



Public Service Commission

ANNUAL REPORT

2018-2019



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Message from the Chief Executive Officer



On behalf of the Public Service Commission, I am pleased to present the Minister of Finance, Hon. Darlene Compton, Mr. Carl Lafford, and Prince Edward Islanders, the 2018-19 Annual Report for the Public Service Commission (PSC) of Prince Edward Island. As the corporate agency responsible for human resource leadership, management and administration, the PSC team has demonstrated commitment to public service and to the delivery of quality human resource services.

The public service plays a pivotal role in the success of our province. The PSC is a support system that enables the public service to collaborate, bring ideas to life and create solutions to benefit the people of Prince Edward Island.

We are a human resources support partner and we work to instill pride in the public service as our employees carry out their work developing safe, healthy, sustainable communities that help keep our Island connected and our citizens strong.

We recognize that our province is transforming at a fast pace in many areas including an aging workforce and challenges faced with growth in diversity and population. This also results in increased expectations from citizens for the public service to improve, modernize and speed up access to services.

The PSC team is doing what it takes to ensure the public service is keeping up with these changes, continuing to meet the evolving needs of Islanders and shaping communities. We are thinking outside the box and taking new approaches in areas such as classifying jobs, ensuring public service employees are healthy, productive and engaged, as well as finding new ways to attract and retain new recruits.

This report provides a summative description of the collaborative work by PSC staff to support and enhance the growth of our province and promote workplaces where employees are inspired to make a positive impact and proud to shape the future of our Island community.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tanya Rowell". The signature is fluid and cursive, written in a professional style.

Tanya Rowell, CEO

PEI Public Service Commission

PEI Public Service Commission Board Members



Mr. Carl Lafford (Chair) is a retired Federal Government employee. His work experience over the years spans from labourer, consultant to manager. He has been a volunteer and an active member of the Island community. His appointment to the PEI Public Service Commission Board was effective February 2013. Mr. Lafford is married with two adult children and resides in Charlottetown, PEI.



Mrs. Rita Ryan-Sabada is a retired provincial public service employee. She has extensive experience working with the Union of Public Sector Employees on behalf of provincial employees. She is an avid volunteer and an active member of the community. Her appointment to the PEI Public Service Commission Board was effective January 2017. Mrs. Ryan-Sabada currently resides in Charlottetown, PEI.



Mr. Bobby Kenny retired from the provincial civil Service in 2011 after thirty-seven years of service. His experience included positions as a property assessor and staffing officer, along with management positions in tax administration and human resources. He is currently an active participant on a number of provincial and Federal Boards. His appointment to the Public Service Commission Board was effective October 2012. Mr. Kenny is married with one daughter and resides in Charlottetown, PEI.

PSC Overview and Mandate

The PEI Public Service Commission (PSC) is an independent and impartial agency established by the *Civil Service Act*. The purpose of the Commission is to:

- Maintain a professional, independent, ethical and efficient civil service
- Foster the development of a public service that is representative of the province's diversity
- Facilitate quality services to the public which are responsive and flexible to their needs
- Encourage accountability, innovation and professional development for employees
- Foster a constructive working relationship among government, its employees and their representatives

The PSC provides human resources leadership and services that support performance excellence and help build the capacity of the civil service to deliver government's programs and services. Through the *Civil Service Act* the Public Service Commission is mandated to provide advice, assistance, programs and services in the following areas:

- Human resources management and planning
- Employer/employee relations
- Employee and organization learning and development (including French language training and diversity programs)
- Human resources processes and systems (including staffing, classification, and payroll administration)
- Human resources legislation, policies and collective agreements
- Employee health, safety and well-being

The PSC supports the growth of our province and promotes workplaces where employees are inspired to make a positive impact and proud to shape the future of our Island community. We fulfill this mandate by working with commitment to deliver services, which are effective and efficient for government departments and our Island community.



"Today's PSC is a professional, results oriented Commission responsive to the needs of its various stakeholders. Over the course of the past year I've had the opportunity to work with the Commission's professionals in labour relations, staffing, classification, and human resource management and invariably our department's requirements have been fulfilled through a standard of excellence from across all facets of the PSC. The Commission is a trusted partner that I'm thankful is there for the benefit of the public service of Prince Edward Island."

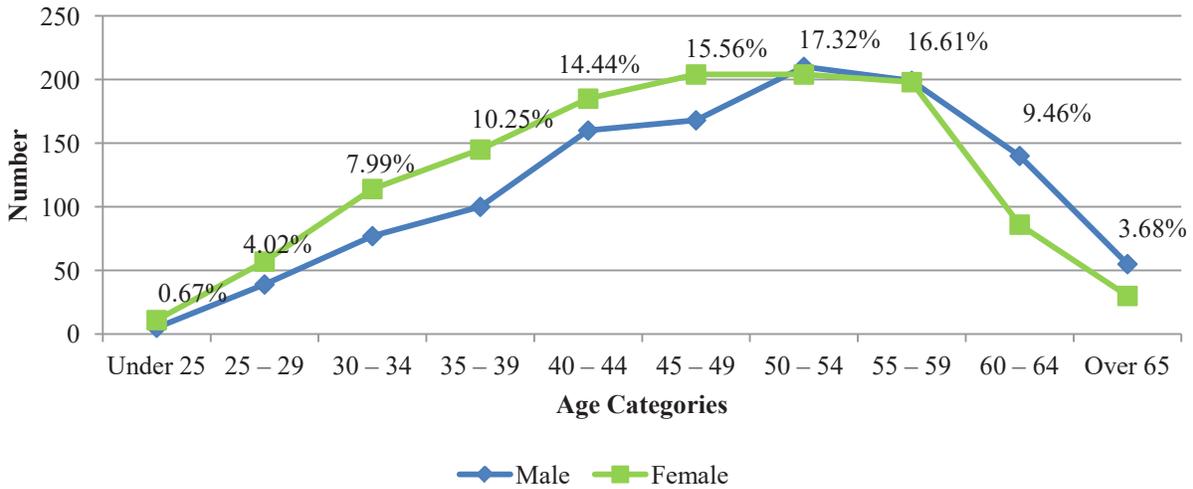
~Dan Campbell, CFA
Deputy Minister of Finance
Province of Prince Edward Island

