



**PUBLIC SERVICE
COMMISSION**

Annual Report 2011-2012

Message from Chair

In accordance with the *Transparency and Accountability Act* and pursuant to Section 17 of the *Public Service Commission Act (1973)*, I am pleased to present the 2011-2012 Annual Report of the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines achievements and activities of the Commission. The PSC is accountable for the achievements outlined.

As the first year in the 2011-2014 business planning cycle, 2011-2012 has been a challenging, yet rewarding year for the PSC. Demographic shifts have posed new recruitment challenges, requiring innovation in staffing and recruitment practices and procedures. As an advocate for Merit, Fairness and Respect, the Commission's practices must be viewed by members of the public service and the general public as transparent and meritorious.

In fiscal 2011-2012, the Strategic Staffing Division focused on research, review and development of activities and functions that support continuous quality improvement for this year and for future years. Education and Certification continued with 7 Selection Board Chair training sessions, 2 staffing information sessions, 1 refresher session and 10 Staffing Modules for the Resource Management Package. This year was highly active for recruitment and staffing, with 1,825 staffing requests processed and over 31,000 individual applications received. Further improvements were made to the Online Job Portal in the pursuit of efficiencies and ease of access for applicants. Upwards of 90% of all applications were received electronically. As of March 31, 2011, the PSC online portal had 22,503 registered profiles.

The Employee Assistance and Respectful Workplace (EARWP) Division has continued to lead, motivate and influence the development of a healthy and respectful work place for employees. The PSC continues to offer presentations and workshops that address the link between employee well-being and organizational health.

The Appeal and Investigation Division addresses various issues affecting employees in the workplace including classification appeals and investigations of a sensitive nature. The Division also provides corporate services and support to Commission-wide initiatives.

We are looking forward to the coming year and the opportunity to build upon the successes of 2011-2012. In that regard, I express my gratitude to my fellow Commissioner and to the staff of the PSC for their continued and dedicated service.



Bruce Hollett
CEO & Chair

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1.0 Public Service Commission Overview

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)*.

The mandate of the PSC is provided by its governing legislation, the *Public Service Commission Act (1973)*. The core mandate is the protection of Merit. Merit is a rule of conduct that provides for the recommendation of candidates for a position on the basis of the best demonstration of bona fide levels of required qualifications, knowledge, abilities and personal suitability. The Commission determines selection processes and recommends candidates for appointment and/or promotion to positions within the provincial public service.

As an advocate for the principles of Merit, Fairness, and Respect, as well as good public administration, the PSC plays a vital leadership and support role for the broader organization. In accordance with this, the PSC administers the Employee Assistance Program and the Respectful Workplace Program. It also supports 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 Advisory Committee under the *Conflict of Interest Act (1995)*. The PSC maintains 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 2017, the PSC will have developed and further implemented additional quality improvement in staffing and recruitment and will have both validated and enhanced the transparency and fairness of processes within its mandate.

VALUES AND CULTURE STATEMENT

The core values and culture statement of the PSC demonstrate the character of the organization promoted throughout the public service. 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.

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

Culture Statement
<p data-bbox="678 1178 954 1213">We are a community.</p> <p data-bbox="207 1251 1425 1325">We believe and act with respect and integrity. We balance courage and consideration when we communicate to show that we genuinely care.</p> <p data-bbox="630 1360 1003 1396">I help make this community!</p> <p data-bbox="207 1434 1425 1507">I am open and authentic. I show empathy and kindness and choose to be helpful. You will see that I strive to do the right thing as I take responsibility for my actions.</p>

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 (RWP) & 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 (PSMA). 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.

- ✓ 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 promoting good mental health in the workplace, managing change, and other wellness promotion strategies. The RWP promotes the value and accountability of respectful workplace cultures in the public service 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 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 located at 50 Mundy Pond Road in St. John's. This location serves all regions of the province.

Under governing legislation, 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 activities of the Commission. Currently, the Vice-Chair role is vacant.

The PSC has three divisions: the Strategic Staffing Division, the Employee Assistance and Respectful Workplace Division and the Appeal and Investigation Division. At March 31, 2012 these three divisions were comprised of 52 full-time employees, including the Executive. The ratio of female to male employees was 42:10.

