



# Public Service Commission

Annual Report 2015-16

Public Service Excellence through  
Merit, Fairness and Respect

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# MESSAGE FROM THE CHAIRPERSON

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I am pleased to present the 2015-16 Annual Report of the Public Service Commission (PSC) in accordance with the requirements of a Category two entity under the *Transparency and Accountability Act* and Section 17 of the *Public Service Commission Act*. This Annual Report was prepared under my direction and outlines achievements and activities of the Commission. On behalf of the PSC, I am accountable for the results reported.

For the 2014-17 business planning cycle, the PSC will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle. In 2015-16, the PSC continued to review and develop recommendations with a goal to improve PSC programs and policies. Achievements were made in the implementation of outcomes and recommendations enhancing the application of merit. The PSC also engaged in promotional activities that give emphasis to the value of psychological health and safety, within the public service.

As outlined in this report, the PSC has worked diligently in 2015-16 to support the goal of improved governance and oversight of the public service as indicated in our 2014-17 Business Plan. Work is ongoing in the following key focus areas: enhance merit-based selection processes in public service recruitment; promote the independent and impartial nature of assistance services offered by the PSC; promote efficiency and innovation in the public service; and, improve the quality of service delivery to the public service. This report shows the progress and many achievements made in those areas.

As we move into the final year of the 2014-17 business planning cycle, we look forward to building upon our achievements thus far and taking on more of an evaluative approach to ensure that improvements made in previous years are accurately fulfilling the goals and objectives as set out in our 2014-17 Business Plan. I would like to express my sincere gratitude to my fellow Commissioner and to the staff of the PSC for their dedicated service year after year and for their valuable insights and contributions to the many achievements thus far.



Bruce Hollett  
Chief Executive Officer and Chair

# PUBLIC SERVICE COMMISSION OVERVIEW

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The mandate of the Public Service Commission (PSC) is provided by its governing legislation, the *Public Service Commission Act*. The core mandate is the protection of merit. Merit is a rule of conduct that provides for the recommendation of candidates for a position on the basis of the best demonstration of bona fide levels of required qualifications, knowledge, abilities and personal suitability. The PSC is charged with the provision of oversight and policy for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the *Public Service Commission Act*. The Commission is mandated to ensure that public service hiring is conducted in a fair, transparent and accountable manner. The PSC is also responsible for the certification of Selection Board Chairs.

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 and the Respectful Workplace Program. It also supports adjudication panels designed to provide third party resolution to matters pertaining to classification appeals. Leadership and support is also provided to the Conflict of Interest Advisory Committee under the *Conflict of Interest Act*. The PSC maintains an investigative unit which provides a comprehensive range of administrative investigations on behalf of the Provincial Government.

Throughout the past year, each of the Commission's divisions has worked diligently towards achieving the goals and objectives set forth in support of the overall mission presented in the 2014-2017 Business Plan.

## VISION

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

## MISSION

By March 31, 2017, the PSC will have examined, developed, implemented where appropriate and provided recommendations for quality improvement and modernization of legislation and services and will have both validated and enhanced the transparency and fairness of processes within its mandate. The mission with associated measures and indicators can be viewed in the PSC 2014-17 Business Plan. ([http://www.psc.gov.nl.ca/psc/publications/PSC\\_2014-17\\_Business\\_Plan.pdf](http://www.psc.gov.nl.ca/psc/publications/PSC_2014-17_Business_Plan.pdf))

## **LINES OF BUSINESS**

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

### **Merit Protection**

Operational staffing within the core public service is conducted in accordance with the *Public Service Commission Act* on behalf of the PSC by the Strategic Staffing Division of the HRS and through delegated staffing authority with those agencies scheduled to the Act. The PSC is responsible for the provision of oversight for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the *Public Service Commission Act*. The Commission is also responsible for the certification of Selection Board Chairs.

### **Employee Assistance and Respectful Workplace Programs**

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), and the Canadian Union of Public Employees (CUPE). The Public Service Commission 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.

The Public Service Commission established the Respectful Workplace Program (RWP) recognizing that productivity and quality of work are directly related to psychological health and respect in the workplace. In supporting Government's Harassment and Discrimination Free Workplace Policy," the RWP works from a capacity building model by providing training and information to government departments, agencies, and employees on informal and constructive approaches to workplace conflict.

Psychological health is a key part of any healthy workplace. A psychologically safe and healthy workplace is one that promotes employees' psychological well-being and actively works to prevent harm to employee's psychological health from negligent, reckless or intentional actions.