Civil Service Establishment as of March 31, 2019

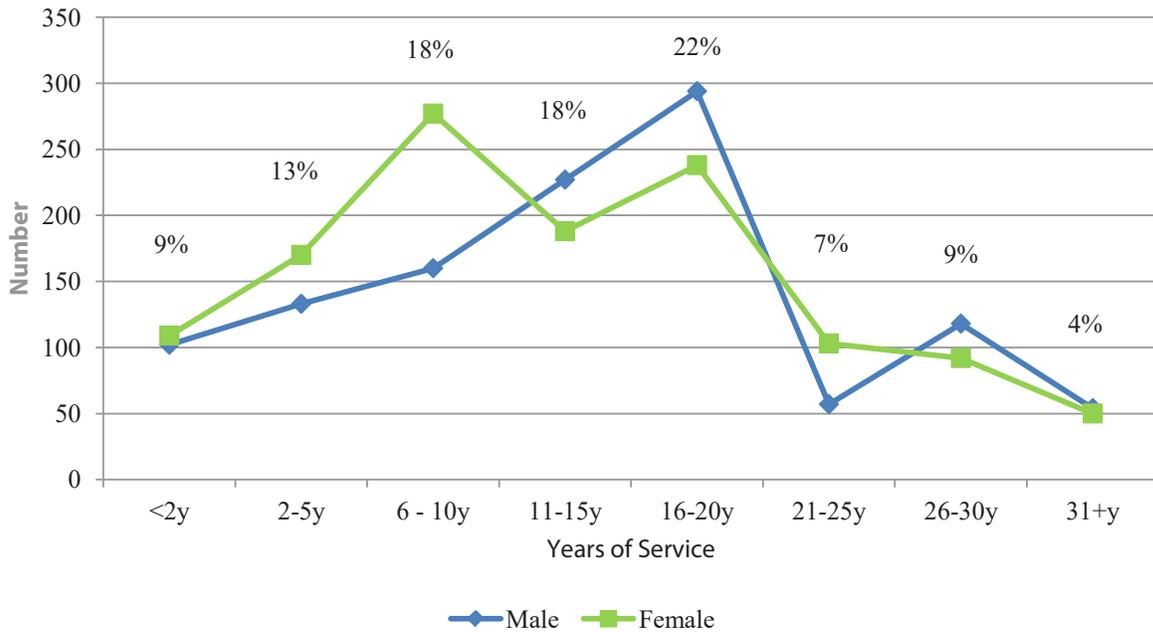
Department/ Agency	Exec Division	Classified Division								Casual Division	Total All Divisions
		Employees					Vacant Positions				
		FT	EXL FT	PT	EXL PT	Total	FT	PT	Total	Total	
Agriculture and Fisheries	1	80	7	14	0	101	7	3	10	11	123
Cannabis Management Corp.	0	29	2	15	0	46	1	1	2	13	61
Communities, Land and Environment	2	108	5	21	0	134	16	5	21	23	180
Economic Development and Tourism	1	2	3	0	0	5	0	0	0	2	8
Education, Early Learning and Culture	1	94	15	27	0	136	7	7	14	56	207
Employment Development Agency	0	2	0	0	0	2	0	1	1	0	3
Executive Council	4	19	36	1	0	56	12	0	12	14	86
Family and Human Services	0	242	38	11	0	291	52	12	64	129	484
Finance	1	66	28	1	2	97	11	0	11	18	127
Health and Wellness	1	40	13	2	0	55	2	3	5	8	69
Justice and Public Safety	1	259	57	36	1	353	32	5	37	95	486
Liquor Control Commission	1	73	3	34	0	110	31	18	49	133	293
Public Service Commission	1	13	60	0	10	83	4	0	4	8	96
Rural and Regional Development	0	10	2	1	0	13	1	0	1	6	20
Tourism PEI	0	24	4	47	0	75	12	33	45	51	171
Transportation, Infrastructure and Energy*	1	332	25	151	0	508	57	62	119	205	866
Treasury Board	1	208	44	0	0	252	34	0	34	45	332
Workforce and Advanced Learning	1	54	10	0	0	64	12	0	12	20	97
Total March 31, 2019	17	1655	352	361	13	2381	291	150	441	837	3676
Total March 31, 2018	16	1619	334	373	3	2329	201	123	324	731	3400
Difference	1	36	18	-12	10	52	90	27	117	106	276
Legend: FT = Full-time EXL FT = Excluded Full-Time PT = Part-Time EXL PT = Excluded Part-Time											
*includes Women's Secretariat											

Civil Service Establishment as of March 31, 2019

Age Profile - Classified Division
Full-time and Part-time (as of March 31, 2019)
Average age: (M) 50; (F) 47

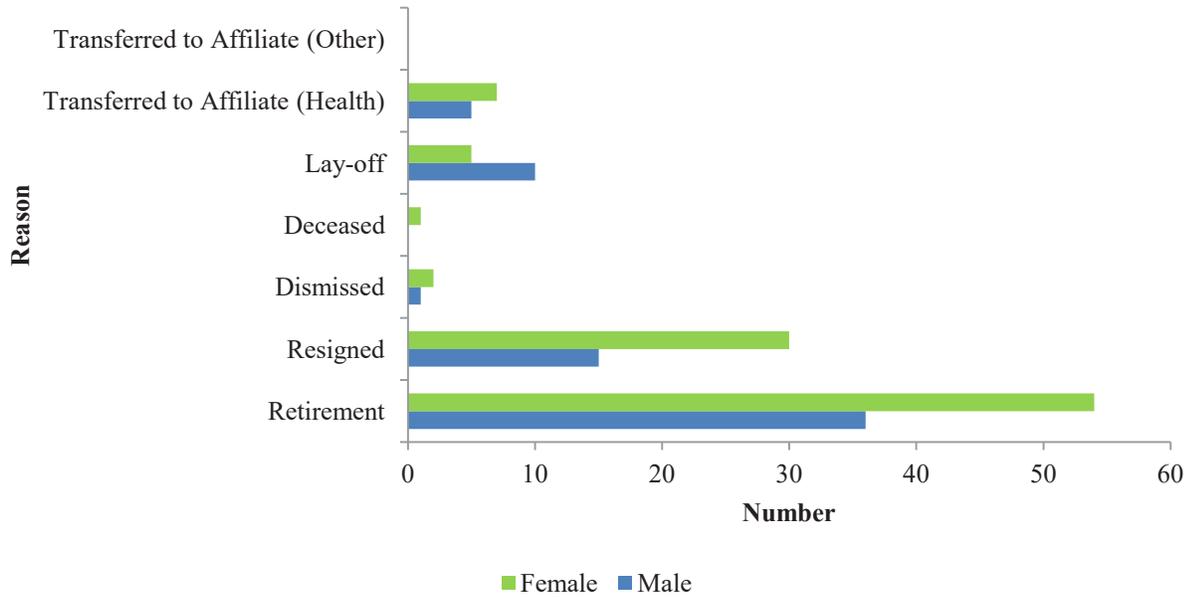


Length of Service Profile - Classified Division
Full-time and Part-time (as of March 31, 2019)
Average length of service: (M) 14.3; (F) 13.4

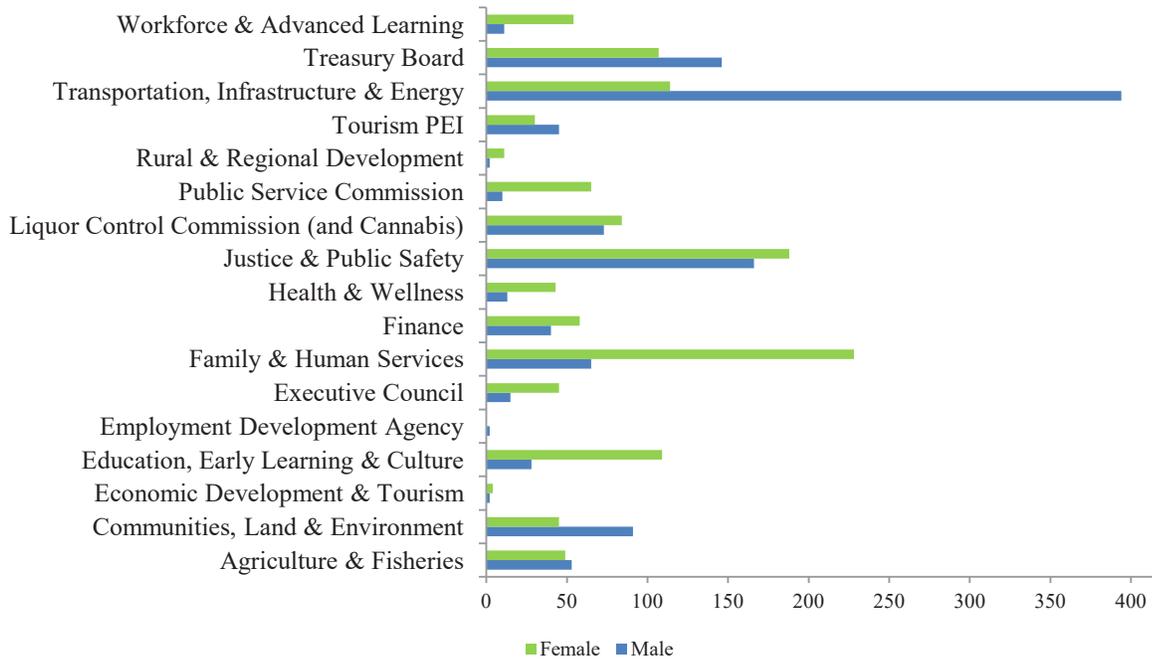


Separations - Classified Division (as of March 31, 2019)

