

ANNUAL REPORT

2023-24

Public Service Commission

MESSAGE FROM THE CHAIRPERSON

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**, I am pleased to present the 2023-24 Annual Report for the Public Service Commission (PSC). This report was prepared under my direction and outlines the PSC's achievements and progress towards fulfilling our commitment to government's strategic directions, as outlined in our 2023-26 Business Plan. On behalf of the PSC, I am accountable for the results reported therein.

This report coincides with the first year of the PSC's 2023-26 business planning cycle. Significant efforts were put forward in the achievement of our three year goals: to increase promotion of PSC programs and services to address the needs of an evolving professional public service; and, to enhance leadership capacity in the public service with a focus on continuous improvements in policy and programs. The PSC's many achievements are outlined in the Report on Performance section of this report, and are supportive of government's overall strategic directions of modernization; and accessible, inclusive and healthy communities.

It is with great pleasure that I acknowledge the PSC's successful endeavours, not only in the previous year but from the onset, as we celebrate our 50th year of operation. Our success is as a result of outstanding achievements from committed, dedicated and highly skilled staff of the PSC. With sincere gratitude and appreciation, I thank all of you.

Sincerely,



George Joyce, Chair and Chief Executive Officer

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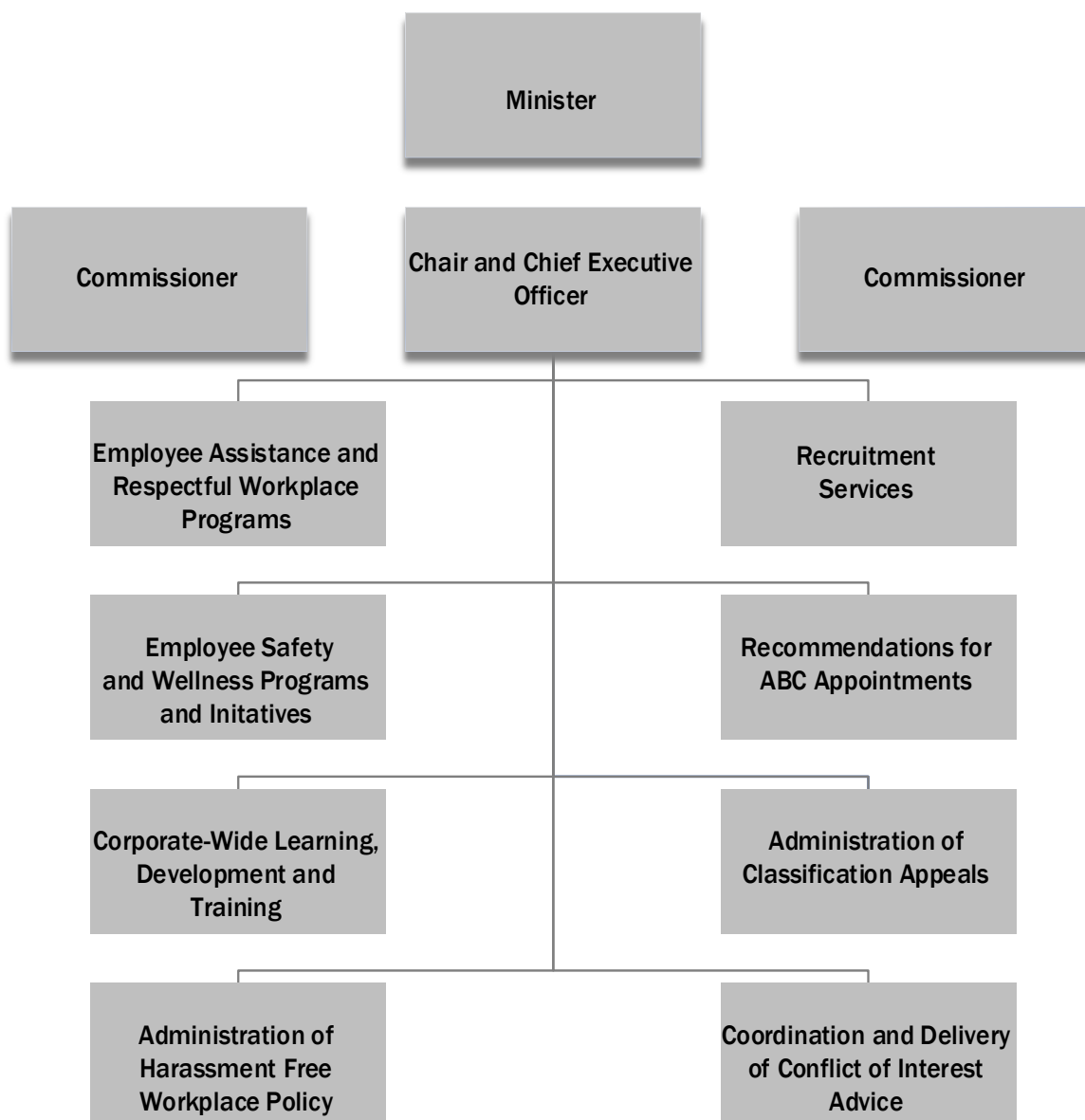
Overview

The Public Service Commission (PSC) is one of the key accountability entities within the Government of Newfoundland and Labrador. The principal statutory role of the PSC is to act as an arm's length agency tasked with the protection of merit in public service hiring and in appointments to agencies, boards and commissions (ABCs), ensuring the existence of a professional, non-partisan public service including provincial ABCs.

The PSC is also responsible for the Employee Assistance and Respectful Workplace Programs; employee safety and wellness programs and initiatives; administration of classification appeals; corporate-wide learning, development and training; leading and supporting the Conflict of Interest Advisory Committee; and, administering the Harassment-Free Workplace Policy for public service employees.

The integrity and impartiality of these programs is enhanced by the neutral and independent nature and reputation of the PSC. For more information, please visit www.psc.gov.nl.ca/psc.

Organizational Structure



Staff and Budget

The Public Service Commission (PSC) includes commissioners 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 PSC and has deputy minister status. The chairperson directs and supervises the administrative and technical activities of the PSC.

As of March 31, 2024, the PSC employed 70 people, including the executive members. Of the 70, there are 51 females and 19 males.

The PSC's expenditures for fiscal year 2023-24 were \$9,710,518 as determined in the budget process, voted on and approved in the House of Assembly. Detailed financial information is located in the [Financial Information](#) section of this report.

Division	# of Employees	Budget
Executive and Corporate Services	13	1,339,873
Centre for Learning and Development	13	1,398,852
Employee Assistance and Respectful Workplace Programs Division	9	1,704,546
Employee Safety and Wellness Division	8	695,076
Strategic Staffing Division • Office of Employment Equity for Persons with Disabilities (Opening Doors Program)	27	4,572,171

The PSC's Executive and Corporate Services, Employee Assistance and Respectful Workplace Programs Division, and the Employee Safety and Wellness Division are located at Metro Place, 261 Kenmount Road, St. John's. The Strategic Staffing Division is located at the Howley Building, 87 Higgins Line, St. John's. The Centre for Learning and Development is located at the Confederation Building, 100 Prince Philip Drive, St. John's. All regions of the province are served from these locations.

