



**PUBLIC SERVICE  
COMMISSION**

**Annual Report 2010-2011**

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## ***Message from Chair***

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Pursuant to Section 17 of the *Public Service Commission Act (1973)*, I am pleased to present the 2010-2011 Annual Report of the Public Service Commission (PSC). This Annual Report outlines achievements and activities of the Commission. The PSC is accountable for the achievements outlined.

As the final year in the 2008-2011 business planning cycle, 2010-2011 has been a rewarding year of growth and success for the PSC. The PSC continued to advocate for the principles of merit, fairness, and respect throughout the public service in all its activities and programs; and moved forward with continuous quality improvement. Throughout the past year, while there have been great strides made towards improving upon our programs and processes, our sense of teamwork has also continued to strengthen. This has allowed us to advance our goals and helped solidify the Commission's arms-length, independent status. Noteworthy is the development of our internal culture statement (page 2 of report) which not only reflects who we are as an entity, but also our dedication to the public service as a whole.

2010-2011 was a busy year for recruitment and staffing, with the division processing a total of 1,694 staffing requests with nearly 30,000 individual applications. Improvements and modifications to the Online Job Portal continued. As a result, 87% of all applications were received electronically. We continued to deliver training which was evaluated and adjusted to meet organizational needs and to inform on challenges associated with the changing demographics of today's labour market.

The Employee Assistance (EAP) and Respectful Workplace (RWP) Division continued to build healthy workplace capacity by publishing its Working Well Newsletter and by focusing on the psychological well-being of public service employees, their families and the organization. This fiscal year, the utilization rate for EAP increased marginally in terms of the number who accessed the service. Changes have been made to the RWP training module to reflect current trends and issues in organizations that champion psychological health and safety.

The Appeal and Investigation Division has continued to work diligently to address various issues affecting employees in the workplace including, classification appeals and allegations of harassment. The division has also continued to provide corporate services and support to Commission-wide initiatives.

We are looking forward to the coming year and the start of the new 2011-2014 business planning cycle. In that regard, I express my gratitude to my fellow Commissioner and to the staff of the PSC for their continued and dedicated service.



Bruce Hollett  
CEO & Chair

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## **1.0 Public Service Commission Overview**

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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)*.

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, 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.

### **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 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.

<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.

<b>Culture Statement</b>
<p data-bbox="678 1192 956 1226">We are a community.</p> <p data-bbox="207 1268 1427 1335">We believe and act with respect and integrity. We balance courage and consideration when we communicate to show that we genuinely care.</p> <p data-bbox="630 1377 1005 1411">I help make this community!</p> <p data-bbox="207 1453 1427 1520">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>

## 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 appointments to or promotions 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 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 (RWP) & Workplace Wellness Initiative

- ✓ The Employee Assistance Program (EAP) 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 EAP and the 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.

## ORGANIZATIONAL STRUCTURE

All divisions of the PSC are located at 50 Mundy Pond Road, St. John's, Newfoundland and Labrador. This location serves all regions of the province.

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 also serves as the Chief Executive Officer (CEO) 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. 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 March 31, 2011.

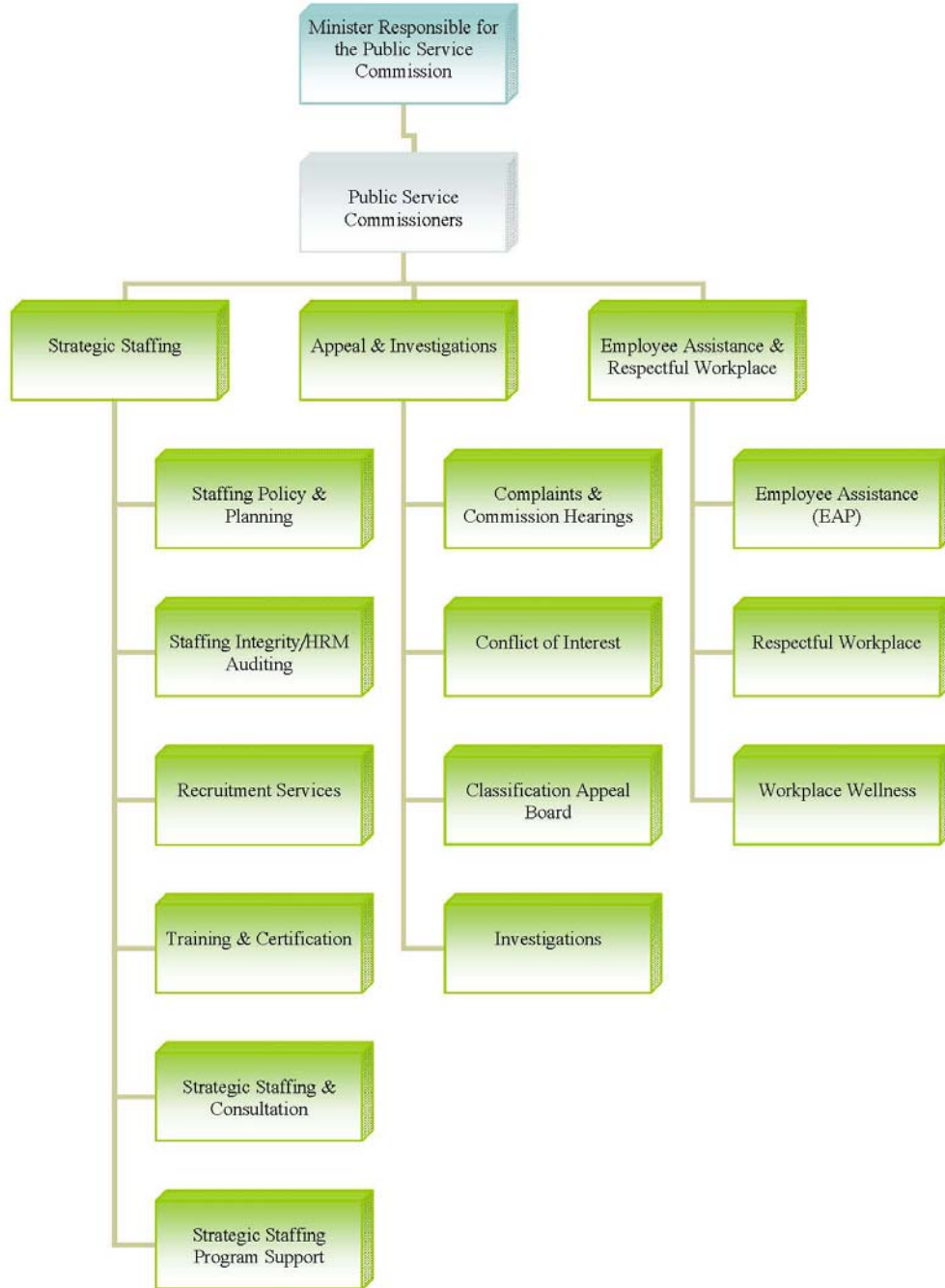
## PRIMARY CLIENTS

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 *PSC 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 recommending individuals to public service positions, the Commission is required to consider the public interest as is mandated by Section 12 of the *Act*.

## DEMOGRAPHICS - NL PUBLIC SERVICE

<i>As of March 31, 2011</i>	<i>Source: Public Service Secretariat</i>
Number of Active Employees	8661
Male	4712
Female	3949
Bargaining	6450
Non Bargaining/MGMT	2211
Permanent	5940
Temporary	1886
Seasonal	481
Contractual	354
Number of New Hires for Fiscal Year 10/11	847
Number of Exits from Workforce for Fiscal Year 10/11	439

**PUBLIC SERVICE COMMISSION**  
*Organizational Chart as of March 31, 2011*



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## **2.0 Shared Commitments**

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Through our shared commitments and associated 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 the 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, *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 which 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, through activities supporting the following objectives:

- ✓ provide support to public service employees to enhance career options;
- ✓ in partnership with departments, increase the profile of the public service;
- ✓ with input from departments, explore the factors necessary for a competitive employment package;
- ✓ new methods and processes with respect to recruitment are developed and operationalized, in conjunction with departments;
- ✓ work with departments to improve partnerships with high schools and post-secondary institutions;
- ✓ work with departments to enhance employee-employer relationships;

- ✓ in conjunction with departments, support employment equity and a workplace diversity strategy; and
- ✓ in partnership with departments, develop modernized workplace infrastructures.

