

2021-2022 **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 2021-22 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.

The PSC experienced another rewarding year of growth and achievement in 2021-22, the second year of the 2020-23 business planning cycle. Significant progress was made in the achievement of our three year goals: to redesign PSC operations and incorporate its expanded scope; and, to foster a culture of safety and wellness within the public sector. In 2021-22, the PSC focused on the implementation of recommendations and outcomes that directly contribute to integrating its programs and services, streamlining of operations, and qualitative and innovative improvements as outlined in the Report on Performance section of this annual report. Those achievements are also supportive of government's overall strategic directions of healthier people and a more efficient public sector.

I would like to take this opportunity to acknowledge my fellow commissioner and the staff of the PSC for their continued and dedicated service, and the outstanding accomplishments thus far. I look forward to our continued success and guiding the PSC into the 2022-23 fiscal year.

Sincerely,



George Joyce
Chair and Chief Executive Officer

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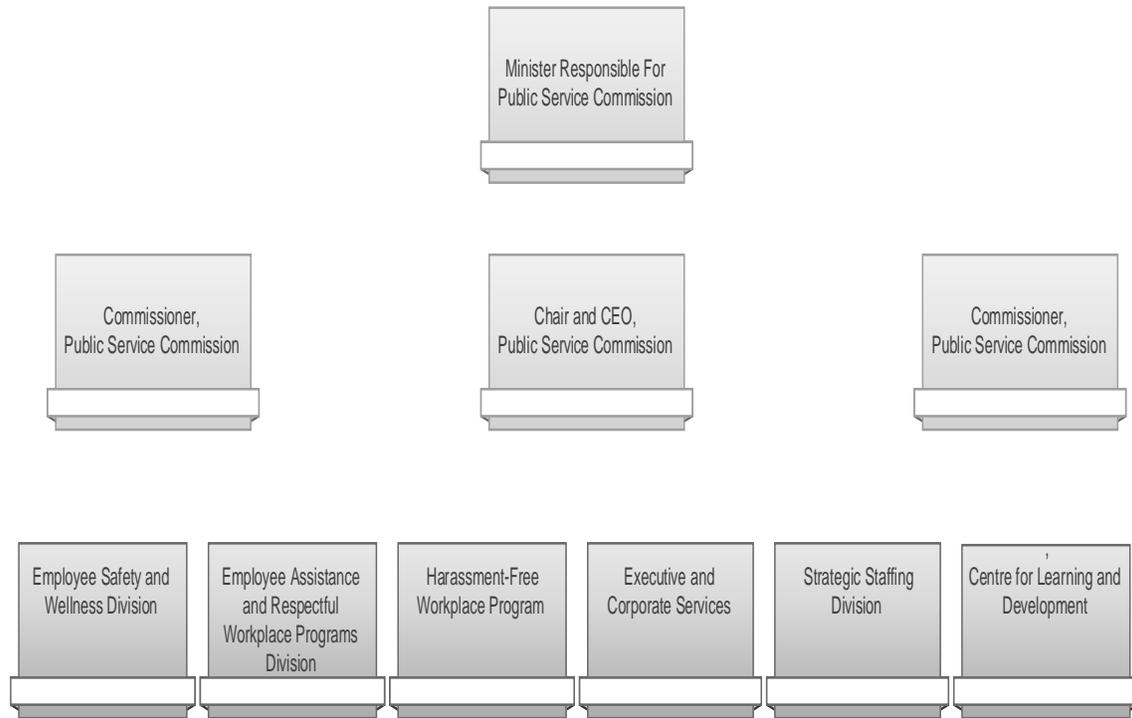
Departmental Overview

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** (the 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 PSC is an arm's length agency tasked with the principle statutory role of 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; employee safety and wellness 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, 2022, the PSC employed 79 people, including the executive members. Of the 79, there are 54 females and 25 males.

The PSC's expenditures for fiscal year 2021-22 were \$9,854,504 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 and Corporate Services	13	1,142,290
Centre for Learning and Development	12	1,700,955
Employee Assistance and Respectful Workplace Division	8	1,763,414
Employee Safety and Wellness Division	8	654,041
Strategic Staffing Division • Office of Employment Equity for Persons with Disabilities (Opening Doors Program)	38	4,593,804

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.

Vision

The PSC is committed to our vision of "Public Service Excellence through Merit, Fairness and Respect."

As an independent and arm's length agency committed to the principles of merit, the PSC will lead, guide and build a professional public service that is inclusive, diverse, respectful and skilled, and will support a healthy and safe workforce.

Mandate

The mandate of the PSC is provided by its governing legislation, the **Public Service Commission Act** (the 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. One of the primary responsibilities of the PSC is the recommendation of candidates for appointment or promotion to positions within those organizations scheduled to the Act and as well, provincial ABCs that are also scheduled to that Act.

