



**PUBLIC SERVICE  
COMMISSION**

**Annual Report 2009-2010**

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## ***Message from Chair***

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Pursuant to Section 17 of the *Public Service Commission Act* (1973), I am pleased to present the 2009-2010 Annual Report of the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines achievements and activities of the Commission during the past fiscal year. The PSC is accountable for the achievements outlined.

This year has been one of great significance for the PSC. In October of 2009 we completed the move to our new centralized location of 50 Mundy Pond Road, St. John's. Not only has this move strengthened our sense of teamwork but it has also fostered improved efficiency of day to day service delivery to our clients, allowed us to advance our goals and helped solidify the Commission's arms-length, independent status.

2009-2010 was a very busy year for recruitment and staffing. However, while we experienced a 12% increase in the number of job competitions, our staff exhibited true diligence and we again reduced the average turnaround time to complete a competition. During this year the Commission continued to advocate for the principles of merit, fairness, and respect throughout the public service, in all activities and programs. In particular, our focus was on continuous improvement. We finalized the implementation of many new recruitment strategies and evaluated their success. In addition, we continued to deliver training, adjusted to meet organizational needs and active program evaluation.

This year brought with it new programs and technologies that have contributed to an overall increase in efficiency. Our recruitment methods have been modernized to include our new online job portal, which for the first time in provincial government history, allows job candidates to create and submit applications online. As well, a Student Employment Bureau was launched in July 2009 to coordinate and promote student placement opportunities within the public service. Since its establishment, the Bureau has been heavily involved in outreach efforts to students so as to promote the public service as an employer of choice. In keeping with modern current trends in recruitment advertising, our new print media job ad layout was implemented. This initiative resulted in annualized cost savings of \$1 million. This represents an overall saving of 15% per year of the Commission's total budget – with no discernable reduction in the number or quality of candidate response.

The Employee Assistance and Respectful Workplace Division continues to build healthy workplace capacity by publishing its Working Well Newsletter, and by focusing on the psychological well-being of public service employees, their families and the organization. The division also continues to offer presentations and workshops that address the link between employee well-being and organizational health. The Appeal and Investigation Division continues to work diligently to address various issues affecting employees in the workplace, including classification appeals and allegations of harassment.

We are looking forward to the coming year and the opportunity to build upon the successes of 2009-2010. In that regard, I express my gratitude to my fellow Commissioners, and to the staff of the PSC for their continued and dedicated service.



Ed Walsh  
Chair & Chief Executive Officer

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## ***1.0 Public Service Commission Overview***

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The Public Service Commission (PSC) is responsible for a variety of functions and services related to recruitment and staffing, including talent acquisition, audit, marketing, administration of employee support programs and investigations for those government departments and agencies scheduled to the *PSC Act (1973)*.

As an advocate for the principles of merit, fairness, and respect, as well as good public administration, the PSC plays a vital leadership and support role for the broader organization. In accordance with this, the PSC administers the Employee Assistance Program; the Workplace Wellness Initiative; and, in conjunction with the Public Service Secretariat, the Respectful Workplace Program. It also provides support to several adjudication panels designed to provide third party resolution to matters pertaining to the bargaining unit Classification Appeal Board. Support is also provided to the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee and an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of government.

### **VISION**

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

### **MISSION**

By 2011, the PSC will have strengthened strategic staffing and recruitment processes that promote access to employment in the public service. Please refer to the PSC 2008-2011 Business Plan for the entire mission.



Participants at the PSC Selection Board Chair Conference October 2009



Discussion panel at the PSC Selection Board Chair Conference October 2009

## VALUES

The core values of the PSC demonstrate the character of the organization promoted, not only through organizational effort, but throughout the public service as a whole. Each of the core values has a component part that is integral to the value it espouses. These components are highlighted in each strategic value action statement.

<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:

### Strategic Staffing Division:

#### Strategic Staffing and Recruitment Services

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

- ✓ leads and develops recruitment and selection policy, programs, processes and strategies which both complement and support the merit principle and government's Strategic Human Resource Plan;
- ✓ leads and delivers strategic staffing services in departments and agencies;
- ✓ provides a training and certification program for Selection Board Chairs;
- ✓ focuses on continuous quality improvement and conducts a yearly audit, reviewing a statistically significant portion of all staffing action files and soliciting feedback from stakeholders as a means of assessing the quality of services provided;
- ✓ monitors all appointments and promotions to ensure compliance with staffing policy;
- ✓ provides employment supports to employees affected by challenges which prevent them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; and for permanent public service employees whose jobs are abolished;
- ✓ provides advice, direction and support on recruitment issues related to organizational re-structuring and other corporate HR initiatives;
- ✓ leads the marketing and advertising of public service employment opportunities;
- ✓ provides talent acquisition services to address ongoing recruitment challenges in the public service;
- ✓ provides, through the Student Employment Bureau, work-term and internship placements within the public service for those individuals currently enrolled in cooperative programs;
- ✓ adjudicates staffing disputes.

## Employee Assistance and Respectful Workplace Division:

### Employee Assistance Program (EAP); Respectful Workplace Program & Workplace Wellness Initiative

- ✓ The Employee Assistance Program is a joint program of the Government of Newfoundland and Labrador, the Newfoundland Association of Public and Private Employees (NAPE), the Canadian Union of Public Employees (CUPE), and the Public Sector Managers' Association. 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. In this regard the PSC provides:
  - ✓ assessment, short-term counseling and/or referral to an outside community agency or private resource;
  - ✓ funding and referrals for employees who require the services of trained counselors who are contracted by EAP;
  - ✓ debriefing and other supports to individuals and workplaces that experience significant traumatic workplace incidents;
  - ✓ services to individuals and work groups impacted by organizational adjustments and/or other issues resulting in either job loss or significant change;
  - ✓ support to departments needing to accommodate the workplace needs of employees with mental health issues;
  - ✓ training for managers and shop stewards in understanding the steps involved in assisting employees with personal or work related problems. This training is mandatory through government's Human Resource Management Program. Information sessions on EAP are offered on request to work-sites across the Province.
  
