

2022–2023
Annual Report

**Public Service
Commission**



MESSAGE FROM THE CHAIRPERSON

In accordance with the requirements of a Category Two entity under the **Transparency and Accountability Act** and Section 17 of the **Public Service Commission Act**, I am pleased to present the 2022-23 Annual Report for the Public Service Commission (PSC). This report was prepared under my direction and outlines the PSC's achievements and progress towards fulfilling our commitment to government's strategic directions, as outlined in our 2020-23 Business Plan. On behalf of the PSC, I am accountable for the results reported therein.

This report coincides with the third and final year of the Public Service Commission's 2020-23 business planning cycle. Significant efforts were put forward in the achievement of our three year goals: to redesign PSC operations and incorporate its expanded scope; and, to foster a culture of safety and wellness within the public sector. In 2022-23, the PSC focused on the evaluation of those recommendations and outcomes that were implemented in previous years to ensure that those efforts are continuing to add value, and directly contribute to better integration of programs and services, streamlining of operations, and qualitative and innovative improvements. The PSC has also committed to a continuous improvement approach and as such, review and implementation of such improvements remained a priority throughout the last year. The PSC's many achievements are outlined in the Report on Performance section of this report, and are supportive of government's overall strategic directions of healthier people and a more efficient public sector.

We look forward to the start of the new 2023-26 business planning cycle, and remain committed to building upon the many achievements made thus far. I would like to express my sincere gratitude and appreciation to my fellow commissioner and the staff of the PSC for their continued dedication and commitment to service.

Sincerely,



George Joyce, Chair and Chief Executive Officer

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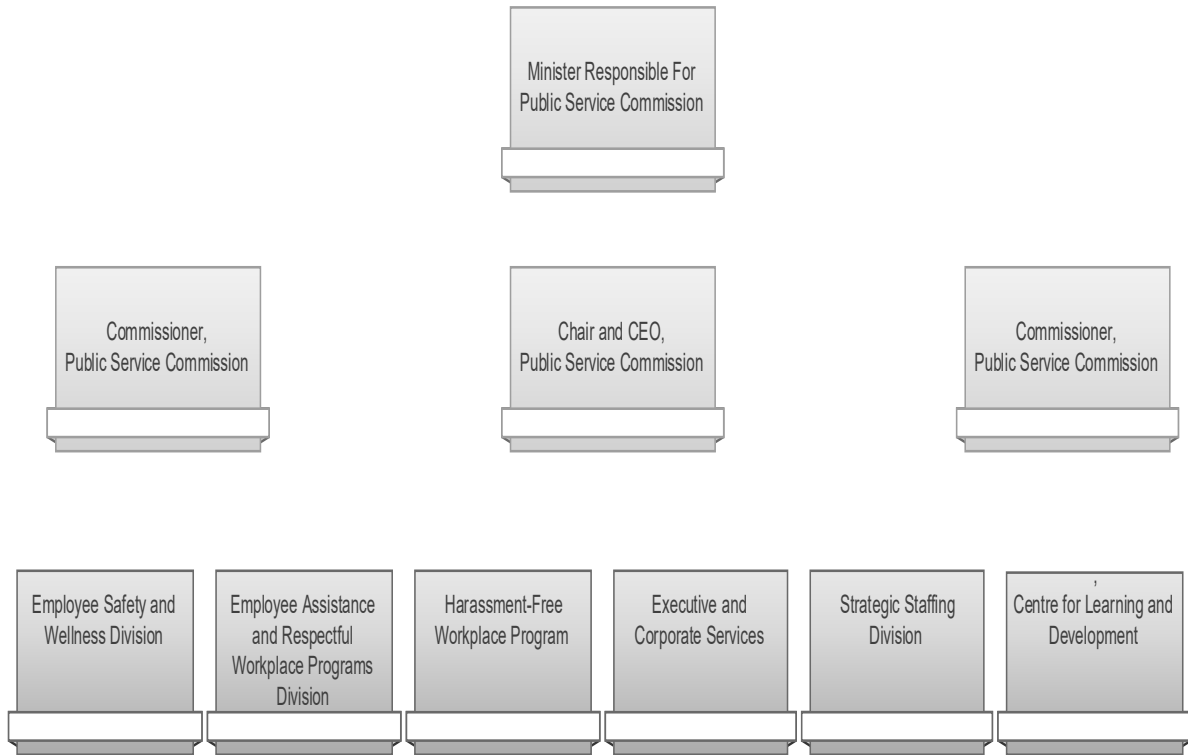
Departmental Overview

The Public Service Commission (PSC) is one of the key accountability entities within the Government of Newfoundland and Labrador. The principal statutory role of the PSC is to act as an arm's length agency tasked with the protection of merit in public service hiring and in appointments to agencies, boards and commissions (ABCs), ensuring the existence of a professional, non-partisan public service including ABCs.

The PSC is also responsible for the Employee Assistance and Respectful Workplace Programs; employee safety and wellness programs and initiatives; administration of classification appeals; corporate-wide learning, development and training; leading and supporting the Conflict of Interest Advisory Committee; and, administering the Harassment-Free Workplace Program for public service employees.

The integrity and impartiality of these programs is enhanced by the neutral and independent nature and reputation of the PSC. For more information, please visit www.psc.gov.nl.ca/psc.

Organizational Structure



Staff and Budget

The Public Service Commission (PSC) includes commissioners appointed by the Lieutenant Governor in Council. The Lieutenant Governor in Council designates one commissioner as chairperson. The chairperson is the chief executive officer of the PSC and has deputy minister status. The chairperson directs and supervises the administrative and technical activities of the PSC.

As of March 31, 2023, the PSC employed 71 people, including the executive members. Of the 71, there are 52 females and 19 males.

The PSC's expenditures for fiscal year 2022-23 were \$9,875,873 as determined in the budget process, voted on and approved in the House of Assembly. Detailed financial information is located in the [Financial Information](#) section of this report.

Division	# of Employees	Budget
Executive and Corporate Services	11	1,208,682
Centre for Learning and Development	13	1,553,185
Employee Assistance and Respectful Workplace Programs Division	9	1,691,886
Employee Safety and Wellness Division	8	654,836
Strategic Staffing Division • Office of Employment Equity for Persons with Disabilities (Opening Doors Program)	30	4,767,284

The PSC's Executive and Corporate Services, Employee Assistance and Respectful Workplace Programs Division, and the Employee Safety and Wellness Division are located at Metro Place, 261 Kenmount Road, St. John's. The Strategic Staffing Division is located at the Howley Building, 87 Higgins Line, St. John's. The Centre for Learning and Development is located at the Confederation Building, 100 Prince Philip Drive, St. John's. All regions of the province are served from these locations.

Vision

As an independent and arm's length agency committed to the principles of merit, the Public Service Commission will lead, guide and build a professional public service that is inclusive, diverse, respectful and skilled, and will support a healthy and safe workforce.

Mandate

The mandate of the Public Service Commission (PSC) is provided by its governing legislation, the **Public Service Commission Act** (PSC Act). The core mandate of the PSC is the protection of the merit principle in recruitment within the public sector. The PSC is also tasked with facilitating the application of the merit principle in the recommendation of board members and certain executive positions to various agencies, boards and commissions (ABCs) scheduled to the PSC Act and the **Independent Appointments Commission Act**. 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.

Lines of Business

Recruitment Services

Recruitment within the core public service is conducted in accordance with the **Public Service Commission Act** (PSC Act) for the core public service and through delegated staffing authority with those agencies scheduled to that Act. The Public Service Commission (PSC) establishes staffing policy, and the standards and methods by which employment opportunities are advertised and candidates are assessed, and recommended for employment. The PSC is also accountable for the oversight of merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the PSC Act. The PSC is responsible for government's recruitment function, the Office of Employment Equity for Persons with Disabilities, Student Employment Advisory Services (at the post-secondary level), and the training/mentoring of selection board chairs.

Recommendations for Appointments to Agencies, Boards and Commissions

The **Independent Appointments Commission Act** (IAC Act) was passed in the House of Assembly in May 2016 to establish a merit-based process for generating recommendations for appointments to provincial agencies, boards and commissions

(ABCs). The Independent Appointments Commission (IAC) has the responsibility to apply a merit-based process to generate recommendations for approximately 30 Tier One ABCs. The Public Service Commission (PSC) and the IAC jointly administer the process for Tier One entities, and the PSC supports and advises the IAC in its role. The PSC is also responsible for applying a merit-based process to generate recommendations for over 120 Tier Two ABCs. The PSC maintains the IAC website, which details ABC profiles, upcoming vacancies, and provides an application portal.

Delivery of Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Programs (EARWP) Division provides a range of professional, confidential mental health and informal conflict resolutions services aimed at promoting psychological health and safety and productivity in the workplace. The EARWP Division operates from a model of independence provided through the Public Service Commission as an arm's length agency of government. Direct service delivery includes consultation and advisory services; mental health assessment and counselling; responding to traumatic workplace events; and, informal conflict management and resolution support. In accordance with the **Personal Health Information Act**, the division is also a custodian to employees' personal health information and provides services to approximately 14,000 public sector employees and their immediate family members across Newfoundland and Labrador.