*Employees terminated while on LTD or WBC are included in lay-off category



Department Profile - Classified Division Full-time and Part-time (as of March 31, 2019)



Strategic Direction – Executive Summary

<p>Vision</p>	<p><i>Human Resource Excellence in Public Service</i></p>			
<p>Mission</p>	<p><i>Working as professional and strategic human resources partner with the public service to provide safe, healthy, engaging, productive and inclusive work environments that promote learning, diversity, collaboration, innovation and responsiveness to successfully deliver excellence in human resources services benefitting our Island community.</i></p>			
<p>Values</p>	<p>Respect <i>I practice acceptance, civility, fairness and inclusion</i></p>	<p>Integrity <i>I do my work in a non-partisan, honest, open and fair way</i></p>	<p>Excellence <i>I provide high levels of accuracy, proficiency, and knowledge in my work</i></p>	<p>Accountability <i>I am responsible for performing quality work and decisions</i></p>
<p>Goals</p>	<p>Building Capacity and Human Resource Planning</p>	<p>Lifelong Learning and Leadership Development</p>	<p>Workplace and Employee Health, Safety, and Wellbeing</p>	<p>Efficient and Innovative Human Resource Processes, Policy, and Practices</p>
<p>Key Actions</p>	<p>Effective Succession Management and Human Resource Planning Recruiting and Attracting Talent Developing and Engaging Employees Retention and Repatriation</p>	<p>Fostering a culture of lifelong learning and development Providing Blended Learning Opportunities Offering Career Planning Opportunities Cultivating Leadership Development</p>	<p>Providing Resources and Tools for Health, Safety, and Well-Being Learning about Health, Safety, and Well-Being Innovating Policies and Practices Fulfilling the Occupational Health and Safety Act, Regulations, and Policy Requirements</p>	<p>Enhancing business solutions to benefit HR practices Reviewing and improving policy, practices and processes Demonstrating increased accountability Improving Communication about the Public Service Commission</p>

Values

Values are integral to our activities and relationships as civil servants with the Island community and one another in the workplace.

Respect – Integrity – Accountability – Excellence

Respect – The attitude of acceptance, civility and inclusion.

As an employee of the Prince Edward Island civil service, I respect the citizens of my province and my civil service colleagues. I show respect for others in how I do my work every day by being considerate, civil, and inclusive.

Integrity – The quality of being non-partisan, honest, open and fair.

As an employee of the Prince Edward Island civil service, I am committed to doing my work in a non-partisan, honest, open and fair way.

Accountability – The practice of being responsible, transparent, and willing to accept responsibility or to account for one's actions.

As an employee of the Prince Edward Island civil service, I am responsible for my decisions and the quality of my work every day. I am able and willing to explain my work decisions, behavior and performance.

Excellence – The aspiration to provide high levels of accuracy, proficiency and knowledge in performing our work and in delivering services to the public.

As an employee of the Prince Edward Island civil service, I am committed to using my knowledge and experience to provide high quality service and products to the citizens of our province as well as my colleagues within the public service.

2019 Premier's Excellence in Leadership Award Recipients



(L to R) Mary Acorn, Program Analyst, Deborah Bradley, Assistant to Deputy Minister, Premier King, Brad Binns, Research and Economic Analyst, and Pat Davies, Manager, Financial Services.

Year in Review

This section highlights the work completed by the PSC toward accomplishing our strategic goals in our Business HR Plan. Accomplishments for each goal area and stories from clients about their experiences are showcased in following sections of the Annual Report, highlighting how the public service is working together to deliver solutions and shape communities to benefit our citizens.

The year 2018-19 was a record year for continuous improvement with the PSC. Over the last year, the PSC has accomplished significant improvements in the services it provided including: a continued focus on staffing and classification services, human resource and labour relations services, organizational development initiatives, improved corporate processes, EAP services, and staff led initiatives to improve employee engagement.

In keeping with other provinces across Canada, the PSC must look for innovative ways to provide service due to a growing demand for services, increasing costs, recruiting and retaining staff, an aging workforce, increased challenges with workplace health and safety, and increasing complexity of client needs.

Each strategic goal is aligned with a set of indicators showing progress or areas where enhancements may be required. Indicators are monitored consistently and measure performance against our three strategic goals.

The PSC's hard work reflects Government's efforts to support ongoing growth of the province through a public service that is engaged in meaningful work, adding value, and benefiting Island residents today and in the future.

2019 Department Innovation Award



(L to R) Hon. Ernie Hudson, Minister of Social Development and Housing, Andrew Ramsay, Manager of Support Services, Susanne LaPierre, Director of Nursing, and Premier Dennis King.

Goal 1: Building Capacity and Human Resource Planning

Strategic Priorities: Highlights

Succession Management and Human Resource Planning

- The HR Corporate Planning Consultant revitalized the succession planning/ HR working group to implement proactive tools and strategies in the succession planning framework across government departments and with a new template for creation of HR Plans
- Guidelines, methods and tools were revised to facilitate targeted learning, training and knowledge transfer for priority positions
- There was active participation and leadership on inter-jurisdictional committees, with knowledge transfer on best practices shared for strategic HR planning practices

Recruiting and Attracting Talent

- Creative Services and PSC developed a new PSC Brand to assist with future enhanced job ads to promote working in the provincial Public Service
- PSC continued to use a recruitment approach that builds relationships and partnerships with post-secondary institutions, enhances diversity and inclusion that reflects PEI's population, markets/brands working for Public Service, and leverages the use of technology and social media
- A revised Diversity and Inclusion Policy has been developed to continue to ensure we are more representative of the population we serve and to promote an inclusive work environment
- A Bilingual Recruitment Specialist was hired and an advisory committee was struck; both as part of the recommendations in the Targeted Recruitment for Designated Bilingual Positions strategy
- The PSC continues to encourage and support progressive and flexible work places

Developing and Engaging Employees

- Initial work on development of an integrated digital orientation/ on boarding package for all employees new to the Civil Service began
- Position questionnaires continue to be updated so they are reflective of qualifications and work responsibilities for the development of effective Performance Development Plans
- Performance management planning process continued to be promoted and monitored
- A PSC Leadership Competencies Framework was created and launched in January 2019; in addition to a Mid Level Leaders Insights Transformational Leadership program for all managers in the Civil Service
- Access was provided to ongoing French oral proficiency assessments and bilingual training and development, including a new Café de Paris program for employees
- Collaborative communities of practice (Facilitators CoP, Policy Hackathon CoP, Change Management CoP, Social Development and Housing's Innovation CoP) were active and supported to encourage work horizontally and to encourage new ways of developing talent pools
- There are several ways that employees are recognized for the hard work they do: psc.gpei.ca/employee-recognition. The innovation awards program was recently redesigned as an Employee Recognition Program that now includes a Departmental Innovation Award, The Premier's Excellence in Leadership Award, the Engagement and Collaboration Award, The Premier's Award for Diversity Leadership in the Public Service, and preliminary work on a new Employee Engagement Policy
- The Employee Engagement survey was conducted in 2018, and the PSC worked collaboratively with departments to implement employee engagement strategies that addressed five corporate priorities