- ✓ 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. The RWP provides a means to promote a public service work environment that is free from harassment and discrimination, respectful of diversity and constructive in its approach to workplace conflict. The PSC works from a capacity development model and in this regard provides training and information sessions on conflict management, and conflict coaching to employees and managers of government departments and other agencies. The PSC collaborates with government departments and agencies to provide training and alternative forms of conflict resolution in supporting the administration of government's "Harassment and Discrimination Free Workplace" policy. Specifically, the PSC provides:
  - ✓ mediation, facilitation and other problem solving supports to departments requesting intervention in the area of workplace conflict;
  - ✓ conflict diagnosis, consultations, mediations, facilitated discussions and conflict coaching that aims to support the positive resolution of conflict;
  - ✓ workplace and conflict assessments when workplace issues are negatively impacting employee wellness, workplace productivity and/or organizational health;

- ✓ services to departments working on building internal respectful workplace initiatives designed to promote respectful work environments;
- ✓ a front line RWP train-the-trainer program that supports departments in delivering respectful workplace information to non-management employees.

- ✓ The PSC participated in government's Workplace Wellness Initiative which promotes employee and organizational health. 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 EAP supports healthy workplaces, through counseling and educational efforts such as stress management, managing change, and other wellness promotion strategies. The RWP promotes respectful and psychologically safe workplaces and provides training that supports positive mechanisms to manage conflict constructively.

#### Appeal and Investigation Division:

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

- ✓ The PSC houses an investigative unit which reviews complaints of harassment, workplace conflict or other issues of an administrative nature within the public service. The unit also coordinates and interfaces with other agencies and organizations regarding matters relating to complaints, investigations, conflict, and early intervention.
- ✓ The Classification Appeal Board was established in 1971 by Order-in-Council to review and if necessary, hear appeals resulting from the classification system in government. Specifically, the PSC provides administrative and logistical support for the activities of the Board. The Board is chaired by the CEO of the PSC.
- ✓ The PSC supports the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee. This includes response to general inquires, accumulation of jurisprudence, and preparation and distribution of educational information related to conflict of interest.



## ORGANIZATIONAL STRUCTURE

All divisions of the PSC are currently located at 50 Mundy Pond Road, St. John's, Newfoundland and Labrador. This central location serves all regions of the province.

The PSC consists of three Commissioners who are appointed by the Lieutenant-Governor in Council. The Lieutenant-Governor in Council designates one Commissioner as Chairperson. The Chairperson also serves as the Chief Executive Officer (CEO) of the Commission and has Deputy Minister status. The CEO directs and supervises the administrative and technical activities of the Commission.

There are three divisions performing the work of the Commission: the Strategic Staffing division, the Employee Assistance and Respectful Workplace division and the Appeal and Investigation division. At March 31, 2010 these three divisions were comprised of 55 full-time employees, including the Executive. The ratio of female to male employees was 42:13.

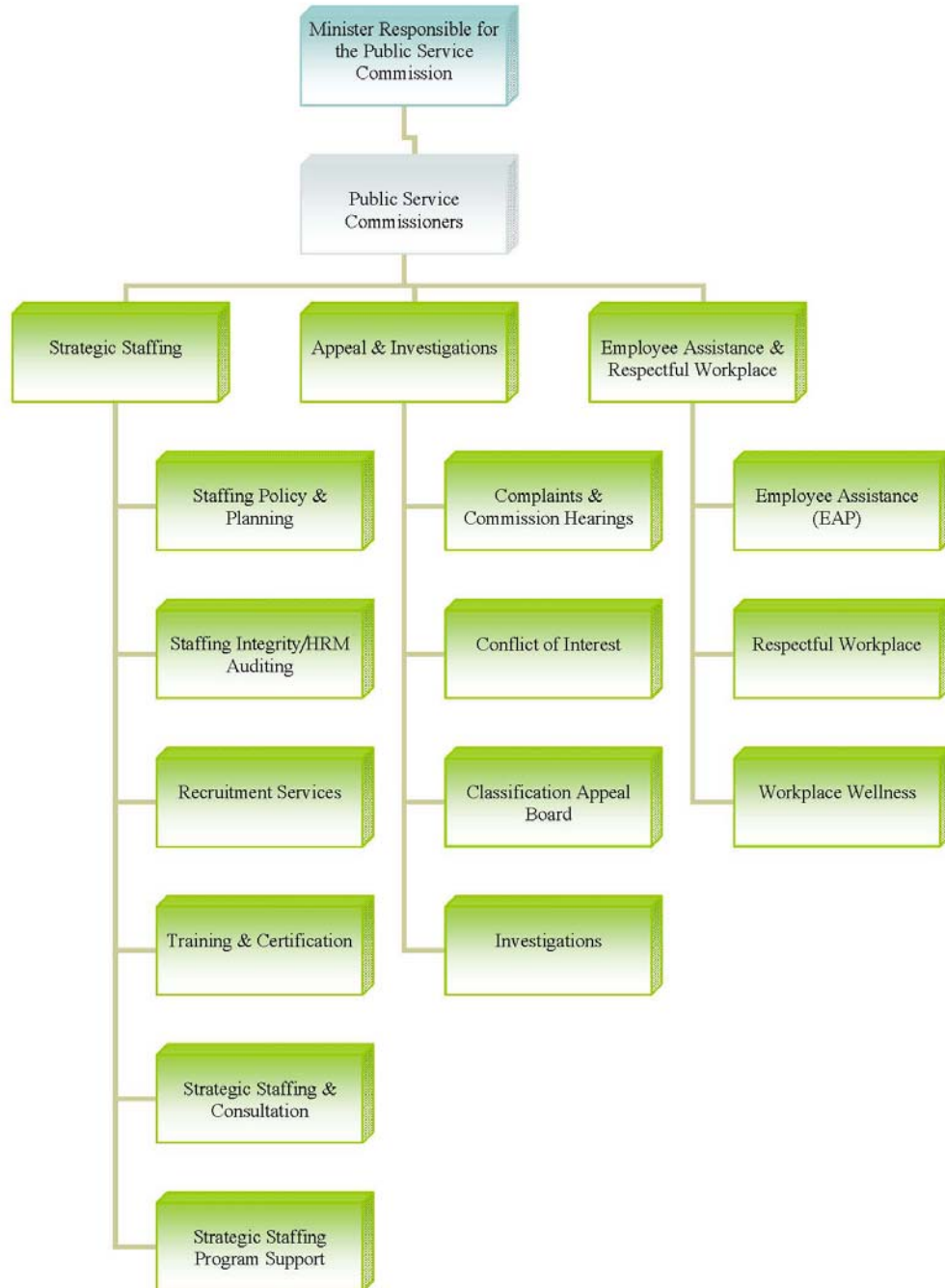
## PRIMARY CLIENTS

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 *PSC Act (1973)* and the employees who work for those entities. The general public also has an interest, as opportunities for employment for the general population are part of the Commission's purview. In recommending individuals to public service positions, the Commission is required to consider the public interest as is mandated by Section 12 of the *Act*.