The growth of EAP and RWP reflect efforts to promote employee psychological health and productivity in our public service. The EAP supports healthy workplaces, through counseling and educational efforts aimed at promoting good mental health in the workplace. The RWP promotes the value and accountability of respectful workplace cultures in the public service and provides coaching and training that supports positive mechanisms to manage conflict constructively.

### **Appeals and Investigations**

The PSC houses an investigative unit which reviews and assists in the investigation of complaints of harassment, violations of policy, acts of wrong doing or other issues in those public entities scheduled to the *Public Service Commission Act*. The unit also coordinates and interfaces with other agencies and organizations regarding matters related to administrative

tribunals and administrative law.

The Classification Appeal Board was established in 1971 to review and if necessary, hear appeals resulting from the classification system in the Provincial Government. Specifically, the PSC provides administrative and logistical support for the activities of the Board. The Management Classification Review Committee was established in 1987 to hear appeals from managers who are classified under the HAY method. The PSC provides administrative and logistical support for the activities of the Committee. The Classification Appeal Board and the Management Classification Review Committee are chaired by the Chair and CEO of the Commission.

The PSC supports the *Conflict of Interest Act* by facilitating the Conflict of Interest Advisory Committee. This includes response to general inquiries, provision of advice concerning post-employment waivers, accumulation of jurisprudence, and preparation and distribution of educational information related to conflict of interest.

The Appeals and Investigations Division responds to inquiries from regulatory bodies such as the Human Rights Commission, the Office of the Information and Privacy Commissioner and the Office of the Citizens' Representative.

