



***Public Service Commission  
Annual Report  
2005-2006***

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## ***Message from Chair***

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Pursuant to Section 17 of the *Public Service Commission Act*, I am pleased to present the 2005-06 Annual Report of the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines achievements and activities of the Commission over the past fiscal year.

During 2005-06, the PSC continued to advocate for the principles of merit, fairness, and respect in public service staffing and played a vital leadership and support role for the broader public service as well. Also, during this period, decisions were communicated regarding Corporate Services Restructuring, resulting from the Program Renewal Process of 2004, which will have significant implications on the role of the PSC into the future. The PSC will assume responsibility for the staffing and recruitment functions for all government departments, while advancing a more strategic approach to staffing and recruitment within the Public Service. This new role will ensure a more proactive and concentrated management of all staffing and recruitment functions and reinforces our commitment to providing a competent, qualified public service to meet the needs of the people of our province into the future.

We are looking forward to the following year and the opportunities and challenges it will bring. I would like to express my gratitude to my fellow Commissioners, and staff of the PSC for another year of dedicated service.



Ed Walsh  
**Chair & Chief Executive Officer**

**Table of Contents**

1.0 Public Service Commission Overview .....1

2.0 Shared Commitments.....4

3.0 Highlights and Accomplishments from 2005-06.....7

4.0 Opportunities and Challenges Ahead .....13

5.0 Financial Statements.....18

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## **Public Service Commission Overview**

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As an advocate for the principles of merit, fairness, equity and respect, as well as good public administration, the PSC plays a vital leadership and support role for the broader organization. In accordance with this, the PSC: administers the Employee Assistance Program; the Workplace Wellness Initiative; and the Respectful Workplace Program in conjunction with the Public Service Secretariat. It also provides support to several adjudication panels designed to resolve certain conflicts within the organization, such as the bargaining unit Classification Appeal Board and the Management Grievance Process. It supports the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee and houses an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of government.

### **VISION**

*Public Service Excellence through merit, fairness, and respect*

### **MISSION**

The mission of the Public Service Commission is to strengthen the appropriate application and understanding of strategic staffing and recruitment processes and to promote access to employment in the public service.

### **LINES OF BUSINESS**

The PSC provides the following lines of business:

#### **1. Staffing and Recruitment Services**

The PSC is responsible for recommending qualified, competent candidates for appointment or promotion to positions within the public service. In particular, the PSC:

- leads and supports the delivery of strategic staffing services in Departments and Agencies;
- leads and supports the development of recruitment and selection strategies which both complement and support government's Strategic Human Resource Plan;
- researches, develops and implements staffing policies and processes;
- provides a training and certification program for Selection Board Chairs;

- conducts a yearly audit, reviewing a statistically significant portion of all staffing action files and soliciting feedback from stakeholders as a means of assessing the quality of services provided;
- monitors all appointments and promotions to ensure compliance with staffing policy;
- provides a Job Clearing Centre to give priority employment supports to employees affected by disability which prevents them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; or for permanent public service employees whose jobs are abolished;
- provides advice and direction on staffing issues related to organizational restructuring;
- adjudicates staffing disputes.

## **2. Employee Assistance Program (EAP)**

The Employee Assistance Program is a joint program of the Government of Newfoundland and Labrador, The Newfoundland Association of Public and Private Employees (NAPE), and the Public Sector Managers' Association. The PSC's role is to:

- provide counselling and consultation supports to employees for issues that are either affecting, or have the potential to affect work performance;
- provide funding and referrals for employees who require the services of trained counsellors who are contracted by EAP.

## **3. Respectful Workplace Program**

The PSC provides training and supports the administration of government's "Harassment and Discrimination Free Workplace" policy. Specifically, the PSC provides mediation, facilitation and other problem solving supports to Departments requesting intervention in the area of workplace conflict. In addition, the PSC provides training and information sessions on conflict management, addresses difficult personal issues, and promotes respectful work environments.

## **4. Workplace Wellness Initiative**

The PSC administers government's Workplace Wellness Initiative which promotes employee and organizational health. This program is headed up by a Workplace Wellness Committee representing all stakeholders, including the Public Sector Managers Association (PSMA) and NAPE. An annual Workplace Wellness Week, research on workplace wellness, and promotion of same are all components of this program.