Retention and Repatriation

- PSC collaborated with the Department of Workforce and Advanced Learning on the actions from the Population Plan to create a repatriation list and identify and track those who have been repatriated to Prince Edward Island
- Diverse and inclusive workplaces were promoted through increased training opportunities for employees and support for clients through the Diversity Program
- The PSC supports the growth of the province through healthy, engaging, inclusive workplaces and is proud to contribute to the well-being of Islanders today and in the future. Initiatives to retain employees and actively manage succession include providing increased access to leadership development opportunities (see more on page 14); promoting flexible work environments, flex agreements, income averaging and environments that support innovation and new ideas (example: the Province of PEI hosted its second innovation challenge: Policy Hack: Design, Build, Change: psc.gpei.ca/pei-policy-hackathon)
- The Exit Survey was reviewed and revised so that in future, exit survey results are more reliable and can be used to identify ways to improve retention
- Continued access was provided to ongoing French oral proficiency assessments and bilingual training and development, including a new Café de Paris program for employees

Delivering Results

- ✓ The public service is getting younger: Percentage of employees under the age of 35 in the civil service has risen two percentage points to 13%
- ✓ The public service is retaining employees: The percentage of new permanent employees that stay over five years is steadily rising – up 10% over the last six years
- ✓ The Employee Engagement Index sits at an all-time high of 68% with consistent and continual focus on corporate and departmental initiatives to support engagement across the civil service
- ✓ There was a high participation rate in personalized French language training



“The new Position Questionnaire (PQ) format provides both the Department and the PSC with a more fulsome understanding of a position, its duties and responsibilities, as well as how that position fits into the organization’s overall work. It encourages the Department to thoughtfully address questions related to a position’s scope and purpose so that the PQ ultimately, is reflective of the organization’s HR needs. Although the new format is longer, the end result is a comprehensive, guiding document that better supports the organization, as well as the employee’s understanding of their role.”

*~Brian Matheson
Deputy Minister
Department of Agriculture and Land*

Strategic Performance/ Progress Indicators

Progress Indicators		Baseline Year 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Percentage of employee survey respondents who self-identify with the four designated diversity groups**	Aboriginal	2.20%	=====	2.40%	=====	2.40%	=====
	Person with a Disability	3.40%	=====	2.60%	=====	2.90%	=====
	Member of a Visible Minority	1.60%	=====	2.40%	=====	2.60%	=====
	Non-traditional Occupation for Gender	6.10%	=====	6.30%	=====	6.10%	=====
2. Percentage of employees that have been assessed as being bilingual*		5.1%	5.3%	5.1%	6.3%	6.6%	6.7%
3. Number and percentage of designated bilingual positions in the Civil Service*		75 (3.3 %)	77 (3.4 %)	73 (2.6%)	98 (3.6%)	97 (3.4%)	93 (3.9%)
4. Percentage of employees who access bilingual training and development opportunities*		4.36%	5.97%	4.84%	2.70%	4.46%	5.52%
5. Percentage of external hires		14.30%	19.80%	17.20%	14.40%	8.08%	16.0%
6. Percentage of permanent employees under the age of 35 years		10.90%	11%	10.10%	7.30%	11.16%	13.0%
7. Percentage of employees who agree they have opportunities for career growth**		45.90%	=====	47%	=====	54.8%	=====
8. Percentage of new permanent employees that stay over five years or over two years with the Civil Service		78.90%	81.30%	82.50%	82.10%	87.0%	88.0%
		93.50%	94.80%	95.80%	92.30%	96.0%	92.0%
9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service ***		7.70%	4%	2.45%	2.16%	0.88%	2.33%
10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years		31%	38%	30%	36%	39%	38%
11. Overall employee engagement index for the Civil Service**		71%	=====	72.2%	=====	76.2%	=====
Notes on Strategic Performance Indicators		<p>* This percentage has been recalculated for years 2013-2019 to remove any vacant positions, and to focus on Civil numbers</p> <p>** The data source for these indicators is the Employee Survey. The last 2018 survey was conducted in February 2018.</p> <p>*** Note the reporting criteria for this metric was updated this year to provide a more accurate reflection of the number of internal appointments to senior management positions.</p>					



"The Employee Assistance Program is a very valuable program available for all of our employees [Health PEI]. Many of our employees have used this voluntary, confidential program for advice, support and solutions to help with their personal problems that can affect home, work and personal lives. I quote a staff member who attended EAP: "EAP is the best thing that has ever happened to me! I was treated with compassion and respect. My life has significant improvements since I started the program." Our employees are our most valuable resource!"

*~Muriel MacLeod
HR Manager
Health PEI*

Goal #2: Lifelong Learning and Leadership Development

Strategic Priorities: Highlights

Fostering a Culture of Lifelong Learning and Development

- Learning needs assessment(s) continued to identify the learning needs of employees to increase the range of training opportunities for employees
- Opportunities like the Policy Hackathon and communities of practice were implemented to increase capacity for innovative approaches to learning and design thinking through networked collaborations across the organization
- Increased support and tools for performance development plans were encouraged as a tool to create employee learning plans to initiate further training in areas like intercultural communication and cultural competence, French language training, and specialized skills
- There was ongoing and strategic increase in investment in resources, training and tools to provide access to learning opportunities that meet employers' needs for their current work as well as development for future – like leadership, management, and cultural programs

Providing Innovative Adult Learning Opportunities

- Preliminary explorations were conducted through requirements sessions for an Enterprise Learning Management System
- Formal and informal learning using different delivery models (classrooms, face-to-face, videoconferences and informal learning opportunities, internship, mentorship, job-shadowing and temporary assignments) continued to be explored and supported

Supporting Career Planning Opportunities

- Career planning processes were made accessible through the new Leadership Competencies Framework and also in a central location on PSC's website.
- PSC continued to support retirement education and planning through two workshops in the Pathways to Learning Calendar
- Succession management tools were revamped and there was an increase in desire from numerous departments to receive support with succession planning

Cultivating Leadership Development

- A PSC customized Leadership Competencies Framework was developed with corresponding assessment tools, training video, customized career/learning pathways, and a Mid Level Leader program that aligns with the Framework
- All leadership development curriculum was updated to reflect key leadership competencies
- Two new PSC Leadership Awards (Premier's Excellence in Leadership and the Engagement and Collaboration Award) were developed along with a new Employee Recognition site was established
- Increased access was provided for learning opportunities for both aspiring and mid-level leaders in the Civil Service

Delivering Results

- There was a 57% increase over last year in enrollment in PSC Pathways to Learning courses and a 35% increase over last year in all PSC funded learning opportunities
- There was an 8% increase in applications for Training and Development Funds and the Excluded Fund was depleted
- There is an increase in career growth opportunities, particularly in leadership development through several pathways for leadership growth
- Client satisfaction surveys and evaluation results of leadership programs provided through PSC indicated that employees were increasingly satisfied with leadership development programs in 2018-2019 compared to previous years
- More employees are getting feedback (55%) and discussing learning plans (68%) with their manager
- More employees are applying and getting approved for funding from Employee Training and Development Funds (87%)



"During the Leaders in Action program, the opportunity to work on a corporate project of our choosing with people from another department was a real highlight for me. Knowing that we had the support of senior management to try to steer our own initiative through to completion was empowering. The talent and the sense of purpose of the people in this cohort were really inspiring. They all have a vision for how to improve government and improve themselves. It made me want to do the same. The HR Planner's commitment to leading this program made all the difference. She did an amazing job of putting together a program that brought new perspective to my work. It wouldn't have been the same without her!"

