



***Public Service Commission  
Annual Report  
2006-2007***

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## ***Message from Chair***

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Pursuant to Section 17 of the *Public Service Commission Act*, I am pleased to present the 2006-07 Annual Report of the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines achievements and activities of the Commission over the past fiscal year.

This has been an extremely busy and productive year for the PSC. During 2006-07, the PSC continued to advocate for the principles of merit, fairness, and respect in the leadership of staffing and recruitment for the public service and played a vital leadership and support role for the broader public service as well. Corporate Services Restructuring, arising from the Program Renewal Process of 2004, resulted in a substantial change in the structure and delivery of human resource management in the public service and had significant implications on the role of the PSC.

The PSC has resumed full responsibility for the staffing and recruitment functions for those government departments and Agencies scheduled to our Act, including advancing a more strategic approach to these issues within the Public Service. This new role will ensure a more proactive and concentrated management of all staffing and recruitment functions and reinforces our commitment to contributing to public service excellence in meeting the needs of the people of our province into the future. This new role and structure will promote continuity of policy and practice; ensure an objective and credible staffing and recruitment function; and provide strategic alignment of assigned resources. This also allows us to ensure that the principles of merit, fairness, equity and respect in public service staffing are upheld. The PSC is working on the creation of a recruitment center for fiscal year 2007-2008 to serve as a central location for efficient and effective service delivery.

During 2006-07, the PSC was also involved in the development of a Strategic Plan which covers the period 2007-08. This exercise has been very beneficial and has enabled the PSC to closely analyze and foresee challenges related to staffing and recruitment and to ensure that plans are developed to address such challenges from a long term perspective. In addition, the PSC is fully equipped to provide a leadership role to departments and agencies in planning more effectively for staffing and recruitment needs.

We are looking forward to the following year and the opportunities and challenges it will bring. I would also like to express my gratitude to my fellow Commissioners, and staff of the PSC for another year of dedicated service.



Ed Walsh  
**Chair & Chief Executive Officer**

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## **Public Service Commission Overview**

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The Public Service Commission is responsible for all Staffing and Recruitment functions in those government departments and agencies scheduled to the PSC Act.

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; the Workplace Wellness Initiative; and, in conjunction with the Public Service Secretariat, the Respectful Workplace Program. It also provides support to several adjudication panels designed to provide third party resolution to matters pertaining to the bargaining unit Classification Appeal Board and the Management Grievance Process. Support is also provided to the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee and an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of government is also housed with the Commission.

### **VISION**

*Public Service Excellence through merit, fairness, and respect*

### **MISSION**

The mission of the Public Service Commission is to strengthen the appropriate application and understanding of strategic staffing and recruitment processes and to promote access to employment in the public service.

### **LINES OF BUSINESS**

The PSC provides the following lines of business:

#### **1. Strategic Staffing and Recruitment Services**

The PSC is responsible for recommending qualified, competent candidates for appointment or promotion to positions within the public service. In particular, the PSC:

- leads and supports the delivery of strategic staffing services in Departments and Agencies;
- leads and supports the development of recruitment and selection programs and strategies which both complement and support government's Strategic Human Resource Plan;
- researches, develops and implements staffing policies and processes;

- provides a training and certification program for Selection Board Chairs;
- conducts a yearly audit, reviewing a statistically significant portion 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;
- provides employment supports to employees affected by challenges which prevents them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; or for permanent public service employees whose jobs are abolished;
- provides advice and direction on recruitment issues related to organizational restructuring and other corporate HR initiatives;
- Provides talent acquisition services to address ongoing recruitment challenges in the public service;
- adjudicates staffing disputes.

## **2. Employee Assistance Program (EAP)**

The Employee Assistance Program is a joint program of the Government of Newfoundland and Labrador, The Newfoundland Association of Public and Private Employees (NAPE), and the Public Sector Managers' Association. The PSC's role is to:

- provide counselling and consultation supports to employees for issues that are either affecting, or have the potential to affect work performance;
- provide funding and referrals for employees who require the services of trained counsellors who are contracted by EAP.