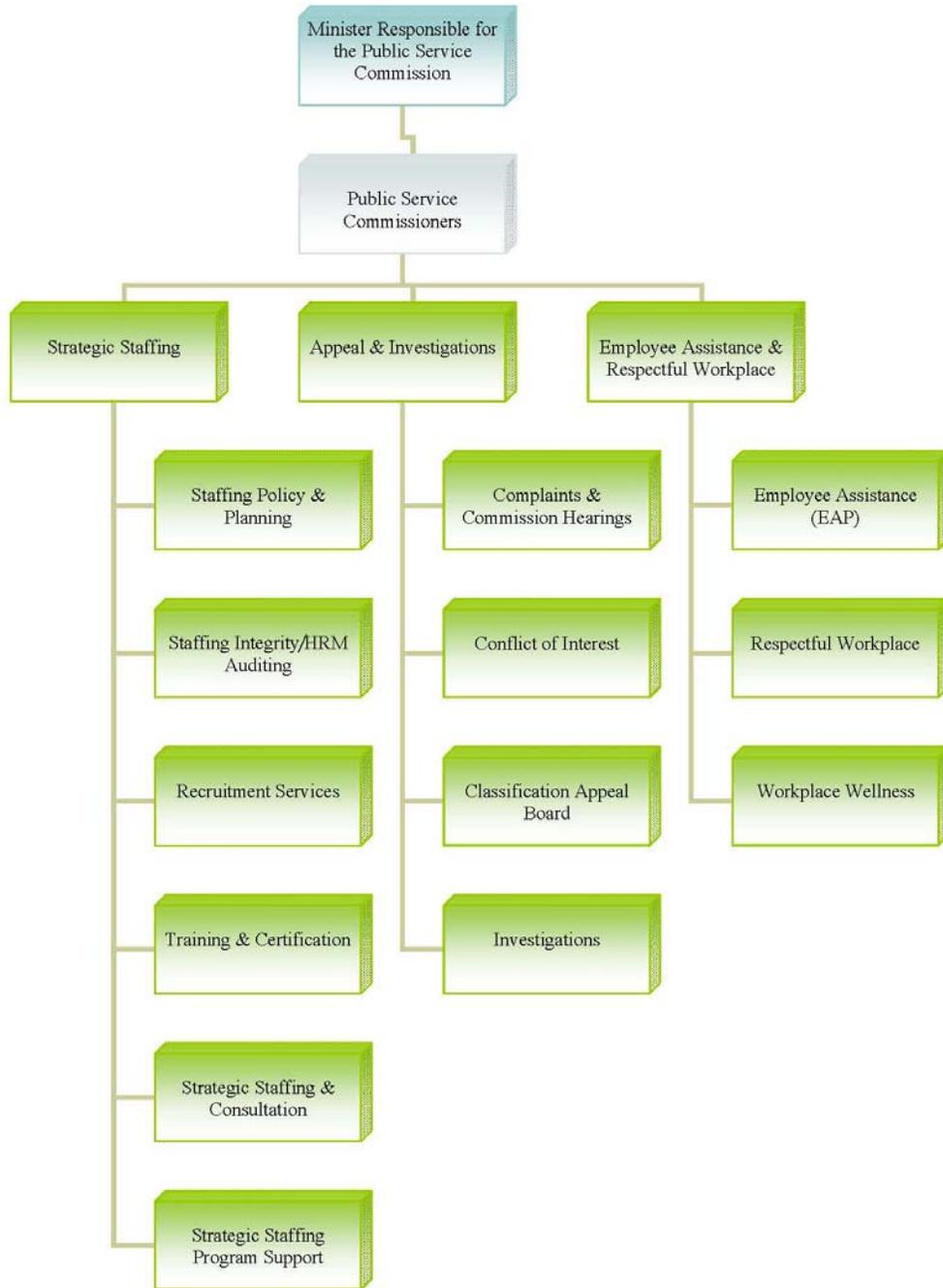
PRIMARY CLIENTS

The PSC relies on strong collaboration and consultation with clients and partners to deliver its programs and services. Primary clients are those 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 28, 2012</i>	<i>Source: Human Resource Secretariat</i>
Number of Active Employees	9133
Male	4719
Female	4414
Bargaining	6848
Non Bargaining/MGMT	2285
Permanent	6446
Temporary	1887
Seasonal	483
Contractual	317
Number of New Hires for Fiscal Year 11/12	578
Number of Exits from Workforce for Fiscal Year 11/12	500

PUBLIC SERVICE COMMISSION
Organizational Chart as of March 31, 2012



2.0 Shared Commitments

Through our shared commitments and associated operational planning processes, the PSC supports the strategic directions set forth by the Government of Newfoundland and Labrador.

Working closely with departments and agencies scheduled to the *PSC Act*, we ensure that qualified, competent individuals are hired to provide quality services to the people of the province. The following Government strategic directions were presented in the 2012 Speech from the Throne:

- To refocus the Government's approach to the delivery of services to the people of Newfoundland and Labrador; and
- To give Newfoundlanders and Labradorians the added support they may require to seize career opportunities.

The PSC has focused on continuous quality improvement, as well as outreach and recruitment strategies aimed at breaking down employment barriers. 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 public service employees. This emphasis on access to employment is an important area of focus and effort in the development of recruitment strategies to address current and future needs of the public service. The key shared commitments that exist are outlined below.

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 employment in the public service.

Through the Strategic Staffing Division, the PSC provides a Selection Board Chair (SBC) 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 Commission provides leadership in marketing

strategies and manages the advertising of employment opportunities while working in collaboration with the Human Resource Secretariat (HRS) and Government Purchasing Agency (GPA).

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 Employee Assistance and Respectful Workplace (EARWP) Division provides autonomy and independence of action in service provision to all public service employees. The Division was created through a negotiated contract between Government, unions representing public service employees and the PSMA. The Division is accountable to provide a high level of skills in leading, motivating and influencing the development of public service employees at all levels of Government toward creating psychologically healthy and respectful work environments. As well, the Division is highly accountable to provide services, interventions and training that supports the employer to maintain optimal employee health and wellness.

The Division is responsible for the development and administration of a variety of provincial wide human resource programs related to areas such as employee assistance, counselling, duty to accommodate, workplace health as well as conflict prevention and management services; including advisory supports, consultation, conflict coaching and training. The programs, services and supports offered within the Division are confidential and sensitive to the psychosocial impacts on the individual and the organization.

Through the EARWP Division, the Commission also works collaboratively with government departments, agencies scheduled to the *PSC Act*, unions, and external service providers in the administration and delivery of all of its programs and services. This is achieved through the creation of the Respectful Workplace Steering Committee and the Employee Assistance Program Joint Labour Management Committee.

The PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from bargaining unit positions through a formal hearing process.

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.

The Commission has worked with numerous departments in identifying and training personnel to act as SBCs; 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.

Unions and Associations

The PSC works closely with unions whose members are working in departments and agencies scheduled to the *PSC Act*. A strong commitment exists by all parties to ensure that Merit is protected in the recruitment and selection process. Protection of Merit is the cornerstone of developing recruitment strategies and improving access to employment in the public service. Staffing action monitoring and continuous quality improvement contribute 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, NAPE, CUPE, the RNCA and the 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 professionally trained counselors, and coaches contracted by the Division to assist in achieving its mandate.