*~ Peter Nishimura
Climate Change Adaptation Policy Advisor
Communities, Land, and Environment*

Strategic Performance/ Progress Indicators

Progress Indicators	Baseline Year	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	2013-2014					
1. Percentage of employees who have discussed a learning plan with their immediate supervisor *	46.50%	=====	53.40%	=====	55.5%	=====
2. Number of employees who have completed (cohort) Leadership/ Manager programs that are provided through the PSC	68	41	69	N/A	24	55
3. Percentage of employees who agree their manager provides regular feedback on their performance *	62%	=====	63.70%	=====	68.1%	=====
4. Number of registrations for PSC funded learning opportunities for all learning areas (e.g. French language training, labour relations training, cultural diversity training, OHS, EAP, etc.)**	2,463	2,802	3,382	4,131	3,852	5,202
5. Number and percentage of applications approved for funding from Employee Training and Development Funds **	723 (84%)	576 (78 %)	667 (80%)	511 (63%)	637 (85%)	685 (78%)
Notes on Strategic Performance Indicators	** No established target, standard or benchmark; target toward continuous improvement					



“PSC’s Leadership Development program(s) reminded me that the senior leaders of the Province of Prince Edward Island are genuinely interested in offering employees opportunities for growth and advancement. The program allowed a variety of people from across government to deepen connections and build meaningful relationships. It also helped validate to all of us that our work matters and I believe allowed all of us to aspire to continue to make waves, not just test the waters.”

*~ Kathleen Brennan
Policy and Intergovernmental Affairs Coordinator
Executive Council Office*

Goal 3: Workplace and Employee Health, Safety, and Wellbeing

Strategic Priorities: Highlights

Providing Resources and Tools for Health, Safety, and Well-Being

- Continued to encourage use of the Employee Assistance Program to promote awareness about supportive services to reduce stigma around mental health for employees and their families
- Departments partnered with stakeholders to educate staff on principles of the National Standards for Psychological Health and Safety in Workplaces supporting psychologically safe workplaces; and Mindful Employee online course was promoted amongst all civil servants
- A revised Diversity and Inclusion Policy was developed to enhance inclusive work practices that support a diverse and inclusive work place culture

Learning about Health, Safety, and Well-Being

- Four training sessions and tools for managers were provided to address workplace conflicts and foster respectful work places
- Diversity courses were provided that value and utilizes the contributions of employees with diverse backgrounds, experiences, and perspectives through improved awareness of the benefits of diversity in the workplace
- Internal and external communication activities, like Orange Shirt Day, Pink Shirt Day, and participation in the Pride Parade, were promoted to encourage respect, cultural and linguistic diversity and inclusion, and raise disability awareness

Innovating Policies and Practices

- Preliminary planning for EAP Expert was completed
- Mobile hearing acuity testing equipment was implemented to increase efficiency and ensure legislative compliance
- PSC partnered with Health PEI on a WCB grant to enhance and improve return-to-work process and outcomes for employees
- Education and information on-line was provided to continue enhanced promotion of ergonomically correct work spaces

Fulfilling the Occupational Health and Safety Act, Regulations, and Policy Requirements

- Regular training was delivered to employees to meet legislative requirements (e.g. Occupation Health and Safety, Workplace Hazardous Materials Information system, First Aid and CPR, working alone, Psychological Health and Safety)
- HR policies were updated and resources were developed to improve health and safety in the workplace (new Ergonomic Assessment materials, Hearing Testing, Sit/Stand desks, etc).
- A revised Workplace Harassment policy has been drafted to better reflect the National Standard for Psychological Health and Safety in the Workplace
- Continue to support workplace occupational health and safety committees to identify common concerns and ensure that legislative requirements are being met

Delivering Results

- Increase in EAP utilization
- Increase in partnerships with agencies (i.e. Workers Compensation Board)
- Decrease in sick time utilization
- Increase in both number of participants and number of OHS training sessions

Strategic Performance/ Progress Indicators

Progress Indicators		Baseline Year 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Percentage of employees who agree that they have support at work to balance work and personal life.*		81%	=====	81.4%	=====	80.5%	=====
2. Average Leave utilization rates (days)							8.83
a. Sick Leave – Unpaid		0.1	0.11	0.16	0.14	0.15	0.14
b. Sick Leave – Paid (including Medical Appointments)		9.07	8.71	9.77	9.62	9.04	7.29
Special Leave	c. Serious Illness in Family (Art. 24.14b)	0.06	0.06	0.08	0.07	0.06	0.06
	d. Illness in Family (Doctor's Statement)	0.01	0.02	0.01	0.02	0.01	0.02
	e. Illness in Family (Art. 24.13 (a)(1))	1.13	1.04	1.09	1.1	1.06	0.93
	f. Travel Family Medical (Art. 24.13(a)(2))	0.36	0.39	0.42	0.42	0.41	0.39
3. Usage of the Employee Assistance Program		2,284	2,099	2,130	2,436	2,412	2,501
4. Number of Days Lost to Workers Compensation Board Claims		7,304	7,995	5,718	4,582	5,722	6,604
5. Number of Workers Compensation Board Claims		177	195	192	184	154	180



"My whole family has been settling in PEI for almost a year. We came from Vietnam and immigrated to PEI through Express Entry Skilled Worker Program. In Vietnam, I worked for four different foreign investment companies and accumulated 18 years working experience in Administration and Procurement. A month after landing in PEI, I sent my resume and credentials to the Diversity Consultant of PEI Public Service Commission. Fortunately, not long after the meeting with him, I was invited for an interview. After several interviews and reference checks, I was recruited to work as an Energy Program Assistant for efficiency PEI, a Governmental agency under the Department of Transportation, Infrastructure and Energy. In my opinion, PEI Public Service Commission is a very supportive government organization identifying talented people, providing opportunities and consultancies to PEI's residents who are qualified, competent and desire to contribute their skills into the growth of the province."

*~ Anna (Nuong Hoa) Dao
Efficiency PEI, Department of Transportation, Infrastructure, and Energy*

Goal 4: Efficient and Innovative Human Resource Processes, Policy, and Practices

Strategic Priorities: Highlights

Enhancing Business Solutions to Benefit HR Practices

- HRMS manual is up to date with updated HRMS documentation and communication processes and training for user groups to share knowledge
- Continued preparatory work for the implementation of Candidate Gateway (a self-service solution for automating real-time recruitment in PeopleSoft)
- The training format for PeopleSoft was reviewed and PSC completed work with Communications

Reviewing and Improving Policy, Practices and Processes

- PSC worked with employers to achieve positive outcomes with collective bargaining processes
- Work continued to review and modernize the *Civil Service Act*
- The Public Service Commission Human Resource Policy and Procedures Manual (and related policies and guidelines) were reviewed to ensure information reflects modern best practices
- There was increased efficiency in classification through implementation of projects like: a new position questionnaire form and guide; a central inventory for position questionnaires and checklists; queue management report in People Soft; and an electronic preliminary decision form.
- The innovation awards program with the Civil Service was evaluated and recommendations informed a new draft Employee Recognition Program and policy
- PSC committed to continue to modernize PSC records information management (RIM) processes and now have a total of 69 operational retention schedules; with 21 new schedules approved in 18/19.