## **3. Respectful Workplace Program**

The PSC provides training and supports 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. In addition, the PSC provides training and information sessions on conflict management, addresses difficult personal issues, and promotes respectful work environments.

## **4. Workplace Wellness Initiative**

The PSC administers government's Workplace Wellness Initiative which promotes employee and organizational health. This program is headed up by a Workplace Wellness Committee representing all stakeholders, including the Public Sector Managers Association (PSMA) and NAPE. An annual Workplace Wellness Week, research on workplace wellness, and promotion of same are all components of this program.

## **5. Investigative Services**

The PSC houses an investigative unit which reviews complaints of harassment, workplace conflict or other issues of an administrative nature within the public service. The unit also coordinates and interfaces with other agencies and organizations regarding matters relating to complaints, investigations, conflict, and early intervention.

## **6. Classification Appeal Board**

The Classification Appeal Board was established in 1971 by Order-in-Council 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.

## **7. Management Grievance Procedure**

In 1997, Treasury Board approved the appointment of the PSC as the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

## **8. Conflict of Interest Advisory Committee**

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, preparation and distribution of educational information related to conflict of interest.

## **ORGANIZATIONAL STRUCTURE**

The PSC is located in the Sir Brian Dunfield Building, 2 Canada Drive, St. John's, Newfoundland and serves all regions of the province.

The PSC consists of three Commissioners who are 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 CEO directs and supervises the administrative and technical activities of the Commission.

There are three divisions performing the work of the Commission: the Staffing and Compliance division, the Employee and Departmental Services division and the Appeal and Investigation division. These three divisions are comprised of 28 full-time employees, including the Executive. The ratio of female to male employees is 20:8.

## **PRIMARY CLIENTS**

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

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## ***Shared Commitments***

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The PSC works closely with departments and agencies scheduled to the PSC Act to ensure that qualified, competent individuals are hired to provide quality services to the people of the province. As of January 2007, the PSC resumed direct responsibility for the recruitment and selection process. In addition, the PSC, through its arms-length role, works closely with departments, agencies and unions in developing and providing supports and services to employees within the public service through various shared initiatives.

### ***Staffing Services:***

The PSC provides a Selection Board Chair training and certification program to individuals within scheduled departments and agencies. Through this program, the PSC has a shared commitment with departments and agencies to ensure that merit, fairness and transparency are upheld in competition processes within the public service and to ensure adherence to PSC approved selection processes.

The PSC also provides advice and direction on staffing issues related to organizational re-structuring within departments and agencies. New initiatives which have staffing implications are also reviewed within PSC policy and advice and direction is provided to ensure success. The PSC has a shared commitment with these organizations to ensure employees who are affected by re-structuring are fairly assessed for positions within the modified organizational structures.

The PSC also administers a Redeployment policy, which gives priority employment supports to employees affected by disability which prevents them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; or for permanent public service employees whose jobs are abolished. The PSC has a shared commitment with departments and agencies to ensure those employees and their specific needs are accommodated within the workplace.

### ***Employee and Departmental Services:***

A strong shared commitment exists between the PSC, the Public Services Secretariat and applicable unions to ensuring due diligence in the prevention of harassment in the workplace and creating healthy work environments. The Employee Assistance Program (EAP) and Respectful Workplace Program (RWP) are examples where the PSC works collaboratively with departments and unions to achieve this goal. In particular, the PSC provides training and supports the administration of government's "Harassment and Discrimination Free Workplace" policy by providing mediation, facilitation and other problem solving supports to Departments requesting intervention in the area of workplace conflict; and providing training and information sessions on conflict management, addressing difficult personal issues; and promoting respectful work environments.

The EAP is a joint program of the Government of Newfoundland and Labrador, The Newfoundland Association of Public and Private Employees (NAPE), and the Public Sector Managers' Association (PSMA). The PSC's role is to provide counselling 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 trained counsellors who are contracted by EAP.

