

Public Service Commission

Annual Report

2016-17



MESSAGE FROM THE CHAIRPERSON

I am pleased to present the 2016-17 Annual Report of the Public Service Commission (PSC) in accordance with the requirements of a Category Two entity under the Transparency and Accountability Act and Section 17 of the Public Service Commission Act. This Annual Report was prepared under my direction and outlines achievements and activities of the Commission. On behalf of the PSC, I am accountable for the results reported.

The PSC experienced a rewarding year of growth and achievement in 2016-17, the final year of the 2014-17 business planning cycle. The PSC ensures promotion and protection of the merit principle through our responsibility for the provision of oversight and policy for merit-based appointments. The PSC has focused its efforts on research and enhancement of the application of merit within the public service. In May 2016, a new merit-based appointment process for provincial agencies, boards and commissions (ABCs) was established. The promotion and protection of merit in public service hiring and ABC appointments ensures the existence of a professional, non-partisan public service and provincial ABC representation.

The PSC has also experienced increased use of the Employee Assistance (EAP) and Respectful Workplace programs (RWP). The PSC is committed to promoting the value of psychologically safe and healthy workplaces for employees of the public service and many achievements have been made in this key priority area for the PSC.

As outlined in our Annual Report, the PSC has worked diligently in the past three years supporting the goal of improved governance and oversight of the public service as indicated in our 2014-17 Business Plan. Progress and many achievements have been

made in the following key focus areas: enhancing merit-based selection processes in public service recruitment; promoting the independent and impartial nature of assistance services offered by the PSC; promoting efficiency and innovation in the public service; and, improving the quality of service delivery to the public service.

We look forward to the start of the new 2017-20 business planning cycle and are committed to building upon the many achievements made thus far. I would like to express my sincere gratitude to my fellow Commissioner and to the staff of the PSC for their continued and dedicated service, and the significant progress and efforts made in the previous year and in the 2014-17 business planning period.

A handwritten signature in black ink, appearing to read "Bruce R. Hollett". The signature is fluid and cursive, with a large initial "B" and "H".

Bruce Hollett
Chief Executive Officer and Chair

PUBLIC SERVICE COMMISSION OVERVIEW

The PSC is one of the key accountability entities of Government. Governed by the Public Service Commission Act, the principal statutory role of the PSC is to act as an arms-length agency tasked with the promotion and protection of merit in public service hiring and in recommendations for appointments to agencies, boards and commissions (ABCs), ensuring the existence of a professional, non-partisan public service and merit-based ABC appointments. Along with oversight and policy, the PSC is responsible for the certification of Selection Board Chairs.

The PSC administers the Employee Assistance and Respectful Workplace Programs. 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.

EMPLOYEES

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 PSC and has Deputy Minister status. The Chairperson directs and supervises the administrative and technical activities of the PSC.

The staff complement of the PSC is 17 employees, including the Executive members. Of the 17, there are 12 females and 5 males.

LOCATION AND AREAS SERVICED

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.

LEGISLATIVE AUTHORITY

The mandate of the PSC is set by the Public Service Commission Act.

REVENUES AND EXPENDITURES

The PSC does not collect revenues. Our expenditures for fiscal year 2016-17 were \$2,569,160 as determined in the budget process and voted on and approved in the House of Assembly. The detailed financial information is located in the [Financial Information](#) section of this annual report.

Highlights and Partnerships

HIGHLIGHTS

In addition to the accomplishments specifically related to the PSC's goals and objectives, as outlined in the next section titled Report on Performance, the PSC was also involved in a broad range of other activities of which the accomplishments are provided below.