Demonstrating Increased Accountability

- PSC's Business and HR Plan was developed and posted online and annual reporting has been completed and posted online
- The Diversity and Inclusion Policy was drafted and finalized for presentation and approval from the Cabinet Committee on Priorities
- Three new open data sets including UPSE Salary Levels, Number of Voluntary Separations, and Years of Service Profiles were added online, aligning with government's commitment to Open Data and transparency
- Managers Dashboard was further developed and implemented across all departments for timely review of critical human resource indicators, metrics and measures for senior management
- PSC's client satisfaction surveys were re-designed, deployed, analyzed, and reported on in order to gather and evaluate the effectiveness of HR strategies
- PSC continues to complete regular audits of HRMS data to ensure accuracy and consistency in reporting

Improving Communication about the Public Service Commission

- PSC worked with Creative Services to create new PEI Civil Service Brand Guidelines
- The Public Service Commission Website presence was modernized and improved

Delivering Results:

- Client Satisfaction results showed that clients of the PSC were very satisfied with all areas of service they receive
- Increased traffic on recruitment pages
- Timely on-line access to meaningful human resources management reports for managers
- On-line access for employees to clear, accurate and current personnel and payroll information
- Less off cycle overpayments
- Improved data collection around time to hire/ improved average time to hire (in days)
- Improved classification turnaround time for encumbered positions (average number of days for turnaround decreased by 40%)
- There were two Reporting for Managers sessions each fiscal year to assist in the understanding of information available to them
- Users continue to be provided with access to on-line business process documentation. We currently have approximately 875 separate business process documents as each process is tailored for the respective sector.
- In the 18/19 fiscal year, 3972 incidents were logged by staff of the Corporate HRMS/Payroll Office compared to 4015 in the previous year.



"The Central HRMS Office is the foundation of the PeopleSoft system. Our Health PEI Human Resources/Payroll team is comprised of 34 employees who rely on the guidance and support of the Central HRMS Office on a regular basis. The HRMS staff are extremely proficient in all areas of the system and all inquiries/requests are answered/resolved immediately.

There is constant communication, consultation and collaboration between our teams with regard to updates/revisions to the system, development of processes and procedures, provision of training to new and existing HR/Payroll staff, and regular attendance at HR meetings to gather and provide information on various topics/issues, to name a few. These are all critical factors in ensuring the smooth operation of our human resources/payroll processes.

The professionalism, guidance and expertise of the Central HRMS team is paramount to the quality and integrity of our human resources/payroll information."

*~Jeanna McIntosh
HRIS Services, Souris Hospital
Health - Corporate Services*

Strategic Performance/ Progress Indicators

Progress Indicators		Baseline Year 2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
1. Average time to hire (days)	a. Civil	85	69	69*	58*	72*	Internal	67
							External	87
	b. Health PEI	57	39	50*	41*	40*	Internal	37
							External	57
2. Average classification file turnaround time (working days)	a. Vacant Positions	21	32	44	45	53	68**	
	b. Encumbered Positions	170	141	234	220	378	225	
3. Total number of pay cheques produced		12,924	12,345	11,754	12,085	12,461	12,666	
4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)		54 (0.42%)	35 (0.28%)	47 (0.40%)	58 (0.47%)	46 (0.37%)	36 (0.28%)	
5. Total number of overpayments for total cheques produced		49	48	75	63	89	87	
6. Average level of client satisfaction with PSC services		Initial results (2013) showed an 85% or higher level of satisfaction on one or more of the attributes for the Staffing, Employee Assistance Program, Departmental HR Management, and Corporate HRMS/Payroll sections. Lower levels of satisfaction (between 48% and 67%) were reported with the Classification, Diversity Management and French Language Training programs for timeliness, consistency and outcome.						
In 2018, another client satisfaction survey was implemented and average level of satisfaction is indicated on a likert scale of 1-7 (1 being lowest satisfaction and 6 being highest – and 7 being no answer at this time).	Staffing					6.0		
	Classification					5.2		
	HR Management, Labour Relations, Occupational Health and Safety					5.9		
	Organizational Development (HR Planning, Diversity, French Language Services)					6.0		
* Revisions to "time to hire" methodology were established in 2018 to more accurately reflect staffing activity within the fiscal year and applied to 2015-16 forward.								
** All classification consultants were part of the project work completed this year for Lean Six Sigma. The project work also focused on completing a large backlog of classification reviews which resulted in a higher turnaround time for vacant positions.								



"I have had the pleasure to work with the staff at the Public Service Commission for many years. Since becoming a Manager in 2010 with Home Care in Queens County, the support and assistance from these dedicated individuals in staffing has been invaluable. The integrity, the professionalism, the respect and compassion they show to those who use their service and the commitment they show every day, is remarkable. It is a pleasure working with them!"

*~ Eva Mol, RN
Nurse Manager, Queens Home Care
Health PEI*

Divisional Highlights – Staffing Classification and Organizational Development

Staffing ~ provides staffing services to government departments and Health PEI in accordance with hiring practices outlined in legislation, various collective agreements, and policy. Staffing consultants assist employers in the selection of qualified employees using a process of recruitment, candidate screening, testing (if required), interviewing, referencing and appointment to a position. They are also available to provide career advice and post-interview feedback to employees. This fiscal year saw a continued high volume of staffing activities with a number of new programs and services in the public sector and health.

Classification ~ provides for the development, maintenance and administration of the job evaluation process, and the classification plan, which establishes the framework for pay plans, and advice on organizational design and compensation. The purpose of a job classification is to determine the relative worth of jobs, based on the described duties and responsibilities of one position compared to the next position within the organization. The Willis (Position) Evaluation System is used, which was adopted by the PSC through a joint committee of union and management representatives. This process is fundamental to the employer's commitment to compensate employees fairly and equitably for the work they do. The Classification Section provides services to all departments of government in accordance with the *Civil Service Act*. Classification services are also provided to Health PEI, school boards, and other crown corporations and agencies, including the PEI Liquor Control Commission.

Organizational Development ~ provides services in relation to HR planning (Succession Planning and Workforce Monitoring), Employee Engagement, Learning and Leadership Development (Pathways to Learning, Leaders in Action, and Employee Training and Development Funds), Federal/ Provincial/ Territorial (Inter-Jurisdictional) representation, French Language Training, and Diversity Management.

Employee Assistance Program (EAP) ~ provides services to Civil, Health and Education Sectors. The mandate of the EAP is to assist employees, immediate family members and retirees in dealing with personal or work-related issues which affect their work life. The program also supports managers and directors in addressing personal and work related issues at an early stage to increase the likelihood of an early and satisfactory resolution that meets both the individual's and employer's needs. The program functions under the direction of the EAP Advisory Committee with representation from both management and unions. The committee's role is to promote EAP in the workplace, assess program effectiveness and provide suggestions with the objective of continually improving program delivery.

