



*Public Service Commission  
Annual Report  
2008-2009*



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## ***Message from Chair***

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Pursuant to Section 17 of the *Public Service Commission Act*, I am pleased to present the 2008-09 Annual Report of the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines achievements and activities of the Commission over the past fiscal year. The PSC is accountable for the achievements outlined.

This has been a year of growth and success for the PSC. During this past year, we experienced the true effects of the change in our delivery model that had begun in January 2007. Because the framework was established and the operational issues of the previous year were less demanding, we were able to devote more time to our leadership role in strategic recruitment and staffing. Also, the Commission was able to play a vital leadership and support role for effective human resource management throughout the broader public service.

During 2008-09, the Commission continued to advocate for the principles of merit, fairness, and respect throughout the public service, in all its activities and programs. While the PSC has leadership in training, information sharing and delivery of recruitment services, protection of merit is a shared responsibility among all public service managers. This year, we focused on strategic and accessible delivery of recruitment and staffing services to the public service, as well as on marketing the public service as an employer and a viable career choice. This second full year of the new Human Resources model saw again a large volume of recruitment. Our staff showed true strategic thinking and planning. Learning has occurred since the early days of the model, and this year it showed. We were able to reduce the turnaround time to fill a competition despite the volume of recruitment activity. A focus on policy development and strategic planning complemented the improvements on client service delivery. We aired four newly created television ads over six months to highlight the types of careers in the public service. We upgraded our corporate website to enhance access to information for our clients, and also developed a website for online recruitment, which will be available shortly. Work continued on the development of strategies to promote and support accessibility and diversity in the public service. Our work in each of these areas is ongoing and continues to support the strategic direction of government.

The Employee Assistance Program (EAP) continues to build healthy workplace capacity by publishing the monthly Working Well Newsletter and providing presentations on building healthy workplaces. In partnership with College of the North Atlantic, this year saw the approval and successful implementation of CNA-Qatar's Respectful Workplace Program (RWP). Growth occurred in both EAP and RWP utilization from an organizational and individual basis. The Appeals and Investigation Division continued to work diligently to address various issues affecting employees in the workplace, including classification appeals and allegations of harassment. As well, this division is laying the groundwork to become a Center of Excellence for investigations in the public service.

We are looking forward to the coming year. Work is underway for our move to our new centralized location. This will enhance our ability to create efficiencies for our clients and advance our goals for strategic recruitment and staffing. It will strengthen the feeling of team that defines our organization. In that regard, I express my sincere gratitude to my fellow Commissioners, and to the staff for their commitment, professionalism and dedicated service.



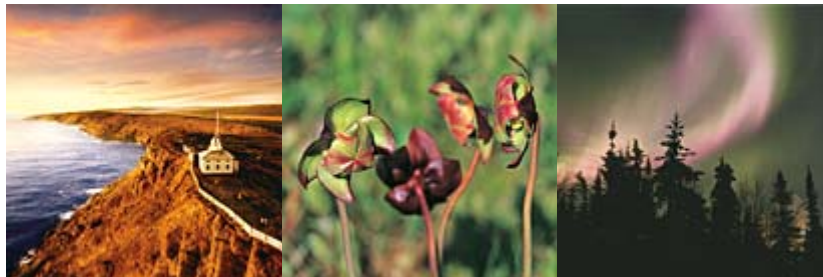
Ed Walsh  
Chair & Chief Executive Officer

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## ***1.0 Public Service Commission Overview***

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The Public Service Commission is responsible for all Staffing and Recruitment functions in those government departments and agencies scheduled to the *Public Service Commission Act*, RSNL 1990, Chapter P-43.

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 and the Management Grievance Process. 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 is also housed with the Commission.

### **VISION**

*Public Service Excellence through merit, fairness, and respect*

### **MISSION**

By 2011, the PSC will have strengthened strategic staffing and recruitment processes that promote access to employment in the public service.

## VALUES

The core values of the PSC explain the character of the organization it promotes, not only in its own work, 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.

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

## LINES OF BUSINESS

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

### 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 PSC:

- ✓ leads and supports the delivery of strategic staffing services in Departments and Agencies;
- ✓ leads and supports the development of recruitment and selection programs and strategies which both complement and support government's Strategic Human Resource Plan;
- ✓ researches, develops and implements staffing policies and processes;
- ✓ provides a training and certification program for Selection Board Chairs;
- ✓ 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 prevents them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; or for permanent public service employees whose jobs are abolished;
- ✓ provides advice and direction on recruitment issues related to organizational restructuring and other corporate HR initiatives;
- ✓ Provides talent acquisition services to address ongoing recruitment challenges in the public service;
- ✓ Adjudicates staffing disputes.



*Photo's courtesy of Snap St. John's*

**Employee Assistance and Respectful Workplace Division:**

**Employee Assistance Program (EAP)**

The Employee Assistance Program is a joint program of the Government of Newfoundland and Labrador, The Newfoundland Association of Public and Private Employees (NAPE), and the Public Sector Managers' Association. The PSC's role is to:

- ✓ provide counselling and consultation supports to employees for issues that are either affecting, or have the potential to affect work performance;
- ✓ provide funding and referrals for employees who require the services of trained counsellors who are contracted by EAP.

**Respectful Workplace Program**

The PSC provides training and supports the administration of government's "Harassment and Discrimination Free Workplace" policy. Specifically, the PSC provides mediation, facilitation and other problem solving supports to Departments requesting intervention in the area of workplace conflict. In addition, the PSC provides training and information sessions on conflict management, addresses difficult personal issues, and promotes respectful work environments.

**Workplace Wellness Initiative**

The PSC administers government's Workplace Wellness Initiative which promotes employee and organizational health. This program is headed up by a Workplace Wellness Committee representing all stakeholders, including the Public Sector Managers Association (PSMA) and NAPE. An annual Workplace Wellness Week, research on workplace wellness, and promotion of same are all components of this program.

## Appeal and Investigation Division:

### Investigative Services

The PSC houses an investigative unit which reviews complaints of harassment, workplace conflict or other issues of an administrative nature within the public service. The unit also coordinates and interfaces with other agencies and organizations regarding matters relating to complaints, investigations, conflict, and early intervention.

### 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.

### Management Grievance Procedure

In 1997, Treasury Board approved the appointment of the PSC as the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

### Conflict of Interest Advisory Committee

The PSC supports the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee. This includes response to general inquiries, accumulation of jurisprudence, preparation and distribution of educational information related to conflict of interest.



## **ORGANIZATIONAL STRUCTURE**

The PSC currently has two locations. Headquarters is located at the Sir Brian Dunfield Building, 2 Canada Drive, St. John's, Newfoundland, and the Recruitment Center is located at the West Block, Confederation Building. These two locations serve all regions of the province.

The PSC consists of three Commissioners 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 CEO directs and supervises the administrative and technical activities of the Commission.

