

Business Plan

2026-2029

Public Service
Commission



MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

As the Chair and Chief Executive Officer of the Public Service Commission (PSC), I am pleased to present the 2026-29 Business Plan for the three-year period commencing April 1, 2026 to March 31, 2029. In accordance with the Provincial Government's **Transparency and Accountability Act**, this plan was prepared under my direction and, as such, I am accountable for its preparation, and for the achievement of the goals and objectives contained therein. As a category two entity, the plan has been prepared at the output level.

The specific goals and objectives to be accomplished during the 2026-29 planning period have been prepared in consideration of the strategic directions of the Provincial Government (attached as Annex A), and in accordance with the mandate of the PSC.

Over the next three years, the PSC will be guided by two strategic priorities that reflect both our responsibility and our opportunity to lead. We will renew our structure and programming to reaffirm authority, strengthen accountability, and better support a strong and trusted public service. In parallel, we will champion a safe, ethical, and high performing public service, through an integrated programming approach that supports public servants, builds organizational capability, and responds to the evolving needs of the workforce. Through this transformation, the PSC remains committed to purposeful action, meaningful impact, and continuous renewal—positioning the organization to deliver forward looking programs, and to contribute to a resilient, high performing, and future ready public service.

I extend my sincere thanks to the staff of the PSC for their professionalism, dedication, and ongoing commitment to excellence. Together, I am confident we will continue to advance the goals of this plan, and build on our shared success.

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 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; corporate-wide learning, development, and training; administration of classification appeals; 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.

Mandate

The PSC operates under the authority of the **Public Service Commission Act (PSC Act)**, and has been mandated responsibility for appointments and promotions based on merit; learning, development, and training; and the delivery of programs and services that support employee safety, health, and well-being across the public service.

Vision

Public service excellence through merit, fairness, and respect.

Staff and Budget

The 2026-27 budget allocation for the PSC is \$11,328,300. The following table provides additional information related to the budget and staff complement of each division.

Division	# of Employees	Budget
Executive and Corporate Services	14	\$1,471,400
Centre for Learning and Development	13	\$2,110,700
Employee Assistance and Respectful Workplace Programs Division	7	\$1,648,400
Employee Safety and Wellness Division	8	\$704,200
Strategic Staffing Division	29	\$2,186,700
Office of Employment Equity for Persons with Disabilities (Opening Doors Program)		\$3,206,900

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.

Lines of Business

Recruitment Services

Recruitment is conducted in accordance with the **PSC Act** for the core public service, and through delegated staffing authority with those agencies scheduled to that Act. The PSC establishes recruitment policy, as well as the standards and methods by which employment opportunities are advertised, and candidates are assessed and recommended for employment. The Strategic Staffing Division provides both strategic and operational leadership in the direct delivery of recruitment services for the core

public service. The Division is also responsible for the Office of Employment Equity for Persons with Disabilities and Student Employment Advisory Services (at the post-secondary level).

The PSC serves as the secretariat to the Independent Appointments Commission (IAC), providing advice and support in their administration of a merit-based assessment process to generate recommendations for approximately 30 ABCs (Tier One). The PSC is also responsible for applying a merit-based assessment process to generate recommendations for over 120 ABCs (Tier Two), as well as maintaining the IAC website, which details ABC profiles, upcoming vacancies, and provides an application portal.

Employee Safety, Health and Well-Being

The Employee Assistance and Respectful Workplace Program Division (EARWP) and the Employee Safety and Wellness (ESW) Division collectively support the psychological health, safety, and well-being of the core public service. EARWP provides confidential, professional support through two streams: the Employee Assistance Program (EAP), and the Respectful Workplace Program (RWP). EAP offers short-term mental health services, assessments, referrals, and post-incident trauma support, while RWP focuses on informal conflict resolution and the promotion of respectful workplace relationships through consultation, education, coaching, facilitated discussions, mediation, and referrals.

