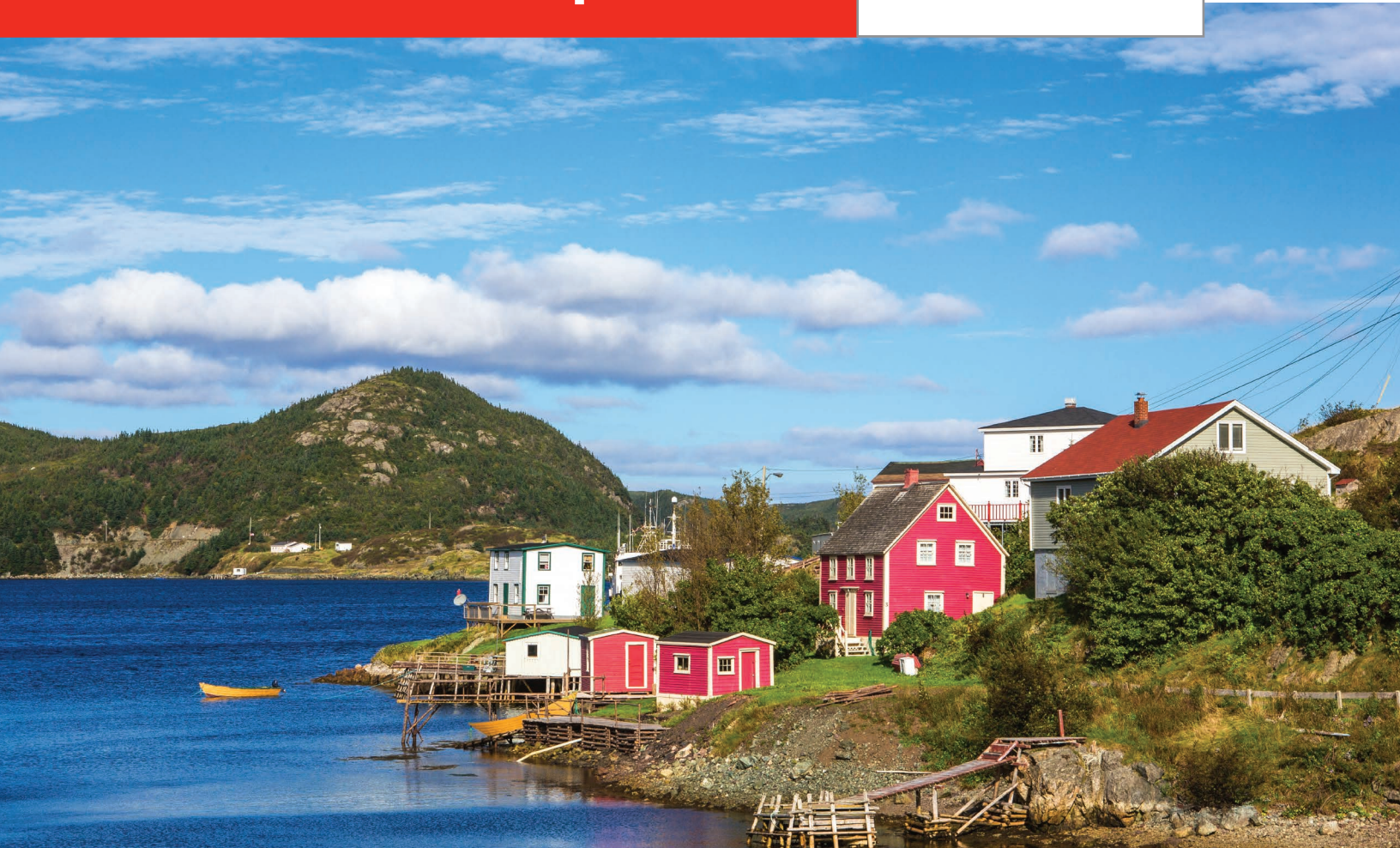


Public Service Commission

Annual Report

2017-18



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 2017-18 Annual Report for the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines the achievements and progress made by the PSC towards fulfilling our commitment to government's strategic directions, as outlined in our 2017-20 Business Plan. On behalf of the PSC, I am accountable for the results reported.