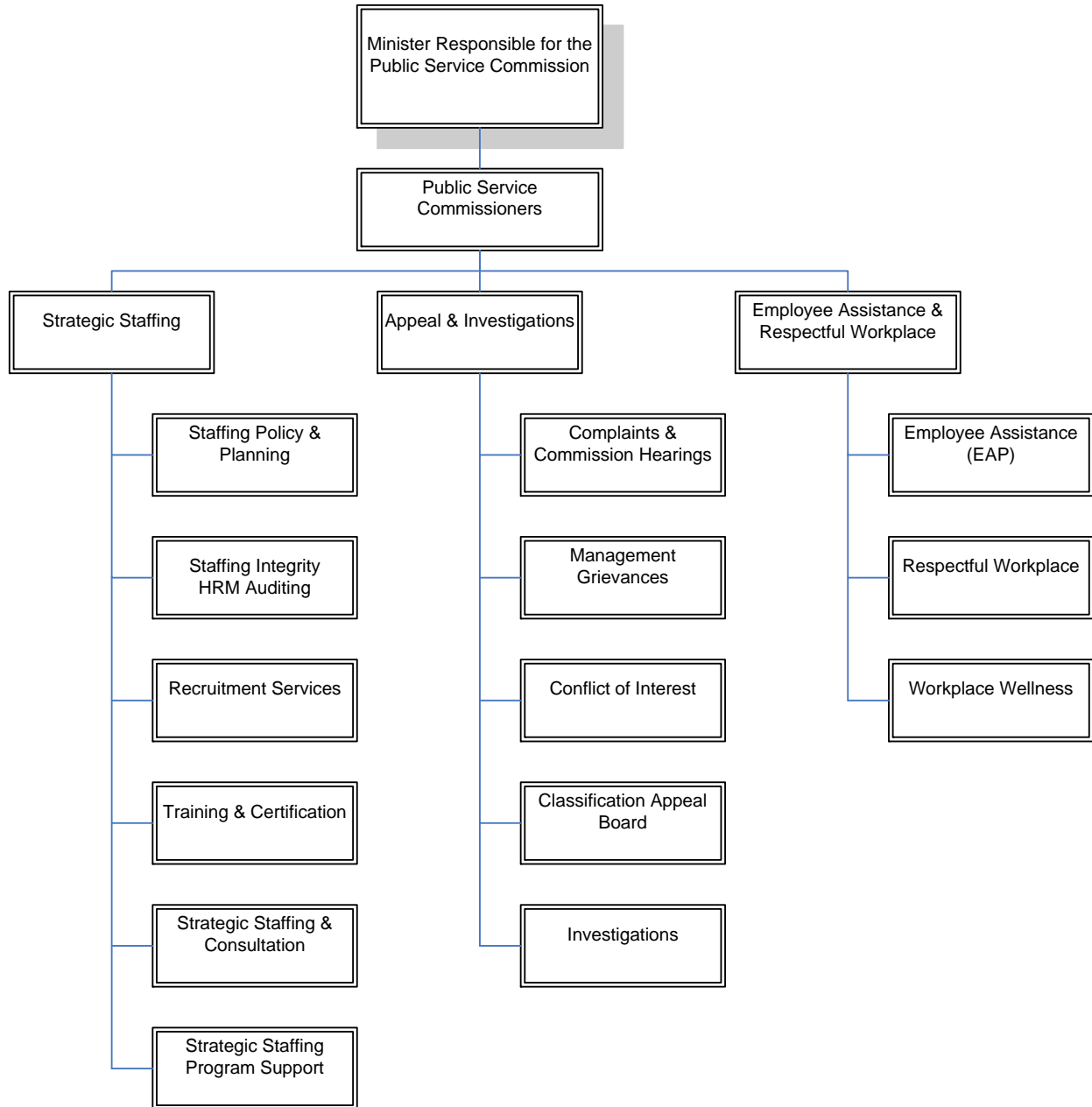
There are three divisions performing the work of the Commission: the Strategic Staffing division, the Employee Assistance and Respectful Workplace division and the Appeal and Investigation division. At June 1<sup>st</sup>, 2009 these three divisions were comprised of 50 full-time employees, including the Executive. The ratio of female to male employees was 40:10.

## **PRIMARY CLIENTS**

The PSC relies on strong collaboration and consultation with clients and partners to deliver its programs and services. Primary clients are the Departments and Agencies scheduled to the *Act* 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, the Commission is required to consider the public interest as is mandated by Section 12 of the *Act*.

# Public Service Commission

as of March 31, 2009



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## ***2.0 Shared Commitments***

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Through our shared commitments and related operational planning processes, the PSC supports the strategic directions of government related to Access to Employment in the Public Service and Recruitment Strategies for the Public Service.

The PSC works closely with departments and agencies scheduled to the PSC Act to ensure that qualified, competent individuals are hired to provide quality services to the people of the province. Government has communicated a strategic direction related to increasing the number of graduates in the public sector. As a result, the PSC has emphasized outreach to post secondary institutions in developing recruitment strategies. While the PSC has direct responsibility for the recruitment and selection process, our partnerships are critical to our continued strategic improvements. In addition, the PSC, through its arms-length role, works closely with departments, agencies and unions in developing and providing a variety of supports and services to employees within the public service. This emphasis on access to employment is an important area of focus and effort in development of recruitment strategies that will address current and future needs of the public service. The key shared commitments that exist are provided below:

### ***Corporate Human Resource Strategy***

The 2008-2011 Human Resource Management Strategy is a shared commitment for the Government of Newfoundland and Labrador's core public service. The Strategy, entitled *Creating Tomorrow's Public Service...Excellence in Public Service Delivery*, identifies the priority areas of human resources, provides a course of action for the future and outlines the organization's commitment to support, encourage, and enable employees to excel in public service delivery. This strategy is a shared government wide commitment, and the PSC is a partner who shares a responsibility for and commitment to this strategy. Through both our Business Plan and the related operational planning activities of the Commission, work is underway to support this strategy and the broader strategic directions of government. This strategy provides clear objectives and timelines for Government's strategic directions relating to recruitment strategies and improving access to employment, emphasizing a partnership approach to achieving success in these commitments.

### ***Departments and Agencies***

The PSC works closely with departments and agencies scheduled to the PSC Act (and applicable unions) to develop strategic recruitment strategies and to ensure that there are no systemic barriers to access to employment in the public service.

The PSC provides a Selection Board Chair training and certification program to individuals within scheduled departments and agencies. Through this program, the PSC has a shared commitment with departments and agencies to ensure that merit, fairness and transparency are upheld in competitive processes within the public service and to ensure adherence to PSC

approved selection processes. The training also ensures that consistency and standards are emphasized in competitive processes.

The PSC provides advice and direction on staffing issues related to organizational re-structuring within departments and agencies. New initiatives which have staffing implications are also reviewed within PSC policy and advice and direction is provided to ensure success. The PSC has a shared commitment with these organizations to ensure employees who are affected by re-structuring and new program areas are fairly assessed for positions within the modified organizational structures.

The PSC administers a Redeployment policy, which gives priority employment supports to employees affected by disability which prevents them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; or for permanent public service employees whose jobs are abolished. We have a shared commitment with departments and agencies to ensure those affected employees and their specific needs are accommodated within the workplace.

The PSC has a shared commitment with departments and agencies and applicable unions to resolve complaints arising from a number of different government policies and programs, as well as providing support services in the resolutions of conflicts within their organizations. In addition, the major unions, NAPE and CUPE, play a unique role as it relates to their participation on the Investigations Consultative Advisory Group (ICAG).

The PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from Bargaining Unit positions through a formal hearing process, and is the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

The PSC also supports the work of the Conflict of Interest Advisory Committee established to provide advice to Deputy Ministers who ultimately are responsible for determining whether a conflict of interest exists.

### ***Public Service Secretariat***

The PSC and the Public Service Secretariat share responsibility for leadership in the Corporate Human Resource Strategy. We are working in partnership with PSS to ensure that Government's vision, goals, objectives and strategic directions for the management of human resources are achieved in the broader organization. This three year strategy outlines key directions of Government in human resource management. For each direction, the PSC and PSS have been assigned roles as leaders or co-leaders. Work is underway to support this strategy in areas relating to Government's strategic directions such as Employer Branding, diversity, attraction and retention strategies, outreach to high school and post secondary institutions, and business process efficiencies.

A strong shared commitment exists between the PSC, the Public Service Secretariat and applicable unions in ensuring due diligence in the prevention of harassment in the workplace and creating healthy work environments.. In particular, the PSC provides training and supports the administration of government's "Harassment and Discrimination Free Workplace" policy by providing mediation, facilitation and other problem solving supports to Departments requesting intervention in the area of workplace conflict; and providing training and information sessions on conflict management, addressing difficult personal issues; and promoting respectful work environments.