Vision

As an independent and arm's length agency committed to the principles of merit, the Public Service Commission will lead, guide and build a professional public service that is inclusive, diverse, respectful and skilled, and will support a healthy and safe workforce.

Mandate

The mandate of the Public Service Commission (PSC) is provided by its governing legislation, the **Public Service Commission Act (PSC Act)**. The core mandate of the PSC is the protection of the merit principle in recruitment within the public sector. The PSC is also tasked with facilitating the application of the merit principle in the recommendation of board members and certain executive positions to various agencies, boards and commissions (ABCs) scheduled to the **PSC Act** and the **Independent Appointments Commission Act**. 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.

Lines of Business

Recruitment Services

Recruitment within the core public service is conducted in accordance with the **Public Service Commission Act (PSC Act)** for the core public service and through delegated staffing authority with those agencies scheduled to that Act. The Public Service Commission (PSC) establishes staffing policy, and the standards and methods by which employment opportunities are advertised, and candidates are assessed and recommended for employment. The Strategic Staffing Division provides both strategic and operational leadership in this context. The PSC is also accountable for the oversight of merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the **PSC Act**. The PSC is responsible for government's recruitment function, the Office of Employment Equity for Persons with

Disabilities, Student Employment Advisory Services (at the post-secondary level), and the training/mentoring of selection board chairs.

Recommendations for Appointments to Agencies, Boards and Commissions

The **Independent Appointments Commission Act (IAC Act)** was passed in the House of Assembly in May 2016 to establish a merit-based process for generating recommendations for appointments to provincial agencies, boards and commissions (ABCs). The Independent Appointments Commission (IAC) has the responsibility to apply a merit-based process to generate recommendations for approximately 30 Tier One ABCs. The Public Service Commission (PSC) and the IAC jointly administer the process for Tier One entities, and the PSC supports and advises the IAC in its role. The PSC is also responsible for applying a merit-based process to generate recommendations for over 120 Tier Two ABCs. The PSC maintains the IAC website, which details ABC profiles, upcoming vacancies, and provides an application portal.

Delivery of Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Programs (EARWP) Division provides a range of professional, confidential mental health and informal conflict resolutions services aimed at promoting psychological health and safety and productivity in the workplace. The EARWP Division operates from a model of independence provided through the Public Service Commission as an arm's length agency of government. Direct service delivery includes consultation and advisory services; mental health assessment and counselling; responding to traumatic workplace events; and, informal conflict management and resolution support. In accordance with the **Personal Health Information Act**, the division is also a custodian to employees' personal health information and provides services to approximately 14,000 public sector employees and their immediate family members across Newfoundland and Labrador.

Delivery of Employee Safety and Wellness Programs and Initiatives

The Employee Safety and Wellness Division (ESWD) provides strategic leadership on policies and programs to promote an enhanced culture of health, safety and wellness throughout the core public service. The division offers government-wide programming, and provides advisory support to individual departments in relation to safety and wellness.

Provision of Corporate-Wide Learning, Development and Training

Executive development, leadership and management development, and compliance-based training are the core perspectives of the various programs and services offered by the Centre for Learning and Development (CLD). The CLD offers its trainings via eLearning, virtual delivery and through an in-person classroom setting. The CLD often collaborates with departments and agencies to provide government employees with learning opportunities that are unique, important and practical.

Administration of the Harassment-Free Workplace Policy

The Harassment-Free Workplace Policy is an employer policy of the Treasury Board Secretariat. The Public Service Commission is responsible for administration of the Policy, which includes promoting awareness, prevention, and the appropriate and timely resolution of allegations of harassment for public service employees.

Administration of Classification Appeals

The Management Classification Review Committee addresses appeals from managers who are classified under the Hay Classification System. The committee is chaired by the CEO of the Public Service Commission (PSC) and comprised of senior level public sector employees appointed by government. Bargaining unit and non-bargaining unit/non-management employees are classified under the Job Evaluation System (JES). JES appeals are adjudicated by the independent classification appeal adjudicator, which is situated within the PSC.

Coordination and Delivery of Conflict of Interest Advice

The Public Service Commission (PSC) supports the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee. This includes responding to general inquiries; providing advice to deputy ministers on potential conflict situations and concerning post-office employment waivers; accumulating jurisprudence; and, preparing and distributing educational information related to conflict of interest. The committee is chaired by the CEO of the PSC.

Highlights and Partnerships

In addition to the achievements specifically related to the Public Service Commission's (PSC) goals and objectives, as outlined in the Report on Performance section of this report, the PSC put forth significant efforts across a wide range of additional activities and experienced many accomplishments throughout the fiscal year. The PSC works closely with all government departments and entities scheduled to the **Public Service Commission Act**, and those partnerships are essential to carrying out roles and responsibilities effectively and efficiently.

Merit Protection in Public Service Hiring

Recruitment functions within the core public service are conducted in accordance with the **Public Service Commission Act (PSC Act)** for the core public service and through delegated staffing authority with those agencies scheduled to that Act. The Public Service Commission (PSC) is responsible for the establishment of staffing policy and the standards and methods by which candidates are assessed for employment. The PSC is also accountable for the provision of oversight for merit-based appointments and promotions within those areas of the broader public sector that are scheduled to the **PSC Act**.

In its oversight role, the PSC investigates and responds to inquiries and formal concerns relating to recruitment actions. In 2023-24, there were eight requests for formal staffing reviews of which all were completed and closed by year end. A

consistently low percentage of less than one per cent of completed job competitions received requests for review for the same period, year over year. This is a positive indicator that demonstrates adherence to policy, practice and the protection of merit. The PSC is committed to continuous quality improvements and as such, information arising from staffing reviews is analyzed for the purpose of auditing and compliance, informing policy, and in training and supporting selection board chairs.

As a result of applicable policy initiatives, the PSC approved 45 requests throughout 2023-24, three pertaining to lateral transfers and 42 conversion of temporary to permanent position attachments.

Recruitment Services

The Strategic Staffing Division (SSD) leads and manages a broad range of strategic and operational recruitment services, and throughout 2023-24, efforts continued to gain efficiencies in the recruitment process. The SSD continued working with government departments and clients to avail of recruitment solutions including the use of previously conducted competitions to fill current vacancies, and eligibility lists for entry level and frequently advertised positions. The division continues to monitor and respond to all recruitment requests, with a focus on priority hiring activities for departments in an effort to most effectively and efficiently manage recruitment activities.

Recruitment statistics for fiscal year 2023-24 are provided in the following table.

Strategic Staffing Division	2023-24
New Recruitment Files	1903
Recruitment Files Completed (includes 66 eligibility lists, 174 previously conducted competitions, 42 temporary to permanent position attachment conversions, and 3 lateral transfers)	1380

In 2023-24, the SSD continued to facilitate recruitment activities associated with the newly implemented Graduate Recruitment Program. The program was utilized to attract and retain high-potential graduates for general leadership work opportunities within the core public service, offering government the affordable opportunity to introduce fresh and innovative perspectives to the workplace, while new graduates gain the opportunity to develop skills and accumulate meaningful work experience. The program includes a competitive salary and benefits, orientation and onboarding, learning and development supports, mentorship, and employment for each graduate recruit for a period of two years. Programs such as this support recruitment and retention within the public service, and complement the strengths of the existing workforce.

