

2025-2026

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 2025-26 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 2023-26 Business Plan. On behalf of the PSC, I am accountable for the results reported therein.

This report marks the third and final year of the 2023-26 business planning cycle. Significant effort and meaningful progress were made toward achieving our three-year goals: to increase promotion of PSC programs and services to address the needs of an evolving professional public service; and, to enhance leadership capacity in the public service with a focus on continuous improvements in policy and programs. The PSC's key accomplishments are highlighted in the Report on Performance section, and are supportive of government's broader strategic directions of modernization, and accessible, inclusive, and healthy communities.

It is a privilege to recognize not only our accomplishments over the past year, but also the culmination of the significant work and progress achieved throughout the past three years. These achievements reflect the professionalism, talent, and dedication of PSC staff, whose efforts have been instrumental in advancing our priorities and delivering meaningful results. I extend my sincere appreciation to every employee for your hard work and commitment. Through your contributions, we continue to strengthen our organization and foster a culture of excellence.

Sincerely,



Krista Quinlan
Chair and Chief Executive Officer

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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 the merit principle in appointments and promotions within the public service, as well as in appointments to agencies, boards, and commissions (ABCs), ensuring the existence of a professional, non-partisan public service including provincial 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 Policy for public service employees. The integrity and impartiality of these programs is enhanced by the neutral and independent nature and reputation of the PSC.

As of March 31, 2026, the PSC employed 68 people, including the executive members. Of the 68, there are 50 females and 18 males. The PSC's expenditures for fiscal year 2025-26 were \$11,396,083, and outlined in the below table. Detailed financial information is located in the [Financial Information](#) section of this report.

Division	# of Employees	Budget
Executive and Corporate Services	15	1,728,771
Centre for Learning and Development	12	2,066,374
Employee Assistance and Respectful Workplace Programs Division	8	1,564,777
Employee Safety and Wellness Division	7	718,027
Strategic Staffing Division • Office of Employment Equity for Persons with Disabilities (Opening Doors Program)	26	5,318,134

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

For further information related to the PSC's lines of business, mandate, and vision, please refer to the PSC's [2023-26 Business Plan](#) and www.psc.gov.nl.ca/psc.

Highlights and Partnerships

In addition to achievements related to the PSC's goals and objectives outlined in the Report on Performance section, the PSC undertook a wide range of activities, and achieved significant accomplishments throughout the fiscal year. Collaboration with government departments and entities remains essential to delivering its mandate effectively and efficiently. A few notable examples are outlined below.

Graduate Recruitment Program

The Graduate Recruitment Program has been utilized to attract and retain high-potential graduates for general leadership work opportunities within the core public service, offering government the affordable opportunity to introduce novel and innovative perspectives to the workplace, while new graduates gain the opportunity to develop skills and accumulate meaningful work experience. The program includes competitive salary and benefits, orientation and onboarding, learning and development supports, mentorship, and employment for a period of two years. Since the program was launched in 2022, a total of 49 graduate recruits have been hired, and recruitment is already underway for the third offering of the program. In spring 2026, the PSC began marketing and advertising the call for applications, while also working with government departments to develop meaningful work opportunity proposals for graduate recruits for 2026-27 and 2027-28. The program's continued success is driven by strong cross-government commitment and collaborative partnerships.

High School Student Outreach

In collaboration with NLSchools, the PSC continued to implement high school student outreach activities during 2025-26, with the delivery of presentations to and engagement with 45 career education classes (grades 10-12) in 18 schools across the province. Representatives from other government departments participated in these events as well.

Request for Staffing Action System

In partnership with the Office of the Chief Information Officer and Treasury Board Secretariat, a new Request for Staffing Action (RSA) system was developed. The RSA system incorporates functional enhancements such as increased RSA visibility and tracking, and more efficient workflow processes for departmental users. During 2024-25, end user testing, training orientations, and a successful pilot project took place, and in 2025-26, the new RSA system was implemented.

Vaccination Clinics

In fall 2025, the PSC coordinated influenza and COVID-19 vaccination clinics in partnership with the Department of Health and Community Services. Clinics were held across ten government worksites throughout November and December, with the PSC managing all coordination and promotion. A second clinic day was offered at the Confederation Building, expanded to include employees' family members, reflecting a commitment to accessible, employee-centered programming. In total, 686 flu shots and 521 COVID-19 vaccines were administered. Employee feedback consistently highlighted accessibility as a key factor, with many noting that workplace delivery was the reason they got vaccinated at all. This initiative supports PSC's ongoing commitment to a safe and healthy public service by reducing barriers to preventive care, and bringing health resources directly to where employees work.

NLSchools Integration

In January 2024, the Government of Newfoundland and Labrador announced the completion of the integration of the former Newfoundland and Labrador English School District, now NLSchools. In advance of this transition, the PSC, Treasury Board Secretariat, and NLSchools partnered to update the Harassment-Free Workplace Policy, ensuring that it reflected the school environment. In September 2025, government's newly updated Harassment-Free Workplace Policy replaced the NLSchools' policy, aligning NLSchools with the broader Public Service. Work is ongoing to ensure that government's harassment-free workplace training is relevant to the school environment, and can be made available to all NLSchools.

Eligibility for services under the PSC's Respectful Workplace Program (RWP) was also established for NLSchools' employees in September 2025. Implementation included a phased rollout of educational sessions to build awareness of RWP services, and provide guidance on how to access support, and sessions are still ongoing.

Classification Appeals

The Classification Appeal Adjudicator hears appeals for bargaining unit and non-bargaining unit/non-management employees classified under the Job Evaluation System (JES). As of March 31, 2026, there were 285 outstanding JES appeals, 13 of which were carried forward from the previous year, 302 new appeals received this year, and 30 appeals were completed by the end of the fiscal year.

The Management Classification Review Committee hears appeals of decisions made by the Classification and Pay Equity Division of the Treasury Board Secretariat for public sector employees classified in accordance with the Hay Classification System. As of March 31, 2026, there were four outstanding appeals, two of which were carried forward from the previous year, and two new appeals were received this year.

