



**PUBLIC SERVICE  
COMMISSION**

**Annual Report 2013-2014**

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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 2013-14 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 results outlined.

This report marks the final year of the 2011-2014 business planning cycle. This three-year fiscal period has brought about great change and opportunities for the PSC. In November 2012, the structure of the PSC changed as a result of operational staffing functions being transferred to the Human Resource Secretariat (HRS). Responsibility for policy and oversight remained with the PSC thereby transforming the Commission from a staffing service provider to that of an oversight agency tasked with ensuring the application of the merit principle. The PSC continues to be an advocate for merit, fairness, and respect through its sharpened focus as an oversight agency.

As a result of those significant structural changes, it was necessary to re-evaluate the strategic priorities and the 2011-14 Business Plan was modified accordingly. The PSC initiated a mandate review focusing on the creation of operational effectiveness and efficiencies, the need for appropriate oversight/accountability rules and mechanisms, and identification of best practices. The Commission's practices must be viewed by members of the public service and the general public as transparent, fair and meritorious. The review is still ongoing and the goals continue to be modernization and quality improvements in the programs and services offered by the PSC.

As outlined in this report, the PSC has worked diligently to address the strategic priorities identified in our three-year business plan. These priorities focused on two principal areas: enhancing overall service quality; and, review and implementation of recommendations to further improve transparency and fairness of its mandated decision making processes. This report shows the progress and achievements we made in these areas.

We look forward to building upon our successes of 2013-14 and working together to achieve the goals and objectives set out in our 2014-17 Business Plan. I would like to express my gratitude to my fellow Commissioner and to the staff of the PSC for their continued and dedicated service and their efforts and contributions to the achievements of the past fiscal year and throughout the 2011-14 planning period.



Bruce Hollett  
Chief Executive Officer and Chair

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## **1.0 Public Service Commission Overview**

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The mandate of the Public Service Commission (PSC) is provided by its governing legislation, the *Public Service Commission Act*. 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 PSC 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 *Public Service Commission Act*. The Commission is mandated to ensure that public service hiring is conducted in a fair, transparent and accountable manner. The PSC 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 adjudication panels designed to provide third party resolution to matters pertaining to classification appeals. Support is also provided to the Conflict of Interest Advisory Committee under the *Conflict of Interest Act*. The PSC maintains an investigative unit which provides a comprehensive range of administrative investigations on behalf of the Provincial Government.

2013-14 marked the final year of the 2011-2014 business planning cycle and has proven to be both a challenging and rewarding year for the PSC. The PSC has experienced much change and transition, resulting in shifting priorities and focus for the Commission. In November of 2012, the Strategic Staffing Division, and hence 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 those significant structural changes, it was necessary to re-evaluate the strategic priorities and the business plan was modified accordingly.

The PSC initiated a mandate review focusing on the creation of operational effectiveness and efficiencies, the need for appropriate oversight/accountability rules and mechanisms, and identification of best practices. A jurisdictional scan, literature reviews and consultations have occurred, best practices have been determined and sound recommendations have been developed in support of modernization and service quality improvements. This modernization will ensure that future services are provided to the public service and the general public more effectively and efficiently.

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

## VISION

The PSC is committed to our vision of “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. The mission with associated measures and indicators can be viewed in the 2011-14 PSC Business Plan. (<http://www.psc.gov.nl.ca/psc/publications/BusinessPlan2011-2014>)

## VALUES

The PSC makes every effort to demonstrate a number of organizational values; however, it has chosen fairness, respect and professionalism as being fundamental to achieving the desired results identified for this planning period. The following action statements have been identified to foster and embrace these values throughout the PSC.

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

## 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 *Public Service Commission Act* on behalf of the PSC by the Strategic Staffing Division of the HRS and through delegated staffing authority with those agencies 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 *Public Service Commission Act*. The Commission is responsible for the certification of Selection Board Chairs.

### Employee Assistance and Respectful Workplace Division:

#### Employee Assistance Program (EAP) and Respectful Workplace Program (RWP)

The Employee Assistance Program (EAP) is a joint program of the Government of Newfoundland and Labrador, the Newfoundland Association of Public and Private Employees (NAPE), and the Canadian Union of Public Employees (CUPE). 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.

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. In supporting the Provincial Government's "Harassment and Discrimination Free Workplace Policy," the RWP works from a capacity building model by providing training and information to government departments, agencies, and employees on informal and constructive approaches to workplace conflict.

Psychological health is a key part of any healthy workplace. A psychologically safe and healthy workplace is one that promotes employees' psychological well-being and actively works to prevent harm to employees' psychological health from negligent, reckless or intentional actions.

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. The RWP promotes the value and accountability of respectful workplace cultures in the public service and provides coaching and training that supports positive mechanisms to manage conflict constructively.

#### Appeals and Investigations Division:

### Investigative Services; Classification Appeal Boards & Conflict of Interest Advisory Committee

The PSC houses an investigative unit which reviews and assists in the investigation of complaints of harassment, violations of policy, acts of wrong doing or other issues in those public entities scheduled to the *Public Service Commission Act*. The unit also coordinates and interfaces with other agencies and organizations regarding matters related to administrative tribunals and administrative law.

The Classification Appeal Board was established in 1971 to review and if necessary, hear appeals resulting from the classification system in the Provincial Government. Specifically, the PSC provides administrative and logistical support for the activities of the Board. The Management Classification Review Committee was transferred to the PSC in 2013. The PSC provides administrative and logistical support for the activities of the Committee. The Classification Appeal Board and the Management Classification Review Committee are chaired by the CEO of the Commission.

The PSC supports the *Conflict of Interest Act* 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.

The PSC responds to inquiries from regulatory bodies such as the Human Rights Commission and the Office of the Citizens' Representative.

