

2020-2021 ANNUAL REPORT



Public Service Commission



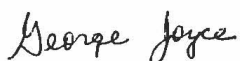
Message from the Chairperson

In accordance with the requirements of a Category Two entity under the **Transparency and Accountability Act** and Section 17 of the **Public Service Commission Act**, I am pleased to present the 2020-21 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 2020-23 Business Plan. On behalf of the PSC, I am accountable for the results reported therein.

This report coincides with the first year of the PSC's 2020-23 business planning cycle. In September of 2020, the mandate of the PSC was expanded to include public service recruitment; corporate-wide learning, development and training; Occupational Health and Safety, and healthy workplace initiatives; and the Harassment-Free Workplace Program. These lines of business are a welcomed addition to the PSC and in 2020-21, efforts were focused on redesigning its operations and incorporating its expanded scope.

The PSC is committed to promoting employee safety and wellness and as such, efforts in the previous year focused on review and recommendations for qualitative and innovative improvements to further promote and foster a culture of safety and wellness within the public sector.

I would like to express my sincere gratitude and appreciation to the staff of the PSC for their tireless commitment to service. The emergence of the COVID-19 pandemic in our province presented unprecedented challenges, and all public servants have made extraordinary efforts to continue to serve the people of our province with unwavering commitment and dedication during this difficult time. Thank you for your hard work and I look forward to our continued success in the coming years.



George Joyce, Chair and Chief Executive Officer (Acting)

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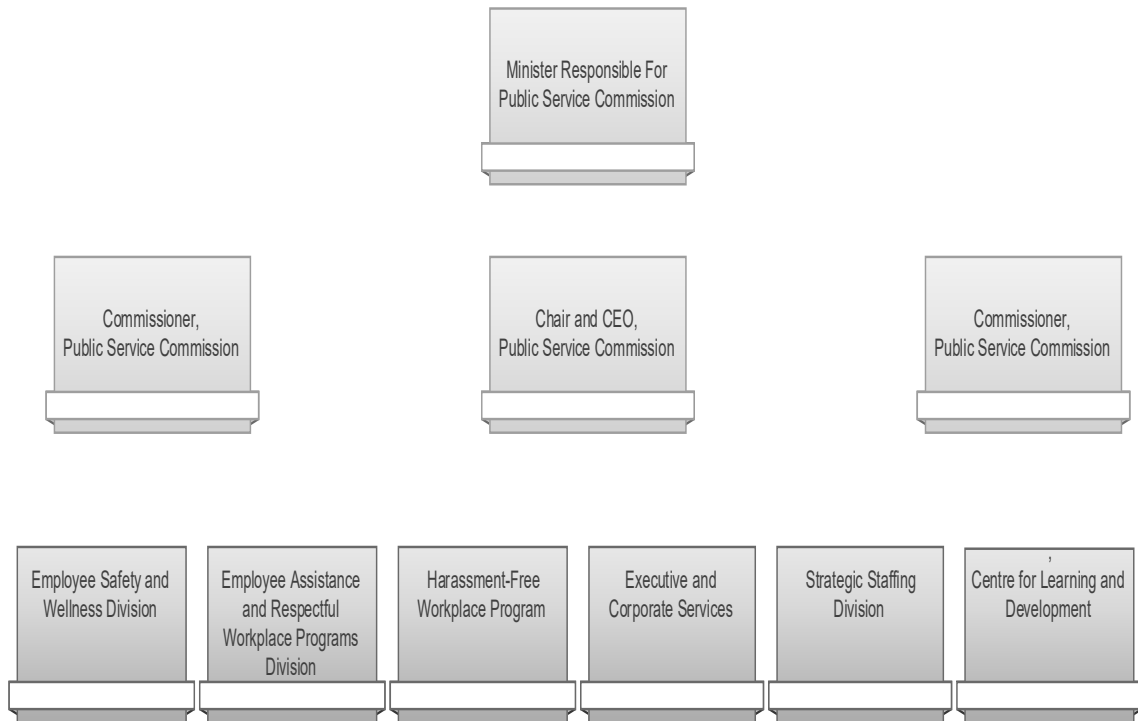
Public Service Commission Overview

The Public Service Commission (PSC) is one of the key accountability entities within the Government of Newfoundland and Labrador. The mandate of the PSC is provided by its governing legislation, the **Public Service Commission Act** (PSC Act). The core mandate is the protection of Merit. Merit is a rule of conduct that provides for the recommendation of candidates for a position on the basis of the best demonstration of bona fide levels of required qualifications, knowledge, abilities and personal suitability. 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 responsible for ensuring the existence of a professional, non-partisan public service including ABCs.

The PSC is also responsible for the Employee Assistance and Respectful Workplace Programs, Occupational Health and Safety, and healthy workplace initiatives; administration of classification appeals; corporate-wide learning, development and training; leading and supporting the Conflict of Interest Advisory Committee; and administering the Harassment-Free Workplace Program for public service employees.

