

PUBLIC SERVICE COMMISSION

Public Service Excellence through Merit, Fairness and Respect



*Annual Report
2014-15*

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MESSAGE FROM THE CHAIRPERSON

I am pleased to present the 2014-15 Annual Report of the Public Service Commission (PSC) in accordance with the requirements under the *Transparency and Accountability Act* and Section 17 of the *Public Service Commission Act*. This Annual Report was prepared under my direction and outlines achievements and activities of the Commission. I am accountable, on behalf of the PSC, for the results reported.

For the 2014-17 business planning cycle, the PSC will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle. In 2014-15, the PSC focused its efforts on conducting research and reviews and in developing recommendations to improve PSC programs and policies. Achievements were made in the development of recommendations to enhance the application of merit and also improvements to promotion of the value of psychological health and safety, within the public service.

As outlined in this report, the PSC has worked diligently in 2014-15 to support the strategic direction of improved governance and oversight of the public service as indicated in our 2014-17 Business Plan. Work has begun in the following key focus areas: enhance merit-based selection processes in public service recruitment; promote the independent and impartial nature of assistance services offered by the PSC; promote efficiency and innovation in the public service; and, improve the quality of service delivery to the public service. This report shows the progress and achievements we made in these areas.

We look forward to building upon our successes of 2014-15 and working to achieve the goals and objectives set out in our 2014-17 Business Plan. I would like to express my gratitude to my fellow Commissioner and to the staff of the PSC for their continued and dedicated service and their efforts and contributions to the many achievements thus far.



Bruce Hollett
Chief Executive Officer and Chair

PUBLIC SERVICE COMMISSION OVERVIEW

The mandate of the Public Service Commission (PSC) is provided by its governing legislation, the *Public Service Commission Act*. The core mandate is the protection of merit. Merit is a rule of conduct that provides for the recommendation of candidates for a position on the basis of the best demonstration of bona fide levels of required qualifications, knowledge, abilities and personal suitability. The PSC is charged with the provision of oversight and policy for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the *Public Service Commission Act*. The Commission is mandated to ensure that public service hiring is conducted in a fair, transparent and accountable manner. The PSC is responsible for the certification of Selection Board Chairs.

As an advocate for the principles of Merit, Fairness, and Respect, as well as good public administration, the PSC plays a vital leadership and support role for the broader organization. In accordance with this, the PSC administers the Employee Assistance Program and the Respectful Workplace Program. It also supports adjudication panels designed to provide third party resolution to matters pertaining to classification appeals. Leadership and support is also provided to the Conflict of Interest Advisory Committee under the *Conflict of Interest Act*. The PSC maintains an investigative unit which provides a comprehensive range of administrative investigations on behalf of the Provincial Government.

Throughout the past year, each of the Commission's divisions has worked diligently towards achieving the goals and objectives set forth in support of the overall mission presented in the 2014-2017 Business Plan.

VISION

The PSC is committed to our vision of “Public Service Excellence through Merit, Fairness, and Respect.”

MISSION

By March 31, 2017, the PSC will have examined, developed, implemented where appropriate and provided recommendations for quality improvement and modernization of legislation and services and will have both validated and enhanced the transparency and fairness of processes within its mandate. The mission with associated measures and indicators can be viewed in the PSC 2014-17 Business Plan. (http://www.psc.gov.nl.ca/psc/publications/PSC_2014-17_Business_Plan.pdf)

LINES OF BUSINESS

The PSC provides the following services and programs to the public service and the general public:

Merit Protection

Operational staffing within the core public service is conducted in accordance with the *Public Service Commission Act* on behalf of the PSC by the Strategic Staffing Division of the HRS and through delegated staffing authority with those agencies scheduled to the Act. The PSC is responsible for the provision of oversight for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the *Public Service Commission Act*. The Commission is responsible for the certification of Selection Board Chairs.

Employee Assistance and Respectful Workplace Programs

The Employee Assistance Program (EAP) is a joint program of the Government of Newfoundland and Labrador, the Newfoundland Association of Public and Private Employees (NAPE), and the Canadian Union of Public Employees (CUPE). The Public Service Commission is responsible for providing counseling and consultation supports to employees and managers for issues that are either affecting, or have the potential to affect work performance.