## **5. Classification Appeal Board**

The Classification Appeal Board was established in 1971 by Order-in-Council to review and if necessary, hear appeals resulting from the classification system in government. Specifically, the PSC provides administrative and logistical support for the activities of the Board. The Board is chaired by the CEO of the PSC.

## **6. Management Grievance Procedure**

In 1997, Treasury Board approved the appointment of the PSC as the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

## **7. Investigative Services**

The PSC houses an investigative unit which reviews complaints of harassment, workplace conflict or other issues of an administrative nature within the public service.

## **8. Conflict of Interest Advisory Committee**

The PSC supports the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee. This includes response to general inquiries, accumulation of jurisprudence, preparation and distribution of educational information related to conflict of interest.

## **ORGANIZATIONAL STRUCTURE**

The PSC is located in the Sir Brian Dunfield Building, 2 Canada Drive, St. John's, Newfoundland and serves all regions of the province.

The PSC consists of three Commissioners who are appointed by the Lieutenant-Governor in Council. The Lieutenant-Governor in Council designates one Commissioner as Chairperson. The Chairperson is the Chief Executive Officer of the Commission and has Deputy Minister status. He or she directs and supervises the administrative and technical activities of the Commission.

There are three divisions performing the work of the Commission: the Staffing and Compliance division, the Employee and Departmental Services division and the Appeal and Investigation division. These three divisions are comprised of 22 full-time employees. The ratio of female to male employees is 17:5.

## PRIMARY CLIENTS

The PSC relies on strong collaboration and consultation with clients and partners to deliver its programs and services. Primary clients are the Departments and Agencies scheduled to the *Act* and the employees who work for those entities. The general public also has an interest, as opportunities for employment for the general population are part of the Commission's purview. In appointing individuals to public service positions, it is required to consider the public interest as is mandated by Section 12 of the *Act*.

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## ***Shared Commitments***

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The PSC works closely with departments and agencies scheduled to the PSC Act to ensure that qualified, competent individuals are hired to provide quality services to the people of the province. In addition, the PSC, through its arms-length role, works closely with departments, agencies and unions in developing and providing supports and services to employees within the public service through various shared initiatives.

### ***Staffing Services:***

The PSC, through delegated staffing agreements, provides a Selection Board Chair training and certification program to individuals within scheduled departments and agencies. Through this program, the PSC has a shared commitment with departments and agencies to ensure that merit, fairness and transparency are upheld in competition processes within the public service and that the proper processes are adhered to.

The PSC also provides advice and direction on staffing issues related to organizational restructuring within departments and agencies. The PSC has a shared commitment with these organizations to ensure employees who are affected by re-structuring are fairly assessed for positions within the modified organizational structures.

The PSC also administers a Job Clearing Centre, which gives priority employment supports to employees affected by disability which prevents them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; or for permanent public service employees whose jobs are abolished. The PSC has a shared commitment with departments and agencies to ensure those employees and their specific needs are accommodated within the workplace.

### ***Employee and Departmental Services:***

A strong shared commitment exists between the PSC, the Public Services Secretariat and applicable unions in ensuring due diligence in the prevention of harassment in the workplace and creating healthy work environments. The Employee Assistance Program (EAP) and Respectful Workplace Program (RWP) are examples where the PSC works collaboratively with departments and unions to achieve this goal. In particular, the PSC provides training and supports the administration of government's "Harassment and Discrimination Free Workplace" policy by providing mediation, facilitation and other problem solving supports to Departments requesting intervention in the area of workplace conflict; and providing training and information sessions on conflict management, addressing difficult personal issues; and promoting respectful work environments.

The EAP is a joint program of the Government of Newfoundland and Labrador, The Newfoundland Association of Public and Private Employees (NAPE), and the Public Sector Managers' Association (PSMA). The PSC's role is to provide counselling and consultation supports to employees for issues that are either affecting, or have the potential to affect work performance. In addition, the PSC provides funding and referrals for employees who require the services of trained counsellors who are contracted by EAP.

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

The PSC also administers government's Workplace Wellness Initiative which promotes employee and organizational health. This program is led by a Workplace Wellness Committee representing all stakeholders, including the Public Sector Managers Association (PSMA) and the Newfoundland and Labrador Association of Public and Private Employees (NAPE). An annual Workplace Wellness Week, research on workplace wellness, and promotion of same are all components of this program.



