

ANNUAL REPORT 2019/20



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 2019-20 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 2017-20 Business Plan. On behalf of the PSC, I am accountable for the results reported therein.

This report coincides with the third and final year of the PSC's 2017-20 business planning cycle. The PSC is responsible for ensuring the promotion and protection of the merit principle, which it undertakes through the provision of oversight and policy for merit-based appointments. During the past three years, the PSC focused its efforts on improving the merit-based processes applied to recommendations for appointments to agencies, boards and commissions (ABCs). The PSC works collaboratively with the Independent Appointments Commission (IAC) and remains committed to the advancement of the merit-based appointment process and ensuring that this process remains one of the most open and accessible in Canada.

The PSC is also committed to the promotion of the Respectful Workplace Policy as a viable option under government's Harassment-Free Workplace Policy, and process improvements made in the previous year have proved valuable in support of that policy.

As outlined in our 2019-20 Annual Report, the PSC has worked diligently in the past three years and has achieved 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 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.

We look forward to the start of the new 2020-23 business planning cycle, and remain committed to building upon the many achievements made thus far. I would like to take this opportunity to acknowledge my fellow Commissioner and the staff of the PSC for their continued dedication and commitment to service, and the significant progress made throughout the 2017-20 business planning period.

A handwritten signature in cursive script that reads "George Joyce". The signature is written in black ink on a light-colored background.

George Joyce

Chair and Chief Executive Officer (Acting)

Table of Contents

Public Service Commission Overview.....	1
Organizational Structure.....	2
Staff and Budget.....	3
Highlights and Partnerships.....	4
Highlights	4
Partnerships	10
Report on Performance.....	12
Issue 1: Application of Merit-Based Processes to Agency, Board and Commission Appointments	12
Goal Statement	12
2019-20 Objective	18
2017-20 Goal Reporting.....	20
Issue 2: Support of the Harassment-Free Workplace Policy through the Delivery of the Respectful Workplace Program.....	21
Goal Statement	21
2019-20 Objective	24
2017-20 Goal Reporting.....	25
Opportunities and Challenges	26
Financial Information	29

ANNUAL REPORT 2019-20

Public Service Commission Overview

The Public Service Commission (PSC) is one of the key accountability entities within the Government of Newfoundland and Labrador. 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.

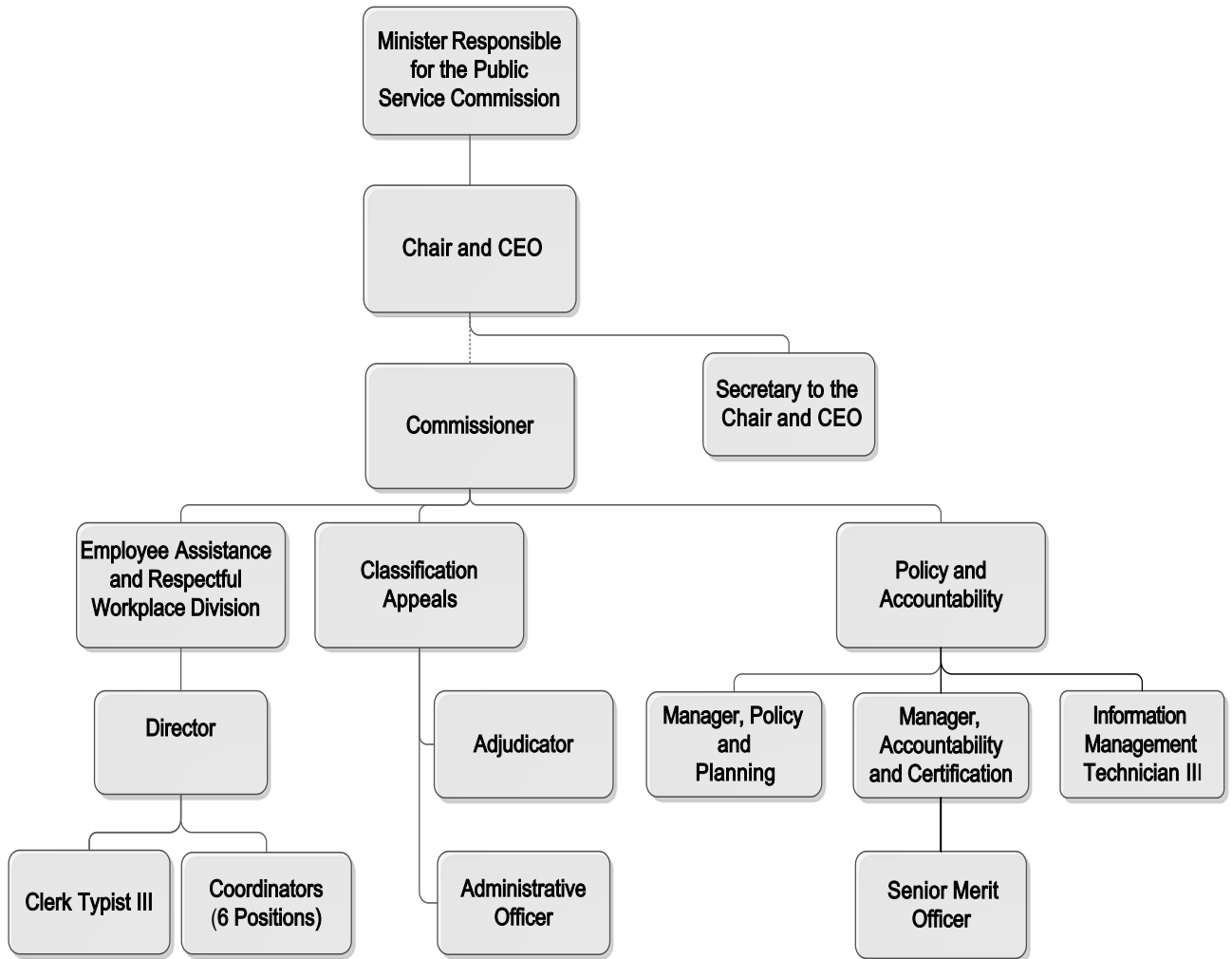
The core functions of the PSC include:

