



***Public Service Commission
Annual Report
2007-2008***

Message from Chair

Pursuant to Section 17 of the *Public Service Commission Act*, I am pleased to present the 2007-08 Annual Report of the Public Service Commission (PSC). This Annual Report was prepared under my direction and outlines achievements and activities of the Commission over the past fiscal year. The PSC is accountable for the achievements outlined.

This has been a rewarding year for the PSC. During 2007-08, the Commission continued to advocate for the principles of merit, fairness, and respect throughout the public service, in all its activities and programs. In keeping with Government's commitment to the role of the PSC in the administration of the merit principle in public service hiring, we renewed our leadership of staffing and recruitment for the public service. 2007-08 represents the first full year of this change in our delivery model. Also, the Commission was able to play a vital leadership and support role for effective human resource management throughout the broader public service. In particular, senior staff assumed a leadership role in the Corporate Services Restructuring exercise that arose from the Program Renewal Process of 2004. That process resulted in a substantial change in the structure and delivery of the human resource management system in the public service.

This year we worked intently to ensure our management of the staffing and recruitment systems was more strategic, accessible, and empowering. A key component in this regard was the opening of our Recruitment Center in May 2007. This center serves as a focal point for efficient and effective service delivery. This past fiscal year saw a large volume of recruitment. Our staff was instrumental in ensuring our services were offered in the most timely and consistent manner possible. We note this was accomplished while also making strategic improvements to all our systems. Work began on the development of a marketing strategy to promote public service employment and the provincial government an employer of choice. Another important activity this past year was the development of strategies to promote and support accessibility and diversity in the public service. Our work in each of these areas is ongoing and continues to support the strategic direction of government.

The Employee Assistance Program continues to provide leadership on Healthy Workplace initiatives, including the development of a leadership guide for building healthy work environments. The Respectful Workplace Program undertook an extensive three year planning process, and launched the Respectful Workplace newsletter. The Appeals and Investigation Division worked diligently to address various issues affecting employees in the workplace, including classification appeals and allegations of harassment.

During 2007-08, the PSC was also involved in the development of a Strategic Plan which covers the period 2008-11. This exercise has been very beneficial and has enabled the PSC to closely analyze and foresee challenges related to each of our divisions and to ensure that plans are developed to address such challenges from a long term perspective.

We are looking forward to the coming year and the opportunities and challenges it will bring. In that regard, I must express my gratitude to my fellow Commissioners, and to the staff of the PSC for their continued and dedicated service.



Ed Walsh
Chair & Chief Executive Officer

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1.0 Performance Summary Table

Progress in achieving the goals of the Public Service Commission 2007-08 Business Plan is assessed through a comparison of planned versus actual results, as provided in summary form below. Further information and detail on planned versus actual results is provided in Section 4 of this report.

| Issue 1: Increased involvement of PSC in Staffing | |
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| Goal: By 2008, the PSC will be the lead agency accountable for strategic staffing and recruitment in the public service. | |
| Planned Results | Actual Results |
| Implemented government's direction regarding phase one of the reorganization of the Staffing and Compliance component of the corporate services delivery model. | Reorganized resources as required to provide dedicated service delivery and a Center of Excellence. |
| Aligned organizational chart to reflect recruitment needs. | Appropriate management and support services aligned with sectors created under corporate restructuring. |
| Created a Recruitment Center. | Recruitment Center operating since May 2007. |
| Developed necessary partnerships with applicable Departments and Agencies. | Partnerships in place with applicable departments, agencies and external entities through a variety of committee structures and information sharing arrangements. |
| Increased number of Selection Board Chairs. | 36 new provisional chairs and 16 fully certified chairs in place. Training ongoing to increase the number of Selection Board Chairs. |
| Initiated the development of an applicant inventory. | Three Applicant inventories in place. These inventories were for Career Expos, Students, and Unsolicited Applications. |
| Developed consistent formats and processes for job advertisements. | In progress, based on identified need and quality improvements. |
| Initiated information sessions with stakeholders. | Meetings held and ongoing at the Executive level. |
| Defined requirements for Human Capital Management system. | Defined in conjunction with OCIO. |

| Issue 2: Marketing of the Public Service | |
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| Goal: By 2008, the PSC will have initiated the development of a marketing strategy to promote careers in the Public Service and how those careers may be accessed. | |
| Planned Results | Actual Results |
| Researched best practices in recruitment. | Research completed. |
| Recruitment of a Talent Acquisition Specialist. | Manager of Recruitment Services position filled. |
| Defined improvements to web-site and technology capabilities. | Completed in conjunction with OCIO. |
| Agreement on format of promotional material. | Format of promotional material defined. |
| Hosted a Career Expo. | Career Expos held in St. Johns, Gander, Corner Brook, & Goose Bay, May 2007. |
| Incorporated advice from marketing experts. | Completed through a private contract. |
| Obtained and utilized departmental profiles. | Developed occupational and departmental profiles by end of fiscal |