### ***Unions and Associations***

The PSC works closely with unions whose members are working in departments and agencies scheduled to the PSC Act. A strong commitment exists by both parties to ensure that merit is protected in the recruitment and selection process. Protection of merit is the fundamental cornerstone to any work relating to Government's strategic directions of developing recruitment strategies and improving access to employment in the public service.

The EAP is a joint program of the Government of Newfoundland and Labrador, The Newfoundland Association of Public and Private Employees (NAPE), and the Public Sector Managers' Association (PSMA). The PSC's role is to provide counselling and consultation supports to employees for issues that are either affecting, or have the potential to affect work performance. In addition, the PSC provides funding and referrals for employees who require the services of trained counsellors who are contracted by EAP.

The EAP and RWP have developed strong collaboration through the use of Labour Management Committees with representation from NAPE and the PSMA. The Committees are an important tool for stakeholder input into the Program direction and for information sharing.

The PSC also administers Government's Workplace Wellness Initiative which promotes employee and organizational health. This program is led by a Workplace Wellness Committee representing all stakeholders, including the Public Sector Managers Association (PSMA) and the Newfoundland and Labrador Association of Public and Private Employees (NAPE). An annual Workplace Wellness Week, research on workplace wellness, and promotion of same are all components of this program.

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## **3.0 Report on Performance**

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This has been an exciting and challenging year for the Public Service Commission. Each division has worked very hard to ensure that the goals and objectives of the Commission are achieved, along with divisional plans. In this section, performance related to the Business Plan of 2008-11 is discussed. Section 4.0 will then provide performance results for significant accomplishments that were not specifically addressed in the Business Plan of 2008-11. Each of the goals and related indicators is provided, along with a report of our accomplishments and an analysis of how the work on the indicators contributed to reaching our goals, and supported the strategic direction of government. The results of our efforts are provided below:

### **Issue 1: Changing Recruitment Environment**

Fiscal year 2008-09 was the second year under the new model of HR delivery. The PSC continued to lead recruitment and staffing services. The prior fiscal year was focused on learning and change. This involved developing a knowledge base about clients, the new sectors, recruitment challenges, and opportunities. It was also about planning for change. This year the PSC had the advantage of knowledge, experience, and strong partnerships; this year was about continuous improvement. We reached out to both the public service and our target markets of graduates and young professionals. We hosted career expos and attended career fairs. We visited schools and post secondary institutions. Development of a Student Employment Bureau is well underway, and a resource is to be secured by Summer 2009. We aired television spots to highlight working for the public service and to contribute to brand development. We defined requirements and upgrades to our corporate website and an online recruitment website to enhance accessibility and create efficiencies. We successfully presented a business case for PSC leadership and management of advertising for public job ads. We conducted best practices research and strengthened our focus on data analysis and development of benchmarks that will be used for continued quality improvement. In support of accessibility, and in partnership with Public Service Secretariat, we developed a draft diversity policy and framework. All of this work is in support of the goal outlined below. It also supports the strategic direction of government to increase the number of graduates in the public service, and to increase access to employment in the public service.

**Goal 1: By 2011, the PSC will have additional recruitment strategies in place to address the recruitment and diversity requirements of the public service, as identified in the corporate wide Human Resource strategy.**

**Objective 1.1 By 2009, the PSC will have developed additional recruitment strategies to promote careers in the Public Service.**

**Measure: Additional recruitment strategies developed.**

INDICATORS	ACCOMPLISHMENTS
<p><b>1. Identified web site upgrades.</b></p>	<ul style="list-style-type: none"> <li>• Necessary upgrades to Website identified in conjunction with OCIO. Development was ongoing during fiscal year 08-09.</li> <li>• Upgrades to Corporate website to be launched July, 2009.</li> <li>• A new secondary website to enhance our marketing and online recruitment capability is being developed through a local outside consulting firm with an anticipated launch date of September 2009.</li> <li>• Developed a successful business case for PSC leadership and management of all public job ads. This was implemented as of April 1/09. The new approach will emphasize the website in advertising for public jobs. It reduces red tape and enhances consistency and employer branding.</li> </ul>
<p><b>2. Initiated the development of an employer branding strategy.</b></p>	<ul style="list-style-type: none"> <li>• A commitment was made through the corporate wide Human Resource Strategy to develop an employer brand, with Public Service Secretariat ( PSS) and PSC as co-leads.</li> <li>• During this year, meetings were held with PSS to develop a strategy and partnership approach to the creation of an employer brand, with the goal to market the public service as a preferred employer.</li> <li>• Work has been initiated on the identification and definition of tangible benefits that can be considered to be offered to employees as part of the strategy.</li> </ul>
<p><b>3. Defined targets markets.</b></p>	<ul style="list-style-type: none"> <li>• Target markets were defined through discussions with Commissioners, Managers of Strategic Staffing (particularly the Manager of Recruitment Services), Director of Strategic Staffing, and through collaboration with the HR community.</li> <li>• Our Manager of Recruitment Services participated in a focus group survey with representatives from public and private sector. This survey was focused on the target market of Newfoundlanders living and working away. Results of the survey are being compiled and will inform our strategy development for our target markets.</li> <li>• As a result of these discussions, the key target markets for PSC are hard to fill positions (including programs related to potential candidates working and being educated in hard to fill positions) graduates and young professionals.</li> </ul>
<p><b>4. Identified outreach strategies for target markets.</b></p>	<ul style="list-style-type: none"> <li>• Outreach strategies were identified and developed for the PSC through consultations between Manager of Recruitment Services, Commissioners, and the Director of Strategic Staffing.</li> <li>• An outside consulting firm conducted a random</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>telephone survey of 428 individuals between May and June 2008 to determine current labour environment and what employees are looking for in a job.</p> <ul style="list-style-type: none"> <li>• A HR planners networking committee is in place to develop strategies for target markets. This committee has PSC representation and input through the Manager of Recruitment Services.</li> <li>• These strategies were developed after a careful analysis of the current recruitment environment and thorough stakeholder consultation and needs identification through provincial partnerships.</li> <li>• Development of the Student Employment Bureau has commenced, and a resource is to be secured by Summer 2009.</li> <li>• PSC has representation on representation on the Engineering Planning Committee. This committee is developing recruitment strategies for Engineers.</li> <li>• Conducted outreach presentation to Women Interested in Successful Employment.</li> <li>• Conducted outreach with Native Friendship Centre and eight post secondary institutions throughout Atlantic Canada. Conducted outreach planning with High school guidance counsellors throughout the province, as well as with the Student Affairs Office, MUN.</li> <li>• Planning is underway for consultations with Co-op programs at MUN, International Students office, and the graduate programs at MUN.</li> </ul>
<p><b>5. Developed necessary partnerships with applicable Departments and Agencies.</b></p>	<ul style="list-style-type: none"> <li>• Partnerships were developed with Human Resources Labour and Employment in relation to Labour Market Development Initiatives. These initiatives were focused on marketing the province as a place to work and live.</li> <li>• A partnership was also ongoing throughout the year with PSC and the HR planners in each of the five human resource sectors. Partnerships were formed with Public Service Secretariat to advance Corporate HR initiatives.</li> </ul>
<p><b>6. Completed appropriate stakeholder consultation.</b></p>	<ul style="list-style-type: none"> <li>• In the development of additional recruitment strategies, stakeholder consultation was conducted as a critical step in understanding what the current recruitment market looked like, what it needed, the challenges and successes and, the specific demographic and related needs in the provincial public service.</li> <li>• Stakeholders included internal government departments and agencies and various outreach partners, as identified above.</li> </ul>
<p><b>7. Developed benchmarking and utilization of data to determine best practices.</b></p>	<ul style="list-style-type: none"> <li>• The Manager of Strategic Staffing (Staffing Services) refined various spreadsheets/logbooks used</li> </ul>