Lines of Business

Public Sector Recruitment

Recruitment and staffing within the core public service is conducted in accordance with the Act for the core public service and through delegated staffing authority with those agencies scheduled to the Act. The PSC establishes staffing policy, and the standards and methods by which candidates are assessed for employment. The commission is also accountable for the oversight of merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the Act. The PSC is responsible for government's staffing and recruitment function, the Office of Employment Equity for Persons with Disabilities, Student Employment Services (at the post-secondary level), and the training/mentoring of selection board chairs. The PSC maintains an on-line job portal for public service employment opportunities.

Recommendations for Appointments to Agencies, Boards and Commissions

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. The PSC maintains the IAC website which details general appointee requirements, upcoming vacancies, and provides an application portal.

Delivery of Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Program (EARWP) Division provides a range of professional counselling services and supports, specific to employees at the operational level, aimed at promoting psychological health and safety in the workplace. The division operates from a model of independence provided through the PSC as an arm's length agency of government. Direct service delivery includes consultation and advisory services; mental health assessment and counselling; responding to traumatic workplace events; informal conflict management services; workplace intervention assistance; and, training and capacity building activities. In accordance with the **Personal Health Information Act**, the division is also a custodian to employees' personal health information and provides services to approximately 13,500 public sector employees and their immediate family members.

Delivery of Employee Safety and Wellness Initiatives

The Employee Safety and Wellness Division provides strategic leadership and advice on policies and programs created to address health and safety needs of employees within the core public service. This division manages corporate-wide policies and

programs related to occupational health and safety, and works with departments to promote the establishment of a culture of wellness, which focuses on promoting healthy work environments.

Provision of Corporate-Wide Learning, Development and Training

Executive development, leadership and management development, and compliance-based training are the core perspectives of the various programs and services offered by the Centre for Learning and Development. The centre offers its trainings via eLearning, virtual delivery and through an in-person classroom setting. The centre often collaborates with departments and agencies to provide government employees with learning opportunities that are unique, important and practical.

Administration of the Harassment-Free Workplace Program

The position of Harassment-Free Workplace Manager is assigned frontline responsibility for the administration and monitoring of the Harassment-Free Workplace Policy, and associated programs to address employee conflict and harassment complaints. The manager acts as a subject matter resource for employees and management through consultations and information sessions, and a neutral facilitator of the complaint process, including assessing submitted complaints and supporting the identified resolution option through to conclusion.

Administration of Classification Appeals

The Management Classification Review Committee (MCRC) was established in 1987 to hear appeals from managers who are classified under the Hay Classification System. The MCRC is chaired by the chair and CEO of the PSC and comprised of senior level public sector employees appointed by government. Bargaining unit and non-bargaining unit/non-management employees are classified under the Job Evaluation System (JES). JES appeals are decided upon by the independent classification appeal adjudicator, which is situated within the PSC. The PSC provides administrative and logistical support for the MCRC and the adjudicator.

Coordination and Delivery of Conflict of Interest Advice

The PSC supports the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee (COIAC). This includes responding to general inquiries; 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. The COIAC is chaired by the chair and CEO of the PSC.

Highlights and Partnerships

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 put forth significant efforts across a wide range of additional activities and experienced many accomplishments throughout the fiscal year. The PSC works closely with all government departments and entities scheduled to the Act, and those partnerships are essential to carrying out our roles and responsibilities effectively and efficiently.

Merit Protection in Public Service Hiring

Recruitment and staffing functions within the core public service are conducted in accordance with the Act for the core public service and through delegated staffing authority with those agencies scheduled to the Act. The PSC is responsible for the establishment of staffing policy and the standards and methods by which candidates are assessed for employment. The commission is also accountable for the provision of oversight for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the Act.

In its oversight role, the PSC investigates and responds to inquiries and formal concerns relating to recruitment actions. In 2021-22, there were 12 requests for formal staffing reviews and 10 of those requests were completed and closed by year end. A

consistently low percentage of approximately one per cent of staffing actions for the same period, year over year, 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 in training and supporting selection board chairs.

As a result of the PSC’s policy initiatives, nine concurrence requests were completed throughout 2021-22. 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 2021-22, 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 2021-22 are provided in the following table.

Strategic Staffing Division	2021-22
Payroll Requests Completed (temporary assignments, temporary employment, contracts, recall, extensions, student employment)	7773
Recruitment Actions Received	1536
Recruitment Actions Completed (includes the use of 26 eligibility lists and 90 previously conducted competitions)	1352

Throughout 2021-22, the Strategic Staffing Division in collaboration with the Treasury Board Secretariat achieved significant progress in the development of a new Graduate Recruitment Program, which will launch in early 2022-23. The program will be utilized to attract and retain high-potential graduates for general leadership work opportunities within the core public service. The program offers government the affordable opportunity to introduce fresh and innovative perspectives to the workplace, while new graduates gain the opportunity to develop skills and accumulate meaningful work experience. The program will include a competitive salary and benefits, orientation and onboarding, learning and development supports, mentorship, and employment for each graduate recruit for a period of two years. Programs such as this support recruitment and retention within the public service.