## ORGANIZATIONAL STRUCTURE

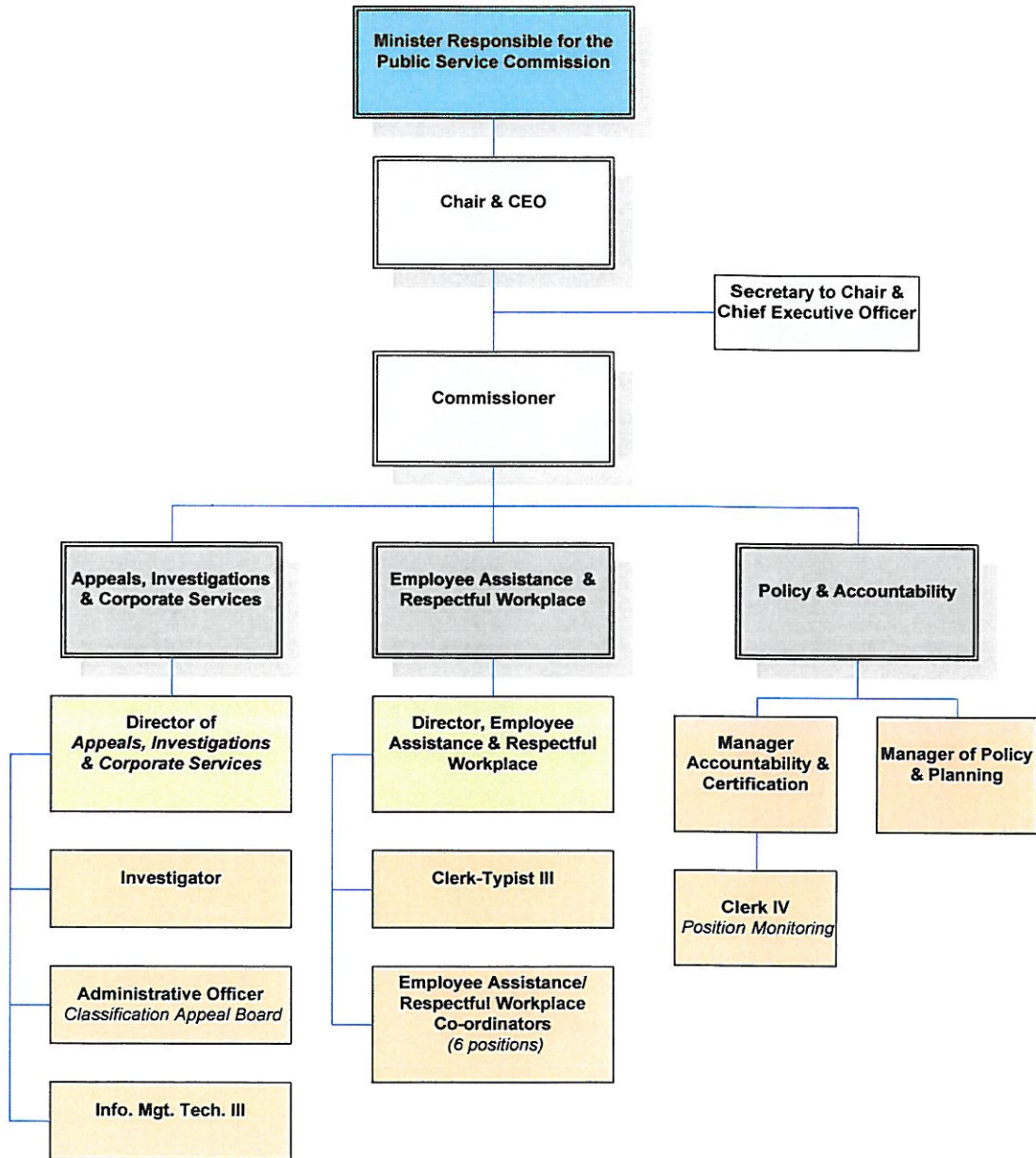
The PSC is located at 50 Mundy Pond Road, St. John's, Newfoundland and Labrador. All regions of the province are served from this location.

The PSC includes 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 Public Service and has Deputy Minister status. The Chairperson directs and supervises the administrative and technical activities of the PSC. In addition to the Chairperson, there is one full time Commissioner. The PSC consists of Bruce Hollett, Chair and CEO, and Ann Chafe, Commissioner.

There are two divisions performing the work of the PSC: the Employee Assistance and Respectful Workplace Division; and, the Appeals and Investigations Division. The Executive of the PSC consists of the Commissioners, supported by a Policy and Accountability team. The staff complement of the PSC is 18 employees, including the Executive. Of the 18, there are 13 females and 5 males.



**PUBLIC SERVICE COMMISSION**  
*Organizational Chart as of March 31, 2014*



## 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 *Public Service Commission 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 PSC's purview. In the oversight of recommendations of individuals to public service positions, the PSC is required to consider the public interest as is mandated by Section 12 of the *Public Service Commission Act*.

## DEMOGRAPHICS - NL PUBLIC SERVICE

<i>As of March 31, 2014</i>	<i>Source: Human Resource Secretariat</i>
Number of Active Employees	8200
Male	4169
Female	4031
Bargaining	6061
Non Bargaining/MGMT	2139
Permanent	5987
Temporary	1571
Seasonal	415
Contractual	227
Number of New Hires for Fiscal Year 13/14	277
Number of Exits from Workforce for Fiscal Year 13/14	992

## REVENUES AND EXPENDITURES

The Public Service Commission does not collect revenues. Our expenditures for fiscal year 2013-14 were 2,402,033 as determined in the budget process, voted on and approved in the House of Assembly. The detailed financial information is located in the [Financial Statements](#) section of this annual report.

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## **2.0 Shared Commitments**

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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 *Public Service Commission 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 Commission 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 Commission's current mandate continues to be an important area of focus. A jurisdictional scan, literature reviews and consultations have occurred, best practices have been determined and sound recommendations have been developed in support of modernization and service quality improvements. This modernization will ensure that future services are provided to the public service and the general public more effectively and efficiently.

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### ***Departments and Agencies***

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Through oversight and the establishment of policy, the PSC works closely with departments and agencies scheduled to the *Public Service Commission Act*, and with representatives of employees to ensure accountability through the protection of merit in appointments and promotions within the public service.

Working closely with the Strategic Staffing Division of the HRS, 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 the Commission's approved selection processes. In its role of protecting merit in public service staffing, the PSC and HRS have a shared responsibility for the training and certification of Selection Board Chairs. Currently the Strategic Staffing Division is responsible for the training, mentoring of new and provisional Selection Board Chairs guiding them through the certification process. When a provisional chair has completed the requirements of the provisional stage and the sector manager responsible is supportive, a full certification request is submitted to the PSC. The PSC will review the competition files completed by the provisional chairs to the required level of proficiency and the merit principal is protected. At the completion of the provisional review, the PSC will grant full certification, recommend continuation of provisional status, suggest additional training or rescind Selection Board Chair privileges. In addition to the certification request, performance of Selection Board Chairs is reviewed through the annual compliance

review or in response to staffing related complaints. Along with administering the current Certification process, the PSC and Strategic Staffing Division have implemented quality improvements to the process that support the oversight and leadership components of the strategic direction. The PSC and the Strategic Staffing Division are committed to consistently reviewing the process with a view to making continuous quality improvements to ensure it meets the goals of both organizations.

As with the certification of Selection Board Chairs, the Strategic Staffing Division and the PSC have maintained joint responsibility for administering the complaint/request for review process. If a candidate has any questions relating to their candidacy or are not satisfied with the outcome of a particular staffing action or competitive process, they should first contact the Selection Board Chair to discuss the details, gain post-board feedback, and information related to the final recommendation of the Selection Board. If the individual does not agree with the decisions of the Selection Board, candidates may contact the Manager of Review & Development with the Strategic Staffing Division to discuss the details of a complaint and/or inquire concerning further information that may assist in the resolution of the matter. Should the candidate still experience dissatisfaction or the competitive process is completed and position awarded, a formal request for review may be filed with the Chair and CEO of the PSC within a reasonable time frame. A review of the contents of the competition file will be conducted as well as discussion with the Selection Board Chair, complainant or any other individuals deemed relevant to the review. The collaborative efforts of the PSC and the Strategic Staffing Division are critical in ensuring that recruitment and staffing issues are resolved at the earliest possible stage in the process. Quality improvements have been implemented in support of the oversight and leadership components of the strategic direction.