Delivery of Employee Safety and Wellness Programs and Initiatives

The Employee Safety and Wellness Division (ESWD) provides strategic leadership on policies and programs to promote an enhanced culture of health, safety and wellness throughout the core public service. The division offers government-wide programming, and provides advisory support to individual departments in relation to safety and wellness.

Provision of Corporate-Wide Learning, Development and Training

Executive development, leadership and management development, and compliance-based training are the core perspectives of the various programs and services offered by the Centre for Learning and Development (CLD). The CLD offers its trainings via eLearning, virtual delivery and through an in-person classroom setting. The CLD often collaborates with departments and agencies to provide government employees with learning opportunities that are unique, important and practical.

Administration of the Harassment-Free Workplace Program

The Harassment-Free Workplace Policy is an employer policy of the Treasury Board Secretariat. A new policy was implemented in 2018. The Public Service Commission is responsible for the Harassment-Free Workplace Program, including promoting awareness, prevention, and the appropriate and timely resolution of allegations of harassment for public service employees.

Administration of Classification Appeals

The Management Classification Review Committee was established in 1987 to hear appeals from managers who are classified under the Hay Classification System. The committee is chaired by the chair and CEO of the Public Service Commission (PSC) and comprised of senior level public sector employees appointed by government. Bargaining unit and non-bargaining unit/non-management employees are classified under the Job Evaluation System (JES). JES appeals are adjudicated by the independent classification appeal adjudicator, which is situated within the PSC.

Coordination and Delivery of Conflict of Interest Advice

The Public Service Commission (PSC) supports the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee. This includes responding to general inquiries; providing advice to deputy ministers on potential conflict situations and concerning post-office employment waivers; accumulating jurisprudence; and,

preparing and distributing educational information related to conflict of interest. The committee is chaired by the chair and CEO of the PSC.

Highlights and Partnerships

Highlights and Partnerships

In addition to the achievements specifically related to the Public Service Commission's (PSC) goals and objectives, as outlined in the Report on Performance section of this report, the PSC put forth significant efforts across a wide range of additional activities and experienced many accomplishments throughout the fiscal year. The PSC works closely with all government departments and entities scheduled to the **Public Service Commission Act**, and those partnerships are essential to carrying out our roles and responsibilities effectively and efficiently.

Merit Protection in Public Service Hiring

Recruitment functions within the core public service are conducted in accordance with the **Public Service Commission Act** (PSC Act) for the core public service and through delegated staffing authority with those agencies scheduled to that Act. The Public Service Commission (PSC) is responsible for the establishment of staffing policy and the standards and methods by which candidates are assessed for employment. The PSC is also accountable for the provision of oversight for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the PSC Act.

In its oversight role, the PSC investigates and responds to inquiries and formal concerns relating to recruitment actions. In 2022-23, there were 17 requests for formal staffing reviews and 14 of those requests were completed and closed by year end. A consistently low percentage of approximately one per cent of staffing actions for the same period, year over year, is a positive indicator that demonstrates adherence to policy, practice and the protection of merit. The PSC is committed to continuous quality improvements and as such, information arising from staffing reviews is analyzed for the

purpose of auditing and compliance, informing policy, and in training and supporting selection board chairs.

As a result of applicable policy initiatives, the PSC approved 49 requests throughout 2022-23, pertaining to lateral transfers (1) and conversion of position attachment status (48).

Recruitment

The Strategic Staffing Division (SSD) leads and manages a broad range of strategic and operational recruitment services, and throughout 2022-23, efforts continued to gain efficiencies in the recruitment process. The SSD continued working with government departments and clients to avail of recruitment solutions including the use of previously conducted competitions to fill current vacancies, and eligibility lists for entry level and frequently advertised positions. The SSD continues to monitor and respond to all recruitment requests, and focus on priority hiring activities for departments in an effort to most effectively and efficiently manage recruitment activities. Recognizing provincial and national labour market challenges, the division initiated consultation with departments on a vision of hiring for potential, recruitment by occupational categories, and increasing talent attraction strategies.

The division collaborated with the Treasury Board Secretariat (TBS) to secure the transition of transactional hiring activities from the Public Service Commission (PSC) to TBS. This transition occurred in December 2022, allowing the division to focus more strategically on recruitment functions, in line with the PSC's legislated mandate. Statistics for fiscal year 2022-23 are provided in the following table.

Strategic Staffing Division	2022-23
Payroll Requests Completed - temporary assignments, temporary employment, contracts, recall, extensions, student employment (April to November 2022)	3476
New Recruitment Files	1636
Recruitment Files Completed (includes the use of 33 eligibility lists and 199 previously conducted competitions)	1366

Throughout 2022-23, the Strategic Staffing Division (SSD) achieved significant progress in the launch and implementation of a new Graduate Recruitment Program. The program was utilized to attract and retain high-potential graduates for general leadership work opportunities within the core public service. The program offers government the affordable opportunity to introduce fresh and innovative perspectives to the workplace, while new graduates gain the opportunity to develop skills and accumulate meaningful work experience. The program includes a competitive salary and benefits, orientation and onboarding, learning and development supports, mentorship, and employment for each graduate recruit for a period of two years. Programs such as this support recruitment and retention within the public service, and compliment the strengths of the existing workforce.

In September 2022, the first group of 10 graduate recruits were hired. Prevue, a comprehensive screening tool, was used to conduct pre-employment assessments, and then various levels of assessment interviews were conducted to select the initial 10 graduate recruits. Efforts began, shortly thereafter, in the selection of the second group starting their two year placements in April 2023.

The SSD, in collaboration with the Marketing and Brand Management Division of Executive Council as well as the Office of the Chief Information Officer, commenced planning and development for a new public service employment branding strategy and Career Centre website updates. The purpose and intent is to increase promotion of

public service career and job opportunities, social media presence, and talent attraction capacity complimented by an improved, more user friendly online hiring portal and recruitment system capabilities. Targeted completion and implementation is set for 2023-24.

The division represents the Government of Newfoundland and Labrador on several Interjurisdictional Public Service Commissioners' Joint Working Groups, more specifically, the Recruitment and Development Working Group, the Equity, Diversity and Inclusion in Talent Acquisition Sub-Committee, Inclusive Leadership and Simple Competency Models Sub-Committee, and the Future of Work Group. The Public Service Commissioners of Canada provide direction on the work to be completed and the working groups report annually on their achievements. Pre-scheduled meetings occur whereby all members participate in discussion, share information and insights, and contribute to the outcomes and deliverables. In addition, employees from both the PSC and the Treasury Board Secretariat facilitate the sharing of information through completion of jurisdictional scans and compilation of required information for reports in preparation for the annual Public Service Commissioners' Conference.

Office of Employment Equity for Persons with Disabilities

The Office of Employment Equity for Persons with Disabilities (OEEPD) is located within the Strategic Staffing Division, and continues to drive its commitment to building representation of persons with disabilities within the public service. The office operates a number of programs and services designed to assist persons with disabilities attain work experience and employment in provincial government departments and entities. All job competitions are administered according to the **Public Service Commission Act** and the merit principle. The OEEPD also provides career development services, which includes resume development, interview preparation and referral services.

The OEEPD has numerous partnerships that are critical to the continued success of its programs and services. Related employment opportunities for persons with disabilities are provided with funding supports delegated by the federal government under the

Workforce Development Agreement and the Canada/Newfoundland and Labrador Labour Market Development Agreement.

Through 2022-23, the OEEPD accepted registrations from 116 new clients. There were 32 new hires completed via various OEEPD employment programs, with 105 clients employed throughout the year. In addition, the office supported clients with 51 career development consultations and referrals.

Student Employment Advisory Services

The Strategic Staffing Division (SSD) provides student employment advisory services to government departments and entities, educational institutions, and to students either employed or seeking employment with the public service. The division also assists with outreach, attraction and recruitment of post-secondary co-operative education students for government.

In 2022-23, the SSD participated in a number of career fairs in partnership with Memorial University, the College of the North Atlantic, the Office of Immigration and Multiculturalism and other partners. Events occurred throughout the year and included participation in several Ukrainian Job Fairs, the Murphy Centre Career Fair, Career and Graduate School Fair, Career Week OEEPD Session, and the Career and Entrepreneurial Expo.

In April 2022, the division also attended a virtual bilingual career fair in partnership with the Provincial Court of Newfoundland and Labrador. In addition, information sessions were delivered to the social work students employed with the Department of Children, Seniors and Social Development, to explain recruitment processes and to highlight available social work career opportunities.