This strategy provides clear objectives and timelines for government's strategic directions relating to recruitment strategies and improving access to employment, emphasizing the need for a partnership approach for achieving success in these commitments. Work has been ongoing with the Public Service Secretariat (PSS) to further develop policy on diversity and inclusiveness as it relates to recruitment and staffing. In addition, the PSC has worked closely with the PSS on the implementation of the Student Employment Bureau (SEB).

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

The PSC works closely with departments and agencies scheduled to the PSC Act (and applicable unions) to develop 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. This training ensures that consistency and standards are emphasized in competitive processes. The PSC leads a shared commitment with departments and agencies to ensure that merit, fairness and transparency are upheld in competitive processes within the public service, as well as adherence to PSC approved selection processes. The PSC also leads a shared commitment to work with departments and agencies on talent acquisition for hard-to-fill positions.

In this regard, the Commission has worked with numerous departments in identifying and training personnel to act as Selection Board Chairs; planning related to reorganization to minimize the impacts on affected staff while meeting organizational needs; and partnering with departments to reduce the number of registrants on the priority redeployment list through proactive planning.

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 joint responsibility 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. In addition, the PSS and Government Purchasing Agency (GPA) work collaboratively in the marketing of the employer and advertising of employment opportunities.

The PSC administers a Redeployment Policy, which provides 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. The PSC, along with departments and agencies, work

together to ensure those affected employees and their specific needs are accommodated within the workplace.

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 (PSS) share responsibility for leadership in the Corporate Human Resource Strategy. The PSC works in partnership with the 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 directions such as: employer branding, diversity, attraction and retention strategies, outreach to high school and post-secondary institutions, and business process efficiencies. In relation to this, there is a shared commitment in the administration of the Student Employment Bureau.

A strong shared commitment also exists between the PSC, the PSS 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; 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 (1973)*. 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. Staffing Action Monitoring and Continuous Quality Improvement are important aspects contributing to this and continued this past year resulting in an enhanced approach to temporary staffing.

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 counseling 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 counselors 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 PSMA and NAPE. An annual Workplace Wellness week, research on workplace wellness and promotion of same are all components of this program.

## 3.0 Report on Performance

### Mission:

The 2008-2011 mission statement was identified in support of Government’s strategic direction of increasing the number of graduates in the public sector. The PSC recognized the need for strengthened capacity to respond to emerging recruitment challenges within the public service. These challenges have included: an aging workforce, declining population (especially in rural areas) and outmigration. As such, the Commission felt the need for progressive change to include the identification of new processes and systems that are more responsive to operational and strategic requirements of government departments and agencies.

Along with changes in the application of strategic recruitment, it was determined that there was a need for accompanying education and awareness of these changes amongst public service managers. These changes would have to be achieved in an environment where protection of the merit principle is paramount. Protection of merit requires openness to diversity. It includes the establishment of process to identify barriers to accessibility of employment in the public service, and taking proactive steps to eliminate these barriers and to promote equal opportunity which aligned with the strategic direction of government relating to mainstreaming of equal opportunity in the public service.

As a result, the following mission was identified:

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

**Measure 1: Strengthened application of strategic staffing and recruitment processes that promote access to employment.**

Indicators	Accomplishments
<p>1. Increased number and quality of audits conducted to identify:</p> <ul style="list-style-type: none"> <li>• Non-competitive hiring and/or promotions.</li> <li>• The number of recommendations for appointment where the number one candidate was not selected.</li> <li>• Potential barriers to employment in the public service.</li> </ul>	<ul style="list-style-type: none"> <li>• As prescribed by the <i>PSC Act (1973)</i>, 15.1.b. <i>“the commission shall review personnel transactions and investigate and report to the minister upon this Act and upon the violation of the regulations and upon other matters relative to the public service, its officers and other employees”</i>. As such, and also as a result of the 2008-2011 business plan, audits have been completed in each of the applicable years. As well, the complexity and depth of audits were increased.</li> <li>• The Strategic Staffing division continues to monitor staffing actions including temporary hires and assignments to ensure PSC Policy is followed. The division also works closely with Selection Board Chairs and Departments as</li> </ul>



	<p>issues are highlighted through audit findings and requests for review.</p> <ul style="list-style-type: none"> <li>• Audit has assumed a more analytical approach through staffing monitoring activities by examining trends for systemic improvement.</li> <li>• Information pertaining to the number of recommendations for appointment where the number one candidate was not selected continues to be gathered and qualitative analysis has been scheduled for fiscal 2011-2012. Due to competing priorities, this indicator was not fully achieved, however, realignment of processes have commenced in order to address.</li> <li>• Potential barriers to employment in the public service have been identified through a variety of research including, but not limited to: focus groups, inter- jurisdictional research and surveys. Some barriers identified included diversity and range of outreach to target groups.</li> </ul>
<p>2. Increased leadership and accountability of the Commission in strategic staffing and recruitment.</p>	<ul style="list-style-type: none"> <li>• A positive contribution to increased leadership, the Strategic Recruitment and Staffing Resource Management Module, has been finalized and approved by the CLD for delivery.</li> <li>• This module focuses on the manager's investment in and strategic approach to recruitment within the Public Sector as well as standards, policies, practices and approach.</li> <li>• Accountability module outlined importance of management investment and due diligence in staffing activities.</li> <li>• Sessions are scheduled to commence in 2011-2012 and will continue on a go forward basis.</li> </ul>
<p>3. Defined related outcomes for the public service in partnership with the Public Service Secretariat.</p>	<ul style="list-style-type: none"> <li>• The PSC has developed a diversity and inclusiveness policy as it relates to staffing and is continuing to work with the PSS to ensure alignment.</li> <li>• The PSC has partnered with PSS around occupational category profiles that are now being used in the We Are campaign for promotion of employment.</li> <li>• The PSC has worked with the PSS and Office for Youth Engagement to continue to develop and implement strategies for targeting youth through the Student Employment Bureau.</li> </ul>
<p>4. Developed consistent work processes and policy applications through a Centralized model providing quality regional services.</p>	<p>The Centralized approach allows for further strengthening of consistent work processes and interpretation and administration of policy through the public service as evidenced by the following points.</p> <ul style="list-style-type: none"> <li>• Communication has been increased for consistency. This communication included</li> </ul>

	<p>general information sessions were held in various regions to communicate information on the recruitment process. These sessions were held in the Transportation &amp; Works sector as well as the Resource sector.</p> <ul style="list-style-type: none"> <li>• A Quality Circle was established in the fiscal 2009-2010 to review staffing and recruitment processes to identify gaps or inefficiencies and make appropriate recommendations. Specific research this fiscal year has focused on best practices in the following areas: (1) Internal vs. External Candidates; (2) References; (2) Eligibility Lists; (3) Candidate Testing; (4) Post Board Feedback; (5) Policy and Guidelines; and (6) Stakeholder Feedback.</li> <li>• In addition to a Quality Circle, a Good-To-Better Loop has been established which focuses on the areas of: Implementation/Change Management, Evaluation and Knowledge (documentation/transfer).</li> </ul>
<p>5. Conducted a comprehensive review of strategic selection processes, with emphasis on barriers to accessibility.</p>	<ul style="list-style-type: none"> <li>• Review of various selection processes has been conducted in some areas including, but not limited to: use of scoring matrix, references and post-board feedback. These were reviewed within the PSC Quality Circle to determine barriers to accessibility.</li> <li>• A review was conducted of time to fill during the selection process and as such, a project management approach to scheduling has been suggested and is currently being utilized.</li> </ul>
<p>6. Improved quality and monitoring of Selection Board Chair training and certification process.</p>	<p>Quality and monitoring of the Selection Board Chair training and certification process has been improved through the following activities:</p> <ul style="list-style-type: none"> <li>• A work term project was completed by a Memorial University Commerce Co-op student on the PSC training and certification program for selection board chairs. Six areas of the process were examined: data monitoring, registration/marketing, training, certification, renewal process and ongoing support. Recommendations included: ensuring that all steps are standardized with proper documentation and procedures which are adhered to at all times. All areas link back to effective and efficient data monitoring which is key in improving upon the steps of the certification process and ongoing support. This will ensure that competitions are conducted through merit, fairness and respect.</li> <li>• Work has commenced on implementing suggested modifications. This work will continue into the new fiscal year.</li> </ul>