- Establishing staffing policies;
- Certifying Selection Board Chairs;
- Monitoring, conducting and hearing appeals of staffing actions;
- Providing Employee Assistance and Respectful Workplace Programs (EARWP) to public sector employees;
- Supporting the adjudication process 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**;
- Applying a merit-based appointment process to generate recommendations for ABC appointments; and,
- Supporting and advising the Independent Appointments Commission (IAC).

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, 2020, the PSC employed 17 people, including the executive members. Of the 17, there are 12 females and five males.

The PSC is located at 261 Kenmount Road, St. John's, NL and serves all regions of the province from this location.

The PSC does not collect revenues. Our expenditures for fiscal year 2019-20 were \$2,351,935 as determined in the budget process, 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	9	\$933,929
Employee Assistance and Respectful Workplace Division	8	\$1,418,006

Highlights and Partnerships

Highlights

In addition to the achievements specifically related to the PSC's goals and 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 experienced many accomplishments throughout the year.

Accountability and Certification

In fulfilling its role of protecting merit in public service staffing, the PSC completed a compliance review in the fiscal year 2019-20 of the College of the North Atlantic. A sample of recruitment files for each of the certified Selection Board Chairs with the College was reviewed. Overall, the review proved that the College is compliant with the PSC's merit principles. Minor issues were identified and addressed, and the appropriate communication was provided to further support Selection Board Chairs with the College.

In addition, the PSC investigates and responds to inquiries and formal concerns relating to recruitment actions. In 2019-20, there were 19 requests for formal staffing reviews and 15 requests were completed and closed. This represents 1.3 per cent of staffing actions for the same period, which is a positive indicator that demonstrates adherence to policy, practice and the protection of merit. The PSC is committed to continuous quality improvements and as such, information arising from staffing reviews is analyzed for the purpose of auditing and compliance, informing policy, and training and supporting Selection Board Chairs.

As a result of the PSC's policy initiatives, 65 concurrence requests were completed throughout 2019-20. These requests ranged from lateral transfers to conversion of employment or position attachment status.

In the fiscal year 2019-20, the PSC also initiated regular monthly meetings with all delegated staffing authorities. These efforts have promoted efficiency and innovation in our programs and services, which is one of our key focus areas supporting government's strategic direction of improved governance and oversight of the public service and government entities.

Merit-Based ABC Appointments

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 the 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 PSC Act.

In 2019-20, 36 new requests were received to fill vacancies on our provincial ABCs. A total of 36 recommendations were issued as a result of those new requests and the outstanding requests from the previous year. The PSC also conducted recruitment processes for four executive opportunities. Further statistics are provided in the following table.

