

ANNUAL REPORT

2024-2025

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 2024-25 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 second year of the 2023-26 business planning cycle, and it was a milestone year rich in achievement and growth. Considerable efforts were put forward and remarkable progress was made in the accomplishment 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.

This past year was of great significance given it was the PSC's 50th anniversary. Several celebratory events were held during the last week of September with a focus on giving back to our community. To our delight, these efforts resulted in a generous outpouring of donations to those in need. Joined by the Minister, the PSC also held a tree planting ceremony accompanied by a commemorative plaque installed in Pippy Park. For 50 years, the PSC has remained committed to the protection of the merit principle, and ensuring integrity, fairness and respect in every aspect of our work.

It is an honour to acknowledge our collective accomplishments over the past year. These successes stand as a testament to the unwavering dedication, exceptional expertise, and steadfast commitment of the PSC staff. With deepest gratitude, I extend my sincere thanks to each and every employee for your invaluable contributions. Together, we continue to reach new heights and set a standard of excellence.

Sincerely,



George Joyce
Chair and Chief Executive Officer

Public Service Commission 50th Anniversary



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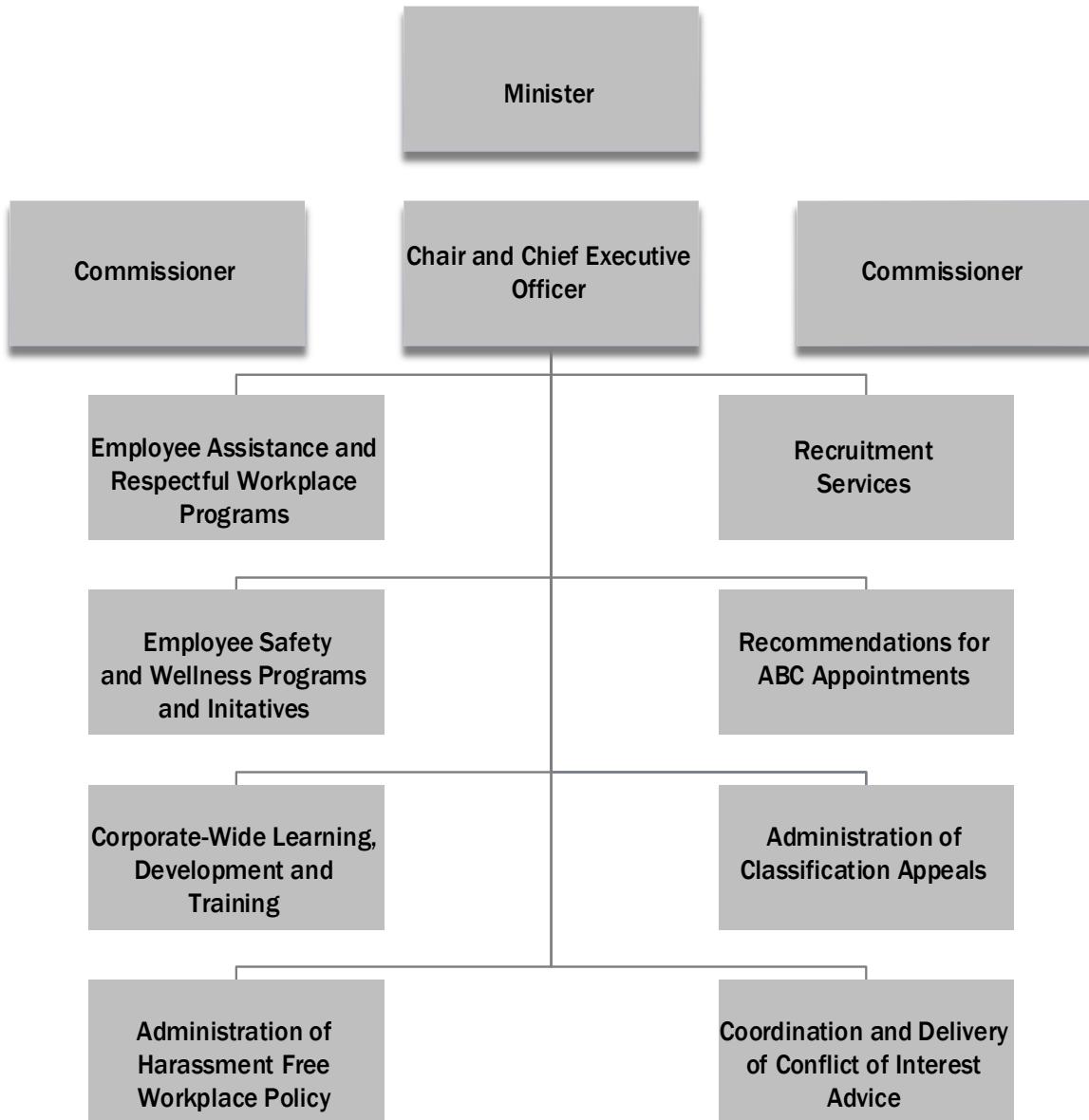
Overview

