



**PUBLIC SERVICE
COMMISSION**

Business Plan 2011-2014

Message from Chair

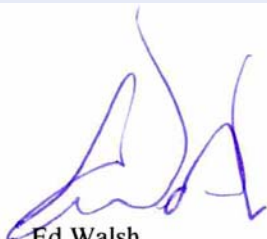
It is with great pleasure that I present this Business Plan for the Public Service Commission (PSC), as per the reporting requirements of the Transparency and Accountability Act. This plan outlines the goals and objectives of the PSC for the fiscal years ending 2011-2014. During its development, careful consideration was given to strategic directions of Government (see appendix A), in particular those related to the PSC.

In accordance with Government's Strategic direction, the Public Service Commission is committed to improving access and decreasing barriers to employment opportunities within the public service of Newfoundland and Labrador. Given the Commission's role in the protection of the Merit principle, we are accountable for this direction. In past recent years we have focused on modernizing and increasing efficiency in mandated processes and operational requirements. To build upon this, our focus has now shifted to one of continuous quality improvement.

As outlined in this plan, there are important initiatives that the Public Service Commission will focus on over this planning period. In response to the challenges of the current demographic and labour market environments, the PSC will implement activities and functions to support quality improvement in staffing and recruitment. This will include review of all current practices and enhancement in change management, evaluation, increased use of technology and implementation of knowledge management and transfer strategies.

In accordance with Government's commitment to accountability, this plan outlines direction and outcomes for the Public Service Commission over the next three years. Under the Transparency and Accountability Act, the PSC is required to plan and report on progress.

As the Chair and Chief Executive Officer of the PSC, I am responsible for leading the preparation of this plan. The PSC is accountable for the achievement of the outlined goals and objectives over the next three fiscal years. As in the prior planning horizon, the staff of the Commission have risen to the challenges and demonstrated commitment to our shared vision of "Public Service Excellence through Merit, Fairness and Respect". More recently we have solidified our organizational identity and commitment to service excellence through the development of our culture statement (see page 7). I would like to acknowledge my fellow Commissioner and all PSC staff for their efforts in achieving the strategic objectives of our prior plan and in preparing this document. I am confident staff will continue to support the current objectives through the work they perform, and I look forward to our continued success.



Ed Walsh
Chair & Chief Executive Officer

Table of Contents

| | | |
|-------------|--|----|
| 1.0 | Plan at a Glance | 1 |
| 2.0 | Public Service Commission Overview | 2 |
| 3.0 | Mandate..... | 3 |
| 4.0 | Lines of Business | 4 |
| 5.0 | Values and Culture Statement | 7 |
| 6.0 | Primary Clients..... | 8 |
| 7.0 | Vision..... | 8 |
| 8.0 | Mission..... | 8 |
| 9.0 | Goals and Objectives | 10 |
| Appendix A: | Strategic Directions | 13 |

1.0 Plan at a Glance

Vision:

“Public Service Excellence through Merit, Fairness and Respect.”

Mission: By 2017, the PSC will have developed and further implemented additional quality improvement in staffing and recruitment and will have both validated and enhanced the transparency and fairness of processes within its mandate.

Goal 1

By March 31, 2014, the PSC will have enhanced the quality of its staffing and recruitment systems to address the challenges presented by changing demographic and labour market environments.

Objective 1.1

By March 31, 2012, the PSC will have reviewed and further developed activities and functions to support quality improvements in staffing and recruitment.

Objective 1.2

By March 31, 2013, the PSC will have implemented outcomes and recommendations arising from 2012 review to further improve the quality of staffing and recruitment.

Objective 1.3

By March 31, 2014, the PSC will have evaluated and readjusted activities and functions to sustain quality improvement in staffing and recruitment.

Goal 2

By March 31, 2014, the PSC will have reviewed and implemented recommendations to further improve transparency and fairness of its mandated decision making processes.

Objective 2.1

By March 31, 2012, the PSC will have reviewed its mandated decision making processes to identify areas for improvement in transparency and fairness.

Objective 2.2

By March 31, 2013, the PSC will have implemented recommendations arising from reviews conducted in 2012.

Objective 2.3

By March 31, 2014, the PSC will have evaluated the success of revisions to its decision making process.

2.0 Public Service Commission Overview

The Public Service Commission (PSC) is responsible for a variety of functions and services related to recruitment and staffing, including talent acquisition, audit, marketing, administration of employee support programs and investigations for those government departments and agencies scheduled to the *PSC Act (1973)*.