Merit-Based Agency, Board and Commission Appointments

The **Independent Appointments Commission Act** (IAC Act) and amendments to the **Public Service Commission Act** (PSC Act) were passed in the House of Assembly in May 2016 to establish a merit-based process for generating recommendations for

appointments to provincial agencies, boards and commissions (ABCs). The Independent Appointments Commission (IAC) has the responsibility to apply a merit-based process to generate recommendations for approximately 30 Tier One ABCs. The Public Service Commission (PSC) and the IAC jointly administer the process for Tier One entities, and the PSC supports and advises the IAC in its role. The PSC is also responsible for applying a merit-based process to generate recommendations for over 120 Tier Two ABCs. Tier One entities are set out in the Schedule to the IAC Act while Tier Two entities are listed in Schedule C to the PSC Act. The PSC maintains the IAC website which details general appointee requirements, upcoming vacancies, and provides an application portal. The PSC also works collaboratively with government entities to identify ABC appointment opportunities. The PSC remains committed to the advancement of the merit-based appointment process and ensuring that it remains one of the most open and accessible appointments processes for ABCs in Canada.

In 2022-23, 39 new requests were received to fill vacancies on provincial ABCs. 45 recommendations were issued as a result of those new requests and from outstanding requests carried forward from the previous year. The IAC also initiated recruitment processes for four executive opportunities. Further statistics are provided in the following table.

Merit-Based ABC Appointments	Tier One	Tier Two
Requests Received for Recommendations	11	28
Recommendations Issued	10	35

Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Programs (EARWP) Division acts as an impartial and neutral safe place for employees seeking personal counselling and informal conflict resolution services from highly trained, registered professional staff in a confidential setting.

The Employee Assistance Program (EAP) serves as the first point of contact for many employees and their immediate family members in need of support and advice, and access to mental health services. The EAP also provides consultative services for managers in relation to employee mental health, and provides trauma support as required for traumatic events impacting employees and workplaces. The EARWP Division also has several partnerships and memorandums of understanding in serving other public service entities including NL Housing Corporation, Legal Aid Commission, NL English School District (support staff and management employees), Oil and Gas Corporation and the Royal Newfoundland Constabulary Association.

The Respectful Workplace Program (RWP) provides consultation and advisory supports to employees having interpersonal conflict, or are engaged in initiating or responding to harassment complaints. The EARWP Division is referenced throughout the Harassment-Free Workplace Policy as a resource to employees, managers and departments interested in resolving disputes through informal avenues, such as conflict coaching, mediation, and/or facilitated dialogue with an independent and neutral professional. Additionally, employees can also contact the program directly for confidential support, guidance and advice when looking to resolve workplace conflicts and workplace harassment using an informal conflict management approach. The division's well established partnerships with departments, entities and public sector unions has enhanced its ability to provide constructive and evidence-based services to constructively resolve conflicts in the workplace.

The EARWP Division operates using a central intake system that is widely promoted and advertised throughout government and public sector agencies. The total number of employees eligible for services exceeds 13,500 and includes government departments and ABCs. Through partnerships with the Treasury Board Secretariat and public sector unions, the division has trauma informed protocols in place to support employees and work teams when dealing with traumatic workplace events and/or employee relations disputes or investigations. The division will also deploy on-site supports and debriefing for employees with a traumatic exposure, receiving troubling news, or experiencing a mental health crisis.

The utilization rate for 2022-23 was 12.5 per cent, and has reduced from the slightly higher utilization rates seen during the COVID-19 Pandemic. This utilization rate is positive and reflects that employees are aware of EAP and RWP supports, and they readily use the services when needed. Additional statistics are provided in the following table.

Employee Assistance and Respectful Workplace Division			
	2020-21	2021-22	2022-23
Employees Who Accessed EAP and RWP Services	1882	1798	1689
Workplace Trauma Support	65	54	53
Utilization Rate	13.9%	13.3%	12.5%

Employee Safety and Wellness Programs and Initiatives

In 2022-23, the Employee Safety and Wellness Division (ESWD) continued to focus on programs and initiatives that foster a culture of physical and mental health, safety and wellness within the core public service. Throughout the year, the division focused on corporate programming and initiatives including vaccine clinics, the ergonomics program, a Mental Wellness First Aid Kit, new Risk Management eLearning, and regular safety and wellness messaging and sessions. The ESWD is also in the process of developing a safety and wellness strategy, which includes key principles and specific goals to guide the work of the division. Additionally, the ESWD continued to work closely with government departments providing advisory support in relation to safety and wellness.

In partnership with other government departments, the ESWD led the coordination of flu and COVID-19 booster clinics for employees throughout 2022-23. Approximately 700 employees received their flu shot and over 500 received their COVID-19 booster through thirteen workplace vaccine clinics. The division also offered blood pressure

clinics in some worksites, and is currently piloting regularly scheduled wellness clinics in a non-office worksite. Feedback from employees on the clinics has been positive.

The ESWD continues musculoskeletal prevention and awareness initiatives through its ergonomics program and education and information sessions. Throughout 2022-23, approximately 140 ergonomic assessments were completed by government's ergonomics coaches through the ergonomics program. The division also assisted with coordinating over 30 additional ergonomic assessments by external service providers during the same timeframe. In addition, a standing offer for ergonomic equipment was finalized and communicated to all employees, which will create consistencies and efficiencies throughout government.

Mental wellness is one of the main areas of focus for the ESWD, with the incorporation of psychological health and safety into current Occupational Health and Safety (OHS) processes and initiatives. In 2022-23, a Mental Wellness First Aid Kit was launched through a desktop icon/intranet page, which provides quick and easy access to mental wellness supports for employees. Orientation sessions for the Mental Wellness First Aid Kit were offered broadly and also to specific employee groups. The division also provided general mental wellness sessions, which were open to all employees and department-specific mental wellness sessions.

Continual improvement in OHS programming is key to the success of a culture of health and safety in the core public service. In keeping with best practice, the ESWD continues to review and update its OHS program framework. The division also continues to work with government departments to update and enhance their OHS programs. This was evidenced by the establishment of executive OHS leads within each of the client departments. In doing so, the division aims to help ensure OHS business processes are consistent, but also uniquely meet the needs of each department.

Assisting government departments in identifying and assessing OHS risk continues to be a priority for the ESWD. In 2022-23, the division partnered with the Centre for Learning and Development to develop and launch a "Risk Management" eLearning

course through PSAccess. The ESWD also worked closely with individual departments providing advice and assistance with specific risk assessments.

Corporate-Wide Learning, Development and Training

The Centre for Learning and Development (CLD) reported 20,673 course completions in 2022-23. During this time, over 300 unique course titles were offered to the core public service. This included topics ranging from occupational health, safety and wellness, information management, corporate policy, and leadership and development opportunities, to French language training and tuition assistance programming. These topics help build employee competencies and support both just-in-time learning and career development.

Although eLearning represents the majority of course completions (over 80 per cent), the CLD has continued to explore the virtual delivery format as a means to increase accessibility and promote an inclusive learning environment. As a result, over 1,400 completion records were achieved by virtual delivery in 2022-23; representing seven per cent of total completions. Further statistics are provided below.

Centre for Learning and Development (PSAccess)	
Courses completed via eLearning (employees can access at any time)	16,866
In-Class (instructor-led, in-person, classroom setting)	2354
Virtual (employees connect to instructor led session using technology)	1453

In 2022-23, significant efforts were put forward by the CLD, the EARWP Division and the Harassment-Free Workplace Program staff to develop a new eLearning course, “Civility in the Workplace.” By the end of the fiscal year, 423 public service employees had already completed the course.

During the 2022-23 fiscal year, the CLD dedicated significant resources to the Learning Management System (LMS) upgrade project with the Office of the Chief Information Officer. The new LMS system will launch in 2023-24, and will offer additional functionality when registering and completing courses, and accessing learning and development resources.

Harassment-Free Workplace Program

The Public Service Commission (PSC) is responsible for the administration and monitoring of the Harassment-Free Workplace Policy to address employee conflict and harassment complaints. In addition to the nine files that were carried forward from the previous year, 41 new complaints were received throughout 2022-23, and out of those 50 active files, 33 were closed.

Investigations continue to be one of the main areas of focus with seven investigations completed in 2022-23. The newly updated investigator training program is utilized to train additional investigators as needed.

It is of notable mention that throughout the year, 658 employees completed the mandatory eLearning course, “Fostering a Harassment-Free Workplace.” In collaboration with the CLD, virtual sessions of “Fostering a Harassment-Free Workplace: A Manager’s Role” were offered to 24 managers. These management sessions focus on case studies, meaningful discussion and skill-building for managers in preventing and intervening in situations of conflict or harassment.

A partnership with the Treasury Board Secretariat in conjunction with collaborative efforts amongst divisions of the PSC have allowed for an increased focus on harassment prevention and early intervention. The PSC remains committed to supporting government departments in fostering a harassment-free work environment.

Classification Appeals

The classification appeal adjudicator is an independent position situated within the Public Service Commission (PSC). The adjudicator hears appeals for bargaining unit

and non-bargaining unit/non-management employees classified under the Job Evaluation System (JES). The implementation of JES began on April 15, 2015, and there are approximately 32,000 bargaining unit public sector employees classified on this system. The PSC provides administrative and logistical support to the adjudicator. As a result of the additional resources dedicated to the JES appeals function in the previous year, the backlog of dated appeals were all resolved in 2022-23. As a result, appeals being received now are resolved in a reasonable and timely manner. As of March 31, 2023, there were 26 outstanding JES appeals and decisions on appeals are ongoing. Statistics are provided in the following table.

