



**PUBLIC SERVICE
COMMISSION**

Annual Report 2012-2013

Pursuant to Section 17 of the *Public Service Commission Act* (1973), I am pleased to present the 2012-2013 Annual Report of the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines achievements and activities of the Commission. I am accountable, on behalf of the PSC, for the achievements outlined.

As the second year in the 2011-2014 business planning cycle, 2012-2013 has been a year of change and opportunity for the PSC. In November 2012, the PSC structure changed and as a result the staffing function was transferred to a newly created Human Resource Secretariat (HRS). Up until this transition, the PSC maintained operational responsibility for the recruitment and staffing function, and received 929 staffing requests and 16,309 individual applications. The PSC continues to be an advocate for merit, fairness and respect, through its sharpened focus as an oversight agency.

As a result of the significant structural changes during the past year, it was necessary to re-evaluate the Commission's strategic priorities for the remainder of the planning cycle and to modify the 2011-2014 business plan accordingly. The PSC also initiated a mandate review. This review was timely given the establishment of the HRS, and is focused on the PSC mandate, creation of operational effectiveness and efficiencies, the need for appropriate oversight/accountability rules and mechanisms, and the adoption of best practices. The Commission's practices must be viewed by members of the public service and the general public as transparent and meritorious. The goal of the review is modernization and improvement of service quality.

In fiscal 2012-2013, we focused on research, review and development of activities and functions that support continuous quality improvement throughout the Commission for this year and for the coming fiscal years.

The Employee Assistance and Respectful Workplace (EARWP) Division has continued to provide a high level of skill in leading, motivating and influencing the development of a healthy and psychosocially safe work environment for public service employees. The PSC continues to offer presentations and workshops that address the link between employee well-being and organizational health.

The Appeal and Investigation Division addresses various issues affecting employees in the workplace including classification appeals and allegations of harassment. The division also provides corporate services and support to Commission-wide initiatives.

We are looking forward to the coming year. We embrace the recent changes and the related opportunities to build upon the successes of 2012-2013. In that regard, I express my gratitude to my fellow Commissioner and to the staff of the PSC for their continued and dedicated service.



Bruce Hollett
Chief Executive Officer and Chair

Table of Contents

1.0	Public Service Commission Overview.....	1
2.0	Shared Commitments	8
3.0	Report on Performance.....	10
4.0	Other Highlights and Accomplishments from 2012-2013.....	20
5.0	Opportunities and Challenges Ahead.....	28
6.0	Financial Statements	30
	Contact Information	31

1.0 Public Service Commission Overview

The mandate of the PSC is provided by its governing legislation, the *Public Service Commission Act (1973)*. The core mandate is the protection of merit. Merit is a rule of conduct that provides for the recommendation of candidates for a position on the basis of the best demonstration of bona fide levels of required qualifications, knowledge, abilities and personal suitability. The Commission is charged with the provision of oversight and policy for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the *PSC Act (1973)*. Along with this, the Commission is responsible for the certification of Selection Board Chairs.

As an advocate for the principles of Merit, Fairness, and Respect, as well as good public administration, the PSC plays a vital leadership and support role for the broader organization. In accordance with this, the PSC administers the Employee Assistance Program and the Respectful Workplace Program. It also supports several adjudication panels designed to provide third party resolution to matters pertaining to the bargaining unit Classification Appeal Board. Support is also provided to the Conflict of Interest Advisory Committee under the *Conflict of Interest Act (1995)*. The PSC maintains an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of Government.

2012-2013 marked the second year of the 2011-2014 business planning cycle and has proven to be both a challenging and rewarding year for the PSC. This past fiscal year has brought with it much change and transition, resulting in shifting priorities and focus for the Commission. In November of 2012, the Strategic Staffing Division, and hence all operational aspects of staffing and recruitment, was transferred to the Human Resource Secretariat (HRS).

The PSC continues to be an advocate for merit, fairness and respect, through its sharpened focus as an oversight agency. As a result of the significant structural changes during the past year, it was necessary to re-evaluate the Commission's strategic priorities for the remainder of the planning cycle and as a result, the 2011-2014 business plan has been modified.

Throughout the past year, each of the Commission's divisions has been working diligently towards achieving the goals and objectives set forth in support of the overall mission presented in the 2011-2014 Business Plan.

VISION

Public Service Excellence through Merit, Fairness, and Respect

MISSION

By 2017, the PSC will have examined, developed, implemented where appropriate and provided recommendations for quality improvement and modernization of legislation and services and will have both validated and enhanced the transparency and fairness of processes within its mandate.

VALUES AND CULTURE STATEMENT

The core values and culture statement of the PSC demonstrate the character of the organization promoted, not only through organizational effort, but throughout the public service as a whole. Each of the core values has a component part that is integral to the value it espouses. These components are highlighted in each strategic value action statement.

Core Value	Strategic Value Action Statements
Fairness	All employees conduct their work objectively and free from influence and bias and are supportive of the diversity of our clients.
Respect	All employees treat clients in a just manner and accept responsibility for their work obligations and contributions.
Professionalism	All employees strive towards service excellence and continuing professional development, utilizing their unique competencies to advance the vision of the organization.

Culture Statement

We are a community.

We believe and act with respect and integrity. We balance courage and consideration when we communicate to show that we genuinely care.

I help make this community!

I am open and authentic. I show empathy and kindness and choose to be helpful. You will see that I strive to do the right thing as I take responsibility for my actions.

LINES OF BUSINESS

The PSC provides the following services and programs to the public service and the general public:

Executive:

Executive Services

- Operational staffing within the core public service is conducted in accordance with the *PSC Act (1973)*, and on behalf of the PSC by the Strategic Staffing Division of the Human Resource Secretariat and through delegated staffing authority with those agencies that are scheduled to the Act.
- The PSC is responsible for the provision of oversight for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the *PSC Act (1973)*. In particular, the Executive complement of the PSC:
 - leads and develops policies which complement and support the merit principle and Government's Strategic Human Resource Plan; provide certification for Selection Board Chairs;
 - focuses on continuous quality improvement and conducts yearly audits, reviewing a sample of all staffing action files and soliciting feedback from stakeholders as a means of assessing the quality of services provided;
 - monitors all appointments and promotions to ensure compliance with staffing policy; and
 - adjudicates staffing disputes.