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

The PSC also promotes workplace mental health and wellness through a number of initiatives in collaboration with other departments and community organizations.

3.0 Report on Performance

As the first year of the 2011-2014 business planning cycle, the 2011-2012 fiscal year has proven to be both challenging and rewarding for the Commission. Throughout the year, each of the three divisions has been working towards achieving those goals and objectives set forth in support of the overall mission presented in the 2011-2014 Business Plan.

In this section, performance related to this Business Plan is discussed. Section 4.0 provides performance results for significant accomplishments not specifically addressed in the 2011-2014 Business Plan. Each of the goals and related indicators is provided, along with a report of our accomplishments and an analysis on how the work on the indicators contributed to reaching our goals, and supported the strategic directions of Government. The results are provided below.

Issue 1: Public Service Demographic Shift and Labour Market Challenges

During 2011-2012, the Strategic Staffing Division continued the strategic leadership and delivery of staffing and recruitment programs and services based on Merit principles, inclusive of advisory and consultative services. As the first year of the new 2011-2014 business planning cycle, this fiscal year was focused primarily on continuous quality improvement in staffing and recruitment practices and procedures. With demographic shifts and resulting recruitment challenges, it is vital to ensure quality improvement and well defined strategies.

This year, the PSC has reviewed activities and functions related to staffing and recruitment with a quality improvement lens. We have researched standards and best practices across jurisdictions and explored the use of technology to improve processes. To maintain consistency in the delivery of Merit in recruitment and staffing, the PSC has reviewed policy and procedures surrounding Selection Board Chair training and certification. In addition, the PSC has developed a Code of Ethics to be implemented in the coming fiscal year to strengthen the Commission's commitment to the principles of Merit, Fairness and Respect.

As this goal is directly aligned with staffing and recruitment, the work of the Strategic Staffing Division has resulted in the above accomplishments, along with those outlined in the following table. These efforts support our goal stated below, as well as Government's strategic directions outlined in the 2011 and 2012 Speeches to the Throne which include: decreasing barriers to employment; refocusing the approach to the delivery of services to the people of the province; and, providing the support required to seize career opportunities.

Goal 1: By March 31, 2014, the PSC will have implemented activities and functions to support quality improvement in staffing and recruitment to address challenges of the demographic and labour market environments.

Objective 1.1: By March 31, 2012, the PSC will have reviewed and further developed activities and functions to support quality improvements in staffing and recruitment.

Measure: Activities and functions are reviewed and further developed.

INDICATORS	ACCOMPLISHMENTS
Reviewed Merit and its application in light of current labour market and public service demographics.	<ul style="list-style-type: none">• Conducted research to review other jurisdictions and to examine the value of Merit based processes in recruitment and staffing activity. A preliminary report resulted upon which further work will continue.• Commenced exploration of the types of Merit and application to current public service environment.

INDICATORS	ACCOMPLISHMENTS
Reviewed existing policies and processes related to Merit and its application.	<ul style="list-style-type: none"> • Reviewed existing staffing policies to ensure appropriate application of Merit. Policies reviewed included: conversions of temporary to permanent employee status; the redeployment/transfer policy; and, the diversity and inclusiveness policy. Jurisdictional research identified trends and best practices. • Reviewed the use of the matrix system and associated ratings structure to address client misperceptions. • Researched and reviewed “employment reference” process. This included focus groups and jurisdictional review. • Examined the current use of eligibility lists for temporary vacancies.
Reviewed current staffing model (matrix system and assessment techniques).	<ul style="list-style-type: none"> • Reviewed the viability of psychometric assessment and behavioural based assessments. • Matrix system reviewed as per above.
Continued review of Selection Board Chair certification process.	<ul style="list-style-type: none"> • SBC profiles were created and populated to monitor history of SBC performance for purpose of continued certification, need for refreshers, and/or decertification. • The Strategic Staffing Division further defined a Code of Ethics and developed a Code of Conduct for SBC’s to strengthen commitment to Merit, govern performance expectations of SBC’s, and further instill professional approach to staffing & recruitment.
Continued definition of quality improvement infrastructure within the Strategic Staffing Division.	<ul style="list-style-type: none"> • Built upon the Quality Circle (a committee that was established to identify areas requiring review and/or modification for the purpose of advancing improvements to the operations and strategic activities of the Division) and the Change Circle (a committee established to develop structured approaches to shifting / transitioning individuals, teams, and organizations from current state to a desired future state). • Work of the Evaluation Circle (a committee established to oversee the process of determining the value or worth of a

INDICATORS	ACCOMPLISHMENTS
	<p>program, service or initiative in order to make decisions about adopting, rejecting or revising the innovation) was continued.</p> <ul style="list-style-type: none"> The Business Intelligence Hub (BIH) was introduced during 2010-2011 as a repository to house interpretations of policy and decision making at all levels within the Commission for future reference. Population of BIH was continued during 2011-2012 for the purpose of knowledge management for staffing & recruitment policy and precedent setting interpretations.
<p>Researched technologies and practices, particularly as they relate to screening and testing.</p>	<ul style="list-style-type: none"> Developed, in concert with the then Department of HRLE (now the Department of Advanced Education and Skills), screening approach related to Client Service Officers as pilot for screening improvement. Further defined the use of OPAC (testing software) for clerical and administrative roles. Explored the use of LYNC (video messaging software) for screening and interviewing purposes. Explored the use of SKYPE for screening and conducting interviews with individuals outside the metro St. John's area. Explored the possibility of utilizing the application of SONRU (online video interviews) for screening purposes.
<p>Recommendations made related to various review processes.</p>	<ul style="list-style-type: none"> Recommendations were made to modify the matrix system/form, and reference process/form to ensure processes more user friendly, efficient and therefore increasing quality of process and turn around times. Recommendation to continue review and necessary revisions of staffing policy to ensure the appropriate application of Merit.