The Employee Assistance Program (EAP) was created in 1984 and the Respectful Workplace Program (RWP) was created in 2001. Both of these programs operate collaboratively within the same division, the Employee Assistance and Respectful Workplace Division. This Division was created through a collective bargaining process resulting in an agreement between the Provincial Government, unions representing public service employees and the Public Sector Managers Association (PSMA). The Division is accountable for providing a high level of skill in leading, motivating and influencing the development of public service employees with the goal of creating a psychologically healthy and respectful work environment. As well, the Division provides services, interventions and training that support the employer in maintaining optimal employee health and wellness.

The Employee Assistance and Respectful Workplace 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, mediation 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 Employee Assistance and Respectful Workplace Division, the Commission also works collaboratively with government departments and agencies scheduled to the *Public Service Commission Act*, unions, and external service providers in the administration and delivery of all of its programs and services.

Through the Appeals and Investigations Division, the PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from bargaining unit and non-bargaining unit positions through a formal hearing process. The Division also supports the Management Classification Review Committee (MCRC) which was transferred from the HRS to the PSC in December 2013. The MCRC hears classifications appeals from management employees.

Through the Appeals and Investigations Division, 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.

Although there were no specific collaborative projects in fiscal year 2013-14, other than the transfer of the MCRC to the PSC, the shared commitments and close working relationships of the PSC with other departments and agencies are essential for the efficient and effective delivery of services provided by the PSC.

### ***Unions and Associations***

The PSC works closely with unions whose members are working in departments and agencies scheduled to the *Public Service Commission Act*. A strong commitment exists by all parties to ensure that merit is protected in the recruitment and selection process. The PSC is charged with the provision of oversight and policy for merit-based appointments and promotions. There were no specific collaborative projects as such in fiscal year 2013-14, but the commitment is evident in the policies and support provided in the protection of merit.

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## **3.0 Report on Performance**

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As the final year of the 2011-14 business planning cycle, performance is reported for the annual objectives for 2013-14 and also for the overall 3-year goals for the 2011-14 planning period. The 2013-14 fiscal year has proved to be another exciting yet challenging year for the PSC. The PSC staff have worked diligently towards achieving the goals and objectives set forth in the 2011-14 Business Plan.

The initial 2011-14 Business Plan was developed with a focus to enhancing the quality of its staffing and recruitment systems as well as further improvements to transparency and fairness of its mandated decision making processes. In the first year of the plan, the PSC experienced great success in its achievements. However, in the second year the PSC experienced much change and transition, resulting in shifting priorities and focus for the Commission. In November of 2012, the Strategic Staffing Division, and hence operational aspects of staffing and recruitment, was transferred to the Human Resource Secretariat. This transition occurred towards the latter part of the second year and work that was ongoing and expected to be completed by the fiscal year-end was impacted as indicators associated with the operational aspects of staffing and recruitment were no longer the responsibility of the PSC. The PSC continues to be an advocate for merit, fairness and respect, through its sharpened focus as an oversight agency. As a result of those significant structural changes, it was necessary to re-evaluate the strategic priorities and the business plan was modified accordingly and submitted in September 2013 midway through the final year of the 2011-14 planning period. The focus of the revised 2011-14 Business Plan and more specifically the objectives and indicators of the 2013-14 fiscal year was to examine the governing legislation and mandate of the PSC and provide recommendations with an overall view of modernization and improvement of service quality.

Each of the three-year goals and related indicators for the 2011-14 planning period is provided below, along with a report of our accomplishments and an analysis of how the work on the indicators contributed to reaching our goals, and supported the Provincial Government's strategic direction 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. As well, accomplishments specific to the 2013-14 annual objectives and related indicators are also provided.

### **Issue 1: Public Service Demographic Shift and Labour Market Challenges**

In the first year of the 2011-14 Business Plan, the PSC reviewed activities and functions related to staffing and recruitment with a quality improvement lens. In 2012-13, the PSC began implementation of recommendations to further improve the quality of staffing and recruitment. However, in November 2012, the Strategic Staffing Division and hence operational aspects of staffing and recruitment, was transferred to the Human Resource Secretariat. In 2013-14, the third and final year of the 2011-14 business planning cycle, the PSC focused on modifying the goals, objectives and indicators of the 2011-14 Business Plan to better reflect the newly revised mandate of the PSC. This year brought with it sustained focus on continuous quality

improvement in services provided. With demographic shifts and resulting recruitment challenges, it is vital to ensure quality improvement, well-defined strategies and legislation that promote the principals of a progressive, merit-based public service.

**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.**

**Measure: Enhanced service quality.**

INDICATORS	ACCOMPLISHMENTS
<p>Review of the application of merit in light of current labour market and public service demographics.</p>	<ul style="list-style-type: none"> <li>• In 2011-12, research was conducted to review other jurisdictions and to examine the value of merit-based processes in recruitment and staffing activity. A preliminary report resulted and work continued on this research throughout 2012-13.</li> <li>• In 2011-12, an exploration commenced of the definition of merit and application to current public service environment. Work continued in this area throughout 2012-13.</li> <li>• In 2012-13, review and research was initiated on principles of succession planning in relation to merit-based promotion and staffing in the public service.</li> <li>• In 2012-13, review was initiated of the alternate forms of assessment which are merit-based, in light of the current labour market.</li> <li>• In 2012-13, a national and international jurisdictional review was initiated of the governing legislation for Public Service Commissions (and equivalent organizations). This review included examination of each jurisdiction’s definition of merit as well as practices and procedures aimed at the protection of merit.</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<ul style="list-style-type: none"> <li>In 2013-14, review of the application of merit including jurisdictional reviews was completed.</li> </ul>
<p>Review of existing policies and processes related to merit and its application.</p>	<ul style="list-style-type: none"> <li>In 2011-12, existing staffing policies were reviewed to ensure appropriate application of merit. Policies reviewed included: conversion of temporary to permanent employee status; the redeployment/transfer policy; and, the diversity and inclusiveness policy. Jurisdictional research identified trends and best practices. Review continued in 2012-13 and was completed in 2013-14.</li> <li>In 2011-12, the use of the matrix system and associated ratings structure was reviewed to address client misperceptions. In 2012-13, the review continued with initiation of the development of guidelines in completing the matrix to ensure consistency and transparency. As a result of the transition of strategic staffing to HRS, this was no longer a responsibility of the PSC for 2013-14.</li> <li>In 2011-12, the “employment reference” process was researched and reviewed. This included focus groups and a jurisdictional review. In 2012-13, the review continued and feedback was sought on the new reference form. As a result of the transition of strategic staffing to HRS, this was no longer a responsibility of the PSC for 2013-14.</li> <li>In 2011-12, the current use of eligibility lists for temporary vacancies was examined. As a result of the transition of strategic staffing to HRS, this was no longer a</li> </ul>



