

Public Service Commission

Business Plan

2020 - 2023



Table of Contents

- Message From The Chairperson 1
- Overview 2
 - Mandate 2
 - Staff and Budget 2
 - Lines of Business 4
 - Primary Clients..... 6
 - Vision..... 7
- Strategic Issues 7
 - Strategic Issue 1 – Public Service Commission Operations and Design..... 7
 - Goal 7
 - Goal Indicators..... 7
 - Objective 2020-2021 8
 - Indicators..... 8
 - Objective 2021-2022 9
 - Objective 2022-2023 9
 - Strategic Issue 2 – Safety and Wellness within the Public Sector 9
 - Goal 9
 - Goal Indicators..... 9
 - Objective 2020-2021 10
 - Indicators..... 10
 - Objective 2021-2022 10
 - Objective 2022-2023 11
- Annex A – Strategic Directions i

MESSAGE FROM THE CHAIRPERSON

As the Chair and Chief Executive Officer of the Public Service Commission (PSC), I am pleased to present the 2020-23 Business Plan. In accordance with government's **Transparency and Accountability Act**, this plan was prepared under my direction and as such, I am accountable for its preparation and for the achievement of the goals and objectives contained therein.

This Business Plan identifies the specific goals and objectives to be accomplished during the 2020-23 planning period. Goals and objectives have been prepared in consideration of the strategic directions of the Provincial Government (attached as Annex A), and in accordance with the mandate of the PSC.

In September of 2020, the mandate of the PSC was expanded to include the Strategic Staffing Division, the Centre for Learning and Development and the Employee Safety and Wellness Division, previously of the Human Resource Secretariat. The new divisions are a welcomed addition to the PSC and over the next three years, the PSC will redesign its operations with a focus on integration, streamlining, and qualitative and innovative improvements to programs and services. In addition, the PSC will also focus its efforts towards fostering a culture of safety and wellness within the public sector.

As the Chair and Chief Executive Officer, I would like to thank the staff of the PSC for their continued dedication and commitment to service. I look forward to our continued success in achieving the goals and objectives of this plan.

Sincerely,



George Joyce, Chair and Chief Executive Officer (Acting)

Overview

The PSC is one of the key accountability entities within the Government of Newfoundland and Labrador. The principal statutory role of the PSC is to act as an arms-length agency tasked with the protection of merit in public service hiring and in appointments to agencies, boards and commissions (ABCs), 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; and leading and supporting the Conflict of Interest Advisory Committee.

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.

Mandate

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. One of the primary responsibilities of the PSC is the recommendation of candidates for appointment or promotion to positions within those areas of the broader public and as well, our provincial ABCs that are scheduled to the PSC Act.

Staff and Budget

The PSC includes Commissioners appointed by the Lieutenant Governor in Council. The Lieutenant Governor in Council designates one Commissioner as Chairperson.

Business Plan 2020-23

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.

The 2020-21 budget allocation for the PSC is \$10,908,300. The following table provides additional information related to the budget and staff complement of each division.

Division	# of Employees	Divisional Budget
Corporate Services	11	\$1,179,800
Employee Assistance and Respectful Workplace Division	8	\$1,392,800
Strategic Staffing Division	35	\$2,389,700
<ul style="list-style-type: none">Office of Employment Equity for Persons with Disabilities (Opening Doors Program)		\$2,870,900
Centre for Learning and Development	13	\$1,864,300
Employee Safety and Wellness Division	16	\$1,210,800

The PSC's 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 is 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.

Lines of Business

Merit Protection in Public Sector Staffing

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. The PSC is also responsible for government's staffing and recruitment function, the Office of Employment Equity for Persons with Disabilities, the Student Employment Bureau, and for the certification of Selection Board Chairs.

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 Programs (EARWP) Division provides a range of professional counselling services and supports aimed at promoting psychological health and safety in the workplace. The Division operates from a model of independence provided through the PSC as an arms-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 Occupational Health and Safety, and Healthy Workplace Initiatives

The Employee Safety & 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 & Safety and Integrated Disability Management and works with departments to promote the establishment of a culture of wellness which focuses on promoting healthy work environments.

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 method. 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 Appeal Adjudicator which is situated within the PSC. The PSC provides administrative and logistical support for the MCRC and the Appeal 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 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. The COIAC is chaired by the Chair and CEO of the PSC.

Provision of Corporate-Wide Learning, Development and Training

Executive development, leadership and management development, technology-based learning and development, as well as department specific consultation, are the core perspectives of the various programs and services offered by the Centre for Learning and Development. The Centre often collaborates with departments and agencies to provide government employees with learning opportunities that are unique, important and practical.

Primary Clients

The primary clients of the PSC are the departments and ABCs scheduled to the PSC Act and the IAC Act; public sector employees and their bargaining agents; and the general public also has an interest, as opportunities for employment for the general population are part of the PSC's purview.

Vision

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

Strategic Issues

In consideration of government’s strategic directions of healthier people and a more efficient public sector, as well as the mandate and financial resources of the PSC, the following areas have been identified as the key priorities for the next three years.

Strategic 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

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

Goal Indicators

- Examined current and newly added PSC programs and services for qualitative and innovative improvements.

- Conducted research and identified best practices that would support the PSC in reorganization, and the streamlining and integration of programs and services.
- Examined current processes related to conflict of interest in support of a newly created Conflict of Interest and Ethics Commissioner within the PSC.
- Recommendations were put forward to the PSC Commissioners in support of redesigning the operations of the PSC.
- Implemented recommendations and outcomes to support redesigning the operations of the PSC.
- Evaluated the efforts made in redesigning the operations of the PSC.

Objective 2020-2021

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

- Examined current and newly added PSC programs and services for qualitative and innovative improvements.
- Completed a jurisdictional scan of relevant government organizational structures.
- Identified best practices that would support integrated programs and services, and an efficient and effective reorganization.
- Examined current processes related to the administration of our conflict of interest and ethics mandate.

Objective 2021-2022

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

Objective 2022-2023

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

Strategic 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.

Goal Indicators

- Reviewed select programs and services aimed at promoting employee safety and wellness in an effort to identify qualitative and innovative improvements.
- Recommendations were put forward to the PSC Commissioners for qualitative and innovative improvements to employee safety and wellness related programs and services.

- Implemented recommendations and outcomes in support of fostering a culture of safety and wellness within the public sector.
- Evaluated efforts made to foster a culture of safety and wellness within the public sector.

Objective 2020-2021

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

Indicators

- Reviewed the current invoicing system and associated procedures used in the facilitation of the Employee Assistance and Respectful Workplace Programs.
- Explored the development of expanded learning and competency development in conflict resolution.
- Explored the expansion of mental health resources.
- Explored development of eLearning content that is viewable on all platforms in promotion of responsive learning.
- Reviewed disability and wellness management processes for qualitative and innovative improvements.
- Reviewed current Occupational Health and Safety (OHS) programs and services related to injury prevention and early intervention, and compliance for qualitative and innovative improvements.

Objective 2021-2022

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.

Objective 2022-2023

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

Annex A – Strategic Directions

Strategic Directions:

- **Healthier People**
- **A More Efficient Public Sector**

The key priorities of the Public Service Commission for the 2020-23 business planning period are consistent with government's strategic directions of healthier people and a more efficient public sector, and will require focus in the following areas:

- Integration of Programs and Services
- Streamlining of Operations
- Qualitative and Innovative Improvements