Job Evaluation System Classification Appeals				
	Carried Forward	New Appeals	Appeals Completed	March 31, 2023
2022-23	865	98	937	26
2021-22	1491	18	644	865
2020-21	1668	155	332	1491

The Management Classification Review Committee hears appeals of decisions made by the Classification and Organizational Design Division of the Treasury Board Secretariat for public sector employees classified in accordance with the Hay Classification System. The committee is chaired by the chair and CEO of the PSC, and comprised of senior level public sector employees appointed by government. As of March 31, 2023, there were eight outstanding appeals. Statistics are provided in the following table.

Management Classification Appeals				
	Carried Forward	New Appeals	Appeals Completed	March 31, 2023
2022-23	50	3	45	8
2021-22	56	13	19	50
2020-21	83	3	30	56

Conflict of Interest Advisory Committee

The Public Service Commission (PSC) supports the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee. This includes responding to general inquires; providing advice to deputy ministers on potential conflict situations and concerning post-office employment waivers; accumulating jurisprudence; and, preparing and distributing educational information related to conflict of interest. Throughout 2022-23, 18 formal requests for advice were received by the committee in addition to the six formal requests carried forward from the previous year. Out of the 24 total requests, 23 were closed by year-end, and one was still in progress and will be carried forward to the next fiscal year.

Report on Performance

Issue 1: Public Service Commission Operations and Design

As a result of government restructuring in 2020 and newly added programs and services, the Public Service Commission (PSC) is focused on reimagining its operations. Capitalizing on newly realized synergies with a commitment to transformational change, the PSC will redesign its operations and incorporate its expanded scope. Such efforts will contribute to the integration of programs and services, streamlining of operations, and qualitative and innovative improvements, which are the key focus areas of government's overall strategic direction of a more efficient public sector.

Goal Statement

By March 31, 2023, the PSC will have redesigned its operations and incorporated its expanded scope.

Indicators	Accomplishments
<p>Examined current and newly added PSC programs and services for qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> • The Public Service Commission (PSC) reviewed the merit-based agency, board and commission (ABC) appointments process and identified ways to maximize the use of the ABC Database for difficult-to-fill positions. The PSC will take on a more proactive approach to identify qualified candidates who may be interested in serving on other boards for which they didn't specifically reference on their application. • The PSC conducted a policy review, which included the review of current policies and consultation with all lines of business to determine where new policies may be needed, and recommendations will be forthcoming. • The Centre for Learning and Development (CLD) examined its course and session offerings that have traditionally been offered in an in-person classroom setting, and work began on the conversion of those offerings to a virtual delivery format.

	<ul style="list-style-type: none">• The CLD also explored the development of eLearning content that is viewable on all platforms in promotion of responsive learning, and will continue to use responsive eLearning authoring tools in the development of current and upcoming courses and modules.• The CLD researched other platforms in which to deliver virtual sessions to clients. In February 2021, the CLD began using Cisco Webex, and also acquired a license for Zoom. This ensures continuity of service and program delivery in the event of technical issues with one of the other platforms, and further supports departmental meeting/ learning needs.• The CLD has worked with the Office of the Chief Information Officer (OCIO) throughout 2020-23 on the replacement of government's Learning Management System (LMS). As a result of the need for a customized solution, and competing priorities related to the pandemic, delays have been experienced. The CLD anticipates that the new LMS will be launched in 2023-24.• The CLD adopted a continuous improvement approach whereby team meetings occur regularly to determine efficiencies, gaps in programs/services
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	<p>areas and improvements to service delivery. As a part of the continuous improvement approach, the CLD analyzed various program areas within the division. Program areas include administrative functions, the Tuition Assistance Program, and safety compliance training. Recommendations were put forward to executive to propose service delivery improvements for greater efficiency in those key areas.</p> <ul style="list-style-type: none">• The CLD explored the creation of a Manager’s Toolkit to serve as a resource for all managers. This manual would provide a direct connection to all the policies, programs and other resources that are required in order to fulfill the corporate responsibility of the public sector. The CLD anticipates implementation in 2023-24.• The Strategic Staffing Division (SSD) have examined their programs and services, and project teams have been established to work on the following initiatives in support of qualitative and innovative improvements:<ul style="list-style-type: none">○ Competency frameworks for similar occupational groups;○ Reference form and process updates;
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	<ul style="list-style-type: none">○ Job offer process;○ Interview Question Bank for similar occupational groups;○ Recruitment presentations; and,○ Hiring Managers Toolkits.● The SSD also collaborated with the OCIO in the design and development of a web-based Request for Staffing Action form and approval process with the goal to significantly reduce processing time, manual transactions, and to support broader design, lean and greening initiatives. The project was launched June 2020 with a staggered approach for implementation. The majority of core public service stakeholders were utilizing the web-based form by August 2020. The implementation plan included virtual demonstrations and online training.● The SSD also updated employment letter templates to include reference to the Employee Assistance and Respectful Workplace Programs (EARWP) Division and the CLD.● The SSD collaborated with the Market and Brand Management Division and OCIO to develop a recruitment campaign with the intent to launch a new brand, an updated Career Centre website, and a more functional online job
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	<p>portal/application system. The SSD anticipates the launch in 2023-24.</p> <ul style="list-style-type: none"> • Work is ongoing and business processes will be considered in 2023-24 with regard to generating talent pools. Specific processes include the use of applicant inventories, eligibility lists, existing recommendation lists of already assessed qualified candidates, and recruiting by occupational categories versus individual position types.
<p>Conducted research and identified best practices that would support the PSC in reorganization, and the streamlining and integration of programs and services.</p>	<ul style="list-style-type: none"> • A jurisdictional scan was conducted, and as a result, relevant information was gathered regarding the government organizational structures currently in place throughout Canada. The information gathered was used to better inform and put forward recommendations to support an efficient and effective PSC reorganization. Recommendations were put forward to the executive for review and approval regarding the integration of programs and services and PSC reorganization. • The CLD conducted a jurisdictional scan on executive development related to competency development, and formal learning strategies. In addition, focus groups were conducted with government executive to discuss jurisdictional scan

	<p>results, and explore methods to enhance learning and development opportunities for executive members. Work will continue throughout 2023-24.</p> <ul style="list-style-type: none"> • A jurisdictional scan was conducted related to operational aspects of the Harassment-Free Workplace Program. • The SSD established an internal project team of staffing specialists who conducted best practices research amongst Canadian government jurisdictions regarding a new standardized reference form for general competencies to be considered in the referencing checking process of recruitment and staffing actions. • A jurisdictional scan was completed in relation to PSC policies.
<p>Examined current processes related to conflict of interest in support of a newly created Conflict of Interest and Ethics Commissioner within the PSC.</p>	<ul style="list-style-type: none"> • In 2020-21, current processes related to the formal and informal requests received by the Conflict of Interest Advisory Committee was reviewed. • Efforts in support of a newly created Conflict of Interest and Ethics Commissioner are currently ongoing.
<p>Recommendations were put forward to the PSC Commissioners in support of redesigning the operations of the PSC.</p>	<ul style="list-style-type: none"> • Recommendations were put forward by all divisions of the PSC throughout 2020-23 in support of redesigning the operations of the PSC.

	<ul style="list-style-type: none"> • Work continued for those recommendations approved by PSC executive, and many proceeded to the implementation stage. • Reference to those specific recommendations and outcomes have been referenced in other sections of this table.
<p>Implemented recommendations and outcomes to support redesigning the operations of the PSC.</p>	<ul style="list-style-type: none"> • PSC divisional mandates were updated for increased efficiency and effectiveness in program and service delivery. • A formal template was finalized and approved, and the PSC will provide progress reports to government departments in 2023-24. The progress reports will be provided on a biannual basis, and will allow for a better understanding of how departments are utilizing PSC programs and services. The report will include relevant statistics and analysis that can be used to adopt a proactive approach to better plan and develop strategies to meet mutual needs. This information is also intended to ensure open communication between organizations. • A formal template was finalized and approved, and the PSC will develop Service Level Agreements for clients to provide clarification around programs and