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

The PSC also administers government's Workplace Wellness Initiative which promotes employee and organizational health. This program is led by a Workplace Wellness Committee representing all stakeholders, including the Public Sector Managers Association (PSMA) and the Newfoundland and Labrador Association of Public and Private Employees (NAPE). An annual Workplace Wellness Week, research on workplace wellness, and promotion of same are all components of this program.



### ***Appeal and Investigations:***

The PSC has a shared commitment with departments and agencies and applicable unions to resolve complaints arising from a number of different government policies and programs, as well as providing support services in the resolutions of conflicts within their organizations. In addition, the major unions, NAPE and CUPE, play a unique role as it relates to their participation on the Investigations Consultative Advisory Group (ICAG).

The PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from Bargaining Unit positions through a formal hearing process, and is the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

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

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## **Highlights and Accomplishments From 2006-07**

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### **Strategic Staffing Division**

During the past fiscal year, divisional staff have provided a leadership role along with the Public Service Secretariat (PSS) and the Corporate Services Steering Committee to develop a new Corporate Services model for Government (The Corporate Services Steering Committee was formed to lead the development of this new model). This new Corporate Services model will include the development of a new staffing model which will have a more strategic focus (succession management, hard-to-fill recruitment, etc) and provide a more centralized and consistent approach to services.

The Director of Strategic Staffing led the HR Implementation Team's (a team that was comprised of key stakeholders and mandated by the Corporate Services Steering Committee) efforts in the planning, development and implementation of the restructuring of HR resources and functions. The Division's staff complement increased to include five additional Managers by the end of the fiscal year, and the divisions' name changed from Staffing and Compliance Division to Strategic Staffing Division to align with the focus on strategic staffing. Recruitment has also been started for the addition of 3 staffing specialists and 6 additional support staff. The Division also collaborated with the OCIO on defining system requirements for a new government wide HR management information system to be implemented in 3-5 years. The need for a PSC Recruitment Centre, Confederation Building was identified and planning commenced to allocate appropriate office space for the upcoming fiscal year. New business processes are being developed to achieve efficiencies in the delivery of staffing and recruitment services. A focus on talent acquisition will also be explored.

### **Policy Development**

The PSC is responsible for designing and implementing the recruitment and selection processes and related policies and procedures to be applied for staffing public service positions. This also includes research, evaluation and leadership in the development and implementation of current best practices to meet the evolving staffing needs of scheduled departments and agencies. In 2006-07, the PSC continued to work on the development and improvement of the electronic Policy Manual on its website, in order to ensure greater awareness and accessibility for stakeholders. In addition, work continued to finalize a policy in relation to hiring in the area of the Labrador Land Claims Agreement. The *Labrador Inuit Land Claims Agreement* (LILCA) came into effect on December 1<sup>st</sup>, 2005. Section 7.9.5. of the LILCA pertains to the staffing of Provincial public service positions in Labrador Inuit Communities (Nain, Hopedale, Makkovik, Postville and Rigolet). The intent of this section is to provide priority consideration to qualified Inuit applicants for positions in these communities. A new policy was drafted and was being circulated for final comments by the end of this fiscal year.

## **Job Clearing Center**

The Job Clearing Center continued to provide services to facilitate workforce adjustment while minimizing involuntary job loss for employees and supports to permanent employees affected by involuntary job loss due to position abolition, layoff, permanent disability or if they require a transfer on compassionate grounds and those who had been approved for transfers. The Centre provides an opportunity for permanent, public service employees, with priority status, to have first consideration for job vacancies. Assistance was provided to 23 employees during the year. Ongoing consultation and communication on redeployment services was offered in response to requests for information from client departments / agencies and internal employees

## **Compliance Review**

The Strategic Staffing Division undertook an annual compliance review of the Delegated Staffing Agreements with the Departments and Agencies scheduled to the *Public Service Commission Act*. This was a very challenging year from an audit perspective, due to significant changes in the responsibility for recruitment, the re-structuring of human resource management under Corporate Services, and internal staff changes. During this audit year, there was a restructuring of the human resource units and responsibility for recruitment was returned to the PSC. As a result, part of this audit (from April 1, 2006 to December 31, 2006) reviewed compliance under delegation agreements, while the remainder of the audit reviewed compliance under the newly created structure of the Public Service Commission.