INDICATORS	ACCOMPLISHMENTS
	<p>responsibility of the PSC for 2013-14.</p> <ul style="list-style-type: none"> <li>• In 2011-12, the viability of psychometric assessment and behavioural based assessments were reviewed. As a result of the transition of strategic staffing to HRS, this was no longer a responsibility of the PSC for 2013-14.</li> <li>• In 2012-13, a review was initiated on the alternate forms of assessment (i.e. heavier weight on practical testing versus interview for trade/technical positions). Review continued throughout 2012-13 until the transition of strategic staffing to HRS. This was no longer the responsibility of the PSC for 2013-14.</li> </ul>
<p>Continued enhancement of quality improvement culture through evaluations of services provided.</p>	<ul style="list-style-type: none"> <li>• In 2011-12, built upon the Quality Circle. A committee was established to identify areas requiring review and/or modification for the purpose of advancing improvements to the operations and strategic activities of the Division.</li> <li>• In 2011-12, built upon the Change Circle. A committee was established to develop structured approaches to shifting/transitioning individuals, teams and organizations from current state to a desired future state.</li> <li>• In 2011-12, work continued on the Evaluation Circle. A committee was established to oversee the process of determining the value or worth of a program, service or initiative in order to make decisions about adopting, rejecting or revising the innovation. In 2012-13, the Evaluation Circle was formed including</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>terms of reference and a committee struck to evaluate the staffing model.</p> <ul style="list-style-type: none"> <li>• In 2012-13, the Strategic Staffing Division continued to participate in ongoing learning and development, including teleconferencing and participation in jurisdictional research on various topics of strategic recruitment.</li> <li>• In 2012-13, initiated jurisdictional review to examine current staffing structures and practices within other jurisdictions.</li> <li>• In 2012-13, the Strategic Staffing Division continued to build continuous quality improvement processes into everyday work processes up until the transition of strategic staffing to HRS.</li> <li>• The Business Intelligence Hub (BIH) was introduced in 2010-11 as a repository to house interpretations of policy and decision making at all levels within the Commission for future reference. In 2011-12, population of the BIH continued for the purpose of knowledge management for staffing and recruitment policy and precedent setting interpretations. Work continued throughout 2012-13.</li> <li>• Work continued in all of the above initiatives throughout 2012-13 until the transition of strategic staffing to HRS. This was no longer the responsibility of the PSC for 2013-14.</li> </ul>
<p>Implementation of a more proactive and professional development approach to certification of selection board chairs.</p>	<ul style="list-style-type: none"> <li>• In 2011-12, continued review of Selection Board Chair (SBC) certification process.</li> <li>• In 2011-12, SBC profiles were created and</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>populated to monitor history of SBC performance for the purpose of continued certification, need for refreshers and /or decertification. In 2012-13, implemented and continued monitoring of SBC profiles.</p> <ul style="list-style-type: none"> <li>• In 2011-12, the Strategic Staffing Division further defined a Code of Ethics and developed of Code of Conduct for SBC's to strengthen commitment to merit, govern performance expectations of SBC's, and to further instill professional approach to staffing and recruitment.</li> <li>• In 2012-13, continued linkages of SBC performance through audit, request for review and day-to-day interaction, and identification for ongoing training and communication.</li> <li>• Review and implementations outlined above were completed before the transition of strategic staffing to HRS. This indicator is now a shared responsibility of the Public Service Commission and the HRS.</li> <li>• Although this indicator was completed, work will continue to consistently improve upon the certification process and has been integrated into the new 2014-17 Business Plan.</li> </ul>
<p>Implementation of strategic staffing module within the human resource management package to demonstrate to public service managers the value of investing in recruitment and staffing.</p>	<ul style="list-style-type: none"> <li>• Work began in 2011-12 and was completed in 2012-13 prior to the transition of strategic staffing to HRS, this was no longer a responsibility of the PSC for 2013-14.</li> </ul>
<p>Use of technologies to acquire efficiencies related to recruitment and staffing methods.</p>	<ul style="list-style-type: none"> <li>• In 2011-12, developed, in concert with the then Department of HRLE (now the Department of AES), a screening approach</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>related to Client Service Officers as pilot for screening improvement.</p> <ul style="list-style-type: none"> <li>• In 2011-12, further defined the use of OPAC (testing software) for clerical and administrative roles. In 2012-13, continued the broadening on OPAC testing and developed resource for SBC 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. Document was not circulated prior to the transition of strategic staffing to HRS. This was no longer the responsibility of the PSC for 2013-14.</li> <li>• In 2011-12, explored the use of LYNC (video messaging software) for screening and interviewing purposes. In 2012-13, 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 worked with OCIO to resolve. Training and education with staff on the use of LYNC is planned for future. Progress was made on this indicator by the PSC up until the transition of strategic staffing to HRS. This was no longer the responsibility of the PSC for 2013-14.</li> <li>• In 2011-12, explored the use of SKYPE for screening and conducting interviews with individuals outside the metro St. John's</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>area. Review continued throughout 2012-13 until the transition of strategic staffing to HRS. This was no longer the responsibility of the PSC for 2013-14.</p> <ul style="list-style-type: none"> <li>In 2011-12, explored the possibility of utilizing the application of SONRU (online video interviews for screening purposes. Review continued throughout 2012-13 until the transition of strategic staffing to HRS. This was no longer the responsibility of the PSC for 2013-14.</li> </ul>

**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	ACCOMPLISHMENTS
Completed literature review on best practices.	<ul style="list-style-type: none"> <li>Literature review on best practices was completed in 2013-14. The areas of focus of the literature review were: merit and its application, auditing functions, hiring jurisdiction, governing legislation, Employee Assistance Programs, Respectful Workplace Programs, Classification Appeals, <i>Conflict of Interest Act</i>, Code of Conduct and Investigative Services.</li> </ul>
Completed jurisdictional scan across Canada and in other countries.	<ul style="list-style-type: none"> <li>Jurisdictional scan was completed in 2013-14. The areas of focus of the jurisdictional scan were: merit and its application, auditing functions, hiring jurisdiction, governing legislation, Employee Assistance Programs, Respectful Workplace Programs,</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>Classification Appeals, <i>Conflict of Interest Act</i>, Code of Conduct and Investigative Services. The jurisdictional scan included all of Canada, United States of America, United Kingdom, Australia and New Zealand.</p>
<p>Completed stakeholder mapping and analysis to define the interest and expectations of the stakeholders involved.</p>	<ul style="list-style-type: none"> <li>Stakeholder mapping and analysis was completed in 2013-14 for all of PSC stakeholders including government departments and agencies, unions and the public.</li> </ul>
<p>Developed and implemented a consultation plan for stakeholders</p>	<ul style="list-style-type: none"> <li>A Consultation plan was developed and partially implemented in 2013-14. Departmental consultations identified as first priority and consultations have taken place with Department of Justice as well as the Human Resource Secretariat.</li> <li>Full implementation was not possible due to the scope of work being larger than previously anticipated. Work will continue in this area and has been incorporated into the 2014-17 Business Plan.</li> </ul>
<p>Defined best practices based on research and reviews.</p>	<ul style="list-style-type: none"> <li>Best practices were defined in 2013-14 based on research and reviews.</li> <li>Best practices identified in the following areas: merit and its application, auditing functions, hiring jurisdiction, governing legislation, Employee Assistance Programs, Respectful Workplace Programs, Classification Appeals, <i>Conflict of Interest Act</i>, Code of Conduct and Investigative Services.</li> </ul>
<p>Prepared options and recommendations for Government consideration in relation to modernization and improvement of</p>	<ul style="list-style-type: none"> <li>Options and recommendations for Government consideration in relation to</li> </ul>

INDICATORS	ACCOMPLISHMENTS
governing legislation and mandate.	<p>modernization and improvement of governing legislation and mandate were developed in 2013-14.</p> <ul style="list-style-type: none"> <li>Options and recommendations developed in the following areas: merit and its application, auditing functions, hiring jurisdiction, governing legislation, Employee Assistance Programs, Respectful Workplace Programs, Classification Appeals, <i>Conflict of Interest Act</i>, Code of Conduct and Investigative Services.</li> </ul>

**Results achieved for Goal 1 and Objective 1.3:**

The PSC has experienced much change and transition in the past three fiscal years, resulting in shifting priorities and focus for the Commission. With the transition of the Strategic Staffing Division to the HRS in November of 2012, indicators associated to operational aspects of staffing and recruitment were no longer the responsibility of the of the PSC and several indicators associated to the 2012-13 objective were not completed in full as a result, as reported in the 2012-13 Annual Report. During this time of change, the PSC continued to work very hard in 2013-14 and was successful in achieving the indicators related to the above 2011-14 goal; indicators that remained the responsibility of the PSC after the transition occurred. The PSC was also successful in achieving most of the revised 2013-14 objectives.