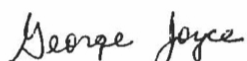
This report coincides with the first year of the PSC's 2017-20 business planning cycle. The PSC has responsibility to ensure promotion and protection of the merit principle, which it undertakes through the provision of oversight and policy for merit-based appointments. The PSC is committed to implementing continuous quality improvements to our merit-based processes. In 2017-18, the PSC focused its efforts on reviewing current practices with a goal to enhance the merit-based appointment process for agencies, boards, and commissions (ABCs). The PSC works collaboratively with the Independent Appointments Commission (IAC) and our efforts to date further solidify our commitment to advancing the merit-based appointment process and ensuring that it remains one of the most open and accessible appointment processes in Canada.

As well, the PSC supported and contributed to the development and implementation of the new Harassment-Free Workplace Policy. This includes services under the Employee Assistance and Respectful Workplace Division, more specifically, the Respectful Workplace Program (RWP) as a viable option in the resolution of harassment complaints. The PSC reviewed RWP processes and put forward recommendations for improvement in support of the Harassment-Free Workplace Policy.

As outlined in our 2017-18 Annual Report, the PSC has made significant progress in support of government's strategic direction of improving governance and oversight of the public service and government entities. Many achievements have been made and work is ongoing in the following key focus areas:

- Enhancing merit-based ABC appointment processes;
- Supporting and advising the IAC;
- Improving promotion of ABC opportunities; and
- Promoting efficiency and innovation in our programs and services.

I would like to take this opportunity to acknowledge my fellow Commissioner and the staff of the PSC for their dedication and outstanding accomplishments thus far. I look forward to our continued success and guiding the PSC into the 2018-19 fiscal year.



George Joyce, Chief Executive Officer and Chair

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Public Service Commission Overview

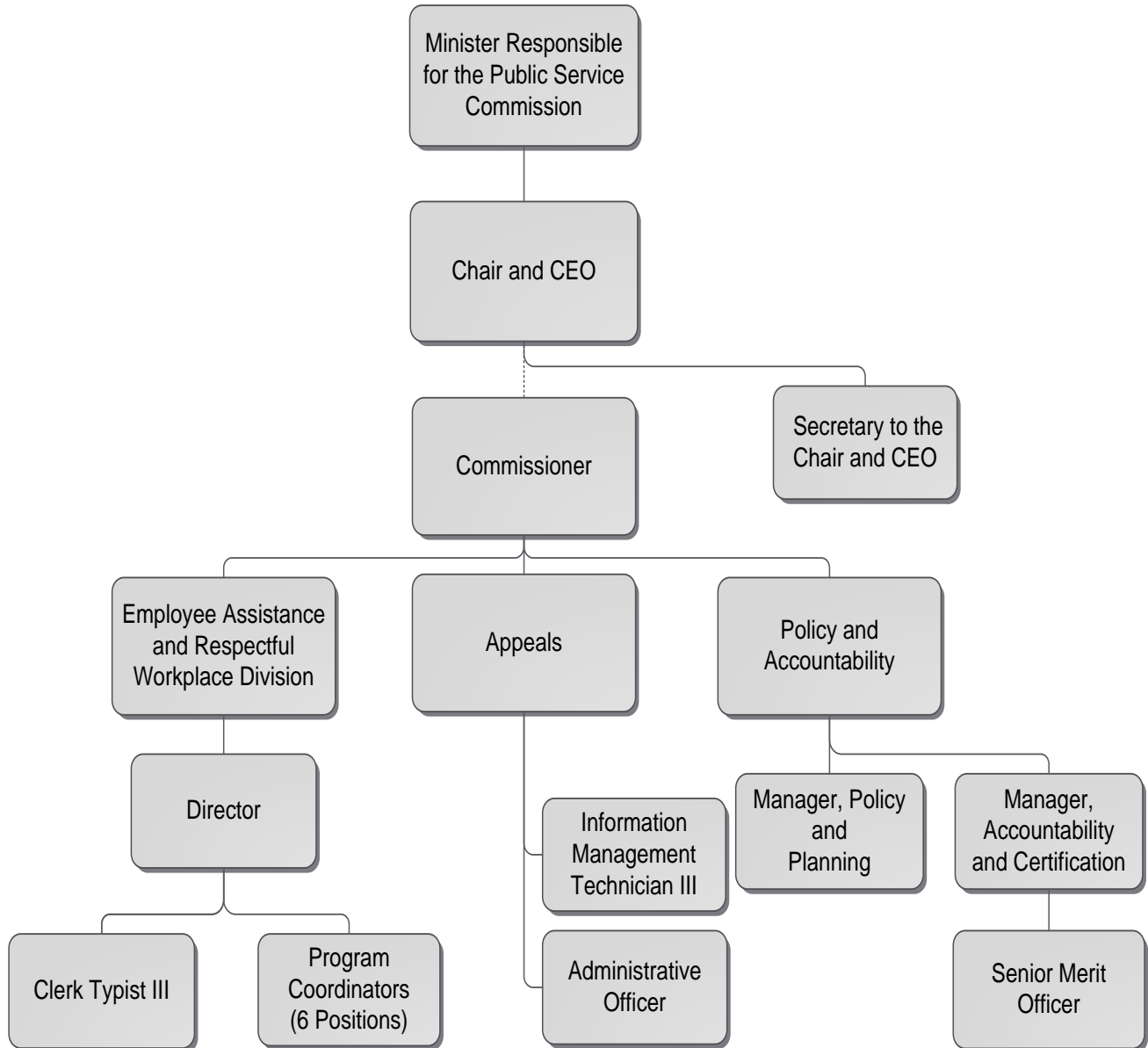
The Public Service Commission (PSC) is one of the key accountability entities of government. Governed by the **Public Service Commission Act**, the principal statutory role of the PSC is to act as an arms-length agency tasked with the promotion and protection of merit in public service hiring and in appointments to agencies, boards, and commissions (ABCs). The PSC is also responsible for ensuring the existence of a professional, non-partisan public service and provincial ABC representation.