INDICATORS	ACCOMPLISHMENTS
	<p>prior to this fiscal year, and also developed new spreadsheets. The focus was on ensuring consistency and validity of data.</p> <ul style="list-style-type: none"> <li>• These spreadsheets were used to benchmark progress on improvements to staffing practices, such as turnaround time for requests to fill positions, division of workload, advertising of positions, etc.</li> <li>• Data utilization was an important source of information to identify areas for improvement.</li> <li>• Comparative analysis was done on data collected and this will continue to be used in conjunction with ongoing cross jurisdictional analysis of best practices.</li> <li>• By adopting these practices, the PSC has been able to reduce turnaround time this year from by approximately 1 week, from 13.78 weeks to 12.7 weeks. We can now quickly identify where the highest volume of recruitment activity exists, and thereby allocate resources more effectively.</li> <li>• Director of Strategic Staffing leading the development of an inter-jurisdictional metrics committee and communities of practice.</li> </ul>
<p><b>8. Established a working group to develop a diversity strategy and policy framework.</b></p>	<ul style="list-style-type: none"> <li>• Working Group was established in Sept 2008. It consisted of representation from the various Strategic Staffing Sectors to ensure a broad array of recruitment and selection perspectives were represented. The group also included representation from Public Service Secretariat. This group provided a critical employer perspective on the policy and framework development.</li> <li>• The mandate of the working group was to develop a policy and strategy on diversity as it relates to recruitment and selection. The working group conducted cross jurisdictional research on diversity best practices.</li> <li>• A national conference was attended by one PSC staff member and the PSS representative on the working group.</li> <li>• Stakeholder consultation was conducted with Association for New Canadians, Office of Immigration and Multiculturalism, Office for Persons with Disabilities, Women's Policy Office, Royal Newfoundland Constabulary, and Natural Resources.</li> <li>• The draft policy and strategy was submitted to the Commissioners in February, 2009. It is currently in review stage with the Commission.</li> <li>• Once approved, the policy and framework will be forwarded to PSS for inclusion as part of the broader diversity strategy of Government. Partnership work with PSS aimed at finalizing a diversity policy and</li> </ul>

INDICATORS	ACCOMPLISHMENTS												
	<p>strategy will continue over the coming year. Once the broader HR policy is adopted by Government, PSC will formally communicate our recruitment focused diversity policy and strategy. In the interim, the draft policy and frame work will guide all recruitment activities.</p>												
<p><b>9. Increased participation in and hosting of career fairs.</b></p>	<ul style="list-style-type: none"> <li>• PSC represented at Job Fairs YM –YWCA, St. John’s; Career Fair at Memorial University; College of the North Atlantic; University of Prince Edward Island; University of Cape Breton; the Marine Institute; and University of New Brunswick.</li> <li>• PSC represented at an International Job Fair in Leeds, UK.</li> <li>• Shared sponsorship and participated in the new Labour Market Development Initiative -Virtual Career Fair on Career Beacon.</li> <li>• Shared sponsorship and participated in the Virtual Career Fair hosted by Memorial University and College of the North Atlantic.</li> <li>• Conducted high school outreach at Stephenville Regional High School, Stephenville; Canon Richards High School, Flowers Cove; Roncalli High, Port Saunders; Viking Trail Academy, Plum Point; Holy Cross Academy, Daniel’s Hr.; Jackman Academy, Trout River; Bishop’s College, St. John’s. Also conducted outreach at Memorial University, College of the North Atlantic.</li> <li>• Hosted Career Expos in St. John’s; Grand Falls Windsor; Corner Brook; Happy Valley Goose Bay, and Labrador City, Wabush.</li> </ul> <table border="1" data-bbox="781 1182 1453 1297"> <thead> <tr> <th>Fiscal Year</th> <th>Career Fairs</th> <th>Career Expos</th> <th>Outreach Activities</th> </tr> </thead> <tbody> <tr> <td>2007-2008</td> <td>4</td> <td>4</td> <td>0</td> </tr> <tr> <td>2008-2009</td> <td>9</td> <td>5</td> <td>10+</td> </tr> </tbody> </table>	Fiscal Year	Career Fairs	Career Expos	Outreach Activities	2007-2008	4	4	0	2008-2009	9	5	10+
Fiscal Year	Career Fairs	Career Expos	Outreach Activities										
2007-2008	4	4	0										
2008-2009	9	5	10+										
<p><b>10. Media Ads developed</b></p>	<ul style="list-style-type: none"> <li>• During the year, 4 media ads were developed and launched in partnership with an outside consulting firm.</li> <li>• The ads were aired on local television for a period of six months.</li> <li>• Feedback received from the public and various internal stakeholders was positive.</li> </ul>												

**Results achieved:**

As outlined in the accomplishments, the PSC was successful in satisfying and in some instances exceeding the indicators that were set for this goal. This did not happen by accident, and is attributed to dedicated staff committed to consistently going beyond expectations for public service. They are great ambassadors of the public service; of the contribution that public servants can make; and of the opportunities that exist for careers in the public service. It also happened

because of our culture. The PSC is committed to our vision of *Public Service Excellence through merit, fairness, and respect*. Every day, efforts are made to ensure this vision is visible and tangible. This past year, such results were demonstrated through outreach activities, career expos, television ads, and website upgrades. Progress on the development of our Student Employment Bureau is a significant achievement. Outreach to this group is beneficial as it provides a means of establishing long term commitments to public service employment. The creation of a student placement office is a means to facilitate student employment access to the provincial public service within Newfoundland and Labrador. It is consistent with the strategic directions of Government to increase the number of graduates in the public service, along with increasing accessibility to public service employment. The work done toward this goal also supports the commitments of Government as communicated in the Corporate Human Resource Strategy. As a result of the work completed toward our goal, a process is now in place to raise awareness of public service employment and to clearly establish responsibility and accountability. We have a proactive plan and an evidenced based approach to operational and strategic initiatives. A viable brand is being developed to promote the public service as an employer. As well, steps are being taken to establish barrier free recruitment processes.

As a result of our achievements toward this goal over the past fiscal year, we are well positioned to move forward and build on our successes.

### **Looking Ahead - 2009-10**

The objective for Goal 1(outlined in the 2008-11 Business Plan) for 2009-10 is provided below. As well, the indicators below were developed based upon our progress to date and plans for the coming year toward achievement of this goal.

#### **Objective 1.2**

By 2010, the PSC will have finalized implementation of recruitment strategies and evaluated success.

#### **Measure**

Completed evaluation of newly implemented recruitment strategies

#### **Indicators**

- New Website launched.
- Recruitment Diversity policy and framework approved.
- Print media job ad format redesigned and implemented.
- Multimedia approach implemented to promote Public Service Careers.
- Outreach strategies evaluated, adjusted and expanded.
- Continued analysis of benchmarking, utilization of data, cross jurisdictional review, and related evaluation to advance best practices.
- Specific strategies related to identified hard to fill positions developed, implemented and evaluated.

## Issue 2: Level of Management Capacity

The PSC focused significant efforts in fiscal year 2008-09 on the enhancement of managerial capacity for leadership competence in the public service. Government has communicated a commitment to accountability. This accountability must be accepted and embraced by all managers in the public service. All departments and agencies have a role to play. The PSC works closely with all departments and agencies through each of the three divisions. To advance this strategic direction of government, we have committed, through Goal 2 of our Business Plan, to the enhancement of managerial capacity for leadership competence in the public service, in the areas of our mandate. By providing managers with a higher level of training, education, and knowledge in our core lines of business, the PSC will have contributed to a comprehensive toolkit to equip managers to confidently perform their role in the public service.