Merit-Based ABC Appointments	Tier One	Tier Two
Requests Received for Recommendations (carried forward from 2018-19)	8	8
Requests Received for Recommendations (2019-20)	16	20
Recommendations Issued	16	20

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

Employee Assistance and Respectful Workplace Programs

The EARWP Division acts as an impartial and neutral safe place for employees seeking personal counselling and conflict resolution services from highly trained, registered professional staff in a confidential setting. EARWP serves as the first point of contact for many employees and their immediate family members in need of support and advice, and access to mental health services. The total number of employees eligible for services exceeds 13,500 and includes government departments and other government entities. The EARWP also has several partnerships and memorandums of understanding in serving other public service entities including NL Housing Corporation, Legal Aid Commission, NL English School District (management employees) and the Royal Newfoundland Constabulary (RNC).

The EARWP Division operates using a central intake system that is widely promoted and advertised throughout government and public sector agencies. Calls and inquiries are responded to within one business day. Services under the Employee Assistance Program (EAP) include:

- Assessment and referral;
- Early intervention and personal counselling;
- Psychological First Aid Services to individuals, groups and departments impacted by traumatic workplace events;
- On-site support to individuals impacted by restructuring, job loss, dealing with difficult news;
- Consultation to employees and managers on workplace stress and change;
- Delivery of education and awareness sessions on topics such as mental health in the workplace, compassion fatigue, mental health first aid and EAP services; and,
- Consultation and advisory services to executives, managers and unions seeking assistance on employees with mental health or work related challenges.

The Respectful Workplace Program (RWP) responds to inquiries through the same central intake system. Additionally, consultations related to workplace conflicts, mediations and training may be sent directly to the RWP Coordinators and/or the EARWP Director. Services under the RWP include:

- Consultation and advisory services to employees, managers, executive members and departments engaged in conflict;
- Conflict coaching, mediation and facilitated discussions with dyadic or multi-party groups;
- Constructive and informal resolution options for individuals and teams;
- Conflict Resolution Skills training for supervisors, managers and shop stewards;
- Respectful Workplace training for management and bargaining unit employees; and,
- Workplace restoration and resolution intervention.

In the fiscal year 2019-20, there was an uptake of 0.9 per cent in new requests for services. The 13.9 per cent utilization rate indicates that employees are aware and they readily use the services when needed. Additional statistics are provided in the following table.

EARWP Division			
	2017-18	2018-19	2019-20
Eligible Employees Who Accessed Services	1795	1753	1877
Utilization Rate (based on 13,500 eligible employees)	13.2%	13%	13.9%
EARWP Workshops Delivered	66	66	54

Classification Appeals

The Classification Appeal Adjudicator is an independent position situated within the PSC. The Adjudicator hears appeals for bargaining unit and non-bargaining unit/non-management employees classified under the Job Evaluation System (JES). The implementation of JES began on April 15, 2015, and there are approximately 32,000 bargaining unit public sector employees classified on this system. The PSC provides administrative and logistical support to the Adjudicator. As of March 31, 2020, there were 1,418 outstanding JES appeals and decisions on appeals are ongoing. Statistics are provided in the following table.

Job Evaluation System (JES) Classification Appeals					
	Appeals Carried Forward (2018-19)	New Appeals Received (2019-20)	Appeals in Final Stages	Appeals Completed	Balance (March 31, 2020)
2019-20	1097	962	250	391	1418

The Management Classification Appeal Board (MCAB) hears appeals of decisions made by the Classification and Organizational Design Division of the Human Resource Secretariat (HRS) for public sector employees classified in accordance with the Hay Classification System. The MCAB is chaired by the Chair and CEO of the PSC and comprised of senior level public sector employees appointed by Government. Statistics are provided in the following table.

Management Classification Appeals						
	Appeals Carried Forward	New Appeals Received	Appeals Decided			Balance (March 31, 2020)
			Confirmed	Changed	Withdrew / No Review Conducted	
2019-20	161	7	53	12	20	83
2018-19	187	30	10	24	22	161

Conflict of Interest Advisory Committee

Throughout 2019-20, 14 formal requests for advice were received by the Conflict of Interest Advisory Committee, and all of those requests were closed by year-end. Informal consultation services were provided in response to 10 enquiries.