Interjurisdictional Working Groups and Communities of Practice

The Federal, Provincial, Territorial Public Service Commissioners/Deputy Ministers oversee a network of five interjurisdictional Working Groups and Communities of Practice centered around various HR disciplines. The PSC continues to represent the Government of Newfoundland and Labrador on the Future of Work Working Group, the Recruitment and Development Community of Practice, and the Workplace Health, Safety and Wellness Community of Practice.

Report on Performance

Issue 1: Promotion of Public Service Commission Programs and Services

The Public Service Commission (PSC) remains committed to not only offering programs and services that currently benefit employees, but also to ensure that those programs and services are modern and proactively address the needs of an evolving public service. The PSC will increase education and promotion of its programs and services to ensure that public service employees are aware of the programs and services that are available to them. It is also a priority for the PSC to ensure that managers and executive members are equipped to promote and champion our programs and services so as to support human resource management. Such efforts will contribute to greater awareness, increased stakeholder engagement, and continuous improvement of PSC programs and services. It is of note that these are the key focus areas of government's overall strategic directions of government modernization, and accessible, inclusive, and healthy communities.

Goal

By March 31, 2026, the PSC will have increased promotion of PSC programs and services to address the needs of an evolving professional public service.

Indicators	Accomplishments
Assessed the value of current strategies and related processes used to promote PSC programs and services.	Current strategies and related processes were reviewed throughout 2023-24 and 2024-25. Areas of focus included awareness, engagement, communication, information sharing, marketing, and promotional materials.
Conducted research and identified best practices related to how other governments promote similar programs and services.	- Jurisdictional scans were conducted to identify best practices in relation to recruitment, Agency, Board and Commission (ABC) appointments, employee safety and wellness programs and initiatives, corporate-wide learning, development and training, and in the delivery of Employee Assistance and Respectful Workplace Programs (EARWP). - Where applicable, the information gathered will be used to inform future recommendations for increasing promotion of PSC programs and services.
Developed and led government-wide wellness activities to promote a healthy public service.	- Government-wide wellness sessions are offered to public service employees on various safety and wellness topics including, but not limited to, heart health, musculoskeletal injury prevention, mental health, hazard and injury reporting, physical activity in the workplace, healthy eating and women's health. - In 2023-24, the PSC led two snowshoeing events for public service employees during the winter season. - Following the successful 2023-24 pilot project, the six-month Wellness Clinic program

	continued and evolved into the Health and Wellness Training Series, ranging from three to 12 months in duration. The series offers interactive sessions on topics such as physical activity, musculoskeletal injury prevention, and mental health and wellness. Since its launch, the series has been completed by several departments, with additional departments scheduled to participate in the upcoming fiscal year. • In partnership with the Department of Health and Community Services, influenza and COVID-19 vaccination clinics are offered every year. During 2025-26, approximately 686 flu shots and 521 COVID-19 vaccines were administered in ten government worksites throughout November and December. Blood pressure clinics also were offered throughout the year. • Through the Ergonomics Program, over 466 ergonomic assessments were completed by internal ergonomic coaches compared to 370 completed in 2024-25. Due to increased capacity internally, the number of ergonomic assessments conducted by external providers was significantly reduced from seven in 2024-25, to just one in this past year. The ergonomic spot check initiative continues, and spot checks were completed on over 300 employees across the province in 2025-26.
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Enhanced promotional materials and developed promotional campaigns to increase stakeholder engagement and awareness.	• EARWP content was updated on the PSC website, and a new application process and orientation package was developed for service providers. A new poster, Respect Works Here, was also developed in English and French. Information related to trauma exposure and response protocol was promoted to employees, departments and stakeholders, and in 2025-26, a workplace trauma awareness poster campaign was developed. • The Working Well Newsletter was launched in 2025-26, which includes mental health topics and respect in the workplace. • A new Harassment-Free Workplace (HFW) Program poster was developed in English and French, and distributed to government department's Occupational Health and Safety (OHS) committees.
Increased utilization of the Public Service Network and the government employee intranet to promote PSC programs and services.	• Beginning in 2023-24, regular employee safety and wellness related messaging was developed and promoted through Public Service Network (PSN) emails as follows: Safety and Health Week/Mental Health Week (May); Mental Wellness First Aid Kit (June); Move Well - Work Well Week (September); Healthy Workplace Month (October); Fall Prevention Month and Vaccine Clinics (November); Bell Let's Talk Day (January); Heart Health Month (February); International Women's Day (March).

	• New content related to employee safety and wellness initiatives is added regularly to the government intranet site, and consistent auditing takes place to ensure the information is accurate and up to date. The Mental Wellness First Aid Kit continues to be updated regularly as well. • In March 2024, a Women's Wellness page was added to the government intranet, and had approximately 400 visits during the first month. • Notices were posted through the PSN to specifically guide employees towards new course postings, updated learning opportunities, and to advise of PSAccess upgrades.
Developed and launched a new recruitment marketing and branding strategy to increase attraction of talent to government, and to profile the diversity of careers available in the public service.	• In June 2023, a new public service employment branding campaign was launched, Work for us. Work that matters., and the Career Centre website was modernized. This resulted in enhanced promotion of public service career and job opportunities, social media presence, and talent attraction capacity complemented by an improved, more accessible, and user friendly online hiring portal and recruitment system capabilities. Mobile web users have direct access and ability to apply online. Work has continued with the Office of the Chief Information Officer to further implement functional system updates to maximize user experience for both applicants and recruiters.