In addition, the Strategic Staffing Division partnered with the Centre for Learning and Development in the delivery of recruitment sessions to employees within 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 on a bi-monthly basis from January through March 2022.

The Strategic Staffing Division represents the Government of Newfoundland and Labrador on several Interjurisdictional Public Service Commissioners' Joint Working Groups, more specifically, the Recruitment and Development Working Group, the Equity, Diversity and Inclusion in Talent Acquisition Sub-Committee, Inclusive Leadership and Simple Competency Models Sub-Committee, and the Future of Work Group. The Public Service Commissioners of Canada provide direction on the work to be completed and the working groups report annually on their achievements. Pre-scheduled meetings occur 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.

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 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, 186 sessions were delivered in 2021-22. There were 98 individuals employed through various job 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.

Going into 2021-22, the OEEPD was faced with the challenge to create more placements while still operating during the COVID-19 pandemic. This was as a result of several placements that ended in the latter part of 2020-21 through the office's Agencies, Boards, Crown Corporations and Commissions (ABCC) Initiative. In 2021-22, the office was able to secure two additional work opportunities, one with Memorial University and one with the Provincial Information and Library Resources Board.

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 September 2021, the division participated in a virtual career fair in partnership with Memorial University and College of the North Atlantic, and also delivered a recruitment session to students at Memorial University during Career Week in October 2021. In November 2021, the division also attended a virtual bilingual career fair in partnership with the Office of French Services, Digital Government and Service NL. In addition, sessions were delivered to the School of Social Work, to outline student employment advisory services, highlight available opportunities within the Department of Children, Seniors and Social Development, and to advise of upcoming recruitment seminars available to students at the end of their work terms.

The Strategic Staffing Division continued its collaboration with the Learning Partnership, the national leader of the annual Take Our Kids to Work Day event, <https://www.thelearningpartnership.ca/take-our-kids-to-work> . On November 3, 2021, the virtual event was held with the theme of “You Belong Here”. On behalf of the Government of Newfoundland and Labrador, the division established a network of self-identified mentors within our public service who represent diverse populations and career fields. Despite the virtual participation, the event enjoyed success across the country based on embracing technology and appealing to the grade nine audience.

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 for ABCs in Canada.

In 2021-22, 46 new requests were received to fill vacancies on 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	18	28
Recommendations Issued	19	28

Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Program (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. The Employee Assistance Program (EAP) 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 EAP also provides consultative services for managers in relation to employee mental health, and provides trauma support as required for traumatic events impacting employees and workplaces. 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 EARWP 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).

The utilization rate for 2021-22 was 13 per cent, which reflects that employees are aware of, and readily use the services when needed. Additional statistics are provided in the following table.

Employee Assistance and Respectful Workplace Division			
	2019-20	2020-21	2021-22
Employees Who Accessed Services	1877	1882	1798
Utilization Rate	13.9%	13.9%	13.3%
EARWP Workshops Delivered	54	36	88

The EARWP Division provides consultation and advisory supports to employees having interpersonal conflict, or are 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 can also contact the program directly for confidential support, guidance and advice when looking to resolve workplace conflicts using an informal conflict management 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 partnerships with government departments, entities and public sector unions, the EARWP 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 EAP is often deployed on-site and immediately available to offer professional support and advice to employees receiving troubling news or experiencing a mental health crisis.

Employee Safety and Wellness Initiatives

In 2021-22, the Employee Safety and Wellness (ESW) Division continued to focus on health, safety and wellness strategies and initiatives that foster an environment of injury and illness prevention, and a culture of physical and mental health within the core public service. Throughout the year, the ESW Division worked closely with government departments on processes related to the rapidly changing COVID-19 pandemic, adapting as public health measures changed. During December 2021 and January 2022, the division, in partnership with other government departments, led the coordination of COVID-19 booster clinics for employees and their families. Over 2,200 employees and family members were vaccinated at these clinics.

During a pandemic, other immunizations, such as flu vaccines are more important than ever. As such, in December 2021, over 720 employees received their flu shot through 11 workplace flu clinics.

Assisting government departments in identifying and assessing occupational health and safety (OHS) risk continues to be a priority for the ESW Division. In 2021-22, the division dedicated a position to support the Department of Children, Seniors and Social Development in addressing areas of risk; mainly around violence prevention and employees who work alone. Through their collaborative efforts, a department-wide

Threat Protocol was established, and two pilot projects were initiated in working alone assist software and a risk assessment program.