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| | year. |
| Incorporated information from work force plans. | Identified positions presenting recruitment challenges, and hard to fill positions. to be profiled at career expos, and other job fairs attended. Utilized this information as well in the development of new job ad format for hard to fill and Executive ads. |
| Review of existing job ad format/structure. | In progress, based on identified need and quality improvements. This is an ongoing, evolving focus. Further information is provided in Issue 1, above. |

| Issue 3: Access to Employment | |
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| Goal: By 2008, the PSC will have initiated the development of methods to enhance accessibility of employment. | |
| Planned Results | Actual Results |
| Commenced acquiring baseline data. | Baseline data acquired. |
| Initiated the development of an applicant inventory for expressions of interest for public service employment. | 3 applicant inventories in place. <ul style="list-style-type: none"> • Career Expos • Student • Unsolicited Applications |
| Increased attendance at career fairs and public information sessions/forums. | Attended 4 career fairs and information sessions. |
| Gathered and reviewed material for website and career fairs. | Material gathered through research incorporated into career fairs as appropriate. Website material being reviewed for planned upgrades to website, in conjunction with OCIO. |
| Initiated research on equity and diversity policy. | Preliminary research completed. Discussions held at the Executive level .Resulted in the commitment to establish a working group early in next fiscal year with a mandate to develop a framework and policy on diversity, within recruitment context. |
| Established relationships with stakeholder associations and representatives. | Ongoing, with meetings to be set early in next fiscal year to obtain stakeholder input. |

2.0 Public Service Commission Overview

The Public Service Commission is responsible for all Staffing and Recruitment functions in those government departments and agencies scheduled to the *PSC Act*.

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

VISION

Public Service Excellence through merit, fairness, and respect

MISSION

By 2011, the PSC will have strengthened the appropriate application and understanding of strategic staffing and recruitment processes and have promoted access to employment in the public service. This mission was revised slightly (and is available) in the 2008-2011 Business Plan, to more clearly outline the goals of the PSC over the planning period.

LINES OF BUSINESS

The PSC provides the following lines of business:

1. Strategic Staffing and Recruitment Services

The PSC is responsible for recommending qualified, competent candidates for appointment or promotion to positions within the public service. In particular, the PSC:

- leads and supports the delivery of strategic staffing services in Departments and Agencies;
- leads and supports the development of recruitment and selection programs and strategies which both complement and support government's Strategic Human Resource Plan;
- researches, develops and implements staffing policies and processes;
- provides a training and certification program for Selection Board Chairs;

- conducts a yearly audit, reviewing a statistically significant portion of all staffing action files and soliciting feedback from stakeholders as a means of assessing the quality of services provided;
- monitors all appointments and promotions to ensure compliance with staffing policy;
- provides employment supports to employees affected by challenges which prevents them from continuing to perform critical job duties; who qualify for transfer on compassionate grounds; or for permanent public service employees whose jobs are abolished;
- provides advice and direction on recruitment issues related to organizational restructuring and other corporate HR initiatives;
- Provides talent acquisition services to address ongoing recruitment challenges in the public service;
- adjudicates staffing disputes.

2. Employee Assistance Program (EAP)

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

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

3. Respectful Workplace Program

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

4. Workplace Wellness Initiative

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

5. Investigative Services

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

6. 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.

7. Management Grievance Procedure

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

8. Conflict of Interest Advisory Committee

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

ORGANIZATIONAL STRUCTURE

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

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

There are three divisions performing the work of the Commission: the Strategic Staffing division, the Employee and Departmental Services division and the Appeal and Investigation division. At July 17, 2008, these three divisions were comprised of 48 full-time employees, including the Executive. The ratio of female to male employees was 39:9.

PRIMARY CLIENTS

The PSC relies on strong collaboration and consultation with clients and partners to deliver its programs and services. Primary clients are the Departments and Agencies scheduled to the *Act* and the employees who work for those entities. The general public also has an interest, as opportunities for employment for the general population are part of the Commission's purview. In appointing individuals to public service positions, the Commission is required to consider the public interest as is mandated by Section 12 of the *Act*.

3.0 Shared Commitments

Through our shared commitments and related operational planning processes, the PSC supports the strategic direction of government related to central delivery of strategic staffing and recruitment, the leadership role of the PSC, and access to public service employment.

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. As of January 2007, the PSC resumed direct responsibility for the recruitment and selection process. 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.