**Goal 2: By 2011, the PSC will have contributed through its mandate to the enhancement of managerial capacity for leadership competence in the public service.**

**Objective 2.1 By 2009, the PSC will have evaluated current competency levels within defined key areas of learning to increase management capacity.**

**Measure: Current competency levels evaluated within key areas of learning.**

Indicators	Accomplishments
1. Identified the key relevant skills sets required.	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• Discussions were held with management of the Strategic Staffing division, PSC to identify key skills sets required for all government managers to enhance leadership competence in staffing the public service.</li> <li>• Best practices review conducted to determine key competencies required for managers in staffing and recruitment. Information gathered throughout year during Selection Board Chair training sessions, and through information sessions held with Departments.</li> <li>• Held four planning meetings with CLD to determine the content for Staffing module, based on learning needs identified by both CLD and PSC.</li> <li>• Two focus groups were facilitated by the CLD, with PSC attending each as an observer. Each focus group was subdivided into two groups to get the perspective of the line managers and the HR community. The outcomes of the focus groups were documented and shared between PSC and CLD as a means to inform the content and development of the staffing module.</li> </ul>

Indicators	Accomplishments																																										
	<ul style="list-style-type: none"> <li>Seven Training &amp; Certification sessions were conducted for Selection Board Chairs. While these sessions emphasize the skills required for participation in recruitment and selection processes, they also identify gaps in existing skill sets and where training is needed.</li> <li>Ongoing consultation at the Senior Management level informs the identification of skill sets.</li> <li>The PSC also conducted a separate focus group with line managers.</li> <li>Key relevant skill sets for public service managers in relation to recruitment and staffing were identified, and are listed below:</li> </ul> <table border="1" data-bbox="922 646 1430 1360"> <tr> <td colspan="2">Common skill sets/ themes identified were:</td> </tr> <tr> <td colspan="2">Knowledge</td> </tr> <tr> <td>✓</td> <td>Positions</td> </tr> <tr> <td>✓</td> <td>PSC Act</td> </tr> <tr> <td>✓</td> <td>Recruitment Processes</td> </tr> <tr> <td>✓</td> <td>Best practices in hiring/interviewing</td> </tr> <tr> <td>✓</td> <td>Strategic Direction of Government related to recruitment</td> </tr> <tr> <td colspan="2">Abilities</td> </tr> <tr> <td>✓</td> <td>Analytical/Problem Solving</td> </tr> <tr> <td>✓</td> <td>Planning</td> </tr> <tr> <td>✓</td> <td>Interviewing</td> </tr> <tr> <td>✓</td> <td>Oral and Written Communications</td> </tr> <tr> <td>✓</td> <td>Critical thinking</td> </tr> <tr> <td>✓</td> <td>Multi-tasking</td> </tr> <tr> <td>✓</td> <td>Marketing</td> </tr> <tr> <td colspan="2">Personal Suitability</td> </tr> <tr> <td>✓</td> <td>Innovative</td> </tr> <tr> <td>✓</td> <td>Independence</td> </tr> <tr> <td>✓</td> <td>Team player</td> </tr> <tr> <td>✓</td> <td>Work ethic</td> </tr> <tr> <td>✓</td> <td>Interpersonal Skills</td> </tr> </table> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>Conducted focus groups to identify training needs and inform continued planning.</li> <li>Conducted preliminary literature review (to be continued in new fiscal (2009-2010)).</li> <li>Conducted divisional trend analysis, monthly statistical analysis and explored available anecdotal information to inform training needs assessment.</li> <li>Reviewed recent wellness survey and work environment survey to identify data relevant to identifying training needs.</li> </ul>	Common skill sets/ themes identified were:		Knowledge		✓	Positions	✓	PSC Act	✓	Recruitment Processes	✓	Best practices in hiring/interviewing	✓	Strategic Direction of Government related to recruitment	Abilities		✓	Analytical/Problem Solving	✓	Planning	✓	Interviewing	✓	Oral and Written Communications	✓	Critical thinking	✓	Multi-tasking	✓	Marketing	Personal Suitability		✓	Innovative	✓	Independence	✓	Team player	✓	Work ethic	✓	Interpersonal Skills
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Indicators	Accomplishments																										
	<ul style="list-style-type: none"> <li>• Initiated comparative analysis between 2002 RWP Survey and 2006 Healthy Workplace Survey to identify relevant benchmark data to inform outstanding needs.</li> <li>• Workplace Assessment Training completed to enhance assessment and intervention capacity in dealing with conflict resolution.</li> <li>• Drafted a preliminary report summarizing findings to date and highlighting key areas to focus on in 2009-10.</li> </ul> <table border="1" data-bbox="824 535 1430 821"> <tr> <td colspan="2">Common skill sets/ themes identified for EAP were:</td> </tr> <tr> <td>✓</td> <td>Assessment</td> </tr> <tr> <td>✓</td> <td>Starting an EAP referral conversation</td> </tr> <tr> <td>✓</td> <td>EAP follow up</td> </tr> <tr> <td>✓</td> <td>Boundaries of information and confidentiality</td> </tr> <tr> <td>✓</td> <td>Mental health and mental illness</td> </tr> <tr> <td>✓</td> <td>Ownership of "referral"</td> </tr> </table> <table border="1" data-bbox="824 848 1430 934"> <tr> <td colspan="2">Common skill sets/ themes identified for RWP were:</td> </tr> <tr> <td>✓</td> <td>Managers role and responsibility</td> </tr> <tr> <td>✓</td> <td>Dynamics of conflict</td> </tr> </table> <p><b>Appeals &amp; Investigations</b></p> <ul style="list-style-type: none"> <li>• Discussions held between director and investigators to define skill set required for investigative skills.</li> <li>• Key skills identified were Skills divided into general management skills and those skills specific to investigators.</li> <li>• Skill set sent to Director, CLD, for input and evaluation in context of enhancing existing training programs.</li> <li>• Director and Investigators participated in focus group session in March 2009 to validate the defined skill set.</li> <li>• Focus group session conducted. Summary of focus group discussions prepared. Critical recognition that investigations are not confined to harassment issues. Instead, full range of inappropriate actions and behaviours in the workplace should form subject matter for learning investigative techniques. The following skill sets were identified in terms of required competencies for this area:</li> </ul> <table border="1" data-bbox="922 1602 1430 1822"> <tr> <td colspan="2">Common skill sets/ themes identified were:</td> </tr> <tr> <td>✓</td> <td>Need for training that enhances understanding of A&amp;I Division.</td> </tr> <tr> <td>✓</td> <td>Training that enhances manager's understanding of the investigative process.</td> </tr> </table>	Common skill sets/ themes identified for EAP were:		✓	Assessment	✓	Starting an EAP referral conversation	✓	EAP follow up	✓	Boundaries of information and confidentiality	✓	Mental health and mental illness	✓	Ownership of "referral"	Common skill sets/ themes identified for RWP were:		✓	Managers role and responsibility	✓	Dynamics of conflict	Common skill sets/ themes identified were:		✓	Need for training that enhances understanding of A&I Division.	✓	Training that enhances manager's understanding of the investigative process.
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Indicators	Accomplishments
	<ul style="list-style-type: none"> <li>✓ Training related to the mechanics of investigations.</li> <li>✓ Training to understand and resolve conflict.</li> <li>✓ Training related to a manager's role and accountability to address conflict, investigate wrong doing and address wrong doing.</li> <li>✓ Participants want an adult learning model and noted the need to have A&amp;I information as part of new employee orientation.</li> <li>✓ Some would like to see joint workshops between RWP and A&amp;I.</li> <li>✓ E-learning being reviewed as a viable tool for education in investigative techniques.</li> </ul>
<p>2. Created partnerships to maximize success in learning outcomes.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• Partnerships were created during the fiscal year to address learning outcomes. Strategic Staffing needs of the public service were identified from key perspectives. Learning initiatives were identified based upon stakeholder needs.</li> <li>• Learning outcomes to be addressed aligned with areas of knowledge required, as identified and determined through consultation and research conducted. ( See Indicator I for Common themes/ Skill sets-Strategic Staffing)</li> <li>• Inter-jurisdictional partnerships are in place, and Director attended inter-jurisdictional meeting.</li> <li>• The Director of Strategic Staffing attended and presented at a Public Service Managers Association conference during the past year.</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• Initiated a jurisdictional review process to determine the best practice for management training in similar divisions across the country.</li> <li>• Explored collaborative research opportunities with specific departments.</li> <li>• Conducted training workshop in collaboration with PSMA on leadership and resilience in a changing workplace.</li> <li>• Coordinate with NLEAPA; training on the Virtues Project focused on building PSC and government manager's capacity to lead a values based approach to conflict resolution and team building.</li> </ul>