In April 2023, 15 graduate recruits were hired. Prevue, a comprehensive screening tool, was again used to conduct pre-employment assessments, and various levels of assessment interviews were conducted to select those graduate recruits.

Recognizing provincial and national labour market challenges, the division increased efforts towards talent attraction with a continued focus on an improved marketing and brand awareness strategy. In June 2023, a new PSC employment branding campaign was launched, and the Career Centre website was modernized. This resulted in enhanced promotion of public service career and job opportunities, social media presence, and talent attraction capacity complemented by an improved, more user friendly online hiring portal and recruitment system capabilities.

In January 2024, the SSD recommenced the virtual delivery of Recruitment Process sessions to public service employees. These sessions provide employees with valuable information and further clarify how recruitment is conducted for public service job opportunities.

The division also represents the Government of Newfoundland and Labrador on several Interjurisdictional Public Service Commissioners' Joint Working Groups, more specifically, the Recruitment and Development Community of Practice and the Future of

Work Group. In January 2024, the Recruitment and Development Working Group adopted a community of practice model allowing for increased sharing of best practices and related initiatives. The Public Service Commissioners of Canada provide direction on the work to be completed and the working groups report annually on their achievements. Pre-scheduled meetings occur whereby all members participate in discussion, share information and insights, and contribute to the outcomes and deliverables. In addition, employees from both the PSC and the Treasury Board Secretariat facilitate the sharing of information through completion of jurisdictional scans and compilation of required information for reports in preparation for the annual Public Service Commissioners' Conference.

Office of Employment Equity for Persons with Disabilities

The Office of Employment Equity for Persons with Disabilities (OEEPD) is located within the Strategic Staffing Division, and continues to drive its commitment to building representation of persons with disabilities within the public service. The office operates a number of programs and services designed to assist persons with disabilities attain work experience and employment in provincial government departments and entities. All job competitions are administered according to the **Public Service Commission Act** and the merit principle. The OEEPD also provides career development services, which includes resume development, interview preparation and referral services.

The OEEPD has numerous partnerships that are critical to the continued success of its programs and services. Related employment opportunities for persons with disabilities are provided with funding supports delegated by the federal government under the Workforce Development Agreement and the Canada/Newfoundland and Labrador Labour Market Development Agreement.

Through 2023-24, the OEEPD accepted registrations from 173 new clients. There were 35 new hires completed via various OEEPD employment programs, with 105 clients employed throughout the year and 19 summer student placements. The office was successful in securing a co-operative placement with a client department and in soliciting promising partnerships for further co-operative placements in the next fiscal

year. In addition, the office supported clients with 128 career development consultations and referrals.

Student Employment Advisory Services

The Strategic Staffing Division (SSD) provides co-operative student employment advisory services to government departments and entities, educational institutions, and to students either employed or seeking employment with the public service. The division assists with outreach, attraction and recruitment of post-secondary co-operative education students for government.

In 2023-24, the SSD participated in a number of career fairs with several partners, some of which included Memorial University, College of the North Atlantic, Office of Immigration and Multiculturalism, and Murphy Centre. Additionally, the division helped to facilitate and provide content for information sessions delivered to the social work students employed with the Department of Children, Seniors and Social Development, to explain recruitment processes and to highlight available social work career opportunities.

Significant planning efforts were also undertaken to connect with high school students registered in Career Education 2202/Carrière et vie 2232, to increase awareness of the wide array of career opportunities available in the provincial public service. Such efforts required collaboration with representatives from NLSchools, Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador and the Department of Education. The division is planning to offer virtual information sessions to students commencing in fiscal year 2024-25.

Additionally, the division resumed an in-person offering of Take Our Kids to Work Day in November 2024. The event was held at The Rooms with a group of 40 grade nine students of public service employees. Students were able to interact with public service employees from various sectors and positions some of which included arts educators, human resource representatives, scientists and archivists. The event was held in

collaboration with the national event held by the Students Commission of Canada promoting the theme, Everyone Belongs Here.

Merit-Based Agency, Board and Commission Appointments

The **Independent Appointments Commission Act (IAC Act)** and amendments to the **Public Service Commission Act (PSC Act)** were passed in the House of Assembly in May 2016 to establish a merit-based process for generating recommendations for appointments to provincial agencies, boards and commissions (ABCs). The Independent Appointments Commission (IAC) has the responsibility to apply a merit-based process to generate recommendations for approximately 30 Tier One ABCs. The Public Service Commission (PSC) and the IAC jointly administer the process for Tier One entities, and the PSC supports and advises the IAC in its role. The PSC is also responsible for applying a merit-based process to generate recommendations for over 120 Tier Two ABCs. Tier One entities are set out in the Schedule to the **IAC Act** while Tier Two entities are listed in Schedule C to the **PSC Act**. The PSC maintains the IAC website which details general appointee requirements, upcoming vacancies, and provides an application portal. The PSC also works collaboratively with government entities to identify ABC appointment opportunities. The PSC remains committed to the advancement of the merit-based appointment process and ensuring that it remains one of the most open and accessible appointments processes for ABCs in Canada.

In 2023-24, 36 new requests were received to fill vacancies on provincial ABCs. A total of 38 recommendations were issued as a result of those new requests and from outstanding requests carried forward from the previous year. Further statistics are provided in the following table.

Merit-Based ABC Appointments	Tier One	Tier Two
Requests Received for Recommendations	7	29
Recommendations Issued	9	29

Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Programs (EARWP) Division acts as an impartial and neutral safe place for employees seeking personal counselling and informal conflict resolution services from highly trained, registered professional staff in a confidential setting.

The Employee Assistance Program (EAP) serves as the first point of contact for many employees and their immediate family members in need of support and advice, and access to mental health services. The EAP also provides consultative services for managers in relation to employee mental health, and provides trauma support as required for traumatic events impacting employees and workplaces. The EARWP Division also has several partnerships and memorandums of understanding in serving other public service entities including NL Housing Corporation, Legal Aid Commission, College of the North Atlantic, NL Schools (support staff and management employees), Oil and Gas Corporation and the Royal Newfoundland Constabulary Association.

The Respectful Workplace Program (RWP) provides consultation and advisory supports to employees having interpersonal conflict, or who are engaged in initiating or responding to harassment complaints. The EARWP Division is referenced throughout the Harassment-Free Workplace Policy as a resource to employees, managers and departments interested in resolving disputes through informal avenues, such as conflict coaching, mediation, and/or facilitated dialogue with an independent and neutral professional. Additionally, employees can also contact the division directly for confidential support, guidance and advice when looking to resolve workplace conflicts and workplace harassment using an informal conflict management approach. The division's well established partnerships with departments, entities and public sector unions have enhanced its ability to provide constructive and evidence-based services to constructively resolve conflicts in the workplace.

The EARWP Division operates using a central intake system that is widely promoted and advertised throughout government and public sector agencies. In 2023-24, an online application for EARWP was implemented and the response to this was robust.