Employee Assistance and Respectful Workplace Division:

Employee Assistance Program (EAP); Respectful Workplace Program (RWP)

- The Employee Assistance Program is a joint program of the Government of Newfoundland and Labrador, the Newfoundland Association of Public and Private Employees (NAPE), the Canadian Union of Public Employees (CUPE), and the Public Sector Managers' Association (PSMA). The PSC is responsible for providing counseling and consultation supports to employees and managers for issues that are either affecting, or have the potential to affect work performance. In this regard the PSC provides:
 - assessment, short-term counseling and/or referral to an outside community agency or private resource;
 - funding and referrals for employees who require the services of trained counselors who are contracted by EAP;
 - debriefing and other supports, including psychological first aid (PFA) , to individuals and workplaces that experience significant traumatic workplace incidents;
 - services to individuals and work groups impacted by organizational adjustments and/or other issues resulting in either job loss or significant change;
 - support to departments needing to accommodate the workplace needs of employees with mental health issues; and
 - training for managers and shop stewards in understanding the steps involved in assisting employees with personal or work related problems. This training is mandatory through Government's Human Resource Management Program. Information sessions on EAP are offered on request to work-sites across the Province.
- The PSC established the Respectful Workplace Program (RWP) recognizing that productivity and quality of work are directly related to psychological health and respect in the workplace. The RWP provides a means to promote a public service work environment that is free from harassment and discrimination, respectful of diversity and constructive in its approach to workplace conflict. The PSC works from a capacity development model and in this regard provides training and information sessions on conflict management, and conflict coaching to employees and managers of government departments and other agencies. The PSC collaborates with government departments and agencies to provide training and alternative forms of conflict resolution in supporting the administration of Government's "Harassment and Discrimination Free Workplace" policy. Specifically, the PSC provides:
 - mediation, facilitation and other problem solving supports to departments requesting intervention in the area of workplace conflict;
 - interpersonal conflict assessments , consultations, mediations, facilitated discussions and conflict coaching that aims to support the positive resolution of conflict;

- workplace conflict assessments when workplace issues are negatively impacting employee wellness, workplace productivity and/or organizational health;
- services to departments working on building internal respectful workplace initiatives designed to promote respectful work environments; and
- a front line RWP train-the-trainer program that supports departments in delivering respectful workplace information to non-management employees.

- Psychological health is a key part of any healthy workplace. The growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) reflect efforts to promote employee psychological health and productivity in our public service. The EAP supports healthy workplaces, through counseling and educational efforts such as promoting good mental health in the workplace, managing change, and other wellness promotion strategies throughout the year. The RWP promotes the value and accountability of respectful workplace cultures in the public service and provides training that supports positive mechanisms to manage conflict constructively.

Appeal and Investigation Division:

Investigative Services, Classification Appeal Board & Conflict of Interest Advisory Committee

- The PSC houses an investigative unit which reviews complaints of harassment, workplace conflict or other issues of an administrative nature in those public entities scheduled to the *PSC Act (1973)*. The unit also coordinates and interfaces with other agencies and organizations regarding matters relating to complaints, investigations, conflict, and early intervention.
- The Classification Appeal Board was established in 1971 to review and if necessary, hear appeals resulting from the classification system in Government. Specifically, the PSC provides administrative and logistical support for the activities of the Board. The Board is chaired by the CEO of the PSC.
- The PSC supports the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee. This includes response to general inquires, accumulation of jurisprudence, and preparation and distribution of educational information related to conflict of interest.

ORGANIZATIONAL STRUCTURE

All divisions of the PSC are located at 50 Mundy Pond Road in St. John's. This location serves all regions of the province.

The PSC consists of Commissioners appointed by the Lieutenant-Governor in Council. The Lieutenant-Governor in Council designates one Commissioner as Chairperson. The Chairperson is the Chief Executive Officer of the Commission and has Deputy Minister status. The Chairperson directs and supervises the administrative and technical activities of the Commission. As of March 31st, 2013, in addition to the Chair, there was one full time Commissioner. The Commission consisted of Bruce Hollett, Chair and CEO, and Ann Chafe, Commissioner.

There are two divisions performing the work of the Commission: the Employee Assistance and Respectful Workplace division and the Appeal and Investigation division. There is also an Executive group, which consists of the Commissioners, supported by a Manager of Policy and Planning and a Manager of Accountability and Certification. The staff complement of the PSC is 19 employees, including the Executive. Of the 19, there are 14 females and 5 males.