Strategic Staffing Services:

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

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

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

Employee and Departmental Services:

A strong shared commitment exists between the PSC, the Public Services Secretariat and applicable unions in ensuring due diligence in the prevention of harassment in the workplace and creating healthy work environments. The Employee Assistance Program (EAP) and Respectful Workplace Program (RWP) are examples where the PSC works collaboratively with departments and unions to achieve this goal. In particular, the PSC provides training and supports the administration of government's "Harassment and Discrimination Free Workplace" policy by providing mediation, facilitation and other problem solving supports to Departments requesting intervention in the area of workplace conflict; and providing training and information sessions on conflict management, addressing difficult personal issues; and promoting respectful work environments.

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

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

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

Appeal and Investigations

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

The PSC supports and coordinates the Classification Appeal Board's adjudication of appeals from Bargaining Unit positions through a formal hearing process, and is the custodian of the Management Grievance Procedure. This process is intended to provide individual managers and

non-bargaining unit employees with a mechanism to grieve decisions regarding application of personnel policies which are perceived to be unjust or improper.

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

4.0 Report on Performance

This has been an extremely busy and productive year for the Public Service Commission. All three divisions experienced changes and welcomed the opportunity to grow and learn. In this section, performance related to the Business Plan of 2007-08 is discussed. (Section 5.0, will provide performance results for significant accomplishments that were not specifically addressed in the Business Plan of 2007-08). 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: Increased Involvement of PSC in Staffing

Fiscal year 2007-08 was a year of change and transition within the broader Human Resource Management Community. This year saw the full implementation of the new strategic HR units and the Strategic Staffing model. The intent of this new Staffing model was to ensure a planned approach to recruitment based on the evidence provided through departmental work force plans and the corporate HR Strategy. In addition, the new model focused on providing consistency and continuity of policy implementation and operational practice. The arms-length status of the Public Service Commission was critical to the success of the model as it provided a centre of excellence for competencies in staffing and recruitment and a demonstration of Government's renewed commitment to the protection of merit. Under the new model, talent acquisition became an important focus, and a talent acquisition specialist was hired to ensure that this emphasis was highlighted. The Commission's goal to broaden the staffing capacity in the broader organization, through an increased number of managers trained as Selection Board Chairs, would also provide the public service with the ability to be proactive and responsive to its staffing and recruitment needs. The new structure of the Strategic Staffing Division and the assignment of appropriate resources; the establishment of the Recruitment Centre; data compilation and benchmarking; redesign of business processes; and the dedication of resources to talent acquisition all supported the success of the PSC in achieving the strategic goals outlined in the 2007-08 Business Plan. In addition, this goal supports the strategic direction of government to restore the PSC to an independent agency mandated to make unbiased and impartial recommendations on hiring and promotion in the public service.

Goal 1: By 2008, the PSC will be the lead agency accountable for strategic staffing and recruitment in the public service.

Measure: Leadership and Accountability in Strategic Staffing and Recruitment

| INDICATORS | ACCOMPLISHMENTS |
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| Implemented government's direction regarding phase one of the reorganization of the staffing and compliance component of the corporate services delivery model. | Government returned full responsibility for staffing to the PSC as part of a reorganization of government services that began in 2004. This model was officially implemented in last fiscal year. (January 2007). However, the major changes to the staffing and recruitment function were implemented during 2007-2008. |
| Aligned organizational chart to reflect recruitment needs | With the new model of staffing, there was a need to review the organizational chart and make changes to ensure that the structure would serve the recruitment needs of the newly created sectors. Managers of Strategic Staffing and Staffing Specialists were created and classified in late 2006, with selection occurring in December 2006. Five managers of strategic staffing were identified to manage the staffing function and provide advisory services to those departments and agencies within the five newly created Strategic HR Units. Three permanent Staffing Specialist positions, and an administrative team, were also created to support the process. While this structure was created in 2006-2007, the implementation of the new structure and accompanying benefits for the new recruitment model were realized in 2007-2008. |
| Created a Recruitment Centre | As part of the PSC planning for service delivery under the new model, the need was identified for a central location for recruitment that would be accessible and enhance consistency of practice and policy. As a result, a Recruitment Center was established in May 2007, when space was obtained to house consolidated resources. It is located at the 4 th floor of the West Block, Confederation Building and provides recruitment services to all five HR sectors under the new model. |
| Developed necessary partnerships with applicable Departments and Agencies. | Ongoing Partnerships formed in 2007-2008 with applicable departments, agencies and external entities scheduled to the PSC Act through a variety of committee structures and information sharing arrangements. Partnerships also included applicable community based stakeholders. |
| Increased number of Selection Board Chairs | A Selection Board Chair is the lead Board member in a recruitment and selection process. The Chair is the official agent of the PSC and/or the Deputy Minister with Staffing authority delegated by the Commission. With the new model, a need to increase the # of Selection Board Chairs was identified as a means to ensure efficient and strategic service delivery. During 2007-08, 150 new staff received Selection Board Chair training. 13 training sessions were offered during the year, emphasizing the important role that Selection Board Chairs play and the related accountability for protection on merit. At March 31, 2008, 16 of these were fully certified as Selection Board Chairs, and 36 were provisional chairs in the process of becoming certified. Ongoing support was provided |