The audit consisted of a review of randomly selected staffing actions of the individuals who acted as Selection Board Chairs during this time frame. Recruitment activities were reviewed for compliance with policy and evidence of protection of merit. These activities included the review of content and analysis of Job Ads, the Screening Worksheet, Questions, Assessment Matrix, References, the Selection Board Report and the Selection Referral Certificate. In addition, the Commission conducts ongoing staffing action monitoring throughout the year to ensure compliance with policy and legislation.

Issues have been highlighted throughout the audit process, that, for the most part, are similar across the various Departments/Agencies scheduled to the *PSC Act*. Overall, the Commission was satisfied that the audit did indicate that appointments arising from the staffing actions reviewed were reasonable and meritorious. The Commission recognizes that the introduction of a new staffing model, and a changing recruitment environment will require further support, education, and communication of information to current and new Selection Board Chairs, along with ongoing monitoring of the process for proactive quality improvements. The results of the audit process will therefore be incorporated into both the Training & Certification program as well as policy development.

Comprehensive audits will consider other qualitative data such as non-competitive appointments, appointments where the number one ranked candidate was not selected, and placement follow up forms. The PSC will commence focused data collection arising from audit functions, staff monitoring and daily activities to compile valid and reliable data to be used in decision making and reporting processes.

In addition, the Commission will continue to review the current audit process and identify further strategic approaches to gathering data that will assist in addressing staffing issues that face the public service. Overall, the audit did indicate that appointments arising from the staffing actions reviewed were reasonable and meritorious.

## **Employee Assistance and Respectful Workplace Division**

### **Employee Assistance Program (EAP)**

During the past fiscal year, EAP continued to provide exceptional support in the workplace in areas such as confidential help, critical incidents response, on site workplace support, and training and workshops, and employee and workplace wellness. Participation trends show the value of and need for these services in public service.

In 2006-2007 the total employee participation in the EAP was 1049. This consisted of 277 managers and 772 non managers. This represents an increase of 27 new clients from 2005-2006. The average rate of increase over the past 7 years is approximately 7.5%.

In addition to individual support, the EAP responded to all requests for group interventions resulting from critical incidents ( 27 sessions were held in workplaces, and 254 employees received group services related to critical / traumatic incidents in the workplace). The Program has also worked with a specific department on training related to high risk enforcement. During 2006-2007, EAP completed, as planned, a major educational initiative on critical incident stress to assist employees in high risk enforcement. In conjunction with this, EAP completed a major initiative to provide onsite information sessions for all regional correctional facilities.

Employee sought assistance from EAP for various issues. Those identified most often were:

- Marital and Family Issues
- Workplace Stress
- Mental health issues
- Financial issues

Other services provided through the program in 2006-2007 included manager and shop steward training, information sessions requested by departments on EAP, managing critical incidents, and mental health information sessions provided across the Province. Total participation in these initiatives was 600 employees.

In 2005-06, development began on an electronic statistical system designed to provide better tracking of information and identification of trends that may be significant for organizational planning and for establishing program priorities. This system became operational in 2006-2007, and has already provided much needed planning information.

## **Workplace Wellness Initiative**

During 2006-2007, work continued on the efforts to obtain data essential for the development of a healthy workplace strategy. The objective for 2006-2007 was to develop a Healthy Workplace Survey to provide direction to this strategy. This was accomplished. EAP followed through on recommendations to coordinate a corporate healthy workplace survey which now provides concrete data on how employees view their health, and the health of their workplaces. The data provided through the Healthy Workplace Survey and other Government processes such as workforce planning provide the opportunity to more clearly define healthy workplace issues and priorities. As well, the reorganization of human resources, particularly the focus on integrated disability management, provides new opportunities to support employees with disabilities to promote return to full productivity.