Continual improvement in OHS programming is key to the success of a culture of health and safety in the core public service. The ESW Division continues to work with government departments in updating and enhancing existing areas of their OHS programs to ensure consistent review, evaluation and continuous improvement are incorporated into all OHS processes and procedures. In 2021-22, four government departments successfully adopted all recommended changes and improvements to their OHS programs offered by the ESW Division. Several more departments have adopted changes in key areas, such as risk assessment and incident management and analysis.

Mental wellness continues to be one of the main areas of focus for the ESW Division, with the incorporation of psychological health and safety into current OHS processes and initiatives. In addition, the division offered mental wellness sessions and collaborated with local mental health organizations to develop and deliver a wide range of content.

The division continues musculoskeletal prevention and awareness initiatives, including its ergonomic assessment program for government departments and entities, and throughout 2021-22, approximately 100 ergonomic assessments were conducted by our ergonomic coaches and external providers.

Corporate-Wide Learning, Development and Training

The Centre for Learning and Development (CLD) reported 17,724 course completions in 2021-22. During this time, over 300 unique course titles were offered to the core public service. This included topics ranging from occupational health, safety and wellness, information management, corporate policy, and leadership and development opportunities, to French language training and tuition assistance programming. All of which help build employee competencies and support both just-in-time learning and career development.

Although eLearning represents the majority of course completions (over 75 per cent), the CLD has continued to explore the virtual delivery format as a means to increase accessibility and promote an inclusive learning environment. As a result, over 1,400 completion records were achieved by virtual delivery in 2021-22; representing eight per cent of total completions. This marks the highest completion rate for virtual delivery since the CLD implemented this methodology in 2010. Further statistics are provided below.

Centre for Learning and Development (PSAccess)	
Courses completed via eLearning (employees can access at any time)	13554
In-Class (instructor-led, in-person, classroom setting)	2691
Virtual (employees connect to instructor led session using technology)	1479

In response to the stresses associated with living through a pandemic, the CLD collaborated with the Employee Assistance and Respectful Workplace Division to highlight and offer mental health resources. This partnership will continue into the 2022-23 fiscal year with a focus on mental health resources for both at home and work.

During the 2021-22 fiscal year, the Centre for Learning and Development dedicated significant resources to the Learning Management System (LMS) upgrade project with the Office of the Chief Information Officer. The new LMS system will launch in the 2022-23 fiscal year, and will offer additional functionality when registering and completing courses, and accessing learning and development resources.

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 16 files that were carried forward from the previous year, 21 new complaints were received throughout 2021-22, and out of those 37 active files, 28 were closed.

Investigations continue to be one of the main areas of focus with eight investigations completed in 2021-22. In addition, the newly updated investigator training program was utilized to train four new investigators who are now included on the roster of harassment investigators from across the public service.

It is of notable mention that throughout the year, 595 employees completed the mandatory eLearning course, “Fostering a Harassment-Free Workplace.” In collaboration with the Centre for Learning and Development, nine virtual sessions of “Fostering a Harassment-Free Workplace: A Manager’s Role” were offered to 96 managers. These management sessions focus on case studies, meaningful discussion and skill-building for managers in preventing and intervening in situations of conflict or harassment.

In addition, a review of the Harassment-Free Workplace Policy and associated procedures was conducted in the previous year, which resulted in a proposal of amendments to the Treasury Board Secretariat for consideration.

A partnership with the Treasury Board Secretariat in conjunction with collaborative efforts amongst divisions of the PSC have allowed for an increased focus on harassment prevention and early intervention. The PSC remains committed to supporting government departments in fostering a harassment-free work environment.

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. In 2021-22, efforts were undertaken to increase the resources dedicated to the JES appeals function, which allowed for a significant number of appeals to be concluded in that year. Those specific measures will continue into the next fiscal year to resolve the remaining appeals. As of March 31, 2022, there were 865 outstanding JES appeals and decisions on appeals are ongoing. Statistics are provided in the following table.

JES Classification Appeals				
	Carried Forward	New Appeals	Appeals Completed	March 31, 2022
2021-22	1491	18	644	865
2020-21	1668	155	332	1491
2019-20	1097	962	391	1668

The Management Classification Review Committee 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 committee is chaired by the chair and CEO of the PSC, and comprised of senior level public sector employees appointed by government. Over time, the committee membership has decreased largely due to retirement. In 2021-22, the PSC began the process of appointing new members, and a fully complemented committee will be appointed in the upcoming fiscal year. Statistics are provided in the following table.