	- Recruitment efforts included additional media promotion (social media platforms, and other outlets such as VOCM and The Weather Network), digital billboards, career profiling, and employee testimonials. - A LinkedIn contract was also established in 2024-25, and continues to be an effective marketing and engagement tool for the PSC. - During 2025-26, enhancements related to the new recruitment marketing and branding strategy continued in the areas of marketing, promotion, awareness and visibility. Public Service employee testimonials “My work matters. See why.” were also refreshed to profile additional stories.
Explored methods and platforms to modernize social media presence.	A social media strategy utilizing LinkedIn, Facebook and Instagram was implemented for ABC appointments.
Advanced recommendations for the development of new promotional strategies and/or to improvements to current promotional strategies.	Recommendations were received from PSC divisions, and put forward to executive members for review and approval in relation to the development of new promotional strategies and improvements to current promotional strategies. All approved recommendations have been implemented.
Implemented new promotional strategies and/or improvements to current promotional strategies put forward as recommendations.	- Some of the initiatives have already been outlined above in relation to specific indicators. - During 2025-26, virtual presentations were delivered to over 100 employees during Mental Health Week (May 2025), which focused on

	mental health and EARWP services. Additionally, 11 information sessions covering the same topics were delivered to various government departments and entities. • During 2025-26, information sessions on the Respectful Workplace Program were delivered to NLSchools. • During 2025-26, attended 11 career fairs and networking events, including Memorial University, College of the North Atlantic, Co-operative Education, Canadian Council on Work and Rehabilitation, Murphy Centre, Easter Seals NL, and the Autism Society NL. • The Take Our Kids to Work Day event was hosted in November 2025, with government partners profiling public service careers to grade nine students. The event was held at The Rooms with a group of 37 students of public service employees. Students interacted with public service employees from various sectors and positions. Resources were also shared with participants from the national sponsor of the event, Students Commission of Canada, with the theme of “Lift Up the Future”. • Recruitment Process sessions were delivered virtually to public service employees throughout 2023-24 and 2024-25, providing information to employees on how recruitment is conducted for public service job opportunities. During 2025-26, two recruitment e-learning courses,
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	Recruitment in the Public Service – A Manager’s Role, and Recruitment in the Public Service – An Applicant’s Role, were launched via PSAccess, which provide broader, more collective knowledge and understanding of public service recruitment practices for core public service employees. • The HFW Program continued to support awareness and understanding of the HFW Policy, and related services across the public service. In 2025-26, in-person or live virtual training was delivered to over 200 public servants, while more than 3200 completed the updated Understanding Harassment eLearning. Information sessions continue to be delivered to government departments and entities by request. • Beginning in 2024-25, in partnership with Treasury Board Secretariat, information sessions were delivered to public service employees to further clarify the roles and responsibilities of the PSC and TBS along with the human resource programs and services that each deliver. • In 2025–26, the PSC continued to strengthen and refine its promotional efforts for ABC appointments. A continued focus was placed on enhancing visibility, accessibility, and understanding of the merit-based appointments process. The PSC continued to utilize social
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	media platforms to increase promotion of ABC opportunities, and regular updates were made to the newly modernized Independent Appointments Commission (IAC) website and related informational materials, both of which now include a diversity and inclusion lens. Information sessions were delivered to departments and stakeholders, which helped to reinforce the understanding of the IAC recruitment process, and expand the reach to a broader and more diverse audience. • During 2024-25, a Merit Consultant position was established in relation to ABC appointments, to encompass administrative responsibilities, outreach, social media management, and efforts to enhance the applicant experience.
Evaluated efforts to increase promotion of PSC programs and services.	• All evaluations were conducted throughout 2025-26, and those accomplishments are outlined below in the section directly related to Objective 2025-26. Efforts were made to streamline reporting processes and reduce duplication, please refer to the table below for further information.

2023-26 Goal Achievement

The PSC strengthened its promotional approach by reviewing existing strategies and benchmarking against other Canadian jurisdictions. It enhanced outreach by expanding the use of PSN emails, the government intranet, and its website to promote all lines of business, alongside delivering wellness-focused initiatives to support a healthy public service. Evaluations conducted over the past year demonstrate that the PSC

successfully increased promotion of its programs and services to meet the needs of an evolving professional public service.

2025-26 Objective

By March 31, 2026, the PSC will have evaluated its promotional efforts to ensure they address the needs of an evolving public service.

Indicators	Accomplishments
Continued to implement new promotional strategies and/or improvements to current promotional strategies to create greater awareness of PSC programs and services.	• New promotional strategies and improvements to current promotional strategies that were implemented throughout 2023-24 and 2024-25, have been outlined in those annual reports accordingly, which are located on the PSC website. Only initiatives newly implemented throughout 2025-26 are included below. • Virtual presentations were delivered to over 100 employees during Mental Health Week (May 2025) with a focus on mental health and EARWP services. Additionally, 11 information sessions covering the same topics were delivered to various government departments and entities. • A workplace trauma awareness poster campaign was developed. • Information sessions on the Respectful Workplace Program were delivered to NLSchools. • The Working Well Newsletter launched in 2025-26, which includes mental health topics and respect in the workplace.