## DEMOGRAPHICS - NL PUBLIC SERVICE

<i>As of March 31, 2010</i>	<i>Source: Public Service Secretariat</i>
Number of Active Employees	8343
Male	4603
Female	3740
Bargaining	6259
Non Bargaining/MGMT	2084
Permanent	5635
Temporary	1909
Seasonal	475
Contractual	324
Number of New Hires for Fiscal Year 08/09	1080
Number of Exits from Workforce for Fiscal Year 08/09	378

**PUBLIC SERVICE COMMISSION**  
*Organizational Chart as of March 31, 2010*



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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 of government related to Access to Employment in the Public Service and Recruitment Strategies for the Public Service.

The PSC works closely with departments and agencies scheduled to the PSC Act to ensure that qualified, competent individuals are hired to provide quality services to the people of the province. Government has communicated a strategic direction related to increasing the number of graduates in the public sector. As a result, the PSC has emphasized outreach to post secondary institutions in developing recruitment strategies. While the PSC has direct responsibility for the recruitment and selection process, 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 employees within the public service. This emphasis on access to employment is an important area of focus and effort in the development of recruitment strategies that will address current and future needs of the public service. The key shared commitments that exist are provided below.

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### ***Corporate Human Resource Strategy***

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The 2008-2011 Human Resource Management Strategy is a shared commitment for the Government of Newfoundland and Labrador's core public service. The Strategy, entitled *Creating Tomorrow's Public Service...Excellence in Public Service Delivery*, identifies the priority areas of human resources, provides a course of action for the future and outlines the organization's commitment to support, encourage, and enable employees to excel in public service delivery. This strategy is a shared government-wide commitment, and the PSC is a partner which shares a responsibility for, and commitment to this strategy.

Through both our Business Plan and the related operational planning activities of the Commission, work is underway to support this strategy and the broader strategic directions of government, through activities supporting the following objectives:

- ✓ provide support to public service employees to enhance career options;
- ✓ in partnership with departments, increase the profile of the public service;
- ✓ with input from departments, explore the factors necessary for a competitive employment package;
- ✓ new methods and processes with respect to recruitment are developed and operationalized, in conjunction with departments;
- ✓ work with departments to improve partnerships with high schools and post-secondary institutions;
- ✓ work with departments to enhance employee-employer relationships;

- ✓ in conjunction with departments, support employment equity and a workplace diversity strategy;
- ✓ in partnership with departments, develop modernized workplace infrastructures.

This strategy provides clear objectives and timelines for government's strategic directions relating to recruitment strategies and improving access to employment, emphasizing the need for a partnership approach for achieving success in these commitments. Work has been ongoing with the Public Service Secretariat (PSS) to further develop policy on diversity and inclusiveness as it relates to recruitment and staffing. In addition, the PSC has worked closely with the PSS on the implementation of the Student Employment Bureau (SEB).

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

The PSC works closely with departments and agencies scheduled to the PSC Act (and applicable unions) to develop recruitment strategies and to ensure that there are no systemic barriers to access to employment in the public service.

The PSC provides a Selection Board Chair training and certification program to individuals within scheduled departments and agencies. This training ensures that consistency and standards are emphasized in competitive processes. The PSC leads a shared 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 PSC approved selection processes. The PSC also leads a shared commitment to work with departments and agencies on talent acquisition for hard-to-fill positions.

The PSC provides advice and direction on staffing issues related to organizational re-structuring within departments and agencies. New initiatives which have staffing implications are also reviewed within PSC policy and advice and direction is provided to ensure success. The PSC has a joint responsibility with these organizations to ensure employees who are affected by re-structuring and new program areas are fairly assessed for positions within the modified organizational structures. In addition, the PSS and Government Purchasing Agency (GPA) work collaboratively in the marketing of the employer and advertising of employment opportunities.

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

The PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from bargaining unit positions through a formal hearing process, and is the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and

non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

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

In this regard, the Commission has worked with numerous departments in identifying and training personnel to act as Selection Board Chairs; planning related to reorganization to minimize the impacts on affected staff while meeting organizational needs; and partnering with departments to reduce the number of registrants on the priority redeployment list through proactive planning.

### ***Public Service Secretariat***

The PSC and the Public Service Secretariat (PSS) share responsibility for leadership in the Corporate Human Resource Strategy. The PSC works in partnership with the PSS to ensure that government's vision, goals, objectives and strategic directions for the management of human resources are achieved in the broader organization. This three year strategy outlines key directions of government in human resource management. For each direction, the PSC and PSS have been assigned roles as leaders or co-leaders. Work is underway to support this strategy in areas relating to directions such as employer branding, diversity, attraction and retention strategies, outreach to high school and post-secondary institutions, and business process efficiencies. Relating to this, there also exists a shared commitment in the administration of the Student Employment Bureau.

A strong shared commitment also exists between the PSC, the PSS and applicable unions in ensuring due diligence in the prevention of harassment in the workplace and creating healthy work environments. In particular, the PSC provides training and supports the administration of government's "Harassment and Discrimination Free Workplace" policy by providing mediation, facilitation and other problem solving supports to departments requesting intervention in the area of workplace conflict; providing training and information sessions on conflict management, addressing difficult personal issues; and promoting respectful work environments.

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

The PSC works closely with unions whose members are working in departments and agencies scheduled to the PSC Act (1973). A strong commitment exists by both parties to ensure that merit is protected in the recruitment and selection process. Protection of merit is the fundamental cornerstone to any work relating to government's strategic directions of developing recruitment strategies and improving access to employment in the public service. Staffing Action Monitoring and Continuous Quality Improvement are important aspects contributing to this and continued this past year resulting in an enhanced approach to temporary staffing.

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 Public Sector Managers' Association (PSMA). The PSC's role is to provide counseling and consultation supports to employees for issues that are either affecting, or have the potential to affect work performance. In addition, the PSC provides funding and referrals for employees who require the services of trained counselors who are contracted by EAP.

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

The PSC also administers government's Workplace Wellness Initiative which promotes employee and organizational health. This program is led by a Workplace Wellness Committee representing all stakeholders, including the PSMA and NAPE. An annual Workplace Wellness week, research on workplace wellness, and promotion of same are all components of this program.

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### ***3.0 Report on Performance***

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2009-2010 has been a challenging yet rewarding year for the Public Service Commission. Throughout the year, each of the divisions have been diligent in working towards achieving the goals and objectives set forth in the 2008-2011 Business Plan. In this section, performance related to this Business Plan is discussed. The following section will then provide performance results for significant accomplishments that were not specifically addressed in the Business Plan of 2008-2011. Each of the goals and related indicators is provided, 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 strategic direction of government. The results of our efforts are provided below.