Merit Protection

Merit-Based ABC Appointment Process

A new Independent Appointments Commission Act and amendments to the Public Service Commission Act were passed in the House of Assembly in May 2016 to establish a merit-based process for developing recommendations for appointments to provincial ABCs. The merit-based process has been a key commitment in the 2015 election platform. A five-member Independent Appointments Commission (IAC) was appointed by resolution of the House of Assembly. The PSC provides administrative and logistical support to the IAC and develops policies and procedures for appointments to both Tier One and Tier Two ABCs, and provides potential candidate lists to the IAC for Tier One ABCs and candidate recommendation lists to Ministers responsible for Tier Two ABCs. The PSC maintains an ABC appointments website which details general appointee requirements, publicly communicates upcoming vacancies and provides an application portal.

In 2016-17, a total of 111 requests were received to fill vacancies for 103 ABCs. 50 recommendations were issued for those requests and 20 were completed by year end. Recruitment processes were also conducted for four Executive opportunities resulting in three appointments. Further statistics are provided in the table below:

| Merit-Based ABC Appointments Statistics | Tier 1 | Tier 2 |
|---|--------|--------|
| Requests Received for Recommendations | 26 | 77 |
| Recommendations Completed | 9 | 11 |

* Please note that an ABC can have multiple requests for recommendations and a request can include more than one vacancy.

Accountability and Certification

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. In fiscal year 2016-17, there were six requests for formal staffing reviews. This represents approximately one per cent of staffing actions for the same period and is a positive indicator that demonstrates adherence to policy, practice and the protection of merit. All requests for review were completed and closed in 2016-17. 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 a request was initiated by an internal or external applicant. Quality improvements in the focus area of promoting efficiency and innovation in the public service supports the strategic direction of improved governance and oversight of the public service.

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 Programs

The Employee Assistance and Respectful Workplace Programs (EARWP) are often the first point of contact for employees in need of mental health services. The PSC is responsible for delivering EARWP to approximately 13,500 public sector employees and their immediate family members. These programs are set up to be non-biased, independent and confidential in nature. Services are provided directly through in-house professional coordinators, supplemented by engaging external professional counselors and conflict coaches/mediators from across the province.

The Employee Assistance Program (EAP) 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. Services under EAP include the following:

- Early intervention, assessment, and referral.
- Mental health awareness, education, and counseling.
- Psychological First Aid (critical incident/ traumatic workplace events response provides individual and group debriefings for employees impacted by the death of a coworker, witnessing a death, exposure to or witness of a physical assault, physical threats or search and rescue activities).
- Workplace stress.
- Managing workplace change.
- On-site support during workplace job reductions, employee terminations, and departmental restructuring. Debriefings and support as needed are provided to the impacted employee as well as the human resources and management personnel involved in the notification process.

- Consultation and advisory services to human resources and senior managers in relation to mental health concerns involving employees.

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 Government's Harassment and Discrimination Free Workplace policy, RWP staff work from a capacity building model, providing training and information to government departments, agencies, and employees on informal and constructive approaches to workplace conflict. Services under RWP include the following:

- Constructive and informal healthy resolution options for individuals and work groups engaged in conflict.
- Conflict coaching, mediation, and facilitated discussions.
- Conflict resolution and respectful workplace training for employees, managers, and shop stewards.
- Workplace intervention and resolution services.

Of the 13,500 eligible employees, the utilization rate for 2016-17 increased by two percentage points to 11.9 per cent. Additional statistics are provided in the following table.

| EARWP Division Statistics | | | |
|---|----------------|----------------|--------------------------|
| | 2015-16 | 2016-17 | Increase/Decrease |
| Eligible Employees who Accessed Services | 1337 | 1613 | +276 |
| Utilization Rate (based on 13,500 eligible employees) | 9.9% | 11.9% | +2% |
| Total Number of Referrals to an External Service Provider | 1048 | 1449 | +406 |
| Referrals for Mental Health Issues | 24.9% | 21% | -3.9% |
| Referrals for Workplace Stress | 16% | 16.4% | +0.4% |
| EARWP Workshops Delivered | 62 | 52 | -10 |

Classification Appeals

The implementation of the Job Evaluation System in 2015 signaled the end of the specification based classification system that had been employed for bargaining unit and non-management employees. The appeal board was successful in concluding all of the remaining appeals filed under that classification system during 2016-17.