	• Enhancements related to the recruitment marketing and branding strategy continued throughout 2025-26, in the areas of marketing, promotion, awareness and visibility. Public service employee testimonials “My work matters. See why.” were also refreshed to profile additional stories. • Two recruitment e-learning courses, Recruitment in the Public Service – A Manager’s Role, and Recruitment in the Public Service – An Applicant’s Role, were launched via PSAccess during 2025-26, which provide broader, more collective knowledge and understanding of public service recruitment practices for core public service employees. • During 2025-26, in-person or live virtual HFW Program sessions were delivered to over 200 public servants, while more than 3200 completed the updated Understanding Harassment eLearning. Information sessions continue to be delivered to government departments and entities by request. • In 2025–26, the PSC continued to strengthen and refine its promotional efforts for ABC appointments. A continued focus was placed on enhancing visibility, accessibility, and understanding of the merit-based appointments process. Social media platforms continued to be utilized, and the IAC website and related information was regularly updated.
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Evaluated efforts to increase promotion of PSC programs and services.	• Throughout 2025-26, updates were made to the HFW Policy and associated e-Learning courses. Those updates were communicated to the public service through PSN emails. As a result, over 3200 employees completed the course in 2025-26, serving as a positive indicator of the reach and effectiveness of promotional efforts. • In partnership with Treasury Board Secretariat, information sessions were delivered to approximately 120 public service managers throughout 2025-26. The sessions focused on clarifying the roles and responsibilities of each entity along with the human resource programs and services that each deliver. A survey was utilized to collect feedback after the sessions, and feedback was positive reflecting the relevance of such sessions. Sessions will continue in the next fiscal year. • Throughout 2025-26, the Employee Safety and Wellness Division (ESWD) undertook a formal evaluation of its promotional efforts to assess effectiveness and identify opportunities for improvement. Government intranet pages related to employee safety and wellness saw an approximate 20 per cent increase in visits on average compared to the prior year, reflecting growing awareness and engagement among public service employees. In addition, ergonomic assessment requests increased by
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	23 per cent year over year, demonstrating continued and growing demand for ESWD programs and services. • Survey data and departmental feedback indicated a desire for information sessions spanning a broader range of wellness topics, and a need for more granular data to better understand employee engagement with ESWD content and programming. In response, the following actions were taken: - o Developed a comprehensive tracking process for ESWD activities and initiatives to enable ongoing analysis of engagement trends and identification of gaps in programming and outreach. - o Broadened wellness session offerings to encompass a total of 13 health and wellness subjects, directly responding to feedback from departments seeking a wider range of programming. - o Developed a new intake form to simplify access to the Ergonomics Program, and trained two additional employees to conduct ergonomic assessments, increasing divisional capacity to meet growing demand. - o Expanded the Health and Wellness Training Series to additional government departments, with various new departments initiating multi-session
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	wellness programming throughout the year. • These evaluation-informed actions position ESWD to deliver more targeted, data-driven promotional efforts in the future. • In relation to ABC appointments, the PSC assessed the effectiveness of its promotional strategies through the use of performance metrics, including impressions, reach, clicks, and engagement levels from digital campaigns. These measures provided insight into the effectiveness of outreach activities and informed adjustments to improve communication strategies. Feedback from stakeholders and continued review of promotional approaches also supported refinement to ensure efforts remain relevant, targeted, and aligned with evolving expectations. • In relation to the marketing and branding strategy implemented in 2023-24, with efforts continuing in each year thereafter, metrics were collected as follows. - o From November 4 - December 1, 2024, recruitment branding was displayed on billboards province wide, 79,287 users visited the Careers site, 10,459 users directed from paid advertising (not including LinkedIn ads), 6,697 users directed from Facebook paid ads, and
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	36,168 users accessed the site using mobile devices. - o From March 9, 2026 – April 3, 2026, recruitment branding displayed on billboards province wide, 5032 users directed from paid advertising (not including LinkedIn ads), 3,357 users directed from Facebook paid ads, 631 users were directed from Stingray (VOCM) Ads, 115,144 total visits to the Careers site (one user may visit multiple times), 40,968 total users visited the Careers site, 14,980 users accessed the site directly from a saved link, bookmark or favorite, which is an indicator of previous brand awareness marketing campaign success, 24,063 users accessed using mobile devices, 16,604 users accessed using a desktop/laptop device, with the remainder of devices such as a tablet or smart TV. • Work continues with the Office of the Chief Information Officer's technical support team to equate website visits from specific sources to new profile creations, applicants and successful candidates.
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2025-26 Objective Achievement

While continuing to refine promotional strategies, the PSC primarily focused on evaluating initiatives implemented since April 2023. Feedback from participants,

program users, and departments was strongly positive, indicating high satisfaction with PSC programs and services, and will be used to inform future improvements. Increased engagement across social media, the PSC website, and the government intranet further reflects growing awareness and access. Overall, the PSC met its objective of evaluating promotional efforts to ensure they address the needs of an evolving public service.

Issue 2: Leadership Capacity in the Public Service

As our public service evolves, so must the essential programs and services in which we deliver. The Public Service Commission (PSC) will focus on building upon employee skill sets and levels of expertise so that employees are well equipped to fulfill their roles. The PSC will also adopt a continuous improvement approach so that our programs and services remain modern and continue to address the needs of government employees. Such efforts will contribute to greater awareness of programs and services, increased stakeholder engagement, and continuous improvement of PSC programs and services. It is of note that these are the key focus areas of government's overall strategic directions of government modernization, and accessible, inclusive, and healthy communities.

Goal

By March 31, 2026, the PSC will have enhanced leadership capacity in the public service with a focus on continuous improvements in policy and programs.

Indicators	Actual Result
Assessed the value of current strategies and related processes used to build leadership capacity.	Current strategies and related processes were reviewed throughout 2023-24 and 2024-25. Areas of focus included awareness, engagement, communication, and learning and development.
Conducted research, identified best practices, and put forward	Jurisdictional scans were conducted to identify best practices in relation to recruitment;

recommendations for new strategies and/or improvements to current strategies to enhance leadership capacity.	Agency, Board and Commission (ABC) appointments; employee safety and wellness programs and initiatives; corporate-wide learning, development and training; and Employee Assistance and Respectful Workplace Programs (EARWP). Where applicable, the information gathered will be used to inform future recommendations for enhancing leadership capacity in the public service with a focus on continuous improvements in policy and programs.
Adopted a continuous improvement approach with a focus on service excellence in all divisions of the PSC and put forward recommendations accordingly.	- All PSC divisions have adopted a continuous improvement approach since 2023-24, reinvigorating its focus on service excellence. Additionally, internal processes, procedures and related resource materials were reviewed for updating as well. Recommendations were put forward and implemented accordingly. - PSC divisions request feedback from clients utilizing programs and services where appropriate. That feedback is utilized to inform continuous improvements where appropriate.
Established processes related to the PSC's role in pay equity and transparency.	Research was conducted in other Canadian jurisdictions regarding the legislation, policies and procedures in place. Processes will be developed in accordance with executive direction.
Implemented new strategies and/or improvements to current strategies to enhance leadership	During, 2024-25, EARWP established Management Consultation to new consultation appointments whereby leaders can access