The integrity and impartiality of these programs is enhanced by the neutral and independent nature and reputation of the PSC. For more information, please visit www.psc.gov.nl.ca/psc .

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, 2021, the PSC employed 71 people, including the executive members. Of the 71, there are 53 females and 18 males.

The PSC's expenditures for fiscal year 2020-21 were \$9,408,900 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	Divisional Budget
Executive and Corporate Services	12	\$1,229,900
Employee Assistance and Respectful Workplace Division	8	\$1,436,700
Strategic Staffing Division	33	\$1,970,500
<ul style="list-style-type: none"> Office of Employment Equity for Persons with Disabilities (Opening Doors Program) 		\$2,559,200
Centre for Learning and Development	12	\$1,450,600
Employee Safety and Wellness Division	6	\$762,000

The PSC's Executive and Corporate Services and the Employee Assistance and Respectful Workplace Division are located at the Metro Place, 261 Kenmount Road, St. John's, Newfoundland and Labrador. The Strategic Staffing Division and the Harassment-Free Workplace Program are located at the Howley Building, 87 Higgins Line, St. John's, Newfoundland and Labrador. The Centre for Learning and Development and the Employee Safety and Wellness Division are located at the Confederation Building, 100 Prince Philip Drive, St. John's, Newfoundland and Labrador. All regions of the province are served from these locations.

Highlights and Partnerships

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. The PSC works closely with all government departments and entities scheduled to the PSC Act, and those partnerships are critical to carrying out our roles and responsibilities effectively and efficiently.

Merit Protection in Public Service Hiring

Operational staffing within the core public service is conducted in accordance with the PSC Act for the core public service and through delegated staffing authority with those agencies scheduled to the PSC Act. The PSC is responsible for the establishment of staffing policy and for the provision of oversight for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the PSC Act.

In its oversight role, the PSC completed a compliance review in fiscal year 2020-21 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 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 2020-21, there were 16 requests for formal staffing reviews and 15 requests were completed and closed. This represents approximately 1 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, 58 concurrence requests were completed throughout 2020-21. These requests ranged from lateral transfers to conversion of employment or position attachment status.

Recruitment and Staffing

The Strategic Staffing Division leads and manages a broad range of strategic and operational recruitment and staffing services, and throughout 2020-21, efforts continued to gain efficiencies in the recruitment process. The Division continued working with government departments and clients to avail of staffing solutions including the use of previously conducted competitions to fill current vacancies, and the use of eligibility lists for entry level and frequently advertised positions. The Division continues to monitor and review all staffing requests, and focus on priority staffing activities for departments in an effort to most effectively and efficiently manage staffing activities. Statistics for fiscal year 2020-21 are provided in the following table.

Strategic Staffing Division	2020-21
Payroll Requests Completed (temporary assignments, temporary employment, contracts, recall)	8401
Recruitment Requests Received	1314
Job Competitions Conducted (including the use of 26 eligibility lists and 90 previously conducted competitions)	693
Positions filled	830

The Strategic Staffing Division also offered recruitment sessions to partners inside and outside government. The purpose of these sessions is to empower employees as job applicants to help them better understand government's recruitment process, and include tips for applying to and preparing for public service job competitions. Sessions were delivered in January and February of 2021.

The Strategic Staffing Division represents the Government of Newfoundland and Labrador on the Interjurisdictional Public Service Commissioners' Joint Working Group, more specifically, the Recruitment and Development Working Group, and the Diversity and Inclusion Sub-Committee. The Public Service Commissioners' of Canada provide direction on the work to be completed and the working groups report annually on their achievements. There is a regularly scheduled monthly meeting whereby all members participate in discussion, share information and insights, and contribute to the outcomes and deliverables. In addition, employees from both the PSC and the Treasury Board Secretariat facilitate the sharing of information through completion of jurisdictional scans and compilation of required information for reports in preparation for the Annual Public Service Commissioners' Conference. At the 2020-21 Conference, a new Committee was developed, the Future of Work Group, as a way to bring together strategic thought leaders to share and discuss their jurisdiction's current and emerging thinking and planning for the Future of Work.

In January of 2021, as a result of the **Towards Recovery Action Plan**, the Strategic Staffing Division also participated in an inter-agency working group session, Supporting Employee Success. The focus of which was recruitment and retention, and supports for employee wellbeing. The Division is leading a review of the merit criteria for occupations working with vulnerable sectors, by partnering with the Department of Children, Seniors and Social Development and the Department of Justice and Public Safety, to include updated competencies and conditions of acceptance related to psychological safety to ensure new employees are appropriately assessed and aware of job expectations.