## **Respectful Workplace Program**

In 2006-07 the Program continued to respond to increased numbers of managers seeking skill building training and support for resolving workplace conflict. This Program has been successful in promoting early intervention by managers in problem areas, and has increased awareness of management accountability in conflict/ harassment situations. Departments continued to show a strong interest in establishing internal resolution and respectful workplace processes.

The objective for 2006 -2007 was to develop, in collaboration with Public Service Secretariat, a train the trainer model to enable departments to provide employees with essential information on respectful workplace rights and responsibilities This goal was achieved The Program resulted in 16 respectful workplace information sessions delivered by departmental trainers to 520 frontline staff.

The RWP program developed and delivered two new workshops, **Understanding Team Conflict** and **Understanding Workplace Bullying**, in response to departmental requests. These initiatives achieved the goals of these workplaces, and now provide a resource for similar departmental requests.

The RWP program also provided respectful workplace capacity building assistance to 26 workplaces. Requests for support of departmental leadership in cultural change initiatives indicates a positive shift to a more proactive approach to creating and maintaining healthy work environments.

To meet the increased need for RWP training required by managers as part of the Human Resource Management Package, the Program significantly increased the delivery of this Program in 2006-2007.

## **Appeal and Investigation Division**

### **Classification Appeal Board**

For the year ending March 2007, there were 574 outstanding classification appeals. Approximately 60% of these were a result of an “occupational review” conducted by the employer. The balance is individual appeals. These numbers represent an improvement over the previous year.

As well, during this year, 159 utility worker appeals were required to be reconsidered as a result of a court ruling.

The Classification Appeal Board formulated an aggressive and pro-active plan to improve and facilitate the hearing process. This plan has worked well. Significant progress is expected to occur once the selected board members are either reappointed or appointed.

### **Management Grievance Process**

During 2006-07, consultations and meetings continued with the Public Service Secretariat in relation to improving the coordination and facilitation of the conduct of the Management Grievance Process. This process includes the first level of mediation attempts all the way through to the organization and conduct of formal grievance hearings resulting in a findings and recommendation report being submitted to the Public Service Secretariat. During this year, one grievance was withdrawn and four were in progress at March 31, 2007.

### **Investigative Services**

A final report was provided to government regarding the pilot project for the creation of an Investigative “Centre of Excellence” which resulted in full funding of a permanent investigator’s position to support the service for fiscal year 2006-07, and the temporary addition of a second investigator to assist in this project. At March 31, 2007, 110 of the 119 investigations that were received since the project started had been concluded. Feedback from departments and agencies referring for investigations indicates satisfaction with the service.

The Investigations Consultation Advisory Group (ICAG) continues to meet and review the activities of the investigations section. This group is comprised of members representing a cross-section of human resource staff from government departments and agencies along with representatives from the two major unions. A number of suggestions and recommendations were identified that have been implemented to improve the investigation process for all stakeholders. One such recommendation was a multi-tiered hearing process. In 2006-2007, after introduction and trial usage, this process was adopted by the Commission. It more fully ensures knowledge and analysis of the facts in matters being investigated, resulting in fair and reasonable conclusions, findings, decisions.



## **Conflict of Interest Advisory Committee**

An advisory committee was appointed under the *Conflict of Interest Act 1995*. This committee provides advice to Deputy Ministers and their staff on matters of conflict of interest, and coordinates activities of the Conflict of Interest Advisory Committee. During this year, efforts continued to facilitate the work of the Conflict of Interest Advisory Committee. Services were provided to 119 clients.

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## ***Opportunities and Challenges Ahead***

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### **Strategic Staffing and Recruitment Services**

The PSC recognizes the need for strengthened capacity to respond to emerging recruitment challenges within the public service. These challenges include an aging workforce, declining population especially in rural areas, and out-migration. There is a need for progressive change including the identification of new processes and systems that are more responsive to operational and strategic requirements of government Departments and Agencies. These changes must be achieved in an environment where protection of the merit principle is paramount.