The total number of employees eligible for services exceeds 13,500 and includes government departments and ABCs. Through partnerships with the Treasury Board Secretariat and public sector unions, the division has trauma informed protocols in place to support employees and work teams when dealing with traumatic workplace events and/or employee relations disputes or investigations. The division will also deploy on-site supports and debriefing for employees with a traumatic exposure, receiving troubling news, or experiencing a mental health crisis.

The utilization rate for 2023-24 was 14 per cent. This utilization rate is positive and reflects that employees are aware of EARWP supports, and they readily use the services when needed. Additional statistics are provided in the following table.

Employee Assistance and Respectful Workplace Division			
	2021-22	2022-23	2023-24
Employees Who Accessed EAP and RWP Services	1798	1689	1896
Workplace Trauma Support	54	53	125
Utilization Rate	13.3%	12.5%	14%

Employee Safety and Wellness Programs and Initiatives

In 2023-24, the Employee Safety and Wellness Division (ESWD) continued to provide strategic leadership to create an enhanced culture of health, safety and wellness throughout the core public service. Through corporate and department-specific programming and initiatives, the ESWD actively raised awareness of health and safety hazards and risk management, alongside promoting wellness topics including mental health, women's health and musculoskeletal injury prevention, through regular Public Service Network messaging, employee engagement sessions, wellness clinics and direct contact with departmental executive safety and wellness leads.

Increased hazard and injury reporting continues to be a priority. In 2023-24, sessions were offered to employees and managers providing an overview of the reporting features and functionality of the OHS reporting module in PeopleSoft. The sessions led managers through the process of actioning and closing a report that has been submitted by one of their employees. During these sessions, a special focus was put on hazard reporting, including discussions on how identifying and eliminating existing hazards in the workplace enhances our preventative approach to risk management.

A Risk Management eLearning course was developed and launched in late 2022-23, in partnership with the Centre for Learning and Development (CLD). During 2023-24 approximately 450 employees completed the e-learning and the ESWD worked in partnership with several departments on risk assessments, including providing advice and support in setting up risk assessment teams and in coaching them through the risk assessment process. Numerous departments have completed and/or updated risk assessments while taking into account considerations such as working alone and the potential for violence.

Musculoskeletal injury (MSI) prevention is a continuous priority, and throughout 2023-24, the division provided various awareness sessions on musculoskeletal injury (MSI) prevention, and partnered with the CLD to develop and pilot a MSI Prevention Course. This course will be launched in the next fiscal year. To increase capacity for ergonomic assessments and meet demand, additional government employees were trained as ergonomic coaches. During 2023-24, approximately 255 ergonomic assessments were completed through the ergonomics program. The ESWD also assisted with coordinating approximately 35 additional ergonomic assessments by external providers during the same timeframe. To ensure continuous improvement of the Ergonomics Program, the division partnered with the NL Stats Agency to conduct an Ergonomics Satisfaction Survey to gather feedback from those that have availed of the program.

The ESWD has offered workplace vaccine clinics for many years. Approximately 550 employees/family members received flu shots and 450 received COVID-19 vaccines at seven government workplaces in November/December 2023. Throughout the year, the

division also offered blood pressure clinics and AED awareness sessions in several workplaces.

To focus on department-specific wellness needs, the ESWD launched a wellness clinic pilot in late 2022-23 in a non-office setting within the Department of Transportation and Infrastructure. The pilot included interactive wellness sessions on various topics, including physical activity, musculoskeletal injury prevention and mental health. The pilot ran for six months and was successful based on participation and feedback. Other departments have shown great interest in piloting wellness clinics, and in November 2023, the Office of the Chief Information Officer launched a six-month series of wellness clinics.

Additionally, various mental wellness sessions were offered broadly to all employees, as well as department-specific mental wellness sessions. The ESWD continued to promote the Mental Wellness First Aid Kit that was launched in 2022, offering related sessions, activities and new resources around the first anniversary of the launch. The division collaborated across departments to promote health, safety and wellness initiatives, including wellness clinics, and highlighting opportunities to continue to work together.

Corporate-Wide Learning, Development and Training

The Centre for Learning and Development (CLD) reported 28,882 course completions in 2023-24. During this time, over 500 unique course titles were offered to the core public service with topics ranging from occupational health and safety; specialized training for law enforcement officials; inclusion, diversity and equity learning options; leadership and management development opportunities; French language training; and tuition assistance programming. These topics help build employee competencies and support both just-in-time learning and career development.

Although eLearning represents the majority of course completions (over 80 per cent), the CLD has continued to explore the virtual delivery format to increase accessibility and promote an inclusive learning environment. As a result, over 2,700 completion

records were achieved by virtual delivery in 2023-24, which represents nine per cent of total completions. Further statistics are provided below.

Centre for Learning and Development (PSAccess)	
Courses completed via eLearning (employees can access at any time)	23907
In-Class (instructor-led, in-person, classroom setting)	2716
Virtual (employees connect to instructor led session using technology)	2259

In 2023-24, significant efforts were put forward by the CLD and the Treasury Board Secretariat to redesign the Onboarding program. As a result, four new courses are ready for deployment: Employee Onboarding; OHS Onboarding; Group Insurance Plan Overview; and, A Manager's Role in Employee Onboarding.

In addition, a notable new course titled, "Toward Reconciliation: An Overview of Indigenous Histories Across Canada", was co-created by the CLD, Office of Indigenous Affairs and Reconciliation, and in collaboration with the Nunatsiavut Government, Innu Nation, NunatuKavut Community Council, Miawpukek First Nation and Qalipu First Nation. Over 3,000 course completions were recorded during a five month period, accounting for 14 per cent of total eLearning completions.

Harassment Free Workplace Policy

The Public Service Commission (PSC) holds responsibility for the administration and monitoring of the Harassment Free Workplace Policy, providing employees with the ability to address conflict, and ease of access in exploring options and filing harassment complaints. In addition to the 22 files that were carried forward from the previous year, 37 new complaints were received throughout 2023-24, and out of those 59 files, 49

were closed. At the end of the fiscal year, there were 10 remaining files to carry forward into the next year.

Harassment Free Workplace training for managers, and information sessions for employees remains a key focus, and is supportive of harassment prevention and early intervention as a key to maintaining a respectful workplace. The “Fostering a Harassment Free Workplace – The Manager’s Role” module was redeveloped to ensure it remains relevant to today’s workforce, with delivery planned for the 2024-25 fiscal year. As a result, there were no former offerings of this module by the Centre for Learning and Development; however, customized information sessions were delivered to departments upon request.

In 2023-24, 942 employees completed the mandatory eLearning course, “Fostering a Harassment Free Workplace”. As well, it is worthy to note that the module “Civility in The Workplace”, which is also referenced during consultations with managers, was delivered to 1,533 employees.

A partnership with the Treasury Board Secretariat in conjunction with collaborative efforts amongst divisions of the PSC have allowed for an increased focus on harassment prevention and early intervention. The PSC remains committed to supporting government departments in fostering a harassment-free work environment.