The Public Service Commission established the Respectful Workplace Program (RWP) recognizing that productivity and quality of work are directly related to psychological health and respect in the workplace. In supporting Government's Harassment and Discrimination Free Workplace Policy," the RWP works from a capacity building model by providing training and information to government departments, agencies, and employees on informal and constructive approaches to workplace conflict.

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

The growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) reflect efforts to promote employee psychological health and productivity in our public service. The EAP supports healthy workplaces, through counseling and educational efforts aimed at promoting good mental health in the workplace. The RWP promotes the value and accountability of respectful workplace cultures in the public service and provides coaching and training that supports positive mechanisms to manage conflict constructively.

Appeals and Investigations

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

tribunals and administrative law.

The Classification Appeal Board was established in 1971 to review and if necessary, hear appeals resulting from the classification system in the Provincial Government. Specifically, the PSC provides administrative and logistical support for the activities of the Board. The Management Classification Review Committee was established in 1987 to hear appeals from managers who are classified under the HAY method. The PSC provides administrative and logistical support for the activities of the Committee. The Classification Appeal Board and the Management Classification Review Committee are chaired by the Chair and CEO of the Commission.

The PSC supports the *Conflict of Interest Act* by facilitating the Conflict of Interest Advisory Committee. This includes response to general inquires, provision of advice concerning post-employment waivers, accumulation of jurisprudence, and preparation and distribution of educational information related to conflict of interest.

The Appeals and Investigations Division responds to inquiries from regulatory bodies such as the Human Rights Commission, the Office of the Information and Privacy Commissioner and the Office of the Citizens' Representative.