Indicators	Accomplishments
	<p><b><u>Appeals &amp; Investigations</u></b></p> <ul style="list-style-type: none"> <li>• Two existing training programs were identified by the Director for enhancement: <i>The Manager's Role in Employee Relations</i> and <i>Creating a Respectful and Harassment Free Workplace Place: An Orientation Workshop for Managers</i>.</li> <li>• Discussions held between Director (A&amp;I) and representatives of RWP regarding the use of investigators in the RWP course. Director, CLD, advised of the two existing training programs that may be suitable for enhancement.</li> <li>• One on one discussions between Director, A&amp; I, and Staff Relations Specialists, Collective Bargaining Division, regarding investigative services and knowledge transfer.</li> <li>• Director identified areas where investigator work could fit in with existing Resource Management courses to discuss with Director CLD.</li> </ul>
<p>3. Collaborated with Center for Learning and Development to determine existing skill sets and conduct a gap analysis.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• Discussions held with CLD during planning for Staffing Module development provided a basis for identification of existing skill sets. The CLD is aware of gaps in managers learning through information gathered through individual learning plan development, and in the course of interaction with managers through each of the modules in the resource management package, and the accompanying module evaluations.</li> <li>• Information is also gathered by the PSC on an ongoing basis through the Managers of Strategic Staffing. These managers and staff are working with Departmental representatives and Selection Board Chairs on a daily basis. As a result, they are very aware of the current skill sets and gaps that exist among HR managers and line managers in the area of leadership competence in human resources.</li> <li>• Complaints and audit processes also identify gaps on an ongoing basis.</li> <li>• Existing skill sets were compared to learning needs identified through focus groups to determine gaps and related areas of training required.( See Indicator I for Common themes/ Skill sets-Strategic Staffing)</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• Identified and requested the addition of training needs question on Centre for Learning and Development Evaluation Forms. This will provide information on the current gaps and related training needs for the division.</li> </ul>



Indicators	Accomplishments
	<p><b><u>Appeals &amp; Investigations</u></b></p> <ul style="list-style-type: none"> <li>• The CLD awareness of the core competencies required of managers is reflected in the Resource Management Curriculum.</li> <li>• The A&amp;I Division generated the skill set and validated the skill set through the focus group process.</li> </ul>
<p>4. Determined necessary enhancements to existing training programs to address the identified needs.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• As a result of collaboration between CLD and PSC, and the related focus groups, it was determined that development of a staffing module would become part of the Resource Management Package. This module will address related learning needs of managers in the public service and contribute to enhancement of leadership competence.</li> <li>• At the end of the fiscal year, the curriculum development was in the planning stages, with an anticipated launch date for a pilot module of Fall 2009. The module will be called (tentative) "Recruitment and Staffing in the Public Service: A Managers Role".</li> <li>• Manager of Strategic Staffing-Training &amp; Certification conducted information sessions within Social Sector, based upon a request from the Sector. The information gathered was used to upgrade existing Selection Board Chair training, development of the Staffing Module, and information sessions.</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• Evaluated training session "Conflict Resolution Skills for Supervisors" to respond to preliminary indications of training need in this area.</li> <li>• Reviewed wellness survey and work environment survey to identify data relevant to identifying training needs.</li> <li>• Conducted divisional trend analysis, monthly statistical analysis and explored available anecdotal information to inform training needs assessment.</li> </ul> <p><b><u>Appeals &amp; Investigations</u></b></p> <ul style="list-style-type: none"> <li>• Initial contact made with CLD Director. No formal training programs currently exist for this division, Therefore, as a first step, a proposal was made and is being reviewed to enhance the existing Resource Management Package module - Managers Role in Employee Relations.</li> <li>• Other enhancements are being researched and reviewed.</li> </ul>

## **Results Achieved:**

By the end of fiscal year 2008-09, the PSC had made significant achievements in evaluating current competency levels and defining key areas of learning to increase management capacity. This year, each division worked diligently to ensure that we were starting with a solid understanding of skill sets managers possessed, where the gaps were, and what we could do to fill these gaps.

First we did our homework. We determined best practices. We reviewed and analyzed sources of data we already collected or had access to, We also consulted with our partners, including the HR community and the Center for Learning and Development (CLD). To be sure we had it right, we went to the source: our public service managers. Each division held focus groups to identify key areas where public service managers wanted to know more and be more confident as leaders. Within the mandate of the PSC, we knew that we could make a difference in leadership capacity among managers. The focus groups confirmed that our goal was realistic. Key competencies were identified for each division and included a higher level of information, communication and training around the programs and services of the PSC.

As a result of the work this past fiscal year, we have successfully attained our objective. We now have a clearer understanding of what managers want and need to enhance leadership capacity. All divisions will now work toward development of or improvements to a formalized training package, in conjunction with the CLD. As well, all divisions have initiated steps to create Centers of Excellence for their mandated areas, in support of public service managers. The Human Resource Management Strategy identifies renewal of the workplace as a key direction for the Government of Newfoundland and Labrador. As a partner in this strategy, the PSC is supporting Governments strategic direction through Goal 2. By contributing to management leadership competence, the PSC will assist in addressing areas targeted for improvement such as employee satisfaction, supportive work environments, trusted leadership, improved communication, and more opportunities for employees to provide input about their workplace.

Using the information gathered this year, and ongoing analysis, the PSC will develop processes over the next year to advance this goal. Work is already underway, through a partnership with the CLD, on the development of a staffing module to inform managers on their role in recruitment and staffing in the public service. This module will address key management competencies and will form part of the Resource Management Package (RMP) of the CLD. The Employee and Departmental Services division is working on improvements to the existing RMP module on Employee Assistance. Training on Creating Respectful Workplaces, offered in partnership with Public Service Secretariat, is also being reviewed. Information gathered to date and through evaluations of existing training will be used to revise current training based on our goal. The Appeals and Investigation Division is working to develop training in the area of investigations, and is looking to other modules of the RMP where this information may provide a natural enhancement or missing component. As well, the opportunity for e-learning is being explored.

## **Looking Ahead - 2009-10**

The objective for Goal 2 (outlined in the 2008-11 Business Plan) for 2009-10 is provided below. As well, the indicators were developed based upon our progress to date and plans for the coming year toward achievement of this goal.

### **Objective 2.2**

By 2010, the PSC will have continued and adjusted training based on ongoing evaluation of organizational needs.

### **Measure**

Continued and adjusted training.

### **Indicators**

- Partnership ongoing with the Center for Learning and Development to evaluate needs and learning outcomes and to adjust training based upon gaps identified within course offering of the Resource Management Package.
- Additional training developed to complement existing Resource Management Package.
- Efficiency options explored for delivery of training.
- Evaluation framework developed and surveys conducted to inform improvements to Training & Certification sessions.