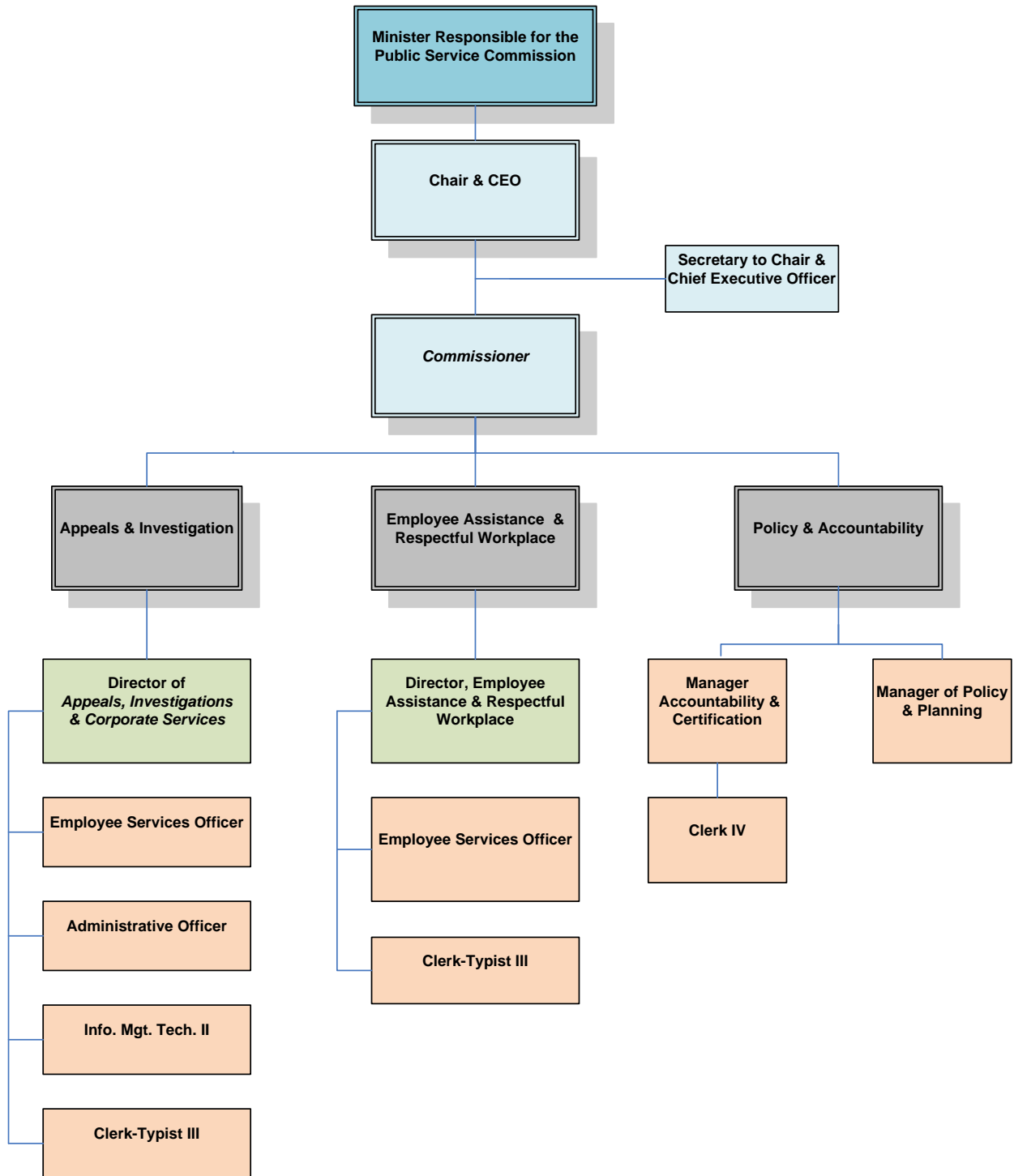
PRIMARY CLIENTS

The PSC relies on strong collaboration and consultation with clients and partners to deliver its programs and services. Primary clients are those departments and agencies scheduled to the *PSC Act (1973)* and the employees who work for those entities. The general public also has an interest, as merit oversight for employment opportunities is part of the Commission's purview. In the oversight of recommendations of individuals to public service positions, the Commission is required to consider the public interest as is mandated by Section 12 of the *Act*.

DEMOGRAPHICS - NL PUBLIC SERVICE

<i>As of March 31, 2013</i>	<i>Source: Human Resource Secretariat</i>
Number of Active Employees	8737
Male	4472
Female	4265
Bargaining	6517
Non Bargaining/MGMT	2220
Permanent	6343
Temporary	1734
Seasonal	410
Contractual	250
Number of New Hires for Fiscal Year 12/13	368
Number of Exits from Workforce for Fiscal Year 12/13	517

PUBLIC SERVICE COMMISSION
Organizational Chart as of March 31, 2013



2.0 Shared Commitments

Through our shared commitments and associated operational planning processes, the PSC supports the strategic directions set forth by the Government of Newfoundland and Labrador. The strategic direction for the PSC is to decrease barriers to employment and opportunity through continuous quality improvement in public service for the people of the province of Newfoundland and Labrador, focusing on Merit, Fairness and Respect.

Working closely with departments and agencies scheduled to the *PSC Act*, the PSC, through oversight and accountability measures, ensures the protection of merit in appointments and promotions within the public service.

The PSC is focused on continuous quality improvement. While the PSC has direct responsibility for the protection of merit through our oversight role, our partnerships are critical to our continued strategic improvements. In addition, the PSC, through its arms-length role, works closely with departments, agencies and unions in developing and providing a variety of supports and services to public service employees. An in-depth review of the PSC's existing mandate is currently an important area of focus. This review, which includes jurisdictional analysis and consultation to determine best practice, will be paramount in developing sound recommendations for modernization and improved service quality. This modernization will ensure that future services are provided to the public service and the general public more effectively and efficiently.

Departments and Agencies

Through oversight and accountability, the PSC works closely with departments and agencies scheduled to the *PSC Act* (and applicable unions) to ensure the protection of merit in appointments and promotions within the public service.

Working closely with the Strategic Staffing Division of the Human Resource Secretariat, the PSC shares a commitment with departments and agencies to ensure that merit, fairness and transparency are upheld in competitive processes within the public service, as well as adherence to PSC approved selection processes.

The Employee Assistance and Respectful Workplace (EARWP) Division was created through a collective bargaining process resulting in an agreement between Government, unions representing public service employees and the Public Sector Managers Association (PSMA). The Division is accountable for providing a high level of skills in leading, motivating and influencing the development of public service employees with the goal of creating a psychologically healthy and respectful work environments. As well, the Division provides services, interventions and training that supports the employer to maintain optimal employee health and wellness.

The EARWP Division is responsible for the development and administration of a variety of province wide human resource programs related to areas such as employee assistance, professional counselling, accommodations for employees with mental health challenges, workplace health as well as conflict prevention and management services, including advisory supports, consultation, conflict coaching and training. The programs, services and supports offered within the Division are confidential and sensitive to the psychosocial impacts on the individual and the organization.

Through the EARWP Division, the Commission also works collaboratively with government departments, agencies scheduled to the *PSC Act*, unions, and external service providers in the administration and delivery of all of its programs and services.

The PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from bargaining unit positions through a formal hearing process.

The PSC also supports the work of the Conflict of Interest Advisory Committee established to provide advice to Deputy Ministers who are ultimately responsible for determining whether a conflict of interest exists.

Student Employment Bureau

The Student Employment Bureau (SEB) was launched in July 2009 to coordinate, and promote student placement opportunities and enhance student placement experiences within the public service. It is a collaborative effort with other Divisions within the Human Resource Secretariat the SEB helped coordinate and enhance student co-op and internship placements. The SEB is also involved in outreach efforts aimed at high school and post-secondary students to promote the public service as a preferred employer.

GO Program

Through the SEB, the Strategic Staffing Division has partnered with the Strategic Initiatives Division of the Human Resource Secretariat in the development of the Graduate Opportunities (GO) Program - a targeted employment initiative of the Government of Newfoundland and Labrador. The program includes two different components: public service internships, and graduate recruitment positions. The GO Program is designed to enhance recruitment and retention of recent post-secondary graduates in the core public service over the 2011-12 to 2013-14 fiscal years.

Unions and Associations

The PSC works closely with unions whose members are working in departments and agencies scheduled to the *PSC Act*. A strong commitment exists by all parties to ensure that merit is protected in the recruitment and selection process.

The Employee Assistance Program (EAP) is a joint program of the Government of Newfoundland and Labrador, NAPE, CUPE, the RNCA and the PSMA. The PSC's role is to provide counseling and consultation supports to employees for issues that are either affecting, or have the potential to affect work performance. In addition, the PSC provides funding and referrals for employees who require the services of professionally trained counselors, and coaches contracted by the Division to assist in achieving its mandate.

The EAP and Respectful Workplace Program (RWP) have developed strong collaboration through the use of Labour Management Committees and the Respectful Workplace Steering Committee with representation from NAPE and the PSMA. These Committees are an important tool for stakeholder input into the program direction and for information sharing.

The PSC also promotes workplace mental health and wellness through a number of initiatives in collaboration with other departments and community organizations.

3.0 Report on Performance

In this section, each of the goals and related indicators relating to our 2011-14 business plan is provided, along with a report of our accomplishments and an analysis on how the work on the indicators contributed to reaching our goals, and supported the strategic direction of Government. Please note that all accomplishments attributed to the Strategic Staffing Division were completed prior to the November 2012 transition of the division to the HRS.