Office of Employment Equity for Persons with Disabilities

The Office of Employment Equity for Persons with Disabilities (OEEPD) is located within the Strategic Staffing Division, and continues to drive its commitment to building its representation of persons with disabilities within the public service. The Office operates a number of programs and services designed to assist persons with disabilities attain employment in provincial government departments and entities. The OEEPD also provides career development services, which includes resume development, interview preparation and referral services, of which, 104 sessions were delivered in the previous fiscal year. There were 94 individuals employed through various job creation initiatives across government departments and entities. All job competitions are administered according to the PSC Act and merit principles.

The OEEPD has numerous partnerships that are critical to the continued success of its programs and services. The Department of Immigration, Population Growth and Skills continues to be a strong partner providing a portion of funding via the Federal Government under the Workforce Development Agreement and the Canada / Newfoundland and Labrador Labour Market Development Agreement.

The Newfoundland Liquor Corporation, Nalcor, NL Hydro and Memorial University of Newfoundland and Labrador were employment partners of the OEEPD throughout 2020-21 under the Agencies, Boards, Crown Corporations and Commissions (ABCC)

Initiative. By the end of the fiscal year, 3 of these partnerships ended as our clients moved on to promotional opportunities within the same organizations, and in another case, our client's salary was negotiated to be fully absorbed by the employer.

On behalf of the PSC, the Manager responsible for the OEEPD also participated in an interdepartmental working group providing feedback on new draft accessibility legislation. This group is being led by the government's Disability Policy Office and work will continue in 2021-22.

Student Employment Services

The Strategic Staffing Division provides student employment advisory services to government departments and entities, educational institutions, and to students either employed or seeking employment with the public service. The Division also assists with outreach, attraction and recruitment of post-secondary co-operative education students for government.

In March of 2021, the Division participated in a virtual career fair, and delivered a recruitment session to students at Memorial University. A session was also delivered to the School of Social Work, to outline student employment advisory services, and the upcoming recruitment seminars available to them at the end of their work terms.

The Strategic Staffing Division also supported a different level of participation in the annual Take Our Kids to Work Day event, which was led nationally by the Learning Partnership at <https://www.thelearningpartnership.ca/take-our-kids-to-work> . Due to the COVID-19 pandemic and associated public health restrictions, an in-person event was not possible this year. The Learning Partnership delivered a nationwide virtual event that was shared with parents of grade 9 students within the public service.

Merit-Based Agency, Board and Commission (ABC) Appointments

The **Independent Appointments Commission Act** (IAC Act) and amendments to the PSC Act were passed in the House of Assembly in May 2016 to establish a merit-based

process for generating recommendations for appointments to provincial ABCs. The Independent Appointments Commission (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. The PSC maintains the IAC website which details general appointee requirements, upcoming vacancies, and provides an application portal. The PSC also works collaboratively with government entities to identify ABC appointment opportunities. The PSC remains 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.

In 2020-21, 47 new requests were received to fill vacancies on our provincial ABCs. A total of 47 recommendations were issued as a result of those new requests and from outstanding requests carried forward 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 2019-20)	11	7
Requests Received for Recommendations (2020-21)	13	34
Recommendations Issued	18	29

Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Programs 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. The Division 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 Division operates using a central intake system that is widely promoted and advertised throughout government and public sector agencies. The total number of employees eligible for services exceeds 13,500 and includes government departments and entities. The Division 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), Oil and Gas Corporation and the Royal Newfoundland Constabulary (RNC).

In the fiscal year 2020-21, the utilization rate remained essentially the same at 13.9 per cent, which reflects that employees are aware and readily use the services when needed. Additional statistics are provided in the following table.

Employee Assistance and Respectful Workplace Division			
	2018-19	2019-20	2020-21
Employees Who Accessed Services	1753	1877	1882
Utilization Rate	13%	13.9%	13.9%
EARWP Workshops Delivered	66	54	36

The Employee Assistance and Respectful Workplace Programs Division provides consultation and advisory supports to employees engaged in initiating or responding to harassment complaints. The Division is referenced throughout the Harassment-Free Workplace Policy as a resource to employees, managers and departments interested in resolving disputes through informal avenues, such as conflict coaching, mediation,

and/or facilitated dialogue with an independent and neutral professional. Additionally, employees also contact the program directly for confidential support, guidance and advice when looking to address resolving workplace disputes in a health and proactive approach. The Division's well established partnerships with government departments, entities and public sector unions has aided in its ability to provide constructive and evidence-based services when seeking to constructively resolve conflicts in the workplace.

Through our partnerships with government departments, entities and public sector unions, the Division has widely known protocols in place to support employees and work teams when dealing with traumatic workplace events and/or employee relations disputes or investigations. The Employee Assistance Program is often deployed on-site and immediately available to offer professional support and advice to employees receiving troubling news.