| Classification Appeal Board | | | | | | |
|-----------------------------|---|---------------------------------|--------------------------------|-----------------|-------------------|--------------------|
| | Appeals Carried Forward (Previous Year) | Appeals Received (Current Year) | Appeals Decided (Current Year) | | | Balance (Year End) |
| | | | Appeals Confirmed | Appeals Changed | Appeals Withdrawn | |
| 2016-17 | 31 | 1 | 22 | 7 | 3 | 0 |
| 2015-16 | 251 | 10 | 172 | 21 | 5 | 31 |

* One appeal was received during 2016-17 as a result of a correction in a classification appeal request.

| Management Classification Review Committee | | | | | | |
|--|---|---------------------------------|--------------------------------|-----------------|-------------------|--------------------|
| | Appeals Carried Forward (Previous Year) | Appeals Received (Current Year) | Appeals Decided (Current Year) | | | Balance (Year End) |
| | | | Appeals Confirmed | Appeals Changed | Appeals Withdrawn | |
| 2016-17 | 222 | 147 | 46 | 64 | 19 | 240 |
| 2015-16 | 298 | 21 | 33 | 47 | 17 | 222 |

Conflict of Interest Advisory Committee

Throughout 2016-17, seven formal requests for advice were received by the Conflict of Interest Advisory Committee and four of those requests were closed by year end. Informal consultation services were provided in response to two enquiries.

PARTNERSHIPS

Working closely with departments and agencies scheduled to the Public Service Commission Act, the PSC, through establishment of staffing policy, oversight and accountability measures, ensures the protection of merit in appointments and promotions within the public service, as well as merit-based processes applied to generate recommendations for ABC appointments. 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.

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 the Human Resources Secretariat (HRS) have a shared responsibility for the training and certification of Selection Board Chairs. Currently the Strategic Staffing Division is responsible for the training and mentoring of new and provisional Selection Board Chairs, guiding them through the certification process. Upon receiving a certification request, the PSC will complete a provisional review and determine if the candidate is qualified to be granted Selection Board Chair certification. 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.

The PSC also shares a commitment with the IAC with respect to the application of a merit-based process to generate recommendations for ABC appointments. The PSC is mandated to provide non-binding merit-based recommendations respecting ABC appointments pursuant to the Public Service Commission Act and the Independent Appointments Commission Act. The PSC and the IAC jointly administer the merit-based process for approximately 30 Tier One ABCs. The PSC is also responsible for the application of a merit-based process for over 120 Tier Two ABCs.

The EARWP Division partnered with the Centre for Learning and Development (CLD) and HRS to develop an online education module for government employees aimed to promote mental health awareness. The Division also participated in a working group led by the HRS in the development of government's proposed new Harassment-Free Workplace policy. The Division is referenced throughout the policy as a resource to employees, managers and departments interested in resolving disputes through informal avenues offered by RWP, such as conflict coaching, mediation, and/or facilitated dialogue with an independent and neutral professional. The division will continue to partner with the Harassment-Free Workplace Manager to ensure that there are clear guidelines on referral processes for employees interested in this option.

REPORT ON PERFORMANCE

As the final year of the 2014-17 business planning cycle, 2016-17 proved to be another rewarding year for the PSC, as staff worked diligently to achieve the goal and objectives set out in the business plan. The focus of the past year was on evaluation of the recommendations that were implemented in 2015-16 supporting the enhanced application of the merit principle and improved promotion of the value of psychological health and safety.

Issue 1: Modernization of the Merit Principle

Well-defined strategies and legislation are essential in promoting the principles of a progressive, merit-based public service. The focus on appointments and promotions must continue to be broadened to encompass all generations and reflect the diversity of our population and public service while ensuring accessibility. Oversight of such actions will assist in securing qualified individuals to provide quality government services to the people of our province. In 2016-17, the PSC evaluated the recommendations implemented in the previous year to ensure overall improvement of PSC programs and policies and an enhanced application of merit.