As an advocate for the principles of Merit, Fairness, and Respect, as well as good public administration, the PSC plays a vital leadership and support role for the broader organization. In accordance with this, the PSC administers the Employee Assistance Program; the Workplace Wellness Initiative; and, in conjunction with the Public Service Secretariat, the Respectful Workplace Program. It also provides support to several adjudication panels designed to provide third party resolution to matters pertaining to the bargaining unit Classification Appeal Board. Support is also provided to the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee and an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of government.

Divisions and Employees

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

There are three divisions performing the work of the Commission: the Strategic Staffing division, the Employee Assistance and Respectful Workplace division, and the Appeal and Investigation division. The staff complement of the PSC is 52 employees [40 permanent positions], including the Executive. The ratio of female to male employees is 40:12 with 3 positions being vacant at April 01, 2011.

Location and Areas Serviced

All divisions of the PSC are located at 50 Mundy Pond Road, St. John's, Newfoundland. All regions of the province are served from this location.

Legislative Authority

The mandate of the PSC is provided by the *Public Service Commission Act (1973)*.

Budget

The 2011-2012 salary and operational budget allocation for the PSC is \$10,130,800.

3.0 Mandate

The mandate of the PSC is provided by its governing legislation, the *Public Service Commission Act (1973)*. 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 Commission has, as one of its major responsibilities, the recommendation of candidates for appointment and/or promotion to positions within the provincial public service and the determination of selection processes.

As an advocate for the principles of Merit, Fairness, and Respect, as well as good public administration, the PSC plays a vital leadership and support role for the broader organization. In accordance with this leadership and support role, the PSC administers the Employee Assistance Program, the Workplace Wellness Initiative, and the Respectful Workplace Program in conjunction with the Public Service Secretariat. The Commission also houses an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of government.

4.0 Lines of Business

The PSC provides the following services and programs to the public service and the general public:

Strategic Staffing Division:

Strategic Staffing and Recruitment Services

- ✓ The PSC is responsible for recommending qualified, competent candidates for appointment or promotion to positions within the public service. In particular, the Strategic Staffing Division:
 - ✓ leads and develops recruitment and selection policy, programs, processes and strategies which both complement and support the Merit principle and government's Strategic Human Resource Plan;
 - ✓ leads and delivers strategic staffing services in departments and agencies;
 - ✓ provides a training and certification program for Selection Board Chairs;
 - ✓ focuses on continuous quality improvement and conducts a yearly audit, reviewing a statistically significant portion of all staffing action files and soliciting feedback from stakeholders as a means of assessing the quality of services provided;
 - ✓ monitors all appointments and promotions to ensure compliance with staffing policy;
 - ✓ provides employment supports to employees affected by challenges which prevent them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; and for permanent public service employees whose jobs are abolished;
 - ✓ provides advice, direction and support on recruitment issues related to organizational re-structuring and other corporate HR initiatives;
 - ✓ leads the marketing and advertising of public service employment opportunities;
 - ✓ provides talent acquisition services to address ongoing recruitment challenges in the public service;
 - ✓ provides, through the Student Employment Bureau, work-term and internship placements within the public service for those individuals currently enrolled in cooperative programs;
 - ✓ adjudicates staffing disputes.

Employee Assistance and Respectful Workplace Division:

**Employee Assistance Program (EAP);
Respectful Workplace Program & Workplace Wellness Initiative**

- ✓ The Employee Assistance Program is a joint program of the Government of Newfoundland and Labrador, the Newfoundland Association of Public and Private Employees (NAPE), the Canadian Union of Public Employees (CUPE), and the Public Sector Managers' Association. The PSC is responsible for providing counseling and consultation supports to employees and managers for issues that are either affecting, or have the potential to affect work performance. In this regard the PSC provides:
 - ✓ highly confidential and therapeutic counseling services to employees, and their families who are experiencing problems which may affect individual and workplace productivity;
 - ✓ assessment, short-term counseling and/or referral to an outside community agency or private resource;
 - ✓ funding and referrals for employees who require the services of trained counselors who are contracted by EAP;
 - ✓ debriefing and other supports to individuals and workplaces that experience significant traumatic workplace incidents;
 - ✓ services to individuals and work groups impacted by organizational adjustments and/or other issues resulting in either job loss or significant change;
 - ✓ support to departments needing to accommodate the workplace needs of employees with mental health issues;
 - ✓ development and delivery of training to provide professional development for managers and employees in the areas of work- life balance, stress management, dealing with change and communication skills;
 - ✓ training for managers and shop stewards in understanding the steps involved in assisting employees with personal or work related problems. This training is mandatory through government's Human Resource Management Program. Information sessions on EAP are offered on request to work-sites across the Province.