The Director of the Employee Assistance and Respectful Workplace Programs Division also co-chairs an inter-agency working group tasked with addressing compassion fatigue, stress and burnout amongst staff. This 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 Regional Health Authorities, community agencies and government with an interest or expert knowledge in the areas of employee and workplace wellness.

Occupational Health and Safety and Healthy Workplace Initiatives

In 2020-21, the Employee Safety and Wellness Division underwent internal restructuring so as to focus solely on safety, health and wellness strategies and initiatives that foster an environment of injury and illness prevention within the core public service.

The Division has been focused on developing a common process for government departments and entities to report and investigate injuries, hazards and near misses.

This work began with the launch of the PeopleSoft OHS module in 2017, and considerable effort has been taken since that time to provide education and increase awareness.

By March 31, 2021, hazard and near miss reporting was up 102% from the previous year. In that same period, first aid and medical aid injuries were down 37%. This is an indication that employees are taking a proactive approach to health and safety in the workplace. Corrective and preventative actions are being identified for hazards and near misses, before they result in harm to employees. The Division continues musculoskeletal prevention and awareness initiatives, including its ergonomic assessment program for government departments and entities, and throughout 2020-21, 265 ergonomic assessments were conducted.

A new partnership was established in 2020-21 with the Department of Children, Seniors and Social Development through the hiring of an Employee Safety and Wellness Strategist who will directly support that department. This position was created as a result of the need to address immediate and longstanding health and safety concerns within the department, including but not limited to violence prevention and employees who work alone.

The Division has a partnership with the Royal Newfoundland Constabulary (RNC) through the dedicated position of the Safety and Wellness Strategist who works within that workplace. A similar partnership also exists with WorkplaceNL through the continuation of a shared Occupational Health and Safety Consultant, to continue progressing Occupational Health and Safety programming within government departments and entities.

Corporate-Wide Learning, Development and Training

Fiscal year 2020-21 provided an opportunity for the Centre for Learning and Development (CLD) to focus its efforts on government's key priority areas, including pandemic-related training and compliance-based training. The Centre collaborated with

the Employee Safety and Wellness Division in the development of new eLearning courses to promote employee safety during a pandemic, and support employee reintegration back into the workplace.

Significant efforts were also focused on the migration of traditional in-class courses and sessions to virtual delivery. The Centre has also been providing assistance to government departments and entities in the migration of their information and courses to an eLearning format. Such requests have greatly increased in 2020-21 to ensure that employees can continue to access the information they need in a format that is easily accessible and at any time. The Centre also collaborated with Cabinet Secretariat, to deliver virtual Executive Onboarding sessions for the first time to new executives within the core public service in December 2020 and again in January 2021.

The Centre also continued to support the outcomes of The Canada-Newfoundland and Labrador Agreement on French Language Services and The Intergovernmental Agreement with Saint-Pierre and Miquelon, as it relates to French language training for both Provincial and Federal Government employees. In partnership with the Federal Government, the Centre for Learning and Development manages a contract to provide full-time French language training to Federal government employees. This was traditionally an in-class instructor led program but during 2020-21, the program moved to virtual delivery and participants of the program were provided with laptops to ensure virtual participation and access from their homes.

Statistics indicate that throughout 2020-21, there were 38,619 employee registrations on government's Learning Management System with 7,474 employees completing courses, of which there were a total of 242 courses offered.

Centre for Learning and Development - PSEAccess	
Courses completed via eLearning (employees can access at any time)	30858
In-Class (instructor-led, in-person, classroom setting)	2466
Virtual (employees connect to instructor led session using technology)	742

Harassment-Free Workplace Program

The PSC is responsible for the administration and monitoring of the Harassment-Free Workplace Policy to address employee conflict and harassment complaints. In addition to the 19 files that were carried forward from the previous year, 16 new complaints were received throughout 2020-21, and of those 35 active files, 18 were closed.

Throughout the year, 225 participants completed the eLearning course, Fostering a Harassment-Free Workplace. Since the program was launched in June 2018, 6,847 public service employees have completed this course. In collaboration with the Centre for Learning and Development, this course was also offered in three virtual sessions to a total of 26 managers. The format of the virtual session was also updated in 2020 providing more of a focus on case studies, discussion and skill-building for managers.

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, 2021, there were 1,491 outstanding JES appeals and decisions on appeals are ongoing. Statistics

are provided in the following table. Efforts are currently underway to increase resourcing and expedite the appeal process.