Partnerships

Working closely with government entities scheduled to the PSC Act, the PSC, through establishment of staffing policy, oversight and accountability measures, ensures the protection of merit in appointments and promotions within the public service, as well as merit-based processes applied to generate recommendations for ABC appointments. While the PSC has direct responsibility for the protection of merit through its oversight role, our partnerships are critical to our continued strategic improvements. In addition, the PSC, through its arms-length role, works closely with departments, agencies and unions in developing and providing a variety of supports and services to public service employees.

The PSC shares a commitment with government entities 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 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 compliance reviews or in response to staffing related complaints.

The PSC also shares a commitment with the IAC in the application of a merit-based process to generate recommendations for Tier One ABCs scheduled to the IAC Act.

The PSC is mandated to provide non-binding merit-based recommendations for ABC appointments pursuant to the PSC Act and the IAC Act. The PSC also works collaboratively with government entities to identify ABC appointment opportunities. The PSC is committed to the advancement of the merit-based appointment process and ensuring that it remains one of the most open and accessible appointments processes in Canada.

The EARWP Division works closely with HRS in support of the Harassment-Free Workplace Policy. 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 PSC is committed to the promotion of RWP as a viable option under the Harassment-Free Workplace Policy.

Under EAP, the Division works closely with the Employee Safety and Wellness Division and the Integrated Disability Management Program providing assistance to employees. Services include providing on-site support and follow up to employees involved in employee relations disputes, and also to employees off work or at risk of being off work due to mental health issues.

Report on Performance

The final year of the 2017-20 business planning cycle proved to be another rewarding year for the PSC, as staff worked diligently to achieve the goals and objectives set out in the business plan. This section includes the PSC's performance as it relates to the achievement of the 2019-20 annual objective and as well, the overall three-year goal.

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

The PSC is mandated to apply a merit-based process to generate recommendations for ABC appointments 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 in collaboration with the IAC, administering the merit-based process for approximately 30 Tier One ABCs. Throughout 2019-20, the PSC focused its efforts on the evaluation of improvements made in the previous year to the merit-based appointment process. Such efforts enhance ABC appointments; allow for the continued support and advice provided to the IAC; and improve promotion of ABC opportunities, which are the key focus areas of government's strategic direction of improved governance and oversight of the public service and government entities.

Goal Statement

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.

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 ABC appointment processes. • In 2017-18, recommendations were put forward to convert internal paper processes to electronic processes to gain efficiencies. Specific areas included file sharing and final approval processes. • Throughout 2017-18, 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"> • In 2017-18, the PSC focused on enhancing its communication and engagement strategy with current applicants in the ABC database, as well as the general public. • In 2017-18, the PSC enhanced its social media presence with regular posts on current and upcoming opportunities on Twitter. • In 2017-18, the PSC initiated targeted outreach to relevant stakeholder groups in promoting ABC appointment opportunities. Some of the stakeholder groups included

	<p>Memorial University, Federation of Labour and the Institute of Corporate Directors.</p> <ul style="list-style-type: none"> • In 2017-18, the PSC also initiated a review of all entities currently scheduled to the IAC Act and the PSC Act.
<p>Conducted stakeholder consultations with respect to 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. • Throughout 2017-18, 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. • Throughout 2017-18, the PSC worked in consultation with several departments with respect to new entities being scheduled to the IAC Act and PSC Act. • Feedback was obtained on a regular basis throughout 2017-18 with the IAC regarding process improvements. More specifically,

ANNUAL REPORT 2019-20

	<p>feedback on enhancing communications and engagement with the general public.</p> <ul style="list-style-type: none"> • 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 2017-18.
<p>Reviewed application portal for continuous improvements.</p>	<ul style="list-style-type: none"> • Recommendations were put forward and implemented in 2017-18 to increase the number of ABCs that applicants can apply to from four to 10. • In 2017-18, recommendations were also put forward and implemented to allow applicants to review their application prior to submission and to save a copy to their own computer. • Components of the application portal were upgraded to promote efficiencies to tracking data and reporting on performance in 2017-18.
<p>Implemented merit-based process improvements.</p>	<ul style="list-style-type: none"> • In 2018-19, the PSC converted file sharing and final approval processes from a manual paper process to an electronic process utilizing HPE