capacity as a result of research and identification of best practices.	confidential consultation with EARWP coordinators for support and coaching. • Since 2023-24, the Employee Safety and Wellness Division (ESWD) has maintained regular communication with departmental Executive Safety and Wellness Leads, with a focus on Occupational Health and Safety (OHS) priorities and emerging trends. ESWD also sends monthly Departmental OHS Snapshots, which includes high level OHS statistics specific to their department. Efforts were also focused on increasing engagement with OHS Committees and co-chairs. • Each year, ESWD participates in the Department of Transportation and Infrastructure's Snow School. In 2025-26, they participated in four offerings of Snow School, focusing on heart health and injury, and incident reporting. • During 2025-26, ESWD partnered with the Centre for Learning and Development (CLD), to launch two new courses, Respiratory Protection Awareness and Workplace Hazardous Materials Information System (WHMIS). Additionally, a new course, OHS Responsibilities for Supervisors, is currently being developed, and anticipated to launch in 2026-27. • The Strategic Staffing Division (SSD) continued to advance modern recruitment strategies such
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	as recruiting for careers by occupation and managing talent pools. Currently, recruitment through the use of talent pools is limited to certain positions within the public service, and efforts continue in expanding their use as well as the use of eligibility lists and previously conducted competitions for frequently recruited classifications. While departments continue to request individual competitions, partnerships with interested organizations helped increase the use of strategic recruitment approaches, resulting in greater efficiency in service delivery, resource utilization, and talent attraction and management. • Recruitment Process sessions were delivered virtually to public service employees throughout 2023-24 and 2024-25, and during 2025-26, two recruitment e-learning courses, Recruitment in the Public Service – A Manager’s Role, and Recruitment in the Public Service – An Applicant’s Role, were launched via PSAccess, which provide broader, more collective knowledge and understanding of public service recruitment practices for core public service employees. • During 2025-26, the CLD launched the Management Skills Series (MS2), which provides a comprehensive suite of courses and resources for employees in management and
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	leadership roles, and employees aspiring to such roles. • The CLD launched a new program in February 2026, the Leadership Development Program for Managers. The program is an eclectic combination of self-directed, instructor led, and informal learning options such as mentoring, coaching, and a community of practice. • During 2025-26, the CLD invested in advanced leadership training for 11 senior managers and directors across various departments. • Assistant Deputy Minister Forums and Executive Onboarding Sessions continued to be offered throughout 2024-25 and 2025-26, to enhance networking, collaboration, and professional development. • A successful pilot of LinkedIn Learning is currently underway for 150 learners across government to provide just in time, on-demand learning. • During 2024-25, the CLD responded to expressed needs of departments to facilitate better access to language training. As a result, enhancements were made to the English as a second language training through a pilot program with departments. • The new Onboarding program, which includes four new eLearning courses, resource guides, and an updated onboarding checklist, was
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	launched in 2024-25, and provides real time access to onboarding training and resources. • Collaborative efforts continued throughout 2024-25 in the development of additional modules for the educational series focused on Indigenous culture, identity and history in our province. The CLD partnered with the Office of Indigenous Relations and Reconciliation, and includes consultation with the Nunatsiavut Government, NunatuKavut Community Council, Innu Nation, Miawpukek First Nation and Qalipu First Nation • During 2024-25, the CLD provided ongoing eLearning development support to the then Department of Children, Seniors and Social Development, resulting in a total of 12 eLearning and microlearning courses being developed and posted to PSAccess. • Meaningful collaboration between the CLD, Office of Immigration and Multiculturalism, and the Association for New Canadians (ANC) resulted in multiple offerings of “Pathways to Cultural Intelligence” for core public service employees via registration through PSAccess during 2025-26. • The CLD sponsored certification and instructor training in a variety of psychological health and safety courses. This approach, combined with interdepartmental collaboration, increased our capacity to deliver training more effectively
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	while significantly reducing overall costs. Training is scalable, flexible and targeted to meet evolving needs of our stakeholders. Examples include The Working Mind for Managers, The Working Mind for Employees, Mental Health First Aid Certification and Mental Health First Aid Essentials. • Aside from those courses specially mentioned, the CLD has also collaborated with departments and subject matter experts in the design and delivery of 15 new eLearning courses, and the catalogue of course offerings continues to be reviewed and updated as well. • The HFW Program redeveloped several training offerings for all levels of the public service, and offered custom sessions upon request to meet specific organizational needs. Participant feedback was solicited following all training sessions, and iterative changes were made as necessary to incorporate that feedback. • In addition to PSC employees, the HFW Program maintains a government-wide roster of qualified harassment investigators who can be assigned to investigations as needed. In 2024-25, the program updated its Harassment Investigator training, and added a new cohort of 23 investigators to the roster. This not only increases operational capacity, but also enriches the divisions and departments where
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	these investigators regularly work by deepening their understanding of harassment-related issues. • During 2024-25 and 2025-26, the HFW Program continued to enhance leadership capacity by providing guidance and training on harassment prevention, early intervention, and the application of the HFW Policy to employees, managers, and executive throughout government. During 2025-2026, in-person or live virtual training was delivered to over 200 public servants. • Throughout 2025-26, in relation to ABC appointments, targeted information/training sessions were delivered to departments, to strengthen the understanding of merit-based processes and roles. In addition, enhancements to the website and outreach activities have improved accessibility and engagement with potential applicants.
Implemented improvements in PSC policy and programs.	• A policy review was conducted, which resulted in 12 updated/new policies. PSC policies continue to be updated and developed as required. • Service Level Agreements were developed for core government departments, providing clarification around the PSC programs and services offered, and the expectations that will allow for a mutually beneficial partnership.

	Agreements for other government entities will follow. • Activity reports are developed and presented to executive members of core government on an annual basis. The reports include relevant statistics on program and service utilization, which allows for a proactive approach to better plan and develop strategies to meet mutual needs. The feedback is positive with executive members indicating the information is relevant. • Collaborative efforts continue with the Office of the Chief Information Officer in the replacement of government's learning management system, PSAccess. • The CLD implemented a new strategy in 2023-24, whereby each manager was assigned to specific departments to support communication and information-sharing related to processes for project support and collaboration, as well as other services to support the broad goals and objectives of departments, especially as it relates to corporate-wide learning and development. CLD managers continue to serve as a liaison between the CLD and government departments. Education and outreach efforts are positively received, and requests for training and service are efficiently exchanged. • During 2024-25, service delivery standards were implemented within CLD to ensure consistent and efficient practices are
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	implemented in the design and delivery of compliance-based training. • During 2024-25, the PSC collaborated with the Treasury Board Secretariat to strengthen manager's access to their direct reports' learning records by integrating systems to generate timely records of completion for managers. • Collaborative efforts continued with the Treasury Board Secretariat in reviewing the HFW Policy, and providing recommendations to incorporate process improvements and lessons learned. The HFW Policy was updated in 2025-26, and continues to demonstrate a commitment to ensuring a safe and respectful work environment for employees, now including provisions in relation to third-party harassment. In partnership with the CLD, the self-paced employee eLearning module was also updated during 2025-26, to reflect the updated HFW Policy, and ensure employees have a full understanding of their rights and responsibilities when it comes to workplace harassment. • The HFW Program routinely updates the resources available to investigators to reflect current best practices and legal precedents. • The EARWP online application launched on the PSC website in November 2023. Alongside the online application, a dedicated EARWP intake email was also created, and intake workflow
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	processes have been updated. Efficiencies have been gained in communication, administrative support tasks and in the scheduling of assessment appointments. The online application has been widely accepted and client feedback has been very positive, more specifically with regard to the ease of access provided by the ability to apply online. • In January 2024, the Respect at Work portal was launched via PSAccess. A Working Respectfully catalogue of courses and videos are now available. • Development of an EARWP Formal Referral Information Package in August 2025. Including templates and details of the referral process inform leaders on accessing Respectful Workplace Program services. • The PSC sustained a continuous improvement approach across its ABC recruitment and oversight activities, including ongoing review of internal processes, tools, and resource materials. Client feedback mechanisms and engagement with departments were used to identify opportunities to improve service delivery and ensure processes remain responsive and effective.
Evaluated efforts to enhance leadership capacity and continuous improvements to policy and programs.	• All evaluations were conducted throughout 2025-26, and those accomplishments are outlined below in the section directly related to Objective 2025-26. Efforts were made to