	Carried Forward	New Appeals	Appeals Completed	March 31, 2021
2020-21	1668	155	332	1491
2019-20	1097	962	391	1668

The Management Classification Appeal Board hears appeals of decisions made by the Classification and Organizational Design Division of the Treasury Board Secretariat for public sector employees classified in accordance with the Hay Classification System. The Board 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						
	Carried Forward	New Appeals	Appeals Decided			March 31, 2021
			Confirmed	Changed	Withdrawn	
2020-21	83	3	20	6	4	56
2019-20	161	7	53	12	20	83
2018-19	187	30	10	24	22	161

Conflict of Interest Advisory Committee

The PSC supports the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee (COIAC). This includes responding to general inquires; providing advice to Deputy Ministers on potential conflict situations and concerning post-office employment waivers; accumulating jurisprudence; and, preparing and distributing educational information related to conflict of interest. Throughout 2020-21, 19 formal requests for advice were received by the Conflict of Interest Advisory Committee, 16 of

those requests were closed by year-end, one was withdrawn, and two requests were in progress and carried forward to the next fiscal year. Informal consultation services were provided in response to one enquiry. In February and March of 2021, virtual information sessions were also delivered to approximately 300 government employees.

Report on Performance

The first year of the 2020-23 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 2020-21 annual objective and as well, contribution to the overall three-year goal.

Issue 1: Public Service Commission Operations and Design

As a result of recent government restructuring and newly added programs and services, the PSC is focused on reimagining its operations. Capitalizing on newly realized synergies with a commitment to transformational change, the PSC will redesign its operations and incorporate its expanded scope. Such efforts will contribute to the integration of programs and services, streamlining of operations, and qualitative and innovative improvements, which are the key focus areas of government's overall strategic direction of a more efficient public sector.

Goal Statement

By March 31, 2023, the PSC will have redesigned its operations and incorporated its expanded scope.

2020-21 Objective

By March 31, 2021, the PSC will have identified best practices and put forward recommendations that would support integrated programs and services, and an efficient and effective reorganization.

Indicators	Accomplishments
<p>Examined current and newly added PSC programs and services for qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> • The Centre for Learning and Development (CLD) examined its course and session offerings that have traditionally been offered in an in-person classroom setting, and began conversion of those offerings to a virtual delivery format. • The CLD is working with the Office of the Chief Information Officer (OCIO) on the replacement of Government’s Learning Management System (LMS). A project team was established in December 2020, and meetings have occurred to determine the scope of the project and to conduct a needs assessment. A proposed solution is currently under review. It is anticipated that a new LMS will be launched in 2021-22. • The CLD also researched other platforms in which to deliver virtual sessions to clients. In February of 2021, the CLD began using Cisco Webex, and also acquired a license for Zoom. This will ensure continuity of service and program delivery in the event of technical issues with one of the other platforms, and further

	<p>supports departmental meeting/ learning needs.</p> <ul style="list-style-type: none">• The CLD has also adopted a continuous improvement approach whereby team meetings occur regularly to determine efficiencies, gaps in programs/services areas and improvements to service delivery.• In the interest of effectiveness and efficiency, the CLD is in the process of creating a Manager's Toolkit to serve as a resource for all managers. This manual will provide a direct connection to all the policies, programs and other resources that are required in order to fulfill the corporate responsibility of the public sector.• The CLD also explored the development of eLearning content that is viewable on all platforms in promotion of responsive learning, and will continue to use responsive eLearning authoring tools in the development of current and upcoming courses and modules.• The Strategic Staffing Division (SSD) have examined their programs and services and project teams have been established to work on the
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	<p>following initiatives in support of qualitative and innovative improvements:</p> <ul style="list-style-type: none">○ Competency frameworks for similar occupational groups;○ Reference form and process updates;○ Job offer process;○ Interview Question Bank for similar occupational groups;○ Recruitment presentations; and,○ Hiring Managers Toolkits. <ul style="list-style-type: none">● The SSD also collaborated with the Office of the Chief Information Officer in the design and development of a web-based Request for Staffing Action form and approval process with the goal to significantly reduce processing time, manual transactions, and to support broader design, lean and greening initiatives. The project was launched June 2020 with a staggered approach for implementation. The majority of core public service stakeholders were utilizing the web-based form by August 2020. The implementation plan included virtual demonstrations and online training.
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	<ul style="list-style-type: none"> • The SSD also updated employment letter templates to include reference to the Employee Assistance and Respectful Workplace Programs (EARWP) Division and the CLD. • The PSC also reviewed the merit-based appointments process and identified ways to maximize the use of the Agency, Board and Commission (ABC) Database for difficult-to-fill positions. The PSC will take on a more proactive approach to identify qualified candidates who may be interested in serving on other boards for which they didn't specifically reference on their application.
<p>Completed a jurisdictional scan of relevant government organizational structures.</p>	<ul style="list-style-type: none"> • In September of 2020, a jurisdictional scan was completed. • As a result, relevant information was gathered regarding the government organizational structures currently in place throughout Canada. • The information gathered was used to better inform and put forward recommendations to support an efficient and effective PSC reorganization.
<p>Identified best practices that would support integrated programs and</p>	<ul style="list-style-type: none"> • In 2020-21, recommendations were put forward to the executive for

<p>services, and an efficient and effective reorganization.</p>	<p>review and approval regarding the integration of programs and services and PSC reorganization.</p>
<p>Examined current processes related to the administration of our conflict of interest and ethics mandate.</p>	<ul style="list-style-type: none"> • In 2020-21, current processes related to the formal and informal requests received by the Conflict of Interest Advisory Committee was reviewed. • Efforts in support of a newly created Conflict of Interest and Ethics Commissioner are currently ongoing.