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 the merit principle in appointments and promotions within the public service, as well as in appointments to agencies, boards and commissions (ABCs), ensuring the existence of a professional, non-partisan public service including provincial ABCs.

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, one of which is designated as the 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, 2025, PSC employed 73 people, including the executive members. Of the 73, there are 52 females and 21 males.

PSC's expenditures for fiscal year 2024-25 were \$10,749,848 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	14	1,387,457
Centre for Learning and Development	15	1,963,986
Employee Assistance and Respectful Workplace Programs Division	7	1,786,374
Employee Safety and Wellness Division	8	710,965
Strategic Staffing Division <ul style="list-style-type: none"> Office of Employment Equity for Persons with Disabilities (Opening Doors Program) 	29	4,901,066

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 appointments and promotions within the public service. 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, as well as 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. 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**. 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) serves as a secretariat to the IAC providing advice and support in their administration of the process for Tier One entities. PSC is also responsible for applying a merit-based process to generate recommendations for over 120 Tier Two ABCs. 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 Program (EARWP) 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. EARWP 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. ESWD 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). CLD offers its trainings via eLearning, virtual delivery and through an in-person classroom setting. 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 chair and chief executive officer of the Public Service Commission (PSC), and comprises 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 PSC, and the PSC provides administrative and logistical support.

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 chair and chief executive officer 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, PSC put forth significant efforts across a wide range of additional activities and experienced many accomplishments throughout the fiscal year. 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

In its oversight role, the Public Service Commission (PSC) reviews and responds to inquiries and formal concerns relating to recruitment actions. In 2024-25, there were 16 requests for formal staffing reviews of which all were completed and closed by year end. A consistently low percentage of approximately 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.

In 2024-25, a compliance review was conducted on the College of the North Atlantic's (CNA) competition files. Selected files were representative of CNA selection board chairs and province-wide campuses. A diverse range of positions including administrative, managerial, and instructional roles were also included to provide a

comprehensive view of how CNA's recruitment processes function across different job categories.

The review concluded that CNA was compliant with relevant legislation and policies, and staffing decisions were based on merit. Recommendations were put forward to enhance the overall recruitment process, and PSC remains engaged with CNA to support the implementation of such.

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.

Recruitment Services

The Strategic Staffing Division (SSD) leads and manages a broad range of strategic and operational recruitment services, and throughout 2024-25, efforts continued to gain efficiencies in the recruitment process. 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 2024-25 are provided in the following table.

Strategic Staffing Division	2024-25
New Recruitment Files	1,640
Recruitment Files Completed (includes 65 eligibility lists, 187 previously conducted competitions, 50 temporary to permanent position attachment conversions, and five lateral transfers)	1,391

During 2024-25, 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. A total of 24 graduate recruits were hired in September 2024.

Recognizing provincial and national labour market challenges, SSD continued with increased efforts in talent attraction with an additional focus on its improved marketing and brand awareness strategy. In June 2023, a new employment branding campaign was launched, and the Career Centre website was modernized. To re-enforce this initiative in 2024-25, an additional paid advertising campaign boost was launched, which further increased awareness and attraction to the Careers website. In addition, an agreement with LinkedIn was secured providing access to a broader talent base in financial, information technology, social work, engineering, business development, policy, administration, and other professional roles; and, the ability for additional marketing of publicly advertised hard to fill careers.