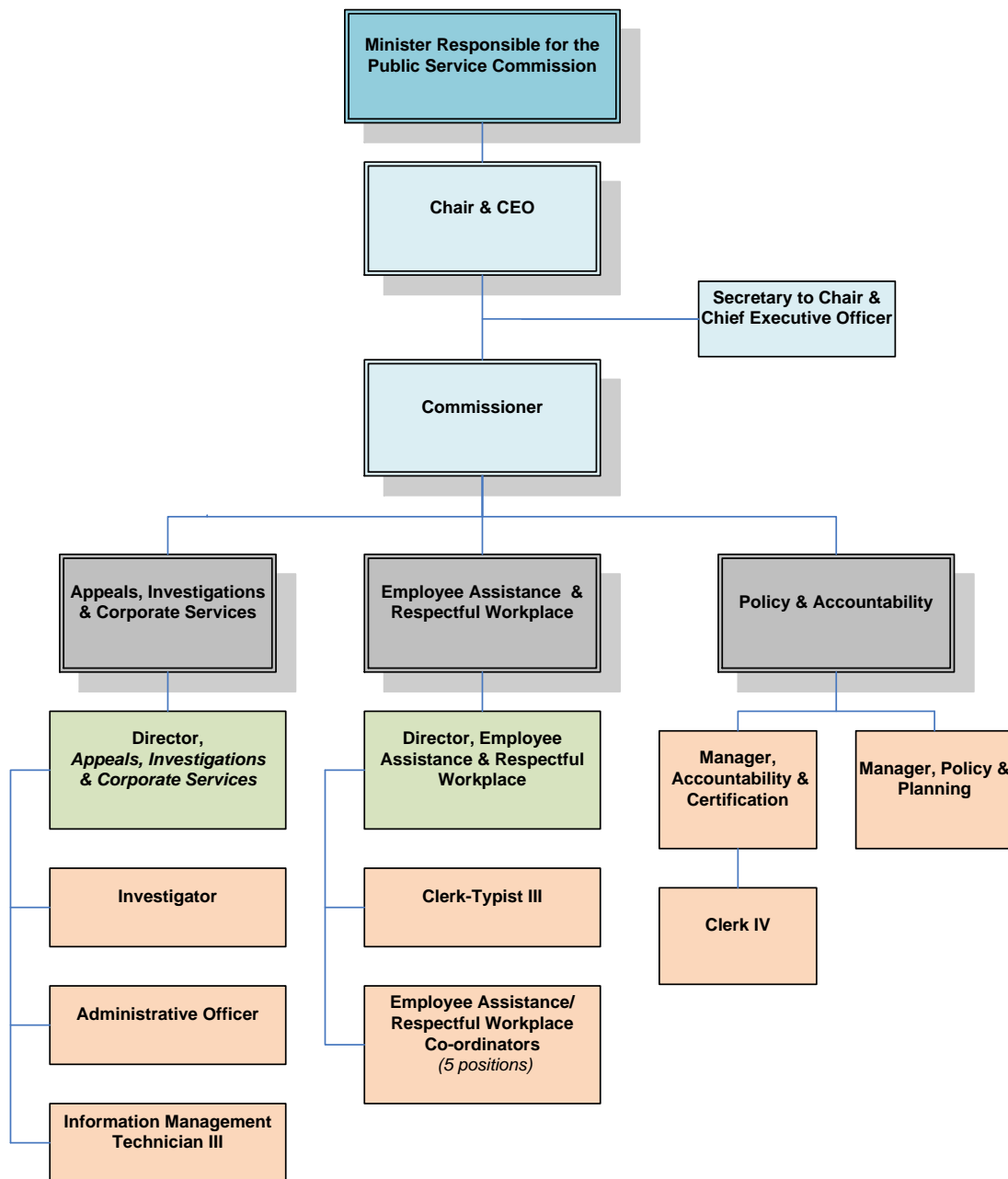
## **ORGANIZATIONAL STRUCTURE**

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

The PSC is comprised of Commissioners appointed by the Lieutenant-Governor in Council. The Lieutenant-Governor in Council designates one Commissioner as Chairperson. The Chair is the Chief Executive Officer of the Public Service Commission, and has Deputy Minister status. The Chairperson directs and supervises the administrative and technical activities of the PSC. In addition to the Chairperson, there is one full time Commissioner. The *Public Service Commission Act* states that the Commission shall consist of three Commissioners, however, there are currently two Commissioners: Bruce Hollett, Chair and CEO, and Ann Chafe, Commissioner. The operations of the Commission were not impacted in 2015-16 as a result of that vacancy.

There are two divisions performing the work of the PSC: the Employee Assistance and Respectful Workplace Division; and, the Appeals and Investigations Division. The Executive of the PSC consists of the Commissioners, supported by a Policy and Accountability team. The staff complement of the PSC is 16 employees, including the Executive. Of the 16, there are 11 females and 5 males.

**PUBLIC SERVICE COMMISSION**  
*Organizational Chart as of March 31, 2016*



\* The position of Clerk IV is currently vacant.



## REVENUES AND EXPENDITURES

The PSC does not collect revenues. Our expenditures for fiscal year 2015-16 were \$2,357,673 as determined in the budget process, voted on and approved in the House of Assembly. The detailed financial information is located in the [Financial Statements](#) section of this annual report.

## SHARED COMMITMENTS

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Working closely with departments and agencies scheduled to the *Public Service Commission Act*, the PSC, through establishment of staffing policy, oversight and accountability measures, ensures the protection of merit in appointments and promotions within the public service.

The PSC continues its commitment to quality improvements in our services. While the Commission has direct responsibility for the protection of merit through our oversight role, 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 public service employees.

### Departments and Agencies

Working closely with the Strategic Staffing Division of the HRS, the PSC shares a 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 the Commission's approved selection processes. In its role of protecting merit in public service staffing, the PSC and HRS have a shared responsibility for the training and certification of Selection Board Chairs. Currently the Strategic Staffing Division is responsible for the training and mentoring of new and provisional Selection Board Chairs guiding them through the certification process. When a provisional chair has completed the requirements of the provisional stage and the sector manager responsible is supportive, a full certification request is submitted to the PSC. The PSC will review the competition files completed by the provisional chairs to the required level of proficiency and the merit principal is protected. At the completion of the provisional review, the PSC will grant full certification, recommend continuation of provisional status, suggest additional training or rescind Selection Board Chair privileges. In addition to the certification request, performance of Selection Board Chairs is reviewed through the annual compliance review or in response to staffing related complaints.

# HIGHLIGHTS AND ACCOMPLISHMENTS 2015-16

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In addition to the accomplishments specifically related to the PSC's goals and objectives, as outlined in the next section titled Report on Performance, the PSC was also involved in a broad range of other activities of which the accomplishments are provided below.

## **Merit Protection**

### Accountability and Certification

In its role of protecting merit in public service staffing, the PSC continued to receive, analyze, investigate and respond to inquiries or formal concerns relating to recruitment actions. In fiscal year 2015-16, there were 14 requests for formal staffing reviews received. This represents approximately two per cent of staffing actions for the same period and is a positive indicator demonstrating adherence to policy, practice and protection of merit. All requests for review were completed and closed in 2015-16. The PSC continued to improve the turn-around time required to complete such reviews. In its efforts to focus on continuous quality improvement, the Commission continued to compile and analyze information stemming from such requests for review for purpose of audit, policy review and development, Selection Board Chair training and support. Trends were 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. Quality improvements in the focus area of promoting efficiency and innovation in the public service support the strategic direction of improved governance and oversight of the public service.