#### **Issue 1: Changing Recruitment Environment**

Fiscal year 2009-2010 was the third year under the new model of HR delivery. During this year, the PSC continued to lead recruitment and staffing services. The previous fiscal year was focused on utilizing knowledge, experience and partnerships to develop new strategies for progress as well as increasing managerial capacity.

This year, the PSC has successfully implemented newly developed strategies and adjusted training. Evaluation was conducted to determine success and maintain continuous improvement throughout operations and services. In an effort to maintain continuous quality improvement, the PSC adjusted and implemented new recruitment strategies aimed at positioning the public service as an employer of choice. Notably, the development of the new marketing website and online recruitment capability broadened the PSC's reach to target audiences. Presence at national job fairs, the Vancouver Olympics 2010 pavillion, high schools and professional

associations has increased our reach to target audiences. In addition, our new website was featured on the 2010 Vancouver Olympic Website, again broadening our exposure. These accomplishments, along with those outlined in the following table, support our goal stated below, as well as government's strategic direction to increase the number of graduates in the public service and to increase access to employment in the public service.

**Goal 1: By 2011, the PSC will have additional recruitment strategies in place to address the recruitment and diversity requirements of the public service, as identified in the corporate wide Human Resource strategy.**

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

**Measure: Completed evaluation of newly implemented recruitment strategies.**

INDICATORS	ACCOMPLISHMENTS
1. New website launched.	<ul style="list-style-type: none"> <li>• As part of an overall Government of NL branding strategy, the new Public Service Commission website was launched on July 29, 2009. This website features up to date information on all divisions and is consistent with the newly developed government brand.</li> <li>• A marketing website with online recruitment capability was developed through consultation with a local outside firm and was launched in November 2009. This website allows individuals to create online profiles, upload resumes, and for the first time in provincial government history, submit application through an online job portal.</li> <li>• At the end of fiscal year 2009-2010, more than 4000 potential job seekers had registered online profiles.</li> </ul>
2. Recruitment Diversity policy and framework approved.	<ul style="list-style-type: none"> <li>• Policy and framework completed; discussion required with Executive to finalize approval and placement on website.</li> <li>• Policy approved in principle by Public Service Commission executive.</li> <li>• Documents forwarded to the Public Service Secretariat (PSS) to determine appropriate roles and application within broader context of diversity in the work place.</li> <li>• Discussions ongoing with the PSS to continue into new fiscal year.</li> </ul>
3. Print media job ad format redesigned and implemented.	<ul style="list-style-type: none"> <li>• Work with the PSS to identify and itemize tangible benefits offered to perspective employees as part of the strategy.</li> <li>• New ad layout implemented in August 2009. This layout highlighted specific aspects of the employment opportunity and focused on drawing more attention to the job competition website whereby an applicant</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	could peruse position details. Resulted in significant cost savings – estimated at \$1M/Y.
4. Multimedia approach implemented to promote Public Service Careers.	<ul style="list-style-type: none"> <li>• Implementation of the new print media, TV ads, and website launch.</li> <li>• PSC also had presence on the Vancouver 2010 Olympic website.</li> </ul>
5. Outreach strategies evaluated, adjusted and expanded.	<ul style="list-style-type: none"> <li>• Evaluation forms completed at previous career expos were reviewed and evaluated to identify suggestions for improvement.</li> <li>• Survey conducted amongst selection board chairs for evaluation of recruitment and outreach strategies including print media, new website development, use of multimedia, use of eligibility lists and career expos/job fairs.</li> <li>• Discussions were held with the Human Resource Planners for each of the sectors to ensure proper alignment and discussion of strategies.</li> <li>• Outreach strategies continued with high school and post secondary institutions and were expanded to include profession specific groups such as engineers.</li> <li>• Profession specific advertising was explored and as a result positions have been advertised on specific websites and publications targeting such groups as engineers.</li> <li>• Career Expos were held in Happy Valley-Goose Bay and Labrador City-Wabush in April 2009 with a total of 152 individuals in attendance. These expos were modified based on evaluations from previous sessions to be more condensed as well as interactive for the attendees.</li> <li>• A number of job/career fairs were attended throughout the year and included the MUN-CAN Graduate and Alumni Career Fair, Halifax Regional University Career Fair, YM-YWCA Job Fair, and Student Youth Fairs.</li> <li>• Hosted a booth at the CTV 2010 Olympic Pavillion at Mile One Center in St. John's, NL. This Pavillion was televised and was one of 5 Events held across Canada to celebrate the Vancouver 2010 Winter Olympics. 42 individuals submitted requests to be added to weekly job distribution list.</li> <li>• Presence at the national job fair and training expo in Toronto, Ontario in September 2009 and March 2010. A total of 1006 resumes were received and screened. 292 of those were selected for distribution in 18 different occupational categories and forwarded to various government departments for consideration for hard-to-fill positions.</li> </ul>
6. Continued analysis of benchmarking, utilization of data, cross jurisdictional review, and related evaluation to advance best practices.	<ul style="list-style-type: none"> <li>• Cross jurisdictional research was conducted focusing on the use of best practices and benchmarking techniques as they relate to recruitment and staffing</li> </ul>



INDICATORS	ACCOMPLISHMENTS
	<p>efforts and processes. Detailed information was gathered in the following areas:</p> <ul style="list-style-type: none"> <li>• Recruitment of Hard-to-Fill Positions</li> <li>• Reducing turn-around times for Recruitment Efforts</li> <li>• Methods of Testing and Assessing Qualifications</li> <li>• High Turn-Over recruitment approaches</li> <li>• Quality of Hire</li> <li>• Benchmarking</li> <li>• Vacancy rates</li> <li>• Turn-around times for recruitment efforts</li> <li>• Temporary vs. Permanent Hires</li> <li>• Internal vs. External Applications and Hires</li> <li>• Nature and Number of Complaints and Appeals</li> </ul> <ul style="list-style-type: none"> <li>• A Quality Circle was established to review the PSC's current recruitment and staffing processes and to evaluate the information gathered from the jurisdictional review and other related research in order to adopt and implement best practices that are relevant to our operations and contribute to continuous quality improvement.</li> <li>• A review of the current complaint process was initiated with intent to implement a standardized and improved process. A review of complaints received during fiscal 2009-2010 was also initiated to identify common themes and nature of issues brought forward for review to again contribute to quality improvement.</li> </ul>
<p>7. Specific strategies related to identified hard to fill (HTF) positions developed, implemented and evaluated.</p>	<ul style="list-style-type: none"> <li>• Discussion was held with the PSS to explore the definition of hard-to-fill (HTF) as well as develop guidelines in light of expenditures (human, cost and time).</li> <li>• Managers met with HR Planners in each sector to identify HTF occupational categories and/or positions.</li> <li>• Strategies were developed and implemented as a result of discussions and research to address the issue of HTF positions.</li> <li>• Strategies included position specific posting on websites and in journals; targeting outreach towards position specific organizations (i.e. PEGNL - Professional Engineers and Geoscientists of Newfoundland and Labrador); liaison with groups such as the Association for New Canadians; "head-hunting"; presence at local and national job fairs specifically reaching out to individuals with qualifications and skills for identified HTF positions.</li> <li>• Resumes gathered for HTF positions through various afore mentioned channels were evaluated, screened and distributed amongst the HR planners for each of the government sectors.</li> <li>• Evaluation conducted to determine number of</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>successful candidates resulting from applications forwarded to HR planners. As a result of this evaluation it was determined that applications should be more widely distributed amongst sectors (which was subsequently done).</p> <ul style="list-style-type: none"> <li>• Survey evaluations conducted at career fairs to determine what information prospective candidates would be interested in receiving.</li> </ul>