<p>7. Increased training and information sessions with Human Resource Management personnel and executives.</p>	<p>The PSC has increased the provision of training and information sessions with Human Resource Management personnel and executives through the following:</p> <ul style="list-style-type: none"> <li>• The Strategic Recruitment and Staffing Resource Management Module has been finalized and approved by the CLD for delivery. There were working issues experienced during the process of development that halted the completion causing a delay. This module focuses on the manager's investment in, and strategic approach to, recruitment within the Public Sector.</li> </ul>
<p>8. Developed benchmarks and evaluative indicators to determine success of strategic staffing systems.</p>	<ul style="list-style-type: none"> <li>• A working group was established and a report was developed which outlined current time periods involved in various stages of the selection process. Using this information, as well as information gathered from jurisdictional and stakeholder review, time lines were developed that would outline the appropriate amount of time which each stage of the process should take.</li> <li>• A "referral questionnaire" was implemented on the online system to determine which advertisement techniques were providing the best return on investment.</li> </ul>
<p>9. Increased emphasis on talent acquisition.</p>	<ul style="list-style-type: none"> <li>• The manager of Recruitment Services has been actively working with various departments to address hard to fill openings by testing and measuring the response rates from different methods of outreach to determine the appropriate and most effective means of attracting talent. Findings in fiscal 2010-2011 show that participation from department representatives have helped focus the marketing effort to include specific websites that cater to members of the profession to which the Hard to Fill position belongs. In addition, work with departments has been done in profiling the ideal candidate and focusing advertisements for positions to include soft benefits that will attract the specific cohort that is being targeted. Success has been experienced with this approach thus far, with increases of up to 500% (as in the case of Court Counselor, Department of Justice, Happy Valley Goose Bay) in response rates to job openings. As departments are finding additional success, their representatives are participating in the process at an increased rate and are recommending additional strategies and applicant sources. Participation in outreach activities including</li> </ul>

	the development of advertisements for positions is now being sought out by the departments.
10. Implementation of non print media.	<ul style="list-style-type: none"> <li>• A marketing website with online recruitment capability was developed through consultation with a local outside firm and was launched in November 2009. This website allows individuals to create online profiles, upload resumes, and for the first time in provincial government history, submit application through an online job portal.</li> <li>• Implementation of TV ads featuring public service employees.</li> <li>• Presence on Vancouver 2010 Olympic website.</li> <li>• Presence in universities through use of Explosive Media monitors to promote website.</li> </ul>

**Measure 2: Strengthened understanding of Strategic Staffing and Recruitment processes that promote access to employment.**

Planned Results	Actual Results
1. Surveyed stakeholder perception and understanding of staffing and recruitment process.	<ul style="list-style-type: none"> <li>• Surveys were prepared in March 2011 and conducted amongst interviewees to determine the level of knowledge concerning the staffing and recruitment process. On a scale of 1 to 5 with 1 being the lowest, 47% selected 2 or less, 35% selected 3 and 18% selected 4 or greater.</li> </ul>
2. Increased interaction of the PSC with stakeholders through information sessions regarding strategic staffing and recruitment processes.	<ul style="list-style-type: none"> <li>• Interaction with stakeholders has been increased through the offering of more frequent information sessions (these sessions had previously occurred but on a limited basis only at specific request).</li> <li>• The information sessions and various training have been delivered to departmental representatives and managers in various departments to reiterate the managerial/departmental representative role in the competition process. In fiscal 2010-2011, seven information sessions were held.</li> </ul>
3. Increased expertise and initiatives aimed at increasing awareness of diversity through employment equity and accessibility.	<ul style="list-style-type: none"> <li>• Expertise on diversity through employment equity and accessibility has been increased through exposure to various seminars and continued participation on the employer diversity committee.</li> <li>• PSC representatives attended two separate diversity seminars in Ontario to gather information on best practices from a diversity perspective on a national scale.</li> <li>• Information gathered has been utilized and</li> </ul>

	<p>implemented in systems and daily practice.</p> <ul style="list-style-type: none"> <li>The PSC developed a Diversity &amp; Inclusiveness policy in fiscal 2009-2010 as it relates to staffing. This policy was approved by the Commission Executive and adopted as of June 3, 2010.</li> </ul>
<p>4. Reviewed staffing and recruitment policies and procedures to identify and eliminate barriers to access and equity.</p>	<ul style="list-style-type: none"> <li>Review of policies resulted in adjustment or development and approval of some by the Commission Executive for implementation. They include: Advertising Vacancies; Conversion of Employment or Position Status; Diversity and Inclusiveness; Reference Checks; Staffing on a Temporary Basis; Ethics.</li> <li>There has been continued development and implementation of diversity and inclusiveness policy as it relates to staffing.</li> <li>A Quality Circle was established in fiscal 2009-2010, to review staffing and recruitment processes to identify gaps or inefficiencies and make appropriate recommendations. Specific research this fiscal has focused on best practices in the following areas: (1) Internal vs. External Candidates; (2) References; (3) Eligibility Lists; (4) Candidate Testing; (5) Post Board Feedback; (6) Policy and Guidelines; and (7) Stakeholder Feedback.</li> <li>In addition to a Quality Circle, a Good-To-Better Loop has been established which focuses on the areas of Implementation/Change Management, Evaluation and Knowledge (documentation/transfer).</li> </ul>
<p>5. Developed and distributed staffing policy manual including website.</p>	<p>The PSC has added to the Staffing Policy Manual and distributed policies as they have been updated or developed. This process will continue throughout coming fiscal years as policies will continue to evolve and necessary changes will be inevitable. The following efforts have been during the past fiscal year:</p> <ul style="list-style-type: none"> <li>A total of six policies have been either adjusted or developed and approved by the Commission Executive for implementation. These policies support both strategic directions of government for the PSC and include the following: Advertising Vacancies; Conversion of Employment or Position Status; Diversity and Inclusiveness; Reference Checks; Staffing on a Temporary Basis; Ethics. All new and updated policies have been posted to the PSC website and distributed amongst PSC employees.</li> <li>The updated Policy Manual (which includes all approved PSC Staffing Policies) has been</li> </ul>

	developed and distributed with an emphasis on electronic distribution.
6. Developed and distributed information packages.	<ul style="list-style-type: none"> <li>All electronic information pertaining to staffing and recruitment (as required by selection board chairs) is now housed on and distributed to selection board chairs by way of travel USB drives.</li> </ul>

**Discussion of Results:**

As is evident from the above, an enormous amount of work has been put into working towards the achievement of each of the measures and related indicators of the mission specified in the PSC 2008-2011 Business Plan.

In the past three fiscal years, the Commission has met both measures indicated and have “strengthened application of Strategic Staffing and Recruitment processes that promote access to employment” and “strengthened understanding of Strategic Staffing and Recruitment processes that promote access to employment.” As such, the PSC has achieved our mission which stated that “by 2011, the PSC will have strengthened strategic staffing and recruitment processes that promote access to employment in the public service.” It is important to state however, that while our mission has been achieved at this point, there are always areas for improvement and the Commission will continue to move towards continuous quality improvement in all mandated areas.

**Strategic Issues:**

As the final year of the 2008-2011 business planning cycle, the 2010-2011 fiscal has proved to be another exciting, yet challenging year for the Public Service Commission. Staff of each of the three divisions have been diligent in working towards achieving the goals and objectives, and overall mission set forth in the 2008-2011 Business Plan. In this section, performance related to this Business Plan is discussed. The following section will then provide performance results for significant accomplishments that were not specifically addressed in the Business Plan of 2008-2011. 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**

During fiscal year 2010-2011, the PSC continued to lead recruitment and staffing services within the public service. As the previous fiscal year was focused on the successful implementation of newly developed strategies and training, fiscal 2010-2011 focused on the evaluation of these new developments to determine overall effectiveness and efficiency.