2020-21 Objective Reporting

In 2020-21, the Centre for Learning and Development (CLD) conducted reviews, put forward recommendations and began implementation in the areas of virtual delivery of its course offerings, virtual platforms, and replacement of the current Learning Management System. The CLD also focused on the creation of a manager’s toolkit and the adoption of a continuous improvement approach amongst employees. A review of current programs and services was also completed within the Strategic Staffing Division (SSD), and improvements were made to the Request for Staffing Action form and the Employment Letter template. Improvements in the coming year will be made to competency frameworks, reference form process, job offer process, Interview Question Bank, recruitment presentations, and hiring manager’s toolkit. Recommendations were also put forward for qualitative and innovative improvements to the merit-based appointments process. Overall, the PSC was successful in putting forward qualitative and innovative improvements to programs and services, some of which have already been implemented.

2021-22 Objective

The 2021-22 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2022, the PSC will have streamlined operations through implementing recommendations and outcomes to support the redesign of the PSC.

Indicators:

- Implemented recommendations and outcomes put forward and approved by PSC executive.
- Continued review and put forward additional recommendations for qualitative and innovative improvements.

Issue 2: Safety and Wellness within the Public Sector

The PSC will examine select programs and services with a creative and innovative lens and put forward recommendations to promote the safety and wellness of public sector employees. Such efforts will contribute to the integration of programs and services, streamlining of operations, and qualitative and innovative improvements, which are the key focus areas of government’s overall strategic directions of healthier people and a more efficient public sector.

Goal Statement

By March 31, 2023, the PSC will have fostered a culture of safety and wellness within the public sector.

2020-21 Objective

By March 31, 2021, the PSC will have reviewed select programs and services and put forward recommendations for qualitative and innovative improvements.

Indicators	Accomplishments
Reviewed the current invoicing system and associated procedures used in the	<ul style="list-style-type: none"> • Throughout 2022-21, the Employee Assistance and Respectful Workplace Programs (EARWP)

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<p>facilitation of the Employee Assistance and Respectful Workplace Programs.</p>	<p>Division reviewed the current invoicing procedures and possible alternatives were explored. A privacy assessment was conducted in collaboration with the Office of the Chief Information Officer (OCIO). A new invoicing portal was identified and proposed to the OCIO for implementation.</p>
<p>Explored the development of expanded learning and competency development in conflict resolution.</p>	<ul style="list-style-type: none"> • The EARWP Division reviewed current trainings and sessions and expanded to online delivery. • Conflict Resolution Skills for Managers and Supervisors, Change During Times of Uncertainty and Conflict Mediation Services were offered as Skype sessions. • The EARWP Division developed a 5-week conflict resolution and facilitated training program for managers and leaders referred to as Coaching Circles.
<p>Explored the expansion of mental health resources.</p>	<ul style="list-style-type: none"> • The EARWP Division conducted a review of the existing materials related to mental health in the workplace. • The Division also collaborated with the CLD in exploring new mental health resource materials in PSAccess.

	<ul style="list-style-type: none"> • A new monthly Wellness Check-In service for managers and leaders was developed as well in 2020-21.
<p>Explored development of eLearning content that is viewable on all platforms in promotion of responsive learning.</p>	<ul style="list-style-type: none"> • CLD explored the development of eLearning content that is viewable on all platforms in promotion of responsive learning, and will continue to use responsive eLearning authoring tools in the development of current and upcoming courses and modules. • In collaboration with the Employee Safety and Wellness (ESW) Division, the CLD developed new eLearning courses to support the reintegration of employees back into the workplace. The courses were designed in promotion of employee safety during the pandemic, and they were developed using eLearning development tools supportive of responsive learning.
<p>Reviewed disability and wellness management processes for qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> • During the recent restructure in September of 2020, the ESW Division moved from the Human Resource Secretariat to the PSC. However, the Integrated Disability Management function, which was a part of the ESW Division moved to