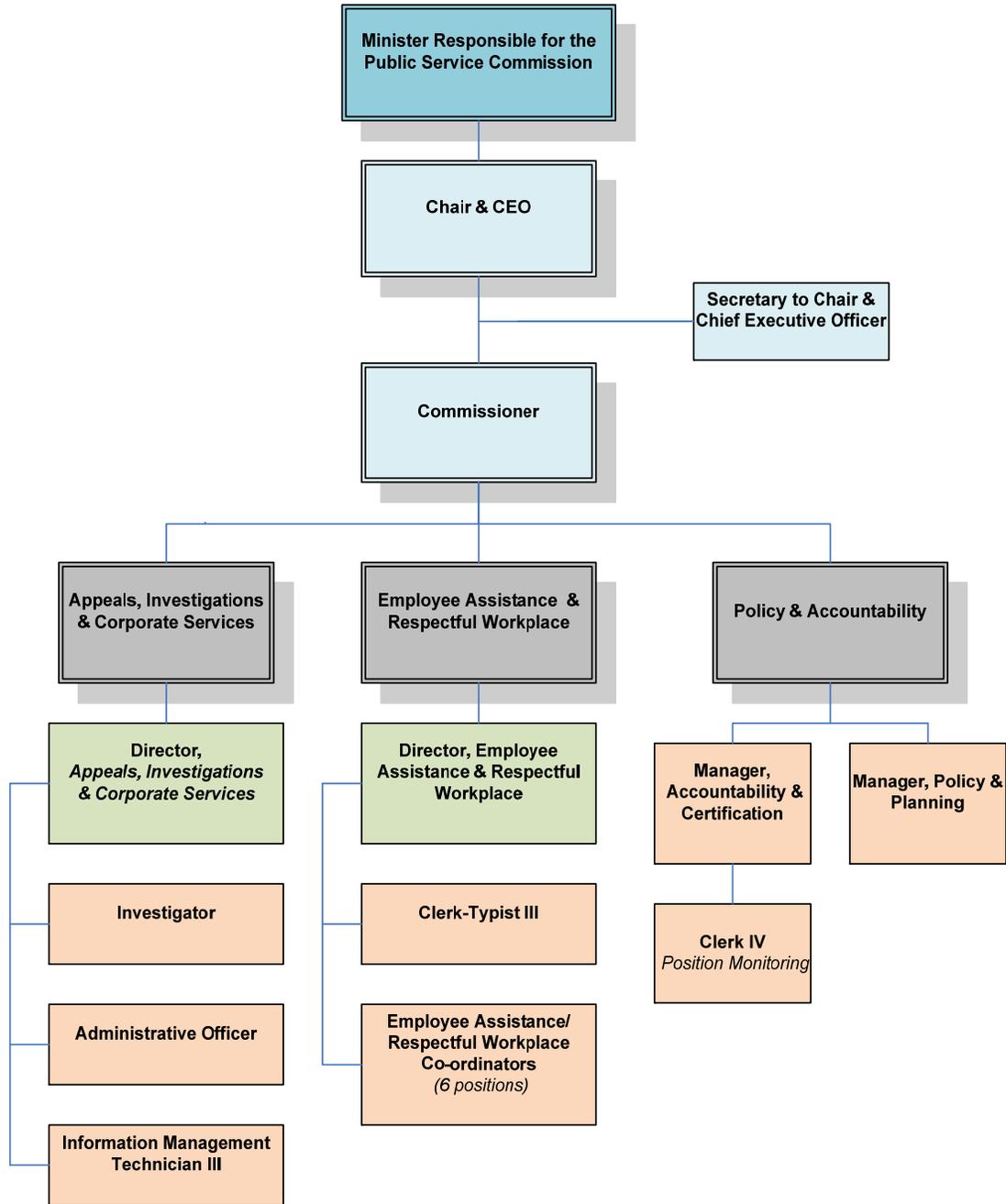
ORGANIZATIONAL STRUCTURE

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

The PSC is comprised of Commissioners appointed by the Lieutenant-Governor in Council. The Lieutenant-Governor in Council designates one Commissioner as Chairperson. The Chair is the Chief Executive Officer of the Public Service with Deputy Minister status. The Chairperson directs and supervises the administrative and technical activities of the PSC. In addition to the Chairperson, there is one full time Commissioner. The *Public Service Commission Act* states that the Commission shall consist of three Commissioners, however, there are currently two Commissioners: Bruce Hollett, Chair and CEO, and Ann Chafe, Commissioner. The operations of the Commission were not impacted in 2014-15 as a result of that vacancy.

There are two divisions performing the work of the PSC: the Employee Assistance and Respectful Workplace Division; and, the Appeals and Investigations Division. The Executive of the PSC consists of the Commissioners, supported by a Policy and Accountability team. The staff complement of the PSC is 17 employees, including the Executive. Of the 17, there are 12 females and 5 males.

PUBLIC SERVICE COMMISSION
Organizational Chart as of March 31, 2015



* The position of Clerk IV – Position Monitoring is currently vacant.

REVENUES AND EXPENDITURES

The Public Service Commission does not collect revenues. Our expenditures for fiscal year 2014-15 were \$2,395,369 as determined in the budget process, voted on and approved in the House of Assembly. The detailed financial information is located in the [Financial Statements](#) section of this annual report.

SHARED COMMITMENTS

Working closely with departments and agencies scheduled to the *Public Service Commission Act*, the PSC, through establishment of staffing policy, oversight and accountability measures, ensures the protection of merit in appointments and promotions within the public service.

The PSC continues its commitment to quality improvements in our services. While the Commission has direct responsibility for the protection of merit through our oversight role, our partnerships are critical to our continued strategic improvements. In addition, the PSC, through its arms-length role, works closely with departments, agencies and unions in developing and providing a variety of supports and services to public service employees.

Departments and Agencies

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

In the previous year, the PSC and Strategic Staffing Division evaluated the entire certification process and developed recommendations for consideration. Efforts such as this enhance the merit-based selection processes in public service recruitment and also promote efficiency and innovation in the public service.

HIGHLIGHTS AND ACCOMPLISHMENTS 2014-15

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

Merit Protection

Accountability and Certification

During 2014-15, the PSC continued to review its current business processes to identify areas for continuous quality improvement and innovation. Areas for improvement and enhancement included communication to candidates, data analysis and reporting techniques and audit assessment techniques.

In its role of protecting merit in public service staffing, the PSC continued to receive, analyze, investigate and respond to inquiries or formal concerns relating to recruitment actions. In fiscal year 2014-15, there were 17 requests for formal staffing reviews received with one review carried forward from the previous year. This represents approximately two per cent of staffing actions for the same period and is a positive indicator demonstrating adherence to policy, practice and protection of merit. All requests for review were completed and closed in 2014-15. The PSC continued to improve the turn-around time required to complete such reviews. In its efforts to focus on continuous quality improvement, the Commission continued to compile and analyze information stemming from such requests for review for purpose of Audit, policy review and development, Selection Board Chair training and support. Trends were tracked and reported in such areas as: nature of concern, timelines to complete review, and whether request was initiated by an internal or external applicant. Quality improvements in the focus area of promoting efficiency and innovation in the public service support the strategic direction of improved governance and oversight of the public service.

