionnelles):

S/O

- 3- Liste des voyages hors Québec depuis le 1er avril 1996:

Endroit: Edmonton (Alberta)
Dates : du 21 juin au 25 juin 1996
But du voyage: Conférence annuelle des Commissions de la
fonction publique du Canada

Liste des personnes

participantes: Voir Annexe 2

Coût: 1 446,21 \$

Représentant: Me Jean-Paul Roberge, commissaire

Bilan et résultat: Voir Annexe 2

- 4- Liste des dépenses en publicité et des articles promotionnels:

S/O

- 5- Liste des sondages effectués durant l'exercice financier 1996-1997 à la demande des ministères, organismes, sociétés, régies et commissions qui s'y rattachent:

S/O

- 6- Liste des études commandées durant l'exercice financier 1996-1997 à la demande du ministère ou de l'organisme:

S/O

- 7- Liste des contrats de moins de 25 000 \$ dollars octroyés par le ministère ou l'organisme depuis le 1er avril 1996 au 31 mars 1997:

Cabinet d'avocats désigné par le ministère de la Justice pour représenter la Commission de la fonction publique.

- Cabinet Huot et Laflamme
Requête en révision judiciaire dans le dossier Anne-Marie Jones et al
Réf.: CA-200-09-000833-969 8 125,00 \$

4 JUIN 1997

- 12- Le nombre et la répartition du personnel masculin et féminin, des jeunes de moins de 30 ans, des personnes handicapées, anglophones autochtones et des communautés culturelles (de chaque ministère et pour chacun des organismes relevant de sa compétence) pour chaque catégorie d'emplois (cadres, professionnels, fonctionnaires, etc.) pour 1996-1997 ainsi que les prévisions pour 1997-1998. Pour chaque catégorie, indiquer le pourcentage par rapport à l'effectif total du ministère ou de l'organisme.

JEUNES DE MOINS DE 30 ANS	1996-1997		1997-1998	
. Hors cadres et cadres	0		0	
. Professionnels	0		0	
. Fonctionnaires	0		0	
PERSONNEL MASCULIN				
. Hors cadres et cadres	7	21%	7	23%
. Professionnels	11	32%	10	32%
. Fonctionnaires	<u>2</u>	6%	<u>2</u>	6%
	20		19	
PERSONNEL FÉMININ				
. Hors cadres et cadres	1	3%	1	3%
. Professionnels	3	9%	3	10%
. Fonctionnaires	<u>8</u>	29%	<u>8</u>	26%
	12	100%	12	100%
PERSONNES HANDICAPÉES				
. Hors cadres et cadres	0		0	0
. Professionnels	1	3%	1	3%
. Fonctionnaires	1	3%	1	3%
	<u>2</u>	6%	<u>2</u>	6%

PERSONNES ANGLOPHONES	1996-1997	1997-1998
. Hors cadres et cadres	0	0
. Professionnels	0	0
. Fonctionnaires	0	0
PERSONNES AUTOCHTONES		
. Hors cadres et cadres	0	0
. Professionnels	0	0
. Fonctionnaires	0	0
COMMUNAUTÉS CULTURELLES		
. Hors cadres et cadres	0	0
. Professionnels	0	0
. Fonctionnaires	0	0

13-

a)

[illegible]

b)

[illegible]

c)

	AVR	MAI	JUIN	JUIL	AOUT	SEPT	OCT	NOV	DÉC	JANV	FÉV	MARS	TOTAL
HORS CADRES	16,0	17,5	9,5	43,5	9,5	2,0	6,5	1,0	0,0	1,5	1,0	0,0	108,0
CADRES SUPÉRIEURS	0,0	6,0	10,0	10,0	17,0	1,0	0,0	1,0	17,0	2,0	0,0	0,0	64,0
CADRES INTERMÉDIAIRES	8,5	3,0	0,5	4,0	10,0	0,0	2,0	1,0	1,0	2,0	0,0	0,0	29,0
PROFESSIONNELS	24,0	25,5	43,5	88,0	48,5	27,5	2,5	3,5	22,5	23,5	10,5	6,0	325,5
FONCTIONNAIRES	21,0	6,5	9,5	84,0	38,0	9,0	7,5	2,0	15,5	27,5	3,5	0,0	224,0
													750,5