The core functions of the PSC include:

- Establishing staffing policies;
- Applying a merit-based appointment process to generate recommendations for ABC appointments;
- Supporting and advising the Independent Appointments Commission;
- Certifying Selection Board Chairs;
- Monitoring, conducting and hearing appeals of staffing actions;
- Supporting adjudication panels designed to provide third-party resolution to matters pertaining to classification appeals;
- Leading and supporting the Conflict of Interest Advisory Committee under the **Conflict of Interest Act**; and
- Providing Employee Assistance and Respectful Workplace Programs to public sector employees. The integrity and impartiality of these programs is enhanced by the neutral and independent nature and reputation of the PSC.

For more information about the PSC, please visit www.psc.gov.nl.ca/psc/.

Organizational Structure



Staff and Budget

The PSC includes Commissioners appointed by the Lieutenant-Governor in Council. The Lieutenant-Governor in Council designates one Commissioner as Chairperson. The Chairperson is the Chief Executive Officer of the PSC and has Deputy Minister status. The Chairperson directs and supervises the administrative and technical activities of the PSC.

As of March 31, 2018, the PSC employed 16 people, including the Executive members. Of the 16, there are 11 females and five males.

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

The PSC does not collect revenues. Our expenditures for fiscal year 2017-18 were \$2,442,532 as determined in the budget process and voted on and approved in the House of Assembly. The detailed financial information is located in the [Financial Information](#) section of this report.

Division	# of Employees	Budget
Executive Services	8	\$1,166,731
Employee Assistance and Respectful Workplace Division	8	\$1,275,801

Highlights and Partnerships

In addition to the PSC's achievement of its objectives, as outlined in the Report on Performance section of this report, the PSC was also involved in a broad range of other activities and accomplishments throughout the year, as outlined below. Our partnerships are crucial to operating efficiently and effectively and continuing to improve and build upon our prior achievements. The PSC works closely with departments, agencies, and unions in developing and providing a variety of supports and services to public service employees.

Accountability and Certification

In its role of protecting merit in public service staffing, the PSC investigates and responds to inquiries and formal concerns relating to recruitment actions. In fiscal year 2017-18, there were 20 requests for formal staffing reviews. This represents approximately two per cent of staffing actions for the same period and is a positive indicator demonstrating adherence to policy, practice and the protection of merit. All requests for review were completed and closed. The PSC is committed to continuous quality improvements and as such, information stemming from staffing reviews is analyzed for the purpose of auditing and compliance, informing policy, and Selection Board Chair training and support. Our efforts promote efficiency and innovation in our programs and services which is one of our focus areas supporting the strategic direction of improved governance and oversight of the public service and government entities.