### *Appeal and Investigations*

The PSC has a shared commitment with departments and agencies and applicable unions to resolve complaints arising from a number of different government policies and programs, as well as providing support services in the resolutions of conflicts within their organizations. In addition, the major unions, NAPE and CUPE, play a unique role as it relates to their participation on the Investigations Consultative Advisory Group (ICAG).

The PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from Bargaining Unit positions through a formal hearing process, and is the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

The PSC also supports the work of the Conflict of Interest Advisory Committee established to provide advice to Deputy Ministers who ultimately are responsible for determining whether a conflict of interest exists.

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## ***Highlights and Accomplishments From 2005-06***

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### **Staffing and Compliance**

During the past fiscal year, divisional staff have provided a leadership role along with the PSS and the Corporate Services Steering Committee to develop a new Corporate Services model for Government, including the development of a new staffing model that will focus on Strategic functions (succession management, hard-to-fill recruitment, etc) and provide a more centralized and consistent approach to services.

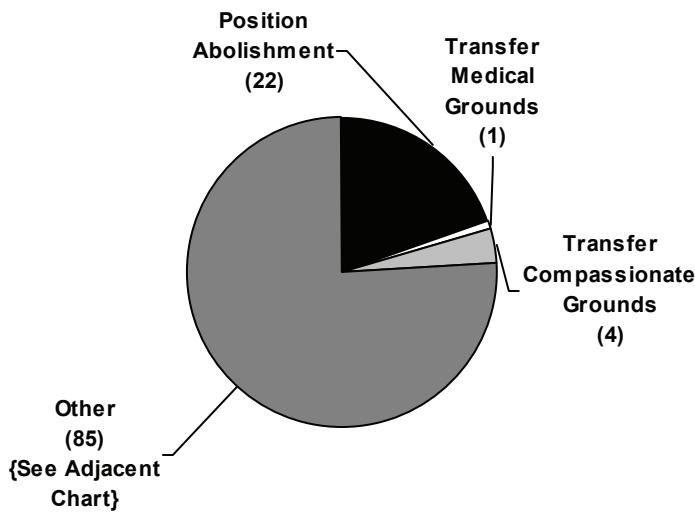
The PSC continued to assist departments and agencies in conducting recruitments, including a number at the senior management and executive level. When required, the PSC also provided support to Departments and Agencies during organizational restructuring, including, the restructuring of information technology management services within the public service, which resulted in the creation and establishment of the Office of the Chief Information Officer (OCIO). The transfer, recruitment and appointment of staff was done in accordance with the Public Service Commission Restructuring policy.

The PSC is responsible for designing and implementing the recruitment and selection processes and related policies and procedures to be applied for staffing public service positions. This also includes research, evaluation and leadership in the development and implementation of current best practices to meet the evolving staffing needs of scheduled departments and agencies. In 2005-06, the PSC launched an electronic Policy Manual on its website, in order to ensure greater awareness and accessibility for stakeholders. In addition, the Labrador Inuit Land Claims Agreement (LILCA) came into effect on December 1<sup>st</sup>, 2005. Section 7.9.5. of the LILCA pertains to the staffing of Provincial public service positions in Labrador Inuit Communities (Nain, Hopedale, Makkovik, Postville and Rigolet). The intent of this section is to provide priority consideration to qualified Inuit applicants for positions in these communities. As a result, during this fiscal year, the PSC ensured proper communication and consultation with Departments and Agencies scheduled to the PSC Act, regarding staffing in these five communities. In addition, consultations occurred with the Department of Labrador and Aboriginal Affairs, Treasury Board Secretariat's Collective Bargaining Division and Officials with the Department of Justice, in the development of a Staffing Policy to address this issue.