Staffing Statistics 2018-2019

Staffing Process Information	Civil Sector	Health Sector	Total
COMPETITIONS			
Internal	331	1905	2236
External	197	140	337
Internal and External	56	249	305
Total Competitions	584	2294	2878
APPLICANTS	10,970	23,451	34,421
APPOINTMENTS			
Permanent	469	1282	1751
Temporary and Casual	130	1030	1160
Total Appointments	599	2312	2911

Classification Statistics 2018-2019

Classification Process Information	Number
REVIEWS COMPLETED (by Sector)	
Civil Service	260
Health PEI	81
School Boards	4
Other (IWMC, IRAC, other external agencies)	0
Total Reviews Completed	345
REVIEW REQUESTS RECEIVED	348
AVERAGE TURNAROUND TIME (expressed in working days)	
Vacant Positions	68
Encumbered Positions	225

Learning and Development Statistics 2018-2019

Learning and Development Opportunity		Baseline 2013- 2014	2014- 2015	2015 -2016	2016- 2017	2017- 2018	2018- 2019
Sessions About Working in Government	No. of <u>Internal</u> Subject Matter Experts/Learning Facilitators	36	46	36	21	24	26
	No. of <u>External</u> Subject Matter Experts/Learning Facilitators	2	6	8	5	15	15
	No. of Sessions on Working in Government	33	65	64	60	74	93
	No. of Topics for Sessions on Working in Government	16	26	27	24	32	53
	No. of registrations processed	554	755	1365	1095	1386	2170
Insights Discovery	Insights Profiles Processed (Internal facilitators)	107	195	245	88	225	311
	Insights Transformational Leadership	NA	NA	NA	NA	33	55
Customized Training	No. of Departments funded for Customized Training	7	11	13	12	13	13
	No. of Departmental Customized Training Sessions Delivered	17	28	14	14	13	13
	No. of Corporate Specialized Training Opportunities	1	2	1	1	1	4
Occupational Health and Safety	No. of Participants	782	349	448	552	536	614
	No. of Formal Training Sessions	27	14	17	11	11	15
Employee Assistance Program	No. of Sessions delivered on Request	25	32	38	18	20	27
Diversity and Cultural Training	No. of participants	101	203	187	139	244	218
Labour Relations Training	No. of Registrations (Civil only)	118	142	139	149	48	425
	No. of Courses Offered (Civil only)	7	7	7	4	4	4
Specialized Program Cohorts	Facilitation Skills Certificate (UPEI) (H= Health PEI; C= Civil)	7 H/ 21 C	Not Offered 20 C	Not Offered 20 C	NA	NA	16
	No. of Participants in New Managers/Supervisors Program	4 H/21 C			NA		32
	No. of Participants in the Aspiring Managers and Supervisors Program	Not Offered	Not Offered	25	NA	NA	
	Leaders in Action Program			NA	NA	24	24
	Administrative Professionals Certificate (UPEI)						6

Employee Training and Development Funds Applications 2018-2019

Application Status	Unionized Fund	Excluded Fund	Total
Applications Approved	501	184	685
Applications Denied	54	6	60
Applications Withdrawn	53	36	89
Applications Ineligible	14	4	18
Pending Proof of Completion	94	13	107
Lack of Funds	0	11	11
Revoked	0	0	0
Maximum obtained (\$2500)	2	0	2
Total Applications	636	242	878

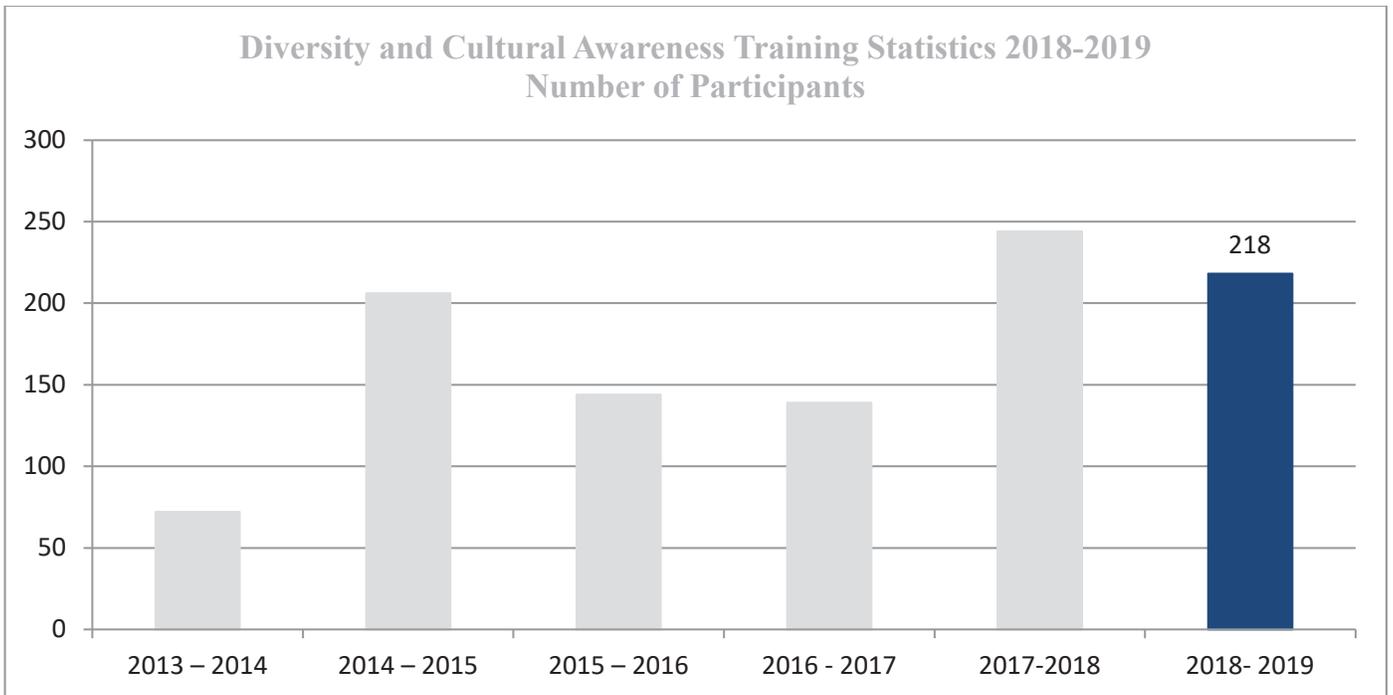
Employee Assistance Program Statistics 2018-2019

		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of Clients Served		NA	NA	906	857	936
Number of Counseling Hours		NA	NA	1896	1910	2000*
Files	Number of New Counseling Files	499	561	668	642	745
	Number of Closed Counseling Files	353	371	181	1824 ¹	1840
Referrals	Percentage of self-referrals	70%	63%	61%	60.4%	59%
	Percentage of employer referrals	30%	37%	39%	11.1%	11.6%
	Percentage of family referrals				11.0%	12.7%
	Percentage of colleague, friend referrals				9.5%	8.8%
	Percentage of physician & outside agency				6.2%	6.5%
	Union & other				1.7%	1.5%
Client Gender	Percentage Female	75%	75%	78%	78%	77%
	Percentage Male	25%	25%	22%	22%	23%
Group Sessions	Number of Sessions Offered	29	38	18	20	27
	Total Number of Participants	2451	3287	1559	1156	1409

¹ Significant increase due to a transition in staff complement due to retirement/ closing inactive files.

*Approx 30% of these hours are based on an estimate due to a one-time contract/ counseling hours data not in the data system

Diversity and Cultural Awareness Training



2019 Annual Premier's Award for Diversity Leadership in the Public Service Award



(L to R) Laurie Shaw, Premier Dennis King, Dorothy Dewar, Nursing Research Lead and Barb Lavers.

Divisional Highlights

Human Resource Management, Labour Relations, and Occupational Health and Safety

HR Management ~ provides senior level direction, leadership, coordination and advice in the areas of human resource (HR) management services, labour relations (LR) and occupational health and safety (OHS) to all government departments. It is responsible for building harmonious and mutually beneficial working relationships that promote the well-being and productivity of all employees through the advice, support, and assistance that HR managers and their teams provide. HR managers, HR officers, HR assistants, and payroll personnel are centralized within the PSC, with assigned client department portfolios. The staff of this section provides human resource management and payroll services to government departments in the civil service in accordance with legislation, various collective agreements, and policies.