Management Classification Appeals				
	Carried Forward	New Appeals	Appeals Completed	March 31, 2022
2021-22	56	13	19	50
2020-21	83	3	30	56
2019-20	161	7	85	83

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 inquiries; 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 2021-22, 22 formal requests for advice were received by the Conflict of Interest Advisory Committee in addition to the two formal requests carried forward from the previous year. Out of the 24 total requests, 17 were closed by year-end, one was withdrawn, and six were in progress and will be carried forward to the next fiscal year. As well, informal consultation services were provided in response to two enquiries.

Report on Performance

Throughout the second year of the 2020-23 business planning cycle, the PSC continued to put forward best efforts and significant progress was achieved. Staff worked diligently to achieve the goals and objectives set out in the business plan, and as a result, the PSC experienced another rewarding year. This section includes the PSC's performance as it relates to the achievement of the 2021-22 annual objective and as well, contribution to the overall three-year goal.

Issue 1: Public Service Commission Operations and Design

As a result of government restructuring in 2020 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

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

2021-22 Objective

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

Indicators	Accomplishments
<p>Implemented recommendations and outcomes put forward and approved by PSC executive.</p>	<ul style="list-style-type: none"> In 2021-22, the Centre for Learning and Development (CLD) continued its efforts to convert traditional in-person course offerings to a virtual delivery format. As a result, a total of 1,479 completion records for virtual offerings were reported, which represents an eight per cent of total offerings completed. This year marks the highest completion rate for virtual delivery. The COVID-19 pandemic has definitely been a driving factor toward virtual

	<p>learning. However, the CLD has been using this methodology since 2010 to assist with accessibility and inclusion, and outreach to employees in rural communities throughout the province.</p> <ul style="list-style-type: none">• The CLD continues to assist the project team in the analysis of the proposed new Learning Management System (LMS) solution. Meetings occur regularly. As a result of the need for a customized solution, and competing priorities related to the pandemic, the anticipated launch date was delayed. The new LMS is expected to launch in Fall 2022.• To support the delivery of virtual training sessions throughout 2021-22, the CLD renewed its licenses and continued to use the Cisco Webex and Zoom platforms. Facilitator and participant feedback indicated positive user experiences with both platforms. Both platforms are relatively equal; however, there are minor nuances which allow the different platforms to better pair with specific offerings and content.• The CLD continued to explore the creation of a Manager's Toolkit that will
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	<p>provide managers with the information and tools required to fulfill their corporate management responsibilities. The anticipated implementation date is Fall 2022-23.</p> <ul style="list-style-type: none">• Specific learning programs have been identified to assist managers in fulfilling their respective roles during the recruitment and selection process, onboarding, and employee relations. As programs are implemented, the CLD will work with its stakeholders to ensure the dissemination of sourced materials, for example, guidance documents, checklists, templates, etc.• The CLD has continued to collaborate with departments and agencies in the core public service on learning and organizational development initiatives. Subsequently, three new eLearning solutions were developed, and educational content pertaining to employee mental health was added to PSAccess. The CLD has also assisted multiple departments with the development and delivery of in-house training to address specific operational issues.
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	<ul style="list-style-type: none">• The Strategic Staffing Division (SSD) established an internal project team of staffing specialists who conducted best practices research amongst Canadian government jurisdictions. This research informed the development of a new standardized reference form for general competencies to be considered in the referencing checking process of recruitment and staffing actions. This new form and associated processes were implemented in October 2021.• Improvements were also made by the SSD to the job offer process to ensure consistency and efficiency of communication and practice. These updates were finalized and implemented in December 2021.• Recruitment by occupation versus by specific position is a new initiative for the SSD that would contribute to building occupational networks and allow for more focused recruitment efforts, which would support better allocation of resources. A working group has been established to develop a broader plan in which to develop and implement competency frameworks and recruitment strategy by
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	<p>occupation. Some actions have already been completed with respect to executive secretarial roles, programmer and systems analyst roles and financial analyst roles. In addition, a compilation of interview questions by occupational categories has also commenced, and will be finalized and incorporated into recruitment efforts in the next fiscal year.</p> <ul style="list-style-type: none">• Throughout 2021-22, recruitment sessions were delivered, and it was also promoted to the broader public service that registration for such sessions can be made through the CLD.• The SSD commenced the process of updating the Hiring Managers' Toolkit, to be more reflective of forward vision versus present day practice. Pending a current functional review, it is expected to be completed by end of 2022-23.• The PSC has implemented a process that involves consistent and perpetual analysis of current candidates in the Agency, Board and Commission (ABC) Database. Candidates with specific skill sets and from a variety of demographics are identified for a variety of potential
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ANNUAL REPORT 2021-2022

	<p>ABC opportunities. This proactive approach allows for qualified candidates to be considered for appointment to other ABCs, not just the ones specifically referenced in their original application.</p>
<p>Continued review and put forward additional recommendations for qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> • In 2021-22, the CLD continued to evaluate its programming and have identified three additional in-class courses that will be converted to virtual delivery format in the upcoming fiscal year, and another six courses that will be released as eLearning courses. Such efforts help to ensure that employees have continued access to just-in-time learning opportunities. • As a part of the continuous improvement approach, the CLD analyzed various program areas within the division. Program areas include administrative functions, the tuition assistance program, and safety compliance training. Recommendations have been drafted to propose service delivery improvements that will achieve greater efficiencies in those key areas. It is anticipated that implementation will occur throughout 2022-23.