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| | throughout the fiscal year as provisional chairs were mentored toward full certification. |
| Initiated the development of an applicant inventory | During the Career Expo, resumes were accepted for an applicant inventory to be developed. This inventory is an electronic spreadsheet that captures critical information on potential candidates and groups them in to categories that can be sorted based on factors such as educational background, experience, and geographical location. In the past fiscal year, this was accomplished and inventories were developed. Resumes of Career Expo attendees were collected and properly categorized into inventories based on the occupations that were profiled at the Career Expos. To reach candidates who may not have had the opportunity to attend the Career Expos, other inventories for unsolicited resumes and summer student employment were also created. |
| Developed consistent formats and processes for job advertisements. | With the implementation of the 2007 staffing model, new ways of doing business required a review and revision of business processes and practices to ensure leadership and accountability were established and maintained. Mechanisms for processing request to recruit were established in conjunction with the HR Units; Government Purchasing Agency and Dept. of Finance. Stakeholders were engaged to determine best approach to effectively acquire purchase order numbers in a timely fashion; status updates and communication of priorities were addressed through the development of a monthly reporting process with HR Units. During the year, new formats were tested and revised as appropriate for various positions. While a new format has been developed, the structure of job ads remains a process of continual improvement, based on the evolving recruitment environment. |
| Initiated information sessions with stakeholders | When the new model was implemented, timely, ongoing communication was emphasized to ensure that the needs of the sectors were addressed and that issues were resolved in a consistent manner. Numerous meetings were held with the executives of the various client departments, representatives of the HR units, and general sessions to provide information on, and acquire feedback on the new model and service delivery needs. |
| Defined requirements for Human Capital Management System.(HCM) | Under the Corporate Service Delivery model, planning began for development of an integrated computerized system that would enhance all aspects of service delivery for Government. A dedicated working group composed of staff of the PSC worked with the OCIO (Office of the Chief Information Officer) to successfully define those technological requirements for the staffing and recruitment component of the HCM. |

Discussion of Results:

As outlined in the accomplishments, the PSC was successful in meeting the indicators that were set for this goal. Each of the indicators was a milestone for the PSC in working toward the fulfillment of goal 1. It involved efforts to initiate strategic changes at the same time that a completely new model of HR delivery was being implemented throughout government. Prior to the new model, the approach to the recruitment and staffing function was fragmented and primarily focused on transactional activities. This approach did not fit well with the changing HR

environment. The PSC chose this goal as it reflects the mandate of the Commission. Given that this goal was also directly tied to the strategic direction of government for the PSC, much of the work that occurred during the past fiscal year was in relation to the support and advancement of the goal. Setting up the recruitment center was a significant step in visibly restoring the PSC to an independent agency. By establishing new business processes emphasizing strategic recruitment, our goal was met. During this fiscal year, the PSC led the recruitment on 1559 competitions throughout all regions of Newfoundland and Labrador. This was a significant volume of activity in a time of transitioning business processes and staffing of both the HR units and the PSC itself. The PSC remains committed to strategic improvements in staffing and recruitment through collaborative work with stakeholders and an ongoing focus on quality improvement.

Issue 2: Marketing of the Public Service

The PSC focused significant efforts in fiscal year 2007-08 on the development of a marketing strategy. The need for enhanced marketing of the public service was confirmed through recruitment efforts and challenges, through communications with departments and agencies around hard to fill positions, and through research and statistical information on current workforce demographics in the public service. Recruiting employees has become a common challenge for employers. Recruitment now occurs in a global environment where competition among employers is fierce and employees have the opportunity to negotiate the terms of employment. Employee needs have also changed. Issues such as work life balance, healthy and respectful workplaces, and lifelong learning are values important to today’s employees. Therefore, a marketing strategy was initiated in recognition of a need to be proactive in promoting the provincial government as a potential employer and to focus on attracting highly capable employees.

Goal 2: By 2008, the PSC will have initiated the development of a marketing strategy to promote careers in the Public Service and how those careers may be accessed.