	streamline reporting processes and reduce duplication, please refer to the table below for further information.
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2023-26 Goal Achievement

The PSC undertook significant efforts beginning with a review of existing processes used to build leadership capacity, alongside an assessment of practices and information from other Canadian jurisdictions. This work informed the identification of best practices, and the development of targeted recommendations. In parallel, the PSC adopted a continuous improvement approach across the organization, with a strong focus on service excellence. An evaluation conducted throughout 2025–26 indicated that these efforts were successful. Feedback demonstrated meaningful progress in strengthening leadership capacity across the public service, supported by ongoing enhancements to policies and programs.

2025-26 Objective

By March 31, 2026, the PSC will have evaluated efforts made to enhance leadership capacity with a focus on continuous improvement to policy and programs.

Indicators	Accomplishments
Continued its commitment to continuous improvement and service excellence.	- Initiatives related to continuous improvement and service excellence that were implemented throughout 2023-24 and 2024-25, have been outlined in those annual reports accordingly, which are located on the PSC website. Initiatives newly implemented throughout 2025-26 are included below. - During 2025-26, new application management features were implemented that allows candidates to update their application up to the

	point that a competition closes, thereby reducing the number of duplicate applications. • Content that informs candidates of potential accommodation options throughout the recruitment process highlighting inclusive and accessible recruitment practices has been added to the PSC website and related resources. • Collaborative efforts continue with the Office of the Chief Information Officer in the replacement of government's learning management system, PSAccess. • During 2025-26 fiscal year, the CLD updated the Leadership and Management competency model for PSC leadership programs via focus groups and a jurisdictional scan. • Collaborative efforts continued with the Treasury Board Secretariat in reviewing the HFW Policy, and providing recommendations to incorporate process improvements and lessons learned. The HFW Policy was updated in 2025-26, and continues to demonstrate a commitment to ensuring a safe and respectful work environment for employees, now including provisions in relation to third-party harassment. In partnership with the CLD, the self-paced employee eLearning module was also updated during 2025-26, to reflect updated HFW Policy, and ensure employees have a full
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	understanding of their rights and responsibilities when it comes to workplace harassment. • The HFW Program routinely updates the resources available to investigators to reflect current best practices and legal precedents. • Development of an EARWP Formal Referral Information Package in August 2025. Including templates and details of the referral process inform leaders on accessing Respectful Workplace Program services. • The PSC sustained a continuous improvement approach across its ABC recruitment and oversight activities, including ongoing review of internal processes, tools, and resource materials. Client feedback mechanisms and engagement with departments were used to identify opportunities to improve service delivery and ensure processes remain responsive and effective.
Continued to implement new strategies and/or improvements to current strategies to enhance leadership capacity.	• New strategies and improvements to current strategies to enhance leadership capacity that were implemented throughout 2023-24 and 2024-25, have been outlined in those annual reports accordingly, which are located on the PSC website. Initiatives newly implemented throughout 2025-26 are included below. • The Strategic Staffing Division (SSD) continued to advance modern recruitment strategies such as recruiting for careers by occupation and managing talent pools. Currently, recruitment

