



***Public Service Commission
Business Plan
2008-2011***

Message from the Chair

It is with great pleasure that I present this Business Plan for the Public Service Commission (PSC), as per the reporting requirements of the *Transparency and Accountability Act*. In the development of this plan, careful consideration was given to the strategic directions of Government (see appendix A). This plan outlines the goals and objectives of the PSC for the fiscal years ending 2008-2011.

In accordance with Government's Strategic direction, the Public Service Commission has been restored as an independent agency mandated to make unbiased and impartial recommendations on hiring and promotion in the public service. Given the Commission's role in the protection of merit, we have lead accountability for this direction.

As outlined in this plan, there are important initiatives that the Public Service Commission will focus on over this planning period. A marketing strategy will be implemented in recognition of the need to be proactive and promote the provincial government as a potential employer, and to focus on attracting and retaining highly capable employees. Additional recruitment strategies will be developed to address the recruitment and diversity requirements of the public service, as identified in the corporate wide Human Resource strategy. Work will continue on enhanced accessibility to employment. This will allow the public service to be representative of the population it serves.

In accordance with the Government's commitment to accountability, this plan outlines direction and outcomes for the Public Service Commission over the next three years. Under the Transparency and Accountability Act, the PSC is required to plan and report on progress.

As the Chair and Chief Executive Officer of the PSC, I am responsible for leading the preparation of this plan. The PSC is accountable for the achievement of the outlined goals and objectives over the next three fiscal years. I would like to acknowledge my fellow Commissioner's and all PSC staff for their efforts in preparing this plan, and their work which supports it. I look forward to our success.



Chair & Chief Executive Officer

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Appendix A – Strategic Directions

1.0 Plan at a Glance

Vision:

“Public Service Excellence through merit, fairness, and respect.”

Mission:

By 2011, the PSC will have strengthened strategic staffing and recruitment processes that promote access to employment in the public service.

Goal 1

By 2011, the PSC will have additional recruitment strategies in place to address the recruitment and diversity requirements of the public service, as identified in the corporate wide Human Resource strategy.

Objective 1.1

By 2009, the PSC will have developed recruitment strategies to promote careers in the Public Service.

Objective 1.2

By 2010, the PSC will have finalized implementation of recruitment strategies and evaluated success.

Objective 1.3

By 2011, the PSC will have adjusted recruitment strategies based upon results of the evaluation.

Goal 2

By 2011, the PSC will have contributed, through its mandate, to the enhancement of managerial capacity for leadership competence of Public Service managers in areas of PSC jurisdiction.

Objective 2.1

By 2009, the PSC will have evaluated current competency levels within defined key areas of learning to increase management capacity.

Objective 2.2

By 2010, the PSC will have continued and adjusted training based on ongoing evaluation of organizational needs.

Objective 2.3

By 2011, the PSC will have contributed to increased workplace leadership competence of Public Service managers in areas of PSC jurisdiction.

2.0 Public Service Commission Overview

The Public Service Commission (PSC) was established in 1973 by the *Public Service Commission Act*. The Commission is responsible for establishing policy and procedure to evaluate merit, and for recommending candidates for appointment and/or promotion to positions within the provincial Public Service. As an arms-length organization, the Commission is also required to deliver other programs and services that have a significant requirement for confidentiality and sensitivity, such as performing investigations, reviewing complaints and administering employee assistance and respectful workplace programs.

Divisions and Employees

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 Chairperson directs and supervises the administrative and technical activities of the Commission.

There are three divisions performing the work of the Commission: the Strategic Staffing division, the Employee and Departmental Services division and the Appeal and Investigations division. The staff complement of the PSC is 44 employees (34 of these positions are permanent), including the Executive. The ratio of female to male employees is 32:10, with two positions being vacant at April 30, 2008.

Location and Areas Serviced

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 Recruitment Center is located on the 4th Floor, West Block of the Confederation Building.

Legislative Authority

The mandate of the PSC is provided by the *Public Service Commission Act, (1973)*.

Budget

The 2008-2009 salary and operational budget allocation for the PSC is \$3,817,800.

3.0 Mandate

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 has, as one of its major responsibilities, the recommendation of candidates for appointment and/or promotion to positions within the provincial public service.

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 leadership and support role, the PSC administers the Employee Assistance Program, the Workplace Wellness Initiative, and the Respectful Workplace Program in conjunction with the Public Service Secretariat. The Commission also houses an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of government.