	<ul style="list-style-type: none">• The SSD have established working groups to focus more exclusively on the following initiatives in the next fiscal year:<ul style="list-style-type: none">○ Hiring for Potential – recruiting for minimum versus specialized qualifications;○ Increased Talent Search – greater networking and marketing of employment opportunities;○ Generating Talent Pools – management of ongoing recruitments, applicant inventories versus individual competitions and one time recommendation lists; and,○ Diversity, Equity and Inclusion – expanded scope, implementing more accessible pathways for diverse groups to public service opportunities, inclusive of immigration initiatives. • The Employee Safety and Wellness (ESW) Division worked closely with the Public Procurement Agency on two standing offers, one for first aid kits and another for ergonomic equipment. Once finalized, these standing offers will create consistencies and efficiencies throughout
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	the Government of Newfoundland and Labrador.
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2022-23 Objective

The 2022-23 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2023, the PSC will have evaluated the efforts made in redesigning the operations of the PSC.

Indicators:

- Evaluated the efforts made in redesigning the operations of the PSC.
- Continued implementation of recommendations and outcomes put forward and approved by PSC executive.
- Continued to 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

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

2021-22 Objective

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	Accomplishments
<p>Implemented all of the recommendations and outcomes put forward and approved by PSC executive.</p>	<ul style="list-style-type: none"> Throughout 2021-22, further research took place regarding a new invoicing system for the Employee Assistance and Respectful Workplace Programs (EARWP) Division. Information was gathered on digital client record management databases, service authorization models and service verification protocols currently being used by other government departments and agencies. As a result, several options were identified and considered. <p>It was determined that a modification to the existing EARWP client record management system would provide greater efficiencies for invoice processing and invoice management.</p> <p>A scoping document is currently being developed by the PSC, Office of the Chief Information Officer (OCIO) and the Office of the Comptroller General (OCG). Once sanctioned by the PSC and OCG, the</p>

	<p>project will move to OCIO Application Services for development and implementation. A process training initiative to develop a job aid for EARWP coordinators and vendors was approved by the Centre for Learning and Development (CLD).</p> <ul style="list-style-type: none">• Current EARWP trainings and sessions were expanded to online delivery. Skype sessions included the following:<ul style="list-style-type: none">○ Conflict Resolution Skills for Managers;○ Fostering Healthy Transitions – The Manager’s Role;○ Surfing the Waves: Anchoring Your Wellness; and,○ Finding Compassion Satisfaction in an Ever Transforming Landscape.• An interactive conflict resolution training program for managers and leaders referred to as Coaching Circles, which was developed in 2020-21, was offered throughout 2021-22. More specifically, nine sessions at five weeks each were delivered.
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	<ul style="list-style-type: none">• The EARWP Division collaborated with the CLD in the development of a Mental Health Portal in PSAccess to offer employee access to information on mental health at work and at home. Resources were also added on COVID-19 related topics. The Mental Health Portal was launched in August 2021, and resources are consistently being developed and added to the portal as needed.• A monthly Wellness Coaching Circle for managers and leaders was offered throughout the fiscal year to provide a space for managers to find support and connection, and to access resources.• Throughout 2021-22, the CLD collaborated with the Employee Safety and Wellness (ESW) Division in the development of a new workplace health and safety onboarding module, which is scheduled for release in Fall 2022. Additionally, work has progressed on both a risk management eLearning solution and a respiratory protection training program.
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	<ul style="list-style-type: none">• The ESW Division assisted the CLD with the inclusion of wellness sessions into executive onboarding events, and the dissemination of psychological health and safety information during executive monthly forums.• In support of occupational health and safety, the ESW Division identified that a consistent safety management framework for OHS programming is needed amongst government departments. The draft framework remains in progress.• Assistance was provided to government departments and their OHS committees in accessing WorkplaceNL's online services portal - Connect, which will allow for improved OHS Committee reporting. Monthly auditing will also begin in the next fiscal year. The first audit is planned for April 2022, and will serve as the baseline for month over month comparisons. Regular monthly auditing will help inform communications to departments.• The ESW Division is committed to psychological health and safety in the workplace, and continued its contribution
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	<p>to related initiatives within government. The ESW Division developed and promoted meaningful content in support of such initiatives, including National Health and Safety Week and Mental Health Awareness Week.</p> <ul style="list-style-type: none">• In 2021-22, development of a Mental Wellness First Aid Kit was underway. The First Aid Kit will provide tools, resources and support to manage mental wellness, and promote ways to make the workplace psychologically healthy and safe for all employees. Access will be provided through a desktop icon which will be launched in first quarter of 2022-23.• The ESW Division also explored and implemented changes within PeopleSoft to allow for more user-friendly reporting of psychological injury. Work will continue on this initiative throughout the next fiscal year.• The ESW Division previously identified the enhancement of the StartSafe brand as a priority for the year. In collaboration with Marketing and Brand Management, psychological health and safety will be incorporated into the StartSafe brand. A
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	<p>template will be developed for related safety moments. As well, a plan is currently being developed for regular communications to departments and employees.</p> <p>In addition, the ESW Division continued with StartSafe brand development by creating and issuing a personal hazard identification card to the Royal Newfoundland Constabulary.</p> <ul style="list-style-type: none">• The ESW Division assisted in the development of a Respiratory Protection Program and a related learning module for the Department of Transportation and Infrastructure. This program is still under development and work will continue throughout the next fiscal year. Discussions are ongoing with regard to corporate versus departmental programs.• In its commitment to improving the Violence Prevention Emergency Response, the ESW Division developed an electronic risk assessment process, which is currently being implemented in the Department of Children, Seniors and Social Development. A sub-committee of departmental employees was formed to
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	<p>review and provide recommendations for continuous improvement. It is anticipated that this process will be transferable to other government departments.</p>
<p>Continued review and put forward additional recommendations for qualitative and innovative improvements.</p>	<ul style="list-style-type: none"> • The EARWP Division is considering the development of a Respectful Workplace Program (RWP) Resource Portal. • Collaborative efforts between the EARWP Division and the Harassment-Free Workplace Program are ongoing to build capacity for workplace assessment and restoring the workplace. • The development of mediation skills training for managers is currently under consideration by the EARWP Division. • The EARWP Division have committed to a continuous improvement approach, and will be establishing a divisional committee early in 2022-23.