	<p>Records Manager. This conversion has allowed for increased efficiency in the merit-based ABC appointment process.</p> <ul style="list-style-type: none">• Throughout 2018-19, the PSC increased its presence on Twitter by consistently posting at least once per week with regard to current and upcoming opportunities. The PSC seen a steady increase of followers and in 2018-19, the PSC had 396 followers.• In 2018-19, the PSC also expanded its targeted outreach program by reaching out to a broader group of professional and community stakeholders in promoting ABC appointment opportunities.• In 2018-19, the PSC completed a review of all entities and statutory appointments scheduled to the IAC Act and the PSC Act to ensure the referenced legislation was specific to board positions that are open to the public. The PSC will consult with relevant government departments and entities to seek further clarification and to finalize the proposed amendments.
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	<ul style="list-style-type: none"> • In 2018-19, enhancements were made to the News section of the IAC website including detailed information on all Tier One and Tier Two appointments that were made for those entities scheduled to the IAC Act and PSC Act. • The IAC’s Rules of Procedures were also added to the IAC website in 2018-19 and are now accessible to the public.
<p>Evaluated improvements to merit-based processes.</p>	<ul style="list-style-type: none"> • In 2019-20, the new electronic process was evaluated and proven to be efficient and effective based on the overall time savings and ease of use. • The electronic file sharing and final approval processes can be adapted based on operational needs. • The PSC’s social media presence continues to grow and be an effective route for engaging with potential applicants on provincial ABCs. • The PSC regularly tweets about current and upcoming ABC opportunities. • In 2019-20, the PSC’s Twitter account became verified as an authentic account of public interest, which has contributed to a steady

	<p>increase of followers, currently at 628, up from 396 followers as indicated in our 2018-19 Annual Report.</p> <ul style="list-style-type: none">• In 2018-19, the PSC completed a review of all entities and statutory appointments scheduled to the IAC and the PSC Act to ensure that the referenced legislation is specific to board positions that are open to the public.• In 2019-20, the PSC consulted with relevant government departments and entities to seek further clarification and to finalize the proposed amendments.• All of the feedback was supportive of the PSC's recommendations that were put forward.• Some departments provided additional recommendations and the PSC will consider those for inclusion in the final submission.
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2019-20 Objective

By March 31, 2020, the Public Service Commission will have evaluated merit-based process improvements applied to agency, board and commission appointment recommendations.

Indicators	Accomplishments
<p>Evaluated the electronic file sharing and final approval processes for efficiency.</p>	<ul style="list-style-type: none"> • In 2018-19, the PSC converted file sharing and final approval processes from a manual paper process to an electronic process utilizing HPE Records Manager. • In 2019-20, the new electronic process was evaluated and proven to be efficient and effective based on the overall time savings and ease of use. • The electronic file sharing and final approval processes can be adapted based on operational needs.
<p>Evaluated PSC presence on social media platforms for increased awareness of the merit-based appointment process.</p>	<ul style="list-style-type: none"> • The PSC’s social media presence continues to grow and be an effective route for engaging with potential applicants on provincial ABCs. • The PSC regularly tweets about current and upcoming ABC opportunities. • In the 2019-20, the PSC’s Twitter account became verified as an authentic account of public interest, which has contributed to a steady increase of followers, currently at 628, up from 396 followers as indicated in our 2018-19 Annual Report.

	<ul style="list-style-type: none"> • An increased Twitter following allows for increased awareness of the opportunities that are available to serve on our provincial ABCs.
<p>Evaluated the review findings and feedback obtained from the relevant government departments and entities with regard to the entities and statutory appointments scheduled to the IAC Act and the PSC Act.</p>	<ul style="list-style-type: none"> • In 2018-19, the PSC completed a review of all entities and statutory appointments scheduled to the IAC and the PSC Act to ensure that the referenced legislation is specific to board positions that are open to the public. • In 2019-20, the PSC consulted with relevant government departments and entities to seek further clarification and to finalize the proposed amendments. • All of the feedback was supportive of the PSC’s recommendations that were put forward. • Some departments provided additional recommendations and the PSC will consider those for inclusion in the final submission.

2017-20 Goal Reporting

The PSC was successful in satisfying the indicators associated with our 2019-20 annual objective and our overall three-year goal. The PSC focused its efforts in 2017-18 on the review of current ABC appointment recommendations processes and the application portal with the intent to put forward recommendations that would increase the effectiveness and efficiency of those processes. Throughout 2018-19, those

recommendations were implemented as outlined in the above tables. In 2019-20, an evaluation occurred and the results were positive and indicative of an increased level of efficiency and effectiveness. The PSC was successful in improving the merit-based processes applied to recommendations for appointments to agencies, boards and commissions.