	<p>the newly formed Treasury Board Secretariat.</p> <ul style="list-style-type: none"> • The ESW Division drafted a physiological screening program for the RNC to provide employees with a proactive approach toward psychological injury mitigation and prevention. The intent is to expand this program into other government departments and entities as required. This program supports the introduction of CSA Standard, Z1003 -13/BNQ 9700–803/2013 - Psychological Health and Safety in the Workplace, and in the overall mental health strategy.
<p>Reviewed current Occupational Health and Safety (OHS) programs and services related to injury prevention and early intervention, and compliance for qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> • Based on the review, the ESW Division identified that a consistent framework for OHS programming is needed amongst government departments. The framework and program template has been put forward for executive review and approval. • The ESW Division also identified the following areas for improvement: <ul style="list-style-type: none"> ○ OHS Committee Reporting; ○ Mental health strategy; ○ StartSafe brand enhancement; ○ Hearing conservation;

	<ul style="list-style-type: none"> ○ Respiratory protection; ○ Violence prevention emergency response; and, ○ Supervisor OHS training.
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2020-21 Objective Reporting

In 2020-21, the Employee Assistance and Respectful Workplace (EARWP) Division reviewed its current invoicing system and associated procedures, and identified an alternative invoicing portal. Reviews were also conducted and improvements put forward and implemented respecting conflict resolution training and mental health resources. Significant efforts were made in the area of responsive learning, and the Centre for Learning Development is actively promoting the use of responsive eLearning authoring tools in the development of current and upcoming courses and modules. The Employee Safety and Wellness Division reviewed and put forward several recommendations for improvements, and also identified key areas that will be a priority for the coming year. Overall, the PSC was successful in putting forward qualitative and innovative improvements to programs and services, some of which are already in differing phases of implementation.

2021-22 Objective

The 2021-22 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2022, the PSC will have implemented recommendations and outcomes in support of fostering a culture of safety and wellness within the public sector.

Indicators:

- Implemented all of the recommendations and outcomes put forward and approved by PSC executive.
- Continued review and put forward additional recommendations for qualitative and innovative improvements.

Opportunities and Challenges

COVID-19 Global Pandemic

Towards the latter part of 2019-20, Newfoundland and Labrador experienced firsthand the effects of the COVID-19 global pandemic. The pandemic and related public health measures continued throughout 2020-21 and many are still in place today. The pandemic emphasized the need for greater flexibility and adaptability amongst our staff, clients and the programs and services that we provide. The major focus of the PSC became pandemic planning and response efforts to ensure a seamless continuity of the provision of our programs and services. The PSC shifted quickly to working remotely, and programs and services being offered virtually. With an unwavering commitment, the PSC ensured that all essential programs and services operated without interruption.

PSC Reorganization

As a result of the recent restructuring, the mandate of the PSC is now well-positioned to provide many of the core programs and services that employees value most in the workplace. The PSC focused its efforts on fully integrating its new suite of programs and services, and streamlining its operations to better align resources along with increasing productivity amongst its lines of business.

The pandemic highlighted the need for our programs and services to continue without interruption, the virtual delivery and process improvements led to increased efficiency and flexibility for our staff and clients.

In 2021-22, the PSC will focus on initiatives that support recruitment and retention efforts, and that highlight the exciting career opportunities within the public service, which will contribute to better positioning the Government of Newfoundland and Labrador as an employer of choice.

Financial Information

PUBLIC SERVICE COMMISSION

PUBLIC SERVICE COMMISSION

2021-22 Estimates	2020-21	
\$	Revised	Budget
\$	\$	\$

SERVICES TO GOVERNMENT AND AGENCIES

CURRENT

1.1.01. EXECUTIVE AND CORPORATE SERVICES

Appropriations provide for maintenance of the merit principle in recruitment and staffing in the public service; support to certain internal administrative tribunals and the Independent Appointments Commission; and the provision of services to departments and employees.

01. Salaries	1,255,600	1,203,500	1,166,600
Operating Accounts:			
<i>Employee Benefits</i>	5,200	-	5,200
<i>Transportation and Communications</i>	57,100	16,100	57,100
<i>Supplies</i>	12,400	6,400	12,400
<i>Professional Services</i>	10,000	1,700	10,000
<i>Purchased Services</i>	22,300	1,200	22,300
<i>Property, Furnishings and Equipment</i>	2,500	1,000	2,500
	109,500	26,400	109,500
02. Operating Accounts	109,500	26,400	109,500
Amount to be Voted	1,365,100	1,229,900	1,276,100
Total: Executive and Corporate Services	1,365,100	1,229,900	1,276,100
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	1,365,100	1,229,900	1,276,100

EMPLOYEE WELLNESS AND DEVELOPMENT

CURRENT

1.2.01. CENTRE FOR LEARNING AND DEVELOPMENT

Appropriations provide for compliance-based learning, executive development, competency-based learning and development, French language training, leadership and management development, employee onboarding and mandatory learning required by legislation, critical certifications and initiatives associated with new program policy and planning requirements.