2022-23 Objective

The 2022-23 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2023, the PSC will have evaluated efforts made to foster a culture of safety and wellness within the public sector.

Indicators:

- Evaluated the efforts made in redesigning the operations of the PSC.
- Continued implementation of recommendations and outcomes put forward and approved by PSC executive.
- Continued to 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 2021-22. The pandemic emphasized the need for greater flexibility and adaptability amongst our staff, clients and the programs and services that we provide. With an unwavering commitment, the PSC ensured a seamless continuity in the provision of all essential programs and services. The temporary measures put in place in response to the pandemic, proved to be transformational and as a result, the PSC achieved greater efficiency and effectiveness in all of its lines of business.

PSC Reorganization

As a result of government restructuring in fiscal year 2020-21, the mandate of the PSC is well-positioned to provide many of the core programs and services that employees value most in the workplace. The PSC will continue to focus 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.

Recruitment and Retention

In 2021-22, the PSC began working on a renewed approach to marketing and branding for both public service recruitment and ABC appointments. The PSC will continue to collaborate with government's Marketing and Branding Division to create a modern,

client-centric strategy that will unfold in the next fiscal year. The PSC will also continue its focus on other initiatives to support recruitment and retention efforts, and to highlight the exciting career opportunities within the public service, which will contribute to better positioning the Government of Newfoundland and Labrador as a prospective employer. A series of planning initiatives and consultations will be initiated to foster growth and improvement of talent acquisition strategies, hiring for potential, generating talent inventories and recruiting by occupation, and as well, strategies for reducing barriers to employment with greater value on inclusive, diverse, equitable and accessible opportunities.

Of notable mention, significant efforts have been undertaken in 2021-22 by the PSC in collaboration with Treasury Board Secretariat, to develop a new Graduate Recruitment Program, which will be launched early in 2022-23. The program will be utilized to attract and retain high-potential candidates for general leadership work opportunities. Not only will graduate recruits gain the opportunity to develop skills and accumulate valuable work experience, they will also have the opportunity to explore the breadth of rewarding careers available in the public service. Graduates accepted into the program bring fresh perspectives and innovative ideas that would be of great benefit to our government. The PSC looks forward to welcoming the first group of graduate recruits in 2022-23.

Diversity in the Public Service

In 2021-22, the PSC identified the need for a more centralized approach to supporting diversity and inclusion within and across the broader provincial public service. In 2022-23, the PSC will champion and lead a multi-partnered Inclusion, Diversity, Equity and Accessibility (IDEA) Committee to centralize employer efforts to advance IDEA in the public service workforce. Pursuing IDEA will contribute to the identification of potential talent pools, and also help to generate novel and innovative thought in the workforce. The PSC is committed to this initiative, and excited for the opportunities it will present.