In 2024-25, SSD also supported the Children, Seniors and Social Development Department by implementing a targeted online and email campaign through the Canadian Association of Social Workers (CASW). Such efforts included advertising on the CASW website, direct email distribution to 24,000 CASW members, and direct communication to social work graduates across the country.

SSD continues to represent the Government of Newfoundland and Labrador on several interjurisdictional public service commissioners' joint working groups and communities

of practice, more specifically, the Recruitment and Development Community of Practice and the Future of Work Working Group.

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 in accordance with the **Public Service Commission Act**. OEEPD also provides career development services, which includes resume development, interview preparation and referral services.

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.

Throughout 2024-25, OEEPD accepted registrations from 315 new clients. There were 46 new hires completed via various OEEPD employment programs, with 119 clients employed throughout the year including 20 summer students and four co-operative 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 108 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.

SSD attended 11 career fairs and networking events throughout the fiscal year, including MUN, CNA, Co-operative Education and Work-Integrated Learning (CEWIL) Canada, Murphy Centre, Easter Seals, and the Autism Society.

In collaboration with NLSchools, SSD implemented high school student outreach activities with the delivery of presentations to, and engagement with 20 career education classes (grades 10-12) across the province.

The Take Our Kids to Work Day (TOKTWD) event was again hosted in November 2024 with government partners profiling public service careers to grade nine students. The event was held at The Rooms with a group of 30 students of public service employees. Students interacted with public service employees from various sectors and positions some of which included arts educators, human resource representatives, scientists, law enforcement officers, information technology and policy professionals. Resources were also shared with participants from the national sponsor of the event, Students Commission of Canada, with the theme of “Breaking Barriers, Transforming Communities”.

Merit-Based Agency, Board and Commission Appointments

The Independent Appointments Commission (IAC) has the responsibility to apply a merit-based process to generate recommendations for approximately 30 Tier One agencies, boards and commissions (ABCs). The Public Service Commission (PSC) serves as a secretariat to the IAC providing advice and support in their administration of the process for Tier One entities. 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 **Independent Appointments Commission Act** while Tier Two entities are listed in Schedule C to the **Public Service Commission Act**.

PSC also works collaboratively with government departments and entities to identify ABC appointment opportunities. PSC remains committed to the advancement of the merit-based appointment process, and to ensuring that it remains one of the most open and accessible appointment processes for ABCs in Canada.

In 2024-25, 39 new requests were received to fill vacancies on provincial ABCs. A total of 52 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	16	23
Recommendations Issued	11	41

Employee Assistance and Respectful Workplace Programs

The Employee Assistance and Respectful Workplace Program (EARWP) 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. 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. EARWP 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, NLSchools (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. RWP 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.

EARWP operates using a central intake system that is widely promoted and advertised throughout government and public sector agencies. The total number of employees eligible for services is approximately 14,000, including government departments and entities. 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, and/or experiencing a mental health crisis.

The utilization rate for 2024-25 was 15.5 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		2022-23	2023-24	2024-25
Employees Who Accessed EAP and RWP		1,689	1,896	2,098
Workplace Trauma Support		53	125	62
Utilization Rate		12.5%	14%	15.5%

Employee Safety and Wellness Programs and Initiatives

In 2024-25, the Employee Safety and Wellness Division (ESWD) continued to provide strategic leadership to create an enhanced culture of health, safety and wellness across the core public service through corporate and department-specific programming and initiatives.

Musculoskeletal injury (MSI) prevention continues to be a key priority, and in 2024-25, ESWD focused on increased education as well as ergonomic support to reduce risk and promote overall wellness. In partnership with the Centre for Learning and Development, a new MSI prevention course was launched in May 2024. ESWD also participated in eight offerings of the Department of Transportation and Infrastructure's Snow School, educating employees on MSI prevention and incident and injury reporting.

Through the Ergonomics Program, over 370 ergonomic assessments were completed by internal ergonomic coaches compared to 257 completed in 2023-24. Due to increased capacity internally, the number of ergonomic assessments conducted by external providers was significantly reduced from 37 in 2023-24 to just six this past year. To expand upon the program in 2024-25, ESWD began trialing ergonomic spot checks, which included brief assessments of employees' workstations and reviewing ergonomic risk factors. Ergonomic spot checks were conducted for approximately 100 employees, and the feedback has been positive.