4.0 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 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;
- provides talent acquisition services to address ongoing recruitment challenges in the public service;
- monitors all appointments and promotions to ensure compliance with staffing policy;

- provides a Job Clearing Centre to give 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;
- provides advice and direction on staffing issues related to organizational re-structuring;
- 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, and the Public Sector Managers' Association. The role of the PSC is to:

- provide counseling 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 counselors 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 ;
- 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 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.

5. 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.

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. Investigative Services

The PSC houses an investigative unit which reviews complaints of harassment, workplace conflict or other issues of an administrative nature. This includes coordination and interface with other agencies and organizations regarding matters related to complaints, investigations, conflict and early intervention.

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

5.0 Primary Clients

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, it is required to consider the public interest as is mandated by Section 12 of the *Public Service Commission Act* (1973).

6.0 Values

The core values of the PSC explain the character of the organization it promotes, not only in its own work, 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.

<u>Core Values</u>	<u>Strategic Value Action Statements</u>
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.

7.0 Vision

“Public Service Excellence through merit, fairness, and respect.”

8.0 Mission

The mission statement identifies the priority focus area of the Chair over the next planning cycle. It represents the key longer-term result that the PSC will be working towards as it moves forward on the strategic directions of government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

Government has communicated a strategic direction of increasing the number of graduates in the public sector. The PSC supports this direction through strategic and innovative recruitment efforts. 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.

Along with changes in the application of strategic recruitment, there is a need for accompanying education and awareness of these changes among public service managers. These changes must be achieved in an environment where protection of the merit principle is paramount. Protecting merit requires openness to diversity. It includes the establishment of processes to identify barriers to accessibility of employment in the public service, and taking proactive steps to eliminate these barriers and to promote equal opportunity. This aligns with the strategic direction of government relating to mainstreaming of equal opportunity in the public service.

As a result, the following mission has been identified:

By 2011, the PSC will have strengthened strategic staffing and recruitment processes that promote access to employment in the public service.

Measure 1: Strengthened application of Strategic Staffing and Recruitment Processes that promote access to employment.

Indicators:

- Increased number and quality of audits conducted to identify:
 - non-competitive hiring and/or promotions.
 - the number of recommendations for appointment where the number 1 candidate was not selected.
 - potential barriers to employment in the public service
- Increased leadership and accountability of the Commission in strategic staffing and recruitment.
- Defined related outcomes for the public service in partnership with Public Service Secretariat.

- Developed consistent work processes and policy applications through a Centralized model providing quality regional services.
- Conducted a comprehensive review of strategic selection processes, with emphasis on barriers to accessibility.
- Improved quality and monitoring of Selection Board Chair training and certification process.
- Increased training and information sessions with Human Resource Management personnel and executives.
- Developed benchmarks and evaluative indicators to determine success of strategic staffing systems.
- Increased emphasis on talent acquisition.
- Implementation of non print media.

Measure 2: Strengthened understanding of Strategic Staffing and Recruitment processes that promote access to employment.

Indicators

- Surveyed stakeholder perception and understanding of staffing and recruitment process.
- Increased interaction of the PSC with stakeholders through information sessions regarding strategic staffing and recruitment processes.
- Increased expertise and initiatives aimed at increasing awareness of diversity through employment equity and accessibility.
- Reviewed staffing and recruitment policies and procedures to identify and eliminate barriers to access and equity.
- Developed and distributed staffing policy manual including web-site.
- Developed and distributed information packages.

9.0 Goals and Objectives

In consideration of government's strategic directions and the mandate and financial resources of the PSC, the following areas have been identified as the key priorities of the Chair for the next three years. The goals identified for each issue reflect the results expected by the end of the three year timeframe while the objectives provide a focus of work during each year. Measures and indicators are provided for both the goal and the objectives to assist both the PSC and the public in monitoring and evaluating success.

Issue One: Changing Recruitment Environment

With the identification of emerging recruitment challenges facing the provincial government, the need for a well defined recruitment strategy that is consistent with merit

principles is significant. This strategy must focus on ensuring that there are qualified applicant pools available to provide quality service to the people of Newfoundland and Labrador. It also must aim 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. Recruiting an employee today is not just about job ads and interviews. Recruitment now occurs in a global environment where competition among employers is fierce and employees have opportunity to negotiate the terms of employment. Employees have also changed. Issues such as work life balance, healthy and respectful workplaces, and lifelong learning are values important to today's employees. As a result, the following goal has been identified:

Goal One: By 2011, the PSC will have additional recruitment strategies in place to address the recruitment and diversity requirements of the public service, as identified in the corporate wide Human Resource strategy.

Measure: Enhanced recruitment strategies in the public service.