Classification Appeals

The classification appeal adjudicator is an independent position situated within the Public Service Commission (PSC). The adjudicator hears appeals for bargaining unit and non-bargaining unit/non-management employees classified under the **Job Evaluation System (JES)**. There are approximately 32,000 bargaining unit public sector employees classified on this system. The PSC provides administrative and logistical support to the adjudicator. As of March 31, 2024, there were 30 outstanding JES appeals and decisions on appeals are ongoing. Statistics are provided in the following table.

Job Evaluation System Classification Appeals				
	Carried Forward	New Appeals	Appeals Completed	March 31, 2024
2023-24	26	83	79	30
2022-23	865	98	937	26
2021-22	1491	18	644	865

The **Management Classification Review Committee** hears appeals of decisions made by the Classification and Organizational Design Division of the Treasury Board Secretariat for public sector employees classified in accordance with the Hay Classification System. The committee is chaired by the chair and CEO of the PSC, and comprised of senior level public sector employees appointed by government. As of March 31, 2024, there were three outstanding appeals. Statistics are provided in the following table.

Management Classification Appeals				
	Carried Forward	New Appeals	Appeals Completed	March 31, 2024
2023-24	8	11	16	3
2022-23	50	3	45	8
2021-22	56	13	19	50

Conflict of Interest Advisory Committee

The Public Service Commission (PSC) supports the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee. This includes responding to general inquiries; providing advice to deputy ministers on potential conflict situations and concerning post-office employment waivers; accumulating jurisprudence; and, preparing and distributing educational information related to conflict of interest. Throughout 2023-24, 33 formal requests for advice were received by the committee in addition to the one formal request carried forward from the previous year. Out of the 34 total requests, 33 were closed by year-end, and one was still in progress and will be carried forward to the next fiscal year.

Report on Performance

Issue 1: Promotion of Public Service Commission Programs and Services

The Public Service Commission (PSC) remains committed to not only offering programs and services that currently benefit employees, but also to ensuring that those programs and services are modern and proactively address the needs of an evolving public service. The PSC will increase education and promotion of its programs and services to ensure that public service employees are aware of the programs and services that are available to them. It is also a priority for the PSC to ensure that managers and executive members are equipped to promote and champion our programs and services so as to support human resource management. Such efforts will contribute to greater awareness, increased stakeholder engagement, and continuous improvement of PSC programs and services. It is of note that these are the key focus areas of government's overall strategic direction of government modernization and accessible, inclusive and healthy communities.

Goal

By March 31, 2026, the PSC will have increased promotion of PSC programs and services to address the needs of an evolving professional public service.

2023-24 Objective

By March 31, 2024, the PSC will have identified best practices and put forward recommendations to effectively promote PSC programs and services in a manner that is meaningful to public service employees.

Indicators	Accomplishments
Reviewed current strategies and related processes used to promote PSC programs and services.	<ul style="list-style-type: none"> • Current strategies and related processes currently utilized to promote PSC lines of business were reviewed throughout 2023-24. Areas of focus included awareness, engagement, communication, information sharing, marketing, and promotional materials. • Initiatives in support of enhancing promotion of PSC programs and services are outlined in the specific indicators listed below, and work will continue to identify further enhancements throughout 2024-25.
Conducted a jurisdictional scan to identify how similar programs and services are promoted in other Canadian governments to identify best practices.	<ul style="list-style-type: none"> • Jurisdictional scans were conducted to identify best practices in relation to recruitment; ABC appointments, employee safety and wellness programs and initiatives; corporate-wide learning, development and training; and in the delivery of Employee Assistance and Respectful Workplace Programs.
Developed and promoted monthly messages on the Public Service Network to increase awareness and communication with	<ul style="list-style-type: none"> • Throughout 2023-24, regular employee safety and wellness related messaging was developed and promoted through

<p>government employees related to learning and development and employee safety and wellness.</p>	<p>Public Service Network (PSN) emails as follows:</p> <p>Safety and Health Week/Mental Health Week (May); 1 Year Anniversary of the Mental Wellness First Aid Kit (June); Move Well - Work Well Week (September); Healthy Workplace Month (October); Fall Prevention Month and Vaccine Clinics (November); Bell Let's Talk Day (January); Heart Health Month (February); International Women's Day (March).</p> <ul style="list-style-type: none"> • Notices were posted through the PSN to specifically guide employees towards new course postings, or updates on upgrades to PSAccess that support ease of use for employees. Government departments also provide notice through the PSN in relation to updated and new learning opportunities hosted on PSAccess, or those offerings developed in partnership with the Centre for Learning and Development.
<p>Updated employee safety and wellness related content on the government intranet consistently to increase awareness and uptake of safety and wellness programming and initiatives.</p>	<ul style="list-style-type: none"> • Throughout 2023-24, content on the government intranet related to employee safety and wellness initiatives and sessions was updated on a regular basis providing prompt and up to date information. Updates were also made in alignment with those monthly messages promoted through PSN (listed in the indicator above) and as well, new safety

	<p>moments were added throughout the year.</p> <ul style="list-style-type: none"> • A process was put in place to perform regular audits to ensure accuracy in the information and links provided. • In March 2024, a Women's Wellness page was added to the government intranet, and had approximately 400 visits during the first month.
Developed and led government-wide information sessions and wellness clinics to promote a healthy public service.	<ul style="list-style-type: none"> • Throughout 2023-24, government-wide wellness sessions were offered to public service employees on various safety and wellness topics including heart health, musculoskeletal injury prevention, mental health, hazard and injury reporting, physical activity in the workplace, vehicle ergonomics and stretching, and women's health. The PSC also led two snowshoeing events for public service employees during the winter season. • A six-month Wellness Clinic pilot program was launched in a non-office setting within the Department of Transportation and Infrastructure. The program included interactive wellness sessions on various topics, including physical activity, musculoskeletal injury prevention and mental health. The program was successful based on participation and feedback. Other departments have shown

	great interest in piloting wellness clinics, and in November 2023, the Office of the Chief Information Officer launched the six-month series.
Modernized the EARWP promotional materials to increase awareness of the programs and services it offers.	<ul style="list-style-type: none"> Content related to the Employee Assistance and Respectful Workplace Programs (EARWP) was updated on the PSC website, and a new application process and orientation package was developed for service providers. A new poster, Respect Works Here, was also developed in English and French.
Developed a poster campaign for trauma exposure and promoted trauma response protocol to employees, departments and stakeholders.	<ul style="list-style-type: none"> Communication and marketing related engagement has occurred, and the development of the poster campaign is currently underway. The intent is that the poster will have a QR code that will direct clients to the EARWP section of the PSC website for further information regarding trauma exposure and accessing support. The poster campaign will launch in 2024-25. Trauma response protocol is now available on the PSC website, and it is also promoted to employees, departments and stakeholders accordingly.
Enhanced and relaunched an EARWP newsletter to provide regular communication on mental	<ul style="list-style-type: none"> This initiative has evolved into a shared collaboration between the EARWP Division and ESWD. The new template is

health topics and respect in the workplace.	currently under development and nearing completion. The Working Well Newsletter will launch in 2024-25.
Developed and promoted a new recruitment marketing and branding strategy to increase attraction of talent to government, and to profile the diversity of careers available in the public service.	<ul style="list-style-type: none"> • In June 2023, a new public service employment branding campaign was launched – Work for us. Work that matters., and the Career Centre website was modernized. This resulted in enhanced promotion of public service career and job opportunities, social media presence, and talent attraction capacity complemented by an improved, more user friendly online hiring portal and recruitment system capabilities. • A comparison of internet traffic to the online job portal was conducted for the same periods of July to September 2022 and July to September 2023. The total for the 2023 period shows an increase of 15,913 site visits to the newly updated portal from the same period last year. • The most significant increase has been among mobile device users with an increase of 11,680 site visits, which is a significant indicator of success with respect to the general appeal of the rebranding initiative and utilization of mobile device compatibility features. Site visits utilizing desktop computers has also increased over the same period by 4,310.