Goal 1: By March 31, 2017, the Public Service Commission will have examined best practices regarding the merit principle and will have overseen its enhanced application within the public service.

Measure: Examined best practices regarding the merit principle and will have overseen its enhanced application.

| Indicators | Accomplishments |
|--|--|
| Reviewed existing policies and processes related to merit and its application. | <ul style="list-style-type: none"> A review of all of the PSC's existing policies and processes related to merit and its application was completed in 2014-15. Policies and processes were reviewed with the intent to modernize where required and also to identify possible areas where new policies may be required. |
| Completed a jurisdictional scan of the application of merit. | <ul style="list-style-type: none"> A jurisdictional scan was completed in 2014-15. The jurisdictional scan was completed through website research, email and via telephone, and included all of Canada, United States, United Kingdom, Australia and New Zealand. Key areas of the jurisdictional scan were oversight, auditing, definition of merit defined, hiring jurisdiction and appeal services. |
| Reviewed literature and research of the application of merit. | <ul style="list-style-type: none"> A literature review was conducted over the 2011 to 2014 planning period and included a research of various relevant articles, reports and studies focused on the best practices of public service abroad. In 2014-15, information from that research, specific to the merit systems and its application was reviewed and also further research was conducted and additional relevant materials reviewed. |
| Improved the merit audit process beyond its application to appointment and promotion | <ul style="list-style-type: none"> The merit audit process has been improved with the introduction of cyclical audits rather than annual |

| Indicators | Accomplishments |
|---|---|
| | <p>audits for some government entities in an effort to conduct a more in-depth audit with an extended focus. Cyclical audits allow for more time to be spent on conducting the audit, providing more appropriate feedback, enhanced communications and training.</p> |
| <p>Continued enhancement of quality improvement culture through evaluations of services provided.</p> | <ul style="list-style-type: none"> • In 2016-17, the PSC policies were reviewed and updated to reflect current day practices. • In 2016-17, the PSC lines of business were expanded to include the new legislated merit-based appointment process for agencies, boards and commissions (ABCs). As a result of this priority, the PSC worked diligently in the development and implementation of this new merit-based process. |
| <p>Implemented a more proactive and professional development approach to the certification of Selection Board Chairs.</p> | <ul style="list-style-type: none"> • The Selection Board Chair process was improved in 2015-16 as a result of an in-depth review. The requirements for documentation have been enhanced and more detail is required to support the professional development and certification decisions that are made. |
| <p>Conducted stakeholder consultations regarding the relevance and the application of merit.</p> | <ul style="list-style-type: none"> • Stakeholder consultations were conducted in 2014-15. The consultations allowed for information gathering, knowledge transfer and feedback specific to PSC policies and the relevance and application of merit. |

| Indicators | Accomplishments |
|--|---|
| | <p>These consultations took place with the Human Resource Secretariat, College of the North Atlantic, Provincial Information and Library Resources Board, Municipal Assessment Agency and the NL English School Board.</p> <ul style="list-style-type: none"> • The PSC met with the Strategic Staffing Division four times throughout 2015-16 to review and solicit feedback with regard to proposed updates to PSC policies. Most of the policies required updating to reflect current day practices. Once the policies were updated and in draft form, they were sent to the Strategic Staffing Division for another opportunity to review and provide feedback. • All PSC policies were updated in 2015-16 to reflect current day practices and also to reflect changes in processes involved in appointments and promotions. |
| <p>Enhanced Selection Board Chair complaint protocols.</p> | <ul style="list-style-type: none"> • Selection Board Chair complaint protocols were enhanced through the development of the new Staffing Reviews/Appeals Policy which outlines the criteria and process involved to file a complaint. The improved and well defined process will result in a higher level of efficiency and effectiveness. |

Objective 1.3: By March 31, 2017, the Public Service Commission will have evaluated the enhanced application of merit.