Indicators

- Web site upgraded.
- Diversity policy and framework integrated into recruitment processes.
- Outreach strategies in place.
- Media Ads implemented.
- Incorporated best practices.
- Marketing of public service employment in place.

Objectives:

1.1 By 2009, the PSC will have developed additional recruitment strategies to promote careers in the Public Service.

Indicators

- Identified web site upgrades.
- Initiated the development of an employer branding strategy.
- Defined target markets.
- Identified outreach strategies for target markets.
- Developed necessary partnerships with applicable Departments and Agencies.
- Completed appropriate stakeholder consultation.
- Developed benchmarking and utilization of data to determine best practices.
- Established a working group to develop a diversity strategy and policy framework.
- Increased participation in and hosting of career fairs.
- Media Ads developed.

1.2 By 2010, the PSC will have finalized implementation of recruitment strategies and evaluated success.

1.3 By 2011, the PSC will have adjusted recruitment strategies based on results of the evaluation.

Issue Two: Level of Management Capacity

As an advocate for merit, fairness and respect, the Public Service Commission is committed to building a supportive work environment and a culture of respect. To advance this effort, a strong foundation is essential. This begins with increasing managerial capacity. To provide excellence in leadership, managers must have solid knowledge of best practices in areas such as hiring, alternative dispute resolution and creating healthy workplaces. There is also a need for clearly defined processes and structured feedback mechanisms for this to be successful. While the PSC can only enhance managerial capacity in the areas of its mandate, these areas are core to effective leadership and overall management capacity. Support provided to managers in these areas should therefore reasonably complement other learning and development activities and enhance overall managerial leadership competence.

Goal Two: By 2011, the PSC will have contributed, through its mandate, to the enhancement of managerial capacity for leadership competence in the public service.

Measure: Increased workplace leadership competence of Public Service managers in areas of PSC jurisdiction.

Indicators

- Staffing module incorporated in to Resource Management Package, in partnership with the Center for Learning and Development.
- Learning needs aligned with skill sets based upon results of gap analysis.
- Training and Development offerings in place.

Objectives:

2.1 By 2009, the PSC will have evaluated current competency levels within defined key areas of learning to increase management capacity.

Indicators

- Identified the key relevant skills sets required.
- Created partnerships to maximize success in learning outcomes.
- Collaborated with Center for Learning and Development to determine existing skill sets and conduct a gap analysis.
- Determined necessary enhancements to existing training programs to address the identified needs.

2.2 By 2010, the PSC will have continued and adjusted training based on ongoing evaluation of organizational needs.

2.3 By 2011, the PSC will have contributed to increased workplace leadership competence of Public Service managers in areas of PSC jurisdiction.

APPENDIX 1

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Public Service Commission are provided in the two outcome statements below. Government has communicated the strategic directions of mainstreaming equal opportunity in the public service and increasing the number of graduates in the public sector. These strategic directions require action by more than one entity, as stated above. The PSC supports and will contribute to these strategic directions of Government in the areas defined by our mandate and this plan. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Commission. As indicated in the table below, some have been addressed in this business plan while others are addressed in the operational and/or work planning processes.

Title: Access to Employment in the Public Service.

Outcome Statement 1: Mainstreaming of equal opportunity in the Public Service. This requires systematic intervention in the following areas:

Components of Focus Areas	This Focus Area is addressed:		
	Business Plan	Operational Plan	Work Plans
1.1 Staffing and Recruitment Role <ul style="list-style-type: none"> • Diversity Strategy/Policy • Environmental Scan to determine if Barriers to accessing Public Service Employment exist • Relationship Building with Stakeholders • Education and Awareness 		√	
1.2 Leadership role <ul style="list-style-type: none"> • Stakeholder perceptions • Best practices • Marketing strategy • Advocacy for Equity and Accessibility of employment 	√		

Title: Recruitment Strategies for the Public Service.

Outcome Statement 2: Increased number of graduates in the public sector. This requires systematic intervention in the following areas:

Components of Focus Areas	This Focus Area is addressed:		
	Business Plan	Operational Plan	Work Plans
2.1 Staffing and Recruitment Role <ul style="list-style-type: none"> • Additional Recruitment Strategies • Best practices • Diversity Strategy/Policy • Outreach Strategies 		√	
2.2 Leadership role <ul style="list-style-type: none"> • Stakeholder perceptions • Marketing strategy <ul style="list-style-type: none"> ➤ Website ➤ Public relations campaign ➤ Career Expos ➤ Media Ads • Advocacy for public service employment • Focus on increasing Public Service management leadership competence 	√		