	<ul style="list-style-type: none"> • Towards the end of 2023-24, efforts included additional media promotion (social media platforms and other outlets such as VOCM and The Weather Network), digital billboards, career profiling, and employee testimonials. • Work continues with the Office of the Chief Information Officer to further implement functional system updates to maximize user experience for both applicants and recruiters.
Advanced recommendations for the development of new promotional strategies and/or improvements to current promotional strategies.	<ul style="list-style-type: none"> • Recommendations were received from PSC divisions and put forward to executive members for review and approval in relation to the development of new promotional strategies and improvements to current promotional strategies. Some of those recommendations were implemented in 2023-24 as outlined in the above indicators. Other notable initiatives are outlined below. • A new Harassment Free Workplace poster was developed in English and French, and distributed to government department's OHS committees. Information sessions were also delivered to the participants in the Graduate Recruitment Program, and to government departments and entities by request.

	<ul style="list-style-type: none">• The CLD implemented a new strategy whereby each manager has been assigned to specific departments to support communication and information-sharing related to processes for project support and collaboration, as well as other services to support the broad goals and objectives of departments, especially as it relates to corporate-wide learning and development.• Significant review has occurred in relation to the ABC appointments process. Current initiatives include:<ul style="list-style-type: none">○ Efforts are ongoing with the Independent Appointments Commission (IAC) and the Office of the Chief Information Officer to modernize the IAC website.○ Work is ongoing in relation to new website imagery, marketing tool kit, posters and related information materials.○ Efforts focused towards enhancing brand awareness and social media presence. A social media strategy has been developed and is currently under review. The strategy includes the presence on LinkedIn, X (Twitter) and Facebook.
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	<ul style="list-style-type: none"> ○ Information sessions have been conducted throughout 2023-24 with a variety of community stakeholders to discuss process and specific appointment opportunities. ○ Process improvements will be implemented throughout 2024-25 to support increased efficiency in posting and filling ABC vacancies. ○ A diversity and inclusion lens will also be applied to all communication materials and website content.
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2024-25 Objective

The 2024-25 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2025, the PSC will have increased promotion of PSC programs and services through implementing recommendations and outcomes creating greater awareness amongst public service employees.

Indicators:

- Continued to put forward recommendations to improve promotion of PSC programs and services.
- Continued to implement new promotional strategies and/or improvements to current promotional strategies to create greater awareness of PSC programs and services.

Issue 2: Leadership Capacity in the Public Service

As our public service evolves, so must the essential programs and services in which we deliver. The Public Service Commission (PSC) will focus on building upon employee skill sets and levels of expertise so that employees are well equipped to fulfill their roles. The PSC will also adopt a continuous improvement approach so that our programs and services remain modern and continue to address the needs of government employees. Such efforts will contribute to greater awareness of programs and services, increased stakeholder engagement, and continuous improvement of PSC programs and services. It is of note that these are the key focus areas of government's overall strategic direction of government modernization and accessible, inclusive and healthy communities.

Goal

By March 31, 2026, the PSC will have enhanced leadership capacity in the public service with a focus on continuous improvements in policy and programs.

2023-24 Objective

By March 31, 2024, the PSC will have identified best practices and put forward recommendations for enhancements to leadership capacity while adopting a continuous improvement approach throughout all divisions of the PSC.

Indicators	Accomplishments
Reviewed current strategies and related processes used to build leadership capacity.	<ul style="list-style-type: none"> Current strategies and related processes currently used to build leadership capacity were reviewed by PSC divisions accordingly. Areas of focus included awareness, engagement, communication, and learning and development. Initiatives in support of building leadership capacity are outlined in the specific indicators listed below, and work will

	continue to identify further enhancements throughout 2024-25.
Conducted research, identified best practices, and put forward recommendations for new strategies and/or improvements to current strategies to enhance leadership capacity.	<ul style="list-style-type: none"> Jurisdictional scans were conducted to identify best practices in relation to recruitment; ABC appointments, employee safety and wellness programs and initiatives; corporate-wide learning, development and training; and Employee Assistance and Respectful Workplace Programs.
Researched best practices and established processes related to the PSC's role in pay equity and transparency.	<ul style="list-style-type: none"> Research was conducted regarding the legislation, policies and procedures in support of pay equity in other Canadian jurisdictions.
Adopted a continuous improvement approach with a focus on service excellence in all divisions of the PSC and put forward recommendations accordingly.	<ul style="list-style-type: none"> All PSC divisions adopted a continuous improvement approach in 2023-24 reinvigorating its focus on service excellence. Additionally, internal processes, procedures and related resource materials are being reviewed for updating as well. Recommendations for continuous improvements are ongoing, and some of the improvements have already been implemented as outlined in this Report on Performance section. PSC divisions have been requesting feedback from clients utilizing programs and services where appropriate. That feedback will be utilized to inform

	<p>continuous improvements where appropriate.</p> <ul style="list-style-type: none"> • PSC divisions are currently in the process of reviewing programs and services to support the development of service standards.
Reviewed and modernized PSC policies.	<ul style="list-style-type: none"> • A policy review was conducted with a focus to modernize current PSC policies; and to identify gaps where new policies may be needed. Current policies are being updated accordingly, and new policies are in the development phase. Once policies have been reviewed and approved, they will be uploaded to the PSC website.
Developed Service Level Agreements for government departments and entities to enhance program and service delivery.	<ul style="list-style-type: none"> • Service Level Agreements have been developed for core government departments. The agreement provides clarification around the PSC programs and services offered, and expectations that will allow for a mutually beneficially partnership. Service Level Agreements will be put forward for signature in 2024-25.
Developed the first PSC Activity Report for government departments to allow for a more proactive approach to program planning and utilization. PSC Progress Reports will be released biannually.	<ul style="list-style-type: none"> • Activity reports were presented to core government departments in 2023-24. The reports will be provided twice a year; and will allow for a better understanding of how departments are utilizing PSC programs and services. The report will include relevant statistics and analysis that can be used to adopt a proactive approach to