The PSC completed a compliance review during the year of all agencies with delegated staffing authority including the College of the North Atlantic, Municipal Assessment Agency, Office of the Auditor General, and the Newfoundland & Labrador Public Libraries. A full review was conducted of a sample of recruitment files from those agencies. A plan was put in place to deal with any issues identified. An action plan was also developed to ensure that the appropriate communication and training was provided to Selection Board Chairs in those agencies to provide necessary clarification and support.

Also, as part of the Accountability and Certification function, the PSC continued to monitor staffing actions such as temporary hires, assignments and contractual arrangements to ensure adherence to PSC policy and merit principles.

## Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace (EARWP) Division has a Province-wide mandate to provide a range of highly sensitive and confidential services. The total number of employees eligible to receive services is approximately 13,500. Services under EAP are also made available to members of the employee's immediate family. The program covers Government departments, College of the North Atlantic, School Boards Association (support staff), NL English School District, NL Housing, Legal Aid Commission, Boards and Agencies scheduled to the *Public Service Commission Act*. The Division provides services directly through in-house professional coordinators, supplemented by engaging external professional counselors and conflict coaches/mediators (service providers) from across the province. The counselor list is created through publically advertised expressions of interest from qualified professionals who are interviewed and assessed for meeting the PSC established criteria.

The EARWP Division receives on average over 1,200 new referrals each year. The Division also provides independent consultation and supports to management and employees, workplace assessment services, training workshops, critical incident response to traumatic workplace events, mental health counseling to employees and their family members and workplace conflict resolution services to Government departments and agencies.

EARWP Division Statistics			
	2014-15	2015-16	Increase/Decrease from Previous Year
Eligible Employees who Accessed Services	1260	1337	+ 77
Utilization Rate (based on 13,500 eligible employees)	9.3%	9.9%	+ 6%
Total Number of EAP Referrals	1099	1137	+ 38
EAP Referrals - % for Bargaining Unit Employees	72.5%	71%	- 1.5%
EAP Referrals - % for Managers and Non-Bargaining/Non-Management Employees	27.5%	29%	+ 1.5%
Total Number of RWP Files Opened	161	200	+ 39
Number of RWP Files for Conflict Coaching	73	108	+ 35
Number of RWP Consultations	84	92	+ 8
RWP Consultations from Bargaining Unit Employees	45.4%	34%	- 11.4%
RWP Consultations from Managers and Non-Bargaining/Non-Management Employees	54.6%	66%	+ 11.4%

The table below summarizes the training delivered by the EARWP Division over the 2015-16 fiscal year.

EAP and RWP Training Sessions Fiscal Year 2015-16	
Conflict Resolution Skills for Managers	8
Conflict Resolution Skills for Shop Stewarts	1
Customized Training	22
Customized Training – Team Building	15
RWP Frontline Information Session	9
Mental Health First Aid	2
Vicarious Trauma	3
EAP Information Session	3
<b>Total</b>	<b>63</b>

## Appeals & Investigations

### Appeals

The joint appointment of individuals to the Classification Appeal Board (CAB) and the Management Classification Review Committee (MCRC) allowed for more flexible use of the appeal board members' time during the fiscal year 2015-16 in that the boards could decide appeals from all employee groups over the course of one sitting.

The implementation of the Job Evaluation System on April 15, 2015 heralded the end of the specification based classification system that had been employed for bargaining unit and non-management employees. The appeal board was successful in concluding most of the appeals filed under that classification system during 2015-16 with a small number of appeals carried forward into 2016-17.

Classification Appeal Board						
	Appeals Carried Forward Previous Year	Appeals Received Current Year	Appeals Decided Current Year			Balance Year End
			Appeals Confirmed	Appeals Changed	Appeals Withdrawn	
<b>2015-16</b>	251	10	172	21	5	<b>31</b>
<b>2014-15</b>	32	280	49	11	1	<b>251</b>

\* In fiscal year 2015-16, an audit was completed which resulted in a reduction of 31 appeals. As well, one file was returned as no review was conducted.

The consolidation of management appeals into groups, where there are similar job duties and the same employer has helped the committee to reduce the number of unheard appeals. However, a significant number of appeals remain to be heard.

Management Classification Review Committee						
	Appeals Carried Forward Previous Year	Appeals Received Current Year	Appeals Decided Current Year			Balance Year End
			Appeals Confirmed	Appeals Changed	Appeals Withdrawn	
<b>2015-16</b>	298	21	33	47	17	<b>222</b>
<b>2014-15</b>	313	13	11	10	9	<b>298</b>

The Commission has been also been given the responsibility of facilitating appeals filed in relation to the Job Evaluation System which applies to bargaining unit and non-management employees. While the appeal process has not yet been finalized, the Commission received and acknowledged 339 appeals in 2015-16.