Measure: Initiated the development of a marketing strategy.

| INDICATORS | ACCOMPLISHMENTS |
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| Researched best practices in recruitment. | To lay the foundation for a strategic marketing strategy, a review of current cross- jurisdictional best practices and policy was an important first step. Representation at the Inter-jurisdictional conference for Learning and Recruitment, staff attendance at other related conferences and learning events, and independent research conducted by staff have resulted in a foundation for further improvement. A work term student completed a report on the types of marketing that would attract students. Work is continuing to ensure continuous quality improvement. |
| Recruitment of Talent Acquisition Specialist | The Talent Acquisition Specialist was a new position created when the organizational chart was revised under the new model. It was important that a dedicated resource was available to proactively address the ongoing recruitment |

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| | challenges in the Public Service, and to create outreach strategies to promote the benefits of working in the public service. This position was filled in Fall 2007. Work commenced immediately on career expos and recruitment strategy. |
| Defined improvements to web-site and technology capabilities. | Through a number of meetings with the OCIO it was determined that the current website and technology capability is not sufficient to meet our organizations requirements. Preliminary discussions were held to determine changes needed, with a view to completely redesigning the site .This work will be ongoing in the upcoming fiscal year, to determine the extent of changes required and the approach to redesign that will make the site user friendly and will advance the interactivity through technology upgrades. Requirements defined in consultation with OCIO, sign off Fall 2007. Preliminary discussions have occurred around the formation of an in-house web committee to ensure that , in the interim, the website content is kept current and accurate. This committee will be formed early in the next fiscal year. |
| Agreement on format of promotional material. | Contracted the services of a private consulting firm to develop Commission/recruitment logo to utilize at career expos, and provide a consistent single employer approach to attract talent. Resulted in the RightHere, RightNow, RightChoice logo. |
| Hosted a Career Expo. | Four Career Expos, were hosted in Spring 2007 .The locations were St. John's, Gander, Corner Brook, and Goose Bay. |
| Incorporated advice from marketing experts | Utilized the advice of private consultants in the development of promotional material, particularly in the development and use of showcase material and brochures. As well, a private contractor was hired to develop media ads and conduct market research. |
| Obtained and utilized departmental profiles. | Through collaboration with HR Units, developed occupational and departmental profiles for use in Career Expos, and other subsequent job fairs, recruitment activities, and promotional events. |
| Incorporated information from work force plans. | Through collaboration with HR Units, identified positions presenting recruitment challenges, and hard to fill positions to be profiled at career expos, and other job fairs attended. Utilized this information as well in the development of new job ad format for hard to fill and Executive ads. |
| Review of existing job ad format/structure. | In progress, based on identified need and quality improvements .This is an ongoing, evolving focus. Further information is provided in Issue 1, above. |

Discussion of Results:

By the end of fiscal year 2007-08, the PSC had made significant achievements in marketing the public service. This was a major accomplishment given that reaching out to the public to proactively market the public service was uncharted ground for government and the PSC. A recruitment logo was developed. A Talent Acquisition Specialist was hired to actively promote the public service. Career expos were hosted throughout Newfoundland & Labrador. Promotional material was developed and production of media ads was underway. New job ad formats were designed and tested. The achievement of each of these results contributed toward

the fulfillment of the goal. These recruitment activities reach out to the public to communicate about careers in the public service in a way that hadn't been attempted or achieved in the past. The PSC plans to build on this important work to ensure that the public service is seen to be a viable and accessible career choice.

Issue 3: Access to Employment

With an aging workforce and declining population, the public service must ensure that it can identify pools of qualified candidates who are available to provide quality service to the people of Newfoundland and Labrador. To be as successful as possible in recruitment efforts, it is necessary to ensure that no barriers exist which may restrict access to public service employment. The PSC is committed to taking proactive steps to identify, communicate and eliminate barriers that prevent equal access to opportunity for employment in the public service. As well, the PSC is focused on collaboration with stakeholders in the development of a diversity policy and framework to support this goal. This aligns with the strategic direction of government relating to mainstreaming of equal opportunity in the public service.

Goal 3: By 2008, the PSC will have initiated the development of methods to enhance accessibility of employment.

Measure: Initiated development of methods to enhance accessibility of employment.

| INDICATORS | ACCOMPLISHMENTS |
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| Commenced acquiring baseline data. | Commencing in May 2007, Managers of Strategic Staffing commenced the compilation of data pursuant to the sector served. This data was used to analyze baseline information on recruitment, with a view to identifying area for improvements to accessibility of employment in the public service. The data is maintained in excel spreadsheet format for the purpose of trend analysis, reporting, and benchmarking. Further work required with OCIO to develop more information systems for data analysis until such time as HCM implemented |
| Initiated the development of an applicant inventory for expressions of interest for public service employment | This was accomplished through the hosting of the Career Expos. Resumes of attendees were collected and properly categorized into inventories based on the occupations that were profiled at the Expos. Other inventories for unsolicited resumes and summer student employment were also created. |
| Increased attendance at career fairs and public information sessions/forums | During this fiscal year, the PSC initiated a series of Career Expos. Four Career Expos were hosted. This was our first year hosting career expos, and we were successful in attracting interest throughout Newfoundland and Labrador during the Expos and after through calls, emails and resumes received. The attendance at the Expos was estimated to be approx. 1200, and numerous resumes and contacts were made after the expo as a result of the success achieved. , Eight job fairs were attended by staff of the Commission, representing a 50% increase in attendance over last fiscal year. |