**Results achieved:**

As demonstrated above, the PSC was successful in satisfying, or exceeding, all indicators set out for this objective with the exception of indicator #2. A policy and framework with respect to diversity as it relates to recruitment and staffing processes has been approved in principle by the PSC. As diversity programming is implemented, the PSC will work in partnership with the PSS to ensure alignment with government’s objectives. The accomplishments achieved can be attributed to an enthusiastic staff committed to continuous quality improvement. The PSC is dedicated to the vision of *Public Service Excellence through merit, fairness, and respect*. Each day, efforts continue to ensure this vision is both visible and tangible.

The previous fiscal year has brought with it much success through outreach activities, website upgrades, media re-design, policy adjustment, etc. Significant achievement should be noted in the implementation of the Student Employment Bureau as well as online recruitment capability through the new marketing website. These achievements are consistent with the strategic directions of government to increase the number of graduates in the public service, along with increasing accessibility to public service employment. The work completed toward this goal also supports the commitments of government as communicated in the Corporate Human Resource Strategy.

As a result of our achievements over the past fiscal year, we are well positioned to move forward and build upon our successes.

**Looking Ahead – 2010-2011**

The objective for Goal 1 for 2010-2011 is provided below. The indicators for this goal are based upon our progress to date.

**Objective 1.3**

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

**Measure**

Adjusted recruitment strategies.

**Indicators**

- Evaluation of outreach strategies through periodic reports ongoing.
- Recruitment best practices identified and implemented where appropriate.
- Evaluations of recruitment strategies for hard-to-fill positions incorporated with recommendations for enhancements.
- Continued partnership with PSS to align PSC diversity policy with government’s objectives.

**Issue 2: Level of Management Capacity**

The PSC focused significant efforts in fiscal year 2009-2010 on the enhancement of managerial capacity for leadership competence in the public service. Government has communicated a commitment to accountability. This accountability must be accepted and embraced by all managers in the public service. All departments and agencies have a role to play. The PSC works closely with all departments and agencies through each of the three divisions. To advance this strategic direction of government, we have committed, through Goal 2 of our Business Plan, to the enhancement of managerial leadership competence in the public service, in the areas of our mandate. By providing managers with a higher level of training, education, and knowledge in our core lines of business, the PSC will have contributed to a comprehensive toolkit to equip managers to confidently perform their role in the public service.

**Goal 2: By 2011, the PSC will have contributed through its mandate to the enhancement of managerial capacity for leadership competence in the public service.**

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

**Measure: Continued and adjusted training.**

Indicators	Accomplishments
<p>1. Partnership ongoing with the Center for Learning and Development (CLD) to evaluate needs and learning outcomes and to adjust training based upon gaps identified within course offering of the Resource Management Package.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• Needs were evaluated through gaps identified in the Resource Management Package in 2008-2009. These included: no PSC recruitment module; and curriculum type (i.e. lecture based vs. interactive).</li> <li>• As a result, the Strategic Staffing Module was developed. This module addresses gaps identified by having a more strategic focus and is more interactive, and in line with adult learning processes.</li> <li>• Module piloted in March 2010.</li> <li>• 8 managers (non selection board chairs) attended the pilot session. Evaluations were positive.</li> </ul>

Indicators	Accomplishments
	<ul style="list-style-type: none"> <li>• Discussion held with the CLD (PSS) to add module to the Resource Management Package.</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• Adjusted and modified the EAP Training module and began delivery of these workshops in January 2010.</li> <li>• Partnered with the CLD (PSS) to develop and deliver workshop on Transitioning into Retirement as part of the pre-retirement seminars that were offered across the province of Newfoundland and Labrador.</li> </ul> <p><b><u>Appeal &amp; Investigations</u></b></p> <ul style="list-style-type: none"> <li>• Delivered “Investigation Techniques” on a pilot basis to Human Resource professionals, Staff Relations Specialists and Center for Learning and Development personnel in December 2009.</li> <li>• Critique and feedback received during pilot formed basis of revisions to seminar.</li> </ul>
<p>2. Additional training developed to complement existing Resource Management Package.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• Strategic Staffing Module developed and piloted. Pilot presentation took place in March 2010 with positive feedback.</li> <li>• Sector Managers have provided training and information sessions within respective sectors: Executive Council; Social Sector; Transportation and Works.</li> <li>• Training defined and developed for bargaining unit, and non-bargaining/non-management personnel.</li> <li>• Selection Board Chair Conference held in October 2009. This conference provided further training and information dissemination.</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• Conflict skills training for managers / supervisors was provided in Labrador, with the goal of providing capacity in the area of conflict resolution.</li> <li>• 35 training sessions were provided to departments on respectful workplaces. In total there were 602 participants.</li> <li>• Stress management workshops and facilitated sessions provided to departments and agencies scheduled under the PSC Act impacted by organizational changes and systemic challenges and stressors. 22 workshops were provided with a total of 440 participants.</li> <li>• 7 EAP Workshops (Management and Shop Steward Training) were held with a total of 105 participants.</li> <li>• Development of an EAP on-site Resource Package for Management and staff at the College of the North Atlantic (Qatar Campus).</li> </ul>