### Investigative Services

The PSC continued to provide administrative investigative services and expertise for the Provincial Government and upon request to quasi-governmental and government funded agencies. In fiscal year 2015-16, three complaints were received and five files were completed. One file remained open at fiscal year-end to be carried forward into 2016-17. The investigative unit provided advice and direction on 12 matters during the year. Staff of the investigative unit continue to be available to partner with staff of other government departments to assist in the conduct of investigations.

### Conflict of Interest Advisory Committee

Throughout 2015-16, 14 formal requests for advice were received by the Conflict of Interest Advisory Committee. Informal consultation services were provided in response to 18 enquiries. Both formal and informal requests have increased since the prior year. The increase is due in part to the promotional activities undertaken during the year which saw presentations on the Conflict of Interest Act provided to over 50 staff with the Department of Child, Youth and Family Services and all Government Deputy Ministers.

## Regulatory Agency Response

The Appeals and Investigations Division coordinates and develops the PSC's response to inquiries from various regulatory agencies. In fiscal year 2015-16, the Division responded to one formal access request for personal information, made in accordance with the *Access to Information and Protection of Privacy Act*, and provided consultative services to another applicant. The Division also participated in the provision of information to a government-wide request. Such requests are coordinated by another public body, i.e. government department. There were no requests for information or assistance from the Human Rights Commission or the Citizen's Representative.

## Corporate Services

In fiscal year 2015-16, the Appeals and Investigations Division continued to support the implementation of TRIM within the Commission by refining business rules and providing ongoing training promoting efficiency and innovation in the public service. In the area of Information Management, the Division completed the Retention and Disposition Schedules (RDS) for the Employee Assistance and Respectful Workplace Division, all of the Commission's records are now governed by RDSs where required. During the fiscal year 2016-17, RDSs will be developed for the management classification appeal files and the files associated with work of the Independent Appointments Commission.

## Administrative Justice

Throughout 2015-16, the PSC continued to be a member of the Canadian Council of Administrative Tribunals (CCAT) and participated in CCAT training programs in an effort to enhance the competency and adopt best practices in matters related to formal reviews and appeals. CCAT membership adds considerable resources to the PSC in ensuring fair process and decisions in issue resolution.

# REPORT ON PERFORMANCE

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The PSC will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle for the 2014-17 business planning cycle. In 2015-16, the PSC implemented recommendations developed as a result of research and reviews carried out in 2014-15. Those recommendations improved PSC programs and policies and overall achievements were realized in the enhanced application of merit and also in improvements to promotion of the value of psychological health and safety within the public service. The PSC staff continue to work diligently towards achieving the goals and objectives set forth in the 2014-17 Business Plan.

## **Issue 1: Modernization of the Merit Principle**

Well-defined strategies and legislation are essential in promoting the principles of a progressive, merit-based public service. The focus on appointments and promotions must continue to be broadened to encompass all generations and reflect the diversity of our population and public service while ensuring accessibility. Oversight of such actions will assist in securing qualified individuals to provide quality government services to the people of Newfoundland and Labrador. In 2015-16, the PSC implemented recommendations, developed in the previous year, to improve PSC programs and policies and enhance the application of merit. Such efforts enhanced the merit-based selection processes in public service recruitment, promoted efficiency and innovation and also improved the quality of service delivery to the public service supporting the overall goals of the PSC.

**Goal 1:** By March 31, 2017, the Public Service Commission will have examined best practices regarding the merit principle and will have overseen its enhanced application within the public service.

**Objective 1.2:** By March 31, 2016, the Public Service Commission will have implemented outcomes and recommendations regarding the application of merit.