	<p>services offered, and expectations in relation to mutual benefits of partnership. Service Level Agreements will be finalized in 2023-24.</p> <ul style="list-style-type: none">• The PSC website was modernized to ensure all content is accurate, and to enhance the overall user experience.• The PSC implemented a process that involves consistent and perpetual analysis of current candidates in the agency, board and commission (ABC) Database. Candidates with specific skill sets and from a variety of demographics are identified for a variety of potential ABC opportunities. This proactive approach allows for qualified candidates to be considered for appointment to other ABCs, not just the ones specifically referenced in their original application.• The CLD continued its efforts to convert traditional in-person course offerings to a virtual delivery format.• To support the delivery of virtual training sessions, the CLD continued to use the Cisco Webex and Zoom platforms. Both platforms are relatively equal; however, there are minor nuances which allow the different platforms to better pair with specific offerings and content.
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	<ul style="list-style-type: none">• The CLD updated the Tuition Assistance Program and Policy. The newly revised program and policy allows for better planning, program flexibility and greater accessibility to the program funding. The CLD is confident that the updates will improve the overall management of the Tuition Assistance Program. The Tuition Assistance Policy has been added to the PSC website.• The CLD created a management accountability framework whereby members of the management committee serve as a single point of contact/liaison for various departments. This process has proved most effective allowing for a high volume of inquiries and requests to be responded to in a timely manner.• Specific learning programs have been identified to assist managers in fulfilling their respective roles during the recruitment and selection process, onboarding, and employee relations. As programs are implemented, the CLD will work with its stakeholders to ensure the dissemination of sourced materials, for example, guidance documents, checklists, and templates.• The CLD worked with the Royal Newfoundland Constabulary to provide
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	<p>on-demand courses for staff members. Five courses have been completed and 13 are in progress. Work will continue throughout 2023-24.</p> <ul style="list-style-type: none">• The SSD developed a new standardized reference form for general competencies to be considered in the referencing checking process of recruitment and staffing actions.• Improvements were also made by the SSD to the job offer process to ensure consistency and efficiency of communication and practice.• Recruitment by occupation versus by specific position is a new initiative for the SSD that will contribute to building occupational networks and allow for more focused recruitment efforts, which will support better allocation of resources. A working group has been established to recommend a broader plan in which to develop and implement competency frameworks and recruitment strategy by occupation. Some actions have already been completed with respect to executive secretarial roles, programmer and systems analyst roles and financial analyst roles. In addition, a compilation of interview questions by occupational categories has also commenced, and will
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	<p>be finalized and incorporated into recruitment efforts in the next fiscal year.</p> <ul style="list-style-type: none">• The concept of hiring for potential - recruiting for minimum versus specialized qualifications was advanced by the SSD to departmental executive members and hiring managers.• Recruitment sessions were delivered by the SSD. Promotion of registration for such sessions via the CLD was also communicated to the broader public service.• The SSD commenced the process of updating the Hiring Managers' Toolkit, to be more reflective of forward vision versus present day practice. Pending a current functional review, the SSD continues to work on this initiative and anticipates completion in 2023-24.• The Graduate Recruitment Program was launched and the first group of 10 graduate recruits were hired in September 2022. Work continued on the selection of the second group of graduate recruits starting in April 2023.• The ESWD worked closely with the Public Procurement Agency on creating two standing offers, one for first aid kits and another for ergonomic equipment, which
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	will create consistency and increased efficiency.
Evaluated the efforts made in redesigning the operations of the PSC.	<ul style="list-style-type: none"> • Feedback was sought from stakeholders with regard to the modernized PSC website, and feedback has been very positive. • To support the delivery of virtual training sessions throughout 2021-22 and 2022-23, the CLD has continued to use the Cisco Webex and Zoom platforms. Facilitator and participant feedback has indicated positive user experiences with both platforms. Both platforms are relatively equal; however, there are minor nuances which allow the different platforms to better pair with specific offerings and content.

2022-23 Objective

By March 31, 2023, the PSC will have evaluated the efforts made in redesigning the operations of the PSC.

Indicators	Accomplishments
Evaluated the efforts made in redesigning the operations of the PSC.	<ul style="list-style-type: none"> • Feedback was sought from stakeholders with regard to the modernized PSC website, and feedback has been very positive. • To support the delivery of virtual training sessions throughout 2021-23, the CLD continued to use the Cisco Webex and

	<p>Zoom platforms. Facilitator and participant feedback has indicated positive user experiences with both platforms. See note above for further detail.</p>
<p>Continued implementation of recommendations and outcomes put forward and approved by PSC executive.</p>	<ul style="list-style-type: none"> • PSC divisional mandates were updated for increased efficiency and effectiveness in program and service delivery. • A formal template was finalized and approved, and the PSC will provide progress reports to government departments in 2023-24. The progress reports will be provided on a biannual basis, and will allow for a better understanding of how departments are utilizing PSC programs and services. The report will include relevant statistics and analysis that can be used to adopt a proactive approach to better plan and develop strategies to meet mutual needs. This information is also intended to ensure open communication between organizations. • A formal template was finalized and approved, and the PSC will develop Service Level Agreements for clients to provide clarification around programs and services offered, and expectations in relation to mutual benefits of partnership. Service Level Agreements will be finalized in 2023-24.

	<ul style="list-style-type: none">• The PSC website was modernized to ensure all content is accurate, and to enhance the overall user experience.• The CLD continued its efforts to convert traditional in-person course offerings to a virtual delivery format.• To support the delivery of virtual training sessions, the CLD continued to use the Cisco Webex and Zoom platforms. Both platforms are relatively equal; however, there are minor nuances which allow the different platforms to better pair with specific offerings and content.• The CLD reviewed and updated the Tuition Assistance Program and Policy with a lens to increase efficiency and effectiveness in the overall administration and delivery of the program. Specific recommendations included adopting a semesterized approach; application for funding per semester; supervisor assessment of the need to address operational requirements; additional guidance regarding the submission of expense claims; and, the process required to withdraw from an education program. The newly revised program and policy allows for better planning, program flexibility and greater accessibility to the program funding. The CLD is confident
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	<p>that the updates will improve the overall management of the Tuition Assistance Program. The Tuition Assistance Policy has been added to the PSC website.</p> <ul style="list-style-type: none">• The CLD created a management accountability framework whereby members of the management committee serve as a single point of contact/liaison for various departments. This process has proved most effective allowing for a high volume of inquiries and requests to be responded to in a timely manner.• The CLD worked with the Royal Newfoundland Constabulary to provide on-demand courses for staff members. Five courses have been completed and 13 are in progress. Work will continue throughout 2023-24.• The concept of hiring for potential - recruiting for minimum versus specialized qualifications was advanced by the SSD to departmental executive members and hiring managers.• The Graduate Recruitment Program was launched and the first group of 10 graduate recruits were hired in September 2022. Work continued on the selection of the second group of graduate recruits starting in April 2023.
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<p>Continued review and put forward additional recommendations for qualitative and innovative improvements.</p>	<ul style="list-style-type: none">• The PSC conducted a policy review, which included the review of current policies and consultation with all lines of business to determine where new policies may be needed, and recommendations will be forthcoming.• The CLD conducted a jurisdictional scan on executive development related to competency development, and formal learning strategies. In addition, focus groups were conducted with government executive to discuss jurisdictional scan results, and explore methods to enhance learning and development opportunities for executive members. Work will continue in 2023-24.• The CLD will collaborate with government departments to develop training in power line awareness and defensive driving. The CLD anticipates completion in 2023-24• The SSD collaborated with the Market and Brand Management Division and OCIO to develop a recruitment campaign with the intent to launch a new brand, an updated Career Centre website, and a more functional online job portal/application system. The SSD anticipates the launch in 2023-24.
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	<ul style="list-style-type: none"> • Work is ongoing and business processes will be considered in 2023-24 with regard to generating talent pools. Specific processes include the use of applicant inventories, eligibility lists, existing recommendation lists of already assessed qualified candidates, and recruiting by occupational categories versus individual position types.
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2020-23 Goal Reporting

The Public Service Commission (PSC) put forward significant efforts in the achievement of indicators associated with our 2022-23 annual objective and our overall three-year goal. In 2020-21, the PSC focused its efforts on reviewing its programs and services with a lens for qualitative and innovative improvements. In addition, research was conducted and best practices were identified to inform the recommendations put forward for PSC executive approval. Throughout 2021-22, those recommendations that were approved proceeded to the implementation stage. The PSC also continued to review and put forward recommendations for further improvements. In 2022-23, efforts were advanced to evaluate those improvements implemented in the previous years, and also to continue with review, recommendations and implementation. All of the achievements are outlined in the above table. By March 31, 2023, the PSC was successful in redesigning its operations and incorporating its expanded scope.

Issue 2: Safety and Wellness within the Public Sector

The Public Service Commission (PSC) will examine select programs and services with a creative and innovative lens and put forward recommendations to promote the safety and wellness of public sector employees. Such efforts will contribute to the integration of programs and services, streamlining of operations, and qualitative and innovative improvements, which are the key focus areas of government’s overall strategic directions of healthier people and a more efficient public sector.

Goal Statement

By March 31, 2023, the PSC will have fostered a culture of safety and wellness within the public sector.

Indicators	Accomplishments
<p>Reviewed select programs and services aimed at promoting employee safety and wellness in an effort to identify qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> • Research was conducted in relation to a new invoicing system for the Employee Assistance and Respectful Workplace Programs (EARWP) Division. Information was gathered on digital client record management databases, service authorization models and service verification protocols currently being used by other government departments and agencies. As a result, several options were identified and considered. It was determined that a modification to the existing EARWP client record management system would provide greater efficiencies for invoice processing and invoice management. A scoping document was developed and approved outlining the database upgrades that would be required by the OCIO. Those upgrades will commence in 2023-24. • A process training initiative to develop a job aid for EARWP coordinators and vendors was approved by the CLD, and work will commence in 2023-24.