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| Gathered and reviewed material for website and career fairs. | Evaluation of the 2007 Career Expos was conducted and feedback received to be factored into next planning cycle. Website review on-going, as outlined above. |
| Initiated research on equity and diversity policy. | Conducted best practices research on equity and diversity. Strategic Staffing division and Commissioners attended a one day workshop on Diversity hosted by the Association for New Canadians. This work will continue in the next fiscal year. The Commission will use this research to formulate a diversity strategy and policy to support accessibility of employment .This will be done through a working group, partnership with PSS, and input from stakeholders. |
| Established relationships with stakeholder associations and representatives. | Relationships established with external community groups/stakeholders. Ongoing collaboration with PSS, OCIO, HR units and departments. Discussions held to determine additional possible stakeholders internally with view to establishing these relationships. |

Discussion of Results:

Ensuring equitable access to employment in the public service is a significant fairness issue for the Public Service Commission. Particularly through feedback from public stakeholders and job applicants, the Commission has learned that there is often confusion/misunderstanding on issues such as how to access information regarding employment opportunities; how to apply for positions; what various hiring departments have to offer etc. The Commission has begun to address this through an evaluation of the existing baseline data for recruitment, current recruitment and staffing processes, best practices, and stakeholder consultations. As well, there has been an emphasis on hosting career expos and attending career fairs as a means to inform all citizens of public service employment opportunities and to make the public service more accessible. This community presence has been combined with the creation of applicant inventories and a focus on website development as a means of clarifying and informing the public on employment in the public service. As a result of the activities that have occurred this year, the PSC has also made progress toward the development of framework and policy on diversity. This work is important and supports the strategic direction of government related to access to employment in the public service.

5.0 Other Highlights and Accomplishments 2007-08

In addition to the accomplishments above, that supported our goals and objectives for the fiscal year, the Commission was involved in a broad range of other activities. Many of these activities occurred at the operational level, and involved various work planning processes in each of our divisions. Accomplishments were made that also supported the strategic directions of Government for the PSC, as outlined in our 2007-2008 Business Plan. These activities and accomplishments are provided below:

Strategic Staffing Division

Policy Development

The PSC is responsible for designing and implementing the recruitment and selection processes and related policies and procedures to be applied for staffing public service positions. This also includes research, evaluation and leadership in the development and implementation of current best practices to meet strategic staffing and recruitment needs of scheduled departments and agencies. Policy development supports the strategic direction of government to restore the PSC to an independent agency mandated to make unbiased and impartial recommendations on hiring and promotion in the public service.

In 2007-08, the PSC continued to work on the development and improvement of the electronic Policy Manual on its website, in order to ensure greater awareness and accessibility for stakeholders. Much of the focus this year has been on a review of draft policies with a view to finalizing these policies for availability online. In addition, work continued to finalize a policy in relation to hiring in the area of the Labrador Land Claims Agreement. The Labrador Inuit Land Claims Agreement (LILCA) came into effect on December 1st, 2005. Section 7.9.5. of the LILCA pertains to the staffing of Provincial public service positions in Labrador Inuit Communities (Nain, Hopedale, Makkovik, Postville and Rigolet). The intent of this section is to provide priority consideration to qualified Inuit applicants for positions in these communities. The new policy was drafted and circulated to internal government stakeholders. The policy is now being reviewed by the Nunatsiavut Government. In the interim, the spirit and intent of this legislation is applied to all positions in applicable communities.

Compliance and Training

With the transition to a new staffing model in late 2006-07, there was a need to adapt the commission's audit, evaluation and compliance monitoring processes for all entities scheduled to the *PSC Act* in order to protect the merit principle and ensure staffing actions were in compliance with the Public Service Commission Act and policies. Previous year's audits conducted under the delegated authority model were more heavily focused on quantitative reporting. During the 2007-08 fiscal year, work began on the development of a more qualitative approach to the audit process. This focus on quality improvements resulted in training needs being identified and met.

In 2007-08 the Strategic Staffing Division commenced an ongoing review process of staffing files. This review is conducted by the PSC's Managers of Strategic Staffing. This review will be part of normal business practice and is critical to the maintenance of professional standards in staff selection. It also provides a process for constructive feedback to those who chair Selection Boards on the Commission's behalf. The evaluation and improvement process was further enhanced in late 2007 with the assignment of a full time employee to audit the staffing process and identify any system wide issues requiring action. This activity strengthens the monitoring function and incorporates results of the staffing complaints process. These findings are incorporated into the workshop for Chairpersons of Selection Boards. This training is also delivered more frequently to respond to the inherent needs of the new staffing model.