In Fall 2024, ESWD partnered with the Department of Health and Community Services to offer influenza and COVID-19 vaccination clinics. Approximately 770 flu shots and 600 COVID-19 vaccines were administered in ten government worksites throughout November and December. Blood pressure clinics also were offered throughout the year.

Corporate-Wide Learning, Development and Training

The Centre for Learning and Development (CLD) reported 27,786 course completions in 2024-25. 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; English as a second language training; and, tuition assistance programming. Such 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 2,000 completion records were achieved by virtual delivery in 2024-25, which represents seven 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)	23,244
In-Class (instructor-led, in-person, classroom setting)	2,076
Virtual (employees connect to instructor led session using technology)	2,466

In 2024-25, significant efforts were put forward by the CLD and the Treasury Board Secretariat to redesign the Onboarding Program. As a result, four new courses were

deployed: Employee Onboarding; OHS Onboarding; Group Insurance Plan Overview; and, A Manager's Role in Employee Onboarding.

In addition, the CLD, in partnership with the Office of the Chief Information Officer, continues to be actively engaged in a project to replace the current Learning Management System (LMS). To date, the CLD has provided a substantial amount of input into developing business requirements, RFP process, and in developing demo scripts for short-listed vendors to follow. The CLD will also provide significant input into the RFP evaluation process, and will play a key role in user acceptance testing once that begins.

Harassment-Free Workplace Policy

Through the Harassment-Free Workplace (HFW) Program, the Public Service Commission administers the HFW Policy, which includes receiving and assessing harassment complaints, facilitating resolution processes, and conducting investigations when necessary. In the 2024-25 fiscal year, 32 new complaints were received, in addition to 10 files carried forward from the previous year. Out of the total 42 files, 33 were closed by year-end, with nine remaining to be carried forward to the next fiscal year. Both informal and formal resolution mechanisms were utilized during the year.

The HFW Program also provides guidance and training on harassment prevention, early intervention, and the HFW Policy to employees, managers, and executive members throughout government. During 2024-25, training was provided to approximately 175 public servants. These on-request sessions were tailored to the audience (employees, managers, or executive members), and customized to address specific situations or concerns relevant to their work environments.

The HFW Program remains a cornerstone in fostering a respectful, safe, and inclusive public service. Moving forward, a strong emphasis on education, prevention, and early intervention will remain central to its efforts.

Classification Appeals

The classification appeal adjudicator hears appeals for bargaining unit and non-bargaining unit/non-management employees classified under the Job Evaluation System (JES). As of March 31, 2025, there were 13 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, 2025
2024-25	30	11	28	13
2023-24	26	83	79	30
2022-23	865	98	937	26

The Management Classification Review Committee hears appeals of decisions made by the Classification and Pay Equity Division of the Treasury Board Secretariat for public sector employees classified in accordance with the Hay Classification System. As of March 31, 2025, there were two outstanding appeals. Statistics are provided in the following table.

Management Classification Appeals				
	Carried Forward	New Appeals	Appeals Completed	March 31, 2025
2024-25	3	2	3	2
2023-24	8	11	16	3
2022-23	50	3	45	8

Conflict of Interest Advisory Committee

The Public Service Commission (PSC) supports the **Conflict of Interest Act** by facilitating the Conflict of Interest Advisory Committee. Throughout 2024-25, 53 requests for advice were received by the committee in addition to the one request carried forward from the previous year. Out of the 54 total requests, 53 were closed by year-end, and one was still in progress and will be carried forward to the next fiscal year. A total of 10 presentations were delivered to executive members and senior level managers within government departments and entities.

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 ensure that those programs and services are modern and proactively address the needs of an evolving public service. 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.

2024-25 Objective

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	Accomplishments
Continued to put forward recommendations to improve promotion of PSC programs and services.	<ul style="list-style-type: none"> The current strategies and related processes utilized to promote PSC lines of business were reviewed throughout 2023-24, and recommendations were put forward in the same year. Although the review was completed, the PSC is committed to continuous improvement and therefore, ongoing efforts to review and put forward recommendations continued, where applicable. Areas of focus remained on awareness, engagement, communication, information sharing, marketing, and promotional materials.
Continued to implement new promotional strategies and/or improvements to current promotional strategies to create greater awareness of PSC programs and services.	<ul style="list-style-type: none"> Initiatives that were identified in 2023-24 in support of enhancing promotion of PSC programs and services were also implemented in that same year. Such efforts continued throughout 2024-25 and are outlined below. Employee safety and wellness related messaging, and learning and development course offerings and updates were promoted through email via the Public Service Network. Those emails provided