**Measure:** Implemented outcomes and recommendations regarding the application of merit.



Indicators	Accomplishments
In collaboration with Strategic Staffing Division, review and feedback sought with regard to proposed updates to PSC policies.	<ul style="list-style-type: none"> <li>The PSC met with the Strategic Staffing Division 4 times throughout 2015-16 to review and solicit feedback with regard to proposed updates to PSC policies. Most of the policies required updating to reflect current day practices. Once the policies were updated and in draft form, they were sent to the Strategic Staffing Division for another opportunity to review and provide feedback.</li> </ul>
PSC policies in relation to the application of merit are updated.	<ul style="list-style-type: none"> <li>All PSC policies were updated in 2015-16 to reflect current day practices and also to reflect changes in processes involved in appointments and promotions.</li> </ul>
Improved merit audit process, beyond its application to appointment and promotion.	<ul style="list-style-type: none"> <li>The merit audit process has been improved with the introduction of cyclical audits rather than annual audits for some government entities in an effort to conduct a more in depth audit with an extended focus. Cyclical audits allow for more time to be spent on conducting the audit, providing more appropriate feedback, enhanced communications and training.</li> </ul>
Adopted a more proactive and professional development approach to the certification of Selection Board Chairs.	<ul style="list-style-type: none"> <li>The Selection Board Chair process was improved in 2015-16 as a result of an in-depth review. The requirements for documentation have been enhanced and more detail is required to support the professional development and certification decisions that are made.</li> </ul>
Enhanced Selection Board Chair complaint protocols.	<ul style="list-style-type: none"> <li>Selection Board Chair complaint protocols were enhanced through the development of the new <i>Staffing Reviews/Appeals Policy</i> which outlines the criteria and process involved to file a complaint. The improved and well defined process will result in a higher level of efficiency and effectiveness.</li> </ul>

## **Results achieved for Objective 1.2:**

The PSC was successful in satisfying all of the indicators associated with the 2015-16 annual objective. In 2015-16, consultations were held with the Strategic Staffing Division to review and solicit feedback with regard to the proposed updates to PSC policies. All feedback sought was considered and integrated where possible. As a result of the comprehensive review and feedback received, PSC policies were reduced from 28 to 17, seven policies were consolidated into one policy, two new policies were developed and 13 policies were eliminated. The PSC also improved the merit audit process with the introduction of cyclical audits rather than annual audits for some government entities in an effort to conduct a more in-depth audit with an extended focus. As well, the Selection Board Chair process was improved and enhancements made to the required documentation for purposes of supporting professional development and the certification decisions that are made. Also in 2015-16, the PSC developed the new *Staffing Reviews/Appeals Policy* which outlines the process and steps involved to file a complaint which will result in a higher level of efficiency and effectiveness for the PSC. Such improvements to PSC policies and programs are supportive of enhancing the application of merit within the public service.

The PSC staff are committed to improving the quality of the programs and services offered, and it is that commitment that leads to the accomplishments outlined above. The PSC remains dedicated to the vision of *Public Service Excellence through Merit, Fairness, and Respect*. Each day, efforts continue to ensure this vision is visible and tangible.

## **Annual Objective for 2016-17**

The 2016-17 objective is provided below. The indicators associated to the objective are based upon our progress to date.

**Objective 1.3:** By March 31, 2017, the Public Service Commission will have evaluated the enhanced application of merit.

**Measure:** Evaluated the enhanced application of merit.

### **Indicators:**

- Evaluated the updated PSC policies.
- Evaluated the improved merit audit process.
- Evaluated the enhanced Selection Board Chair complaint protocols.

## **Issue 2: Psychological Health of Public Service**

A psychologically safe and healthy workplace is one that promotes employees' psychological well-being and actively works to prevent harm to employees' psychological health from negligent, reckless or intentional actions. Psychological health is a key part of any healthy workplace. The growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) reflect efforts to promote employee psychological health and productivity in our public service. The PSC, being an independent entity, provides these programs and services in an environment consistent with neutrality and impartiality and where client confidentiality is protected. In fiscal year 2015-16, the PSC engaged in promotional activities to improve promotion of the value of these programs. Such efforts promoted the independent and impartial nature of assistance services offered by the PSC and improved the quality of service delivery to the public service supporting the overall goals of the PSC.

**Goal 2:** By March 31, 2017, the Public Service Commission will have improved promotion of the value of psychological health and safety within the public service.

**Objective 2.2:** By March 31, 2016, the Public Service Commission will have engaged in promotional activities.

**Measure:** Engaged in promotional activities.

Indicators	Accomplishments
Promoted awareness of national standards.	<ul style="list-style-type: none"> <li>• In 2015-16, information slides and references to National Standards were included in 63 training sessions and presentations delivered by the EARWP Division.</li> <li>• In 2015-16, information with respect to National Standards was included in the RWP group process and workplace interventions including “How to Integrate National Standards into their Workplaces.”</li> <li>• In 2015-16, the EARWP Division provided National Standards information sheets to all supervisors and managers who attended “Conflict Resolution Skills” training.</li> </ul>
Coordinated messaging to promote national initiatives.	<p>In 2015-16, the Coordinators of the EARWP Division received trainer designations and began to deliver standardized workshops that are offered nationally that promote mental health awareness and mental health initiatives in Canada. They are as follows:</p> <ul style="list-style-type: none"> <li>• in partnership with the Mental Health Commission of Canada, received trainer designations for the standardized workshop, “Road to Mental Health Readiness in Policing (R2MR)”, which will be offered to all uniformed members of the RNC;</li> <li>• in partnership with the Canadian Mental Health Commission of Canada, received trainer designations and delivered standardized workshops in “Mental Health First Aid”; and</li> <li>• in partnership with the facilitators of the “Working Minds Train-the-Trainer Workshop” presented on the role of EAP and RWP in supporting mental health wellness at work.</li> </ul>