Continued evaluation has indicated much success towards addressing the recruitment and diversity requirements of the public service. Notably, the success of new approaches to marketing and recruitment for hard to fill positions have broadened the PSC's reach to target audiences and have enabled the successful filling of many of these positions within the public service. Presence at national job fairs, high schools and professional associations, as well as the continued use of technology such as the PSC online job portal and Explosive Media, has increased our reach to target audiences and broadened our exposure. These accomplishments, along with those outlined in the following table, support our goal stated below, as well as government's strategic direction 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.**

**Measure: Enhanced recruitment strategies in the public service.**

INDICATORS	ACCOMPLISHMENTS
1. Website upgraded.	<ul style="list-style-type: none"> <li>• As part of an overall Government of NL branding strategy, the new Public Service Commission website was launched on July 29, 2009. This website features up to date information on all PSC divisions and is consistent with the newly developed government brand.</li> <li>• A marketing website with online recruitment capability was developed through consultation with a local outside firm and was launched in November 2009. This website allows individuals to create online profiles, upload resumes, and for the first time in provincial government history, submit application through an online job portal.</li> <li>• During 2010-2011, the online recruitment site was modified to allow for additional reporting capabilities that provide data utilized for benchmarking and evidence based decision making regarding broad recruitment initiatives.</li> </ul>
2. Diversity policy and framework integrated into recruitment process.	<ul style="list-style-type: none"> <li>• Policy and framework has been approved and integrated into PSC programs. The PSC developed a Diversity &amp; Inclusiveness policy in fiscal 2009-2010 as it relates to staffing. This policy was approved by the Commission Executive and adopted as of June 3, 2010. The PSC continues to uphold diversity principles in recruitment and staffing activities.</li> </ul>
3. Outreach strategies in place.	<ul style="list-style-type: none"> <li>• New outreach strategies have been put in place as a result of the evaluation of the efficiency and effectiveness of prior strategies.</li> <li>• These strategies include a shift in focus of marketing efforts to include specific websites that cater to members of the profession to which a particular position (especially a hard to fill position) belongs. In</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>addition, work with departments has been done in profiling the ideal candidate and focusing hard to fill advertisements for positions to include soft benefits that will attract the specific cohort that is being targeted.</p> <ul style="list-style-type: none"> <li>• The PSC continues to work with the PSS to examine jurisdictional research on outreach strategies currently being used for hard to fill positions (i.e. North West Territories) in an effort to develop new strategies. Session scheduled for early fiscal 2011-2012.</li> <li>• Presence at job/career fairs has been increased on a local, national and international level.</li> <li>• Explosive Media has been used to promote careers in the public service within Atlantic Canadian Universities.</li> </ul>
4. Media Ads implemented.	<ul style="list-style-type: none"> <li>• New print ad layout was implemented in August 2009. This layout highlighted specific aspects of the employment opportunity and focused on drawing more attention to the job competition website whereby an applicant could peruse position details. This has resulted in significant cost savings – estimated at \$1M/Y.</li> </ul>
5. Incorporated best practices.	<ul style="list-style-type: none"> <li>• Cross jurisdictional research has been conducted focusing on the use of best practices and benchmarking techniques as they relate to recruitment and staffing efforts and processes. Detailed information was gathered in the following areas: <ul style="list-style-type: none"> <li>• Recruitment of Hard-to-Fill Positions;</li> <li>• Reducing turn-around times for Recruitment Efforts;</li> <li>• Methods of Testing and Assessing Qualifications;</li> <li>• High Turn-Over recruitment approaches;</li> <li>• Quality of Hire;</li> <li>• Benchmarking;</li> <li>• Vacancy rates;</li> <li>• Temporary vs. Permanent Opportunities;</li> <li>• Internal vs. External Applications and Hires;</li> <li>• Nature and Number of Complaints and Appeals.</li> </ul> </li> <li>• A Quality Improvement Strategy has been implemented to review the PSC’s current recruitment and staffing processes and to evaluate the information gathered from the jurisdictional review and other related research in order to adopt and implement best practices that are relevant to our operations and contribute to continuous quality improvement.</li> <li>• While the PSC has begun implementation with some best practices identified, due to competing demands, work is ongoing in this area.</li> </ul>
6. Marketing of public service employment in place.	<ul style="list-style-type: none"> <li>• The PSC has implemented new print media, TV ads, and online recruitment website launch.</li> <li>• The PSC had presence on the Vancouver 2010</li> </ul>



INDICATORS	ACCOMPLISHMENTS
	<p>Olympic website and hosted a booth at the CTV 2010 Olympic Pavillion at Mile One Center in St. John's, NL.</p> <ul style="list-style-type: none"> <li>• Career Expos were held in a number of areas throughout the province during 2008-2009 and 2009-2010.</li> <li>• There has been a continued presence at job/career fairs on a local, national and international basis.</li> </ul>