Significant efforts were made in the continued research of best practices, further policy and process review, and exploration of technology to improve efficiencies and effectiveness in staffing and recruitment activities. A review of merit and its application was also conducted with identification of best practices. The PSC focused on the implementation of recommendations made as a result of the prior review and research and continued enhancement of quality improvement culture through evaluations of services provided. The PSC also researched and installed various technologies to acquire efficiencies related to recruitment and staffing methods.

In fiscal year 2013-14, the 2011-14 business plan was modified and the PSC focused its efforts on examining governing legislation and mandate with a view to modernizing and improving service quality. The PSC was successful in satisfying most of the indicators associated with the 2013-14 annual objective. A literature review was completed to identify best practices in focus areas such as merit and its application, auditing functions, hiring jurisdiction, governing legislation, Employee Assistance Programs, Respectful Workplace Programs, Classification Appeals, *Conflict of Interest Act*, Code of Conduct and Investigative Services. A jurisdictional scan was also completed gathering information on the same focus areas from all Canadian jurisdictions as well as the United States of America, United Kingdom, Australia and New

Zealand. Stakeholder mapping and analysis was completed in 2013-14 for all of PSC stakeholders including government departments and agencies, unions and the public. The consultation plan for stakeholders was also developed and partially implemented with departmental consultations identified as the first priority and consultations have taken place with the Department of Justice as well as the Human Resource Secretariat. Full implementation was not possible due to the scope of work being larger than previously anticipated but work will continue in this area and has been incorporated into the 2014-17 Business Plan. The extensive reviews, research and planning activities outlined above allowed the PSC to develop sound options and recommendations for Government consideration with the overall view of modernization and enhanced service quality.

The accomplishments outlined above 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.

**Issue 2: Transparency and Fairness**

As an advocate for Merit, Fairness and Respect, it is important that all policies and procedures of the PSC are viewed by the public service and the general public as meritorious and transparent. 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.

In the first year of the 2011-14 Business Plan, significant efforts were made in reviewing and implementing recommendations to further improve transparency and fairness of the Commission’s mandated decision making processes. In 2012-13, the PSC focused its efforts on continuing to implement recommendations from the prior year’s review. Progress was continually made throughout the year. However, in November 2012, the Strategic Staffing Division and hence operational aspects of staffing and recruitment, was transferred to the Human Resource Secretariat. In 2013-14, the third and final year of the 2011-14 planning period, the PSC focused on modifying the goals, objectives and indicators of the 2011-14 Business Plan to better reflect the newly revised mandate of the PSC. The PSC made every effort to continue its focus the implementation of recommendations that were still applicable and within the mandate of the PSC.

**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.**

**Measure: Implemented recommendations in support of further improvements to transparency and fairness.**

Indicators	Accomplishments
Completed review of existing procedures.	<ul style="list-style-type: none"> <li>In 2011-12, a review and consolidation</li> </ul>



Indicators	Accomplishments
	<p>of information to identify gaps, was completed of all Commission Minutes associated with staffing and recruitment as well as interpretations and precedent setting decisions for purpose of consistency for Strategic Staffing Divisional staff and Selection Board Chairs. Information was populated into the Business Intelligence Hub (BIH). In 2012-13, the Strategic Staffing Division continued to use the BIH to document and track interpretation to policy, jurisdictional research and clarification sought from outside stakeholders until the transition of strategic staffing to HRS. This was no longer the responsibility of the PSC for 2013-14.</p> <ul style="list-style-type: none"> <li>• In 2011-12, Staffing Review Protocol was finalized inclusive of timelines and criteria for submission of requests for staffing review.</li> <li>• In 2011-12, the PSC’s legislative requirements, draft Rules of Procedure and draft Commission Hearing Guidelines were reviewed.</li> <li>• In 2011-12, the Classification Appeal Board procedures, content of a sample of appeal files, forms, website, form letters and database were reviewed.</li> <li>• In 2011-12, the Conflict of Interest Advisory Committee legislation, roles and responsibilities, formal and informal responses to request for advice and draft publicity materials were</li> </ul>

Indicators	Accomplishments
	<p>reviewed.</p> <ul style="list-style-type: none"> <li>In 2012-13, the PSC mandate and authorities review continued with a new focus on oversight. This review was completed in 2013-14.</li> </ul>
<p>Conducted jurisdictional review.</p>	<ul style="list-style-type: none"> <li>The PSC's current mandate as of 2013-14, focuses on oversight and accountability and ensuring the protection of merit within the NL public service. Work began in 2012-13 on defining the mandated and operational roles of the PSC. A jurisdictional review was completed in 2013-14 which included information from all Canadian jurisdictions, as well as the United States of America, United Kingdom, Australia and New Zealand.</li> <li>The areas of focus of the jurisdictional review were: merit and its application, auditing functions, hiring jurisdiction, governing legislation, Employee Assistance Programs, Respectful Workplace Programs, Classification Appeals, <i>Conflict of Interest Act</i>, Code of Conduct and Business Ethics and Investigative Services.</li> </ul>
<p>Acquired evaluative information from clientele.</p>	<ul style="list-style-type: none"> <li>Evaluative information from clientele was not completed as planned due to competing priorities. Work will continue in this area and has been incorporated into the 2014-17 Business Plan.</li> </ul>
<p>Implemented recommendations based on the results of the review.</p>	<ul style="list-style-type: none"> <li>In accordance with the Personal Health Information Act (PHIA), the Employee Assistance and Respectful Workplace</li> </ul>

Indicators	Accomplishments
	<p>Division made procedural changes to ensure transparency in collection, storage, and disposal of confidential information.</p> <ul style="list-style-type: none"> <li>• In the Employee Assistance and Respectful Workplace Division, a business requirement document was completed as part of a comprehensive assessment of business operations and requirements for the security of confidential information. Engagement of key stakeholders and information management risk assessments included the following: Information Management (IM) Assessment; Preliminary Privacy Impact Assessment (PPIA); Financial Systems Impact Assessment (FSIA); and Pre-Threat Risk Assessment (Pre-TRA).</li> <li>• The Employee Assistance and Respectful Workplace Division established documented criteria and standards for professional counsellors interested in becoming service providers/consultants. This included the development of a consultant contractual agreement for new and existing professional service providers.</li> <li>• The Employee Assistance and Respectful Workplace Division, in partnership with the OCIO, developed and implemented a custom built client management and data statistical system that provides security to confidential client information and enables the Division to track employee and</li> </ul>