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

The PSC shares a commitment with departments and agencies to ensure that merit, fairness and transparency are upheld in competitive processes within the public service,

as well as adherence to the PSC's staffing policies. The PSC and the Human Resources Secretariat (HRS) have a shared responsibility for the training and certification of Selection Board Chairs. The Strategic Staffing Division of HRS is responsible for the training and mentoring of new and provisional Selection Board Chairs guiding them through the certification process. Upon receiving a certification request, the PSC will complete a provisional review to determine if the candidate is qualified to be granted Selection Board Chair certification. In addition to the certification request, performance of Selection Board Chairs is reviewed through the annual compliance reviews or in response to staffing related complaints.

Merit-Based ABC Appointment Process

As a part of government's commitment to establish a new merit-based appointment process for ABCs, the **Independent Appointments Commission Act (IAC Act)** was given Royal Assent on May 24, 2016 and an Independent Appointments Commission (IAC) was established on May 25, 2016. The IAC has the responsibility to apply a merit-based process to generate recommendations for approximately 30 Tier One ABCs. The PSC and IAC jointly administer the process for Tier One entities and the PSC supports and advises the IAC in its role. The PSC is also responsible for applying a merit-based process to generate recommendations for over 120 Tier Two ABCs. Tier One entities are set out in the Schedule to the IAC Act while Tier Two entities are listed in Schedule C to the **Public Service Commission Act (PSC Act)**.

In 2017-18, the PSC focused on enhancing communication and engagement with existing applicants as well as continuing efforts to promote awareness and appeal to more residents of the province interested in serving on our provincial ABCs. The PSC committed to regular communication with existing applicants to provide updates on the merit-based process, previous appointments, and current and upcoming opportunities. The PSC has also increased its presence on social media using Twitter to increase awareness and post current opportunities.

A new IAC website was also launched in 2017-18 to improve applicant experience. The website is maintained by the PSC and information is provided on general appointee requirements, current opportunities, and applying online through the application portal. The online application includes a section whereby candidates can self-identify with regard to gender, visible minority, Indigenous of Canada, person with disability, and age. This personal information is collected for the purpose of assessing the diversity of applicant pools for ABCs. At times, boards may seek representation from specific groups. This information is also used to report on applicant and appointment demographics. Where demographic groups are under-represented in applicant pools, this information helps inform our recruitment strategies. The PSC works with government departments, ABCs and relevant stakeholder groups to promote current opportunities and in targeted outreach programs.

In 2017-18, a total of 62 new requests were received to fill vacancies along with 15 requests carried forward from the previous year for a total of 61 ABCs. Fifty-four recommendations were issued for those requests. Recruitment processes were also conducted for 10 executive opportunities. Further statistics are provided in the table below:

Merit-Based ABC Appointments Statistics	Tier One	Tier Two
Requests received for recommendations (carried forward from 2016-17)	8	7
Requests received for recommendations	27	35
Recommendations issued	26	28

* Please note that an ABC can have multiple requests for recommendations and a request can include more than one vacancy.

Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Programs (EARWP) are often the first point of contact for employees in need of mental health services. The PSC is responsible for delivering EARWP to approximately 13,500 public sector employees and their immediate family members. These programs are set up to be non-biased, independent and confidential in nature. Services are provided directly through in-house professional coordinators, supplemented by engaging external professional counselors and conflict coaches/mediators from across the province.

The Employee Assistance Program (EAP) is responsible for providing counseling and consultation supports to employees and managers for issues that are either affecting or have the potential to affect work performance. Services under EAP include the following:

- Early intervention, assessment, and referral.
- Mental health awareness, education, and counseling.
- Psychological First Aid (critical incident/ traumatic workplace events response provides individual and group debriefings for employees impacted by the death of a coworker, witnessing a death, exposure to or witness of a physical assault, physical threats or search and rescue activities).
- Workplace stress.
- Managing workplace change.
- On-site support during workplace job reductions, employee terminations, and departmental restructuring. Debriefings and support as needed are provided to the impacted employee as well as the human resources and management personnel involved in the notification process.
- Consultation and advisory services to human resources and senior managers in relation to mental health concerns involving employees.