Results achieved:

The PSC was successful in satisfying, or exceeding, all indicators set out for this objective. The accomplishments achieved can be attributed to staff commitment 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 visible and tangible.

The previous fiscal year brought with it much success through continued research of best practices, further policy and process review, and exploration of technology to improve efficiencies and effectiveness. These achievements are consistent with the strategic directions of Government to decrease barriers to employment, refocus the approach to the delivery of services to the people of the province and to provide the support required to seize career opportunities.

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 – 2012-2013

The objective for Goal 1 for 2012-2013 is provided below. The indicators for this goal are based upon our progress to date.

Objective 1.2

By March 31, 2013, the PSC will have implemented outcomes and recommendations arising from 2012 review to further improve the quality of staffing and recruitment.

Measure

Outcomes and recommendations from 2012 review implemented.

Indicators

- Continued general review of Merit to validate various models in light of current labour market and public service demographics.
- Conducted jurisdictional scan and best practice research related to staffing and recruitment.
- Revised policies and implemented new practices related to staffing model (matrix system, references and assessment techniques).
- Implemented SBC profiles and continued monitoring of SBC performance to support quality improvement.
- Evaluation Circle (EC) fully constituted and evaluation conducted on staffing model (matrix system, references and assessment techniques); support also provided for the corporate evaluation planning activities.
- Implemented LYNC software and broadened the application of OPAC testing software.

Issue 2: Transparency and Fairness

As an advocate for Merit, Fairness and Respect, it is important that PSC practices and procedures be viewed by the public service and the general public as transparent and meritorious. This begins with ensuring that decision making processes are conducted in a fair and just manner and proper documentation is in place to ensure consistency.

During the past fiscal year 2011-2012, significant efforts have been made towards reviewing and implementing recommendations to further improve transparency and fairness of the Commission’s mandated decision making processes. These efforts support our goal stated below, as well as Government’s strategic direction outlined in the 2012 Speech to the Throne around refocusing the approach to the delivery of services to the people of the province.

Goal 2: By March 31, 2014, the PSC will have reviewed and implemented recommendations to further improve transparency and fairness of its mandated decision making processes.

Objective 2.1: By March 31, 2012, the PSC will have reviewed its mandated decision making processes to identify areas for improvement in transparency and fairness.

Measure: Mandated decision making processes reviewed and areas for improvement in transparency and fairness identified.

Indicators	Accomplishments
<p>Researched documentation associated with decision making processes.</p>	<p><u>Strategic Staffing</u></p> <ul style="list-style-type: none"> • Review of all Commission Minutes associated with staffing and recruitment as well as interpretations and precedent setting decisions for purpose of consistency for Strategic Staffing Divisional staff and Selection Board Chairs. • Finalized Staffing Review Protocol inclusive of time lines and criteria for submission of requests for staffing review. <p><u>EARWP</u></p> <ul style="list-style-type: none"> • A business requirement document was completed as part of a comprehensive assessment of business operations and requirements for the security of confidential information. Engagement of key stakeholders and information management risk assessments included

Indicators	Accomplishments
	<p>the following:</p> <ul style="list-style-type: none"> • Information Management (IM) Assessment • Preliminary Privacy Impact Assessment (PIIA) • Financial Systems Impact Assessment (FSIA) • Pre-Threat Risk Assessment (Pre-TRA) • In accordance with the Personal Health Information Act (PHIA), the EARWP made procedural changes to ensure transparency in collection, storage, and disposal of confidential information. <p><u>Appeal & Investigation</u></p> <ul style="list-style-type: none"> • Commission – Legislative Requirement, draft Rules of Procedure and draft Commission Hearing Guidelines were reviewed. • Classification Appeal Board –the Classification Appeal Board Procedures, content of a sample of appeal files, forms, web site, form letters and database were reviewed • Conflict of Interest Advisory Committee – Legislation, formal and informal responses to request for advice, draft publicity materials were reviewed.
<p>Consolidated documentation to address information gaps related to rights, roles and responsibilities.</p>	<p><u>Strategic Staffing</u></p> <ul style="list-style-type: none"> • For Staffing & Recruitment, all Commission Minutes, interpretation and case decisions consolidated for purposes of Business Intelligence Hub. Use of the A3 Problem-Solving Report from Lean Techniques to analyze and document business processes and recommendations, and change management. This problem-solving technique is a ten step approach to proceed from problem identification to resolution in a fashion that fosters

Indicators	Accomplishments
	<p>learning, collaboration, and personal development and records the results in a concise, two-page document.</p> <p><u>EARWP</u></p> <ul style="list-style-type: none"> • The EARWP established documented criteria and standards for professional counsellors interested in becoming service providers/ consultants. This included the development of a consultant contractual agreement for new and existing professional service providers. • The Division required a new custom built client management and data system that is responsive to the operational requirements for management and staff and has the ability to run programs more efficiently. The system has enabled staff to run their programs more effectively and has improved responsiveness to clients, our external service providers/ consultant and support reporting requirements. <p><u>Appeal & Investigation</u></p> <ul style="list-style-type: none"> • Commission – revisions were made to the Rules of Procedure and Commission Hearing Guidelines. • Classification Appeal Board – recommendations to address documentation gaps made to the Organization Resource Committee. • Conflict of Interest Advisory Committee – no gaps in rights, roles or responsibilities were identified.

