



***Public Service Commission
Business Plan
2007-2008***

Message from the Chair

It is with great pleasure that I present this Business Plan for the Public Service Commission (PSC), as per the reporting requirements of the *Transparency and Accountability Act*. In the development of this plan, careful consideration was given to the strategic directions of Government (see appendix A). This plan outlines the goals and objectives of the PSC for the years 2007-2008.

In accordance with Government's Strategic direction, the Public Service Commission has been restored as an independent agency mandated to make unbiased and impartial recommendations on hiring and promotion in the public service. Given the Commission's role in the protection of merit, we have lead accountability for this direction.

As outlined in this plan, there are some new initiatives that the Public Service Commission will embark upon. A marketing strategy will be initiated in recognition of a need to be proactive and promote the provincial government as a potential employer and to focus on attracting and retaining highly capable employees. As well, work will begin on development of methods to enhance accessibility of employment. This is necessary to ensure that there are no barriers that will prevent access to public service employment. This will allow the public service to be representative of the population it serves.

In accordance with the Government's commitment to accountability, this plan outlines direction and outcomes for the Public Service Commission over the next year. Under the Transparency and Accountability Act, the PSC is required to plan and report on progress.

As the Chair and Chief Executive Officer responsible for the PSC, I am responsible for the preparation of this plan and accountable for the achievement of the outlined goals over the next fiscal year. I would like to acknowledge my fellow Commissioner's and all PSC staff for your efforts in preparing this plan. I look forward to our success and to our annual report on this year's achievement.



Ed Walsh
Chair & Chief Executive Officer

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Appendix A – Strategic Directions

1.0 Plan at a Glance

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.

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

Goal 2 - By 2008, the PSC will have initiated the development of a marketing strategy to promote careers in the Public Service and its role as government’s independent recruitment agency.

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

2.0 Public Service Commission Overview

The Public Service Commission (PSC) was established in 1973 by the *Public Service Commission Act*. The Commission is responsible for establishing policy and procedure to evaluate merit, and for recommending candidates for appointment and/or promotion to positions within the provincial Public Service. As an arms-length organization, the Commission is also required to deliver other programs and services that have a significant requirement for confidentiality and sensitivity, such as performing investigations, reviewing complaints and administering employee assistance and respectful workplace programs.

Divisions and Employees

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 Chairperson directs and supervises the administrative and technical activities of the Commission.

There are three divisions performing the work of the Commission: the Strategic Staffing division, the Employee Assistance and Respectful Workplace division and the Appeals and Investigations division. The staff complement of the PSC as of April 1, 2007 is 40

full-time employees, including the Executive. The ratio of female to male employees is 30: 10.

Location and Areas Serviced

The PSC is located in the Sir Brian Dunfield Building, 2 Canada Drive, St. John's, Newfoundland and serves all regions of the province. The PSC Recruitment Center is located on the 4th Floor, West Block of the Confederation Building.

Legislative Authority

The PSC's mandate is provided by the *Public Service Commission Act, (1973)*.

Budget

The 2007-2008 salary and operational budget allocation for the PSC is \$3,259,700.

3.0 Mandate

The mandate of the PSC is provided by its governing legislation, the *Public Service Commission Act (1973)*. The core mandate is the protection of merit. The merit principle is a rule of conduct that provides for the appointment and promotion of job candidates on the basis of the best demonstration of qualifications, knowledge, abilities and personal suitability

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 leadership and support role, the PSC administers the Employee Assistance Program, the Workplace Wellness Initiative, and the Respectful Workplace Program. It also provides support to several quasi-judicial panels designed to resolve certain conflicts within the public service, such as the bargaining unit Classification Appeal Board and the Management Grievance Process. It supports the *Conflict of Interest Act (1995)* by facilitating the Conflict of Interest Advisory Committee. The Commission also houses an investigative unit with the capability of providing a comprehensive range of administrative investigations on behalf of government.

4.0 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 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 a Job Clearing Centre to give 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;
- provides advice and direction on staffing issues related to organizational re-structuring;
- 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, 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;
- 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 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.

5. Investigative Services

The PSC houses an investigative unit which reviews complaints of harassment, workplace conflict or other issues of an administrative nature. This includes coordination and interface with other agencies and organizations regarding matters related to complaints, investigations, conflict and early intervention.

6. Classification Appeal Board

The Classification Appeal Board was established in 1971 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, PSC was appointed 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 inquires, accumulation of jurisprudence, preparation and distribution of educational information related to conflict of interest.

5.0 Primary Clients

Primary clients are the Departments and Agencies scheduled to the *Act* and the employees who work for those entities. The PSC also serves the public interest by ensuring that appointments and promotions within the public service are appropriately filled through internal or external competition, and that job opportunities are filled on the basis of merit and contribute to the establishment of a professional, independent and career public service.

6.0 Values

The core values of the PSC explain the character of the organization it promotes, not only in its own work, but throughout the public service as a whole. Each of the core values has a component part that is integral to the value it espouses. These components are highlighted in each strategic value action statement.

Core Values

Strategic Value Action Statements

Fairness

All employees conduct their work objectively and free from influence and bias.

Respect

All employees treat clients in a just manner and accept responsibility for their work obligations and contributions.

Professionalism

All employees strive towards service excellence, utilizing their unique competencies to advance the vision of the organization.