Complementing these services, the ESW Division provides government-wide strategic leadership on employee safety, health, and wellness policies, programs, and initiatives. ESW delivers centralized programming, and provides advisory support to departments to strengthen prevention, promote healthy workplaces, and foster a strong culture of safety and wellness across the core public service.

Corporate-Wide Learning, Development and Training

The Centre for Learning and Development (CLD) is responsible for the provision of corporate-wide learning for government employees. The CLD leads the design, coordination, and delivery of leadership development, professional development, and compliance-based training. Training is delivered through a blended approach that includes eLearning, virtual instruction, and in-person classroom experiences, ensuring equity, accessibility, and alignment with organizational requirements. By leveraging multiple delivery modalities, and maintaining training records within government's learning management system (PSAccess), the CLD plays a critical role in building a skilled, capable, and accountable public service.

Adjudication and Investigation

The PSC provides adjudicative and investigative services in the following areas: Recruitment Reviews and Appeals; Harassment-Free Workplace Program; Classification Appeals; and the Conflict of Interest Advisory Committee.

The PSC is responsible for promoting and protecting the merit principle through oversight and policy related to merit-based appointments and promotions within the core public service, as well as in those areas of the broader public sector that are scheduled to the **PSC Act**. In this role, the PSC responds to requests for reviews and formal appeals related to recruitment, and conducts regular compliance reviews to ensure adherence to legislation, policy, and merit-based staffing requirements.

The PSC administers the Harassment-Free Workplace Policy, and through the Harassment-Free Workplace Program, provides leadership in harassment awareness and prevention, and supports the fair, appropriate, and timely resolution of harassment allegations involving public service employees.

The PSC is also responsible for the adjudication of classification appeals. Appeals from managers classified under the Hay Classification System are addressed by the

Management Classification Review Committee, chaired by the PSC's Chairperson and Chief Executive Officer, and composed of senior public sector employees appointed by government. Appeals for bargaining unit and non-bargaining unit/non-management employees classified under the Job Evaluation System are adjudicated by an independent adjudicator within the PSC, with administrative and logistical support provided by the Commission.

In addition, the PSC supports the administration of the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee. This includes responding to general inquiries, advising deputy ministers on potential conflict of interest and post-employment matters, maintaining relevant jurisprudence, and developing and distributing educational materials. The Committee is chaired by the PSC's Chairperson and Chief Executive Officer.

Primary Clients

The primary clients of the PSC are government departments and ABCs scheduled to the **PSC Act** and the **Independent Appointments Commission Act (IAC Act)**, public sector employees and their family members, and the general public.

Strategic Issues

In consideration of government's strategic directions of better healthcare, lower taxes, and safer communities, as well as the mandate and financial resources of the PSC, the following areas have been identified as the key priorities for the next three years.

Strategic Issue 1 – Enhance Organizational Effectiveness

The PSC has experienced significant growth in recent years, as demonstrated by an expanded mandate, additional lines of business, and an increase in staff from 17 to approximately 80. This growth presents a key opportunity to assess its current structure and programming, and focus efforts on enhancing organizational effectiveness.

This work will better align the PSC with government priorities. It will also improve operational efficiency, and clarify roles, authority, and oversight—thereby strengthening accountability across the organization—and ensure its role is clear, focused, and well positioned to support the public service. It will also support the delivery of effective, client-focused programs that provide a high-quality client experience.

Ultimately, this will better position the PSC to anticipate and respond to future challenges and opportunities, ensuring it remains cohesive and forward-looking in fulfilling its responsibilities.

Goal

By March 31, 2029, the Public Service Commission will have redefined its structure and programming to reaffirm authority, strengthen accountability, and enhance overall effectiveness.

Goal Indicators

- Conducted a comprehensive review of organizational structure, program and service performance, data collection, and technology use.
- Advanced recommendations to clarify roles, authority and oversight, and in support of program and service cohesion, and overall operational efficiency.
- Implemented recommendations to reaffirm authority, strengthen accountability, and enhance overall effectiveness.
- Evaluated the impact of redefined structure and programming on authority, accountability, and overall effectiveness.