<p>Explored the use of technology to record and disseminate decisions.</p>	<p><u>Strategic Staffing</u></p> <ul style="list-style-type: none"> • Finalization of SharePoint application for purpose of sharing information within the organization as well as amongst Selection Board Chairs for the Strategic Staffing Division. Full implementation pending. • Further population of Business Intelligence Hub for knowledge management. <p><u>EARWP</u></p> <ul style="list-style-type: none"> • In partnership with the OCIO the EARWP Division developed and implemented a custom built client management and data statistical system that provides security to confidential client information and enables the Division to track employee and departmental trends. • Business objectives achieved: <ul style="list-style-type: none"> • Improved reporting of operational and statistical requirements associated with EA/RW program delivery; • Integration of the new system more fully with all business processes ; • Implementation of key performance indicators including flexible configuration, tracking and reporting; • Achievement of accurate management information reporting; • Reduction in manual work involved with the overall client and service provider management, reducing duplication and overlap; and • Improvements in processes and time required for approval and
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	<p>payment of invoices to consultants/ service providers.</p> <ul style="list-style-type: none"> • Cost and time savings due to more effective processes; • Enhanced information security; • Enhanced data integrity.
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Results Achieved:

Significant achievements, as related to goal 2, were demonstrated by the PSC in fiscal 2011-2012. As a result of reviews conducted, recommendations were formulated to further improve transparency and fairness of mandated decision making processes. Over the next year, the PSC will continue to make recommendations and begin implementation of same. These activities will continue to improve transparency and fairness of the mandated decision making processes of the PSC.

Looking Ahead – 2012-2013

The objective for Goal 2 for 2012-2013 is provided below. The indicators for this objective are based upon progress to date.

Objective 2.2

By March 31, 2013, the PSC will have implemented recommendations arising from reviews conducted in 2012.

Measure

Implemented recommendations arising from 2012 review.

Indicators

- Continued population of the BIH, Strategic Staffing Division, for the purpose of consistency in policy and practice for PSC staff and SBC’s.
- Defined mandate and authorities through legislative review.
- Defined both mandated and operational roles as they relate to the new Human Resource Secretariat.
- Continued population of EARWP “Client Management System” to support decision making processes and role definition in the management of EARWP programs and the psychological health and wellness of the organization.
- Continued improvement in “turn around time” for appeals.
- With integration of management classification appeals process, researched and identified best practices in administration and management of the process.

4.0 Other Highlights and Accomplishments 2011-2012

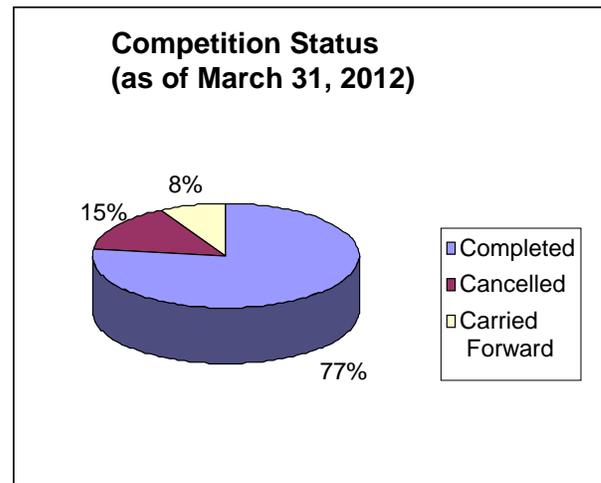
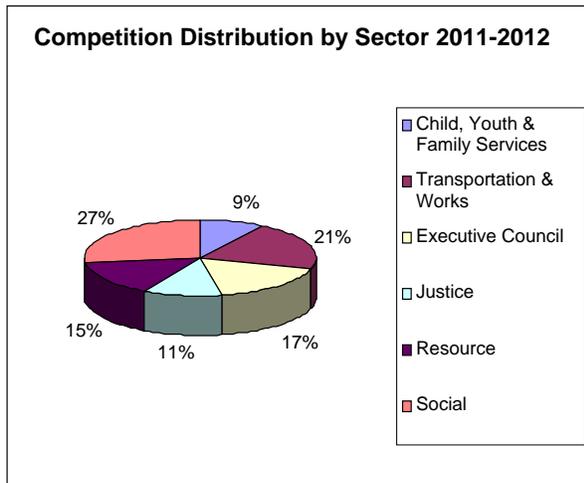
In addition to the accomplishments above, the Commission was involved in a broad range of other activities. Many of these activities occurred at the operational level, and involved work planning processes. Accomplishments were made that also supported the strategic directions of Government for the PSC, as outlined in our 2011-2014 Business Plan. These activities and accomplishments are provided below.

Strategic Staffing Division

General Strategic Staffing Highlights

- The Strategic Staffing Division reviewed and processed 1825 staffing actions, representing an increase of approximately 7% over 2010-2011.
- A total of 31,804 applications were processed for fiscal 2011-2012. Approximately 85-90% were received through the PSC online job portal with the remaining 10-15% being received through other methods (i.e. fax, in person, email, etc.). As of March 31, 2012, the PSC online portal had a total of 22,503 registered profiles.
- The average time to fill in weeks (from receipt of staffing action to issue of recommendation) was 12.34 weeks – a slight reduction from 12.75 weeks in 2010-2011. The average time to fill was calculated using only true competitions (i.e. no eligibility lists, lateral transfers, etc.).
- The Commission held 565 public and 1260 internal competitions (see below by sector).

Sector	Number of Competitions	Internal	Public	Completed	Cancelled	Competitions Carried Forward to Fiscal 2012-2013
CYFS	160	106	54	101	30	29
Executive Council	312	218	94	241	52	19
Justice	198	141	57	152	32	14
Resource	284	212	72	220	31	33
Social	490	361	129	372	91	27
Transportation & Works	381	222	159	321	36	24
TOTALS	1825	1260	565	1407	272	146



“Hard to Fill” Recruitment

This past fiscal year, the Manager of Recruitment Services has worked with departments and agencies to address vacancies deemed Hard to Fill. Methods of outreach have continued to be examined and measured to determine their appropriateness and effectiveness in attracting qualified talent pools. Participation from department representatives has assisted in focusing marketing effort to identify specific websites and media outlets that cater to members of the profession to which the specific hard to fill position belongs. Additionally, profiling of the ideal candidate and promotion of the Government of NL as an employer of choice has been done to assist in attracting the targeted cohort. These combined approaches have resulted in increases as high as 500% in response rates to job openings. As departments are finding additional success, their representatives are participating in the process at an increased rate and are recommending additional strategies and applicant sources. Participation in outreach activities is now being sought out by departments.