Indicators	Accomplishments
	<p>departmental trends. The system has enabled staff to run their programs more effectively and has improved responsiveness to clients, our external service providers/consultants and support reporting requirements. In 2012-13, all active files from the 2011-12 fiscal year as well as all new open files for 2012-13 were populated to the client management 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> <ul style="list-style-type: none"> <li>• Service standards were defined for “receipt to decision” of classification appeals shared with the Classification Appeal Board. The turn-around time from date of appeal received to date of decision continued to improve to an average of 60 days, representing a 50 per cent reduction from the previous year.</li> <li>• HAY classification training took place for the new Chairperson, new board members, and existing board members of the Classification Appeal Board.</li> <li>• Recommendations were approved and implemented for dual appointments to the Classification Appeal Board and the Management Classification Appeal Board to increase regional representation and enhanced perception of fairness.</li> <li>• Recommendations to address documentation gaps were made to the</li> </ul>

Indicators	Accomplishments
	<p>Organization Resource Committee and those recommendations were approved and implemented.</p> <ul style="list-style-type: none"> <li>• Recommendations for appointments to the Conflict of Interest Advisory Committee were approved and implemented.</li> <li>• The installation of TRIM was completed for executive correspondence, business process rules for the cataloguing and distribution of executive correspondence were adopted and training was provided to all staff in the use of TRIM.</li> <li>• Revisions were made to the Rules of Procedures and the Commission Hearing Guidelines for the PSC.</li> <li>• The A3 Problem Solving Report from Lean Techniques was used to analyze and document business processes and recommendations, and change management. This technique is a ten step approach to proceed from problem identification to resolution in a fashion that fosters learning, collaboration, personal development and records the results in a concise, two-page document. No longer the responsibility of the PSC in 2013-14.</li> <li>• Finalization of the SharePoint application for purpose of sharing information within the organization as well as amongst SBCs for the Strategic Staffing Division. No longer the</li> </ul>

Indicators	Accomplishments
	responsibility of the PSC in 2013-14. <ul style="list-style-type: none"> <li>• LYNC technology hardware implemented.</li> </ul>

**Objective 2.3:**

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

**Measure:**

Success of revisions to decision making process evaluated.

INDICATORS	ACCOMPLISHMENTS
Completed review of implemented recommendations.	<ul style="list-style-type: none"> <li>• In 2013-14, review completed of the procedural changes made in 2011-12 by the Employee Assistance and Respectful Workplace Division, in accordance with the Personal Health Information Act (PHIA), to ensure transparency in collection, storage, and disposal of confidential information.</li> <li>• In 2013-14, the Employee Assistance and Respectful Workplace Division reviewed the criteria and standards it established for professional counsellors interested in becoming service providers/consultants.</li> <li>• In 2013-14, review completed of the Client Management and Data Statistical System used in the Employee Assistance and Respectful Workplace Division. The system provides security to confidential client information and enables the Division to track employee and departmental trends. The system has enabled staff to run their programs more effectively and has improved responsiveness to clients, our</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>external service providers/consultants and support reporting requirements. The data collected is being used in conjunction with departments in identifying service and training needs in the areas of EAP and RWP interventions. This system continues to be a success meeting the goals and objectives for which it was intended.</p> <ul style="list-style-type: none"> <li>• In 2013-14, service standards for “receipt to decision” of classification appeals shared with the Classification Appeal Board were reviewed and the turn-around time from date of appeal received to date of decision is on average 60 days upon receipt.</li> <li>• In 2013-14, HAY classification training took place for the new Chairperson, new board members, and existing board members of the Classification Appeal Board.</li> <li>• In 2013-14, recommendations were approved and implemented for dual appointments to the Classification Appeal Board and the Management Classification Appeal Board to increase regional representation and enhanced perception of fairness.</li> <li>• In 2013-14, the Chair and CEO of the Public Service Commission was appointed as the Chair of the Management Classification Review Committee.</li> <li>• In 2012-13, recommendations were made for appointments to the Conflict of Interest Advisory Committee. In 2013-14, recommendations were approved and</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>implemented.</p> <ul style="list-style-type: none"> <li>• In 2013-14, the installation of TRIM was completed for executive correspondence, business process rules for the cataloguing and distribution of executive correspondence were adopted and training was provided to all staff in the use of TRIM.</li> <li>• In 2011-12, revisions were made to the Rules of Procedures and the Commission Hearing Guidelines for the PSC.</li> <li>• LYNC technology hardware implemented in 2013-14.</li> </ul>
<p>Completed review of feedback on implemented changes.</p>	<ul style="list-style-type: none"> <li>• This indicator was developed in response to one of the indicators identified for the overall 3 year goal, “evaluative information from clientele.” This indicator was not completed due to competing priorities. Work will continue in this area and has been incorporated into the 2014-17 Business Plan.</li> </ul>
<p>Initiated changes based upon evaluation of implemented recommendations.</p>	<ul style="list-style-type: none"> <li>• As a result of the reviews that took place in 2013-14 of implemented recommendations associated to the Employee Assistance and Respectful Workplace Division, no changes were necessary. It was indicated that all implemented recommendations are meeting the goals and objectives for which they were intended.</li> <li>• In 2013-14, service standards for “receipt to decision” of classification appeals shared with the Classification Appeal Board were reviewed and the turn-around time from date of appeal received to date of decision is on average 60 days upon receipt. The PSC</li> </ul>



INDICATORS	ACCOMPLISHMENTS
	<p>considers the turn-around time to be acceptable and no changes were necessary.</p> <ul style="list-style-type: none"> <li>• In 2013-14, the HAY classification training that took place for the new Chairperson, new board members, and existing board members of the Classification Appeal Board was considered beneficial and will be offered again in the future if necessary.</li> <li>• In 2013-14, recommendations were approved and implemented for dual appointments to the Classification Appeal Board and the Management Classification Appeal Board to increase regional representation and enhanced perception of fairness. No changes were necessary.</li> <li>• In 2013-14, the Chair and CEO of the Public Service Commission was appointed as the Chair of the Management Classification Review Committee in December 2013. No changes were necessary.</li> <li>• In 2012-13, recommendations were made for appointments to the Conflict of Interest Advisory Committee. In 2013-14, recommendations were approved and implemented. No changes were necessary.</li> <li>• In 2013-14, the installation of TRIM was completed for executive correspondence, business process rules for the cataloguing and distribution of executive correspondence was adopted and training was provided to all staff in the use of TRIM. No changes were necessary.</li> <li>• In 2011-12, revisions were made to the</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>Rules of Procedures and the Commission Hearing Guidelines for the PSC. No changes were necessary.</p> <ul style="list-style-type: none"> <li>• LYNC technology hardware implemented in 2013-14. No changes were necessary.</li> <li>• The PSC is committed to continuous quality improvements and will continue to evaluate its services and identify areas for such improvements.</li> </ul>

**Results achieved for Goal 2 and Objective 2.3:**

The PSC has experienced much change and transition in the past three fiscal years, resulting in shifting priorities and focus for the Commission. With the transition of the Strategic Staffing Division to the HRS in November of 2012, indicators associated to operational aspects of staffing and recruitment were no longer the responsibility of the of the PSC and several indicators associated to the 2012-13 objective were not completed in full as a result, as reported in the 2012-13 Annual Report. During this time of change, the PSC continued to work very hard in 2013-14 and was successful in achieving most of the indicators related to the above 2011-14 goal; indicators that remained the responsibility of the PSC after the transition occurred. The PSC was also successful in achieving most of the revised 2013-14 objectives.