The PSC completed a compliance review during the year of all agencies with delegated staffing authority including the College of the North Atlantic, Municipal Assessment Agency, Office of the Auditor General, and the Newfoundland & Labrador Public Libraries. A full review was conducted of a sample of recruitment files by certified Selection Board Chairs with those agencies. A plan was put in place to deal with any issues identified. An action plan was also developed to ensure that the appropriate communication and training was provided to Selection Board Chairs in those agencies to provide necessary clarification and support.

Also, as part of the Accountability and Certification function, the PSC continued to monitor staffing actions such as temporary hires, assignments and contractual arrangements to ensure adherence to PSC policy and merit principles.

Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace (EARWP) Division has a Provincial-wide mandate to provide a range of highly sensitive and confidential services. The total number of employees eligible to receive services is approximately 13,500. Services under EAP are also made available to members of the employee's immediate family. The program covers Government departments, College of the North Atlantic, School Boards Association (support staff), NL English School District, NL Housing, Legal Aid Commission, Boards and Agencies scheduled to the *Public Service Commission Act*. The Division provides services directly through in-house professional coordinators, supplemented by engaging external professional counselors and conflict coaches/mediators (service providers) from across the province. The counselor list is created through publically advertised expressions of interest from qualified professionals who are interviewed and assessed for meeting the PSC established criteria.

The EARWP Division receives on average over 1,100 new referrals each year. The Division also provides independent consultation and supports to management and employees, workplace assessment services, training workshops, critical incident response to traumatic workplace events, mental health counseling to employees and their family members and workplace conflict resolution services to Government departments and agencies.

In fiscal year 2014-15, 1,260 employees and managers from Government departments, boards and agencies eligible to receive services under the EARWP programs accessed services compared to 1,210 in fiscal year 2013-14. This represents an increase of approximately 4% from the previous year and a utilization rate of 9.3% based on 13,500 employees who were eligible to receive the service. The utilization rate in fiscal year 2013-14 was approximately 8.3%. Of the referrals that came into EAP, 72.5% were for bargaining unit employees and 27.5% were for managers and non-bargaining/non-management employees.

In fiscal year 2014-15, 73 employees, managers and non-bargaining/non-management employees accessed the RWP program for conflict coaching services. In addition, there were 84 consultations related to workplace conflict and respectful workplace supports that were provided in 2014-15 with 54.6% being requested from managers and 45.4% from bargaining unit employees. This is an indication that managers are seeking assistance to proactively address workplace issues.

The table below summarizes the training delivered by the Employee Assistance and Respectful Workplace Division over the 2014-15 fiscal year.

EAP and RWP Training Sessions Fiscal Year 2014-15	
Conflict Resolution Skills for Managers	7
Conflict Resolution Skills for Supervisors	1
Creating Mentally Healthy Workplaces	1
Customized Training	29
Customized Training – Workplace Assessment	1
EAP Information Session	4
EAP Module – Resource Management Package	1
Mediation Skills for Leaders	1
Mental Health First Aid	2
Onboarding	1
Operational Stress Injury Awareness	4
RWP Frontline Information Session	7
Total	59

It is important to note the accomplishments of several of the staff of the EARWP Division with respect to special training designations. In fiscal year 2014-15, several staff members received designations such as the Clinical Traumatologist certification through the Traumatology Institute, Qualified Mediator and Chartered Mediator Designations from the Atlantic Chapter of the ADR Institute of Canada, Inc., COHN (C) Certified Occupational Health Nurse and Executive Certificate in Conflict Management from the University of Windsor Law School. Special training designations such as these promote efficiency and innovation in the public service and improve the quality of service delivery to the public service.

Appeals & Investigations

Classification Appeal Board

Classification Appeal Board						
	Appeals Carried Forward Previous Year	Appeals Received Current Year	Appeals Decided Current Year			Balance Year End
			Appeals Confirmed	Appeals Changed	Appeals Withdrawn	
2014-15	32	280	49	11	1	251
2013-14	62	23	48	14	1	32

Management Classification Review Committee

Management Classification Review Committee						
	Appeals Carried Forward Previous Year	Appeals Received Current Year	Appeals Decided Current Year			Balance Year End
			Appeals Confirmed	Appeals Changed	Appeals Withdrawn	
2014-15	313	13	11	10	9	298
2013-14	-	-	-	-	-	313

* The Committee will be carrying 298 appeals forward into fiscal year 2015-16, 251 of those appeals are from the Eastern Regional Health Authority (ERHA). The Committee has requested ERHA to concur with the Committee's grouping of like positions to expedite the hearing process.