The Public Service Commission is pleased to report that, overall, the internal review process demonstrated compliance with PSC policies and practices and integrity of the staffing process. Through 2007-08 the monitoring and policy enforcement regarding these actions has been strengthened and is expected to lead to enhanced quality in the staffing process.

Employee Assistance and Respectful Workplace Division

Employee Assistance Program (EAP)

The past fiscal year saw a number of highlights for the Employee Assistance Program. During 2007-08, the Employee Assistance Program coordinated Suicide Prevention workshops across the Province. The Program continued to provide data on the Healthy Workplace Survey to all levels of the public service to help guide healthy workplace initiatives. A leadership guide for building healthy work environments was developed and coordination was provided for public service Healthy Workplace Week initiatives. Input was provided into Government's Human Resource Management Strategy. EAP training was also revamped to reflect the increased need for managing mental health issues in the workplace

Respectful Workplace Program

During 2007-08, there was consistent growth in the utilization of RWP services. As well, there was an increase in the number of departmental respectful workplace initiatives. The program has scheduled and is in the process of completing respectful workplace information sessions for all Senior Executive. The *Train the Trainer* Frontline Presenters training was revamped, with additional Frontline Presenters trained leading to an increase in respectful workplace information being provided across department. This year saw the launch of the Respectful Workplace Newsletter. A significant amount of work was invested in the development of an RWP three year Program plan aimed at strategically guiding the program through defined goals and objectives.

Appeal and Investigation Division

Classification Appeal Board

For the year ending March 31, 2008, there were 532 outstanding classification appeals. This represents an improvement from the same time last year, when there were 574 appeals outstanding. This is significant given that the staff changes occurred in this division during the fiscal year, and the position of Director was vacant from December 2007 to the end of the fiscal year. Approximately 68% (vs. 60% in 2006-2007) of the appeals related to “occupational reviews” conducted by the employer. The positions affected are located in the health care boards. From April 1, 2007 to March 31, 2008, the Board received 44 appeals and completed 126 individual appeals.

Work on the reconsideration of 159 utility worker classifications continued throughout the 2007-2008 year with results being forwarded to individuals in December 2007. As a result of discussions between officials from NAPE and the Public Service Secretariat, the Board has been requested to consider appeals from other Utility Workers who were in similar positions when the original review was done but who did not appeal. The number of positions involved was not determined by the end of the fiscal year.

Management Grievance Process

During this year 4 management grievances were received. Two grievances from previous fiscal years remain unresolved. Panels have been established to hear two grievances.

Investigative Services

The investigative services unit continued to provide services across government and, upon request, to quasi-governmental and government funded agencies. Two investigations from the previous fiscal year were brought forward into the 2007-2008 fiscal year. During the 2007-2008 fiscal year 22 complaints were received. Four of the complaints were withdrawn and four were concluded. While 1 complaint was postponed at the request of the complainant, 13 complaints remain open and investigation will continue into the next fiscal year.

The process of investigation requires the voluntary cooperation of the complainant, respondent and witnesses. The recipients of the service continued to provide positive feedback this year. The Division has also been invited to participate in a policy review of the Harassment and Discrimination Free Workplace Policy during 2008-2009 and looks forward to this project.

Conflict of Interest Advisory Committee

In 2007-2008 there were three formal referrals to the Conflict of Interest Advisory Committee. In addition, during the fiscal year, informal consultation services were provided in response to approximately 100 inquiries.

6.0 Opportunities and Challenges Ahead

Fiscal year 2008-09 will see a continued emphasis on advancing the accomplishments that have occurred this year. Several key areas will present opportunity and challenge and are identified and discussed below:

Management Leadership Capacity

A major area of focus in the upcoming year for the Commission overall will be its contribution to enhancement of management capacity of the provincial Public Service. The long term goal of the PSC is to increase workplace leadership competence of Public Service managers in areas of PSC jurisdiction. In the upcoming year, this process will begin through collaborative work with our partners in Government. This will assist in identify existing skill sets among managers as a means to determine areas where gaps may exist that unnecessarily restrict managers. This is a significant first step in building a supportive and respectful workplace.

Recruitment

The PSC recognizes that a strengthened management capacity is critical if we are to effectively respond to emerging recruitment challenges within the public service. There is a need for progressive change including the identification of new processes and systems that are more responsive to operational and strategic requirements of government Departments and Agencies. This will be another major focus of the PSC in the upcoming year. In particular, there will be an emphasis on the development of additional recruitment strategies to promote careers in the public service. This will be complemented with the development of media ads and identification of additional outreach strategies for identified target markets

Healthy Workplaces

During the upcoming year, the PSC will continue, through its EAP program, to collaborate with the Public Service Secretariat towards the development of a Healthy Workplace Strategy. In order to respond to indicators of high manager stress, a new workshop will be offered for managers on resilience and balancing work and family. The EAP will also partner with the Canadian Mental Health Association (NL), on new ways to promote mental health in the workplace. Work will be ongoing with NAPE, our largest employee union, to promote shop steward learning related to mental health and EAP.