Indicators	Accomplishments
	<p><b><u>Appeal &amp; Investigations</u></b></p> <ul style="list-style-type: none"> <li>• An Investigation Techniques Seminar was developed and piloted on December 16, 2009.</li> <li>• Audience targeted for training was comprised of Managers of Employee Relations, Staff Relations Specialists, Human Resource Consultants and members of the Centre for Learning and Development (PSS).</li> </ul>
<p>3. Efficiency options explored for delivery of training.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• Recognition that with the availability of training facilities at the new location; efficiencies achieved via in-house training.</li> <li>• A continued proactive approach has been taken to identify needs and respond in kind. For example, current Selection Board Chair (SBC) training now more interactive and “activity based” vs. lecture which is better aligned with adult learning principles and results in more efficient and effective use of training time.</li> <li>• Training materials continue to be developed such as a “mock interview” video for the Selection Board Chair certification training. This material more efficiently demonstrates the process in action as opposed to a lecture based approach.</li> <li>• Utilization of newly developed website to provide further information and e-learning. Various options explored such as “go-to” meetings.</li> </ul> <p><b><u>Appeal &amp; Investigations</u></b></p> <ul style="list-style-type: none"> <li>• The Appeal and Investigations division met with the Center for Learning and Development (PSS) to identify areas where Appeal and Investigations could augment existing course materials.</li> <li>• The investigative module in the “Manager’s Role in Employee Relations” (an offering within the Resource Management Package) was identified as an opportunity for staff to partner with Collective Bargaining Staff to deliver this portion of the course.</li> <li>• Partnership for the delivery of the Investigative module in the Manager’s Role in Employee Relations course offering has been discussed with the Executive Director of Employee Relations, Public Service Secretariat.</li> </ul>
<p>4. Evaluation framework developed and surveys conducted to inform improvements to training and certification sessions.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• Evaluation framework was developed and comprised of three components – session evaluations by survey, general survey of existing SBC’s and incorporation of themes identified in audit and staffing review process.</li> <li>• Evaluations were conducted upon the completion of each SBC training session.</li> </ul>

Indicators	Accomplishments
	<ul style="list-style-type: none"> <li>• Themes identified via audit and review as well as results of evaluations compiled and taken into consideration for future training sessions.</li> <li>• A survey was conducted amongst all provisional and certified SBC's in May 2009. The purpose was to determine topics of interest or suggestions for presentations at the first ever held Selection Board Chair Conference (October 2009).</li> <li>• The Selection Board Chair Conference was held in October 2009 and not only provided information that is normally presented in Training and Certification sessions, but also allowed SBC's to put forth new suggestions and ideas as well as to obtain answers to questions or situations they have experienced since their formal training sessions. 137 individuals registered for this conference.</li> <li>• Evaluation was conducted on the fall conference with results being quite positive. Many new suggestions for topics to be discussed in future conferences were gathered.</li> </ul>

**Results Achieved:**

Significant achievements, as related to goal 2, were demonstrated by the PSC in fiscal 2009-2010. As a result of evaluations conducted, modifications were implemented to training sessions and modules of the Resource Management Package. Sessions and modules were piloted to obtain additional feedback and continue with ongoing improvement.

Over the next year, the PSC will utilize the information gathered to contribute to increased workplace leadership competence of public service managers. Work continues, through partnership with the CLD (PSS), to achieve improvements within the Resource Management Package as well as to deliver additional training that is complementary to this. These activities will continue to contribute to the enhancement of managerial capacity for leadership competence in the public service.



2010 CTV Olympic Pavillion at Mile One Center

**Looking Ahead – 2010-2011**

The objective for Goal 2 for 2010-2011 is provided below. The indicators for this objective are based upon our progress to date.

### **Objective 2.3**

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

### **Measure**

Increased contribution to workplace leadership competence.

### **Indicators**

- Partnership continued with Center for Learning and Development (PSS) to achieve improvements in Public Service Commission offerings within the Resource Management Package.
- Additional training delivered complementary to the Resource Management Package.
- Provided reinforcement of the leadership role of the managers in all training sessions and presentations that were offered by the Public Service Commission.
- Continued evaluation of all training offered by the Public Service Commission to ensure process/knowledge improvement.



PSC booth at 2010 CTV Olympic Pavillion at Mile One Center

## 4.0 Other Highlights and Accomplishments 2009-2010

In addition to the accomplishments above, the Commission was involved in a broad range of other activities. Many of these activities occurred at the operational level, and involved various work planning processes in each of our divisions. Accomplishments were made that also supported the strategic directions of government for the PSC, as outlined in our 2008-2011 Business Plan. These activities and accomplishments are provided below.

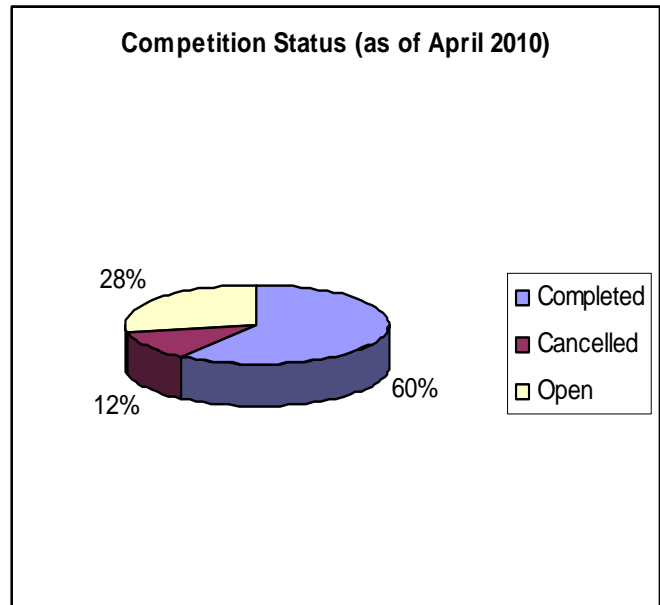
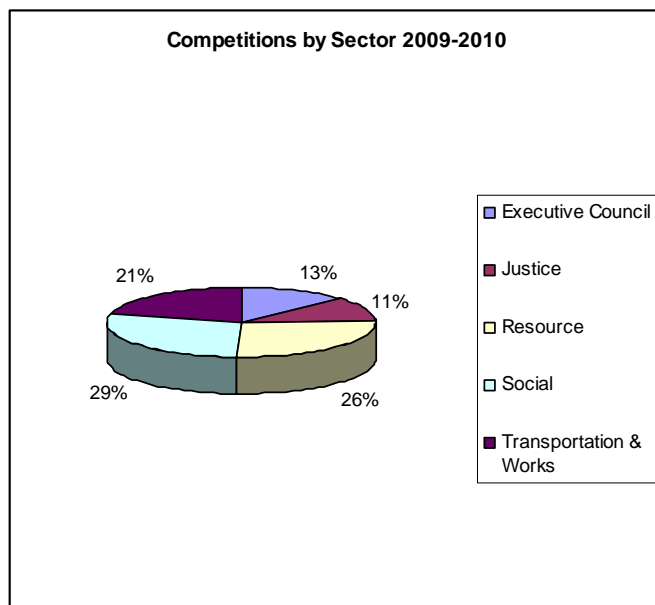
### Strategic Staffing Division