Supported national campaigns.

In 2015-16, the EARWP Division supported several national campaigns by participating in mental health awareness and promotional initiatives recognized across Canada, such as:

- the EARWP Division participated in Healthy Workplace Week and Mental Health Week by providing an information booth and distributing brochures and other related messaging through the Public Service Network (PSN);
- the EARWP Division delivered information sessions on Operational Stress Injury. Operational Stress Injury is commonly used language in policing across the country to describe the impacts of trauma exposure on the job. The concepts are being used by the RCMP and the model has been shared with other policing agencies including the RNC. The RNC adopted the model and partnered with the EARWP Division to deliver the “Operational Stress Injury Workshop” to uniformed officers in NL; and
- in partnership with the Department of Justice and Public Safety, the EARWP Division also offered the “Operational Stress Injury Workshop” to all Correctional Officers with Her Majesty’s Penitentiary (HMP).

Coordinated internal awareness communications.

- In 2015-16, the EARWP Division provided EARWP brochures, posters and other related information to Human Resources staff, managers and employees upon request.
- In 2015-16, the EARWP partnered with the Centre for Learning and Development (CLD) to develop an online EAP module offered via the PS Access application.
- In 2015-16, the EARWP partnered with the CLD to promote mental health awareness in a pre-retirement module offered via the PS Access application.
- In 2015-16, EAP and RWP information sessions were delivered to NAPE Shop Stewards.

### **Results achieved for Objective 2.2:**

The PSC was successful in satisfying all of the indicators associated with the 2015-16 annual objective. Throughout 2015-16, awareness of National Standards was promoted in training sessions and presentations offered by the EARWP Division: the RWP group process; workplace interventions including “How to Integrate National Standards into their Workplaces”; and also to all supervisors and managers who attended “Conflict Resolution Skills” training. The Division also promoted national initiatives by receiving trainer designations and delivering standardized workshops that are offered nationally to promote mental health awareness and mental health initiatives in Canada. As well, the Division supported several national campaigns by participating in mental health awareness and promotional initiatives recognized across Canada, more specifically providing information and other related messaging during Healthy Workplace Week and Mental Health Week. The EARWP Division also partnered with the RNC and the Department of Justice and Public Safety to deliver “Operational Stress Injury Workshops” to the uniformed officers of the RNC and also Correctional Officers with Her Majesty’s Penitentiary (HMP). Operational Stress Injury is commonly used language in policing across the country to describe the impacts of trauma exposure on the job. The EARWP Division also coordinated internal awareness communications by providing EARWP brochures, posters and other related information to Human Resources staff, managers and employees upon request. The Division partnered with the CLD on two separate occasions to develop an online EAP module and also to promote mental health awareness in a pre-retirement module. As well, EAP and RWP information sessions were delivered to NAPE Shop Stewards. The many accomplishments listed above have led to an improvement in the engagement of promotional activities and a further improvement to the promotion of the value of psychological health and safety within the public service.

The PSC staff are committed to improving the quality of the programs and services offered, and it is that commitment that leads to the accomplishments outlined above. The PSC remains

dedicated to the vision of *Public Service Excellence through Merit, Fairness, and Respect*. Each day, efforts continue to ensure this vision is visible and tangible.

### **Annual Objective for 2016-17**

The 2016-17 objective is provided below. The indicators associated to the objective are based upon our progress to date.

**Objective 2.3:** By March 31, 2017, the Public Service Commission will have evaluated its promotional activities.

**Measure:** Evaluated its promotional activities.

#### **Indicators:**

- Evaluated promotional materials.
- Evaluated the awareness and support of national standards.
- Evaluated coordinated internal awareness communications.