- ✓ The PSC established the Respectful Workplace Program (RWP) recognizing that productivity and quality of work are directly related to psychological health and respect in the workplace. The RWP provides a means to promote a public service work environment that is free from harassment and discrimination, respectful of diversity and constructive in its approach to workplace conflict. The PSC works from a capacity development model and in this regard provides training and information sessions on conflict management, conflict coaching, and conflict resolution services to employees and managers of government departments and other agencies. The PSC collaborates with government departments and agencies to provide training and alternative forms of conflict resolution in supporting the administration of government's "Harassment and Discrimination Free Workplace" policy. Specifically, the PSC provides:
 - ✓ Leadership in the delivery of conflict management services to resolve workplace conflict including mediation, facilitated discussions, workplace assessments, and other alternate

- dispute resolution services to assist employees, managers, and work groups to identify and deal with interpersonal problems impacting morale and productivity;
- ✓ Consultation and advisory support for all levels of the organization including senior management and human resources personnel in the assessment of individual and workplace problems;
 - ✓ workplace and conflict assessments when workplace issues are negatively impacting employee wellness, workplace productivity and/or organizational health;
 - ✓ services to departments working on building internal respectful workplace initiatives designed to promote respectful work environments;
 - ✓ a front line RWP train-the-trainer program that supports departments in delivering respectful workplace information to non-management employees;
 - ✓ mentoring to a range of departmental representatives and stakeholders to deliver training, facilitate interventions, and support RWP committee development;
 - ✓ Conflict resolution skills training for front line managers.

- ✓ Psychological health is a key part of any healthy workplace. The growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) reflect efforts to promote employee psychological health and productivity in our public service. The EAP supports healthy workplaces, through counseling and educational efforts such as stress management, managing change, and other wellness promotion strategies. The RWP promotes respectful and psychologically safe workplaces and provides training that supports positive mechanisms to manage conflict constructively.

Appeal and Investigation Division:

Investigative Services; Classification Appeal Board & Conflict of Interest Advisory Committee

- ✓ The PSC houses an investigative unit which reviews and investigates complaints of harassment, workplace conflict or other issues of an administrative nature within the public service (this includes responses to enquiries). The unit also coordinates and interfaces with other agencies and organizations regarding matters relating to complaints, investigations, conflict, and early intervention.
- ✓ The PSC provides administrative support for the bargaining unit, non-bargaining unit/non-management Classification Appeal Board.
- ✓ The Classification Appeal Board was established in 1971 by Order-in-Council to review and if necessary, hear appeals resulting from the classification system in government. Specifically, the PSC provides administrative and logistical support for the activities of the Board. The Board is chaired by the CEO of the PSC.
- ✓ The PSC supports the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee. This includes response to general inquires, accumulation of jurisprudence, and preparation and distribution of educational information related to conflict of interest.

5.0 Values and Culture Statement

The core values and culture statement of the PSC demonstrate the character of the organization promoted, not only through organizational effort, but throughout the public service as a whole. Each of the core values has a component part that is integral to the value it espouses. These components are highlighted in each strategic value action statement.

| Core Value | Strategic Value Action Statements |
|------------------------|---|
| Fairness | All employees conduct their work objectively and free from influence and bias and are supportive of the diversity of our clients. |
| Respect | All employees treat clients and coworkers in a just manner and accept responsibility for their work obligations and contributions. |
| Professionalism | All employees strive towards service excellence and continuing professional development, utilizing their unique competencies to advance the vision of the organization. |

| Culture Statement |
|--|
| <p>We are a community.</p> <p>We believe and act with respect and integrity. We balance courage and consideration when we communicate to show that we genuinely care.</p> <p>I help make this community!</p> <p>I am open and authentic. I show empathy and kindness and choose to be helpful. You will see that I strive to do the right thing as I take responsibility for my actions.</p> |

6.0 Primary Clients

Primary clients are the Departments and Agencies scheduled to the *Public Service Commission Act (1973)* and the employees who work for those entities. The general public also has an interest, as opportunities for employment for the general population are part of the Commission's purview. In appointing individuals to public service positions, it is required to consider the public interest as is mandated by Section 12 of the *Public Service Commission Act (1973)*.