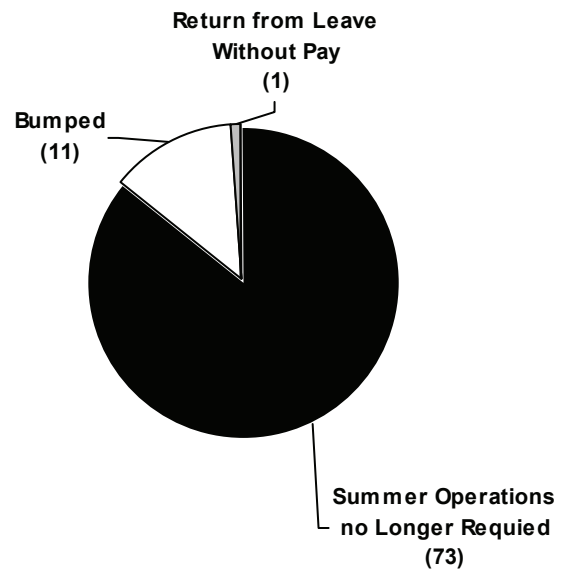
As stated in last year's Annual Report, the PSC reviewed the Public Service Internship Program to determine whether it best satisfied the ongoing requirements of the public service. The fiscal year allocation for the Public Service Internship Program was \$900,000.00 and was transferred to the Public Service Secretariat to ensure better alignment with the Employer's budgetary management processes, and to integrate same with Government's Human Resource Strategy. In total there were 33 graduate recruits and one intern hired under PSIP. Commitments under the Graduate Recruitment program were finalized, and the one intern hired was confirmed in permanent employment with the Department of Government Services.

The Job Clearing Center continued to provide services and supports to permanent employees affected by involuntary job loss and those who had been approved for transfers. 26 candidates remained eligible for redeployment by the end of FY 05/06. Eligibility for redeployment declined in comparison to FY 04/05 (i.e. 247 vs. 112). The number of employees obtaining redeployment eligibility through the approval of transfers due to medical or compassionate grounds was equivalent to the number provided eligibility for similar reasons in the previous FY (i.e. 5). There were 658 positions posted on the JCC, with 37 applications submitted for consideration and a total of 11 employees were redeployed in FY 05/06.

**Eligibility for Redeployment**



**Other (Broken-Down)**



The Staffing and Compliance Division undertook an annual compliance review of the Delegated Staffing Agreements with the Departments and Agencies scheduled to the Public Service Commission Act. For the past several years, the Commission’s annual audit covered the previous calendar year. This year, however, the period of review is in accordance with the fiscal year and this is in line with the majority of reporting timelines in the public service. As a result, this review covered a 15 month period, from January 1, 2005-March 31, 2006.

The audit consisted of a review of randomly selected staffing actions of the individuals who acted as Selection Board Chairs during this time frame. It is noted that although there are 88 individuals qualified to chair Selection Boards in our public service, 81 of those chaired Selection Boards during this time frame.

During the period reviewed, 1410 staffing actions occurred to fill 1611 positions, with approximately 63 % of those were filled on a temporary basis. The audit reviewed 208 of those staffing action files, which translates into 14.75% of total staffing actions during the audit period. The audit revealed that the average time to complete a staffing action from date of ad closing to recommendation during this period was 5.2 weeks, which is consistent with last year’s audit findings.

The audit also reviewed the gender distribution of appointments during this period. As of March 31<sup>st</sup>, 2006, the core public service consisted of 58% males and 42% females. The following table shows statistics gathered from the Public Service Secretariat further broking down the gender compositions and findings from the appointments reviewed during the audit period.

Positions	Core Public Service		Appointments audited during 2005-06	
	Males	Females	Males	Females
Management	61%	39%	56%	44%
Bargaining Unit	60%	40%	40%	60%

The Commission will continue to review the current audit process and identify further strategic approaches to gathering data that will assist in addressing staffing issues that face the public service. Overall, the audit did indicate that appointments arising from the staffing actions reviewed were reasonable and meritorious.

## **Employee Assistance Program (EAP) Program Participation Trend**

In 2005-2006 the total employee participation in the EAP was 1066, and the total number of new referrals was 670. The increase in utilization is consistent with yearly increases over the last several years.

*There was an 8.5% increase  
in participation in EAP from  
2004-05*

In addition to individual support, the EAP responded to all requests for group interventions resulting from critical incidents ( 9 workplaces with 93 employees received group services related to critical / traumatic incidents in the workplace). The Program has also worked with a specific department on training related to high risk enforcement . In particular, the EAP and RWP began a major initiative with correctional facilities to provide onsite information sessions to all employees across the Province

Other services provided through the program in 2005-2006 included manager and shop steward training, information sessions requested by departments on EAP, managing critical incidents, and mental health information sessions provided across the Province. Total participation in these initiatives was 400 employees.

In 2004-05, a need was identified for the development of an electronic statistical system in order to better track information and identify trends that may be significant for organizational planning and for establishing program priorities. This system was developed during 2005-06, and will be operational in April 2006.