**Objective 1.3: By 2011, the PSC will have adjusted recruitment strategies based on results of the evaluation.**

**Measure: Adjusted recruitment Strategies.**

INDICATORS	ACCOMPLISHMENTS
<p>1. Evaluation of outreach strategies through periodic reports ongoing.</p>	<p>The PSC has utilized a number of approaches to gather information from the public. This information is vital for the evaluation of current outreach strategies and development or implementation of any new or updated strategies. The following are approaches that have been used this past fiscal year to gather information for the evaluation of outreach strategies. Results are reported on and utilized for the development of the Commission's Recruitment Marketing Strategy.</p> <ul style="list-style-type: none"> <li>• The PSC continues to survey participants at career fairs. Surveys are utilized at this point to feed into social media review and to determine what the best avenues are for outreach. Research has found that the majority of individuals (generally between 18 and 35) are using electronic and social media more than print advertisement. This trend continued throughout the fiscal year. The majority of individuals tend to utilize career websites (such as Career Beacon and university job boards) rather than social media such as Facebook or twitter for job prospects.</li> <li>• Online portal have been used to gather information from applicants to public competitions on how they "heard about us". From response gathered, approximately 55% of applicants discovered the position they applied for through the PSC "We're Hiring" website. Of the remaining 45% - 34% came from other internet sources (including Career Beacon and JobsinNL, etc.), 3% came from newspaper print ads and 8% from word of mouth and other sources.</li> <li>• Surveys were prepared in March 2011 and conducted with interviewees to determine key factors in attraction to positions, as well as where individuals were discovering positions they apply for. By end of fiscal year, a total of 17 surveys were completed and returned; 11 from public candidates and 6 from internal candidates. 70% of these individuals discovered the</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>position they had applied for through a website (with 18% using the Telegram and 12% through word of mouth). Similarly, 65% utilized the online portal to apply for positions rather than any other form of application (i.e. fax, in person, mail, etc.). Work is ongoing in this area and surveys continue to be collected and analyzed.</p> <ul style="list-style-type: none"> <li>• The Student Employment Bureau (SEB) in conjunction with the Public Service Secretariat has invited co-op students and interns to participate in focus groups and surveys entitled “Slice of Advice”. Topics explored covered various aspects of the work term experience. Information gathered resulted in the following recommendations: conducting surveys and focus groups with work term students on a more regular basis; and hosting a recruitment seminar (led by the SEB) to familiarize students with the recruitment process of the Government of NL.</li> <li>• Working collaboratively with departments for outreach to potential candidates has been continued. There has been an increased initiation generated by departments.</li> <li>• Preliminary work has been done on the research of social media and its use as an outlet for outreach and recruitment, as well as an effective evaluation and information gathering tool for the future.</li> <li>• Evaluation of outreach strategies is ongoing and reports on surveys and findings are periodically provided to the Commission executive and utilized to make enhancements and modifications as appropriate.</li> </ul>
<p>2. Recruitment best practices identified and implemented where appropriate.</p>	<ul style="list-style-type: none"> <li>• Recruitment best practices have been identified in a number of areas and the Commission has implemented where appropriate.</li> <li>• As per commitments in the HR Strategy, a working group chaired by the PSC was established to explore ways to decrease “time to fill” related to the entire range of the staffing process. During fiscal year 2010-11, this working group accumulated extensive data through current business process mapping, relevant statistics and metrics and analyzing input and feedback from current stakeholder involved in the recruitment process as well as cross-jurisdictional research. As a result, the working group was able to decipher current challenges and barriers to achieving an efficient “Time-to-Fill” metric and was successful in identifying key findings and formulation of recommendations for future consideration. The final report of this working group and the initiation of implementation of recommendations will be a focus for the up-coming fiscal year.</li> <li>• As a result of the time to fill working group, a project management pilot was started with the resource sector. This pilot has resulted in job ads and analysis’ being developed and forwarded to the hiring department in a</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>more timely fashion. In addition, there has been a reduction in the amount of time a file is awaiting screening as the screening times are now booked when the ad is posted (the same can be said for interviews).</p> <ul style="list-style-type: none"> <li>• A work term project was completed by a Memorial University Commerce Co-op student on time to fill. This project included a variety of research including a jurisdictional review on recruitment and staffing practices and processes. Three recommendations from the research included: a project management approach to recruitment; developing a repository of standard forms; and further development of recruitment metrics.</li> <li>• Work is continued with a Quality Circle, established in fiscal 2009-2010, to review staffing and recruitment processes to identify gaps or inefficiencies and make appropriate recommendations. Specific research this fiscal has focused on best practices in the following areas: (1) Internal vs. External Candidates; (2) References; (2) Eligibility Lists; (3) Candidate Testing; (4) Post Board Feedback; (5) Policy and Guidelines; and (6) Stakeholder Feedback.</li> <li>• In addition to a Quality Circle, a Good-To-Better Loop has been established which focuses on the areas of Implementation/Change Management, Evaluation and Knowledge (documentation/transfer).</li> <li>• A second work term project was completed by a Memorial University Commerce Co-op student on PSC training and certification program for selection board chairs. 6 areas of the process were examined – data monitoring, registration/marketing, training, certification, renewal process and ongoing support. Recommendations included ensuring that all steps are standardized with proper documentation and procedures which are adhered to at all times. All areas link back to effective and efficient data monitoring which is key in improving upon the steps of the certification process and ongoing support. This will ensure that competitions are conducted through merit, fairness and respect.</li> <li>• An inter-jurisdictional Staffing Group is being chaired by the Director of Strategic Staffing. Comparative review and analysis of staffing and recruitment process is being conducted.</li> </ul>
<p>3. Evaluations of recruitment strategies for hard-to-fill positions incorporated with recommendations for enhancements.</p>	<ul style="list-style-type: none"> <li>• Recruitment strategies for hard-to-fill positions have been evaluated by the Manager of Recruitment Services and new strategies have been incorporated to yield more successful results however, additional work will be required and will continue in the coming fiscal years.</li> <li>• The manager of Recruitment Services has been actively working with various departments to address hard to fill openings by testing and measuring the response rates from different methods of outreach to determine</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>the appropriate and most effective means of attracting talent. Findings in fiscal 2010-2011 show that participation from department representatives have helped focus the marketing effort to include specific websites that cater to members of the profession to which the Hard to Fill position belongs. In addition, work with departments has been done in profiling the ideal candidate and focusing advertisements for positions to include soft benefits that will attract the specific cohort that is being targeted. Success has been experienced with this approach thus far, with increases of up to 500% (as in the case of Court Counselor, Department of Justice, Happy Valley Goose Bay) in response rates to job openings. As departments are finding additional success, their representatives are participating in the process at an increased rate and are recommending additional strategies and applicant sources. Participation in outreach activities including the development of advertisements for positions is now being sought out by the departments.</p> <ul style="list-style-type: none"> <li>• Recent outreach successes include: Aquaculture Veterinarian; Mineral Development Engineer; Senior Manager of Habitat, Game and Fur Management (Corner Brook) and Senior Wildlife Biologist (Labrador); Family Court Counselor I (Labrador); and Senior Manager of Stewardship and Education.</li> <li>• The PSC is working with the PSS to look at jurisdictional research that has been completed by the PSS on outreach strategies currently being used for hard to fill positions (i.e. North West Territories) in an effort to develop new strategies. Session scheduled for early fiscal 2011-2012.</li> <li>• A third work term student researched international talent pools to determine best locations for international recruitment for hard to fill positions. Professions examined included: software engineers, electrical engineers, mechanical engineers, petroleum engineers, aquaculture veterinarians, and large animal veterinarians. Findings demonstrated that Ireland presents good potential for international recruitment as well as areas of the United States of America. This information was utilized to inform the PSC's representation at the Council of the Atlantic Premiers' job fair in March 2011 at Boston, Massachusetts. Resumes collected are currently being reviewed for hard to fill positions within the public service.</li> </ul>
<p>4. Continued partnership with PSS to align PSC diversity policy with government's objectives.</p>	<ul style="list-style-type: none"> <li>• The PSC developed a Diversity &amp; Inclusiveness policy in fiscal 2009-2010 as it relates to staffing. This policy was approved by the Commission Executive and adopted as of June 3, 2010. We continue to uphold diversity principles in recruitment and staffing activities while continuing participation with the employer/PSS Committee.</li> </ul>

## **Results achieved:**

As demonstrated above, the PSC has worked very hard to achieve the indicators set out for the goal and objective for fiscal 2010-2011. While not all of these indicators were satisfied in full, much progress has been made and will continue. In an environment that is constantly changing, it is important that the PSC continues to evolve practices and procedures and therefore continued evaluation will be not only necessary but a key element to success in the years ahead.

Over the past three fiscal years, an enormous amount of effort has been put into modifying and creating recruitment strategies to address the requirements of the public service (as identified in the corporate wide Human Resource Strategy).

Perhaps one of the most significant accomplishments was the introduction of the new PSC website. For the first time in the history of the NL public service, applicants can now apply online for positions throughout provincial government. The introduction of the new “We’re Hiring” website and PSC online job portal has brought with it a number of efficiencies from both an applicant and internal processing perspective. Applicants now have the ability to log in and create profiles at their convenience and to browse detailed job advertisements for which they may be interested in applying. From an internal perspective, the time to prepare files for selection board chairs has been significantly reduced from approximately one working day to approximately thirty minutes.

The development and management of the Student Employment Bureau (SEB) has also been a significant achievement. The PSC has worked collaboratively with both the Public Service Secretariat (PSS) and the Office for Youth Engagement, to ensure enhanced and continuous contact with young individuals to promote the Government of NL as an employer of choice. This activity has increased access to employment for young professionals within the public service.

In addition, numerous outreach activities including: attendance at provincial, national and international career fairs; further use of technology such as Explosive Media, Career Beacon, occupation specific organization websites and publications; newly designed print media and branding; career expos; and television advertisement have all increased the range of outreach, and broadened our exposure, to potential candidates not only locally but around the globe. New strategies for hard to fill positions have assisted with the introduction of highly skilled, qualified individuals to positions throughout the public service. Also, the development of an internal Diversity and Inclusiveness Policy as it relates to staffing has demonstrated the Commission’s commitment to ensuring that staffing is based on merit, fairness and respect. All combined, these accomplishment have assisted in the PSC making significant strides towards establishing a barrier free recruitment process.

With fiscal 2010-2011 completed, the Commission is confident that it has achieved much accomplishment towards the complete fulfillment of its goal to *“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.”*

## Issue 2: Level of Management Capacity

During the past fiscal year 2010-2011, significant efforts have been made on the enhancement of managerial capacity for leadership competence through continued and adjusted training. As the commitment to accountability has been made by Government, this area is of great importance and must be accepted and embraced by all managers in the public service. Each and every individual regardless of department or agency has a significant role to play. The PSC works closely with these departments and agencies throughout each of its three divisions. To advance this strategic direction of Government, we have committed to enhance managerial leadership competence in the areas of our mandate. By providing managers with high quality training, education and knowledge in our core lines of business, the PSC has contributed to a comprehensive toolkit to equip managers to confidently and effectively 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.**