Measure: Evaluated the enhanced application of merit.

| Indicators | Accomplishments |
|---|---|
| Evaluated the updated PSC policies. | <ul style="list-style-type: none"> In 2016-17, the PSC evaluated all of its policies and several of the policies were updated. The PSC policies have been modernized and reflect current day practices. |
| Evaluated the improved merit audit process. | <ul style="list-style-type: none"> The merit audit process is now conducted on a cyclical basis. In 2016-17, the PSC expanded its lines of business to include the legislated merit-based appointment process for agencies, boards and commissions. As a result of the work dedicated to the development and implementation of this new merit-based process, it was decided to conduct merit audits in the following year. After the first year of cyclical audits have been conducted, an evaluation of the new process will follow. |
| Evaluated the enhanced Selection Board Chair complaint protocols. | <ul style="list-style-type: none"> Selection Board Chair complaint protocols were enhanced through the development of the new Staffing Reviews/Appeals Policy in 2015-16 and updated again in 2016-17. Efficiencies have been observed as a result of the improved and well-defined complaint protocols. |

Results achieved for Goal 1 and Objective 1.3:

The PSC was successful in satisfying all of the indicators associated with our goal and most of the indicators associated with our 2016-17 annual objective. The PSC examined best practices regarding the merit principle and enhanced its application. In 2014-15, PSC policies were reviewed and updated to reflect current day practices. Research specific to best practices and the application of merit was conducted by means of a jurisdictional scan, stakeholder consultations and as well, literary research in that same year. In 2015-16, enhancements were made to the Selection Board Chair process and the complaint protocols which resulted in overall operational efficiencies for the PSC. Evaluations specific to the application of merit were conducted and practices and policies were updated as a result. The improved cyclical merit auditing process was not evaluated as the merit audits were pushed forward to 2017-18 as a result of work being dedicated to the development and implementation of the new merit-based process for ABC appointments. Once the cyclical audits have been conducted, an evaluation of the new process will follow. The aforementioned improvements and additions are supportive of enhancing the application of merit within the public service and as well, provincial ABCs.

Issue 2: Psychological Health of Public Service

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. Psychological health is a key part of any healthy workplace. The growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) reflect efforts to promote employee psychological health and productivity in our public service. The PSC, being an independent entity, provides these programs and services in an environment consistent with neutrality and impartiality and where client confidentiality is protected. In 2016-17, the PSC evaluated the promotional activities from the previous year, to ensure improved promotion of the value of psychological health and safety within the public service.

Goal 2: By March 31, 2017, the Public Service Commission will have improved promotion of the value of psychological health and safety within the public service.

Measure: Improved promotion of the value of psychological health and safety within the public service.

| Indicators | Accomplishments |
|---------------------------------------|---|
| Development of promotional materials. | <ul style="list-style-type: none">In 2014-15, current promotional materials specific to the Employee Assistance and Respectful Workplace Programs were reviewed. The information was specifically reviewed for accuracy and relevance. These promotional materials include brochures and documents that would have been distributed in both paper |

| Indicators | Accomplishments |
|---|--|
| | <p>and electronic formats.</p> <ul style="list-style-type: none"> • New brochures for the Employee Assistance and Respectful Workplace Programs were developed. The Employee Assistance Program “Helping You Find Your Way” brochure and the Respectful Workplace Program “Helping You Explore Solutions” brochure provide information specific to what the program is, who is eligible, types of services offered, how to access the program and the contact information. • The new brochures for the Employee Assistance and Respectful Workplace Programs were added to the Public Service Commission website March 2015. |
| Promoted awareness of national standards. | <ul style="list-style-type: none"> • In 2015-16, information slides and references to National Standards were included in 63 training sessions and presentations delivered by the EARWP Division. • In 2015-16, information with respect to National Standards was included in the RWP group process and workplace interventions including “How to Integrate National Standards into their Workplaces.” • In 2015-16, the EARWP Division provided National Standards information sheets to all supervisors |