	<p>information on various health and wellness topics including mental health, musculoskeletal injury prevention, sleep hygiene, nutrition and heart health.</p> <ul style="list-style-type: none">• Consistent auditing, updating and the addition of new content to the government intranet site related to employee safety and wellness initiatives and sessions. The Mental Wellness First Aid Kit was also consistently updated throughout the year. In collaboration with government's Communications branch, efforts were put forward to determine ways to streamline intranet pages, and to create user friendly drop-downs and an events calendar.• Government-wide wellness sessions were offered to public service employees on various safety and wellness topics including but not limited to, heart health, musculoskeletal injury prevention, mental health, hazard and injury reporting, physical activity in the workplace, healthy eating and women's health.• The six-month Wellness Clinic program continued and was offered to the Office of the Chief Information Officer and the Department of Children, Seniors and Social Development throughout 2024-25, and included interactive wellness sessions on various topics, including physical
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	<p>activity, musculoskeletal injury prevention and mental health and wellness.</p> <ul style="list-style-type: none">Participated in eight offerings of the Department of Transportation and Infrastructure's Snow School, focusing on musculoskeletal injury prevention, and injury and incident reporting.Promotion of trauma exposure and trauma response protocol to employees, departments and stakeholders; and the Working Well Newsletter will launch in 2025-26, which includes mental health topics and respect in the workplace.A new poster campaign developed in 2023-24 related to trauma exposure and accessing support has now been completed and will launch in 2025-26.Enhancements related to the new recruitment marketing and branding strategy continued in the areas of marketing, promotion, awareness and visibility. A LinkedIn contract was also established in 2024-25.Virtual delivery of Recruitment Process sessions to public service employees continued throughout 2024-25, which provided employees with valuable information and further clarification on how recruitment is conducted for public service job opportunities.
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	<ul style="list-style-type: none">• Efforts continued in the ongoing development of two eLearning offerings, one dedicated to public service employees as applicants in recruitment processes, and another dedicated to public service managers and directors involved in hiring.• Resources and course offerings related to the HFW Program continued to be updated. Information sessions continued to be offered to the participants in the Graduate Recruitment Program, and to government departments and entities by request.• Through consultation and training with senior leaders, the HFW Program established connections with teams requiring additional awareness or support in relation to respectful interaction and/or harassment prevention.• During 2024-25, PSC, in partnership with the Treasury Board Secretariat, provided information sessions to senior level public service employees to further clarify the roles and responsibilities of each entity along with the programs and services that each deliver.• Efforts related to increasing awareness of the merit-based independent appointments process include the following:
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	<ul style="list-style-type: none">○ IAC website was modernized and related informational materials were developed, both of which included a diversity and inclusion lens.○ A social media strategy for LinkedIn, Facebook and Instagram was implemented.○ Strategic engagement with local organizations also occurred throughout 2024-25 in an effort to promote opportunities on provincial ABCs. <p>Meaningful communication with the Federation of Labour has enhanced awareness of ABC opportunities along with the delivery of information sessions to groups such as the International Women's Forum. Targeted outreach to community groups that promote inclusion, diversity, equity, and accessibility are being prioritized, which supports ABC representation reflecting the diverse populations they serve.</p> <ul style="list-style-type: none">○ A Merit Consultant position was also created to encompass administrative responsibilities, outreach, social media management, and efforts to enhance the applicant experience. The new role is designed to increase capacity, improve communication and outreach with all stakeholders, and to streamline processes.
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2025-26 Objective

The 2025-26 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2026, the PSC will have evaluated its promotional efforts to ensure they address the needs of an evolving public service.

Indicators:

- Continued to implement new promotional strategies and/or improvements to current promotional strategies to create greater awareness of PSC programs and services.
- Evaluated efforts to increase promotion 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. 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.