The PSC established the Respectful Workplace Program (RWP) recognizing that productivity and quality of work are directly related to psychological health and respect in the workplace. In supporting government’s new Harassment-Free Workplace Policy, RWP staff work from a capacity building model, providing training and information to government departments, agencies, and employees on informal and constructive approaches to workplace conflict. Services under RWP include the following:

- Constructive and informal healthy resolution options for individuals and work groups engaged in conflict.
- Conflict coaching, mediation, and facilitated discussions.
- Conflict resolution and respectful workplace training for employees, managers, and shop stewards.
- Workplace intervention and resolution services.

Of the 13,500 eligible employees, the utilization rate for 2017-18 increased to 13.2 per cent. Additional statistics are provided in the following table.

EARWP Division Statistics			
	2016-17	2017-18	Increase/Decrease
Eligible employees who accessed services	1613	1795	+182
Utilization rate (based on 13,500 eligible employees)	11.9%	13.2%	+1.3%
EARWP workshops delivered	52	55	+3

Throughout 2017-18, the EARWP Division has worked collaboratively with HRS in several program and service areas. The Division assisted in the development and implementation of the new Harassment-Free Workplace Policy. This includes services

under the Division, particularly RWP as a viable option in the resolution of harassment complaints. The Division is referenced throughout the policy as a resource to employees, managers and departments interested in resolving disputes through informal avenues offered by RWP such as conflict coaching, mediation, and/or facilitated dialogue with an independent and neutral professional. The EARWP Division works in partnership with HRS under the Integrated Disability Management Program, to develop return to work plans for employees off work due to mental health issues or mental illness. The Division also worked with the Centre for Learning and Development in the establishment of a new online Conflict Resolution Skills Training module that will be mandatory for all government employees.

As well, the Division worked closely with the executive members of the Royal Newfoundland Constabulary in promoting mental health services.

Classification Appeals

The Management Classification Review Committee (MCRC) hears appeals of decisions made by the Classification and Organizational Design Division of the HRS for public sector employees classified in accordance with the Hay Classification System.

The PSC is currently in the process of appointing new members to the MCRC as the membership has declined in recent years. Once the new board is in place, appeals will be heard in a timely manner. Statistics are provided in the following table.

Management Classification Review Committee						
	Appeals carried forward (2016-17)	New appeals received	Appeals decided			Balance (March 31, 2018)
			Confirmed	Changed	Withdrawn	
2017-18	240	2	8	37	10	187
2016-17	222	147	46	64	19	240

Conflict of Interest Advisory Committee

Throughout 2017-18, 17 formal requests for advice were received by the Conflict of Interest Advisory Committee and 16 of those requests were closed by year end. Informal consultation services were provided in response to four enquiries.

Report on Performance

The first year of the 2017-20 business-planning period proved to be yet another exciting and rewarding year for the PSC as staff worked diligently and made significant progress towards the commitments outlined in our 2017-20 Business Plan. The following section provides an overview of our accomplishments in 2017-18.

Issue 1: Application of Merit-Based Processes to Agency, Board, and Commission Appointments

The PSC is mandated to provide merit-based recommendations for appointments to ABCs pursuant to the PSC Act and the IAC Act. The PSC is responsible for the application of a merit-based process for over 120 Tier Two ABCs and together with the IAC, administer the merit-based process for approximately 30 Tier One ABCs. The PSC is committed to reviewing its current practices with the goal of continuous quality improvements to the ABC appointment process. Such efforts will enhance merit-based ABC appointment processes, allow for continued support and advice to the IAC and improve promotion of ABC opportunities that are key focus areas of the overall strategic direction of improved governance and oversight of the public service and government entities. In 2017-18, the PSC reviewed current ABC merit-based processes to identify opportunities for improvement.

Goal: By March 31, 2020, the Public Service Commission will have improved the merit-based processes applied to recommendations for appointments to agencies, boards, and commissions.

Objective 1: By March 31, 2018, the Public Service Commission will have reviewed current processes and made recommendations for improvement to merit-based processes applied to recommendations for appointments to agencies, boards, and commissions.