## **Respectful Workplace Program**

In 2005-06 the Program responded to increased numbers of managers seeking skill building training and support for resolving workplace conflict. The higher numbers indicate that the Program has been successful in promoting early intervention by managers in problem areas, and an increased awareness of management accountability in conflict/ harassment situations. The statistics also indicate an increase in requests from departments to establish internal resolution and respectful workplace processes.

The objective for 2005 -2006 was to develop, in collaboration with Public Service Secretariat, a train the trainer model to enable departments to provide employees with essential information on respectful workplace rights and responsibilities. Information sessions were provided to a number of departments, and a comprehensive Training Manual has been developed, which enables departmental employees to delivery training.

To meet the increased need for RWP training required by managers as part of the Human Resource Management Package, the Program significantly increased the delivery of this Program in 2005-2006.

**SUMMARY OF PROGRAM ACTIVITIES FOR 2005-06**

<b>Activity</b>	<b># Sessions</b>	<b># Employees Participating</b>
<b>RWP Management Training:</b> <i>Management Harassment &amp; Discrimination Free Workshop</i>	9	240
<b>RWP Bargaining Unit Training:</b> <i>Creating a Respectful Workshop( partnership with departments)</i>	16	400
<b>Tailored departmental training</b> <i>- Conflict Resolution, , - Developing an RWP Initiative</i>	8	156
<b>Conflict Resolution Intervention:</b> <i>Group Facilitation Sessions, Group Problem Solving &amp; Action Planning, Informal Workplace Assessments, RWP Information Sessions</i>	13	440
<b>Respectful Workplace Capacity Building Intervention:</b> <i>(Note: Often a follow up component of the above Conflict Resolution Interventions) Workplace Planning Session, RWP Committee Work, Specialized Workshops and Training Sessions. Develop RWP Front Line Training Manual, Develop RWP Frontline Training Group</i>	10	587 Staff impacted 74 staff leading the RWP process
<b>Individual Conflict Coaching :</b> <i>Conflict Management Skills Development</i>	160	80 employees
<b>RWP Consultations:</b> <i>Providing information and Exploring Resolution Options for specific problems</i>	280	240 staff
<b>Mediation:</b>	20	27 staff

## **Workplace Wellness Initiative**

The need for data essential for the development of a healthy workplace strategy was determined by senior management. The objective for 2005-2006 was to develop a Healthy Workplace Survey to provide direction to this strategy. This has been completed and the content shared with all stakeholder groups, and will be broadly circulated to employees early in 2006-07.

## **Classification Appeal Board**

A new chair was appointed to the Classification Appeal Board during this past fiscal year, and during this period, the board rendered **267 decisions**.

## **Management Grievance Process**

During 2005-06, consultations and meetings occurred with the Public Service Secretariat in relation to improving the Management Grievance Procedures.

## **Investigative Services**

A final report was provided to government regarding the pilot project for the creation of an Investigative “Centre of Excellence” which resulted in full funding to support the service for fiscal year 2006-07.

The Investigations Consultation Advisory Group (ICAG) met and reviewed the activities of the investigations section. This group is comprised of members representing a cross-section of human resource staff from government departments and agencies along with representatives from the two major unions. A number of suggestions and recommendations were identified that have been implemented.

## **Conflict of Interest Advisory Committee**

An advisory committee was appointed under the Conflict of Interest Act 1995. Services were provided to over 125 clients.

## **Pre-Retirement Workshops**

The PSC continued to provide pre-retirement supports to public service employees. As part of its role, during 2005-2006, the Commission provided 9 pre-retirement sessions which addressed these issues with 430 employees throughout the province.

Feedback from participating employees reflects the continued need for this information in order to make informed decisions. Public service demographics indicate that these services will continue to be needed. However, in order for the Commission to better focus resources on its primary programs, the Public Service Secretariat will be assuming responsibility for Pre-retirement supports commencing in the 2006-2007 fiscal year.

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## ***Opportunities and Challenges Ahead***

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### **Strategic Staffing and Recruitment Services**

The PSC recognizes the need for strengthened capacity to respond to emerging recruitment challenges within the public service. These challenges include an aging workforce, declining population especially in rural areas, and out-migration. There is a need for progressive change including the identification of new processes and systems that are more responsive to operational and strategic requirements of government Departments and Agencies. These changes must be achieved in an environment where protection of the merit principle is guaranteed.