| Indicators | Accomplishments |
|--|--|
| | and managers who attended “Conflict Resolution Skills” training. |
| Coordinated messaging to promote national initiatives. | <p>In 2015-16, the Coordinators of the EARWP Division received trainer designations and began to deliver standardized workshops that are offered nationally that promote mental health awareness and mental health initiatives in Canada. They are as follows:</p> <ul style="list-style-type: none"> • in partnership with the Mental Health Commission of Canada, received trainer designations for the standardized workshop, “Road to Mental Health Readiness in Policing (R2MR)”, which will be offered to all uniformed members of the RNC; • in partnership with the Canadian Mental Health Commission of Canada, received trainer designations and delivered standardized workshops in “Mental Health First Aid”; and • in partnership with the facilitators of the “Working Minds Train-the-Trainer Workshop” presented on the role of EAP and RWP in supporting mental health wellness at work. |
| Supported national campaigns. | <p>In 2015-16, the EARWP Division supported several national campaigns by participating in mental health awareness and promotional initiatives recognized across Canada, such as:</p> <ul style="list-style-type: none"> • the EARWP Division participated in Healthy Workplace Week and Mental |

| Indicators | Accomplishments |
|--|---|
| | <p>Health Week by providing an information booth and distributing brochures and other related messaging through the Public Service Network (PSN);</p> <ul style="list-style-type: none"> • the EARWP Division delivered information sessions on Operational Stress Injury. Operational Stress Injury is commonly used language in policing across the country to describe the impacts of trauma exposure on the job. The concepts are being used by the RCMP and the model has been shared with other policing agencies including the RNC. The RNC adopted the model and partnered with the EARWP Division to deliver the “Operational Stress Injury Workshop” to uniformed officers in NL; and • in partnership with the Department of Justice and Public Safety, the EARWP Division also offered the “Operational Stress Injury Workshop” to all Correctional Officers with Her Majesty’s Penitentiary (HMP). |
| Coordinated internal awareness communications. | <ul style="list-style-type: none"> • In 2015-16, the EARWP Division provided EARWP brochures, posters and other related information to Human Resources staff, managers and employees upon request. • In 2015-16, the EARWP partnered with the Centre for Learning and |

| Indicators | Accomplishments |
|------------|--|
| | <p>Access application.</p> <ul style="list-style-type: none"> In 2015-16, the EARWP partnered with the CLD to promote mental health awareness in a pre-retirement module offered via the PS Access application. In 2015-16, EAP and RWP information sessions were delivered to NAPE Shop Stewards. |

Objective 2.3: By March 31, 2017, the Public Service Commission will have evaluated its promotional activities.

Measure: Evaluated its promotional activities.

| Indicators | Accomplishments |
|--|--|
| Evaluated promotional materials. | <ul style="list-style-type: none"> In 2016-17, the EARWP Division reviewed all promotional materials developed to date and determined that no updates were required at this time. Positive feedback has been consistently received regarding the usefulness of the EARWP brochures. |
| Evaluated the awareness and support of national standards. | <ul style="list-style-type: none"> In 2016-17, the EARWP Division received positive feedback from evaluations that were conducted following training sessions offered to work groups, divisions and departments. |

| Indicators | Accomplishments |
|--|--|
| Evaluated coordinated internal awareness communications. | <ul style="list-style-type: none"> In 2016-17, the EARWP Division received positive feedback, both formally and informally in relation to the materials used to inform employees, managers, departments and agencies on the importance and relevance of psychological health and safety in the workplace. |

Results achieved for Goal 2 and Objective 2.3:

The PSC was successful in satisfying all of the indicators associated with our goal and our 2016-17 annual objective. The PSC has worked diligently to improve promotion of the value of psychological health and safety within the public service. In 2014-15, all promotional materials were reviewed and new brochures for EAP and RWP services were developed. The brochures are available in paper and electronic versions and as well, were added to the PSC website. In 2015-16, the EARWP Division focused its efforts on promoting the awareness of national standards, national initiatives and campaigns and internal awareness communications. In the final year of the 2014-17 business planning period, the Division evaluated all the work of the previous two years. All evaluations were of a positive nature and it was determined that no updates or changes were required at this time. The PSC is committed and will continue its efforts to promote awareness and value in psychological health and safety in the workplace.