** Comparative data for 2013-14 is not available due to the transition of the Management Classification Review Committee to the PSC from the Human Resource Secretariat. Comparative data will be available for the PSC's Annual Report 2015-16.

Investigative Services

The investigative services unit continued to provide services across the Provincial Government and, upon request, to quasi-governmental and government funded agencies. During 2014-15, three complaints were received and five files were completed. One file remained open at fiscal year-end to be carried forward into 2015-16. The investigative unit provided advice and direction on 12 matters during the year. Staff of the investigative unit continues to be available

to partner with staff of other government departments to assist in the conduct of investigations.

Conflict of Interest Advisory Committee

In fiscal year 2014-15, there were nine formal referrals for advice to the Conflict of Interest Advisory Committee. In addition, during the fiscal year, informal consultation services were provided in response to 13 inquiries. The majority of requests for advice concerned outside activity and post-office employment.

Regulatory Agency Response

The Appeals and Investigations Division coordinates and develops the PSC's response to inquiries from various regulatory agencies. The Commission provided information in relation to three requests made regarding the *Access to Information and Protection of Privacy Act*, coordinated by other public bodies. No requests remain to be carried forward into 2015-16. The Division received no requests from the Office of the Citizen's Representative.

Corporate Services

In 2014-15, the Appeals and Investigations Division continued its support of the implementation of TRIM within the Commission by refining business rules and providing ongoing training promoting efficiency and innovation in the public service.

Administrative Justice

In an effort to enhance the competency and adopt best practices in matters related to formal reviews and appeals, in 2014-15, the PSC became a member of the Canadian Council of Administrative Tribunals (CCAT) and participated in CCAT training programs. CCAT membership adds considerable resources to the PSC in ensuring fair process and decisions in issue resolution.

REPORT ON PERFORMANCE

The PSC will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle for the 2014-17 business planning cycle. In 2014-15, the PSC focused its efforts on conducting research and reviews and in developing recommendations to improve PSC programs and policies. Achievements were made in the development of recommendations to enhance the application of merit and also improvements to promotion of the value of psychological health and safety within the public service. The PSC staff have worked diligently towards achieving the goals and objectives set forth in the 2014-17 Business Plan.

Issue 1: Modernization of the Merit Principle

The requirement for well-defined strategies and legislation that promote the principles of a progressive, merit-based public service is significant. The focus on appointments and promotions must continue to be broadened to encompass all generations and reflect the diversity of our population and public service while ensuring accessibility. The oversight of these actions will assist in securing qualified individuals to provide service excellence to the people of Newfoundland and Labrador. In 2014-15, the PSC conducted research and reviewed best practices related to merit and recommendations were made to enhance its application. Such efforts contribute to the following: enhance the merit-based selection processes in public service recruitment, promote efficiency and innovation and also improve the quality of service delivery to the public service which are key focus areas of the overall strategic direction of improved governance and oversight of the public service.

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

Objective 1.1: By March 31, 2015, the Public Service Commission will have examined the best practices and made recommendations regarding the application of merit.

Measure: Best practices will have been examined and recommendations made regarding the application of merit.

Indicators	Accomplishments
Reviewed existing policies and processes related to merit and its application.	<ul style="list-style-type: none"> • A Review of all of the PSC’s existing policies and processes related to merit and its application was completed in 2014-15. Policies and processes were reviewed by management with the intent to modernize where required and also to identify possible areas where new policies may be required. Most policies and processes will need to be updated to reflect current day practices.
Completed a jurisdictional scan of the application of merit.	<ul style="list-style-type: none"> • A jurisdictional scan was completed in 2014-15. The jurisdictional scan was completed through website research, email and via telephone and included all of Canada, United States, United Kingdom, Australia and New Zealand. Key areas of the jurisdictional scan were oversight, auditing, definition of merit defined, hiring jurisdiction and appeal services.
Reviewed literary research of the application of merit.	<ul style="list-style-type: none"> • A literature research was conducted in 2011-14 and included a research of various relevant articles, reports and studies focused on the best practices of public service abroad. In 2014-15, information from that research, specific to the merit systems and its application was reviewed and also further research was conducted and additional relevant materials reviewed.
Conducted stakeholder consultations regarding the relevance and the application of merit.	<ul style="list-style-type: none"> • Stakeholder consultations were conducted in 2014-15. The consultations allowed for information gathering, knowledge transfer and feedback specific to PSC policies and the relevance and application of merit. These consultations took place with the Human Resource Secretariat, College of the North Atlantic, Provincial Information and Library Resources Board, Municipal Assessment Agency and the NL English School Board.