2024-25 Objective

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

Indicators	Accomplishments
Continued to advance recommendations focused on building leadership capacity.	<ul style="list-style-type: none"> The current strategies and related processes utilized to build leadership capacity were reviewed throughout 2023-24, and recommendations were put forward in the same year. Although the review was completed, the PSC is committed to continuous improvement and therefore, ongoing efforts to review and put forward recommendations continued, where applicable. Areas of focus remained on awareness, engagement, communication, information sharing, marketing, and promotional materials.
Continued its commitment to continuous improvement and service excellence.	<ul style="list-style-type: none"> PSC's commitment to continuous improvement and service excellence continued throughout 2024-25. Recommendations for continuous improvements are ongoing, and many of those were either implemented in 2023-24 or in 2024-25 as outlined in this Report on Performance section. PSC divisions continue to request feedback from clients utilizing programs and services where appropriate. That feedback is utilized to inform continuous improvements and service excellence. A policy review was initiated in 2023-24 with a focus to modernize current PSC policies, and to identify gaps where new

	<p>policies may be needed. As a result, six current policies were updated, and four policies were rescinded as they were integrated into other policies during 2024-25. Efforts are now focused on the development of new policies where necessary, which will be implemented in the next fiscal year.</p> <ul style="list-style-type: none">• Service Level Agreements have been developed for core government departments. The agreements provide clarification around the PSC programs and services offered, and the expectations that will allow for a mutually beneficial partnership. Service Level Agreements will be put forward for signature in 2025-26.• Activity reports continued to be developed and were presented to executive members of core government departments in 2024-25. The reports included relevant statistics on program and service utilization, which allows for a proactive approach to better plan and develop strategies to meet mutual needs. The feedback has been very positive.• Functional system updates have also been implemented in the online job portal to further maximize user experience for both applicants and recruiters.
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	<ul style="list-style-type: none">• Several of the forms and related processes within the Ergonomics Program were also updated to increase consistency and efficiency.• Collaboration is ongoing with the Office of the Chief Information Officer in the identification of a new learning management system (LMS) for government. It is anticipated that a new LMS will be launched in 2025-26.• CLD managers continue to serve as a liaison between the CLD and government departments. Education and outreach efforts are positively received, and requests for training and service are efficiently exchanged.• Service delivery standards were implemented within CLD to ensure consistent and efficient practices are implemented in the design and delivery of compliance-based training.• PSC collaborated with the Treasury Board Secretariat to strengthen manager's access to their direct reports' learning records by integrating systems to generate timely records of completion for managers.• CLD, through the PSAccess support email queue, responded to and initiated 1,568 requests for technical assistance and educational support for employees in the
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	<p>core public service. Those types of requests include reports for departments on compliance course completions; name and position change impacts on existing accounts; and, user education on effectively using the PSSAccess LMS system.</p> <ul style="list-style-type: none"> • The HFW Program continued to collaborate with the Treasury Board Secretariat to review the HFW Policy, providing recommendations to incorporate process improvements and lessons learned. • The HFW Program routinely updates the resources available to investigators to reflect current best practices and legal precedents. • PSC lines of business have utilized Microsoft Teams for information sessions where applicable. Employee safety and wellness related information sessions delivered in this way have allowed for improvements in registration, and as well, an increase in engagement through polls and feedback surveys. This feedback is used to enhance programming to continue to meet the needs of public service employees.
Continued to implement new strategies and/or improvements	<ul style="list-style-type: none"> • Initiatives that were identified in 2023-24 in support of building leadership capacity