**Measure: Increased workplace leadership competence of Public Service Managers in areas of PSC jurisdiction.**

INDICATORS	ACCOMPLISHMENTS
1. Staffing module incorporated into Resource Management Package, in partnership with the Center for Learning and Development.	<ul style="list-style-type: none"> <li>The Strategic Recruitment and Staffing Resource Management Module has been finalized, approved by the Centre for Learning and Development and incorporated into the Resource Management Package. This module focuses on the manager's investment in and strategic approach to recruitment within the Public Sector. Sessions commence in 2011-2012.</li> </ul>
2. Learning needs aligned with skill sets based upon results of gap analysis.	<p><b>Strategic Staffing</b></p> <ul style="list-style-type: none"> <li>Gaps identified in the Resource Management Package in 2008-2009 included the following: no PSC recruitment module; and curriculum type lecture vs. interactive.</li> <li>As a result the Strategic Staffing Module was developed. This module addresses gaps identified by having a more strategic focus and is more interactive, and in line with adult learning processes.</li> </ul>
3. Training and Development offerings in place.	<p>Over the past three years, training and development offerings have been put in place as follows:</p> <ul style="list-style-type: none"> <li>The Staffing module has been incorporated into Resource Management Package in partnership with the Center for Learning and Development.</li> <li>The Employee Assistance Program training module was adjusted and modified and began delivery in January 2010. The PSC also partnered with the CLD to develop and deliver a workshop on Transitioning into Retirement as part of the pre-retirement seminars</li> </ul>

INDICATORS	ACCOMPLISHMENTS
	<p>that were offered across the province.</p> <ul style="list-style-type: none"> <li>• An “Investigation Techniques” session was delivered on a pilot basis by the Appeal &amp; Investigation division to Human Resource professionals, Staff Relations Specialists and Center for Learning and Development personnel.</li> <li>• Selection Board Chair training sessions continue to be delivered on a regular basis and have been modified to incorporate a more interactive approach rather than just lecture based.</li> <li>• Information sessions were held with individual sectors and divisions on the recruitment process. These are now part of the PSC’s ongoing work.</li> </ul>

**Objective 2.3: By 2011, the PSC will have contributed to increased workplace leadership competence of public service managers in areas of PSC jurisdiction.**

**Measure: Increased contribution to workplace leadership competence.**

Indicators	Accomplishments
<p>I. Partnership continued with CLD to achieve improvements in PSC offerings within the Resource Management Package.</p>	<p>The PSC’s partnership with the CLD has continued and work has progressed on the following:</p> <p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• The Strategic Recruitment and Staffing Resource Management Module has been finalized and approved by the CLD for delivery.</li> <li>• This module focuses on the manager’s investment in and strategic approach to recruitment within the Public Sector.</li> <li>• Sessions are scheduled to commence in 2011-2012 and will continue on a go forward basis.</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• The EAP module as part of the Resource Management Package was developed at the end of fiscal 2009-2010. During 2010-2011, there were 9 offerings of this module with a total of 134 management participants. This training focused on increasing managers’ capacity and skill in addressing problematic behaviour and the managers’ role in providing information and assistance to the employee. All of this training was coordinated through the CLD.</li> <li>• EAP also partnered with the CLD in delivering pre-retirement sessions focused on</li> </ul>

Indicators	Accomplishments
	<p>“transitioning into retirement”.</p> <ul style="list-style-type: none"> <li>The division partnered with the PSS in delivering on-boarding orientation sessions throughout the province to new public service employees.</li> </ul>
<p>2. Additional training delivered complementary to the Resource Management Package.</p>	<p>Complementary training to the Resource Management Package has been delivered throughout all of divisions of the PSC. They include the following:</p> <p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>Information sessions and training have been delivered to departmental representatives and managers in various departments to reiterate the managerial/departmental representative role in the competition process. These included the following: <ul style="list-style-type: none"> <li>Transportation and Works – Regional Administrators (July 2010); Session delivered during Regional Administrative Meeting (November 2010)</li> <li>Resource – Forestry and Agrifoods (January 2011); Fisheries and Aquaculture (February 2011)</li> <li>Executive Council – OCIO (2 sessions in fall 2010)</li> <li>Social Sector – HRLE Avalon Regional Management group (September 2010)</li> </ul> </li> <li>Information sessions on the competitive process were provided to divisions affected by restructuring (Department of Finance and the School for the Deaf).</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>The RWP provided 26 half and full day training sessions to front line managers and supervisors on conflict resolution skills. In total 421 managers from various government departments and agencies received this training that was delivered in St. John’s, Carbonear, Gander, Grand Falls-Windsor, Corner Brook and Stephenville.</li> </ul> <p><b><u>Appeal &amp; Investigation</u></b></p> <ul style="list-style-type: none"> <li>Investigators have completed Train the Trainer seminar; to apply skills obtained to revisions of the Investigative Techniques Seminar.</li> </ul>
<p>3. Provided reinforcement of the leadership role of the managers in all training sessions and presentations that were offered by the PSC.</p>	<p>Throughout fiscal 2010-2011 the PSC has provided reinforcement of the leadership role of managers in all training sessions offered by all divisions of the PSC. This reinforcement was not only provided to</p>



Indicators	Accomplishments
	<p>internal staff but employees of the broader public service as follows:</p> <p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• There has been continued communication to support provisional and certified selection board chairs in their role in the recruitment process. The focus of this is to impart knowledge and information regarding current practices and process improvement, as well as knowledge of policy interpretation.</li> <li>• Internally, a staff session was held in November of 2010 to promote leadership traits and innovation as well as organizational culture amongst PSC staff. From this session, a culture statement was developed that has been adopted (see page 2 of report for the statement).</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• Managing Workplace Change – 8 sessions provided to 95 managers and front line staff from two government departments.</li> <li>• Respectful Workplace Training sessions provided.</li> <li>• 147 consultations provided to managers on EAP referral process and services for staff.</li> <li>• 15 critical incident stress debriefings provided to individual employees or work sites.</li> <li>• 14 EAP tailored workshop sessions on topics related to healthy workplaces and mental health.</li> <li>• 133 RWP management consultations.</li> </ul>
<p>4. Continued evaluation of all training offered by the PSC to ensure process/knowledge improvement.</p>	<p><b><u>Strategic Staffing</u></b></p> <ul style="list-style-type: none"> <li>• The PSC continues to evaluate each training session by way of survey with the participants. Information gathered through these surveys is then noted and appropriate adjustments are made to further sessions.</li> <li>• As a result of this evaluation, the PSC has moved to a more “hands on” practical approach to training sessions as opposed to a theory, form based process. For example, additional role plays and group work have been added to the Selection Board Chair training. Also, supplementary training has been developed for managers involved in the recruitment process (Resource Management Module).</li> <li>• A vision for a more planned approach to certification entailing increased partnership and collaboration with departments in the</li> </ul>

Indicators	Accomplishments
	<p>identification of appropriate personnel for such a role. In support of this a more focused approach is taken when a department requests a candidate participate in the SBC training program. This may involve a number of steps including providing the department with information on duties of a selection board chair, ensuring full departmental support, etc.</p> <ul style="list-style-type: none"> <li>• A Memorial University work term student worked with the Manger of Training and Certification to evaluate the current monitoring and tracking of selection board chairs and make recommendations on how to proceed forward with a more comprehensive certification process. Six areas of the process were examined: data monitoring, registration/marketing, training, certification, renewal process and ongoing support. Recommendations included ensuring that all steps are standardized with proper documentation and procedures which are adhered to at all times. All areas link back to effective and efficient data monitoring, which, is key in improving upon the steps of the certification process and ongoing support. This will ensure that competitions are conducted on merit, fairness and respect.</li> </ul> <p><b><u>Employee Assistance and Respectful Workplace Division</u></b></p> <ul style="list-style-type: none"> <li>• The EAP division maintains a database of feedback collected from every training session delivered. This information is utilized to modify training sessions to maximize the participant experience.</li> </ul> <p><b><u>Appeal &amp; Investigation</u></b></p> <p>Feedback from the Investigation Seminar Pilot Project has been analyzed and as a result, appropriate modifications have been made to the presentation.</p>

**Results Achieved:**

By the end of fiscal 2010-2011, the PSC had made significant achievements in the evaluation of training. As a result, training has been modified or developed to address areas of concern. This year, each division worked diligently to ensure that any identified gaps were filled. As a result of the solid commitment and work this past fiscal year, we have successfully attained our objective and continue to increase workplace leadership competence.

Throughout the planning cycle, numerous evaluations have been conducted which have led to modification and enhancement in training sessions and modules of the Resource Management Package (offered by the CLD). These sessions and modules have been piloted to obtain feedback for ongoing improvement and have been adjusted and placed in the CLD's calendar of offerings. Best practices have been reviewed and analyzed through consultation with numerous individuals, including the HR community, the Center for Learning and Development and public sector managers. In addition, a variety of jurisdictional research has been conducted to determine best practices on a national scale.