#### Staffing Highlights

- This fiscal year the Division reviewed and processed approximately 1,729 staffing actions. This represents an increase of approximately 12% over the previous two fiscal years (1559 staffing actions were processed in 2007-2008 and 1542 in 2008-2009 respectively).
- The average length of time in weeks to conduct these competitions (from receipt of staffing action to issue of recommendation) was approximately 11.8 weeks – a reduction from 2008-2009 fiscal year (which was 12.7 weeks).
- During this fiscal year, the Commission held 499 public, as well as 1230 internal competitions (see below by sector).

Sector	Number of Competitions	Internal	Public	Completed	Cancelled	Competitions Carried Forward to Fiscal 2010-11
Executive Council	230	170	60	147	25	58
Justice	196	132	64	132	24	40
Resource	448	344	104	231	57	160
Social	486	373	113	288	68	130
Transportation & Works	369	211	158	236	31	102
<b>TOTALS</b>	<b>1729</b>	<b>1230</b>	<b>499</b>	<b>1034</b>	<b>205</b>	<b>490</b>





### **Executive Recruitment**

The Strategic Staffing division continued to participate in the advertisement, and assessment processes for Executive positions. Capitalizing on existing recruitment infrastructure, this is viewed as a positive means to have input into shaping the public service senior management team.

### **Reorganizations**

Over the past year, the division assisted with a number of significant reorganizations, including:

- The Compensation and Benefits Restructuring, Department of Finance
- Corporate Financial Services, Department of Finance
- Financial Services Divisions (across all government departments)
- Initial work on Child, Youth and Family Services

The division was also involved in the Information Management Horizontal Review that examined and redesigned information management standards and functions as well as implemented a new standard for information management resources across government.

### **Student Employment Bureau**

The Student Employment Bureau (SEB) was launched in July 2009 to coordinate and promote student placement opportunities within the public service. Since its establishment, outreach efforts have been ongoing at both high schools and post-secondary institutions to promote the public service as a preferred employer. As of April 2010, over 100 requests were received by the SEB from various government departments/agencies. Of these requests, approximately 98%

resulted in placements in fiscal 2009-2010. The development of the SEB directly supports the first strategic direction of government for the PSC which is entitled Access to Employment in the Public Service.

**Audit & Integrity**

The Division, in its efforts to operate in a strategic and proactive manner, has identified a need to focus on Continuous Quality Improvement in the application and delivery of staffing services and advice. This includes an all-encompassing approach to staffing services that will focus on system evaluation, identification of common concerns and issues, and the development and implementation of best practices. This approach supports the first strategic direction of government for the PSC by providing an environmental scan to determine if barriers to accessing public service employment exist.

A detailed audit process, including the review of competition files, was conducted to document and analyze information that will be used to provide feedback to departments and agencies, identify common areas of concern and resulting continuous quality improvement initiatives. Findings to date reveal that overall compliance to PSC policy and processes is strong, however, there are areas identified for continued communication and training.

Through detailed and consistent monitoring and open communications with the Strategic Human Resource Management Divisions, the PSC has observed an increase in compliance to policy in the utilization of temporary assignments and secondments. These efforts continue to heighten awareness and strengthen partnerships with the Strategic Human Resource Management Divisions in the protection of merit in staffing public service positions.

There were 45 Requests for Staffing Reviews received in 2009-2010, which is consistent with previously recorded ratios of total staffing actions. Of the 45 requests received, 33 have been completed and closed, with 12 being carried forward to FY 2010-2011. This is a marked improvement in the turn-around time to complete such reviews. Requests for Staffing Reviews continue to focus mainly on the application of screening criteria; communication and transparency of process; apprehension of bias; use of assessment processes; and application of various policies and procedures. The Division has also initiated a review of the current process for candidates to request an independent review of competitive process and plans are underway to implement and communicate a more standardized process.

<b>Fiscal Year</b>	<b>Active</b>	<b>Closed</b>	<b>TOTAL RECEIVED</b>
<b>2007-2008</b>	2	33	35
<b>2008-2009</b>	1	39	40
<b>2009-2010</b>	12	33	45
<b>TOTALS</b>	15	105	120

## **Policy Development**

During the past fiscal year, a significant effort has been made in terms of policy development. A total of six policies have either been developed or revised to reflect the current environment and further clarify processes and expectations for clientele. These policies support both strategic directions of government for the PSC and include the following:

- ✓ Advertising Vacancies
- ✓ Conversion of Employment or Position Status
- ✓ Diversity and Inclusiveness
- ✓ Reference Checks
- ✓ Staffing on a Temporary Basis
- ✓ Restructuring

The format of the electronic policy manual is being reviewed with an emphasis on a more user friendly and accessible approach that will complement and enhance the new website changes. As well, a focus on development of best practices is ongoing and guiding policy development.

## **Training and Certification**

During the last fiscal year, the following sessions were held by the PSC:

- 3 selection board chair training sessions with a total of 43 participants
- 1 selection board chair refresher session for the Department of HRLE with a total of 12 participants
- 3 condensed selection board chair training sessions with a total of 4 participants
- Through the Executive Council Staffing Sector and SHRM, Departmental Representative training was piloted within the OCIO. This was found to be very beneficial and the OCIO has included it in their work plan to be administered to management within all divisions.

Currently within the provincial government, we have a total of 153 fully certified selection board chairs (25 of which obtained full certification in fiscal 2009-2010) and 92 provisional selection board chairs. In terms of work load, 28 staff members of the Commission conducted approximately 58% of competitions across all sectors during fiscal 2009-2010. This resulted in an average of approximately 41 competitions per PSC staff member. The remaining 42% were conducted by 113 non-PSC staff (serving as SBC's), resulting in an average of 7 competitions per SBC. Training and certification of SBC's focus on the final component of the second strategic direction of government for the PSC which outlines a focus on increasing public service management leadership competence.

## Employee Assistance and Respectful Workplace Division

There has been a steady increase in requests for Respectful Workplace services since 2002, particularly among managers. This resulted in an expansion of human resources with the hiring of a second Respectful Workplace Coordinator.