<p>to current strategies to enhance leadership capacity.</p>	<p>were also implemented in that same year. Such efforts continued throughout 2024-25 and are outlined below.</p> <ul style="list-style-type: none"> • Consistent communication with departmental Executive Safety and Wellness Leads continued with a focus on OHS priorities and emerging trends. During 2024-25, ESWD began sending the leads monthly departmental OHS Snapshots, which included high level OHS statistics specific to their department. • Work continued with respect to increasing engagement with Occupational Health and Safety Committees and co-chairs. • Modern and innovative recruitment strategies, particularly by recruiting for careers by occupation, and attracting and managing resulting talent pools have been identified and are pending approval. Currently, recruitment through the use of talent pools is limited to certain positions within the public service. Recruiting for careers by occupation, and building and maintaining talent pools will optimize recruitment efforts. • A new Leadership Development Program designed for manager and director level employees is nearing completion. Full implementation is anticipated for 2025-26, and will offer a comprehensive approach
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	<p>to leadership development. In support of the Program, the Management Leadership Competency Model was also updated.</p> <ul style="list-style-type: none">• CLD also continued its support of the Graduate Recruitment Program in orientation, mentorship, and in the organization of a Community of Practice.• CLD responded to expressed needs of departments to facilitate better access to language training. As a result, enhancements were made to the English as a second language training through a pilot program with departments. Engagement and retention of employees has increased, which is just one of the many examples that demonstrates the PSC's commitment to the promotion of inclusive and timely learning and development initiatives to support a diverse population of learners and employees.• Assistant Deputy Minister Forums and Executive Onboarding Sessions continued to be offered throughout 2024-25, to enhance networking, collaboration and professional development.• The catalogue of course offerings continued to be reviewed, and several courses were revitalized including Green
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	<p>Procurement and A Manager's Role in Employee Relations.</p> <ul style="list-style-type: none">CLD collaborated with departments and subject matter experts in the design and delivery of two new eLearning courses including Coping with Workplace Change and Time Management.CLD provided ongoing eLearning development support to the Department of Children, Seniors and Social Development, working closely with their training division. Collaborative efforts during 2024-25 resulted in a total of 12 eLearning and microlearning courses being developed and posted to PSAccess.Collaborative efforts continued throughout 2024-25 in the development of additional modules for the educational series that will focus on Indigenous culture, identity and history in our province. CLD has partnered with the Office of Indigenous Affairs and Reconciliation, and includes consultation with the Nunatsiavut Government, NunatuKavut Community Council, Innu Nation, Miawpukek First Nation and Qalipu First Nation.The new Onboarding program, which includes four new eLearning courses, resource guides, and an updated onboarding checklist, was launched in
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	<p>2024-25, and provides real time access to onboarding training and resources.</p> <ul style="list-style-type: none">• The HFW Program redeveloped several training offerings for all levels of the public service, and offered custom sessions upon request to meet specific organizational needs. Participant feedback was solicited following all training sessions, and iterative changes were made as necessary to incorporate that feedback.• In addition to PSC employees, the HFW Program maintains a government-wide roster of qualified harassment investigators who can be assigned to investigations as needed. In 2024-25, the program updated its Harassment Investigator training, and added a new cohort of 23 investigators to the roster. This not only increases operational capacity, but also enriches the divisions and departments where these investigators regularly work by deepening their understanding of harassment-related issues.• Following pilot sessions, continued progress was made in the redevelopment of the management training module, now titled, Creating a Harassment-Free Workplace, to incorporate interactive and practical elements like case studies, group
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	<p>discussions, and self-reflection, helping managers to better understand workplace harassment and their related responsibilities. The redevelopment process is now complete, and the training module is open for registration. Additionally, the self-paced employee eLearning module was updated and modernized. The Creating Ground Rules session was also redeveloped and offered to help teams establish shared norms that promote respectful interaction and accountability, fostering a more collaborative and effective work environment.</p>
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2025-26 Objective

The 2025-26 annual objective is provided below. The indicators associated to the objective are based upon our progress to date.

By March 31, 2026, the PSC will have evaluated efforts made to enhance leadership capacity with a focus on continuous improvement to policy and programs.

Indicators:

- Continued its commitment to continuous improvement and service excellence.
- Continued to implement new strategies and/or improvements to current strategies to enhance leadership capacity.
- Evaluated efforts to enhance leadership capacity and continuous improvements to policy and programs.

Opportunities and Challenges

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. The committee was established in 2023-24, and continues to 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 2024-25, the Employee Assistance and Respectful Workplace Program experienced an increase in utilization rate for mental health services, the highest in the program's history. This is reflective of an increase in the prevalence of anxiety and depression in society; the impact of socio-economic stressors; and, an improvement in mental health awareness and decreased stigma for accessing such support.