Results achieved for Objective 1.1:

The PSC was successful in satisfying all of the indicators associated with the 2014-15 annual objective. Existing policies and processes related to merit and its application were reviewed. Recommendations have been made for PSC policies to be updated to reflect current day practices, where required. A jurisdictional scan was completed through website research, email and via telephone and included all of Canada, United States, United Kingdom, Australia and New Zealand. Key areas of the jurisdictional scan were oversight, auditing, definition of merit defined, hiring jurisdiction and appeal services. Literature research materials specific to the application of merit, collected previously, were reviewed and further research was conducted in the previous year with additional relevant materials reviewed. Also, stakeholder consultations regarding PSC policies and the relevance and application of merit were also conducted with the Human Resource Secretariat, College of the North Atlantic, Provincial Information and Library Resources Board, Municipal Assessment Agency and the NL English School Board. The extensive reviews and research outlined above enabled the PSC to develop recommendations for consideration in support of enhancing the application of merit within the public service.

The accomplishments outlined above can be attributed to staff commitment to continuous quality improvements. The PSC remains dedicated to the vision of *Public Service Excellence through Merit, Fairness, and Respect*. Each day, efforts continue to ensure this vision is visible and tangible.

Annual Objective for 2015-16

The 2015-16 objective is provided below. The indicators associated to the objective are based upon our progress to date.

Objective 1.2: By March 31, 2016, the Public Service Commission will have implemented outcomes and recommendations regarding the application of merit.

Measure: Implemented outcomes and recommendations regarding the application of merit.

Indicators:

- In collaboration with Strategic Staffing Division, review and feedback sought with regard to proposed updates to PSC policies.
- PSC policies in relation to the application of merit are updated.
- Improved merit audit process, beyond its application to appointment and promotion.
- Adopted a more proactive and professional development approach to the certification of Selection Board Chairs.
- Enhanced Selection Board Chair complaint protocols.

Issue 2: Psychological Health of Public Service

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

The growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) reflect efforts to promote employee psychological health and productivity in our public service. The PSC, being an independent entity, provides these programs and services in an environment consistent with neutrality and impartiality and where client confidentiality is protected. In 2014-15, the PSC developed promotional materials to improve promotion of the value of these programs. Such efforts contribute to the following: promote the independent and impartial nature of assistance services offered by the PSC and improve the quality of service delivery to the public service which are key focus areas of the overall strategic direction of improved governance and oversight of the public service.

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

Objective 2.1: By March 31, 2015, the Public Service Commission will have developed promotional materials.

Measure: Promotional materials will have been developed.

Indicators	Accomplishments
Reviewed current promotional materials.	<ul style="list-style-type: none"> In 2014-15, current promotional materials specific to the Employee Assistance and Respectful Workplace Programs were reviewed. The information was specifically reviewed for accuracy and relevance. These promotional materials would have been in the form of brochures and documents that would have been distributed in both paper and electronic formats.
Developed new promotional materials.	<ul style="list-style-type: none"> New brochures for the Employee Assistance and Respectful Workplace Programs were developed. The Employee Assistance Program “Helping You Find Your Way” brochure and the Respectful Workplace Program “Helping You Explore Solutions” brochure provide information specific to what the program is, who is eligible, types of services offered, how to access the program and the contact information.

Revised applicable sections of Public Service Commission website to reflect new promotional materials.

- The new brochures for the Employee Assistance and Respectful Workplace Programs were added to the Public Service Commission website March 2015.