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 resolutions 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.

Throughout 2019-20, the PSC focused its efforts on the evaluation of RWP process improvements made in the previous year to support and better align with the Harassment-Free Workplace Policy. Such improvements promote efficiency and innovation in our programs and services, which is a key focus area of government's strategic direction of improved governance and oversight of the public service and government entities.

Goal Statement

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

ANNUAL REPORT 2019-20

Indicators	Accomplishments
<p>Supported the Human Resource Secretariat (HRS) in the development and delivery of training specific to RWP and the Policy.</p>	<ul style="list-style-type: none"> In May 2018, the EARWP Division worked collaboratively with HRS to provide education and training to government executive members on the roles of RWP under the Harassment-Free Workplace Policy. The training was mandatory and occurred over a three-day period.
<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 the recommendations for improvement included the development of an online e-learning module in partnership with the Centre for Learning and Development, HRS.
<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. The referral process for new mediation requests was reviewed and a new intake tracking system was implemented in 2018-19.

<p>Promoted awareness of the new Policy through RWP training.</p>	<ul style="list-style-type: none"> • In 2017-18, 55 EARWP workshops were delivered to government employees, and as a part of that training, information was provided to employees regarding the Harassment-Free Workplace Policy in progress at the time. • In 2018-19, 66 workshops were delivered and in 2019-20, 54 workshops were delivered to government employees, and the Harassment-Free Workplace Policy was consistently promoted.
<p>Implemented recommendations for improvement to the referral process and Conflict Resolution Skills training.</p>	<ul style="list-style-type: none"> • A new intake tracking system for new mediation referrals was implemented in 2018-19. • In August 2018, the EARWP Division worked in partnership with the Centre for Learning and Development, HRS, to launch the new Conflict Resolution Skills e-learning module. The module was specifically tailored to align with the Harassment-Free Workplace Policy and referenced informal resolution options under that policy. • The Conflict Resolution Skills training is mandatory for all government employees.

<p>Evaluated RWP improvements.</p>	<ul style="list-style-type: none"> • In 2019-20, feedback received from participants who completed the Conflict Resolution Skills e-learning module was analyzed and overall the feedback was very positive. There were some suggestions for improvement which the PSC will consider. • Evaluation of the new intake tracking system for new mediation referrals revealed that the new process continues to be efficient and effective for the EARWP Division.
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2019-20 Objective

By March 31, 2020, the Public Service Commission will have evaluated the Respectful Workplace Program process improvements in support of the Harassment-Free Workplace Policy.

Indicators	Accomplishments
<p>Evaluated the Conflict Resolution Training e-learning module.</p>	<ul style="list-style-type: none"> • The Conflict Resolution Skills training was launched in 2018-19 and is mandatory for all government employees. • There is an opportunity for participants to provide feedback upon completion of the e-learning module, and the majority of feedback received

ANNUAL REPORT 2019-20

	<p>was very positive. There were some suggestions for improvement which the PSC will consider.</p>
<p>Evaluated the effectiveness of the new process put in place with the Harassment-Free Workplace (HFW) Manager to discuss and provide updates.</p>	<ul style="list-style-type: none"> • The regular meetings with the HFW Manager proved to be very effective in the beginning, but due to a reduced need, it was determined that it would be more effective to meet when required.
<p>Evaluated the implementation of the intake tracking system for new mediation referrals.</p>	<ul style="list-style-type: none"> • The new intake tracking system for new mediation referrals was implemented in 2018-19. • Evaluation of the new intake tracking system in 2019-20 revealed that the new process continues to be efficient and effective for the EARWP Division. • In 2019-20, there were 19 mediations.

2017-20 Goal Reporting

The PSC was successful in satisfying the indicators associated with our 2019-20 annual objective and our overall three-year goal. The PSC focused its efforts in 2017-18 on the review of current RWP information and referral processes, and as well the Conflict Resolution Skills training, and put forward recommendations for improvements. The PSC also promoted awareness of the new Harassment-Free Discrimination Policy during EARWP workshops. Throughout 2018-19, those recommendations were implemented as outlined in the above tables. In 2019-20, an evaluation occurred and the results were positive and indicative of an increased level of efficiency and

effectiveness. The PSC was successful in promoting RWP as a viable option available under the Harassment-Free Workplace Policy.