7.0 Vision

“Public Service Excellence through merit, fairness, and respect.”

8.0 Mission

The mission statement identifies the priority focus area of the Chair over the next two planning cycles. It represents the key longer-term result that the PSC will be working towards as we move forward on the strategic directions of government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

The PSC recognizes the need for strengthened capacity to respond to emerging recruitment challenges within the public service. These challenges include an aging workforce, declining population, especially in rural areas, and out-migration. 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. These changes must be achieved in an environment where protection of the merit principle is guaranteed. As a result, the following mission has been identified:

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.

Measure 1: Strengthened appropriate application of Strategic Staffing and Recruitment Processes.

Indicators:

- Increased number and quality of audits conducted.
- Increased leadership and accountability of the Commission in strategic staffing and recruitment.
- Improved quality and monitoring of Selection Board Chair training and certification process.
- Increased training and information sessions with Human Resource Management personnel and executives.
- Initiated development of benchmarks and evaluative indicators to determine success of strategic staffing systems.

Measure 2: Strengthened understanding of strategic staffing and recruitment processes.

Indicators:

- Surveyed stakeholder perception and understanding of staffing and recruitment process.
- Increased interaction of the PSC with stakeholders through information sessions regarding strategic staffing and recruitment processes.
- Conducted a comprehensive review of strategic selection processes.
- Developed and distributed staffing policy manual including web-site.
- Developed and distributed information packages.

Measure 3: Promoted access to employment in the public service.

Indicators:

- Acquired baseline and comparative data and implemented recommendations for change.
- Developed expertise and implemented initiatives aimed at increasing awareness of employment equity.
- Reviewed and revised staffing and recruitment policies and procedures to identify and eliminate barriers to access and equity.

9.0 Goals and Objectives

In consideration of government’s strategic directions and the mandate and financial resources of the PSC, the following areas have been identified as the key priorities of the Commission for the next year. The goal identified for each issue reflect the results expected by the end of the year .Measures and indicators are provided for the goal to assist both the PSC and the public in monitoring and evaluating success.

Issue One: Increased Involvement of PSC in Staffing

With the identification of emerging recruitment challenges facing the provincial government, the need for accountability and oversight is significant. Consistent delivery and improved safeguarding of staffing and recruitment processes within the public service is crucial. As a result, the following goal has been identified:

Goal One: 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:

- Implemented government's direction regarding phase one of the reorganization of the staffing and compliance component of the corporate services delivery model.
- Created a Recruitment Center.
- Aligned Organizational Chart to reflect recruitment needs.
- Developed necessary partnerships with applicable Departments and Agencies.
- Increased number of Selection Board Chairs
- Initiated the development of an applicant inventory.
- Developed consistent formats and processes for job advertisements.
- Initiated information sessions with stakeholders.
- Defined requirements for Human Capital Management system

Issue Two: Marketing of the Public Service

The PSC must ensure that qualified applicant pools are available for future vacancies within the public service, especially for positions identified as hard-to-fill. The PSC recognizes the need to be proactive and promote the provincial government as a potential employer and to focus on attracting and retaining highly capable employees. As a result, the following goal has been highlighted:

Goal Two: 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 1: Initiated the development of a marketing strategy

Indicators:

- Researched best practices in recruitment.
- Recruitment of a Talent Acquisition Specialist.
- Defined improvements to web-site and technology capabilities.
- Agreement on format of promotional material.
- Hosted a Career Expo.
- Incorporated advice from marketing experts.
- Obtained and utilized departmental profiles.
- Incorporated information from workforce plans.
- Review of existing job ad format/structure

Issue Three: Access to Employment

With an aging workforce and declining population, the public service must ensure that there are qualified applicant pools available to provide quality service to the people of

Newfoundland and Labrador. It is necessary to ensure that no barriers exist for access to public service employment that may prevent the public service from being representative of the population it serves. As a result, the following goal has been highlighted:

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

Measure 1: Initiated development of methods to enhance accessibility of employment.

Indicators:

- Commenced acquiring baseline data.
- Initiated the development of an applicant inventory for expressions of interest for public service employment.
- Increased attendance at career fairs and public information sessions/forums.
- Gathered and reviewed material for website and career fairs.
- Initiated research on equity and diversity policy
- Established relationships with stakeholder associations and representatives

APPENDIX A – STRATEGIC DIRECTIONS

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Public Service Commission are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Commission. As indicated in the table below, some have been addressed in this business plan while others are addressed in the operational and/or work planning processes.

Title: Role and Mandate of Public Service Commission

Outcome Statement: The Public Service Commission is restored as an independent agency mandated to make unbiased and impartial recommendations on hiring and promotion in the public service. This requires systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed:		
	Business Plan	Operational Plan	Work Plans
1) Central delivery of strategic staffing and recruitment <ul style="list-style-type: none"> • Delegation of staffing • Role of Managers of Strategic Staffing • Staffing inquiry and dispute processes (guidelines/policies) 		√	
2) Leadership role <ul style="list-style-type: none"> • Stakeholder perceptions • Best practices • Marketing strategy to promote PSC services <ul style="list-style-type: none"> ➤ Website ➤ Public relations campaign • Advocacy for public service employment 	√		
3) Access to Public Service Employment <ul style="list-style-type: none"> • Baseline data – by region • Barriers to accessing employment • Public posting processes • Employment equity 	√		