	<ul style="list-style-type: none">• The EARWP Division reviewed current trainings and sessions to be converted to online delivery.• The EARWP Division conducted a review of the existing materials related to mental health in the workplace.• A new monthly wellness check-in service for managers and leaders was developed by the EARWP Division.• The EARWP Division collaborated with the Centre for Learning and Development (CLD) in exploring new mental health resource materials in PSAccess.• Collaborative efforts are ongoing between the EARWP Division and Harassment-Free Workplace Program staff to build capacity for workplace assessment and restoring the workplace.• The development of mediation skills training for managers is currently under consideration by the EARWP Division.• The EARWP Division committed to a continuous improvement approach, and a divisional committee was established in 2022-23.• Work has been ongoing by the EARWP Division to develop an HR network comprised of directors from the Public Service Commission and the Treasury Board Secretariat for the purpose of
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	<p>analyzing workplace trends including conflict in the workplace.</p> <ul style="list-style-type: none">• The Employee Safety and Wellness Division (ESWD) drafted a psychological screening program for the RNC to provide employees with a proactive approach toward psychological injury mitigation and prevention. The intent is to expand this program into other government departments and entities as required. This program supports the introduction of CSA Standard, Z1003 -13/BNQ 9700–803/2013 - Psychological Health and Safety in the Workplace, and in the overall mental health strategy.• Based on ESWD review, it was identified that a consistent framework for OHS programming is needed amongst government departments. The framework and program template was developed and has since been updated to include psychological health and safety. The draft framework has been put forward for executive review and approval.• ESWD identified the following areas for improvement:<ul style="list-style-type: none">○ OHS Committee reporting;○ Mental health strategy;○ StartSafe brand enhancement;○ Hearing conservation;
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	<ul style="list-style-type: none"> ○ Respiratory protection; ○ Violence prevention emergency response; and, ○ Supervisor OHS training.
<p>Recommendations were put forward to the PSC Commissioners for qualitative and innovative improvements to employee safety and wellness related programs and services.</p>	<ul style="list-style-type: none"> ● Recommendations were put forward in 2020-21 in support of qualitative and innovative improvements to employee safety and wellness related programs and services. ● Work continued for those recommendations approved by PSC executive, and many proceeded to the implementation stage. ● Reference to those specific recommendations and outcomes have been referenced in other sections of this table.
<p>Implemented recommendations and outcomes in support of fostering a culture of safety and wellness within the public sector.</p>	<ul style="list-style-type: none"> ● The PSC has established and is leading an Inclusion, Diversity, Equity and Accessibility (IDEA) Committee with representation across government departments. The committee will serve as an advisory source of expertise and inspiration for the Government of Newfoundland and Labrador leadership on the creation of corporate initiatives, strategies and policy considerations with the ultimate goals of creating inclusive spaces, celebrating diversity, seeking

	<p>equity across the organization, and ensuring accessibility is top of mind.</p> <ul style="list-style-type: none">• Current EARWP trainings and sessions were expanded to online delivery. Skype sessions included the following:<ul style="list-style-type: none">○ Conflict Resolution Skills for Managers○ Fostering Healthy Transitions – The Manager’s Role○ Surfing the Waves: Anchoring Your Wellness○ Finding Compassion Satisfaction in an Ever Transforming Landscape• The EARWP Division offered an interactive conflict resolution training program for managers and leaders referred to as coaching circles.• The EARWP Division collaborated with the CLD in the development of a Mental Health Portal in PSAccess to offer employee access to information on mental health at work and at home. Resources were also added on COVID-19 related topics. The Mental Health Portal was launched in August 2021, and resources are consistently being developed and added to the portal as needed.• The EARWP Division offered a monthly wellness coaching circle for managers
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	<p>and leaders throughout the fiscal year to provide a space for managers to find support and connection, and to access resources.</p> <ul style="list-style-type: none">• The EARWP Division created an electronic invoice drop box that eliminated approximately 900 emails to administrative support per month.• The EARWP Division engaged in several continuous improvement initiatives creating a new collaborative approach, which allows coordinators to support both the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) roles, as follows:<ul style="list-style-type: none">○ Shared consultation and assessment duties for new EAP and RWP clients and consultations;○ Shared Intake Lead responsibilities for trauma/workforce adjustments;○ Equal distribution of caseloads;○ Review of all meetings and working groups;○ Creation of a new intake model to screen and distribute requests for training, consultation and resolution across the EARWP team;
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	<ul style="list-style-type: none">○ Increased collaboration and cross training within the EARWP team;○ New monthly individual and team check point meetings; and○ Commenced clinical audits for coordinator files.● The EARWP Division has established a partnership with the ESWD Wellness Strategist, and provides educational material on conflict resolution issues as a part of the wellness clinics conducted within departments.● In collaboration with ESWD, the CLD developed new eLearning courses to support the reintegration of employees back into the workplace. The courses were designed in promotion of employee safety during the pandemic, and they were developed using eLearning development tools supportive of responsive learning.● The CLD collaborated with government departments and entities to:<ul style="list-style-type: none">○ Support the delivery of 19 Intercultural Awareness mini sessions;○ Update the Snow School Program;○ Re-development of the course offering, “Writing Skills Development;”
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	<ul style="list-style-type: none">○ Develop an Accessibility Act Awareness Session;○ Develop a new course offering entitled, “Supervising Child Welfare Professionals: Clinical and Educational Supervision;”○ Develop Gender Based Analysis+ virtual instructor led training course;○ Develop seasonal training – ATV, snowmobiles, chainsaw, brushcutter, and basic ice rescue;○ Develop a Fatigue Management Training course; and○ Develop mandatory Indigenous Awareness Training Course for public service employees. <ul style="list-style-type: none">● The CLD in collaboration with the EARWP Division and Harassment-Free Workplace Program staff developed and launched a new eLearning course, “Civility in the Workplace.” By the end of the fiscal year, 423 public service employees had completed the course.● The CLD collaborated with ESWD in the development of a new workplace health and safety onboarding module. Additionally, a Risk Management eLearning course was developed and launched in February 2023.
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	<ul style="list-style-type: none">• The ESWD assisted the CLD with the inclusion of wellness sessions into executive onboarding events, and the dissemination of psychological health and safety information during executive monthly forums.• ESWD provided assistance to government departments and their OHS Committees in accessing WorkplaceNL's online services portal - Connect, which will allow for improved OHS Committee reporting.• ESWD has implemented monthly audits to track OHS Committee status. ESWD continues to work with government departments and executive leads to ensure OHS Committees are active. Regular monthly auditing will help inform communications to departments.• Presentations have been given to deputy ministers and assistant deputy ministers on OHS priorities.• An updated OHS Policy Statement has been approved and signed by the Clerk of the Executive Council, and progress continues to occur with respect to aligned OHS programming amongst core government departments.• ESWD is committed to psychological health and safety in the workplace, and
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	<p>continued its contribution to related initiatives within government. ESWD continued to develop and promote meaningful content in support of such initiatives, including Safety and Health Week and Mental Health Week.</p> <ul style="list-style-type: none">• A Mental Wellness First Aid Kit was launched, and is accessible by employees through a desktop icon and the intranet. The First Aid Kit provides tools, resources and support to manage mental wellness, and promote ways to make the workplace psychologically healthy and safe for all employees. Several orientation sessions were offered to employees. A PDF form of the First Aid Kit was developed to provide resources to employees without computer access at work.• PeopleSoft has been updated to allow for psychological hazard and injury reporting, and quick reference guides were developed to support both managers and employees.• A psychological risk assessment template has been developed that follows the OHS risk matrix. EWSD continues to provide and build supports for departments in relation to psychological hazard identification, mitigation and injury reporting.
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	<ul style="list-style-type: none">• ESWD continues to develop and promote Psychological Health and Safety Moments.• ESWD provided regular PSN messages throughout the year related to:<ul style="list-style-type: none">○ Mental Health Week/Safety and Health Week;○ Safety Champions;○ Mental Wellness First Aid Kit;○ Healthy Workplace Month;○ MSI Prevention Week;○ Fall Prevention;○ Immunization Clinics;○ Heart Month;○ Nutrition Month; and○ Bell Let's Talk/Move for your Mood.• ESWD created and issued a personal hazard identification card to the Royal Newfoundland Constabulary.• ESWD collaborated with the Marketing and Brand Management Division to create presentation templates and safety moment templates with the StartSafe brand that have both physical health and safety and psychological health and safety graphics. Safety moments were reviewed and updated, and placed on the government intranet. Safety moments continue to be communicated through
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	<p>PSN messages and promoted through wellness presentations.</p> <ul style="list-style-type: none">• ESWD assisted in the development of a Respiratory Protection Program and a related learning module for the Department of Transportation and Infrastructure. This program is still under development and work will continue throughout the next fiscal year. Discussions are ongoing with regard to corporate versus departmental programs.• In its commitment to improving the Violence Prevention Emergency Response, the ESWD developed an electronic risk assessment process. Several departments have now undertaken work in violence prevention and/or emergency response. ESWD continues to promote the newly launched self-directed risk assessment training to assist departments with these initiatives.• During Safety and Health Week and Mental Health Week, ESWD provided short, virtual sessions on breathing techniques.• ESWD provided general mental wellness sessions and department-specific mental wellness sessions.• ESWD continues to work towards improved employee engagement. The
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	<p>following improvement initiatives took place:</p> <ul style="list-style-type: none">○ Gathering of monthly intranet statistics, which show a significant increase of employee engagement since October 2022;○ PSN format that includes regular employee challenges, contests, and feedback requests;○ Development of the Employee Engagement Wellness Network. This email list includes employees who have volunteered their names and identified as having a special interest in wellness in the workplace. They receive regular wellness communications outside of PSNs and are seen as informal wellness champions; and○ Identification of executive safety and wellness leads in departments. ESWD is developing a plan for regular communication with these leads. <ul style="list-style-type: none">● ESWD continues to look for innovative ways to engage employees in non-office/desk-based environments with wellness. Initiatives so far have included Pilot Wellness Clinics with the Department of Transportation and Infrastructure at the
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	<p>White Hills Depot and sending promotional mental wellness items to 24 smaller depots across NL for Bell Let's Talk Day.</p>
<p>Evaluated efforts made to foster a culture of safety and wellness within the public sector.</p>	<ul style="list-style-type: none"> • A new eLearning course, "Civility in the Workplace," was developed in 2022-23, and by the end of the fiscal year, 423 public service employees had completed the course. Feedback reflected that 96 per cent of learners agree that the course objectives were clearly stated, were met, and the knowledge and skills will be useful in the workplace. The PSC will continue to encourage that all public service employees complete the course in 2023-24. • The CLD supported the Department of Immigration, Population Growth and Skills in the delivery of 19 Intercultural Awareness mini sessions. Feedback reflected that 96 per cent of learners stated they were satisfied or very satisfied with the session. • A program evaluation survey is being developed to evaluate the ergonomics program. • Feedback on the Mental Wellness First Aid Kit was solicited through the wellness sessions that provide a virtual walk through of the icon. Positive feedback was received. Suggestions were also received