Issue 1: Public Service Demographic Shift and Labour Market Challenges

In 2012-2013, the Strategic Staffing Division continued the strategic leadership and delivery of staffing and recruitment programs and services based on merit principles, inclusive of advisory and consultative services. As the second year of the 2011-2014 business planning cycle, this year brought with it sustained focus on continuous quality improvement in staffing and recruitment practices and procedures. With demographic shifts and resulting recruitment challenges, it is vital to ensure quality improvement and well defined strategies.

During the 2011-2012 fiscal year, the PSC reviewed activities and functions related to staffing and recruitment with a quality improvement lens. In 2012-2013, the PSC began implementation of recommendations to further improve the quality of staffing and recruitment. In November 2012, a transition occurred and the Strategic Staffing Division of the PSC was realigned to the Human Resource Secretariat. Accordingly, the data below is only provided for the period of April 1, 2012 - November 30, 2012.

As the following goal is directly aligned with staffing and recruitment, the work of the Strategic Staffing Division has resulted in the above accomplishments, along with those outlined in the following table. These efforts support our goal stated below, as well as Government's strategic direction, as outlined in Section 2 of this report.

Goal 1: By March 31, 2014, the PSC will have enhanced overall service quality to address challenges presented by aging legislation as well as changing demographic and labour market environments.

Objective 1.2: By March 31, 2013, the PSC will have implemented outcomes and recommendations arising from 2012 review to further improve the quality of staffing and recruitment.

Measure: Outcomes and recommendations from 2012 review implemented.

INDICATORS	ACCOMPLISHMENTS
Continued general review of merit to validate various models in light of current labour market and public service demographics.	<ul style="list-style-type: none"> • Continued research to review other jurisdictions and to examine the value of merit based processes in recruitment and staffing activity. • Initiated review and research on principles of succession planning in relation to merit based promotion and staffing in the public service. • Initiated review of alternate forms of assessment which are merit based, in light of current labour market. • Initiated national and international jurisdictional review of governing legislation for Public Service Commission's (and equivalent organizations). This review included examination of each jurisdiction's definition of merit as well as practices and procedures aimed at protection of merit.
Conducted jurisdictional scan and best practice research related to staffing and recruitment.	<ul style="list-style-type: none"> • The Strategic Staffing Division continued to participate in on-going learning and development, including teleconferencing and participation in jurisdictional research on various topics of strategic recruitment.

INDICATORS	ACCOMPLISHMENTS
	<ul style="list-style-type: none"> • In addition, the Division continued to build continuous quality improvement processes into everyday work processes. • Initiated above noted jurisdictional review. Part of this review included examination of current staffing structure and practices within other jurisdictions.
<p>Revised policies and implemented new practices related to staffing model (matrix system, references and assessment techniques).</p>	<ul style="list-style-type: none"> • Continued review of matrix system with the initiation of the development of guidelines in completing the Matrix to ensure consistency and transparency. • Continued review and feedback sought on new Reference Form. • Initiation of review, as mentioned above, on alternate forms of assessment (i.e. heavier weight on practical testing versus interview for trade/technical positions). <p>This indicator was not fully achieved due to the transition that occurred in November of 2012, which resulted in the staffing delivery function was transferred to the Human Resource Secretariat. Work will continue in collaboration with HRS during the 2012/13 fiscal year.</p>
<p>Implemented SBC (Selection Board Chair) profiles and continued monitoring of SBC performance to support quality improvement .(Selection Board Chairs are PSC representatives who chair recruitment competitions. They are trained by the PSC, and play a key role in ensuring the protection of merit in hiring)</p>	<ul style="list-style-type: none"> • Implemented, and continued monitoring of SBC profiles to track history of performance for purpose of continued certification, need for refresher, and/or decertification. • Continued linkages of SBC performance through Audit, Request for Review and day-to-day interaction, and identification for ongoing training and communication.
<p>Evaluation Circle (EC) fully constituted</p>	<ul style="list-style-type: none"> • Evaluation Circle formed including terms of

INDICATORS	ACCOMPLISHMENTS
<p>and evaluation conducted on staffing model (matrix system, reference and assessment techniques); support also provided for corporate evaluation planning activities. (The Evaluation Circle is composed of representatives from Strategic Staffing Division. The Circle is a forum to review and evaluate any changes made to recruitment practices or processes.)</p>	<p>reference and a committee struck to evaluate staffing model. Review of staffing processes was initiated. However, the review did not conclude prior to Nov. 2013 re-alignment of staffing division with HRS. The PSC will continue to work collaboratively with HRS on quality improvements to the recruitment process.</p>
<p>Implemented LYNC software and broadened the application of OPAC testing software.</p>	<ul style="list-style-type: none"> • Technology was purchased and installed in two boardrooms to allow for the use of LYNC for the purpose of interviewing candidates and networking with stakeholders. While some technical difficulties were identified, the Division is working with the Office of the Chief Information Officer (OCIO) to resolve. In addition, training and education with staff on the use of LYNC is planned for future. • Continued the broadening on OPAC testing and developed resource for Selection Board Chairs to help identify best OPAC test in relation to competencies being sought. A document was prepared which focused on the expansion of OPAC testing by competency. This will also help to achieve consistency and fairness in assessment of candidates across the Public Service At the time of the staffing transition to HRS, this document had not been widely circulated due to some challenges with the OPAC testing that were being addressed. <p>While the anticipated results were not as complete as expected, progress was made on the indicator by the PSC up to the transition of staffing to HRS in November 2012.</p>

Results achieved:

Overall, the PSC was successful in satisfying most of the indicators set forth for this objective. Variance may be seen in indicators three and five which is attributed to the transition of the Strategic Staffing Division from the Public Service Commission to the Human Resource Secretariat. This transition which occurred in November of 2012 resulted in some shifting priorities for the PSC.

For indicator 3 above, the PSC did initiate the development of guidelines for completing the assessment matrix. Review occurred and feedback was received on the new reference form. The PSC also initiated a review on alternate forms of assessment. When the transition occurred in November of 2012, the staffing delivery function was transferred to the Human Resource Secretariat. As a result, the PSC is working with the Strategic Staffing Division of Human Resource Secretariat to determine requirements for staffing policy and practices under the new structure.

For indicator 5 above, while the anticipated results were not as complete as expected, progress was made on the indicator by the PSC up to the transition of staffing to HRS in November 2012. The PSC did purchase LYNC software and at the time of transition was working with OCIO to resolve some technical issues so that the software could be utilized as intended. With regard to OPAC testing, a document was prepared focusing on the expansion of testing by competency. At the time of transition this was still in progress due to challenges with the testing that were being addressed.