Objective 2026-2027

By March 31, 2027, the Public Service Commission will have reviewed its structure and programming, and advanced recommendations in support of overall organizational effectiveness.

Indicators

- Conducted an organizational structure review.
- Analyzed lines of business to uncover potential gaps in programs and services, and to identify opportunities for improved operational efficiency.
- Determined areas where value-based statistical collection can be improved and expanded.
- Explored opportunities to leverage technology to enhance service delivery and improve the client experience.
- Advanced recommendations based on an in-depth assessment of organizational structure, service and program performance, mandate alignment, data collection, and technology use to further enhance operational efficiency, program and service cohesion, and client experience.

Objective 2027-2028

By March 31, 2028, the Public Service Commission will have implemented recommendations to reaffirm authority, strengthen accountability, and enhance overall effectiveness.

Objective 2028-2029

By March 31, 2029, the Public Service Commission will have evaluated the impacts of its redefined structure and programming to assess progress in reaffirming authority, strengthening accountability, and enhancing overall effectiveness.

Strategic Issue 2 – Champion a Safe and High-Performing Public Service

The PSC is committed to delivering integrated programming that promotes safe and ethical workplace practices, and strengthens a capable, future-ready public service. Integrated programming looks at where programs intersect and where outcomes can be aligned. Collaboration and information sharing across divisions support more effective program delivery. This approach improves efficiency by reducing unnecessary

duplication and overlap, while enabling client-centred delivery of seamless, responsive, outcome-focused services.

This work is a key component of the PSC's transformation efforts, enabling the organization to better anticipate and respond to evolving workforce and organizational challenges, and to deliver meaningful, forward-looking programs that support a safe and high-performing public service.

Goal

By March 31, 2029, the Public Service Commission will have delivered integrated programming to build a safe, capable, and future-ready public service.

Goal Indicators

- Conducted a comprehensive needs assessment to analyze workforce, workplace, program, client, and organizational needs, as well as integration gaps, to inform the design of integrated programming that delivers coherent, safe, capable, and future-ready practices.
- Advanced evidence-based recommendations, informed by identified needs and integration gaps, to guide the design of integrated programming that delivers safe, capable, and future-ready practices.
- Implemented integrated programming to build a safe, capable, and future ready public service.
- Evaluated the impacts of integrated programming on building a safe, capable, and future-ready public service.

Objective 2026-2027

By March 31, 2027, the Public Service Commission will have undertaken a needs assessment and consultations to inform the design and development of integrated programming, and advanced recommendations that promote safe, capable, and future-ready work practices across the public service.

Indicators

- Analyzed current and emerging workforce capability gaps and organizational challenges to inform strategic programming that builds capacity, resilience, and future-ready capabilities across the public service.
- Reviewed physical and psychological safety, ethical conduct, and respectful workplace practices to identify needs, and embed these elements across integrated programming.
- Examined existing programs and services to identify gaps, overlaps, and opportunities for coordination and alignment that can be addressed through integrated programming.
- Advanced evidence-based recommendations, informed by identified needs and integration gaps, to guide the design of integrated programming that delivers safe, capable, and future-ready practices.

Objective 2027-2028

By March 31, 2028, the Public Service Commission will have implemented integrated programming to build a safe, capable, and future-ready public service.

Objective 2028-2029

By March 31, 2029, the Public Service Commission will have evaluated the extent to which integrated programming has contributed to building a safe, capable, and future-ready public service.

Annex A: Strategic Directions

Strategic Directions: Strengthened governance in conjunction with program alignment and integration will better position the Public Service Commission to deliver greater impact and champion a safe and high-performing public service that effectively contributes to government's broader government priorities of better healthcare, lower taxes, and safer communities for all of us.

Desired Outcome: Improved public service performance and integrity, resulting in more effective delivery of government priorities and increased public trust.

Areas of Focus: The key priorities of the Public Service Commission for the 2026-29 business planning period are consistent with government's strategic directions, and will require focus in the following areas:

- **Governance and Authority**
- **Accountability and Oversight**
- **Program Integration and Alignment**
- **Organizational Effectiveness**