With the identification of recruitment challenges facing the provincial government, the need for accountability and oversight is significant. Consistent delivery standards and improved safeguarding of staffing and recruitment processes within the public service is crucial. As a result, the following goal has been identified: ***By 2008, the PSC will be the lead agency accountable for strategic staffing and recruitment in the public service.***

#### **Objectives:**

- Implement government's direction regarding phase one of the reorganization of the staffing and compliance component of the corporate services delivery model.
- Create a Recruitment Center.
- Align Organizational Chart to reflect recruitment needs.
- Develop necessary partnerships with applicable Departments and Agencies.
- Increase number of Selection Board Chairs.
- Initiate the development of an applicant inventory.
- Develop consistent formats and processes for job advertisements.
- Initiate information sessions with stakeholders.
- Define requirements for Human Capital Management system.

The PSC must ensure that qualified applicant pools are available for future vacancies within the public service, especially for positions identified as hard-to-fill. The PSC recognizes the need to be proactive and promote the provincial government as an employer and to focus on attracting highly capable employees. As a result, the following goal has been highlighted:

***By 2008, the PSC will have initiated the development of a marketing strategy to promote its role as government's independent recruitment agency.***

**Objectives:**

- Research best practices in recruitment.
- Recruit a Talent Acquisition Specialist.
- Define improvements to web-site and technology capabilities.
- Agree on format of promotional material.
- Host a Career Expo.
- Incorporate advice from marketing experts.
- Obtain and utilize departmental profiles.
- Incorporate information from workforce plans.
- Review existing job ad format/structure.

With an aging workforce and declining population, the public service must ensure that there are qualified applicant pools available to provide quality service to the people of Newfoundland and Labrador. It is necessary to ensure that no barriers exist for access to public service employment that may prevent the public service from being representative of the population it serves. The Division will take specific steps towards promoting awareness and access to employment in the public service. These will include developing baseline data and indicators for comparison and analysis; defining equity outcomes in partnership with the PSS, and developing an expertise to address matters related to equity and access. As a result, the following goal has been highlighted:

***By 2008, the PSC will have initiated the development of methods to enhance accessibility of employment.***

**Objectives:**

- Commence acquiring baseline data.
- Initiate the development of an applicant inventory for expressions of interest for public service employment.
- Increase attendance at career fairs and public information sessions/forums.
- Gather and review material for website and career fairs.
- Initiate research on equity and diversity policy
- Establish relationships with stakeholder associations and representatives.

## **Employee and Departmental Services**

The PSC has witnessed consistent increases in requests for EAP services. As well, the RWP has evolved and there has been an increasing demand from departments for services to provide respectful, harassment free environments. The Commission will be addressing the issue of resources to meet these increasing demands.

The focus on employee wellness has been well established, and interest has grown in providing wellness programs. However, there is no comprehensive approach to this issue and there is a need for a corporate healthy workplace plan. This approach would be consistent with Government's current stated goal of promoting wellness for its citizens, as demonstrated through its new Provincial Wellness Strategy.

Feedback from all levels indicates a need for a comprehensive respectful workplace training Program. This will include required orientation, skill building and information sessions for managers and frontline employees, individual coaching and on line learning tools. There is also an identified need for increased senior management leadership in creating respectful, healthy work environments within departments. The Commission has brought some serious issues to the attention of departments which have required leadership intervention. In some instances, the response and action taken indicate a need for increased senior management understanding of their critical role in ensuring a healthy work environment for their employees.

In addition, a need to build a stronger partnership with all levels of public service unions has also been identified. There has been considerable support for both the EAP and RWP through the joint labour management committees. However the need exists for greater collaboration and program information training at the shop steward level.

As a result of the above-noted needs which have been identified, the following goals and objectives have been established for fiscal year 2006-07:

### **EAP and Wellness**

**Goal:** Healthy employees in healthy workplaces

**Objectives:**

- Gather additional data and develop a wellness strategy to address the issue of increased usage of the EAP by managers.
- Develop a training plan to effectively meet the need for managers to access the EAP training designated as mandatory in the human resource management program.
- Collaborate with NAPE on the development of an information/training package for shop stewards.
- Development a Strategic Healthy Workplace Plan which will be guided by the results of the Healthy Workplace Survey.