Opportunities and Challenges

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 continues to implement quality improvements and remains committed to advancing the appointment process. The PSC uses its record management system to track diversity statistics with respect to Indigenous applicants, persons with disabilities and visible minorities amongst appointments made through the process. Access to such statistics allows the PSC to focus on targeted outreach programs in the underrepresented areas of the population and better promote inclusivity amongst our ABCs. It is imperative that people appointed to our provincial ABCs have the necessary qualifications and are representative of the population they serve.

The PSC's social media presence continues to grow and be an effective route for engaging with potential applicants on provincial ABCs. In the previous year, the PSC's Twitter account became verified as an authentic account of public interest, which has contributed to a steady increase of followers, currently at 628. An increased Twitter following allows for increased awareness of the opportunities that are available to serve on our provincial ABCs.

Accountability and Certification

In November of 2019, monthly meetings were initiated between the PSC and all of its delegated staffing authorities, which presents an opportunity for consistent communication and engagement, as well as supporting the sharing of best practices amongst subject matters experts.

Employee Assistance and Respectful Workplace Programs

The EARWP Division provided 54 training sessions to various government departments and agencies on topics related to compassion fatigue and vicarious trauma, mental health first aid, good mental health practices for employees, EAP program, and as well numerous sessions on conflict resolution skills for supervisors, managers and shop stewards. Additionally, the Division offers workshops every year to students enrolled in the School of Social Work prior to field placements on the topic of respect in the workplace. These trainings are an opportunity to raise awareness, reduce stigma for those seeking help, increase knowledge and build capacity.

The Division also engages external service providers (counsellors) from across the province to assist in providing our employees with professional counselling services for personal and work related issues. Employees accessing our services are appropriately matched to a counsellor with the knowledge, skills and expertise to address the identified concern and needs of the employee. The costs associated with private counselling services have grown in recent years and in response, the division increased its roster of counsellors offering a range of cost options, and counsellors for specialty services.

The Director of the EARWP Division co-chairs an interagency working group tasked with addressing compassion fatigue, stress, and burnout among staff. The Staff Wellness Working Group provides advice and recommendations to government's Towards Recovery Action Plan on strategies and initiatives to support staff wellness and healthy work environments particularly for those working with vulnerable populations. The group is comprised of representatives from the Regional Health Authorities, community agencies and government with an interest or expert knowledge in the areas of employee and workplace wellness.

PSC Programs and Services

Towards the latter part of the last quarter of 2019-20, Newfoundland and Labrador experienced firsthand the effects of the COVID-19 global pandemic. The major focus of the PSC quickly became pandemic planning and response efforts to ensure a seamless continuity of the provision of our programs and services. The uncertainty associated with the pandemic during this time may impact employees' health, safety and well-being, and the PSC remains committed to ensuring that our employees have access to the programs and services that they require.

Financial Information

Public Service Commission

Statement of Expenditure and Related Revenue (Unaudited)

FOR THE YEAR ENDED 31 MARCH 2020

	<u>Estimates</u>		
	Actual	Amended	Original
	\$	\$	\$
EXECUTIVE AND SUPPORT SERVICES			
SERVICES TO GOVERNMENT AND AGENCIES			
CURRENT			
1.1.01. SERVICES TO GOVERNMENT AND AGENCIES			
01. Salaries	1,549,888	1,549,900	1,563,400
Operating Accounts:			
Employee Benefits	41	1,400	9,600
Transportation and Communications	29,475	30,800	84,300
Supplies	6,407	6,800	8,400
Professional Services	748,020	748,400	657,000
Purchased Services	14,814	15,500	29,600
Property, Furnishings and Equipment	6,546	6,600	2,500
02. Operating Accounts	805,303	809,500	791,400
	2,355,191	2,359,400	2,354,800
02. Revenue - Provincial	(3,256)	-	-
Total: Services to Government and Agencies	2,351,935	2,359,400	2,354,800
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	2,351,935	2,359,400	2,354,800
TOTAL: EXECUTIVE AND SUPPORT SERVICES	2,351,935	2,359,400	2,354,800
TOTAL: PUBLIC SERVICE COMMISSION	2,351,935	2,359,400	2,354,800

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 2019 (Unaudited). The Public Service Commission is not required to provide a separated audited financial statement.

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