OPPORTUNITIES AND CHALLENGES AHEAD

This year marks the final year of the 2014-17 Business Plan. The PSC is looking forward to the start of the 2017-20 business planning cycle and will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle. Several key areas will present opportunities and challenges, and are identified and discussed below.

Merit Protection

The newly implemented merit-based appointment process applied to generate recommendations for ABC appointments is one of the most open and accessible appointment processes in Canada. The PSC is committed to continuous quality improvement and will focus its efforts on advancing the merit-based process and the ABC appointments website.

Employee Assistance and Respectful Workplace Division

The proposed new Harassment-Free Workplace policy includes provisions for complainants and respondents to resolve disputes through informal conflict resolution services. The EARWP Division plays a pivotal role in delivering services that support the policy. Conflict coaching, mediation, and/or facilitated dialogue approaches are supports offered by RWP and are seen as healthy and constructive means for employees to resolve disputes that may be negatively impacting the psychological health of both the employees and the work group. These services are available to all employees throughout core government departments, agencies, boards and commissions. There is an opportunity for more employees to seek the services of RWP as a means to resolving workplace disputes as an alternative to formal investigations (i.e. conflict coaching and mediation).

There has also been a steady trend of employees seeking professional assistance due to traumatic workplace events, job stress and job loss and personal and family related stresses. The Division has actively promoted its services in these areas by engaging employers and ensuring that employees are made aware of the services available through EAP. In light of pressures faced by staff and managers due to personal and work-related experience, it is anticipated that the Division will be challenged by continued high rates of referrals for both EAP and RWP services.

FINANCIAL INFORMATION

PUBLIC SERVICE COMMISSION

Statement of Expenditure and Related Revenue (Unaudited)

FOR THE YEAR ENDED 31 MARCH 2017

| | Estimates | | |
|--|------------------|------------------|------------------|
| | Actual | Amended | Original |
| | \$ | \$ | \$ |
| EXECUTIVE AND SUPPORT SERVICES | | | |
| SERVICES TO GOVERNMENT AND AGENCIES | | | |
| CURRENT | | | |
| 1.1.01. SERVICES TO GOVERNMENT AND AGENCIES | | | |
| 01. Salaries | 1,603,384 | 1,616,200 | 1,566,200 |
| Operating Accounts: | | | |
| Employee Benefits | 1,076 | 6,600 | 6,600 |
| Transportation and Communications | 46,736 | 58,800 | 70,300 |
| Supplies | 8,273 | 9,500 | 9,000 |
| Professional Services | 596,661 | 650,000 | 518,800 |
| Purchased Services | 316,278 | 319,100 | 308,100 |
| Property, Furnishings and Equipment | 1,643 | 3,400 | 3,400 |
| 02. Operating Accounts | 970,667 | 1,047,400 | 916,200 |
| | 2,574,051 | 2,663,600 | 2,482,400 |
| 02. Revenue – Provincial | (4,891) | - | - |
| Total: Services to Government and Agencies | 2,569,160 | 2,663,600 | 2,482,400 |
| TOTAL: SERVICES TO GOVERNMENT AND AGENCIES | 2,569,160 | 2,663,600 | 2,482,400 |
| TOTAL: EXECUTIVE AND SUPPORT SERVICES | 2,569,160 | 2,663,600 | 2,482,400 |
| TOTAL: PUBLIC SERVICE COMMISSION | 2,569,160 | 2,663,600 | 2,482,400 |

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 2017 (Unaudited). The Public Service Commission is not required to provide a separated audited financial statement.

CONTACT INFORMATION

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