14- Concernant les effectifs de chacun des ministères et organismes et ce, pour chacun des exercices budgétaires depuis 1993-1994:

- a) Évolution des effectifs par catégorie d'emploi (cadres supérieurs et intermédiaires, professionnels, techniciens, personnel de bureau, ouvriers et agents de la paix et par leur territoire habituel de travail (centre principal de direction et chacune des régions):

	1993-1994	1994-1995	1995-1996	1996-1997
● HORS CADRES	3	4	4	4
● CADRES SUPÉRIEURS	5	5	3	3
● CADRES INTERMÉDIAIRES	1	1	1	1
● PROFESSIONNELS	16	15	14	14
● FONCTIONNAIRES	14	12	13	10

- b) Évolution du nombre d'employés bénéficiant d'un traitement additionnel en raison de la complexité de la tâche à accomplir:

S/O

- c) Nombre d'employés bénéficiant d'un traitement supérieur à celui normalement prévu pour la tâche qu'ils ont accomplie:

S/O

- d) Nombre de postes par catégorie d'emplois et par leur territoire habituel de travail (centre principal de direction et chacune des régions):

	1993-1994		1994-1995		1995-1996		1996-1997
	MTL	QUE	MTL	QUE	MTL	QUE	QUEBEC
HORS CADRES	0	3	0	4	0	4	4
CADRES SUPÉRIEURS	0	5	0	5	0	3	3
CADRES INTERMÉDIAIRES	0	1	0	1	0	1	1
PROFESSIONNELS	0	16	0	15	0	14	14
FONCTIONNAIRES	1	13	0	12	0	11	10

- e) Niveau des effectifs pour chacune des catégories d'emplois pour chacun des cinq prochains exercices budgétaires:

	97-98	98-99	99-00	00-01	01-02
HORS CADRES	4	4	4	4	4
CADRES SUPÉRIEURS	3	3	3	3	3
CADRES INTERMÉDIAIRES	1	1	1	1	1
PROFESSIONNELS	13	12	12	12	12
FONCTIONNAIRES	10	10	10	10	10

- f) Nombre de postes occasionnels, temporaires et contractuels:

● OCCASIONNELS	1
● TEMPORAIRES	0
● CONTRACTUELS	0

- 15- La liste des baux pour les espaces loués par la SIQ en indiquant pour chacun d'eux:

S/O

- 16- Mise à part la SIQ, la liste des firmes en 1996-1997 qui louent des espaces en indiquant pour chacune d'elles:

S/O

- 17- La liste des contrats, quel que soit le montant, attribués en 1996-1997 spécifiquement à des firmes de communication, de recherche ou de relations publiques en indiquant:

S/O

- 18- La liste des tarifs (droits et permis) en vigueur pour l'exercice financier 1996-1997 en indiquant:

- a) la tarification pour chacun des droits et permis perçus;

S/O

- b) le total des revenus perçus pour chacun des droits et permis exigés;

S/O

- c) pour l'année 1996-1997, la prévision du total des revenus qui seront perçus pour chacun des droits et permis exigés.

S/O

- 19- a) Liste du personnel du cabinet du ministre en 1996-1997 en indiquant pour chaque individu:

S/O

- b) Le montant détaillé des salaires, des honoraires et des contrats donnés par le cabinet pour l'exercice 1996-1997:

S/O

- c) Le nombre total d'employés au cabinet:

S/O

- 20- a) Liste du personnel de la suite sous-ministérielle en 1996-1997 en indiquant pour chaque individu:

S/O

- b) Le montant total des salaires et honoraires versés par la suite sous-ministérielle pour l'exercice 1996-1997:

S/O

- c) Le nombre total d'employés de la suite sous-ministérielle.