7.0 Vision

“Public Service Excellence through Merit, Fairness, and Respect.”

8.0 Mission

The mission statement identifies the priority focus area of the Chair over the next planning cycle. It represents the key longer-term result that the Commission will be working towards as it moves forward on the strategic directions of government. The statement also identifies the measures and indicators that will assist both the entity and the public in monitoring and evaluating success.

In the 2011 Speech from the Throne, it was stated that “...some [residents] have faced barriers in their paths to employment and opportunity” and that “lowering [these] barriers will clear paths to opportunity and enable more to succeed”. The PSC supports this Government strategic direction through innovative efforts in all three divisions. With new challenges emerging in recruitment, the PSC recognizes a need for ongoing quality improvement in staffing and recruitment processes which promote diversity and accessibility. In support of this the PSC has adopted and implemented a diversity and inclusiveness policy as it relates to staffing and recruitment and will continue efforts to foster an environment which promotes accessibility for all. These practices and processes should be ever evolving and reflect the current environment in which we exist. While the recently implemented on-line job portal has resulted in a number of efficiencies, including increased accessibility to information for applicants, there is still room to grow and utilize emerging technology to benefit the public service.

In addition to our quality enhancements, it is essential that appropriate educational awareness be delivered throughout the public service and the public in general. These changes must be achieved in an environment where protection of the Merit principle is dominant. Protecting the Merit principle requires openness and transparency. This includes the identification and removal of barriers as well as promotion of equal opportunity.

As a result, the following mission has been identified:

By 2017, the PSC will have developed and further implemented additional quality improvement in staffing and recruitment and will have both validated and enhanced the transparency and fairness of processes within its mandate.

Measure 1: Quality improvement in staffing and recruitment processes.

Indicators:

- Reviewed concept of delivery of Merit principle.
- Reviewed current staffing model.
- Reviewed training and certification process for selection board chairs.
- Audited and reviewed processes to ensure qualifications sought are appropriately aligned with the position being staffed.
- Increased competency and behavioural based staffing and recruitment.
- Developed and implemented post hire evaluations.
- Increased knowledge management and transfer.
- Improved upon change management and evaluation.
- Expanded use of technology for efficiencies in screening and testing.
- Enhanced “time to fill” efficiencies.

Measure 2: Validation and enhancement of transparency and fairness of processes within mandate.

Indicators:

- Defined fairness.
- Examined transparency and fairness in processes.
- Codified roles and responsibilities of administrative tribunals.
- Developed a decision database.
- Evaluated, and where possible, enhanced transparency of decision making processes.
- Developed a decision reporting mechanism.
- Established priorities for corrective action.
- Implemented corrective actions.
- Reported on results.

9.0 Goals and Objectives

In consideration of government's strategic direction of decreasing barriers to employment, as well as the mandate and financial resources of the PSC, the following areas have been identified as the key priorities of the Chair for the next three years. The goals identified for each issue reflect the results expected by the end of the three year time frame while the objectives provide a focus of work during each year. Measures and indicators are provided for both the goal and the objectives to assist both the PSC and the public in monitoring and evaluating success.

Issue 1: Public Service Demographic Shift and Labour Market Challenges

With the current demographic shift and resulting emergence of new recruitment challenges, it is more vital today than ever, to ensure constant quality improvement in staffing and recruitment practices and procedures. The requirement for well defined strategies that promote new and innovative techniques for attracting all generations to careers within the public service is significant. It is also imperative that these strategies are consistent, and perceived to be so, with the Merit principle. Today's labour market is changing. The focus of recruitment must continue to be broadened to encompass all generations and reflect the diversity of our population and public service while ensuring accessibility. These actions will assist in securing qualified applicant pools available to provide quality service to the people of Newfoundland and Labrador.

As a result, the following goal has been identified:

Goal One: By March 31, 2014, the PSC will have implemented activities and functions to support quality improvement in staffing and recruitment to address challenges of the demographic and labour market environments.

Measure: Implemented activities and functions.