With the identification of emerging recruitment challenges facing the provincial government, the need for accountability and oversight is significant. Consistent delivery and improved safeguarding of staffing and recruitment processes within the public service is crucial. As a result, the following goal has been identified: ***By 2007, the PSC will have initiated processes and infra-structure to support a leadership role in strategic staffing and recruitment in the public service.***

#### **Objectives:**

- Initiate the implementation of government's direction regarding phase one of the reorganization of the staffing and compliance component of the corporate services delivery model.
- Initiate the development of a Recruitment Center
- Plan for resource requirements including regional delivery.

The PSC must ensure that qualified applicant pools are available for future vacancies within the public service, especially for positions identified as hard-to-fill. The PSC recognizes the need to be proactive and promote the provincial government as an employer of choice and to focus on attracting and retaining highly capable employees. As a result, the following goal has been highlighted: ***By 2007, the PSC will have initiated the implementation of a marketing strategy to promote its role as government's independent recruitment agency.***

#### **Objectives:**

- Commence obtaining appropriate data.
- Begin to research best practices.
- Consult and seek advice from marketing experts.

With an aging workforce and declining population, the public service must ensure that there are qualified applicant pools available to provide quality service to the people of Newfoundland and Labrador. It is necessary to ensure that no barriers exist for access to public service employment that may prevent the public service from being representative of the population it serves. The



Division will take specific steps towards promoting awareness and access to employment in the public service. These will include developing baseline data and indicators for comparison and analysis; defining equity outcomes in partnership with the PSS, and developing an expertise to address matters related to equity and access. As a result, the following goal has been highlighted: *By 2007, the PSC will have initiated the review of access to employment and equity in the public service.*

**Objectives:**

- Initiate discussion with Public Service Secretariat to establish partnership and define roles and responsibilities.
- Gather material for website and career fairs.
- Research employment equity initiatives.

During 2006-07, the PSC will begin the process of determining the appropriate structure and future business process in order to achieve its mandate under the Corporate Services Restructuring Initiative. This will include the establishment of a Strategic Staffing and Recruitment Working Group, conducting consultations with necessary stakeholders, developing recommendations for future business processes and corresponding implementation and evaluation plans.

Future staffing and recruitment actions related to the Public Service Internship Program will be conducted in accordance with the Public Service Commission Act and policy. Further analysis of recruitment challenges will occur in partnership with the Public Service Secretariat to develop effective processes and/or initiatives to effectively manage human resource supply and demand.

More emphasis will be placed on strengthening the application of strategic staffing and selection processes. Comprehensive audits will consider other qualitative data such as non-competitive appointments, appointments where the number one ranked candidate was not selected, and placement follow up forms. The quality of the Selection Board Chair certification process will be improved through increased training for certification, and monitoring of the process.

The PSC will commence focused data collection arising from audit functions, staff monitoring and daily activities to compile valid and reliable data to be used in decision making and reporting processes.

## **Employee and Departmental Services**

The PSC has witnessed consistent increases in requests for EAP services. As well, the RWP has evolved and there has been an increasing demand from departments for services to provide respectful, harassment free environments. The Commission will be addressing the issue of resources to meet these increasing demands.

The focus on employee wellness has been well established, and interest has grown in providing wellness programs. However, there is no comprehensive approach to this issue and there is a need for a corporate healthy workplace plan. This approach would be consistent with Government's current stated goal of promoting wellness for its citizens, as demonstrated through its new Provincial Wellness Strategy.

Feedback from all levels indicates a need for a comprehensive respectful workplace training Program. This will include required orientation, skill building and information sessions for managers and frontline employees, individual coaching and on line learning tools. There is also an identified need for increased senior management leadership in creating respectful, healthy work environments within departments. The Commission has brought some serious issues to the attention of departments which have required leadership intervention. In some instances, the response and action taken indicate a need for increased senior management understanding of their critical role in ensuring a healthy work environment for their employees.

In addition, a need to build a stronger partnership with all levels of public service unions has also been identified. There has been considerable support for both the EAP and RWP through the joint labour management committees. However the need exists for greater collaboration and program information training at the shop steward level.