With the close of the 2008-2011 business planning cycle, the Public Service Commission is confident that its goal to *"have contributed through its mandate to the enhancement of managerial capacity for leadership competence in the public service,"* has been met. As quality improvement is ever evolving, and the environment in which we work is ever changing, effort in this area to continue to improve upon our services and processes will not come to an end but instead will thrive.

## 4.0 Other Highlights and Accomplishments 2010-2011

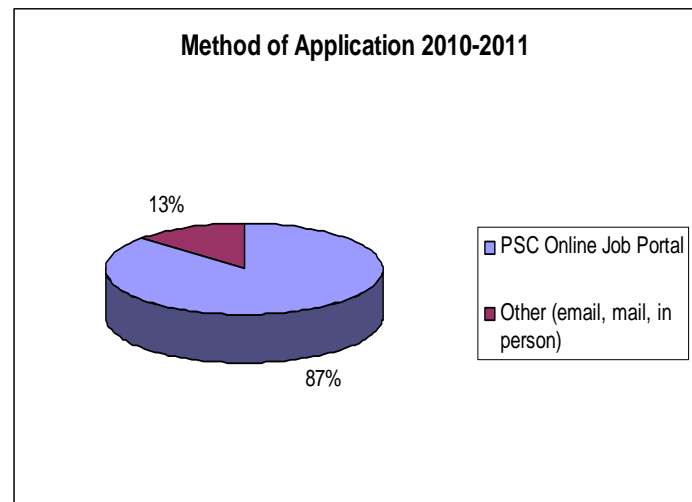
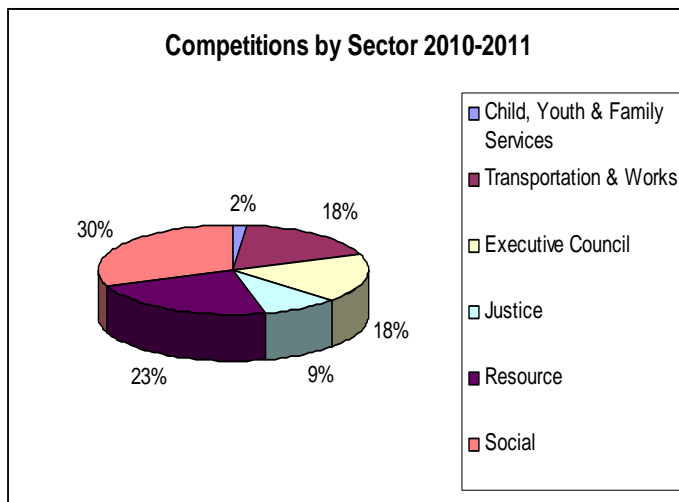
In addition to the accomplishments above, the Commission was involved in a broad range of other activities. Many of these activities occurred at the operational level, and involved various work planning processes in each of our divisions. Accomplishments were made that also supported the strategic directions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

### Strategic Staffing Division

#### Staffing Highlights

- This fiscal year the Division filled or confirmed appointment to more than 1694 positions and received a total of nearly 30,000 individual applications. The number of staffing requests has remained relatively stable over the past two fiscal years. It should be noted however, that this number does not directly correspond to the number of positions filled as one request may be for multiple vacancies. Of the nearly 30,000 applications received, approximately 87% were received through the PSC online job portal with the remaining 13% being received through other methods (i.e. fax, in person, email, etc.).
- The average length of time in weeks to conduct true competitions (from receipt of request to issue of recommendation) was approximately 12.75 weeks.
- During this fiscal year, the Commission held 438 public, as well as 1256 internal competitions (see below by sector).

Sector	Number of Competitions	Internal	Public	Completed	Cancelled	Competitions Carried Forward to Fiscal 2011-2012
Executive Council	298	215	83	217	52	29
Justice	156	115	41	142	13	1
Resource	390	303	87	279	79	32
Social	521	406	115	396	108	17
Child Youth & Family Services	29	17	12	21	6	2
Transportation & Works	300	200	100	244	46	10
<b>TOTALS</b>	<b>1694</b>	<b>1256</b>	<b>438</b>	<b>1299</b>	<b>304</b>	<b>91</b>



### **Executive Recruitment**

The Strategic Staffing division continued to participate in the advertisement and assessment processes for Executive positions. Capitalizing on existing recruitment infrastructure, this is viewed as a positive means to have input into shaping the public service senior management team.

### **Student Employment Bureau**

The Student Employment Bureau (SEB) was launched in July 2009 to coordinate and promote student placement opportunities within the public service. This collaborative effort with the Public Service Secretariat and the Office for Youth Engagement was continued in fiscal year 2010-2011 resulting in a number of student placements (see table below for breakdown). Since its establishment, outreach efforts have been ongoing at both high schools and post-secondary institutions to promote the public service as a preferred employer. The development and efforts of the SEB directly supports the first strategic direction of government for the PSC which is entitled Access to Employment in the Public Service.

Student Employment Bureau	# Requests for Fall Term (August 23 - December 17, 2010)	# Requests with Confirmed Students
Justice	2	2
Exec Council	16	16
Transportation	21	21
Social	24	24
Resource	10	10
CYFS	0	0
House of Assembly	1	1
Totals	74	74

## **Audit and Integrity**

The Division continued its efforts to operate in a strategic and proactive manner by focusing on Continuous Quality Improvement in the application and delivery of staffing services and advice. In order to ensure the quality and integrity of the staffing process, the Division initiated a review of the current Selection Board Chair training, certification and monitoring process, which included a survey of all provisional and certified Selection Board Chairs. The information collected will be used to develop recommendations for strengthening the quality of training, assessment, monitoring and ongoing support to Selection Board Chairs.

In its role of protecting merit in Public Service Staffing, the Division continued to receive, analyze, investigate and respond to inquiries or formal concerns relating to recruitment actions. The table below reflects the number of Requests over the past four fiscal years. There were 37 Requests for Staffing Review received in 2010-11. Of these 37 requests, 35 have been completed and closed, with 2 carried forward to FY 2011-2012. The Division is continuing to improve the turn-around time required to complete such reviews. In its efforts to focus on Continuous Quality Improvement, the Division has also initiated a process of compiling and analyzing information stemming from such Requests for Review and the resulting findings for purpose of Audit, policy review and development, Selection Board Chair training and support. Trends are being tracked and reported in such areas as: nature of concern, timelines to complete review, and whether request was initiated by an internal or external applicant.

Through its audit processes, the division has observed increased compliance of established policies and standards and a strengthened partnership with the hiring Departments and Agencies in achieving public service excellence through merit, fairness and respect. The Division continues to monitor staffing actions, including temporary hires and assignments, to ensure PSC policy is followed and works closely with selection board chairs and departments as issues are highlighted through audit findings and requests for review. The information gathered through such audits and reviews will be analyzed and used for benchmarking and quality improvement into fiscal year 2011-12.

<b>Fiscal Year</b>	<b>Active</b>	<b>Closed</b>	<b>TOTAL RECEIVED</b>
<b>2007-2008</b>	2	33	35
<b>2008-2009</b>	1	39	40
<b>2009-2010</b>	12	33	45
<b>2010-2011</b>	2	35	37
<b>TOTALS</b>	17	140	157

## **Policy Development**

During the past fiscal year, a significant effort has been made in terms of policy development. A total of six policies have been either adjusted or developed and approved by the Commission Executive for implementation. These policies support both strategic directions of government for the PSC and include the following:

- Advertising Vacancies.
- Conversion of Employment or Position Status.
- Diversity and Inclusiveness.
- Reference Checks.
- Staffing on a Temporary Basis.
- Ethics.

In addition, work has been ongoing to update additional policies to reflect the current environment and further clarify for members of the public service and the public in general. The format of the electronic policy manual is under review with an emphasis on a more user friendly and accessible approach that will complement and enhance the We're Hiring website. As well, a focus on development of best practices is ongoing and guiding policy development.

## **Training and Certification**

During the last fiscal year, the following sessions were held by the PSC:

- 2 Selection Board Chair Training Sessions with a total of 29 participants
- 7 Refresher sessions were held with departments within the following sectors
  - 2 with Transportation and Works.
  - 2 with Resource.
  - 2 with Executive Council.
  - 1 with Social.