Financial Information

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

PUBLIC SERVICE COMMISSION
Statement of Expenditure and Related Revenue
FOR THE YEAR ENDED 31 MARCH 2025

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
PUBLIC SERVICE COMMISSION			
SERVICES TO GOVERNMENT AND AGENCIES			
<i>CURRENT</i>			
1.1.01. EXECUTIVE AND CORPORATE SERVICES			
01. Salaries	1,321,127	1,321,200	1,335,200
Operating Accounts:			
<i>Employee Benefits</i>	-	5,200	5,200
<i>Transportation and Communications</i>	20,297	32,100	57,100
<i>Supplies</i>	12,548	12,100	12,100
<i>Professional Services</i>	5,110	10,000	10,000
<i>Purchased Services</i>	24,232	21,100	21,100
<i>Property, Furnishings and Equipment</i>	4,143	4,000	4,000
02. Operating Accounts	66,330	84,500	109,500
Total: Executive and Corporate Services	1,387,457	1,405,700	1,444,700
TOTAL: SERVICES TO GOVERNMENT AND AGENCIES	1,387,457	1,405,700	1,444,700

EMPLOYEE WELLNESS AND DEVELOPMENT

CURRENT

1.2.01. CENTRE FOR LEARNING AND DEVELOPMENT

01. Salaries	1,027,480	1,030,300	1,002,300
Operating Accounts:			
<i>Employee Benefits</i>	56,611	50,300	50,300
<i>Transportation and Communications</i>	5,552	20,600	20,600
<i>Supplies</i>	14,601	20,000	20,000
<i>Purchased Services</i>	851,612	878,200	1,047,500
<i>Property, Furnishings and Equipment</i>	8,130	300	-
02. Operating Accounts	936,506	969,400	1,138,400
01. Revenue - Federal	1,963,986	1,999,700	2,140,700
02. Revenue - Provincial	-	(128,000)	(128,000)
Total: Centre for Learning and Development	1,963,986	1,831,700	1,972,700

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

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	1,977,650	1,983,500	1,988,500
Operating Accounts:			
<i>Employee Benefits</i>	-	1,200	1,200
<i>Transportation and Communications</i>	21,972	19,500	19,500
<i>Supplies</i>	1,224	3,900	3,900
<i>Purchased Services</i>	100,656	118,800	133,800
02. Operating Accounts	123,852	143,400	158,400
Total: Strategic Staffing	2,101,502	2,126,900	2,146,900

1.2.03. EMPLOYEE SAFETY AND WELLNESS

01. Salaries	688,405	691,500	656,500
Operating Accounts:			
<i>Employee Benefits</i>	-	2,800	2,800
<i>Transportation and Communications</i>	12,948	11,700	11,700
<i>Supplies</i>	2,639	2,400	2,400
<i>Purchased Services</i>	1,271	8,500	8,500
<i>Property, Furnishings and Equipment</i>	5,702	9,200	9,200
02. Operating Accounts	22,560	34,600	34,600
Total: Employee Safety and Wellness	710,965	726,100	691,100

1.2.04. OFFICE OF EMPLOYMENT EQUITY FOR PERSONS WITH DISABILITIES

01. Salaries	3,700,418	4,025,000	4,025,000
10. Grants and Subsidies	99,146	100,000	100,000
	3,799,564	4,125,000	4,125,000
01. Revenue - Federal	(1,000,000)	(1,000,800)	(1,000,800)
Total: Office of Employment Equity for Persons with Disabilities	2,799,564	3,124,200	3,124,200

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED FUND

PUBLIC SERVICE COMMISSION (CONTINUED)

		Estimates		
		Actual	Amended	Original
		\$	\$	\$
PUBLIC SERVICE COMMISSION				
EMPLOYEE WELLNESS AND DEVELOPMENT				
CURRENT				
1.2.05. EMPLOYEE ASSISTANCE AND RESPECTFUL WORKPLACE PROGRAM				
01. Salaries		776,197	778,300	758,300
Operating Accounts:				
<i>Employee Benefits</i>		-	3,400	3,400
<i>Transportation and Communications</i>		2,711	5,000	15,000
<i>Professional Services</i>		1,005,187	1,002,000	847,000
<i>Purchased Services</i>		2,279	9,500	9,500
02. Operating Accounts		1,010,177	1,019,900	874,900
Total: Employee Assistance and Respectful Workplace Program		1,786,374	1,798,200	1,633,200
TOTAL: EMPLOYEE WELLNESS AND DEVELOPMENT		9,362,391	9,607,100	9,568,100
TOTAL: PUBLIC SERVICE COMMISSION		10,749,848	11,012,800	11,012,800

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 2025.