Significant efforts were made in reviewing the current processes within the Strategic Staffing Division, the Appeals and Investigations Division, the Employee Assistance and Respectful Workplace Division and also within the Executive services of the PSC. A jurisdictional review was also conducted and the information gathered from both of those sources was used to identify recommendations to further improve transparency and fairness of the PSC’s mandated decision making processes. The PSC then began implementing those recommendations up until the Strategic Staffing Division transferred to the 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 those significant structural changes, it was necessary to re-evaluate the strategic priorities and the business plan was modified accordingly in the third and final year of the business planning cycle. Some indicators associated with the goal were no longer the responsibility of the PSC in 2013-14. However, the PSC made every effort to continue its focus the implementation of recommendations that were still applicable and within the mandate of the PSC. The PSC remains committed to making improvements always with transparency and fairness in mind.

In fiscal year 2013-14, the PSC focused on reviewing the recommendations that were implemented in the previous year that were still the responsibility of the PSC. Several recommendations that were previously implemented were reviewed in the Employee Assistance and Respectful Workplace Division, the most notable being the development and implementation

of the Client Management and Data Statistical System. The system provides security to confidential client information and enables the Division to track employee and departmental trends. The system has enabled staff to run their programs more effectively and has improved responsiveness to clients, our external service providers/consultants and support reporting requirements. The data collected is being used in conjunction with departments in identifying service and training needs in the areas of EAP and RWP interventions.

Review also occurred in the Appeals and Investigations Division with respect to service standards and HAY classification training for the Classification Appeal Board. Recommendations were approved and implemented for dual appointments to the Classification Appeal Board and the Management Classification Appeal Board to increase regional representation and enhanced perception of fairness. The Chair and CEO of the Public Service Commission was also appointed as the Chair of the Management Classification Review Committee in December 2013. Recommendations were also approved and implemented for appointments to the Conflict of Interest Advisory Committee. Some other recommendations implemented in the PSC were the installation of TRIM and LYNC technologies and also the Rules of Procedure and the Commission Hearing Guidelines for the PSC were reviewed and revised.

The second indicator with respect to evaluative information from clientele was not completed as planned due to competing priorities. Work will continue in this area and has been incorporated into the 2014-17 Business Plan. An internal evaluation and review of all implemented recommendations applicable to the PSC did take place and no changes were necessary at that time. The PSC is committed to continuous quality improvements and will continue to evaluate its services and identify areas for such improvements.

The accomplishments outlined above 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.

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## **4.0 Other Highlights and Accomplishments 2013-2014**

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In addition to the accomplishments above, the PSC 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 the Provincial Government for the Commission, as outlined in our 2011-2014 Business Plan. These activities and accomplishments are provided below.

### **Executive Services**

#### **Accountability and Certification**

During 2013-14, the PSC continued to review its current business processes to identify areas for continuous quality improvement and innovation. Areas for improvement and enhancement included communication to candidates, data analysis and reporting techniques and audit 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 2013-14, there were 18 requests for staffing review received which represents almost 2 per cent 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 18 requests for review 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 Commission 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. Quality improvements were implemented in support of the oversight and leadership role of the strategic direction. Since the transition of staffing functions to the HRS in November 2012, the PSC continues to work cooperatively with the Strategic Staffing Division in an effort to resolve recruitment and staffing issues at the earliest possible stage in the process.

The PSC completed a compliance review 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 review process included sample recruitment files by certified Selection Board Chairs with those agencies. A plan was put in place to deal with any issues identified. An action plan was also 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 Accountability and Certification 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.

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

The Employee Assistance and Respectful Workplace Division has a Provincial-wide mandate for the Government of Newfoundland and Labrador, Crown Boards, Agencies and College of the North Atlantic (CNA) and works with all levels within the Government of Newfoundland and Labrador, HRS, public sector unions, and employees. The Division provides a range of highly sensitive and confidential services to individuals, families, and departments in promoting psychological health in the work environment. It provides services directly through in-house professional coordinators, supplemented by engaging external professional counselors and conflict coaches/mediators (service providers) from across the province. External professional counselors are placed on a service provider resource list created through an evaluation of candidates identified through an Expression of Interest. The total number of employees eligible to receive services is approximately 14,000. The program covers government departments, CNA, School Boards Association, NL Housing, Legal Aid Commission, and boards and agencies scheduled to the *Public Service Commission Act*.

In 2013-14, the Employee Assistance and Respectful Workplace Division was involved in leading the following initiatives and activities towards advancing psychological health and safety in the workplace and the quality improvements and increased awareness initiatives directly support the leadership component of the strategic direction:

- Provided awareness and education to Government departments and key stakeholders on best practices in response to employees impacted by traumatic workplace incidents;
- Provided workshops to departments and agencies impacted by workforce reduction and organizational change;
- Provided coordination of EAP services to employees impacted by workforce reduction at the CNA;
- Promoted mental health awareness in the workplace by participating in the “Not Myself @ Work Today” campaign in collaboration with Partners for Mental Health;
- Conducted meetings with key stakeholders on the impact of Occupational Stress Injury in high risk occupations with the goal to raise awareness and provide a response to those affected;
- Significant efforts have been made to improve efficiencies in the selection and assessment of new external service providers; and
- An evaluation of the RWP was completed which focused on the effectiveness of conflict resolution skills training for managers in addressing interpersonal workplace conflicts.

The Employee Assistance and Respectful Workplace Division receive on average over 1,100 new referrals each year. The Division also provides consultation supports to management and employees, workplace assessment services, training workshops, critical incident response to

traumatic workplace events, mental health counseling to employees and their family members and workplace conflict resolution services to government departments and agencies.

In the 2013-14 fiscal year, 1,165 employees and managers from government departments, boards, and agencies eligible to receive services under the Employee Assistance and Respectful Workplace Programs accessed services compared to 1,122 in 2012-13, representing an increase in clients of approximately 3.8 per cent from the previous year. Of the referrals received into the EAP, 70.7 per cent were from bargaining unit employees and 29.3 per cent were from managers and/or non-bargaining/non-management employees. The average utilization rate (number of client/number of employees) for organizations similar in size is between 5 and 10 per cent where there is an active and engaged EAP presence and awareness of the benefit available to employees. The utilization rate in 2013-14 was approximately 8.3 per cent.

In the 2013-14 fiscal year, 108 employees, managers, and non-bargaining/non-management employees accessed the RWP for conflict coaching services. The breakdown in utilization consists of the following: 55 per cent bargaining unit employees; 32 per cent management employees and 13 per cent non-bargaining/non-management employees.

In addition, there were 84 consultations related to workplace conflict and respectful workplace supports that were provided with 67.9 per cent being requested from managers and 32.1 per cent from bargaining unit employees. This is an indication that managers are seeking assistance to proactively address workplace issues.

Increased awareness of challenging situations and the value of EAP and RWP interventions is positive and leads to improved psychological health and productivity in the public service.