Indicators:

- Review of the application of Merit in light of current labour market and public service demographics.
- Review of existing policies and processes related to Merit and its application.
- Review of current staffing model (matrix system and assessment techniques).
- Continued enhancement of quality improvement culture through commitment to further quality improvement infrastructure within strategic staffing division.
- Implementation of a more proactive and professional development approach to training and certification of selection board chairs.
- Implementation of strategic staffing module within the human resource management package to demonstrate to public service managers the value of investing in recruitment and staffing.

- Use of technologies to acquire efficiencies related to recruitment and staffing methods.

Objectives:

1.1 By March 31, 2012, the PSC will have reviewed and further developed activities and functions to support quality improvements in staffing and recruitment.

Measure: Activities and functions are reviewed and further developed.

Indicators:

- Reviewed Merit and its application in light of current labour market and public service demographics.
- Reviewed existing policies and processes related to Merit and its application.
- Reviewed current staffing model (matrix system and assessment techniques).
- Continued review of selection board chair certification process.
- Continued definition of quality improvement infrastructure within the strategic staffing division.
- Researched technologies and practices, particularly as they relate to screening and testing.
- Recommendations made related to various review processes.

1.2 By March 31, 2013, the PSC will have implemented outcomes and recommendations arising from 2012 review to further improve the quality of staffing and recruitment.

1.3 By March 31, 2014, the PSC will evaluated and readjusted activities and functions to sustain quality improvement in staffing and recruitment

Issue 2: Transparency and Fairness

The Public Service Commission is an advocate for Merit, Fairness and Respect. As such, it is important that practices and procedures carried out by the Commission be viewed by members of the public service and the general public as transparent and meritorious. This begins with ensuring that decision making processes are conducted in a fair and just manner and proper documentation is in place to ensure consistency. Communication of results in a non-identifying manner provides an accountability function to the work of administrative tribunals. Individuals must know and understand the roles, responsibilities and rights of all players involved.

As a result, the following goal has been identified:

Goal two: By March 31, 2014, the PSC will have reviewed and implemented recommendations to further improve transparency and fairness of its mandated decision making processes.

Measure: Implemented recommendations in support of further improvements to transparency and fairness.

Indicators:

- Completed review of existing procedures.
- Conducted jurisdiction review.
- Acquire evaluative information from clientele.
- Documented policies and procedures through establishment of database.
- Technology acquired to facilitate decision making dissemination.
- Implemented recommendations based on the results of the review.

Objectives:

2.1 By March 31, 2012, the PSC will have reviewed its mandated decision making processes to identify areas for improvement in transparency and fairness.

Measure: Mandated decision making processes reviewed and areas for improvement in transparency and fairness identified.

Indicators:

- Researched documentation associated with decision making processes.
- Consolidated documentation to address information gaps related to rights, roles and responsibilities.
- Explored the use of technology to record and disseminate decisions.

2.2 By March 31, 2013, the PSC will have implemented recommendations arising from reviews conducted in 2012.

2.3 By March 31, 2014, the PSC will evaluate the success of revisions to its decision making process.

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The direction related to the Public Service Commission (PSC) is provided in the outcome statement below. Government has communicated the strategic direction of decreasing barriers to employment and opportunity. The PSC supports and will contribute to this strategic direction of Government in the areas defined by our mandate and this plan. This strategic direction is comprised of a number of components. These components will be addressed through the various planning processes of the Commission.

Title: Strategic Human Resource Management in the Public Service.

Outcome Statement: Decreasing barriers to employment and opportunity through continuous quality improvement in public service for the people of the province of Newfoundland and Labrador, focusing on Merit, Fairness and Respect.

| Components of Strategic Direction | Plan in which Component is Addressed | | |
|--|--------------------------------------|------------------|-----------|
| | Business Plan | Operational Plan | Work Plan |
| 2.1 Staffing and Recruitment Role ✓ Quality Improvement ✓ Post Hire Evaluations ✓ Reviews of Merit; current staffing model; training and certification process for selection board chairs ✓ Change Management / Evaluation ✓ Streamlining processes ✓ Knowledge Transfer | X | X | |
| 2.2 Leadership Role ✓ Stakeholder perceptions ✓ Decision reporting mechanism; database (to ensure more consistency) ✓ Define and Evaluate Hardiness in Public Service ✓ Focus on building leadership capacity in Hardiness through enhancement of EAP offerings ✓ Quality Improvement | X | X | |