The following are examples of Hard to Fill vacancies that have resulted in successful recommendations during 2011-2012:

- Investigator, Service NL
- Agriculturalist III - Labrador, Natural Resources
- Alternative Feeds Coordinator, Natural Resources
- Family Court Counselor - Labrador, Department of Justice
- Mineral Development Engineer, Natural Resources
- Senior Manager – Stewardship Education, Environment and Conservation

Executive Recruitment

The Strategic Staffing Division continued to participate in the advertisement and assessment processes for Executive positions, helping to shape the public service senior leadership team.

Restructuring & Eligibility Lists

Over the past year, the Strategic Staffing Division has assisted with a number of significant reorganizations, including:

- Repatriation of employees for the Office of the Chief Information Officer, Executive Council
- Restructuring of Fish and Wildlife Division, Department of Justice
- Integration of staff from the Regional Health Authorities into the Department of Child, Youth and Family Services

To increase recruitment efficiencies while protecting Merit, the Division has successfully led competitive processes for eligibility lists in all sectors for positions which normally experience relatively high turnover rates. These positions included Client Service Officers, Deputy Sheriffs, Conservation Officers and Social Workers.

In 2011-2012 we utilized eligibility lists or previously conducted eligibility lists for a total of 85 competitions. We also utilized previously conducted competitions (not including eligibility lists) for 207 competitions.

Student Employment Bureau

The Student Employment Bureau (SEB) was launched in July 2009 to coordinate and promote student placement opportunities within the public service. This collaborative effort with the Public Service Secretariat and the Office for Youth Engagement was continued in 2011-2012 (see table below). Since its establishment, the SEB has assisted in placing nearly 500 co-op students and interns in various opportunities throughout Government. Outreach efforts have been ongoing at high schools and post-secondary institutions to promote the public service as a preferred employer. The development and efforts of the SEB directly support Government of NL's strategic direction of decreasing barriers to employment and opportunity.

Sector	# Placements for Spring Term	# Placements for Fall Term	# Placements for Winter Term	TOTAL
Justice	3	3	3	9
Executive Council	23	18	21	62
Transportation & Works	28	21	19	68
Social	20	15	15	50
Resource	12	7	7	26
Child Youth & Family Services	0	0	33	33
Totals	86	64	98	248

Graduate Opportunity (GO) Program

Through the SEB, the Strategic Staffing Division has partnered with the Human Resource Secretariat (HRS) in the development of the Graduate Opportunities GO! Program - a targeted employment initiative of the Government of Newfoundland and Labrador. The program includes two different components: public service internships, and graduate recruitment positions. The GO Program is designed to enhance recruitment and retention of recent post-secondary graduates in the core public service over the 2011-12 to 2013-14 period.

The program was launched in February 2012 and all competitions have been chaired by the PSC's Student Employment Coordinator. The first round of competitions saw four positions advertised - Training Officer, Investigator, Human Resource Consultant and Policy and Program Analyst. The second round of competitions has commenced and there are six positions are currently under recruitment.

A high volume of qualified candidates have applied for the positions.

Audit & Integrity

The Strategic Staffing Division continues to value and implement Continuous Quality Improvement processes in the application and delivery of staffing services, consultation and advice. The Division continued to review current business processes with intent to improve and modernize, while continuing to protect Merit and integrity. In addition, strategies have been considered and applied to improve and broaden data gathering and analysis which will assist with evidence-based staffing decisions into the future.

In its role of protecting Merit in public service staffing, the Division continued to receive, analyze, investigate and respond to inquiries or formal concerns relating to recruitment actions. The table below reflects the number of Requests over the past five fiscal years. There were 42 Requests for Staffing Review received in 2011-12, which represented less than 2.5% of staffing

actions and viewed as an indicator of success in the adherence to policy, practice and protection of Merit. All of these 42 requests have been completed and closed. The Division is continuing to improve the turn-around time required to complete such reviews. In its efforts to focus on Continuous Quality Improvement, the Division continues to compile and analyze information stemming from such Requests for Review for purpose of Audit, policy review and development, SBC training and support. Trends are tracked and reported in such areas as: nature of concern, timelines to complete review, and whether request was initiated by an internal or external applicant.

Through its audit processes, the Division continues to observe compliance of established policies and standards and a strengthened partnership with the hiring Departments and Agencies in achieving public service excellence through Merit, Fairness and Respect. This includes monitoring of staffing actions such as temporary hires and assignments, to ensure adherence to PSC policy. The PSC also initiated an investigation of contractual arrangements in fiscal year 2011-12, and as a result of that investigation, the Division now monitors and reports on such transactions as part of the Staffing Action Monitoring function. The Audit and Integrity line of business also works closely with SBCs and departments as issues are highlighted through audit findings and requests for review. The information gathered through such audits and reviews will be analyzed and used for benchmarking and quality improvement into fiscal year 2012-13.

Fiscal Year	Total Number Received and Actioned
2007-2008	35
2008-2009	40
2009-2010	45
2010-2011	37
2011-2012	42
TOTALS	199

Contractual Review

A review of contractual arrangements and hires in the public service, covering the period of April 2010 to November 2011, was conducted in Fiscal Year 2011-12. The purpose of this review was to identify the implications of contractual promotions/hires on the public service, its officers and other employees. Our review identified 311 such arrangements in that period. Two streams of contractual employment were identified and considered. One, in which existing public servants were placed into contractual arrangements, and the second consisting of new hires to the public service through contract. This review has identified areas for improvement which could provide for a more appropriate, effective and efficient means of hiring on a contractual basis in the future.