Indicators	Accomplishments
<p>Reviewed previous ABC appointment recommendation processes and examined effectiveness of those processes.</p>	<ul style="list-style-type: none"> • In 2017-18, the PSC reviewed previous ABC appointment recommendation processes and examined effectiveness of those processes. • Recommendations were put forward to convert internal paper processes to electronic processes to gain efficiencies. Specific areas included file sharing and final approval processes. • The PSC also focused its efforts on reviewing its current communications strategy with the intent to enhance communication and engagement with existing applicants and the general public.
<p>Reviewed current ABC appointment recommendation processes for continuous improvements.</p>	<ul style="list-style-type: none"> • Throughout 2017-18, the PSC reviewed current ABC appointment recommendation processes for continuous improvements. • The PSC focused on enhancing its communication and engagement strategy with current applicants in the ABC database, as well as the general public. • The PSC focused its efforts on regular communication with current applicants in

	<p>2017-18 to enhance candidate engagement.</p> <ul style="list-style-type: none"> • The PSC also enhanced its social media presence with regular posts on current and upcoming opportunities on Twitter. • The PSC initiated targeted outreach to relevant Stakeholder groups in promoting ABC appointment opportunities. Some of the stakeholder groups included Memorial University, Federation of Labour, and the Institute of Corporate Directors. • The PSC also initiated a review of all entities currently scheduled to the IAC Act and the PSC Act.
<p>Consulted with select departments for feedback regarding process improvements.</p>	<ul style="list-style-type: none"> • Feedback was obtained on a regular basis throughout 2017-18 regarding process improvements. More specifically, improvements related to database usage and applicant screening. • The PSC was involved in regular discussions with departments, including the Department of Health and Community Services, Department of Fisheries and Land Resources, Department of Advanced Education, Skills and Labour, and Service NL.

	<ul style="list-style-type: none"> • Throughout the year, the PSC worked in consultation with several departments with respect to new entities being scheduled to the IAC Act and PSC Act.
<p>Consulted with Independent Appointments Commission (IAC) for feedback regarding process improvements.</p>	<ul style="list-style-type: none"> • Feedback was obtained on a regular basis throughout 2017-18 with the IAC regarding process improvements. More specifically, feedback on enhancing communications and engagement with the general public. • A new IAC website was developed and launched in December 2017. • The PSC focused its efforts on regular communication in 2017-18 to enhance candidate engagement. • The PSC in consultation with the IAC promoted the ABC merit-based appointment process at several speaking events during the year.
<p>Reviewed application portal for continuous improvements.</p>	<ul style="list-style-type: none"> • In 2017-18, the application portal of the ABC appointments website was reviewed for continuous quality improvements. • Recommendations were put forward and implemented to increase the number of ABCs that applicants can apply to from four to 10. • Recommendations were put forward and implemented to allow applicants to

	<p>review their application prior to submission and to save a copy to their own computer.</p> <ul style="list-style-type: none"> • Components of the application portal were upgraded to promote efficiencies to tracking data and reporting on performance.
<p>Consulted with select board members regarding process improvements.</p>	<ul style="list-style-type: none"> • Feedback was received from individuals in 2017-18 regarding applicant experience. • Positive feedback was received regarding the overall merit-based appointment process. • Suggestions were received in relation to the application portal having username capabilities enabling applicants to update current applications in the database. • Recommendations were put forward to improve the application portal allowing applicants to review their application prior to submission and also to save a copy to their own computer.

Results achieved for Objective 1:

The PSC was successful in satisfying all of the indicators associated to the 2017-18 annual objective. The PSC has worked diligently to improve the merit-based processes applied to generating recommendations for ABC appointments. In 2017-18, the PSC focused its efforts on reviewing current processes and making recommendations for improvements. More specifically, the PSC reviewed previous ABC appointment processes for efficiency and effectiveness, and reviewed current merit-based appointment processes and the application portal for continuous improvements. Feedback was also received from select government departments, board members and from the IAC regarding process improvements. Recommendations were put forward and several of those recommendations have already been implemented as outlined in the table above. The PSC is committed to the protection of merit and continuous quality improvements in the application of merit-based processes to ABC appointments.

Annual objective for 2018-19

The 2018-19 objective is provided below. The indicators associated to the objective are based upon our progress to date.

Objective 2: By March 31, 2019, the Public Service Commission will have implemented merit-based process improvements applied to agency, board, and commission appointment recommendations.

Indicators:

- Implemented recommendations regarding the conversion of internal paper processes to electronic processes to gain efficiencies. Specific areas included file sharing and final approval processes.