Results achieved for Objective 2.1:

The PSC was successful in satisfying all of indicators associated with the 2014-15 annual objective. The promotional materials already in existence were reviewed for accuracy and relevance and new EAP and RWP brochures were developed. The Employee Assistance Program “Helping You Find Your Way” brochure and the Respectful Workplace Program “Helping You Explore Solutions” brochure provide information specific to what the program is, who is eligible, types of services offered, how to access the program and the contact information. Both brochures were added to the PSC website in March 2015. The development of those brochures enables the PSC to work towards improved promotion of the value of psychological health and safety within the public service.

The accomplishments outlined above can be attributed to staff commitment to continuous quality improvement. The PSC remains dedicated to the vision of *Public Service Excellence through Merit, Fairness, and Respect*. Each day, efforts continue to ensure this vision is visible and tangible.

Annual Objective for 2015-16

The 2015-16 objective is provided below. The indicators associated to the objective are based upon our progress to date.

Objective 2.2: By March 31, 2016, the Public Service Commission will have engaged in promotional activities.

Measure: Engaged in promotional activities.

Indicators:

- Promoted awareness of national standards.
- Coordinated messaging to promote national initiatives.
- Supported national campaigns.
- Coordinated internal awareness communications.

OPPORTUNITIES AND CHALLENGES AHEAD

Fiscal year 2015-16 will be the second year of the 2014-17 Business Plan. The PSC will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle. There will be a focus on the application of merit with a goal to enhance its application within the public service. With the growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) as is evident in the increased number of requests per year, the PSC is also committed to improving the promotion of the value of psychologically safe and healthy workplaces for employees of the public service. Enhancing the application of merit and promoting psychologically safe and healthy workplaces for employees within the public service are the key priorities of this 2014-17 business planning cycle. Several key areas will present opportunity and challenge and are identified and discussed below.

Policy Review

The PSC will be conducting a policy review initiative in 2015-16 whereby the PSC will have the opportunity to collaborate with the Strategic Staffing Division of the Human Resource Secretariat, on the discussion and review of PSC policies. The PSC reviewed its policies in 2014-15 and recommendations have been made with regard to amending current policies, deleting policies no longer relevant and as well in identifying potential gaps where new policies may be necessary. The PSC is charged with the provision of oversight and policy for merit-based appointments and promotions within the public service and is committed to continuous quality improvement, while continuing to promote and protect the merit principle.

Appeals and Investigations Division

The integration of the administration of the management classification appeals process with that of the bargaining unit classification appeals process was completed. In 2015-16, the Commission will commence the work required to develop a set of procedures applicable to all classification appeals. The continuing challenge for the Management Classification Review Committee is the resolution of a significant number of unresolved appeals.

Employee Assistance and Respectful Workplace Division

The EARWP Division will have the opportunity to participate in an external review of the Harassment and Discrimination Workplace Policy and the supports currently provided through the Respectful Workplace Program with a view to providing recommendations for improvements as required. The Division will also be engaged in promoting awareness on the Canadian Standards for Psychological Health and Safety in the Workplace. With the increased emphasis on mental health awareness arising from national and local awareness campaigns, the EARWP Division will be in an ideal position to continue educating Provincial government departments, agencies, boards and commissions on mental health issues in the workplace, and in reducing the stigma and fear of seeking professional assistance.

Partnerships

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

FINANCIAL STATEMENTS

PUBLIC SERVICE COMMISSION
Statement of Expenditure and Related Revenue (Unaudited)
FOR THE YEAR ENDED 31 MARCH 2015

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
EXECUTIVE AND SUPPORT SERVICES			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01. SERVICES TO GOVERNMENT AND AGENCIES			
01. Salaries	1,540,154	1,540,200	1,513,700
Operating Accounts:			
Employee Benefits	9,125	11,600	16,600
Transportation and Communications	47,511	47,800	97,800
Supplies	6,379	9,000	19,000
Professional Services	481,473	525,800	346,300
Purchased Services	306,080	309,800	392,800
Property, Furnishings and Equipment	4,647	5,200	8,200
02. Operating Accounts	855,215	909,200	880,700
Total: Services to Government and Agencies	2,395,369	2,449,400	2,394,400
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	2,395,369	2,449,400	2,394,400
TOTAL: EXECUTIVE AND SUPPORT SERVICES	2,395,369	2,449,400	2,394,400
TOTAL: PUBLIC SERVICE COMMISSION	2,395,369	2,449,400	2,394,400

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2015 (Unaudited). *The Public Service Commission is not required to provide a separated audited financial statement.*

CONTACT INFORMATION

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