S/O

- 21- Liste des sommes d'argent versées en 1996-1997 à même le budget discrétionnaire du: a) ministre b) du ministère ou de l'organisme, en indiquant:

S/O

- 22- Liste des crédits périmés, par programmes et par éléments, pour l'exercice financier 1996-1997:

S/O

- 23- La ventilation détaillée des dépenses afférentes aux transferts obtenus du gouvernement fédéral (préciser le montant reçu) en 1996-1997 dans le cadre des divers programmes à frais partagés; pour chacun de ces programmes, description sommaire du mode de subvention.

S/O

- 24- Bilan des réalisations du Plan stratégique du Grand Montréal par ministère et organisme sous sa juridiction:

S/O

- 25- Prévisions pour 1997-1998 des crédits alloués pour chacun des ministères et des organismes publics et parapublics qui participent au plan d'action gouvernemental visant le redressement de la métropole.

S/O

- 26- Liste du personnel permanent, contractuel ou occasionnel libéré ou embauché pour quelque opération reliée directement ou indirectement aux activités référendaires ou préréférendaires, en indiquant:

S/O

- 27- Liste du personnel libéré pour les négociations dans la fonction publique:

S/O

- 28- La liste du personnel en disponibilité par catégorie d'emplois (cadres, professionnels, fonctionnaires, etc.):

S/O

- 29- Liste du personnel hors structure par catégorie d'emplois (cadres, professionnels, fonctionnaires, etc.) rémunéré par le ministère qui n'occupe aucun poste dans ce ministère:

S/O

- 30- La liste du personnel rémunéré par le ministère et affecté à des organismes parapublics non gouvernementaux et autres:

S/O

- 31- La liste du personnel rémunéré par des organismes parapublics non gouvernementaux et autres et affecté au ministère:

S/O

- 32- Liste des cadres et hauts fonctionnaires (administrateurs d'état) qui ont démissionnés, qui ont été réaffectés, ou mis à pied:

S/O

- 33- Liste du personnel par catégorie d'emplois (cadres, professionnels, fonctionnaires) qui reçoit une double rémunération, soit celle rattachée à leur fonction et un revenu d'un régime de retraite du secteur public, parapublic ou des réseaux de la santé et de l'éducation, soit les commissions scolaires, les

cégeps, les établissements universitaires, les régies régionales de la santé et les établissements hospitaliers:

S/O

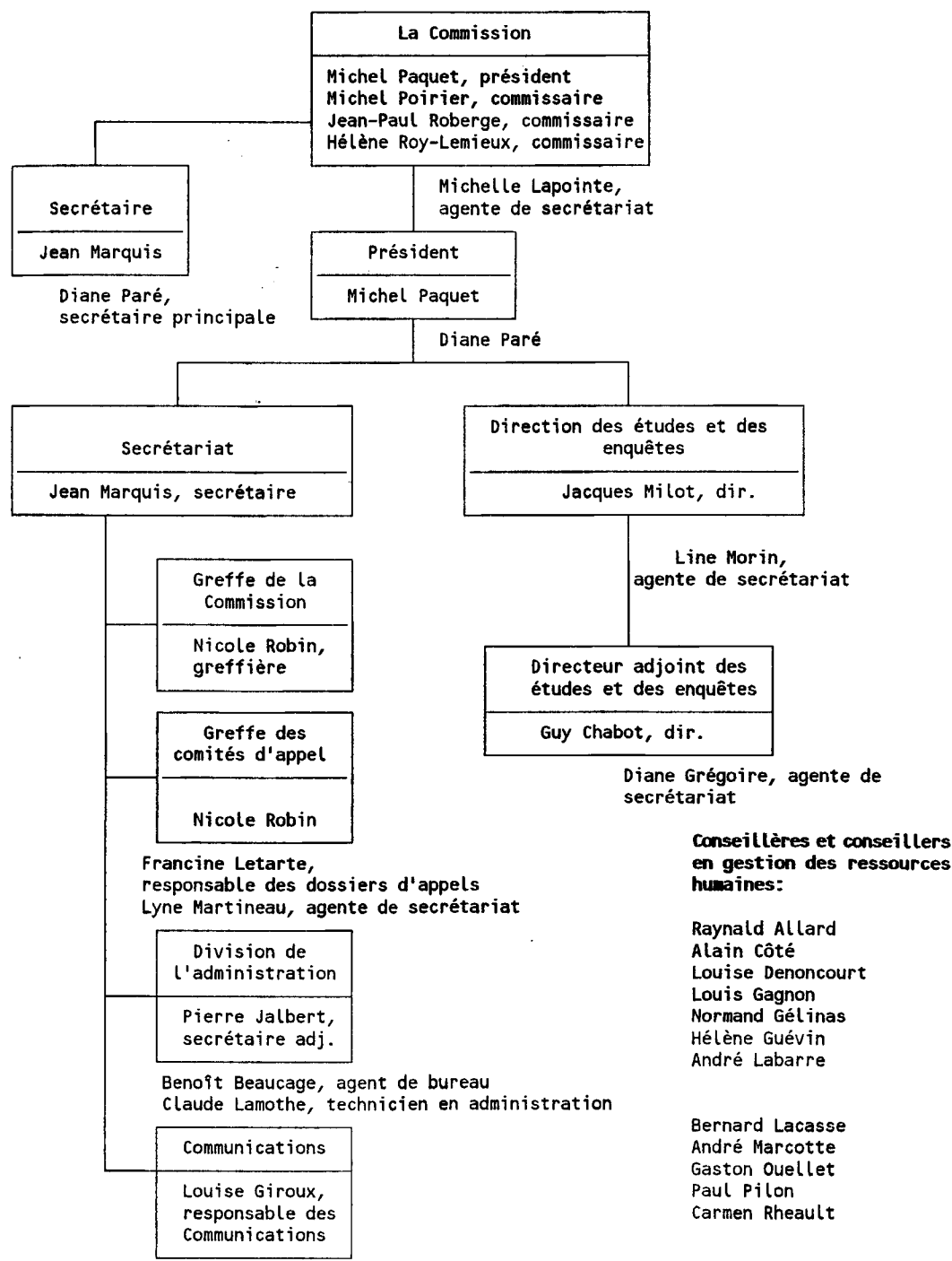
- 34- Pour chacun des ministères ou organismes publics et parapublics, la liste détaillée du matériel informatique (année d'acquisition, modèle) dont ils se sont départis au cours de l'année 1995-1996 et 1996-1997 et, dans chacun des cas, préciser où ce matériel a été acheminé (recyclage, destruction, vente, don, etc).

DESCRIPTION	DATE D'ACQUISITION	MODÈLE	TRANSFERT À
1 Machine à écrire électronique CANON	N/D	AP850	Fond des approvisionnements et services
1 Moniteur pacer AP850	N/D	-	Ministère de la Justice
1 Alimenteur de papier CANON	N/D	AP40	Fond des approvisionnements et services
1 Imprimante à matrice FUJITSU	N/D	DX2200	R.A.C.J.
1 Imprimante à matrice EPSON	N/D	LQ1500	Fond des approvisionnements et services
1 Micro ordinateur PHILIPS	N/D	P3105XT	Fond des approvisionnements et services
5 Boîtiers de micro ordinateurs	N/D	286	Établissement du Gentilhomme
5 Claviers	N/D	-	Établissement du Gentilhomme

- 35- Liste du personnel permanent, contractuel ou occasionnel libéré ou embauché pour quelque opération reliée directement ou indirectement aux activités des commissions Doyon, Nicolet, Corbo, Bellemarre, O'Bready, Poitras, Fiscalité et le financement des services publics, en indiquant de façon distincte pour chacun des items précités:

S/O

ORGANIGRAMME DE LA COMMISSION DE
LA FONCTION PUBLIQUE





Annual Public Service Commissioner's Conference

Edmonton, Alberta

Conference Summary *June 23-25, 1996*

The Aging Workforce- facilitated by Paul Hart

Discussion points:

- All jurisdictions report that many staff, especially senior management, are very close to early retirement age. Most are anxiously awaiting their retirement and have no plans to stay longer.
- In New Brunswick deputy ministers and senior managers are in the 44-48 range and the average age of new hires is 38. Others agreed that the average age of new hires is also high in their jurisdictions, likely due to the fact that the limited external hiring that has occurred has been for specific, well-developed skills and because the market has provided a range of experienced workers who tend to be older.
- In Ontario 500 of 1700 managers are eligible to take early retirement before 2000. Another issue is that delayering in government has in some cases eliminated the middle layer of management from which successors for senior positions were drawn. The result is that for some it is too great a leap to move from manager to ADM level especially since the managers have not had assignments which provide them the kind of experience they need to make that leap.
- Similarly, the Federal Government reports that 70% of their executives can retire by 2000.
- Several jurisdictions report that currently there are areas in government where hiring appropriate expertise at the senior level has been problematic because we are not competitive with the private sector in compensation. Some markets are worse than others.
- Manitoba has developed a management internship program to develop prepare staff to take on more challenging assignments.
- All agree that a renewed corporate focus on succession planning and training and development is required.
- The Federal Government has a number of developmental programs designed to accelerate managers through all levels of management.

Questions raised:

- Is this a serious threat in that senior level expertise will be lost along with institutional memory or an opportunity in that those who have been denied access to promotions can now

move up and assume roles of greater authority.

- Can we attract and retain the quality of staff we need to replace this group? Many of the senior group spent their careers in the public service and have stayed due to loyalty and because of the investments made in their pension plans. Will younger workers with the necessary skills be attracted to the public service?

Other Issues:

- Deputy ministers are reluctant to assign their best people to developmental opportunities because they need them and are afraid that they will lose them.
- In some developmental programs finding appropriate placements has been difficult. The types of people identified expect challenging work which will provide a learning experience. They are not satisfied with being identified as a candidate for development and then being assigned "make work" assignments.
- In addition to internship programs which bring in new talent to the organization, it is important to recognizing and develop the potential of existing staff. One downside to developmental programs is the impact on the morale of those not selected. Development also needs to be self directed and so programs should have some element of self-selection.
- Others agreed that some concerted action is required and that it consists of a corporate focus on both bringing and developing new talent as well as identifying and developing high flyers within.

Human Resources from Operational to Strategic- facilitated by Mike Shaw

Discussion points:

- The public service faces a number of serious issues and challenges such as developing sustainable services and maintaining a high level of public service while dealing with the realities of limited resources and changing public expectations:
As well, challenges include:
 - A dispirited workforce.
 - Employees who have experienced many rapid changes are disoriented because they cannot see the future clearly.
 - Government needs to provide a strategic framework which includes a vision of future governance scenarios so that employees can regain a sense of direction. Human resources continues to play a key role in the development of the strategic framework.

Approaches to Strategic Human Resources Planning across jurisdictions:

- Saskatchewan used a five phase approach for a strategic examination of Human resources in government:

Phase I	A review of work culture and an examination of the current vs. preferred culture.
Phase II	Analysis of stakeholders perceptions of human resource systems gaps vs. anticipated requirements.
Phase III	Human resource process mapping and analysis.
Phase IV	Best Practices Research.
Phase V	Current state assessment
Phase VI	Business case development and implementation
- Manitoba reports having used a similar process.
- New Brunswick has also been undergoing an HR review using HST modelling to put some concreteness around how human resources supports the business of government and has found that process very useful. The process includes development of various models such as environmental, service delivery and IT models. The modelling process allowed them to cover a lot of information in a short time.
- Ontario has prepared an HR vision statement to guide planning efforts. The statement is substantive and was developed through sessions with deputy ministers focusing on future needs.
- The Federal Government has a Personnel Renewal Council which has produced very good work on the topic.
- Alberta has undergone a strategic HR planning process to establish a longer-term plan corporate HR which included a review of its vision, and core business and the development of a statement of a preferred future for the Alberta Public Service workforce as a whole. The preferred future was developed in consultation with some elected officials, deputy ministers, and department HR directors and is intended to be the basis for further consultation and discussion and to provide guidance for future HR policy development.