	and incorporated into the Mental Wellness First Aid Kit.
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2022-23 Objective

By March 31, 2023, the PSC will have evaluated efforts made to foster a culture of safety and wellness within the public sector.

Indicators	Accomplishments
Evaluated efforts made to foster a culture of safety and wellness within the public sector.	<ul style="list-style-type: none"> • A new eLearning course, “Civility in the Workplace,” was developed in 2022-23, and by the end of the fiscal year, 423 public service employees had completed the course. Feedback reflected that 96 per cent of learners agree that the course objectives were clearly stated, were met, and the knowledge and skills will be useful in the workplace. The PSC will continue to encourage that all public service employees complete the course in 2023-24. • The CLD supported the Department of Immigration, Population Growth and Skills in the delivery of 19 Intercultural Awareness mini sessions. Feedback reflected that 96 per cent of learners stated they were satisfied or very satisfied with the session. • A program evaluation survey is being developed to evaluate the ergonomics program.

	<ul style="list-style-type: none"> • Feedback on the Mental Wellness First Aid Kit was solicited through the wellness sessions that provide a virtual walk through of the icon. Positive feedback was received. Suggestions were also received and incorporated into the Mental Wellness First Aid Kit.
<p>Continued implementation of recommendations and outcomes put forward and approved by PSC executive.</p>	<ul style="list-style-type: none"> • The PSC has established and is leading an IDEA Committee with representation across government departments. The committee will serve as an advisory source of expertise and inspiration for the Government of Newfoundland and Labrador leadership on the creation of corporate initiatives, strategies and policy considerations with the ultimate goals of creating inclusive spaces, celebrating diversity, seeking equity across the organization, and ensuring accessibility is top of mind. • The EARWP Division created an electronic invoice drop box that eliminated approximately 900 emails to administrative support per month. • The EARWP Division engaged in several continuous improvement initiatives creating a new collaborative approach, which allows coordinators to support both EAP and RWP roles, as follows:

	<ul style="list-style-type: none">○ Shared consultation and assessment duties for new EAP and RWP clients and consultations;○ Shared Intake Lead responsibilities for trauma/workforce adjustments;○ Equal distribution of caseloads;○ Review of all meetings and working groups;○ Creation of a new intake model to screen and distribute requests for training, consultation and resolution across the EARWP team;○ Increased collaboration and cross training within the EARWP team;○ New monthly individual and team check point meetings; and○ Commenced clinical audits for coordinator files. <ul style="list-style-type: none">● The EARWP Division has established a partnership with the ESWD Wellness Strategist and provides educational material on conflict resolution issues as a part of the wellness clinics conducted within departments.● The CLD in collaboration with the EARWP Division and Harassment-Free Workplace Program staff developed a new eLearning course, "Civility in the Workplace." By the
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	<p>end of the fiscal year, 423 public service employees had completed the course.</p> <ul style="list-style-type: none">• ESWD has implemented monthly audits to track OHS Committee status. ESWD continues to work with government departments and executive leads to ensure OHS Committees are active. Regular monthly auditing will help inform communications to departments.• Presentations have been given to deputy ministers and assistant deputy ministers on OHS priorities.• An updated OHS Policy Statement has been approved and signed by the Clerk of the Executive Council, and progress continues to occur with respect to aligned OHS programming amongst core government departments.• ESWD is committed to psychological health and safety in the workplace, and continued its contribution to related initiatives within government. ESWD continued to develop and promote meaningful content in support of such initiatives, including Safety and Health Week and Mental Health Week.• A Mental Wellness First Aid Kit was launched, and is accessible by employees through a desktop icon and the intranet. The First Aid Kit provides tools, resources
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	<p>and support to manage mental wellness, and promote ways to make the workplace psychologically healthy and safe for all employees. Several orientation sessions were offered to employees. A PDF form of the First Aid Kit was developed to provide resources to employees without computer access at work.</p> <ul style="list-style-type: none">• PeopleSoft has been updated to allow for psychological hazard and injury reporting, and quick reference guides were developed to support both managers and employees.• A psychological risk assessment template has been developed that follows the OHS risk matrix. EWSD continues to provide and build supports for departments in relation to psychological hazard identification, mitigation and injury reporting.• ESWD continues to develop and promote Psychological Health and Safety Moments.• ESWD provided regular PSN messages throughout the year, related to:<ul style="list-style-type: none">○ Mental Health Week/Safety and Health Week;○ Safety Champions;○ Mental Wellness First Aid Kit;○ Healthy Workplace Month;
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	<ul style="list-style-type: none">○ MSI Prevention Week;○ Fall Prevention;○ Immunization Clinics;○ Heart Month;○ Nutrition Month; and○ Bell Let's Talk/Move for your Mood. <ul style="list-style-type: none">● ESWD collaborated with the Marketing and Brand Management Division to create presentation templates and safety moment templates with the StartSafe brand that have both physical health and safety and psychological health and safety graphics. Safety moments were reviewed and updated, and placed on the government intranet. Safety moments continue to be communicated through PSN messages and promoted through wellness presentations.● ESWD assisted in the development of a Respiratory Protection Program and a related learning module for the Department of Transportation and Infrastructure. This program is still under development and work will continue throughout the next fiscal year. Discussions are ongoing with regard to corporate versus departmental programs.● In its commitment to improving the Violence Prevention Emergency Response, the ESW Division developed
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	<p>an electronic risk assessment process. Several departments have now undertaken work in violence prevention and/or emergency response. ESWD continues to promote the newly launched self-directed risk assessment training to assist departments with these initiatives.</p> <ul style="list-style-type: none">• During Safety and Health Week and Mental Health Week, ESWD provided short, virtual sessions on breathing techniques.• ESWD provided general mental wellness sessions and department-specific mental wellness sessions.• ESWD continues to work towards improved employee engagement. The following improvement initiatives took place:<ul style="list-style-type: none">○ Gathering of monthly intranet statistics, which show a significant increase of employee engagement since October 2022;○ PSN format that includes regular employee challenges, contests, and feedback requests;○ Development of the Employee Engagement Wellness Network. This email list includes employees who have volunteered their names and identified as having a special
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	<p>interest in wellness in the workplace. They receive regular wellness communications outside of PSNs and are seen as informal wellness champions; and</p> <ul style="list-style-type: none"> ○ Identification of executive safety and wellness leads in departments. ESWD is developing a plan for regular communication with these leads. ● ESWD continues to look for innovative ways to engage employees in non-office/desk-based environments with wellness. Initiatives so far have included Pilot Wellness Clinics with Department of Transportation and Infrastructure at the White Hills Depot and sending promotional mental wellness items to 24 smaller depots across NL for Bell Let's Talk Day.
<p>Continued to review and put forward additional recommendations for qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> ● Work was ongoing in relation to a new invoicing system for the EARWP Division. A scoping document was developed and approved outlining the database upgrades that would be required by the OCIO. Those upgrades will commence in 2023-24. ● Work has been ongoing by the EARWP Division to develop an HR network of PSC and TBS directors for the purpose of

	<p>analyzing workplace trends including conflict in the workplace.</p> <ul style="list-style-type: none"> • The ESWD is in the process of developing a safety and wellness strategy, which includes key principles and specific goals to guide the work of the division. The strategy will be finalized in 2023-24.
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2020-23 Goal Reporting

The Public Service Commission (PSC) put forward significant efforts in the achievement of indicators associated with our 2022-23 annual objective and our overall three-year goal. In 2020-21, the PSC reviewed employee safety and wellness related programs and services in an effort to identify qualitative and innovative improvements.