Labour Relations ~ provides a variety of services on HR and labour relations issues including: representing the Public Service Commission in collective bargaining within the public sector; and providing assistance on the administration and interpretation of the collective agreement between the Government and the Union of Public Sector Employees. The division also develops and implements, with the assistance of government departments, policies and programs consistent with organizational needs. They also administer the cross-sectoral labour relations contracts with the external service providers. The team makes it a priority to have open and ongoing dialogue with union, departmental and external representatives on issues and policies that affect public sector labour relations. This ongoing communication has been effective in resolving situations as early as possible. A strategic and forward looking approach has contributed to the development of human resource practices, policies and guidelines that meet the needs of both the employer and employee. During this fiscal year, a full slate of collective bargaining tables were underway for both the Health and Education sectors.

Occupational Health and Safety (OHS) ~ provides a variety of services including timely and proactive advice and guidance, training, corporate policy development and implementation, hearing acuity testing, air quality testing, noise level testing, accident investigations, workplace inspections; and works collaboratively with all government departments, to ensure a safe workplace.

Administration, Corporate Human Resource Management System (HRMS) and Payroll

Administration, Corporate HRMS and Payroll provides a variety of services to the civil service, education and health sectors, and to the internal staff of the PSC. Services include:

- Management of the payroll and HRMS for the civil, health, and education sectors;
- Provision of advice and assistance on: (1) HR technology initiatives; and (2) the (financial) administration of the collective agreement between government and the Union of Public Service Employees;
- Provision of administrative services for the PSC, including the development and management of the PSC budget

Occupational Health and Safety Statistics 2018-2019

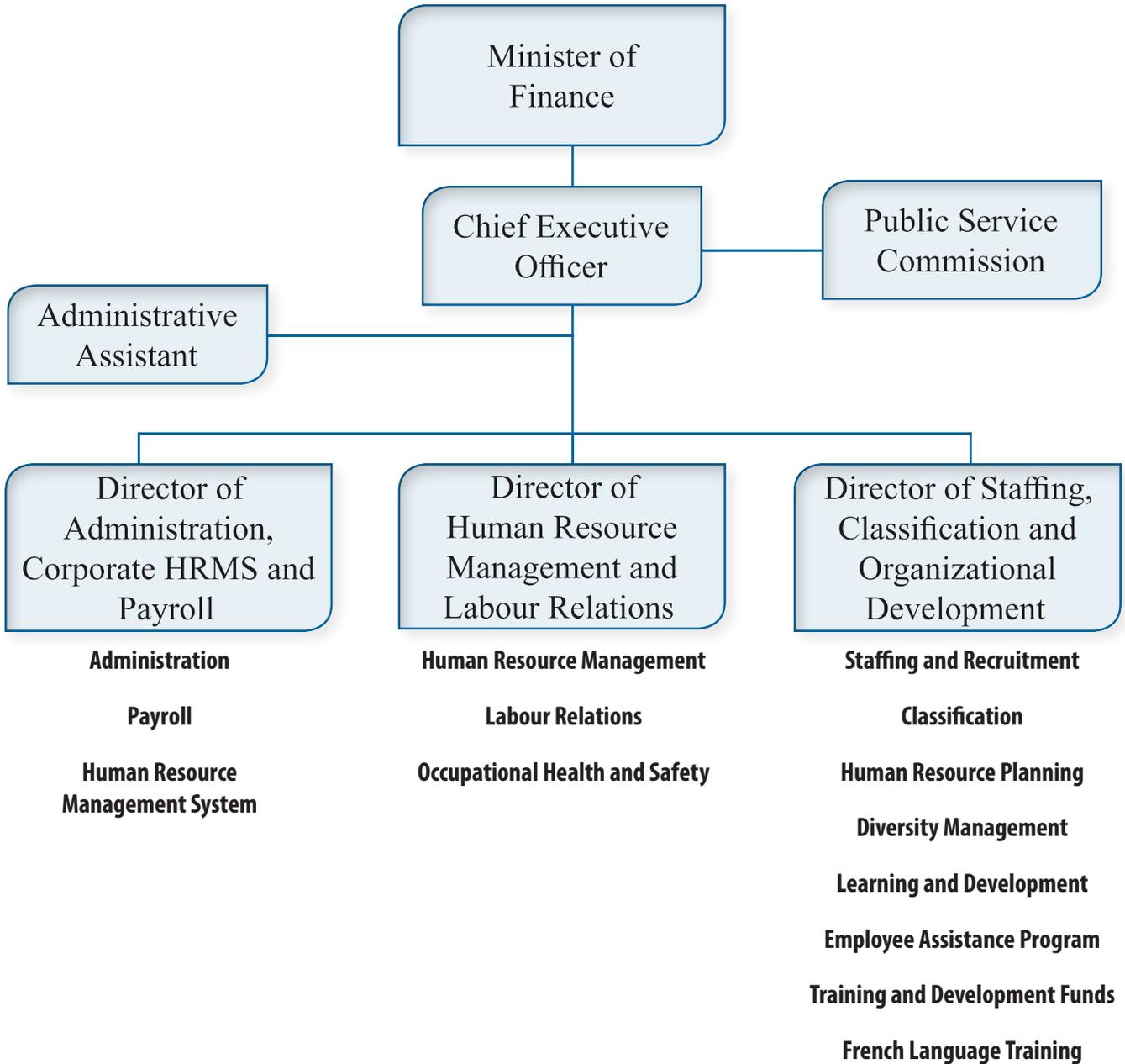
Department / Agency	Training	Workplace Inspections	Indoor Air Quality Tests	Noise Level Testing	Hearing Tests	Ergonomic Assessments	WCB Claims	LTD Claims Approved
Agriculture and Fisheries	23	1	1		15	1	7	
Communities, Land and Environment	23				52	3	11	1
Economic Development and Tourism	2	2		2	59	2	8	
Education, Early Learning and Culture	8		1			3	6	1
Family and Human Services	2	1	1			6	18	10
Finance	3					7	4	2
Health and Wellness		1				1		1
Justice and Public Safety	6					4	13	4
Transportation, Infrastructure and Energy	481	2	1	4	848	5	86	5
Workforce and Advanced Learning	6	1				3	3	
Executive Council Office							1	1
Legislative Assembly								
Liquor Control Commission	51						20	3
Public Service Commission	3						3	
Others	6				12	2		
TOTAL	614	8	4	6	986	37	180	28

2019 Douglas McMaster Memorial Occupational Health and Safety Award Recipient

(L to R) Tanya Rowell, Acting CEO, Public Service Commission and Clarence Brown, Forestry Crew Chief.



Organizational Structure



PSC Budget

PSC Expenditures and Revenue			
Division	Unaudited Actual 2018/19	Budget Forecast 3rd Quarter 2018/2019	Budget Estimate 2018/2019
Expenditure Budget			
Management	248,027	256,400	279,400
HR Management and Labour Relations	3,501,268	3,514,800	3,562,800
Staffing, Classification, and Organizational Development	2,563,838	2,640,900	2,606,300
Administration, Corporate HRMS, and Payroll	1,062,301	1,085,900	1,077,500
Total PSC Expenditures	7,375,434	7,498,000	7,526,000
Revenue Budget			
Management	0	0	0
HR Management and Labour Relations	0	0	0
Staffing, Classification, and Organizational Development	706,963	718,500	703,500
Administration, Corporate HRMS, and Payroll	8,525	3,700	3,700
Total PSC Revenue	715,400	722,200	707,200