Executive Development Strategies- facilitated by John Mochrie

Trends and Challenges in Executive Development:

- It seems that Executive Development is seen to be less important and less supported than it used to be and has been a victim of fiscal restraint.
- There is a shift away from in-house delivery in the current environment toward partnerships to obtain economies of scale.

- Executives find it increasingly difficult/are increasingly unwilling, to attend formal programs that require them to be away from work for longer periods.
- Executives require a mix of more formal structured development programs and the less formal "on the job", mentoring or topical briefing sessions.
- A common theme across jurisdictions is the popularity of short, topical briefing sessions delivered to executives by deputy ministers or others.
- A crucial element of successful executive development is senior level support and modelling behaviours.
- Technology offers some new options which allow effective distance learning and working on one's own time.

Experiences and approaches across jurisdictions:

- Ontario has partnered with others like the Conference Board and the Bank of Montreal. They have emphasised the importance of deputies encouraging development and modelling the desired behaviours.
- In New Brunswick many executives feel that they are too busy to get away for development but most recognize that it is essential that they get together to talk about common issues. Currently the most successful development program is "dialogues" which are an opportunity for deputies and executives to showcase special initiatives to small groups. New Brunswick also continues to send a small number of executives to the program at Queens.
- The Federal Government reports using deputy minister briefings and short discussions sessions to keep the executive group current. As well there are a number of structured development programs available to managers at all levels. Previously there were a number of small departments that were used as "training grounds" for new deputy ministers. With recent amalgamations many of these no longer exist which means that most deputy ministers' first appointments will now be in large, complex ministries.
- In Manitoba the Staff Development branch is now a Special Operating Agency. Manitoba also sponsors deputy minister breakfast sessions on issues of current interest.
- British Columbia has a popular program which has three senior deputy ministers talk to mid-level managers on the workings of government and issues in their departments.
- Alberta has a senior executive development program which is jointly sponsored with the University of Alberta's Faculty of Business. The program is organized into 8 modules varying from 2 to 5 days in length on such topics as the economic and political environment, strategic HR management, managing communications and information systems and leading and managing change.

Use of Technology- facilitated by Paul Hart

New technology provides opportunities for Human resources to take advantage of a number of efficiencies.

Experiences across jurisdictions:

- Manitoba has developed an interactive voice response system to provide information to the public on employment opportunities. The system also includes information for the federal public service and the city of Winnipeg. The new system provides improved access by being available all across the province and outside of regular business hours.
- New Brunswick is converting pension records using an imaging system so that individuals will be able to access information on their pension through their personal computers. As well they are developing a new compensation costing system that will have the capability of doing complex costings of collective agreement changes across groups and sectors. The system will be able to build in various scenarios and include estimates for non-wage costs.
- British Columbia has streamlined their applications process for entry level and clerical positions by using the government e-mail system. The system is also more efficient for the applicant in that they only need to make one application.
- Alberta has recently replaced the government employment offices in Edmonton and Calgary with a 1-800 voice line which provides information on job postings. The system provides information on positions by category and is available across the province 24 hours. Applicants submit applications directly to department HR offices. As well Alberta has developed an "HR Clearinghouse" internet website (<http://www.gov.ab.ca/~pao/hr.html>) with links to other sites to facilitate research on human resource topics of interest.
- The Federal Government is using the internet for certain job postings. It was successful in attracting a number of applicants for one recent highly technical and specialized competition that has previously had very few applicants. It has not yet been used widely for advertising competitions.
- The Northwest Territories have got their HR manual up on line which will facilitate easier access by remote locations.



Annual Public Service Commissioner's Conference

Edmonton, Alberta

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