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## 4.0 Other Highlights and Accomplishments 2008-09

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In addition to the accomplishments above, that supported our goals and objectives for the fiscal year, the Commission was involved in a broad range of other activities. Many of these activities occurred at the operational level, and involved various work planning processes in each of our divisions. Accomplishments were made that also supported the strategic directions of Government for the PSC, as outlined in our 2008-2011 Business Plan. These activities and accomplishments are provided below:

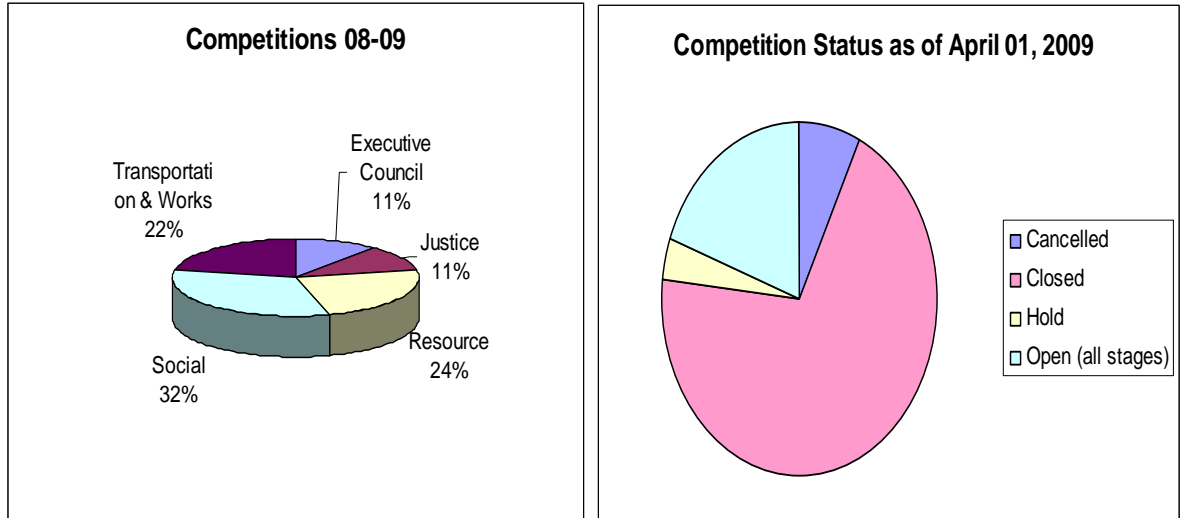
### Strategic Staffing Division

#### Staffing & Selection Highlights

- This fiscal year the Division processed approximately 1,542 staffing actions. This represents another year of high recruitment volume. (1559 staffing actions were processed in 2007-2008)
- The average length of time in weeks to conduct these competitions (from receipt of staffing action to issue of Selection Board Report) was approximately 12.7 weeks.
- During this fiscal year, the Commission posted 547 public ads, as well as 995 internal ads.

#### Fiscal Year 2008-2009

Sector	Total Competitions	Public	Internal	Other	Permanent	Other (Including Temporary, Contract, etc.)	Cancelled	Closed	Hold	Open (all stages)
Executive Council	166	89	77	0	80	86	10	128	6	22
Justice	172	77	83	12	80	92	20	125	2	25
Resource	363	89	199	75	177	186	20	220	12	111
Social	508	127	380	1	245	263	44	359	35	70
Transportation & Works	333	165	137	31	105	228	19	236	5	73
<b>TOTAL</b>	<b>1542</b>	<b>547</b>	<b>876</b>	<b>119</b>	<b>687</b>	<b>855</b>	<b>113</b>	<b>1068</b>	<b>60</b>	<b>301</b>



**Executive Recruitment**

The Strategic Staffing division continued to participate in the Selection process for Executive positions. This is viewed as a positive means to have input into shaping the public service senior management team.

**Reorganizations**

Over the past year, the division assisted with a number of reorganizations, including pay and compensation and Information Management.

**Student Employment Bureau**

A business case was developed, advanced, and approved for the creation of a Student Employment Bureau. This Bureau will ensure the identification of employer need and more strategically align the needs with the disciplines pursued by students seeking valuable work placements. This will also serve as the foundation for a more long term employee-employer relationship and help establish a potential talent pool for hard to fill positions.

**Audit & Integrity**

Because of the large volume of competitions during 2008-2009, along with the addition of many new Chairs and Provisional Chairs managing competitions, it was important to increase the sample size and distribution of competition files audited. This was necessary primarily to satisfy the Commission that there was a high level of compliance with the PSC Act, the merit principle, policies and procedures, but also, to identify best practices, as well as areas where we could improve the quality of the staffing process. In this way the audit function is linked to Selection Board Chairperson training, policy revision and overall system improvement and quality service.

Results of the compliance audit indicate that there continues to be good overall compliance with PSC policy. The Division has increased effort and attention to the monitoring of temporary assignments to improve compliance with applicable PSC policy through 2009-10.

The number of actual formal complaints lodged with the Commission remains low relative to the increased volume of competitions being run and numbers of people being served. Complaints cover the range of issues from qualifications for positions, the screening process, communications with candidates, apprehension of bias and questions of policy and procedure.

The main issue in the processing of complaints is timeliness of review, response and action to complainants. In that light there has been renewed emphasis on the management of complaint files and particular effort and focus on clearing up older files. To that end progress is being made and the current year (2009-2010) should see positive results in that regard.

<b>Fiscal Year</b>	<b># of Complaints/Requests for Review received</b>
<b>06-07</b>	28
<b>07-08</b>	35
<b>08-09</b>	39
<b>09-10</b>	6 (to date)

### **Policy Development**

During the past fiscal year, a significant effort has been made in terms of policy development. Several new policies are being reviewed for final approval, and a number of policies are being revised to reflect the current environment and to assist in understanding for our clients. The format of the electronic policy manual is being reviewed with an emphasis on a more user friendly and accessible approach that will complement and enhance our upcoming website changes. As well, a focus on development of best practices is ongoing and guiding policy development.

### **Training and Certification**

During the last fiscal year, approximately 8 sessions were held for the purpose of Selection Board Chair training and certification. For 2008-2009, 66 people attended Selection Board Chair training. Of this number, 4 have since left the public service, 16 have been certified, 30 are provisional, and the remaining 16 have not committed to continuing toward full certification. Of those trained 56 were management employees, 8 were non- union non- bargaining, and 2 were Executive.

## **Employee Assistance and Respectful Workplace Division**

There has been a significant increase in requests for Respectful Workplace services since 2002, particularly among managers. This has resulted in an expansion of human resources with the hiring of a second Respectful Workplace Coordinator. As well, the program developed and piloted a new one day session for supervisors to enhance conflict resolution skills.

In partnership with College of the North Atlantic, this year saw the approval and successful implementation of CNA-Qatar's Respectful Workplace Program. A significant amount of work was invested in the development of the RWP Public Service Employee Guidelines manual and the Draft Policy and Procedures manual. These documents will strategically guide a consistent application of the programs goals and objectives within the public service.

The Employee Assistance Program (EAP) utilization rate has also continued to increase, and is seen by management and union employees to be a viable personal and organizational support. In addition, the program has expanded to include NAPE and CUPE School Support Staff. The process of educating and promoting the EAP with the Human Resource Staff at the School Board is in progress. Some promotion of services has occurred, and will continue to be implemented in the upcoming year.

Working in partnership with our stakeholders, we were successful in having Shop Stewards trained with management staff in the Resource Management Workshops offered throughout all regions of the province. The services of the Employee Assistance Program in regard to crisis and trauma response were provided in a number of areas; including individual, organizational, and in the community. This area of specialized practice offered support not only during the initial crisis, but provided ongoing support and follow up to those in need.