01. Salaries	941,500	925,800	947,100
Operating Accounts:			
<i>Employee Benefits</i>	35,300	30,300	35,300
<i>Transportation and Communications</i>	26,200	3,500	29,700
<i>Supplies</i>	35,000	1,400	40,600
<i>Purchased Services</i>	941,900	570,000	932,800
	1,038,400	605,200	1,038,400
02. Operating Accounts	1,038,400	605,200	1,038,400
Amount to be Voted	1,979,900	1,531,000	1,985,500
01. Revenue - Federal	(77,000)	(80,400)	(85,000)
02. Revenue - Provincial	(40,000)	-	(40,000)
Total: Centre for Learning and Development	1,862,900	1,450,600	1,860,500

PUBLIC SERVICE COMMISSION

PUBLIC SERVICE COMMISSION

2021-22 Estimates	2020-21	
\$	Revised	Budget
\$	\$	\$

EMPLOYEE WELLNESS AND DEVELOPMENT (Cont'd)

CURRENT

1.2.02. STRATEGIC STAFFING

Appropriations provide for the operational and strategic services related to staff movement and recruitment needs of the public service, inclusive of the protection of merit, legislative, collective agreement and policy requirements; talent and succession management strategies; outreach, marketing and advertising; organizational restructuring support; student employment; and the provision of hiring advisory and consultative services.

01. Salaries	2,315,500	1,924,100	2,330,900
Operating Accounts:			
<i>Employee Benefits</i>	200	200	200
<i>Transportation and Communications</i>	15,500	15,400	16,000
<i>Supplies</i>	6,200	2,400	6,900
<i>Purchased Services</i>	36,500	29,900	35,300
	58,400	47,900	58,400
02. Operating Accounts	58,400	47,900	58,400
Amount to be Voted	2,373,900	1,972,000	2,389,300
02. Revenue - Provincial	-	(1,500)	-
Total: Strategic Staffing	2,373,900	1,970,500	2,389,300

1.2.03. EMPLOYEE SAFETY AND WELLNESS

Appropriations provide for strategic leadership and policy direction necessary to support executive and management of all departments in addressing the health, safety and wellbeing of all workers in the core public service, as directed by Provincial and Federal legislation; development and maintenance of Government's occupational health and safety management system; support and guidance in risk assessment and mitigation; and development of wellness initiatives.

01. Salaries	615,400	704,400	724,700
Operating Accounts:			
<i>Employee Benefits</i>	2,800	38,000	2,800
<i>Transportation and Communications</i>	12,600	7,900	13,000
<i>Supplies</i>	2,400	3,900	2,000
<i>Purchased Services</i>	10,300	7,000	10,300
<i>Property, Furnishings and Equipment</i>	6,500	800	6,500
	34,600	57,600	34,600
02. Operating Accounts	34,600	57,600	34,600
Amount to be Voted	650,000	762,000	759,300
Total: Employee Safety and Wellness	650,000	762,000	759,300

PUBLIC SERVICE COMMISSION

PUBLIC SERVICE COMMISSION

	2021-22 Estimates \$	2020-21 Revised \$	Budget \$
EMPLOYEE WELLNESS AND DEVELOPMENT (Cont'd)			
<i>CURRENT</i>			
1.2.04. OFFICE OF EMPLOYMENT EQUITY FOR PERSONS WITH DISABILITIES			
Appropriations provide for career development support, outreach and employment opportunities within Government departments and entities for persons with disabilities. A portion of funding is provided by the Federal Government under the Workforce Development Agreement and the Canada/Newfoundland and Labrador Labour Market Development Agreement.			
01. Salaries	3,874,400	3,612,500	3,879,700
10. Grants and Subsidies	100,000	55,500	100,000
Amount to be Voted	3,974,400	3,668,000	3,979,700
01. Revenue - Federal	(1,108,800)	(1,108,800)	(1,108,800)
Total: Office of Employment Equity for Persons with Disabilities	2,865,600	2,559,200	2,870,900
1.2.05. EMPLOYEE ASSISTANCE AND RESPECTFUL WORKPLACE PROGRAM			
Appropriations provide for professional counseling services to employees, family members, and Government departments administered through the Employee Assistance and Respectful Workplace Program.			
01. Salaries	712,600	755,500	717,900
Operating Accounts:			
<i>Employee Benefits</i>	3,400	-	3,400
<i>Transportation and Communications</i>	15,000	100	15,000
<i>Professional Services</i>	647,000	681,100	647,000
<i>Purchased Services</i>	9,500	-	9,500
02. Operating Accounts	674,900	681,200	674,900
Amount to be Voted	1,387,500	1,436,700	1,392,800
Total: Employee Assistance and Respectful Workplace Program	1,387,500	1,436,700	1,392,800
TOTAL: EMPLOYEE WELLNESS AND DEVELOPMENT	9,139,900	8,179,000	9,272,800
TOTAL: PUBLIC SERVICE COMMISSION	10,505,000	9,408,900	10,548,900

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 2021.

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