The accomplishments achieved can be attributed to staff commitment to continuous quality improvement. The PSC remains dedicated to the vision of *Public Service Excellence through Merit, Fairness, and Respect*. Each day, efforts continue to ensure this vision is visible and tangible.

The previous fiscal year brought with it much success through continued research and implementation of best practices, further policy and process review, and exploration of technology to improve efficiencies and effectiveness. These achievements are consistent with the strategic direction of Government as outlined in section 2.0 of this report.

As a result of our achievements over the past fiscal year, we are well positioned to move forward and build upon our successes.

Looking Ahead – 2013-2014

Goal 1: By March 31, 2014, the PSC will have enhanced overall service quality to address challenges presented by aging legislation as well as changing demographic and labour market environments.

The objective for Goal 1 for 2013-2014 is provided below. The indicators for this goal are based upon our progress to date.

Objective 1.3

By March 31, 2014, the PSC will have fully examined governing legislation and mandate, and provided recommendations with an overall view of modernization and improvement of service quality.

Measure

Legislative and mandate review completed with recommendations for modernization and service quality improvement.

Indicators

- Completed literature review on best practices;
- Completed jurisdictional scan across Canada and in other countries;
- Completed stakeholder mapping and analysis to define the interest and expectations of the stakeholders involved;
- Developed and implemented a consultation plan for stakeholders;
- Defined best practices based on research and reviews; and
- Prepared options and recommendations for Government consideration in relation to modernization and improvement of governing legislation and mandate.

Issue 2: Transparency and Fairness

As an advocate for Merit, Fairness and Respect, it is important that PSC practices and procedures be viewed by the public service and the general public as transparent and meritorious. This begins with ensuring that decision making processes are conducted in a fair and just manner and proper documentation is in place to ensure consistency.

During fiscal year 2012-2013, significant efforts have been made towards implementing recommendations to further improve transparency and fairness of the Commission's mandated decision making processes. These efforts support our goal stated below, as well as Government's strategic direction.

Goal 2: By March 31, 2014, the PSC will have reviewed and implemented recommendations to further improve transparency and fairness of its mandated decision making processes.

Objective 2.2: By March 31, 2013, the PSC will have implemented recommendations arising from reviews conducted in 2012.

Measure: Implemented recommendations arising from 2012 review.

Indicators	Accomplishments
<p>Continued population of the BIH (Business Intelligence Hub), Strategic Staffing Division, for the purpose of consistency in policy and practice for PSC staff and SBC's. (The BIH is a central repository for various forms of information that will assist in ensuring consistency and best practice in recruitment. The source of information for this repository comes from staff in the Strategic Staffing Division, ranging from a meeting topic to an article to a website link).</p>	<p><u>Strategic Staffing</u></p> <ul style="list-style-type: none"> The Strategic Staffing Division continues to use the Business Intelligence Hub (BIH) to document and track interpretation to policy, jurisdictional research and clarification sought from outside Stakeholders (i.e. Human Rights/Immigration, etc.). This tool also assists with consistency of approach and interpretation.
<p>Defined mandate and authorities through legislative review.</p>	<p><u>Public Service Commission</u></p> <ul style="list-style-type: none"> The Public Service Commission devolved its operational recruitment / staffing functions to the new Human Resources Secretariat in November 2012. The Public Service Commission mandate and authorities review continued with a new focus on oversight. The review was not completed in 2012/13 due to the transition of staffing functions to Human Resource Secretariat. This review will continue into 2013/14 and is expected to culminate with options and recommendations to reinforce the core oversight mandate of the Public Service Commission. Conflict of Interest – recommendations for appointments to Advisory

Indicators	Accomplishments
<p>Defined both mandated and operational roles as they relate to the new Human Resource Secretariat.</p>	<p>Committee on Conflict of Interest made.</p> <ul style="list-style-type: none"> • At the end of November 2012, restructuring occurred whereby the Strategic Staffing Division of the Public Service Commission transitioned to the Human Resource Secretariat (HRS). Currently, all operational aspects of staffing are conducted by the Strategic Staffing Division of the HRS. • The Public Service Commission’s current mandate now focuses on oversight and accountability and ensuring the protection of merit within the NL public service. Work began on defining the mandated and operational roles of the PSC as they relates to the new Human Resource Secretariat. This work will continue in 2013-14.
<p>Continued population of EARWP “Client Management System” to support decision making processes and role definition in the management of EARWP programs and the psychological health and wellness of the organization.</p>	<ul style="list-style-type: none"> • The client management system went live March 18, 2012 and active files from the fiscal year 2011-12 as well as all new open files for 2012-13 have been populated to the new system. The data collected is being used in conjunction with departments in identifying service and training needs in the areas of EAP and RWP interventions.
<p>Continued improvement in “turn-around time” for appeals.</p>	<ul style="list-style-type: none"> • Classification Appeal Board: Defined service standards for “receipt to decision” of classification appeals shared with the Classification Appeal Board. • Turnaround time from date of appeal received to date of decision continues to improve from previous years. In fiscal year 2012-13, the average number of weeks from receipt of an appeal to a decision was 61 weeks. This

Indicators	Accomplishments
	<p>represents a 50% reduction in turnaround time from 2011-12. The improvement results in part from the revitalization of the Board after several years of Board turnover and related difficulty with scheduling meetings, which led to lengthy turnaround times. Improvements to documentation and support provided to the appeal board by the PSC have also contributed to improved turnaround time. The Commission continues to work toward a further decrease in turn-around time for future fiscal years.</p> <ul style="list-style-type: none"> • Training of new Chair, new board members, and existing board members took place in September 2012. • LYNC technology hardware purchased for use in hearings; implementation issues identified and ongoing work to resolve.
<p>With integration of management classification appeals process, researched and identified best practices in administration and management of the process.</p>	<ul style="list-style-type: none"> • Best practices identified and researched including the recommendation to appoint the Chair of the Public Service Commission as the Chair of the Management Classification Appeal Board. • Recommendations made for dual appointments to the Classification Appeal Board and Management Classification Appeal Board to increase regional representation and enhanced perception of fairness as HRS employees not reappointed. • Based upon best practices research, recommendations drafted and under review for merger of Management Classification Appeal Board and Classification Appeal Board.

Results Achieved:

Significant achievements, as related to goal 2, were demonstrated by the PSC in fiscal 2012-2013. Due to recent restructuring and as such, shifting priorities, indicators two, three and five are ongoing. Over the next year, the PSC will carry on with examination and implementation of best practices. These activities will continue to improve transparency and fairness of the mandated decision making processes of the PSC.

Looking Ahead – 2013-2014

Goal 2: By March 31, 2014, the PSC will have reviewed and implemented recommendations to further improve transparency and fairness of its mandated decision making processes.

The objective for Goal 2 for 2013-2014 is provided below. The indicators for this objective are based upon progress to date.