- Increased presence on social media platforms to enhance communication and engagement with existing applicants as well as continuing efforts to promote awareness and appealing to more residents of the province interested in serving on our provincial ABCs.
- Completed a review of all entities currently scheduled to the IAC Act and the PSC Act to ensure the referenced legislation is specific to board positions that are open to the public.
- Implemented other continuous quality improvements to the merit-based appointments process as needed.

Issue 2: Support of the Harassment-Free Workplace Policy through the Delivery of the Respectful Workplace Program

The protection of individuals from harassment in the work environment is of paramount importance. The Harassment-Free Workplace Policy promotes awareness, prevention, and resolution of allegations of harassment. Employees can access confidential support and guidance on how to constructively respond to situations of harassment and/or conflict to explore avenues of resolution through RWP. Assistance through RWP may be in the form of consultation, personal support, conflict coaching, mediation, problem solving or a discussion about the conflict resolution choices available to the individual.

The PSC is committed to reviewing its current RWP processes to support and better align with the Harassment-Free Workplace Policy. Such efforts will promote efficiency and innovation in our programs and services which is a key focus area of the overall strategic direction of improved governance and oversight of the public service and government entities.

Goal: By March 31, 2020, the Public Service Commission will have promoted the Respectful Workplace Program as a viable option available under the new Harassment-Free Workplace Policy.

Objective 1: By March 31, 2018, the Public Service Commission will have reviewed select Respectful Workplace Program processes and made recommendations for improvement in support of the Harassment-Free Workplace Policy.

Indicators	Accomplishments
<p>Supported HRS in the development and delivery of training specific to RWP and the Policy.</p>	<ul style="list-style-type: none"> • The new Harassment-Free Workplace Policy will come into effect in 2018-19. Resolution options involving RWP services have been incorporated into this new policy. Additionally, the training materials for the policy are in development and will be presented to executive level and management staff prior to the launch of the policy. The training will include information specific to the referral process and RWP services offered to all employees whether or not they access RWP under the policy. • The EARWP Director attended the in-person training sessions for Deputy Ministers and Assistant Deputy Ministers in relation to the referral process and services available to all employees and departments, as this relates to the Harassment-Free Workplace Policy.

	<ul style="list-style-type: none"> The EARWP Director and a RWP Coordinator regularly attended meetings with the Harassment-Free Workplace Policy Committee and were responsible for drafting and approving all text related to services and processes pertaining to the RWP that were outlined in the Harassment-Free Workplace Policy.
<p>Reviewed the Conflict Resolution Skills Training for improvements.</p>	<ul style="list-style-type: none"> The Conflict Resolution Skills Training was reviewed in 2017-18 and improvements will include the development of an online e-learning module in partnership with the Centre for Learning and Development, HRS. The module will be launched in 2018-19 after the new Harassment-Free Workplace Policy comes into effect, to promote further the connection between the policy and RWP services.
<p>Reviewed the RWP information and referral process for improvements.</p>	<ul style="list-style-type: none"> In 2017-18, the RWP referral process and related information was reviewed and updates were made to printed materials specific to conflict coaching, mediation services and the mediation agreement. The PSC website was also updated accordingly.
<p>Promoted awareness of the new Policy through RWP training.</p>	<ul style="list-style-type: none"> Throughout 2017-18, 55 EARWP workshops were delivered to

	<p>government employees and as a part of that training, information was provided to employees regarding the new Harassment-Free Workplace Policy in progress at the time.</p>
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Results achieved for Objective 1:

The PSC was successful in satisfying all of the indicators associated to the 2017-18 annual objective. The PSC has worked diligently promoting the Respectful Workplace Program as a viable option available under the Harassment-Free Workplace Policy. In 2017-18, the EARWP Division focused its efforts reviewing select Respectful Workplace Program processes with the intent to make recommendations for improvement. More specifically, the Division supported HRS in the development of training with respect to RWP services under the new Harassment-Free Workplace Policy and support will be provided in the delivery of that training as well. The Division also reviewed the Conflict Resolution Skills Training, and RWP referral process and related information for improvements. The PSC will continue to support the Harassment-Free Workplace Policy through the delivery of RWP services.