	through the use of talent pools is limited to certain positions within the public service, and efforts continue in expanding their use as well as the use of eligibility lists and previously conducted competitions for frequently recruited classifications. While departments continue to request individual competitions, partnerships with interested organizations helped increase the use of strategic recruitment approaches, resulting in greater efficiency in service delivery, resource utilization, and talent attraction and management. • Two recruitment e-learning courses, Recruitment in the Public Service – A Manager’s Role, and Recruitment in the Public Service – An Applicant’s Role, were launched via PSAccess, which provide broader, more collective knowledge and understanding of public service recruitment practices for core public service employees. • The CLD launched the Management Skills Series (MS2), which provides a comprehensive suite of courses and resources for employees in management and leadership roles, and employees aspiring to such roles. • The CLD launched a new program in February 2026, the Leadership Development Program for Managers. The program is an eclectic combination of self-directed, instructor led, and
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	informal learning options such as mentoring, coaching, and a community of practice. • The CLD invested in advanced leadership training for 11 senior managers and directors across various departments. • A successful pilot of LinkedIn Learning is currently underway for 150 learners across government to provide just in time, on-demand learning. • Meaningful collaboration between the CLD, Office of Immigration and Multiculturalism, and the Association for New Canadians (ANC) resulted in multiple offerings of “Pathways to Cultural Intelligence” for core public service employees via registration through PSAccess during 2025-26. • The CLD sponsored certification and instructor training in a variety of psychological health and safety courses. This approach, combined with interdepartmental collaboration, increased our capacity to deliver training more effectively while significantly reducing overall costs. Training is scalable, flexible and targeted to meet evolving needs of our stakeholders. Examples include The Working Mind for Managers, The Working Mind for Employees, Mental Health First Aid Certification and Mental Health First Aid Essentials. • Aside from those courses specially mentioned, the CLD also collaborated with departments
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	and subject matter experts in the design and delivery of 15 new eLearning courses, and the catalogue of course offerings continues to be reviewed and updated as well. • During 2025-26, ESWD participated in four offerings of the Department of Transportation and Infrastructure's Snow School , focusing on heart health and injury, and incident reporting. • During 2025-26, ESWD partnered with the Centre for Learning and Development (CLD), to launch two new courses, Respiratory Protection Awareness and Workplace Hazardous Materials Information System (WHMIS). Additionally, a new course, OHS Responsibilities for Supervisors, is currently being developed, and anticipated to launch in 2026-27. • During 2024-25 and 2025-26, the HFW Program continued to enhance leadership capacity by providing guidance and training on harassment prevention, early intervention, and the application of the HFW Policy to employees, managers, and executive throughout government. During 2025-2026, in-person or live virtual training was delivered to over 200 public servants. • Throughout 2025-26, in relation to ABC appointments, targeted information/training sessions were delivered to departments, to strengthen the understanding of merit-based
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	processes and roles. In addition, enhancements to the website and outreach activities have improved accessibility and engagement with potential applicants.
Evaluated efforts to enhance leadership capacity and continuous improvements to policy and programs.	• In partnership with the NL Statistics Agency, a user experience survey was administered to those employees who availed of the Ergonomics program. Greater than 80 per cent of employees were satisfied/very satisfied with the recommendations in the ergonomic report, communication with the ergonomics program, and the overall service provided. In addition, feedback reflected the need for follow up, and as a result, follow up sessions are now offered once equipment is received, and employees are encouraged to follow up if they are feeling any discomfort after changes have been made to their workstation. • Learner feedback is collected through a combination of formal and informal methods to ensure the CLD has a well-rounded understanding of the learner experience. These methods help determine whether courses are clear, relevant, accessible, practical, and aligned with the learning objectives and workplace needs of participants. Results from evaluation and feedback processes help the CLD make evidence-informed decisions about course revisions, future learning priorities, service delivery improvements, and system

	enhancements. This approach ensures that CLD offerings remain current, practical, inclusive, and aligned with the evolving needs of employees, managers, departments, and the broader public service. • During 2025-26, a total of 1809 employees completed the course, Toward Reconciliation: An Overview of Indigenous Histories Across Canada. Since it was established in 2023-24, 8022 course completions have been recorded up to March 31, 2026. Feedback indicated that the course provided greater insight, it was informative, format was well laid out, and great use of instructional tools such as videos and self-reflection exercises. • Throughout 2025-26, ESWD undertook a formal evaluation of its efforts to enhance leadership capacity in the public service, with findings informing several targeted improvements to policy, programs, and engagement practices. • Evaluation activities identified a gap in comprehensive training for supervisors on their health, safety, and wellness responsibilities. In response, ESWD has developed training to address this need, with rollout anticipated later in 2026. This initiative reflects a proactive, evidence-based approach to building leadership capacity across the public service.
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	• ESWD also made meaningful improvements to how it engages with departmental Executive Safety and Wellness Leads, including standardizing the format of meetings and information-sharing to ensure consistency and clarity. A new dashboard was launched for executive leadership, providing accessible, real-time visibility into safety compliance data for their respective departments. These tools strengthen accountability and equip leaders with the information needed to fulfill their safety and wellness responsibilities effectively. • The PSC continued to assess the effectiveness of its ABC appointment processes through ongoing review, jurisdictional scanning, and application of best practices. Feedback from departments and stakeholders, along with findings from statutory and internal reviews, informed refinements to policies, procedures, and program delivery. These efforts supported continuous improvement and ensured alignment with the merit principle and evolving organizational needs.
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2025-26 Objective Achievement

While efforts to enhance leadership capacity, continuous improvement, and service excellence continued, the PSC primarily focused on evaluating initiatives implemented since April 2023. Feedback collected through the evaluation process was positive and continues to inform ongoing improvements. Overall, the PSC successfully achieved its objective of evaluating efforts to strengthen leadership capacity, with a sustained focus on continuous improvement in policies and programs.

Opportunities and Challenges

Early Intervention and Workplace Restoration

The Harassment-Free Workplace Program continues to recognize opportunities for growth in strengthening early intervention to address workplace conflict before it escalates, as well as in supporting effective workplace restoration following formal processes. While these areas present inherent complexities given the need for strong, collaborative relationships with client departments and human resources, they also represent a meaningful opportunity to enhance prevention efforts, and promote sustainable, respectful workplace environments. Moving forward, the program will explore further collaboration with the Respectful Workplace Program to advance this work in a meaningful way.

Lead with Impact Program

The Harassment-Free Workplace Program, the Employee Safety and Wellness Division, the Centre for Learning and Development, and the Respectful Workplace Program collaborated to develop Lead with Impact, a targeted, intensive one-week leadership development program for managers, including a follow-up session focused on practical application. The program strengthens people management competencies related to respectful workplaces, psychological safety, coaching, conflict resolution, and performance management, and will be piloted in the upcoming fiscal year.

Learning Management System

The Centre for Learning and Development (CLD), in partnership with the Office of the Chief Information Officer, continued to play an active role in a project to replace the current Learning Management System, PSAccess. To date, the CLD has provided substantial input into the development of business requirements, the RFP process, and the creation of demo scripts for short-listed vendors. The CLD will also contribute significantly to the RFP evaluation process, and will play a key role in user acceptance testing when required.