Objective 2.3

By March 31, 2014, the PSC will have evaluated the success of revisions to its decision making process.

Measure

Success of revisions to decision making process evaluated.

Indicators

- Completed review of implemented recommendations.
- Completed review of feedback on implemented changes.
- Initiated changes based upon evaluation of implemented recommendations.

4.0 Other Highlights and Accomplishments 2012-2013

In addition to the accomplishments above, the Commission was involved in a broad range of other activities. Many of these activities occurred at the operational level, and involved work planning processes. Accomplishments were made that also supported the strategic directions of Government for the PSC, as outlined in our 2011-2014 Business Plan. These activities and accomplishments are provided below.

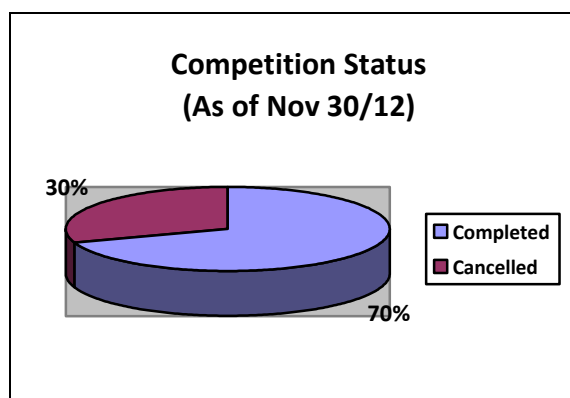
Strategic Staffing Division

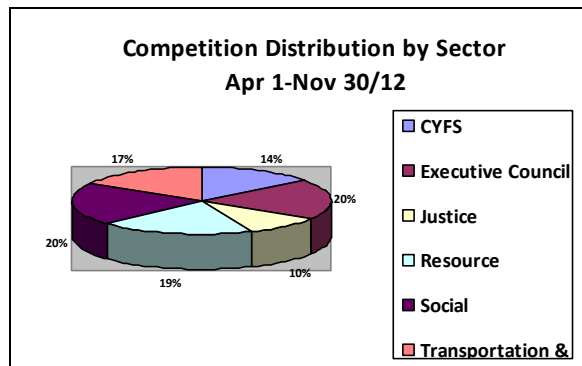
General Strategic Staffing Highlights (to end of November 2012)

- Staffing Action Requests processed - **929 (604 internal and 325 Public)**
- Applications received – **16309 (5452 Internal and 10857 Public)**
- Applications received electronically – **Steady at 85%**
- Number of registered profiles – **26894**
- Average time to fill in weeks
 - **Receipt of RSA to Posting – 3 weeks**
 - **Posting to Recommendation Issued – 8.43 weeks**
 - **Recommendation Issued to Complete – 4.14 weeks**

Competition Activity by Sector

Sector	Number of Competitions	Internal	Public	Completed	Cancelled
CYFS	134	113	21	60	26
Executive Council	182	120	62	84	30
Justice	89	64	25	52	16
Resource	179	135	44	104	14
Social	190	127	63	96	37
Transportation & Works	155	45	110	105	17
TOTALS	929	604	325	501	140





In addition, the Strategic Staffing Division also started using Google Analytics in October 2012 to track usage volume and trends on our Online Job Portal. From the period of October 24, 2012-November 30th, 2012 the following observations were made:

- 47,886 unique visitors to site
- 134,646 total visits to site
- 70.71% returning visitors
- 29.29% new visitors

“Hard to Fill” Recruitment

This past fiscal year, the Manager of Recruitment Services has worked with departments and agencies to address vacancies deemed hard to fill. Methods of outreach have been researched, examined and measured to determine their appropriateness and effectiveness in attracting qualified talent pools. Participation from department representatives has assisted in focusing marketing efforts including the identification of specific websites and media outlets that cater to members of the profession to which the specific hard to fill position belongs. Additionally, profiling of the ideal candidate and the promotion of the Government of NL as an employer of choice has occurred to assist in attracting the targeted cohort. These combined approaches continued to positively impact the client departments this year with over 90% of positions being filled.

The following are examples of hard to fill vacancies that have resulted in successful recommendations during 2012/13:

- Senior Auditor Special Projects – Natural Resources
- Director of Quality Assurance – Child Youth & Family Services
- Senior Manager Stewardship Education – Environment and Conservation
- Recruitment Director – College of North Atlantic
- Director of Human Resources – College of the North Atlantic

Executive Recruitment

The Strategic Staffing Division continued to participate in the advertisement and assessment processes for Executive positions, helping to shape the public service senior leadership team.

Student Employment Bureau

The Student Employment Bureau (SEB) was launched in July 2009 to coordinate, and promote student placement opportunities and enhance student placement experiences within the public service. In a collaborative effort with other Divisions within the Human Resource Secretariat the SEB helped coordinate and enhance over 130 student co-op and internship placements in from April 2012-November 2012 (see table below). Since its establishment, the SEB has assisted in placing nearly 700 co-op students and interns in various opportunities throughout Government. As well in 2012-2013 the SEB was involved in over 30 outreach efforts aimed at high school and post-secondary students to promote the public service as a preferred employer. The development and efforts of the SEB directly support Government of NL's strategic direction of decreasing barriers to employment and opportunity.

Sector	Spring 2012	Fall 2012	Total
Child, Youth, Family Services	7	30	37
Executive Council	22	9	31
Justice	0	0	0
Resource	5	6	11
Social	11	4	15
Transportation and Works	22	23	45
Total	67	72	139

Graduate Opportunity (GO) Program

Through the SEB, the Strategic Staffing Division has partnered with the Strategic Initiatives Division of the Human Resource Secretariat in the development of the Graduate Opportunities (GO) Program - a targeted employment initiative of the Government of Newfoundland and Labrador. The program includes two different components: public service internships, and graduate recruitment positions. The GO Program is designed to enhance recruitment and retention of recent post-secondary graduates in the core public service over the 2011-12 to 2013-14 fiscal years.

The program was launched in February 2012 and since that time one graduate recruit and 10 internship competitions were advertised. A high volume of qualified candidates have applied for the positions. For the 10 internship opportunities a total of 670 applications were received, while for the one graduate recruit opportunity, a total of 52 applications were received.

Audit and Integrity

During 2012-13, the PSC continued to review its current business processes to identify areas for continuous quality improvement and innovation through the utilization of a “quality circle” structure. Areas for improvement and enhancement included communication to candidates, data analysis and reporting techniques and candidate assessment techniques.