The below table summarizes the training delivered by the Employee Assistance and Respectful Workplace Division over the 2013/14 fiscal year.

<b>EAP/RWP Training Sessions Fiscal Year 2013-2014</b>		
<b>Presentation</b>	<b>Number of Sessions</b>	<b>Regions</b>
Conflict Resolution Skills	5	Avalon
Creating Mentally Health Workplaces	5	Avalon – 4 Western - 1
Creating a Respectful Workplace for Managers (CLD)	5	Avalon - 4 Western - 1
Customized Training	29	Avalon – 16 Eastern – 2 Central – 3 Western – 6 Labrador - 2

EAP Information Session	3	Avalon - 3
EAP Module (CLD)	3	Avalon - 3
Psychological First Aid Support	70	Avalon – 19 Eastern – 36 Central – 3 Western – 8 Labrador - 4
RWP Frontline Training	17	Avalon – 15 Labrador - 2
Workforce Adjustment Support (Group)	107	Avalon – 79 Eastern – 5 Central – 6 Western – 14 Labrador - 3
Regional Onboarding Sessions	2	Central - 2

## Appeals & Investigations Division

### Classification Appeal Board

Fiscal year 2013-14 began with 62 appeals carried forward from fiscal year 2012-13. During the year, the Classification Appeal Board confirmed 48 decisions of the Classification and Compensation Division of the HRS. 14 decisions of the Division were set aside as the Board determined other classifications were more appropriate. One appeal was withdrawn. 23 appeals were received during the year. At fiscal year-end, there were 22 individual appeals carried forward with an additional ten files awaiting hearings by the Board.

### Management Classification Review Committee

The administrative responsibility for the Management Classification Review Committee (MCRC) was transferred from the HRS to the PSC in December 2013. The MCRC hears appeals of decisions made by the Classification and Compensation Division of the HRS for employees in the public sector classified in accordance with the HAY Classification System. The Chair and CEO of the Commission has been named Chair of the MCRC. The members of the Board received training in the HAY Classification System March 2014 in preparation for commencing hearings on the 313 appeals transferred to the PSC from the HRS.

### Investigative Services

The investigative services unit continued to provide services across the Provincial Government and, upon request, to quasi-governmental and government funded agencies. During 2013-14,

seven complaints were received and six files were completed. This is a significant increase over the previous years' activity in which there were 2 complaints received. One file remained open at fiscal year-end to be carried forward into 2014-15. The investigative unit provided advice and direction on nine matters during the year. Staff of the investigative unit continues to be available to partner with staff of other government departments to assist in the conduct of investigations.

### **Conflict of Interest Advisory Committee**

In fiscal year 2013-2014, there were no formal referrals to the Conflict of Interest Advisory Committee. In addition, during the fiscal year, informal consultation services were provided in response to twenty-five inquiries, a doubling of prior years' inquiries which is indicative of an increased awareness of the *Conflict of Interest Act* and its application to public servants.

### **Regulatory Agency Response**

The Appeals and Investigations Division coordinates and develops the PSC's response to inquiries from various regulatory agencies. In fiscal year 2013-14, the Division carried forward one request made in accordance with the *Access to Information and Protection of Privacy Act*. A further six requests were received and completed during the year. No requests remain to be carried forward into 2014-15.

The Division prepared responses to four requests from the Citizen's Representative, two of which had been carried over from the previous fiscal year. At fiscal year-end, no files remained open with the Citizen's Representative.

### **Corporate Services**

The Appeals and Investigations Division continued its support of the implementation of the recommendations contained in the Information Management Capacity Assessment Tool report conducted in 2010-11. Among the recommended activities completed was the installation of TRIM for executive correspondence, the adoption of business process rules for the cataloguing and distribution of executive correspondence and training of all staff in the use of TRIM. Quality improvements were implemented in 2013-14 in support of the oversight and leadership components of the Provincial Government's strategic direction.



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## **5.0 Opportunities and Challenges Ahead**

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Fiscal year 2014-15 will be the first year of the new 2014-17 Business Plan. Over the next three years, the PSC will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle. There will be a focus on the application of merit with a goal to enhance its application within the public service. With the growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP), the PSC is also committed to improving the promotion of the value of psychologically safe and healthy workplaces for employees of the public service. Enhancing the application of merit and promoting psychologically safe and healthy workplaces for employees within the public service are the key priorities of this next planning period.

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 HRS, the PSC's current mandate is focused on oversight and accountability and ensuring the protection of merit within the NL public service. Work began in 2012-13 on defining the mandated and operational roles of the Commission in relation to the HRS, and will continue to be refined in 2014-15.

### **Cultural Shift**

The PSC has undergone significant change in the previous three-year fiscal period. As an organization, the transition of the strategic staffing division to the HRS has created a cultural shift. The PSC still faces challenges to adapt in a positive way to ensure that the oversight role is successfully maintained. The Commission views this shift as an opportunity to examine and redefine its culture over the coming years.

### **Business Processes**

The PSC has a new organizational structure as a result of the structural changes that have occurred in the past few years. Positions have changed, along with roles and responsibilities. The Commission continues to review its internal business processes to create operational synergies and eliminate unnecessary duplication of effort. The adoption of TRIM in December 2013 and January 2014 helped to codify the business processes associated with the receipt of executive correspondence.

### **Appeals and Investigations Division**

The Appeals and Investigations Division notes that as the integration of the administration of management classification appeals process with that of the bargaining unit classification appeals process, the PSC will be identifying best practices and opportunities to improve processes. The initial challenge for the Management Classification Review Committee is the resolution of a significant number of unresolved appeals.

The Division has experienced increased partnering with other departments and agencies engaged in investigations of allegations of harassment. This participation provides an opportunity for knowledge transfer between the Appeals and Investigations Division and the HRS resulting in enhanced investigative skills for both parties.

### **Partnerships**

While working closely with departments and agencies that are scheduled to the *Public Service Commission Act*, the PSC's 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 PSC looks forward to working closely with the HRS.

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## 6.0 Financial Statements

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PUBLIC SERVICE COMMISSION  
Statement of Expenditure and Related Revenue (Unaudited)  
FOR THE YEAR ENDED 31 MARCH 2014

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	Estimates		
	Actual	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	1,515,085	1,522,000	1,484,000
02. Employee Benefits	1,190	16,600	16,600
03. Transportation and Communications	41,459	86,900	86,900
04. Supplies	10,950	19,000	19,000
05. Professional Services	506,876	631,300	646,300
06. Purchased Services	322,438	392,800	392,800
07. Property, Furnishings and Equipment	4,035	9,100	9,100
<b>Total: Services to Government and Agencies</b>	<b>2,402,033</b>	<b>2,677,700</b>	<b>2,654,700</b>
<b>TOTAL: SERVICES TO GOVERNMENT AND AGENCIES</b>	<b>2,402,033</b>	<b>2,677,700</b>	<b>2,654,700</b>
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<b>2,402,033</b>	<b>2,677,700</b>	<b>2,654,700</b>
<b>TOTAL: PUBLIC SERVICE COMMISSION</b>	<b>2,402,033</b>	<b>2,677,700</b>	<b>2,654,700</b>

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 2014 (Unaudited). *The Public Service Commission is not required to provide a separated audited financial statement.*

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## Contact Information

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