	<p>better plan and develop strategies to meet mutual needs. This information is also intended to ensure open communication between organizations.</p>
<p>Conducted a user experience survey to improve and enhance the Ergonomics program.</p>	<ul style="list-style-type: none"> • In partnership with the NL Statistics Agency, a user experience survey was administered to those employees who availed of the Ergonomics program. Greater than 80% of employees were satisfied/very satisfied with the recommendations in the ergonomic report, communication with the ergonomics program, and the overall service provided. In addition, feedback reflected the need for follow up, and as a result, follow up sessions are now offered once equipment is received, and employees are encouraged to follow up if they are feeling any discomfort after changes have been made to their workstation. • To increase capacity for ergonomic assessments and to meet demand, six additional government employees were trained as ergonomic coaches throughout 2023-24.
<p>Established Executive Safety and Wellness Leads in all government departments, and developed a communications plan to provide consistent</p>	<ul style="list-style-type: none"> • Executive Safety and Wellness Leads were established in all government departments, and the Employee Safety and Wellness Division (ESWD) has maintained regular communication

information on safety and wellness emerging trends.	focused on OHS priorities and emerging trends.
Explored opportunities to increase engagement with Occupational Health and Safety Committees co-chairs.	<ul style="list-style-type: none"> • Work continues on ways to further engage OHS committees and co-chairs.
Developed modern and innovative recruitment strategies, particularly by recruiting for careers by occupation, attracting and managing resulting talent pools for consideration.	<ul style="list-style-type: none"> • Modern and innovative recruitment strategies have been identified and are pending approval. • Recruiting for careers by occupation, and building and maintaining talent pools will optimize recruitment efforts.
Established leadership in Inclusion, Diversity, Equity and Access (IDEA) initiatives by establishing and leading an IDEA Committee comprised of key departmental stakeholders and representatives to advance recommendations for government-wide IDEA strategies.	<ul style="list-style-type: none"> • The IDEA committee was established in June 2023, and is led by the PSC with representation across government. The Committee serves as an advisory source of expertise and inspiration for government leadership on the creation of corporate initiatives, strategies and policy considerations with the ultimate goals of creating inclusive spaces, celebrating diversity, seeking equity across the organization, and ensuring accessibility is top of mind.
Collaborated with OCIO in the development of a new Learning Management System for an overall enhanced user experience.	<ul style="list-style-type: none"> • Collaboration is ongoing with the Office of the Chief Information Officer in the identification of a new learning management system for government.

<p>Explored strategies for career pathing and development to promote continued learning and engagement of employees</p>	<ul style="list-style-type: none"> • A new Leadership Development Program designed for manager and director level employees is currently in the planning phase. Full implementation is anticipated for late 2024, and will offer a comprehensive approach to leadership development. In support of the Program, the Management Leadership Competency Model was reviewed and updated, as a result of information received from a jurisdictional scan and focus group sessions. • The Centre for Learning and Development (CLD) reviewed its catalogue of course offerings. Courses have been identified that require revitalization, some of which include, “Harassment Free Workplace: A Manager’s Role”, “A Manager’s Role in Recruitment”, and “A Manager’s Role in Employee Relations.” • The CLD also continued its support of the Graduate Recruitment Program in orientation, mentorship, and in the organization of a Community of Practice.
<p>Developed an executive development plan to ensure executive members are provided opportunities for enhanced networking, collaboration and professional development.</p>	<ul style="list-style-type: none"> • Based on consultations with current executive members of government, the Executive Leadership Competency Model was updated, and work will continue in this area in 2024-25.

	<ul style="list-style-type: none"> Assistant Deputy Minister Forums and Executive Onboarding Sessions were offered to enhance networking, collaboration and professional development.
Identified areas where course offerings may be required to address potential skill gaps and developed at least three new course offerings.	<ul style="list-style-type: none"> A new eLearning module, "Toward Reconciliation: An Overview of Indigenous Histories Across Canada," was developed in partnership with the Office of Indigenous Affairs and Reconciliation, as well as consultations with the province's five Indigenous Governments and Organizations – Nunatsiavut Government, NunatuKavut Community Council, Innu Nation, Miawpukek First Nation and Qalipu First Nation. To ensure Indigenous Governments and Organizations have an opportunity to share more about their communities, this module will serve as part one of an educational series that will focus on Indigenous culture, identity, and history in our province. This eLearning launched in November 2023, and is mandatory for core public service employees. In collaboration with the RNC, a new eLearning course, "Module 4: National Use of Force", was developed. In partnership with the Treasury Board Secretariat, a new onboarding program was developed; and includes four new

	<p>eLearning courses, resource guides, and an updated onboarding checklist. Pending final approval, the program will launch in 2024-25 providing real time access to onboarding training and resources.</p> <ul style="list-style-type: none"> • In partnership with the Department of Children, Seniors and Social Development, a new eLearning course, “Supervising Child Welfare Professionals: Clinical and Education Supervision” was offered. • A new eLearning course on goal setting was also developed and is available to all core public service employees on PSAccess.
<p>Developed online application for the EARWP Division, which will reduce an employee’s initial intake consultation time by up to 25%. With a 50% utilization rate, the online application process would reduce administrative tasks up to 75% per interaction.</p>	<ul style="list-style-type: none"> • The online application launched on the PSC website in November 2023. Alongside the online application, a dedicated Employee Assistance and Respectful Workplace Program’s intake email has been created and intake workflow processes have been updated. Efficiencies have been gained in communication, administrative support tasks and in the scheduling of assessment appointments. Statistical analysis and fiscal year comparisons will be performed in 2024-25.

	<ul style="list-style-type: none"> • The online application was promoted to public service employees through Public Service Network messaging. • The online application has been widely accepted and client feedback has been very positive, more specifically with regard to the ease of access provided by the ability to apply online.
Created a Respect at Work portal in PSAccess supported by articles, links and videos.	<ul style="list-style-type: none"> • In January 2024, the Respect at Work portal was launched in government's Learning Management System – PSAccess. A Working Respectfully catalogue of courses and videos are now available.
Explored options in the development of a learning path for Harassment-Free Workplace Investigators to ensure training is relevant and kept up to date, and also, to equip investigators with specialized knowledge to be able to work within the emerging issues.	<ul style="list-style-type: none"> • The Harassment Free Workplace (HFW) Investigator training modules are currently under review, and research is ongoing to identify additional learning and development opportunities. • In addition to PSC employees, a roster of government wide investigators is maintained, they have the ability to work collaboratively with PSC employees on HFW files. Efforts are ongoing in the recruitment and training of investigators. • The eLearning module, "Harassment Free Workplace: A Manager's Role", has also been updated, and will go through a pilot project in the beginning of 2024-25.

2024-25 Objective

The 2024-25 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2025, the PSC will have implemented recommendations to enhance leadership capacity and improve its policy and programs.

Indicators:

- Continued to advance recommendations focused on building leadership capacity.
- Continued its commitment to continuous improvement and service excellence.
- Continued to implement new strategies and/or improvements to current strategies to enhance leadership capacity.

Opportunities and Challenges

Recruitment and Retention

The Public Service Commission (PSC) implemented a renewed approach to marketing and branding for public service recruitment, and in 2023-24, continued to collaborate with government's Marketing and Brand Management Division and the Office of the Chief Information Officer to further promote a modern, client-centric strategy. The PSC will also continue its focus on other initiatives to support recruitment and retention efforts, and to highlight the exciting career opportunities within the public service. The intent will be to contribute to better positioning the Government of Newfoundland and Labrador as a prospective employer, foster growth and improvement of talent acquisition strategies, hiring for potential, generating talent inventories and recruiting by occupation. The PSC is also committed to enhancing strategies aimed at reducing barriers to employment with greater value on inclusive, diverse, equitable and accessible opportunities.