Financial Information

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

PUBLIC SERVICE COMMISSION
Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2026

		Estimates	
		Amended	Original
	Actual		
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01. EXECUTIVE AND CORPORATE SERVICES			
01. Salaries	1,658,323	1,658,400	1,361,900
Operating Accounts:			
<i>Employee Benefits</i>	-	5,200	5,200
<i>Transportation and Communications</i>	18,038	27,100	57,100
<i>Supplies</i>	11,133	12,100	12,100
<i>Professional Services</i>	17,643	10,000	10,000
<i>Purchased Services</i>	21,910	21,100	21,100
<i>Property, Furnishings and Equipment</i>	1,724	4,000	4,000
02. Operating Accounts	70,448	79,500	109,500
Total: Executive and Corporate Services	1,728,771	1,737,900	1,471,400
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	1,728,771	1,737,900	1,471,400
EMPLOYEE WELLNESS AND DEVELOPMENT			
<i>CURRENT</i>			
1.2.01. CENTRE FOR LEARNING AND DEVELOPMENT			
01. Salaries	1,010,377	1,010,800	1,022,300
Operating Accounts:			
<i>Employee Benefits</i>	60,749	50,300	50,300
<i>Transportation and Communications</i>	6,508	20,600	20,600
<i>Supplies</i>	47,052	20,000	20,000
<i>Professional Services</i>	52,500	50,000	50,000
<i>Purchased Services</i>	885,017	947,500	947,500
<i>Property, Furnishings and Equipment</i>	4,396	-	-
02. Operating Accounts	1,056,222	1,088,400	1,088,400
	2,066,599	2,099,200	2,110,700
02. Revenue - Provincial	(225)	-	-
Total: Centre for Learning and Development	2,066,374	2,099,200	2,110,700

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			
<i>CURRENT</i>			
1.2.02. STRATEGIC STAFFING			
01. Salaries	2,009,304	2,009,800	2,028,300
Operating Accounts:			
<i>Employee Benefits</i>	-	1,200	1,200
<i>Transportation and Communications</i>	19,782	19,500	19,500
<i>Supplies</i>	2,700	3,900	3,900
<i>Purchased Services</i>	88,214	133,800	133,800
02. Operating Accounts	110,696	158,400	158,400
Total: Strategic Staffing	2,120,000	2,168,200	2,186,700
1.2.03. EMPLOYEE SAFETY AND WELLNESS			
01. Salaries	700,591	701,100	669,600
Operating Accounts:			
<i>Employee Benefits</i>	-	2,800	2,800
<i>Transportation and Communications</i>	10,643	11,700	11,700
<i>Supplies</i>	2,122	2,400	2,400
<i>Purchased Services</i>	1,028	8,500	8,500
<i>Property, Furnishings and Equipment</i>	3,643	9,200	9,200
02. Operating Accounts	17,436	34,600	34,600
Total: Employee Safety and Wellness	718,027	735,700	704,200
1.2.04. OFFICE OF EMPLOYMENT EQUITY FOR PERSONS WITH DISABILITIES			
01. Salaries	4,140,898	4,155,700	4,107,700
10. Grants and Subsidies	57,236	70,000	100,000
	4,198,134	4,225,700	4,207,700
01. Revenue - Federal	(1,000,000)	(1,000,800)	(1,000,800)
Total: Office of Employment Equity for Persons with Disabilities	3,198,134	3,224,900	3,206,900

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			
CURRENT			
1.2.05. EMPLOYEE ASSISTANCE AND RESPECTFUL WORKPLACE PROGRAM			
01. Salaries	742,944	743,500	773,500
Operating Accounts:			
<i>Employee Benefits</i>	-	3,400	3,400
<i>Transportation and Communications</i>	2,523	15,000	15,000
<i>Professional Services</i>	811,726	847,000	847,000
<i>Purchased Services</i>	7,584	9,500	9,500
02. Operating Accounts	821,833	874,900	874,900
Total: Employee Assistance and Respectful Workplace Program	1,564,777	1,618,400	1,648,400
TOTAL: EMPLOYEE WELLNESS AND DEVELOPMENT	9,667,312	9,846,400	9,856,900
TOTAL: PUBLIC SERVICE COMMISSION	11,396,083	11,584,300	11,328,300

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)	11,328,300
Add (subtract) transfers of estimates	256,000
Addback revenue estimates net of transfers	1,000,800
Original estimates of expenditure	12,585,100
Supplementary supply	-
Total Appropriation	12,585,100
Total net expenditure	11,396,083
Add revenue less transfers and statutory payments	1,000,225
Total gross expenditure (budgetary, non-statutory)	12,396,308
Unexpended balance of appropriation	188,792

Summary of Cash Payments and Receipts

	Payments	Receipts	Net
	\$	\$	\$
Current Account	12,396,308	1,000,225	11,396,083

KRISTA QUINLAN
Chairperson and Chief Executive Officer
Public Service Commission

Annex A: ABC Appointments in Accordance with Paragraph 21(2)(b)

The **Independent Appointments Commission Act (IAC Act)** was passed in the House of Assembly in May 2016, to establish a merit-based assessment process for generating recommendations for appointments to provincial agencies, boards, and commissions (ABCs). Subsequently, related amendments were made to the **Public Service Commission Act (PSC Act)**, to align with the merit-based assessment process.

The Independent Appointments Commission (IAC) has the responsibility to apply a merit-based assessment process to generate recommendations for approximately 30 Tier One ABCs. The Public Service Commission (PSC) serves as a secretariat to the IAC providing advice and support in their administration of the process for Tier One entities. The PSC is also responsible for applying a merit-based assessment process to generate recommendations for over 120 Tier Two ABCs in accordance with sections 21 through 27 of the **PSC Act**. The PSC maintains the IAC website, which details ABC profiles, upcoming vacancies, and provides an application portal.

In accordance with sections 17 and 21(3) of the **PSC Act**, where an appointment is made under the authority of paragraph 21(2)(b), the circumstances of that appointment shall be included in the PSC's Annual Report.

Paragraph 21(2)(b) of the **PSC Act**, allows for an exemption to the merit-based process, and subsequent IAC recommendations, where, "an appointment which, in the opinion of the Lieutenant-Governor in Council or the minister, as appropriate, must be made due to urgent or extenuating circumstances."

As required, appointments made in accordance with paragraph 21(2)(b) for fiscal year 2025-26, are outlined in the table below.

Current Appointments

Order Number and Date	Department Responsible	Authority	Appointment and ABC	Appointed Name	Effective Date
OC2025-230	Department of Fisheries, Forestry and Agriculture	Sections 3 and 4, Livestock Insurance Act	Chairperson, Livestock Owners Compensation Board	Director of Agriculture Business Development, Department of Fisheries, Forestry and Agriculture, by virtue of the position	2025/08/18
OC2025-231		Section 3, Crop Insurance Act	Chairperson, Newfoundland and Labrador Crop Insurance Agency	Director of Agriculture Business Development, Department of Fisheries, Forestry and Agriculture, by virtue of the position	2025/08/18