Respectful Workplaces

During 2008-09, funding was approved for a second Respectful Workplace Coordinator. This will allow the PSC greater ability to respond to departmental service requests and enable action on the objectives established with stakeholders in the RWP Program Plan. The RWP will

continue to respond to departmental needs and provide mandatory training for managers. The RWP will work with the Public Service Secretariat's Centre for Learning and Development to develop a comprehensive respectful workplace training strategy for front line staff. The RWP will also work with NAPE to promote shop steward learning related to the RWP and informal conflict management strategies.

Supportive Workplaces

The Commission recognizes the important role it plays in providing independent support and guidance in matters of personal and systemic complaints. Therefore, in the up-coming fiscal year, the Commission will continue to develop and refine the Investigation Policy and Procedures Manual and assess the need to expand the role played by the Investigations Consultation Advisory Group (ICAG).

The Management Grievance process is also a very important component of the Commission's work. The Commission recognizes the need to continue to update and refine the Management Grievance Procedures in partnership with the Public Service Secretariat and to develop and deliver, on an as required basis, a training package for Chairpersons and panel members utilized during the management grievance hearing process.

There have been a number of areas for improvement highlighted with the Classification Appeal Board, which the Commission will address in the coming fiscal year. The Commission plans to facilitate, on behalf of the Chair of the Classification Appeal Board, an operational plan that will address the backlog of appeals which resulted due to the occupational reviews. Due to its role in the administration of the Conflict of Interest Act, the Commission will commence work to develop and present a multi-level briefing relating to the Conflict of Interest Act on behalf of the Conflict of Interest Advisory Committee.

7.0 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 2008. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process, however the Public Service Commission is not required to provide a separate audited financial statement.

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

PUBLIC SERVICE COMMISSION
Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2008

| | Actual | Estimates | |
|--|------------------|------------------|------------------|
| | | Amended | Original |
| | \$ | \$ | \$ |
| EXECUTIVE AND SUPPORT SERVICES | | | |
| SERVICES TO GOVERNMENT AND AGENCIES | | | |
| <i>CURRENT</i> | | | |
| 1.1.01. SERVICES TO GOVERNMENT AND AGENCIES | | | |
| 01. Salaries | 2,222,842 | 2,222,900 | 2,509,900 |
| 02. Employee Benefits | 19,882 | 24,100 | 41,900 |
| 03. Transportation and Communications | 126,752 | 134,600 | 155,600 |
| 04. Supplies | 40,529 | 43,000 | 38,000 |
| 05. Professional Services | 476,886 | 493,000 | 204,300 |
| 06. Purchased Services | 274,175 | 293,100 | 280,300 |
| 07. Property, Furnishings and Equipment | 24,555 | 29,000 | 9,700 |
| 09. Allowances and Assistance | 8,816 | 20,000 | 20,000 |
| | <u>3,194,437</u> | <u>3,259,700</u> | <u>3,259,700</u> |
| 02. Revenue - Provincial | (16) | - | - |
| Total: Services to Government and Agencies | <u>3,194,421</u> | <u>3,259,700</u> | <u>3,259,700</u> |
| TOTAL: SERVICES TO GOVERNMENT AND AGENCIES | <u>3,194,421</u> | <u>3,259,700</u> | <u>3,259,700</u> |
| TOTAL: EXECUTIVE AND SUPPORT SERVICES | <u>3,194,421</u> | <u>3,259,700</u> | <u>3,259,700</u> |
| TOTAL: PUBLIC SERVICE COMMISSION | <u>3,194,421</u> | <u>3,259,700</u> | <u>3,259,700</u> |

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

PUBLIC SERVICE COMMISSION (CONTINUED)

Summary of Gross Expenditure and Unexpended Balances

| | |
|--|----------------------|
| | \$ |
| Original estimates (net) | 3,259,700 |
| Add (subtract) transfers of estimates | - |
| Addback revenue estimates net of transfers | - |
| Original estimates of expenditure | 3,259,700 |
| Supplementary supply | - |
| Total appropriation | <u>3,259,700</u> |
| Total net expenditure | 3,194,421 |
| Add revenue less transfers | 16 |
| Total gross expenditure (budgetary, non-statutory) | <u>3,194,437</u> |
| Unexpended balance of appropriation | <u><u>65,263</u></u> |

Summary of Cash Payments and Receipts

| | <u>Payments</u> | <u>Receipts</u> | <u>Net</u> |
|-----------------------|------------------|-----------------|------------------|
| | \$ | \$ | \$ |
| Current Account | <u>3,194,437</u> | <u>16</u> | <u>3,194,421</u> |

ED WALSH
Chairperson and Chief Executive Officer
Public Service Commission