Annual objective for 2018-19

The 2018-19 objective is provided below. The indicators associated to the objective are based upon our progress to date.

Objective 2: By March 31, 2019, the Public Service Commission will have implemented Respectful Workplace Program process improvements in support of the Harassment-Free Workplace Policy.

Indicators:

- Supported HRS in the delivery of training specific to RWP and the Harassment-Free Workplace Policy.
- Launched the Conflict Resolution Skills Training online eLearning module in partnership with the Centre for Learning and Development, HRS.
- Implemented RWP process improvements as needed.

Opportunities and Challenges

Employee Assistance and Respectful Workplace Division

The new Harassment-Free Workplace policy includes provisions for complainants and respondents to resolve disputes through informal conflict resolution services. The EARWP Division plays a pivotal role in delivering services that support the policy. Conflict coaching, mediation, and/or facilitated dialogue approaches are supports offered by RWP and are seen as healthy and constructive means for employees to resolve disputes that may be negatively impacting the psychological health of both the employees and the work group. These services are available to all employees throughout core government departments and ABCs. There is an opportunity for more employees to seek the services of RWP as a means to resolving workplace disputes as an alternative to formal investigations (i.e. conflict coaching and mediation).

RWP is being called upon more frequently to provide mediation services to employees as an alternative to making formal complaints under the Harassment-Free Workplace Policy. Requests for RWP services come from the Harassment-Free Workplace Manager under the Harassment-Free Workplace Policy, as well as from other groups seeking resolution and choosing not to engage in the formal complaint process. These groups include human resources professionals, managers, and employees throughout government. An increase in requests for mediation is seen as a positive trend as more employees, managers and workgroups view mediation as a viable and constructive option in resolving workplace conflicts.

EAP has actively promoted to employers the need to identify employees who have either been exposed to or are at risk of exposure to traumatic workplace events. The response has been positive as more managers across various government departments are reaching out to employees to seek the support of EAP when faced with adverse workplace events.

Merit-Based ABC Appointments

The merit-based process used to generate recommendations for ABC appointments is one of the most open and accessible appointment processes in Canada. The PSC is committed to continuous quality improvements and will focus its efforts on advancing the ABC merit-based appointment process.

The IAC is currently comprised of five volunteer members appointed by resolution of the House of Assembly. The IAC Act requires a three-member panel to develop recommendations which means that only one panel can function at a time. In 2017-18, the IAC Act was amended to allow for up to two additional members to serve on the IAC. An IAC membership of seven members allows for two panels to operate concurrently and as a result, reduce time demands on the existing volunteer members. As well, an increased membership will promote efficiencies in generating recommendations for ABC appointments.

Financial Information

PUBLIC SERVICE COMMISSION**Statement of Expenditure and Related Revenue (Unaudited)
FOR THE YEAR ENDED 31 MARCH 2018**

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
EXECUTIVE AND SUPPORT SERVICES			
SERVICES TO GOVERNMENT AND AGENCIES			
CURRENT			
1.1.01. SERVICES TO GOVERNMENT AND AGENCIES			
01. Salaries	1,494,831	1,496,500	1,464,500
Operating Accounts:			
Employee Benefits	10,980	13,100	7,600
Transportation and Communications	39,047	78,300	78,300
Supplies	7,188	8,900	8,900
Professional Services	588,633	658,300	663,800
Purchased Services	300,768	309,200	309,200
Property, Furnishings and Equipment	1,085	3,000	3,000
02. Operating Accounts	947,701	1,070,800	1,070,800
	2,442,532	2,567,300	2,535,300
Total: Services to Government and Agencies	2,442,532	2,567,300	2,535,300
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	2,442,532	2,567,300	2,535,300
TOTAL: EXECUTIVE AND SUPPORT SERVICES	2,442,532	2,567,300	2,535,300
TOTAL: PUBLIC SERVICE COMMISSION	2,442,532	2,567,300	2,535,300

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2018 (Unaudited). The Public Service Commission is not required to provide a separated audited financial statement.

Public Service Commission
Government of Newfoundland and Labrador
50 Mundy Pond Road, P.O. Box 8700
St. John's, NL A1B 4J6
Telephone: (709) 729-5810
Toll Free: 1-855-330-5810
Website: www.psc.gov.nl.ca
Email: contactpsc@gov.nl.ca