Talent Retention Program

In 2023-24, the Centre for Learning and Development began designing new curriculum and learning opportunities for managers and directors in the public service. Significant engagement with executive and leadership members provided detailed insights into requisite skills and training needs to support and enhance leadership skills including people management, information management and resource management. Focus group sessions were offered which invited diverse perspectives from senior leaders to assess and modernize the leadership and management competency framework and to inform components of the Leadership Development Program, which is scheduled to launch in 2024-25.

Diversity in the Public Service

The Public Service Commission (PSC) identified the need for a more centralized approach to supporting diversity and inclusion within and across the broader provincial public service. In 2022-23, the PSC commenced planning related to the coordination and leadership of a multi-partnered Inclusion, Diversity, Equity and Accessibility (IDEA) Committee to centralize employer efforts to advance IDEA in the public service workforce. In 2023-24, the committee was established and will serve as an advisory source of expertise and inspiration for the Government of Newfoundland and Labrador leadership on the creation of corporate initiatives, strategies and policy considerations with the ultimate goals of creating inclusive spaces, celebrating diversity, seeking equity across the organization, and ensuring accessibility is top of mind. The PSC continues its commitment to this initiative, and remains excited for the opportunities it will present.

Employee Assistance and Respectful Workplace Programs

In 2023-24, a new online application was implemented for Employee Assistance and Respectful Workplace Programs (EARWP), which allows for an alternate method for self-referral, and further enhances ease of access. It has been well received and has been utilized by many employees to date. The EARWP division has also experienced an increase in the demand for services in the past year, as well as increased

involvement in supporting individuals and groups experiencing trauma. This will present a challenge, and the PSC will need to continue to be innovative in service delivery.

Statutory Review of the Independent Appointments Commission Act

On March 16, 2023, government appointed Mr. David Conway to lead a Statutory Review of the **Independent Appointments Commission Act**, and to identify improvements that would enhance the overall efficiency, effectiveness and outcomes of the legislation. The review included a focus on timeliness of recommendations, encouraging more citizens to seek appointment, and maximizing the diversity of qualified candidates and regional representation. The final report was submitted to the Minister on May 31, 2023, and tabled in the House of Assembly on June 5, 2023. Overall, the report concluded that the merit-based assessment process for appointments to ABCs should be maintained and contained 23 recommendations designed to increase the effectiveness. All recommendations are in the process of being considered and/or implemented.

Financial Information

PUBLIC SERVICE COMMISSION
Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2024

		Estimates	
		Amended	Original
	Actual		
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01. EXECUTIVE AND CORPORATE SERVICES			
01. Salaries	1,240,484	1,258,000	1,309,000
Operating Accounts:			
<i>Employee Benefits</i>	2,250	5,200	5,200
<i>Transportation and Communications</i>	18,771	62,100	57,100
<i>Supplies</i>	14,273	22,100	12,100
<i>Professional Services</i>	40,340	10,000	10,000
<i>Purchased Services</i>	20,258	21,100	21,100
<i>Property, Furnishings and Equipment</i>	5,096	4,000	4,000
02. Operating Accounts	100,988	124,500	109,500
02. Revenue - Provincial	(1,599)	-	-
Total: Executive and Corporate Services	1,339,873	1,382,500	1,418,500
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	1,339,873	1,382,500	1,418,500
EMPLOYEE WELLNESS AND DEVELOPMENT			
<i>CURRENT</i>			
1.2.01. CENTRE FOR LEARNING AND DEVELOPMENT			
01. Salaries	961,581	982,600	982,600
Operating Accounts:			
<i>Employee Benefits</i>	29,350	35,300	35,300
<i>Transportation and Communications</i>	4,893	20,600	20,600
<i>Supplies</i>	11,228	20,000	20,000
<i>Purchased Services</i>	519,677	814,500	962,500
<i>Property, Furnishings and Equipment</i>	1,908	-	-
02. Operating Accounts	567,056	890,400	1,038,400
	1,528,637	1,873,000	2,021,000
01. Revenue - Federal	-	(77,000)	(77,000)
02. Revenue - Provincial	(129,785)	(40,000)	(40,000)
Total: Centre for Learning and Development	1,398,852	1,756,000	1,904,000

PUBLIC SERVICE COMMISSION (CONTINUED)

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
EMPLOYEE WELLNESS AND DEVELOPMENT			
<i>CURRENT</i>			
1.2.02. STRATEGIC STAFFING			
01. Salaries	1,893,614	1,949,500	1,949,500
Operating Accounts:			
<i>Employee Benefits</i>	-	200	200
<i>Transportation and Communications</i>	15,807	19,500	19,500
<i>Supplies</i>	4,580	4,900	4,900
<i>Purchased Services</i>	50,370	67,700	33,800
<i>Property, Furnishings and Equipment</i>	5,718	4,100	-
02. Operating Accounts	76,475	96,400	58,400
Total: Strategic Staffing	1,970,089	2,045,900	2,007,900
1.2.03. EMPLOYEE SAFETY AND WELLNESS			
01. Salaries	667,291	668,600	643,600
Operating Accounts:			
<i>Employee Benefits</i>	3	2,800	2,800
<i>Transportation and Communications</i>	5,025	9,900	9,900
<i>Supplies</i>	1,519	2,400	2,400
<i>Purchased Services</i>	8,588	10,300	10,300
<i>Property, Furnishings and Equipment</i>	12,650	9,200	9,200
02. Operating Accounts	27,785	34,600	34,600
Total: Employee Safety and Wellness	695,076	703,200	678,200
1.2.04. OFFICE OF EMPLOYMENT EQUITY FOR PERSONS WITH DISABILITIES			
01. Salaries	3,510,596	3,944,000	3,944,000
10. Grants and Subsidies	91,486	100,000	100,000
	3,602,082	4,044,000	4,044,000
01. Revenue - Federal	(1,000,000)	(1,000,800)	(1,000,800)
Total: Office of Employment Equity for Persons with Disabilities	2,602,082	3,043,200	3,043,200

PUBLIC SERVICE COMMISSION (CONTINUED)

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
EMPLOYEE WELLNESS AND DEVELOPMENT			
CURRENT			
1.2.05. EMPLOYEE ASSISTANCE AND RESPECTFUL WORKPLACE PROGRAM			
01. Salaries	763,427	764,400	743,400
Operating Accounts:			
<i>Employee Benefits</i>	-	3,400	3,400
<i>Transportation and Communications</i>	2,065	15,000	15,000
<i>Professional Services</i>	935,965	947,000	847,000
<i>Purchased Services</i>	3,089	9,500	9,500
02. Operating Accounts	941,119	974,900	874,900
Total: Employee Assistance and Respectful Workplace Program	1,704,546	1,739,300	1,618,300
TOTAL: EMPLOYEE WELLNESS AND DEVELOPMENT	8,370,645	9,287,600	9,251,600
TOTAL: PUBLIC SERVICE COMMISSION	9,710,518	10,670,100	10,670,100

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 2024.