Training and Certification

Selection Board Training / Information Sessions

During 2011-2012, the following sessions were held by the PSC:

- 7 Selection Board Chair Training Sessions with a total of 55 participants
 - 5 were held in St. John's with a total of 40 participants
 - 1 was held in Corner Brook with a total of 40 participants
 - 1 one-on-one session held to accommodate a new HR Consultant with the College of the North Atlantic
- 1 Refresher session was held for the College of the North Atlantic for all Selection Board Chairs within their human resource units
- 2 information sessions
 - 1 was held for the OCIO on Resume Writing and Interview Techniques with 18 participants
 - 1 was held in Corner Brook on the Competitive Process and was attended by individuals from Transportation and Works as well as Natural Resources. This Session was designed for Department Representatives and Technical Advisors.

Currently within the provincial Government, there are a total of 119 active fully certified Selection Board Chairs (there are 41 inactive certified Selection Board Chairs) and 116 active provisional Selection Board Chairs (45 inactive provisional chairs). In terms of work load, 33 staff members of the Commission conducted approximately 74% of competitions across all sectors during 2011-2012. This resulted in an average of approximately 43 competitions per PSC staff member. The remaining 26% were conducted by 100 non-PSC staff (serving as SBC's), resulting in an average of 5 competitions per SBC.

Resource Management Package

Strategic Staffing in the Public Service is one of the modules contained within the Resource Management Package. The content of this module was developed by the PSC in conjunction with the CLD and was first introduced in 2011-2012. This module is designed to introduce the concept of a more strategic approach to recruitment within the Public Sector and focuses on the participant's approach and role in strategic recruitment and staffing essential to ensure continuance of public service excellence. A balance of a Merit based approach to recruitment and staffing while satisfying the department's strategic operational and workforce plans is targeted. Although the competition process is discussed it is not the focus of this module.

In 2011-2012, there were 10 modules delivered by the PSC with a total of 146 participants. Participant evaluation indicated that the module was well received.

Employee Assistance and Respectful Workplace Division

The Employee Assistance and Respectful Workplace (EARWP) Division has a Province-wide mandate for the Government of Newfoundland and Labrador, Crown Boards, Agencies and College of North Atlantic (CNA) and works with all levels within the Government of Newfoundland and Labrador, HRS, public sector unions, and employees. The EARWP is accountable to provide a high level of skill in leading, motivating and influencing the development of public service employees at all levels of Government toward creating healthy and respectful work environments. As well, the Division is accountable to provide services, interventions and training that supports the employer to maintain optimal employee health and psychological wellness.

This past year the Division has worked collaboratively with a range of external service providers such as clinical counselors, conflict coaches, mediators and consultants and community associations such as Newfoundland Labrador Employee Assistance Programs Association (NLEAPA) and Community Mediation Services with the view to fostering healthy and psychosocially safe workplaces. These partnerships have strengthened the Division's ability to provide quality services that are professional and responsive in meeting the needs of employees experiencing challenges in the areas of mental health and addictions, workplace conflict, workplace change, family and relationship issues, critical incident stress debriefing, and workplace assessments. This year the Division expanded its role in delivering programs and services to new government departments. The development of a new client management system has led to improvements in the Division's ability to track and analyze trends. This information is being used to strategically plan and implement programs and services for departments and employees.

The EAP has continued to provide training modules to managers, shop stewards, and employees in work-life balance, employee assistance services, promoting good mental health, and dealing with change. The RWP has also received high demand and provided training to managers, supervisors, and shop stewards in conflict resolution skills. The Division has continued efforts in building on the work of the RWP front – line trainers by creating new opportunities for training, and through providing mentoring and coaching support to new trainees. These training programs will continue to be offered as part of the Division's mandate towards increasing leadership capacity in the area of conflict management and the role of managers, shop stewards and supervisors in creating healthy workplaces.

The EAP utilization rate has remained stable in FY 2011-12 which suggests that the program is seen by management and union employees as a viable resource and support to the employees and the organization. In 2011-2012, 1004 employees accessed the EAP compared to 1294 in FY 2010-2011. This figure represents approximately 9 % of public sector employees. The national average for EAP utilization in organizations similar in size is between 5 – 10 %. In 2011- 12 there were 167 contacts made by managers compared to 147 in FY 2010-11 seeking consultation in dealing with employee related concerns.

There is continued demand for RWP training in conflict resolution skills and respectful workplace training. More managers are proactively seeking training in conflict resolution and conflict coaching earlier in their management roles. There is also a trend across the organization of managers looking to the Division as an alternative to formal conflict resolution methods.

The EAP and RWP have developed strong collaboration through the Joint EAP Labour Management Committees and the Respectful Workplace Steering Committee. These committees play an integral role by providing stakeholder input into the Divisions' direction and for information sharing.

EAP/RWP Training Sessions Fiscal Year 2011-2012			
Presentation	Number of Sessions	Regions	Participants
RWP Frontline Session	21	St. John's= 20 Goose Bay= 1	359
Conflict Resolution	12	St. Johns= 9 Corner Brook= 1 Goose Bay= 1 Whitbourne= 1	185
School Board	11	St. John's= 7 Marystown= 1 Clarenville= 1 Placentia= 1 Carbonear= 1	106
Stress in the Workplace	1	St. John's= 1	10
EAP Information Session	5	St. John's= 1 Stephenville= 2 Corner Brook= 2	94
Train the Trainer	1	St. John's= 1	12

Appeal & Investigation Division

Classification Appeal Board

2011-2012 began with 566 unheard classification appeals. During the year a further 153 appeals were received. The Classification Appeal Board made significant headway on the occupational reviews which affected 275 employees as these appeals were heard during the year. This completes the Board's activity in this area. In addition, the Board made determinations on 327 individual appeals. At fiscal year end there were 83 individual appeals carried forward.