The program has provided conflict resolution skills training to managers in response to this need at various sites across the province. This training will continue to be offered as part of the divisions mandate towards increasing management capacity in the area of conflict management and the role of the manager in creating a healthy workplace.

The Employee Assistance Program (EAP) utilization rate continued to increase this year, and is seen by management and union employees to be a viable personal and organizational support. This increase may be attributed to an overall increase in training provided to front-line managers and shop stewards about the EAP service and a desire among managers to seek supports and services that assist in achieving work-life balance. The program has expanded to include NAPE and CUPE School Support Staff. The process of educating and promoting the EAP with the Human Resource Staff at the School Board is ongoing. Some promotion of services has occurred, and will continue to be implemented in the upcoming year.

Working in partnership with our stakeholders, we were successful in having Shop Stewards trained with management staff in the Resource Management Workshops. The services of the Employee Assistance Program in regard to crisis and trauma response were provided in a number of areas; including individual, organizational, and in the community. This area of specialized practice offered support not only during the initial crisis, but provided ongoing support and follow up to those in need.

The division continues to publish the Working Well Newsletter, with a focus on psychological well-being as it relates to the employee, family, and the organization. The division continues to offer presentations and workshops that addresses the link between employee well being and organizational health.

Below is a summary of sessions that were offered during fiscal year 2009-2010 along with number of participants:

Session	Number Held	Number of Participants
Respectful Workplace	35	602
EAP Stress Management	22	440
EAP Workshops (Management and Shop Steward Training)	7	105

## Appeals and Investigations Division

### Classification Appeal Board

Fiscal year 2009-2010 began with 559 outstanding classification appeals. During the year a further 105 appeals were received. The Classification Appeal Board made significant headway on the occupational reviews which affect 363 employees. As the terms of appointment for the Board expired on June 30, 2009 the Board has not heard any further appeals.

Upon years end, 576 appeals remain outstanding: 275 from occupational reviews, 297 individual appeals and 4 utility workers. Those 4 cases relate to compensation and are being heard by the Board as a result of an agreement between Treasury Board and the Newfoundland and Labrador Association of Public and Private Employees.

### Management Grievance Process

In November 2009 the Treasury Board revised the Management Grievance Policy. The new Management Dispute Resolution Policy requires that departments and employees work to quickly and respectfully resolve disputes in the workplace. As the management grievance panel no longer exists under the new policy, the Commission has been working with the parties to address the remaining seven unresolved grievances. It is noted that during fiscal year 2009-2010, one grievance was withdrawn and seven grievances resolved.

### Investigative Services

The investigative unit continued to provide services across government and, upon request, to quasi-governmental and government funded agencies. Fifteen investigations from previous fiscal years were brought forward to the 2009-2010 fiscal year. During 2009-2010, 4 complaints were received and 10 files were completed. 9 files will continue to be addressed in the 2010-2011 fiscal year. The investigative unit also provided advice and direction on 17 matters during the year.

Of note during Fiscal Year 2009-2010 was the development and piloting of an Investigation Techniques seminar produced and delivered by the Division's investigators. Critique received from the pilot course will be integrated into offerings of the seminar in 2010-2011.

### Conflict of Interest Advisory Committee

In 2009-2010 there were two formal referrals to the Conflict of Interest Advisory Committee. In addition, informal consultation services were provided in response to approximately 14 inquiries, consistent with previous years.

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

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Fiscal year 2010-2011 will see a continued emphasis on continued quality improvements while advancing on the accomplishments that have occurred this year.

Several key areas will present opportunity and challenge and are identified and discussed below:

### Further Development and Utilization of Website

Because of the administrative and data compilation aspects of the new online recruitment system, the Commission anticipates an ability to better develop staffing and recruitment metrics which will assist with benchmarking and evidence based decision making regarding resourcing, planning and service delivery.

### Marketing and Advertising

Strategies will continue to be explored to better align efforts with potential talent pools. Social networking and mobile marketing will be considered.

### Continued Quality Improvement

The Strategic Staffing Division will expand its efforts in this area through the work of the Quality Circle. However, the integration of quality improvements Commission wide will be further explored. This will be facilitated through a topical professional development session with senior leadership in September 2010.

EAP/RWP has undertaken a review with respect to client access and will be implementing client focused telephone system which will improve the client's experience with and ease of access to services provided.

### Retirement

With 25% of the public service forecasted to be eligible for retirement by 2014-2015, retirement rates continue to influence and impact the composition of the public service workforce and resulting recruitment services. The Commission will continue to work with the various HR units to determine appropriate strategies to address associated staffing and recruitment challenges. This may require a review of novel and proactive methods in the definition and application of merit as well as continued talent acquisition efforts.

## Workplace Wellness

A psychologically safe workplace training module has been developed and piloted and the Commission will review the outcomes of the pilot with a view to determining improvements to the curriculum, appropriate alignment with programming within the EAP/RWP Division and with a view to providing offerings to the broader public service.



PSC staff gathered in the training room during public service week 2010

## 6.0 Financial Statements

**Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2010. The Public Service Commission is not required to provide a separate audited financial statement.**

<b>Public Service Commission</b>			
Statement of Expenditure and Related Revenue (Unaudited)			
FOR THE YEAR ENDED 31 MARCH 2010			
	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>SERVICES TO GOVERNMENT AND AGENCIES</b>			
<i>CURRENT</i>			
1.1.01 SERVICES TO GOVERNMENT AND AGENCIES			
01 Salaries .....	3,434,569	3,471,200	3,471,200
02 Employee Benefits .....	10,830	46,800	51,800
03 Transportation and Communications .....	138,572	191,600	191,600
04 Supplies .....	42,967	48,000	38,000
05 Professional Services .....	230,784	259,300	259,300
06 Purchased Services .....	1,347,255	1,613,600	1,668,500
07 Property, Furnishings and Equipment .....	50,115	59,600	9,700
09 Allowances & Assistance .....	10,815	20,000	20,000
	<b>5,265,907</b>	5,710,100	5,710,100
02 Revenue - Provincial .....	<b>(1,802)</b>	<b>(24,100)</b>	<b>(24,100)</b>
<b>Total: Services to Government and Agencies</b>	<b>5,264,105</b>	5,686,000	5,686,000
<b>TOTAL: SERVICES TO GOVERNMENT AND AGENCIES</b>	<b>5,264,105</b>	5,686,000	5,686,000
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<b>5,264,105</b>	5,686,000	5,686,000
<b>TOTAL: PUBLIC SERVICE COMMISSION</b>	<b>5,264,105</b>	5,686,000	5,686,000