### **Respectful Workplace Program**

**Goal:** To create a Public Service work environment that is free from harassment and discrimination, respectful of diversity, and constructive in its approach to workplace conflict.

**Objectives:**

- Have all Managers complete the “Creating a Respectful and Harassment free Workplace” - An Orientation Workshop for Mangers.
- To develop and deliver a senior management information session ready for delivery in 2006-2007.
- To continue the development of RWP on-line tools, with access to be available in 2006-2007.
- To have all Departments represented within the RWP Frontline Trainers Group at the end of 2006-2007.
- The development of a joint union/management frontline training program for 2006-2007.
- To have a minimum of two RWP Frontline Information Sessions within each Department.
- To support RWP capacity building efforts within work sites toward a 20 % increase of RWP Committees and activities within government departments.

## **Appeals and Investigations**

The Commission recognizes the important role it plays in providing independent support and guidance in matters of personal and systemic complaints. Therefore, in the up-coming fiscal year, the Commission will continue to develop and refine the Investigation Policy and Procedures Manual and assess the need to expand the role played by the Investigations Consultation Advisory Group (ICAG).

The Management Grievance process is also a very important component of the Commission's work. The Commission recognizes the need to continue to update and refine the Management Grievance Procedures in partnership with the Public Service Secretariat and to develop and deliver, on an as required basis, a training package for Chairpersons and panel members utilized during the management grievance hearing process.

There have been a number of areas for improvement highlighted with the Classification Appeal Board, which the Commission will address in the coming fiscal year. The Commission plans to facilitate, on behalf of the Chair of the Classification Appeal Board, an operational plan that will address the backlog of appeals which resulted due to the occupational reviews. In addition, the Commission will undertake responsibility for the submission to government regarding the appointment of the Classification Appeal Board (CAB) members. Through the Minister responsible, the Commission will also coordinate changes regarding CAB appointments in an effort to enhance the work of the Board without having to endure lengthy delays.

Due to its role in the administration of the *Conflict of Interest Act*, the Commission will commence work to develop and present a multi-level briefing relating to the Conflict of Interest Act on behalf of the Conflict of Interest Advisory Committee.

# Financial Statements

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REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

**PUBLIC SERVICE COMMISSION**  
**Statement of Expenditure and Related Revenue**  
**FOR THE YEAR ENDED 31 MARCH 2007**

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>SERVICES TO GOVERNMENT AND AGENCIES</b>			
<i>CURRENT</i>			
<b>1.1.01. SERVICES TO GOVERNMENT AND AGENCIES</b>			
01. Salaries .....	1,477,775	1,477,800	1,503,400
02. Employee Benefits .....	6,476	10,700	25,800
03. Transportation & Communications .....	62,097	74,500	104,500
04. Supplies .....	20,091	22,200	32,200
05. Professional Services .....	201,867	210,000	129,300
06. Purchased Services .....	182,586	187,480	165,800
07. Property, Furnishings & Equipment .....	30,658	31,700	34,700
09. Allowances and Assistance .....	5,139	20,000	20,000
	<u>1,986,689</u>	<u>2,034,380</u>	<u>2,015,700</u>
02. Revenue - Provincial .....	( 826)	-	-
<b>Total: Services to Government and Agencies</b>	<u>1,985,863</u>	<u>2,034,380</u>	<u>2,015,700</u>
<b>TOTAL: SERVICES TO GOVERNMENT AND AGENCIES</b>	<u>1,985,863</u>	<u>2,034,380</u>	<u>2,015,700</u>
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<u>1,985,863</u>	<u>2,034,380</u>	<u>2,015,700</u>
<b>TOTAL: PUBLIC SERVICE COMMISSION</b>	<u>1,985,863</u>	<u>2,034,380</u>	<u>2,015,700</u>

**Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2007. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process; however the Public Service Commission is not required to provide a separate audited financial statement.**