Investigative Services

The investigative services unit continued to provide services across Government and, upon request, to quasi-governmental and Government funded agencies. Three investigations from the previous fiscal year were brought forward into the 2011-2012 fiscal year. During 2011-2012, 4 complaints were received and all 7 files were completed. The investigative unit provided advice and direction on seventeen matters during the year.

Conflict of Interest Advisory Committee

In 2011-2012 there was one formal referral to the Conflict of Interest Advisory Committee. In addition, during the fiscal year, informal consultation services were provided in response to fifteen inquiries, consistent with previous years.

Regulatory Agency Response

The Appeal and Investigation Division coordinates and develops the Commission's response to enquiries from various agencies. In 2011-2012 the Division provided responses to three requests made in accordance with the *Access to Information and Protection of Privacy Act*. The Division prepared responses to three requests from the Citizen's Representative and carried one request from the Citizen's Representative into the 2012-2013 fiscal year.

Reviews of Staffing Actions

To ensure that apprehension of bias does not occur in the review of concerns related to staffing actions chaired by Commission staff, the Strategic Staffing Division of the Public Service Commission refers these reviews to the Appeal and Investigation Division. In 2011-2012, the Division conducted eight reviews and completed five audits.

Corporate Services

The Division continued its support of the implementation process of the recommendations contained in the Information Management Capacity Assessment Tool report conducted in the

2010-2011 Fiscal Year. Among the recommended activities completed was the Commission's adoption of the Corporate Records Information Management Standard (CRIMS).

5.0 Opportunities and Challenges Ahead

Fiscal year 2012-2013 will be the second year in the 2011-2014 business planning cycle and will see a continued emphasis on quality improvements of PSC mandated processes and operations.

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

Further Review of Merit

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. Thus, it is vital that practices and procedures carried out by the Commission are viewed by members of the public service and the general public as transparent and meritorious. With today's changing labour market, the focus of recruitment must encompass all generations and reflect the diversity of our population and public service while ensuring accessibility and ultimately securing qualified applicant pools. Further review and analysis of the concept of Merit and is paramount.

Assessment Tools

Given the ever changing labour market and work environment, The SSD views opportunities as existing to determine best approaches to evaluation and assessment of candidates. Further review of behavioural based interviewing, psychometric testing will continue as well as examination of whether all staffing actions require full competitive processes. It is noted, for example, that opportunities may exist for internal application situations, to further streamline assessment processes while maintaining meritorious principles.

Further Service Delivery Efficiencies

The Strategic Staffing Division views the recommendations and actions outlined in the 2011 Time to Fill Report as a strong foundation to address a number of operational and process issues. Stakeholders will be re-engaged to resume work in this area in the pursuit of effectiveness and efficiency.

Further, as per the Corporate Services Review of 2011-2012, the Division will continue to utilize inventories, eligibility lists, etc. to provide viable options and qualified talent pools for temporary staffing needs.

Enhanced Education of the Recruitment Process

The Strategic Staffing Division will continue to partner with the HRS and departments to better educate staff and managers on the recruitment and staffing process. A strengthening of processes and information platforms to facilitate timely and easily accessed information in the provision of staffing and recruitment services is also an opportunity to be pursued.

Continued Quality Improvement

The Strategic Staffing Division has expanded its efforts in this area through the work of the Quality Circle, Change Management Circle, Evaluation Circle and Business Intelligence Hub. This work will continue in 2012-2013 and will include additional reviews of best practices, examination of the protection of Merit, placement follow up to review quality of hires, further education of managers to appropriately equip them with information and approach to staffing and recruitment.

Retirement / Workplace Demographics

With 25% of the public service forecast 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.

Partnerships

While working closely with departments and agencies that are scheduled to the *PSC Act*, our role is to ensure that qualified, competent individuals are hired to provide quality services to the people of the province. The Commission will continue to work with these partners to further strengthen processes related to staffing and recruitment which may include temporary and contractual employment. In addition, the Commission looks forward to working closely with the new Human Resource Secretariat.

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 2012. The Public Service Commission is not required to provide a separate audited financial statement.

Public Service Commission Statement of Expenditure and Related Revenue (Unaudited) FOR THE YEAR ENDED 31 MARCH 2012			
	Actual	Estimates	
		Amended	Original
	\$	\$	\$
EXECUTIVE AND SUPPORT SERVICES			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01 SERVICES TO GOVERNMENT AND AGENCIES			
01 Salaries	3,876,617	3,888,100	3,940,100
02 Employee Benefits	58,131	36,400	51,800
03 Transportation and Communications	148,796	157,600	191,600
04 Supplies	59,906	62,000	38,000
05 Professional Services	364,364	368,300	353,300
06 Purchased Services	1,278,058	1,586,200	1,586,200
07 Property, Furnishings and Equipment	68,624	72,100	9,700
09 Allowances & Assistance	0	20,000	20,000
	<u>5,854,496</u>	<u>6,190,700</u>	<u>6,190,700</u>
02 Revenue - Provincial	(1,961)	(1,000)	(1,000)
Total: Services to Government and Agencies	<u>5,852,535</u>	<u>6,189,700</u>	<u>6,189,700</u>
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	<u>5,852,535</u>	<u>6,189,700</u>	<u>6,189,700</u>
TOTAL: EXECUTIVE AND SUPPORT SERVICES	<u>5,852,535</u>	<u>6,189,700</u>	<u>6,189,700</u>
TOTAL: PUBLIC SERVICE COMMISSION	<u>5,852,535</u>	<u>6,189,700</u>	<u>6,189,700</u>

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 2012 (unaudited).

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