PUBLIC SERVICE COMMISSION
Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2022

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01. EXECUTIVE AND CORPORATE SERVICES			
01. Salaries	1,110,499	1,110,800	1,255,600
Operating Accounts:			
<i>Employee Benefits</i>	-	3,000	5,200
<i>Transportation and Communications</i>	13,624	24,700	57,100
<i>Supplies</i>	2,440	6,000	12,400
<i>Professional Services</i>	375	1,000	10,000
<i>Purchased Services</i>	13,651	15,200	22,300
<i>Property, Furnishings and Equipment</i>	2,651	2,700	2,500
02. Operating Accounts	32,741	52,600	109,500
	<u>1,143,240</u>	<u>1,163,400</u>	<u>1,365,100</u>
02. Revenue - Provincial	(950)	-	-
Total: Executive and Corporate Services	<u>1,142,290</u>	<u>1,163,400</u>	<u>1,365,100</u>
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	<u>1,142,290</u>	<u>1,163,400</u>	<u>1,365,100</u>
EMPLOYEE WELLNESS AND DEVELOPMENT			
<i>CURRENT</i>			
1.2.01. CENTRE FOR LEARNING AND DEVELOPMENT			
01. Salaries	929,056	941,500	941,500
Operating Accounts:			
<i>Employee Benefits</i>	32,035	35,300	35,300
<i>Transportation and Communications</i>	6,685	10,000	26,200
<i>Supplies</i>	3,533	10,000	35,000
<i>Purchased Services</i>	858,846	921,900	941,900
02. Operating Accounts	901,099	977,200	1,038,400
	<u>1,830,155</u>	<u>1,918,700</u>	<u>1,979,900</u>
01. Revenue - Federal	(85,000)	(77,000)	(77,000)
02. Revenue - Provincial	(44,200)	(40,000)	(40,000)
Total: Centre for Learning and Development	<u>1,700,955</u>	<u>1,801,700</u>	<u>1,862,900</u>

PUBLIC SERVICE COMMISSION (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
EMPLOYEE WELLNESS AND DEVELOPMENT			
<i>CURRENT</i>			
1.2.02. STRATEGIC STAFFING			
01. Salaries	2,075,878	2,108,300	2,315,500
Operating Accounts:			
<i>Employee Benefits</i>	218	300	200
<i>Transportation and Communications</i>	15,087	15,500	15,500
<i>Supplies</i>	3,781	6,200	6,200
<i>Purchased Services</i>	8,913	36,500	36,500
02. Operating Accounts	27,999	58,500	58,400
Total: Strategic Staffing	2,103,877	2,166,800	2,373,900
1.2.03. EMPLOYEE SAFETY AND WELLNESS			
01. Salaries	634,522	636,400	615,400
Operating Accounts:			
<i>Employee Benefits</i>	-	2,800	2,800
<i>Transportation and Communications</i>	4,980	12,600	12,600
<i>Supplies</i>	1,291	2,400	2,400
<i>Purchased Services</i>	7,480	10,300	10,300
<i>Property, Furnishings and Equipment</i>	5,768	6,500	6,500
02. Operating Accounts	19,519	34,600	34,600
Total: Employee Safety and Wellness	654,041	671,000	650,000
1.2.04. OFFICE OF EMPLOYMENT EQUITY FOR PERSONS WITH DISABILITIES			
01. Salaries	3,578,425	3,874,400	3,874,400
Operating Accounts:			
10. Grants and Subsidies	20,302	100,000	100,000
	3,598,727	3,974,400	3,974,400
01. Revenue - Federal	(1,108,800)	(1,108,800)	(1,108,800)
Total: Office of Employment Equity for Persons with Disabilities	2,489,927	2,865,600	2,865,600

PUBLIC SERVICE COMMISSION (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
EMPLOYEE WELLNESS AND DEVELOPMENT			
CURRENT			
1.2.05. EMPLOYEE ASSISTANCE AND RESPECTFUL WORKPLACE PROGRAM			
01. Salaries	952,518	952,600	712,600
Operating Accounts:			
<i>Employee Benefits</i>	-	3,400	3,400
<i>Transportation and Communications</i>	754	15,000	15,000
<i>Professional Services</i>	808,663	856,000	647,000
<i>Purchased Services</i>	1,479	9,500	9,500
02. Operating Accounts	810,896	883,900	674,900
	1,763,414	1,836,500	1,387,500
Total: Employee Assistance and Respectful Workplace Program	1,763,414	1,836,500	1,387,500
TOTAL: EMPLOYEE WELLNESS AND DEVELOPMENT	8,712,214	9,341,600	9,139,900
TOTAL: PUBLIC SERVICE COMMISSION	9,854,504	10,505,000	10,505,000

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 2022.

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