In its role of protecting merit in public service staffing, the PSC continued to receive, analyze, investigate and respond to inquiries or formal concerns relating to recruitment actions. For the fiscal year 2012-13, there were 37 Requests for Staffing Review received which represents just over 3% of staffing actions for the same period and is viewed as a positive indicator in the adherence to policy, practice and protection of merit. All of these 37 requests have been completed and closed. The PSC continued to improve the turn-around time required to complete such reviews. In its efforts to focus on Continuous Quality Improvement, the PSC continued to compile and analyze information stemming from such Requests for Review for purpose of Audit, policy review and development, Selection Board Chair training and support. Trends were tracked and reported in such areas as: nature of concern, timelines to complete review, and whether request was initiated by an internal or external applicant. Upon the transition of staffing to HRS in November 2012, the PSC worked cooperatively with the Strategic Staffing Division of the Human Resource Secretariat in an effort to resolve recruitment and staffing issues at the earliest possible stage in the process.

The PSC completed an audit during the year of all agencies with delegated staffing authority including the College of the North Atlantic, Municipal Assessment Agency, Office of the Auditor General, and the Newfoundland & Labrador Public Libraries. The audit process included a review of a sample of recruitment files by certified Selection Board Chairs with those agencies. While compliance of established policies and standards was observed in the majority of cases, there were concerns raised with lack of documentation and interpretation of policy and standards. A plan of action was developed to ensure that the appropriate communication and training was provided to Selection Board Chairs in those agencies to provide necessary clarification and support.

Also, as part of the Audit and Integrity function, the PSC continued to monitor Staffing Actions such as temporary hires, assignments and contractual arrangements to ensure adherence to PSC policy and merit principles.

Training and Certification

Selection Board Training / Information Sessions

During the period of April-November 2012, the following sessions were offered by the Strategic Staffing Division:

- 2 Selection Board Chair Training Sessions with a total of 13 participants – both sessions were held in St. Johns.
- 1 Information/ Refresher Session was held with the Selection Board Chairs of the College of the North Atlantic.
- 1 Information Session with the Area Managers of the Newfoundland Public Libraries Board to review PSC practices/process and strategic recruitment.
- 1 Information Session with the Department of Justice for Managers involved in recruitment process.
- 1 Information Session with OCIO regarding resume/interview preparation in response to impending repatriation postings.

Resource Management Package

Strategic Staffing in the Public Service is one of the modules contained within the Resource Management Package delivered across the Public Service. The content of this module was developed by the PSC in conjunction with the Centre for Learning and Development and was first introduced in 2011-12. This module is designed to introduce the concept of a more strategic approach to recruitment within the Public Service and focuses on the participant's approach and role in strategic recruitment and staffing essential to ensure continuance of public service excellence. A balance of merit based approach to recruitment and staffing while satisfying the department's strategic operational and workforce plans is targeted. Although the competition process is discussed it is not the main focus of this module.

In the period of April – November 2012, there were 6 modules delivered by the Strategic Staffing Division with a total of 79 participants. Participant's evaluation indicated that the module was well received.

Employee Assistance and Respectful Workplace Division

The Employee Assistance and Respectful Workplace (EARWP) Division has a Provincial-wide mandate for the Government of Newfoundland and Labrador, Crown Boards, Agencies and College of North Atlantic (CNA) and works with all levels within the Government of Newfoundland and Labrador, Human Resource Secretariat, public sector unions, and

employees. The EARWP is accountable to provide a high level of skill in leading, motivating and influencing the development of public service employees at all levels of government toward creating a psychosocially healthy work environments. As well, the Division is accountable to provide services, interventions and training that supports the employer to maintain optimal employee mental health and psychological safety in the workplace.

In 2012-2013, the Employee Assistance and Respectful Workplace program has continued to provide support and education to employees at various levels. In addition to individual clinical work completed by the Coordinators, some highlights of activities of the past year include:

- Emphasis has been placed on offering a number of training sessions (ie: Good Mental Health and Creating Mentally Healthy Workplaces) in an open enrollment format, allowing broader access across the core public service;
- Focused training was provided to the Department of Child Youth and Family Services to orient the department to the programs and services offered under the EARWP ;
- Initiatives were undertaken to support and promote mental health awareness during Mental Health Week 2012 and 2013;
- Focused efforts have been made to improve consistency and accountability for service provider selection and approval process. In this regard, an expression of interest process was carried out;
- Instrumental support was provided to workplaces during the period of workforce adjustment. In particular, support was provided to core government departments and the College of the North Atlantic - in anticipation of lay offs, training of managers and human resource professionals, and onsite support for staff, managers and human resources at time of layoff (as indicated – in this fiscal year, workforce adjustment support has been applied in 66 interventions);
- Significant work has been done in the area of Psychological First Aid (PFA). A protocol has been developed, which guides the program coordinators in supporting employees and the employer at times when a traumatic event or critical incident has occurred (as indicated – in this fiscal year, PFA has been applied in 11 interventions).

In the past fiscal year, this division has been involved in the development and delivery of a number of new education sessions for employees. This includes:

a. ***Creating Mentally Healthy Workplaces*** – session focused on impact of mental health and illness issues and their management in the workplace

b. ***Dealing with Uncertainty*** – developed and presented in collaboration with Executive Council to Human Resources and Senior Managers across several government sectors in preparation for workforce adjustment exercises in March 2013

c. ***Staying Well and Moving Forward during Organizational Change*** - session developed in partnership with the Center for Learning and Development to assist employees in reflecting on the impact of change and to develop personal strategies for dealing with change. One pilot offering completed and follow-up sessions to be delivered in fall-winter 2013.

In Fiscal Year (FY) 2012-13, 1040 employees accessed the EAP compared to 1004 in FY 2011-12. This figure represents approximately 10% of public sector employees. The national average for EAP utilization in organizations similar in size is between 5 – 10 %. In 2012- 13 there were 158 contacts made by managers compared to 167 in FY 2011-12 seeking consultation in dealing with employee related concerns. In addition in FY 2012-13 the EAP program received requests for support from departments and employees directly impacted by workforce adjustment.

There continues to be a demand for RWP training in conflict resolution skills and respectful workplace training. More managers are proactively seeking training in conflict resolution and conflict coaching earlier in their management roles. There is also a trend across the organization of managers looking to the division as an alternative to formal conflict resolution methods.

The EAP and RWP have developed strong collaboration through the Joint EAP Labour Management Committees and the Respectful Workplace Steering Committee. These committees play an integral role by providing stakeholder input into the divisions’ direction and for information sharing.

The table on the following page summarizes the training delivered by EARWP over the 2012/13 fiscal year.

