

Public Service Commission

# BUSINESS PLAN

2017-20





Government of Newfoundland and Labrador  
Public Service Commission

Public Service Excellence through Merit, Fairness & Respect

June 30, 2017

Ms. Sandra Barnes  
Clerk of the House of Assembly

This letter is to confirm the Minister of Finance's intent to table the 2017–20 Business Plan for the Public Service Commission in accordance with the *Transparency and Accountability Act*. I have enclosed 10 copies of the Business Plan.

Please feel free to contact me if you have any questions.

Yours truly,

**BRUCE HOLLETT**  
Chair and Chief Executive Officer

Enclosures



# MESSAGE FROM THE CHAIRPERSON

It is with great pleasure that I present the Public Service Commission (PSC) Business Plan for the three-year period 2017-20. This plan was prepared under my direction in accordance with government's Transparency and Accountability Act. I am accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained therein.

This Business Plan identifies the specific goals and objectives to be accomplished during the 2017-20 planning period. Goals and objectives have been prepared in consideration of the strategic directions of Government (Annex A) and in accordance with the mandate of the PSC.

The PSC ensures promotion and protection of the merit principle through our responsibility for the provision of oversight and policy for merit-based appointments. Over the next three years, the PSC remains committed to continuous improvements to the application of merit and to the merit-based processes applied to Agency, Board and Commission (ABC) appointments.

The PSC is also committed to supporting the new Harassment-Free Workplace policy through the delivery of its Respectful Workplace Program. The PSC will review current Respectful Workplace processes to ensure consistent delivery of quality services and in support of the new policy. Improving the application of merit-based processes to ABC appointments and supporting the new Harassment-Free Workplace policy are the key priorities of this plan.

As the Chair and Chief Executive Officer, I would like to thank the staff of the PSC for their continued dedication and contribution to our achievements. I look forward to working with staff, other government departments and agencies, and the public in implementing this plan and achieving its important goals and objectives.



Bruce Hollett  
Chair & Chief Executive Officer



# Departmental 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 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.

## **Divisions and 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 provided by the Public Service Commission Act.

## **Budget**

The 2017-18 salary and operational budget for the PSC is \$2,535,300.

# Issue One – Application of Merit-Based Processes to Agency, Board and Commission Appointments

The PSC is mandated to provide non-binding merit-based recommendations respecting appointments to ABCs pursuant to the Public Service Commission Act and the Independent Appointments Commission Act. The PSC is responsible for the application of a merit-based process for over 120 Tier two ABCs and together with the Independent Appointments Commission (IAC), administer the merit-based process for approximately 30 Tier one ABCs. The PSC is committed to reviewing its current practices with the goal of continuous quality improvements to the ABC appointment process. Such efforts will enhance merit-based ABC appointment processes, allow for continued support and advice to the IAC and improve promotion of ABC opportunities which are key focus areas of the overall strategic direction of improved governance and oversight of the public service and Government entities.

## **GOAL:**

By March 31, 2020, the Public Service Commission will have improved the merit-based processes applied to recommendations for appointments to Agencies, Boards and Commissions.

## **Indicators:**

- Reviewed previous ABC appointment recommendation processes and examined effectiveness of those processes.
- Reviewed current ABC appointment recommendation processes for continuous improvements.
- Conducted stakeholder consultations with respect to process improvements.
- Reviewed application portal for continuous improvements.
- Implemented merit-based process improvements.
- Evaluated improvements to merit-based processes.

## **Objective 1:**

By March 31, 2018, the Public Service Commission will have reviewed current processes and made recommendations for improvement to merit-based processes applied to recommendations for appointments to Agencies, Boards and Commissions.

### **Measure:**

Reviewed current processes and made recommendations for improvement to merit-based processes.

### **Indicators:**

- Reviewed previous ABC appointment recommendation processes and examined effectiveness of those processes.
- Reviewed current ABC appointment recommendation processes for continuous improvements.
- Consulted with select departments for feedback regarding process improvements.
- Consulted with Independent Appointments Commission (IAC) for feedback regarding process improvements.
- Reviewed application portal for continuous improvements.
- Consulted with select board members regarding process improvements.

## **Objective 2:**

By March 31, 2019, the Public Service Commission will have implemented merit-based process improvements applied to Agency, Board and Commission appointment recommendations.

### **Objective 3:**

By March 31, 2020, the Public Service Commission will have evaluated merit-based process improvements applied to Agency, Board and Commission appointment recommendations.

## **Issue Two – Support of the Harassment-Free Workplace Policy through the delivery of the Respectful Workplace Program.**

The protection of individuals from harassment in the work environment is of paramount importance. The Harassment-Free Workplace Policy (the Policy) promotes awareness, prevention, and resolution of allegations of harassment. Employees can access confidential support and guidance on how to constructively respond to situations of harassment and/or conflict to explore avenues of resolution through the Respectful Workplace Program (RWP). Assistance through RWP may be in the form of consultation, personal support, conflict coaching, mediation, problem solving or a discussion about the conflict resolution choices available to the individual.

The PSC is committed to reviewing its current RWP processes to support and better align with the Policy. Such efforts will promote efficiency and innovation in programs and services which is a key focus area of the overall strategic direction of improved governance and oversight of the public service and Government entities.

### **GOAL:**

By March 31, 2020, the Public Service Commission will have promoted the Respectful Workplace Program as a viable option available under the new Harassment -Free Workplace Policy.

## **Indicators:**

- Supported the Human Resource Secretariat (HRS) in the development and delivery of training specific to RWP and the Policy.
- Reviewed the “Conflict Resolution Skills” training for improvements.
- Reviewed the RWP information and referral process for improvements.
- Promoted awareness of the new Policy through RWP training.
- Implemented recommendations for improvement to the referral process and “Conflict Resolution Skills” training.
- Evaluated RWP improvements.

## **Objective 1:**

By March 31, 2018, the Public Service Commission will have reviewed select Respectful Workplace Program processes and made recommendations for improvement in support of the Harassment -Free Workplace Policy.

## **Measure:**

Reviewed select Respectful Workplace Program processes and made recommendations for improvement in support of the Harassment -Free Workplace Policy.

## **Indicators:**

- Supported HRS in the development and delivery of training specific to RWP and the Policy.
- Reviewed the “Conflict Resolution Skills” training for improvements.
- Reviewed the RWP information and referral process for improvements.
- Promoted awareness of the new Policy through RWP training.

## **Objective 2:**

By March 31, 2019, the Public Service Commission will have implemented Respectful Workplace Program process improvements in support of the Harassment -Free Workplace Policy.

## **Objective 3:**

By March 31, 2020, the Public Service Commission will have evaluated Respectful Workplace Program process improvements in support of the Harassment-Free Workplace Policy.

# Annex A: Strategic Directions

## **Strategic Direction: Improved Governance and Oversight of the Public Service and Government Entities.**

### **Outcome: An Open, Transparent and Accountable Government.**

This outcome supports the Public Service Commission's statutory mandate and is consistent with government's strategic direction of improving governance and oversight of the public service and government entities and will require focus in the following areas:

- Enhance merit-based Agency, Board and Commission appointment processes.
- Support and advise the Independent Appointments Commission.
- Improve promotion of Agency, Board and Commission opportunities.
- Promote efficiency and innovation in programs and services.