The division continues to publish the Working Well Newsletter, with a focus on psychological well-being as it relates to the employee, family, and the organization. The division continues to offer presentations and workshops that addresses the link between employee well being and organizational health.

## **Appeal and Investigation Division**

### **Classification Appeal Board**

For the year ending March 31, 2009, there were 559 outstanding classification appeals. This represents a slight increase from the same time last year, when there were 532 appeals outstanding. Approximately 65% of the appeals affect 363 employees and are related to “occupational reviews” conducted by the employer. The positions affected are located in the health care boards. From April 1, 2008 to March 31, 2009, the Board received 61 appeals and completed 134 individual appeals.

As a result of discussions between officials from NAPE and the Public Service Secretariat, the Board has been requested to consider appeals from other Utility Workers who were in similar positions when the original review was done but who did not appeal. In all, 51 individuals fit the criteria for this review. At year’s end, 47 had been reviewed, with 4 remaining to be considered in the coming year.

### **Management Grievance Process**

During this year 7 management grievances were received. There are five management grievances unresolved from prior years. Work continues to establish panels and activate the settlement process.

### **Investigative Services**

The investigative services unit continued to provide services across government and, upon request, to quasi-governmental and government funded agencies. Seventeen investigations from previous fiscal years were brought forward into the 2008-2009 fiscal year. During 2008-2009, 15 complaints were received. Seventeen files were completed during the fiscal year.

The process of investigation requires the voluntary cooperation of the complainant, respondent and witnesses. The Division participated in a policy review of the Harassment and Discrimination Free Workplace Policy during 2008-2009.

### **Conflict of Interest Advisory Committee**

In 2008-2009 there were five formal referrals to the Conflict of Interest Advisory Committee. In addition, during the fiscal year, informal consultation services were provided in response to approximately 13 inquiries.



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## ***5.0 Opportunities and Challenges Ahead***

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Fiscal year 2009-10 will see a continued emphasis on advancing the accomplishments that have occurred this year.

Several key areas will present opportunity and challenge and are identified and discussed below:



### **Move to our New Location**

The Fall of 2009 will be the first time under the new model that all of the Commission's staff will operate from one location. This marks an important step in our leadership role. It will allow us to coordinate service delivery to our clients along all of our lines of business. As we are an arms length agency, the movement of the Recruitment Center from the Confederation building to this offsite location will be significant. While we will be challenged to make this happen as efficiently and seamlessly as possible given our client needs, we anxiously await the move and the opportunity to finally work from our new location.

### **Student Employment Bureau**

During the upcoming year, we will be opening the Student Employment Bureau. This will be a significant achievement and will enhance accessibility and information on careers in the public service for one of our key target markets. We look forward to the opportunity to work with students and to support the strategic direction of Government relating to increasing the number of graduates in the public service.

### **Corporate HR Strategy Commitments**

The PSC will be leading on certain elements of implementation of this strategy, and co-leading on others. As well, we will be offering input and providing assistance as we partner with PSS on areas where they will lead strategy implementation. Because this strategy clearly outlines and communicates the broader organization's commitment to support, encourage, and enable employees to excel in public service delivery, there is a high level of accountability and investment of time required by the PSC as we fulfill our role in making this a success.

### **Olympic Website**

During 2009 - 10 the Commission will be a participant on the Vancouver Olympic website. As the only provincial representation on the website, a link to the Commission's website will be prominently displayed. This opportunity is anticipated to provide significant exposure and marketing advantage.

### **Selection Board Chair Conference**

A Selection Board Chair conference is being planned for Fall 2009. Representatives from across the province will come together to discuss the recruitment and selection process and to offer input and assist in identifying inconsistencies or areas where further training is required. This conference will also provide a forum for networking and communication among Selection Board Chairs. An emphasis will be placed on the important contribution of this group to the successful delivery of recruitment and selection in the public service.

### **Review of Investigations Process**

The Appeals and Investigations Division will conduct a statistical analysis to help determine the strengths and weakness of the investigatory process. Items for review will include timeliness, contributing factors for delays, complainant satisfaction, respondent support, and departmental satisfaction. The goal will be to help us establish base lines for the future performance for the division as a whole. The analysis will involve both quantitative and qualitative measurements.

### **Environmental Changes**

The increased demand for services from both an EAP and RWP perspective continues to challenge service delivery. After a long period of staff stability, the division is experiencing a major period of transition with the integration of new staff, and loss of corporate knowledge from retirements and secondments.

The growth and complexity of the EAP and RWP work has caused the need to review and develop policies and practices reflective of current trends. The division is giving priority to a jurisdictional review which will guide the programs and services offered. The current method of gathering statistical data is inadequate to assess the scope of current trends and needs. A system to effectively gather and analyze statistical data is in the beginning stages of development.



## 6.0 Financial Statements

**Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2009. The Public Service Commission is not required to provide a separate audited financial statement.**

**PUBLIC SERVICE COMMISSION  
Statement of Expenditure and Related Revenue  
FOR THE YEAR ENDED 31 MARCH 2009  
Unaudited**

	<u>Actual</u>	<u>Estimates</u>	
	\$	<u>Amended</u>	<u>Original</u>
		\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>SERVICES TO GOVERNMENT AND AGENCIES</b>			
<i>Current</i>			
<b>1.101. SERVICES TO GOVERNMENT AND AGENCIES</b>			
01. Salaries .....	<b>2,685,102</b>	2,889,900	2,643,400
02. Employee Benefits .....	<b>16,912</b>	28,300	47,800
03. Transportation and Communications .....	<b>161,195</b>	168,100	155,600
04. Supplies .....	<b>54,026</b>	58,000	38,000
05. Professional Services .....	<b>524,299</b>	524,300	554,300
06. Purchased Services .....	<b>284,775</b>	296,300	280,300
07. Property, Furnishings and Equipment .....	<b>81,115</b>	109,400	78,400
09. Allowances and Assistance .....	<b>2,379</b>	20,000	20,000
	<b><u>3,809,803</u></b>	<u>4,094,300</u>	<u>3,817,800</u>
02. Revenue – Provincial .....	<b>(699)</b>	-	-
<b>Total: Services to Government and Agencies</b>	<b><u>3,809,104</u></b>	<u>4,094,300</u>	<u>3,817,800</u>
<b>TOTAL: SERVICES TO GOVERNMENT AND AGENCIES</b>	<b><u>3,809,104</u></b>	<u>4,094,300</u>	<u>3,817,800</u>
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<b><u>3,809,104</u></b>	<u>4,094,300</u>	<u>3,817,800</u>
<b>TOTAL: PUBLIC SERVICE COMMISSION</b>	<b><u>3,809,104</u></b>	<u>4,094,300</u>	<u>3,817,800</u>

**PUBLIC SERVICE COMMISSION (CONTINUED)**

**Summary of Gross Expenditure and Unexpended Balances**

Original estimates (net) .....	3,817,800
Add (subtract) transfers of estimates .....	276,500
Addback revenue estimates net of transfers.....	<u>          -</u>
Original estimates of expenditure .....	4,094,300
Supplementary supply .....	<u>          -</u>
Total appropriation.....	<u>4,094,300</u>
Total net expenditure .....	3,809,104
Add revenue less transfers .....	699
Total gross expenditure (budgetary, non-statutory) .....	<u>3,809,803</u>
Unexpended balance of appropriation .....	<u><u>284,497</u></u>

**Summary of Cash Payments and Receipts**

	<u>Payments</u>	<u>Receipts</u>	<u>Net</u>
	\$	\$	\$
Current Account .....	<u>3,809,803</u>	<u>699</u>	<u>3,809,104</u>

ED WALSH  
Chairperson and Chief Executive Officer  
Public Service Commission