EAP/RWP Training Sessions Fiscal Year 2012-2013		
Presentation	Number of Sessions	Regions
Conflict Resolution Skills	9	Avalon, Western
Creating Mentally Health Workplaces	10	Avalon, Western
Creating a Respectful Workplace for Managers (CLD)	1	Avalon
Customized Training	9	Avalon, Western
Dealing With Uncertainty	6	Avalon
EAP Information Session	6	Avalon
EAP Module (CLD)	2	Avalon, Western
Good Mental Health	9	Avalon
Pre-Retirement Training	6	All
Psychological First Aid Support	11	Avalon, Eastern, Western, Labrador
RWP Frontline Training	14	Avalon
Workforce Adjustment Support	66	All

Classification Appeal Board

Following the efforts made in fiscal year 2011-2012, 83 appeals were carried forward into this fiscal year (2012-2013). During the year, the Classification Appeal Board confirmed 53 decisions of the Classification and Compensation Division of the Human Resource Secretariat. Six decisions of the division were set aside as the Board determined other classifications were more appropriate. Four appeals were withdrawn.

Forty-two appeals were received during the year. At fiscal year end there were 62 individual appeals carried forward.

Investigative Services

The investigative services unit continued to provide services across government and, upon request, to quasi-governmental and government funded agencies. During 2012 -2013, two complaints were received and one file was completed. The investigative unit provided advice and direction on seven matters during the year. Staff of the investigative unit continue to be available to partner with staff of other government departments to assist in the conduct of investigations.

Conflict of Interest Advisory Committee

In 2012-2013 there were eight formal referrals to the Conflict of Interest Advisory Committee. In addition, during the fiscal year, informal consultation services were provided in response to twelve inquiries, consistent with previous years.

Regulatory Agency Response

The Appeal and Investigation Division coordinates and develops the Commission's response to enquiries from various regulatory agencies. In fiscal year 2012-2013 the Division carried forward three requests made in accordance with the *Access to Information and Protection of Privacy Act*. A further four requests were received during the year. Responses were completed for six requests for information and one request remained to be carried forward into 2013-2014.

The Division prepared responses to four requests from the Citizen's Representative, one of which had been carried over from the previous fiscal year. At years' end, two files remained open with the Citizen's Representative.

Reviews of Staffing Actions

To ensure that apprehension of bias does not occur in the review of concerns related to staffing actions chaired by Commission staff (prior to the transfer of the operations of the strategic staffing division to the Human Resource Secretariat), the Public Service Commission referred these reviews to the Appeal and Investigation Division. In 2012-2013, the Division conducted 13 such reviews in relation to specific competition files.

Corporate Services

The Division continued its support of the implementation process of the recommendations contained in the Information Management Capacity Assessment Tool report conducted in the 2010-2011 Fiscal Year. Among the recommended activities completed was the Commission's adoption of the Corporate Records Information Management Standard (CRIMs).

5.0 Opportunities and Challenges Ahead

Fiscal year 2013-2014 will be the final year in the 2011-2014 business planning cycle and will see a continued emphasis on quality improvements of PSC mandated processes and operations.

Several key areas will present opportunity and challenge and are identified and discussed below:

Mandate Review

As a result of the transition of strategic staffing functions to the Human Resource Secretariat, the Public Service Commission's current mandate now focuses on oversight and accountability and ensuring the protection of merit within the NL public service. Work began during 2012-13 on defining the mandated and operational roles of the PSC in relation to the new Human Resource Secretariat, and will continue in 2013-14.

Cultural Shift

The PSC has undergone a significant change over the past year. As an organization, the transition of the strategic staffing division to the HRS has created a cultural shift. The PSC will be challenged to adapt in a positive way to ensure that the oversight role is successfully maintained. The PSC views this shift as an opportunity to examine and redefine the culture over the coming year.

Business Processes

The PSC has a new organizational structure as a result of the changes over the past fiscal year. Positions have changed, along with roles and responsibilities. The coming year will provide an

opportunity for the PSC to review internal business processes to create operational synergies and eliminate unnecessary duplication of effort.

Employee Assistance and Respectful Workplace Program

In the upcoming year, the Employee Assistance and Respectful Workplace Program will continue to support employees through the challenges associated with change in the workplace. The division will accomplish this by providing counseling and consultation supports to employees and managers for issues that are either affecting, or have the potential to affect work performance. The division will continue to support employees and departments adjusting to the impact and change associated with workforce adjustment, and will remain focused on offering pro-active initiatives to address the mental health problems experienced by employees and to promote inclusion in the workplace

Appeals and Investigation Division

The Appeals and Investigation Division notes that if the proposed integration of the administration of management classification appeals process with the administration of the classification appeals process proceeds, the opportunity will become available to synthesize the best practices of the Management Classification Appeal Board with those of the Classification Appeal Board.

If approved, the initial learning curve associated with the management appeal process may present some challenges in the early stages of the recommended integration. The Appeals & Investigation Division anticipates increased partnering with other departments and agencies engaged in investigations of allegations of harassment. This participation will provide an opportunity for knowledge transfer between the Appeals and Investigation Division and the Human Resource Secretariat and should result in enhanced investigative skills for both parties. This is particularly relevant given that the harassment policy adopted in September 2011 revised the definition of harassment and investigative methodology.

Partnerships

While working closely with departments and agencies that are scheduled to the *PSC Act*, our role is to ensure that qualified, competent individuals are hired to provide quality services to the people of the province. The Commission will continue to work with these partners to further strengthen oversight related to staffing and recruitment which may include temporary and contractual employment. In addition, the Commission looks forward to working closely with the new Human Resource Secretariat.

6.0 Financial Statements

Public Service Commission

Statement of Expenditure and Related Revenue (Unaudited) FOR THE YEAR ENDED 31 MARCH 2013

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
EXECUTIVE AND SUPPORT SERVICES			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01 SERVICES TO GOVERNMENT AND AGENCIES			
01 Salaries	1,524,195	1,525,800	1,560,800
02 Employee Benefits	1,235	12,700	12,700
03 Transportation and Communications	50,954	74,000	74,000
04 Supplies	14,206	19,000	19,000
05 Professional Services	411,904	415,000	346,300
06 Purchased Services	652,384	683,100	716,800
07 Property, Furnishings and Equipment	6,857	9,100	9,100
Total: Services to Government and Agencies	2,661,735	2,738,700	2,738,700
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	2,661,735	2,738,700	2,738,700
TOTAL: EXECUTIVE AND SUPPORT SERVICES	2,661,735	2,738,700	2,738,700
TOTAL: PUBLIC SERVICE COMMISSION	2,661,735	2,738,700	2,738,700

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2013 (unaudited). *The Public Service Commission is not required to provide a separate audited financial statement.*

Contact Information

Mailing Address: Public Service Commission
 50 Mundy Pond Road
 P.O. Box 8700
 St. John's, NL A1B4J6

Corporate Website: www.gov.nl.ca/psc

Online Job Portal: www.hiring.gov.nl.ca

Telephone #: (709) 729 5810 or 1 (855) 330 5810

Fax #: (709) 729 6234

Email: pscgeneral@gov.nl.ca