Currently within the provincial government, there are a total of 160 fully certified selection board chairs and 81 provisional selection board chairs. In terms of work load, 34 staff members of the Commission conducted approximately 63% of competitions across all sectors during fiscal 2010-2011. This resulted in an average of approximately 30 competitions per PSC staff member. The remaining 37% were conducted by 102 non-PSC staff (serving as SBC's), resulting in an average of 6 competitions per SBC. Training and certification of SBC's focus on the final component of the second strategic direction of government for the PSC which outlines a focus on increasing public service management leadership competence.

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

There has been a continuous trend in service requests for both employee assistance and respectful workplace services, particularly in the area of conflict resolution skills and conflict coaching for managers, and respectful workplace training for departments. In this regard, the division is working collaboratively with departments in an effort to build capacity and skill development in addressing healthy resolution approaches to workplace conflict.

The EAP/RWP Division provides confidential, professional short-term counseling for a broad range of personal and family problems and workplace issues. These services are made available to public service employees, as well as several agencies affiliated with government through an assessment and consultation process conducted by an EAP/RWP coordinator and referral to public and private professional counselors throughout the province. This year the division was successful in increasing coverage to employees for professional counseling fees in order to help alleviate the escalating costs for those needing this service.

The division worked in partnership with the Centre for Learning Development (CLD) in delivering training modules on the Employee Assistance Program (EAP). This training was provided to managers and shop stewards and will continue to be offered as part of the Resource Management Training package in the coming fiscal year.

The utilization rate for EAP also increased marginally in terms of the number of individual employees who accessed the service and in the area of management consultations. This increase may be attributed to increased efforts within the division in raising the profile of services available to individual employees, managers, and departments. The program is also being promoted through departments where training is being made available, to new employees at orientation, and in the publications of the Working Well Newsletter that focuses on employee and organizational psychological health and well-being.

The Respectful Workplace Program (RWP) made revisions to the RWP front-line training module to reflect current trends and issues in organizations that champion psychological health and safety. These sessions continue to be delivered by employees who are mentored and coached by RWP coordinators in the delivery of this training.

The EAP Joint Labor Management Committee strengthened the partnership this year with the Public Sector Management Association, the Unions and the Public Service Secretariat through regular meetings, in establishing new terms of reference, and in defining roles and responsibilities of the representative committee members.



Session	Number Held	Number of Participants
Respectful Workplace	26	421
Managing Workplace Change	8	95
EAP Module	9	134
Topics related to healthy workplaces & mental health	14	Unavailable

In addition, 147 consultations were provided to managers on EAP referral process and services for staff, 15 critical incident stress debriefings were provided to individual employees or work sites and 133 RWP management consultations were completed.

## Appeal and Investigation Division

### Classification Appeal Board

Following a comprehensive audit, 481 classification appeals were carried forward from the previous fiscal year into 2010-2011. These appeals fall into three categories: 275 employees affected by occupational reviews of two classifications; 202 individual employee appeals; and 4 Utility Worker appeals. During 2010-2011, 112 individual appeals were received while the Board resolved 33 appeals including the 4 Utility Workers.

The Board has put in place an extensive schedule to resolve the 566 appeals that remain unresolved in this fiscal year in the following fiscal year.

### Investigative Services

The investigative unit continued to provide services across government and, upon request, to quasi governmental and government funded agencies. Nine investigations, ongoing at the end of the 2009-2010 fiscal year were carried forward into the current fiscal year. During 2010-2011, 8 requests for investigation were received and 14 files were completed. The unit also provided advice and direction in ten investigative matters during the year.

### Conflict of Interest Advisory Committee

In 2010-2011 there were three formal referrals for advice to the Conflict of Interest Advisory Committee, which is chaired by the Chair and CEO of the Commission. Informal consultation with the Director, Appeal and Investigation, was provided in response to 11 inquiries.

### Corporate Services

The Appeal and Investigation Division continued to provide corporate services and support to Commission-wide initiatives. In January, the Commission, with the support of the Office of the Chief Information Officer, completed an Information Management Capacity Assessment Tool

(IMCAT) process. The IMCAT assessed the PSC's information management practices, recommended improvements to current practices for implementation in the next three fiscal years. The PSC has accepted the recommendations contained within the IMCAT.

The Appeal and Investigative Division also coordinated the PSC's response to three requests for information made in accordance with the Access to Information and Protection of Privacy Act.

In the interests of reducing any apprehension of bias the Division also investigated and reported on seven complaints relating to seven staffing competitions.

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

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Fiscal year 2011-2012 will mark the beginning of the 2011-2014 business planning cycle and will see a continued emphasis on quality improvements of PSC mandated processes and operations.

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

### **Further Development and Utilization of Website**

While the introduction of the new online recruitment system has allowed for better development of staffing and recruitment metrics, as well as increased efficiency in administrative tasks, the PSC is constantly searching for ways to improve functionality. More detailed reports will allow the Commission to examine various stages of our processes and operations and will aid in evidence based decision making. From a selection board chair (SBC) perspective, the Commission is exploring the possibility of allowing administrative access to selection board chairs outside of the PSC. This will increase efficiency in communication with candidates during the recruitment process. In addition, it will provide the SBC the convenience of updating competitions at his/her convenience.

### **Marketing and Advertising**

Strategies will continue to be explored to better align recruitment efforts with potential talent pools. Preliminary work on researching social media and its use as an outlet for outreach and recruitment has been conducted and will be continued in more detail. From surveys conducted with potential candidates at career fairs, it has been determined that the majority of individuals (generally between the ages of 18-35) are using electronic and social media more than print advertising. As a result, it is imperative that the Commission continue to explore and consider these alternate avenues of marketing and advertising to ensure proper outreach to all potential candidates.

### **Continued Quality Improvement**

The Strategic Staffing Division has expanded its efforts in this area through the work of the Quality Circle. This work will be further expanded to include a Change Management Circle, Evaluation Circle and Business Intelligence Hub.

### **Retirement / Workplace Demographics**

With 25% of the public service forecasted to be eligible for retirement by 2014-2015, retirement rates continue to influence and impact the composition of the public service workforce and resulting recruitment services. The Commission will continue to work with the various HR units to determine appropriate strategies to address associated staffing and recruitment challenges.

This may require a review of novel and proactive methods in the definition and application of merit as well as continued talent acquisition efforts.

### **Identification and Removal of Barriers to Employment Opportunities**

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 and 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 technology to benefit the public service. In addition, it is essential that appropriate education awareness be delivered through the public service and the public in general. As such, an exploration of Merit and what it means in today’s society is imperative.

## 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 2011. The Public Service Commission is not required to provide a separate audited financial statement.*

<b>Public Service Commission</b>			
Statement of Expenditure and Related Revenue (Unaudited)			
FOR THE YEAR ENDED 31 MARCH 2011			
	Actual	Estimates	
	\$	Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>SERVICES TO GOVERNMENT AND AGENCIES</b>			
<i>CURRENT</i>			
1.1.01 SERVICES TO GOVERNMENT AND AGENCIES			
01 Salaries .....	3,289,074	3,536,500	3,596,500
02 Employee Benefits .....	8,960	51,800	51,800
03 Transportation and Communications .....	113,921	191,600	191,600
04 Supplies .....	56,188	63,000	38,000
05 Professional Services .....	236,137	259,300	259,300
06 Purchased Services .....	1,168,299	1,376,900	1,376,900
07 Property, Furnishings and Equipment .....	38,221	44,700	9,700
09 Allowances & Assistance .....	414	20,000	20,000
	<u>4,911,214</u>	<u>5,543,800</u>	<u>5,543,800</u>
02 Revenue - Provincial .....	0	(24,100)	(24,100)
<b>Total: Services to Government and Agencies</b>	<b>4,911,214</b>	<b>5,519,700</b>	<b>5,519,700</b>
<b>TOTAL: SERVICES TO GOVERNMENT AND AGENCIES</b>	<b>4,911,214</b>	<b>5,519,700</b>	<b>5,519,700</b>
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<b>4,911,214</b>	<b>5,519,700</b>	<b>5,519,700</b>
<b>TOTAL: PUBLIC SERVICE COMMISSION</b>	<b>4,911,214</b>	<b>5,519,700</b>	<b>5,519,700</b>

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2010 (unaudited).