# OPPORTUNITIES AND CHALLENGES AHEAD

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Fiscal year 2015-16 is the second year of the 2014-17 business planning cycle. The PSC will continue its commitment to quality improvements in our services, while continuing to promote and protect the merit principle. There will be a focus on the application of merit with a goal to enhance its application within the public service. With the growth of the Employee Assistance Program (EAP) and the Respectful Workplace Program (RWP) as is evident in the increased number of requests per year, the PSC is also committed to improving the promotion of the value of psychologically safe and healthy workplaces for employees of the public service. Enhancing the application of merit and promoting psychologically safe and healthy workplaces for employees within the public service are the key priorities of the 2014-17 Business Plan. Several key areas will present opportunity and challenge and are identified and discussed below.

## **Merit Protection**

The PSC is looking forward to the application of merit being enhanced in 2015-16. As a part of Government's commitment to establish a new merit-based appointment process for agencies, boards and commissions (ABCs), the Independent Appointments Commission (IAC) will be established with the responsibility to generate recommendations for approximately 30 tier one ABCs. To support the work of the IAC, the PSC will act as a Secretariat while also being tasked with the responsibility for generating recommendation for approximately 128 tier two ABCs.

The PSC is charged with the provision of oversight and policy for merit-based appointments and promotions within the public service and is committed to continuous quality improvement, while continuing to promote and protect the merit principle.

## **Appeals and Investigations Division**

The implementation of the Job Evaluation System (JES) on April 15, 2015 for bargaining unit and non-management staff with a commitment for an appeal process administered by the PSC has resulted in over 300 appeals filed with the PSC. The appeal procedures for JES are not yet finalized and we anticipate a significant workload for the Classification Appeal Board. The continuing challenge for the Management Classification Review Committee is the resolution of a significant number of unresolved appeals.

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

In 2015-16, the EARWP Division had the opportunity to participate and give feedback in the external review of the Harassment and Discrimination Free Workplace Policy and the supports and services currently provided through the Respectful Workplace Program. Following the report, the EARWP Division maintained an advisory and consultative role in the discussion and implementation phase of the recommendations that followed the review. The Division also continued to engage in promoting awareness of the Canadian Standards for Psychological Health and Safety in the Workplace. Through an increased emphasis on mental health awareness



arising from local and national awareness campaigns, the EARWP Division continues to be in an ideal position to continue educating provincial Government departments, agencies, boards and commissions on the importance of mental health in our workplaces and in reducing the stigma and fear in seeking professional assistance.

The EARWP Division is also anticipating some challenges to EAP and RWP services with respect to upcoming changes in public employment trends.

### **Partnerships**

While working closely with departments and agencies that are scheduled to the *Public Service Commission Act*, the PSC's role is to ensure that qualified, competent individuals are hired to provide quality services to the people of the province. The Commission welcomes the opportunity to continue to work with these partners to further strengthen oversight related to staffing and recruitment which may include temporary and contractual employment. In addition, the PSC looks forward to working closely with the Human Resource Secretariat.

# FINANCIAL STATEMENTS

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**PUBLIC SERVICE COMMISSION**  
**Statement of Expenditure and Related Revenue (Unaudited)**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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	Estimates		
	Actual	Amended	Original
	\$	\$	\$
<b>EXECUTIVE AND SUPPORT SERVICES</b>			
<b>SERVICES TO GOVERNMENT AND AGENCIES</b>			
<i>CURRENT</i>			
<b>1.1.01. SERVICES TO GOVERNMENT AND AGENCIES</b>			
01. Salaries	<b>1,496,065</b>	1,521,000	1,519,100
Operating Accounts:			
Employee Benefits	<b>2,297</b>	16,600	16,600
Transportation and Communications	<b>51,910</b>	97,800	97,800
Supplies	<b>5,949</b>	19,000	19,000
Professional Services	<b>499,675</b>	436,300	436,300
Purchased Services	<b>301,862</b>	392,800	392,800
Property, Furnishings and Equipment	-	6,400	6,400
02. Operating Accounts	<b>861,693</b>	968,900	968,900
02. Revenue – Provincial	<b>(85)</b>	-	-
<b>Total: Services to Government and Agencies</b>	<b>2,357,673</b>	2,489,900	2,488,000
<b>TOTAL: SERVICES TO GOVERNMENT AND AGENCIES</b>	<b>2,357,673</b>	2,489,900	2,488,000
<b>TOTAL: EXECUTIVE AND SUPPORT SERVICES</b>	<b>2,357,673</b>	2,489,900	2,488,000
<b>TOTAL: PUBLIC SERVICE COMMISSION</b>	<b>2,357,673</b>	2,489,900	2,488,800

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 2016 (Unaudited). *The Public Service Commission is not required to provide a separated audited financial statement.*

## CONTACT INFORMATION

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