As a result of the above-noted needs which have been identified, the following goals and objectives have been established for fiscal year 2006-07:

### **EAP and Wellness**

**Goal :** Healthy employees in healthy workplaces

**Objectives:**

- Gather additional data and develop a wellness strategy to address the issue of increased usage of the EAP by managers.
- Develop a training plan to effectively meet the need for managers to access the EAP training designated as mandatory in the human resource management program.
- Collaborate with NAPE on the development of an information/training package for shop stewards.
- Development a Strategic Healthy Workplace Plan which will be guided by the results of the Healthy Workplace Survey.

### **Respectful Workplace Program**

**Goal:** To create a Public Service work environment that is free from harassment and discrimination, respectful of diversity, and constructive in its approach to workplace conflict.

**Objectives:**

- Have all Managers complete the “Creating a Respectful and Harassment free Workplace” - An Orientation Workshop for Mangers.
- To develop and deliver a senior management information session ready for delivery in 2006-2007.
- To continue the development of RWP on-line tools, with access to be available in 2006-2007.
- To have all Departments represented within the RWP Frontline Trainers Group at the end of 2006-2007
- The development of a joint union/management frontline training program for 2006-2007.
- To have a minimum of two RWP Frontline Information Sessions within each Department.
- To support RWP capacity building efforts within work sites toward a 20 % increase of RWP Committees and activities within government departments.

## **Appeal and Investigations**

The Commission recognizes the important role it plays in providing independent support and guidance in matters of personal and systemic complaints. Therefore, in the up-coming fiscal year, the Commission will continue to develop and refine the Investigation Policy and Procedures Manual and assess the need to expand the role played by the Investigations Consultation Advisory Group (ICAG).

The Management Grievance process is also a very important component of the Commission's work. The Commission recognizes the need to continue to update and refine the Management Grievance Procedures in partnership with the Public Service Secretariat and to develop and deliver, on an as required basis, a training package for Chairpersons and panel members utilized during the management grievance hearing process.

There have been a number of inefficiencies highlighted with the Classification Appeal Board, which the Commission will address in the coming fiscal year. The Commission plans to facilitate, on behalf of the Chair of the Classification Appeal Board, an operational plan that will address much of the large backlog of appeals which resulted due to the occupational reviews. In addition, the Commission will undertake the initiative to be responsible for the submission to government regarding the appointment of the Classification Appeal Board (CAB) members and coordinate through the Minister responsible, changes regarding CAB appointments that will enhance the work of the Board without having to endure lengthy delays which prove to be counter-productive to board operations.

Due to its role in the administration of the Conflict of Interest Act, the Commission will develop and present, on a routine basis, a multi-level briefing relating to the Conflict of Interest Act on behalf of the Conflict of Interest Advisory Committee.

# Financial Statements

47

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

**PUBLIC SERVICE COMMISSION**  
**Statement of Expenditure and Related Revenue**  
**FOR THE YEAR ENDED 31 MARCH 2006**

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>SERVICES TO GOVERNMENT AND AGENCIES</b>			
<i>CURRENT</i>			
<b>1.1.01. SERVICES TO GOVERNMENT AND AGENCIES</b>			
01. Salaries .....	1,965,870	1,997,700	2,107,700
02. Employee Benefits .....	72,262	75,700	25,800
03. Transportation & Communications .....	239,893	244,500	104,500
04. Supplies .....	37,490	41,200	32,200
05. Professional Services .....	193,111	198,300	129,300
06. Purchased Services .....	161,945	165,800	165,800
07. Property, Furnishings & Equipment .....	3,008	9,700	9,700
09. Allowances and Assistance .....	-	-	157,900
	<u>2,673,579</u>	<u>2,732,900</u>	<u>2,732,900</u>
02. Revenue - Provincial .....	(4,655)	-	-
<b>Total: Services to Government and Agencies</b>	<u>2,668,924</u>	<u>2,732,900</u>	<u>2,732,900</u>
<b>TOTAL: SERVICES TO GOVERNMENT AND AGENCIES</b>	<u>2,668,924</u>	<u>2,732,900</u>	<u>2,732,900</u>
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<u>2,668,924</u>	<u>2,732,900</u>	<u>2,732,900</u>
<b>TOTAL: PUBLIC SERVICE COMMISSION</b>	<u>2,668,924</u>	<u>2,732,900</u>	<u>2,732,900</u>

*Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2008. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process, however the Public Service Commission is not required to provide a separate audited financial statement.*