Recommendations for improvement were put forward to the PSC executive for approval. Throughout 2021-22, those recommendations that were approved proceeded to the implementation stage. The PSC also continued to review and put forward recommendations for further improvements. In 2022-23, efforts were advanced to evaluate those improvements implemented in the previous years, and also to continue with review, recommendations and implementation. All of the achievements are outlined in the above table. By March 31, 2023, the PSC was successful in achieving its goal to foster a culture of safety and wellness within the public sector.

Opportunities and Challenges

Recruitment and Retention

In 2022-23, the Public Service Commission (PSC) implemented a renewed approach to marketing and branding for public service recruitment. The PSC will continue to collaborate with government’s Marketing and Brand Management Division and the Office of the Chief Information Officer to further promote a modern, client-centric strategy that will extend into subsequent fiscal years. The PSC will also continue its focus on other initiatives to support recruitment and retention efforts, and to highlight the

exciting career opportunities within the public service. The intent will be to contribute to better positioning the Government of Newfoundland and Labrador as a prospective employer, foster growth and improvement of talent acquisition strategies, hiring for potential, generating talent inventories and recruiting by occupation. The PSC is also committed to enhancing strategies aimed at reducing barriers to employment with greater value on inclusive, diverse, equitable and accessible opportunities.

Diversity in the Public Service

In 2021-22, the Public Service Commission (PSC) identified the need for a more centralized approach to supporting diversity and inclusion within and across the broader provincial public service. In 2022-23, the PSC commenced planning related to the coordination and leadership of a multi-partnered Inclusion, Diversity, Equity and Accessibility (IDEA) Committee to centralize employer efforts to advance IDEA in the public service workforce. The committee will serve as an advisory source of expertise and inspiration for the Government of Newfoundland and Labrador leadership on the creation of corporate initiatives, strategies and policy considerations with the ultimate goals of creating inclusive spaces, celebrating diversity, seeking equity across the organization, and ensuring accessibility is top of mind. The PSC is committed to this initiative, and excited for the opportunities it will present.

Pay Equity and Pay Transparency in the Public Service

The **Pay Equity and Pay Transparency Act** received Royal Assent on November 9, 2022. Part I of the Act contains pay equity provisions applicable only to the provincial public sector. These pay equity provisions will come into force for the core public service on April 1, 2023. The broader public service will become subject to the pay equity provisions at a later date. Part II of the Act relates to pay transparency, and is not yet in force. Subordinate Regulations will also be developed in 2023-24. A commissioner from the Public Service Commission (PSC) has been designated as the Pay Equity Officer. The PSC looks forward to the opportunity to provide integral support to fair compensation practices in the public sector.

Statutory Review of the Independent Appointments Commission Act

On March 16, 2023, government appointed Mr. David Conway to lead a Statutory Review of the **Independent Appointments Commission Act**, and to identify improvements that would enhance the overall efficiency, effectiveness and outcomes of the legislation. The review would include a focus on timeliness of recommendations, encouraging more citizens to seek appointment, and maximizing the diversity of qualified candidates and regional representation. The Final Report will be submitted to government on May 31, 2023. The Public Service Commission looks forward to the recommendations contained therein, and moving forward with relevant and meaningful enhancements to the merit-based agency, board and commission appointment process.

Financial Information

PUBLIC SERVICE COMMISSION
Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2023

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01. EXECUTIVE AND CORPORATE SERVICES			
01. Salaries	1,144,682	1,149,100	1,258,100
Operating Accounts:			
<i>Employee Benefits</i>	2,421	5,200	5,200
<i>Transportation and Communications</i>	20,994	55,100	57,100
<i>Supplies</i>	9,414	12,400	12,400
<i>Professional Services</i>	12,000	10,000	10,000
<i>Purchased Services</i>	13,658	22,300	22,300
<i>Property, Furnishings and Equipment</i>	5,513	2,500	2,500
02. Operating Accounts	64,000	107,500	109,500
Total: Executive and Corporate Services	1,208,682	1,256,600	1,367,600
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	1,208,682	1,256,600	1,367,600
EMPLOYEE WELLNESS AND DEVELOPMENT			
<i>CURRENT</i>			
1.2.01. CENTRE FOR LEARNING AND DEVELOPMENT			
01. Salaries	929,868	944,400	944,400
Operating Accounts:			
<i>Employee Benefits</i>	42,718	35,300	35,300
<i>Transportation and Communications</i>	4,804	20,600	20,600
<i>Supplies</i>	6,491	20,000	20,000
<i>Purchased Services</i>	699,613	962,500	962,500
<i>Property, Furnishings and Equipment</i>	32,466	-	-
02. Operating Accounts	786,092	1,038,400	1,038,400
	1,715,960	1,982,800	1,982,800
01. Revenue - Federal	(40,000)	(77,000)	(77,000)
02. Revenue - Provincial	(122,775)	(40,000)	(40,000)
Total: Centre for Learning and Development	1,553,185	1,865,800	1,865,800

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

PUBLIC SERVICE COMMISSION (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
EMPLOYEE WELLNESS AND DEVELOPMENT			
<i>CURRENT</i>			
1.2.02. STRATEGIC STAFFING			
01. Salaries	2,147,182	2,292,800	2,322,800
Operating Accounts:			
<i>Employee Benefits</i>	714	200	200
<i>Transportation and Communications</i>	17,890	19,500	19,500
<i>Supplies</i>	14,125	14,900	4,900
<i>Purchased Services</i>	7,798	23,800	33,800
<i>Property, Furnishings and Equipment</i>	2,768	-	-
02. Operating Accounts	43,295	58,400	58,400
Total: Strategic Staffing	2,190,477	2,351,200	2,381,200
1.2.03. EMPLOYEE SAFETY AND WELLNESS			
01. Salaries	628,813	630,600	618,600
Operating Accounts:			
<i>Employee Benefits</i>	-	2,800	2,800
<i>Transportation and Communications</i>	6,027	9,900	9,900
<i>Supplies</i>	2,735	2,400	2,400
<i>Purchased Services</i>	6,742	10,300	10,300
<i>Property, Furnishings and Equipment</i>	10,519	9,200	9,200
02. Operating Accounts	26,023	34,600	34,600
Total: Employee Safety and Wellness	654,836	665,200	653,200
1.2.04. OFFICE OF EMPLOYMENT EQUITY FOR PERSONS WITH DISABILITIES			
01. Salaries	3,614,113	3,894,600	3,894,600
10. Grants and Subsidies	70,694	100,000	100,000
	3,684,807	3,994,600	3,994,600
01. Revenue - Federal	(1,108,000)	(1,108,800)	(1,108,800)
Total: Office of Employment Equity for Persons with Disabilities	2,576,807	2,885,800	2,885,800

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

PUBLIC SERVICE COMMISSION (CONTINUED)

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
EMPLOYEE WELLNESS AND DEVELOPMENT			
CURRENT			
1.2.05. EMPLOYEE ASSISTANCE AND RESPECTFUL WORKPLACE PROGRAM			
01. Salaries	837,373	839,000	714,500
Operating Accounts:			
<i>Employee Benefits</i>	-	3,400	3,400
<i>Transportation and Communications</i>	2,254	15,000	15,000
<i>Professional Services</i>	849,750	851,500	847,000
<i>Purchased Services</i>	2,509	9,500	9,500
02. Operating Accounts	<u>854,513</u>	<u>879,400</u>	<u>874,900</u>
Total: Employee Assistance and Respectful Workplace Program	<u>1,691,886</u>	<u>1,718,400</u>	<u>1,589,400</u>
TOTAL: EMPLOYEE WELLNESS AND DEVELOPMENT	<u>8,667,191</u>	<u>9,486,400</u>	<u>9,375,400</u>
TOTAL: PUBLIC SERVICE COMMISSION	<u><u>9,875,873</u></u>	<u><u>10,743,000</u></u>	<u><u>10,743,000</u></u>

 REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

PUBLIC SERVICE COMMISSION (CONTINUED)

Summary of Gross Expenditure and Unexpended Balances

	\$
Original estimates (net)	10,743,000
Add (subtract) transfers of estimates	-
Addback revenue estimates net of transfers	<u>1,225,800</u>
Original estimates of expenditure	11,968,800
Supplementary supply	-
Total Appropriation	<u>11,968,800</u>
Total net expenditure	9,875,873
Add revenue less transfers and statutory payments	<u>1,270,775</u>
Total gross expenditure (budgetary, non-statutory)	<u>11,146,648</u>
Unexpended balance of appropriation	<u><u>822,152</u></u>

Summary of Cash Payments and Receipts

	<u>Payments</u>	<u>Receipts</u>	<u>Net</u>
	\$	\$	\$
Current Account	<u>11,146,648</u>	<u>1,270,775</u>	<u>9,875,873</u>

GEORGE JOYCE
 Chair and Chief Executive Officer (A)
 Public Service Commission

