



*Public Service Commission*

# PEOPLE STRATEGY

2023 - 2026

Respect • Integrity • Accountability • Excellence



# Table of Contents

Message from the Chief Executive Officer.....	3
Strategic Direction.....	4
Introduction .....	5
Public Service Commission Accomplishments .....	8
PEI Civil Service Employee Demographics .....	9
Canadian Corporate Human Resource Trends .....	11
Goal #1: Retention Employee Well-being – Create Healthy, Safe, Inclusive, and Engaging Workplaces .....	14
Goal #2: Development Enhance Employee Experience Through Developing Our People and Inclusive Leaders .....	16
Goal #3: Talent Acquisition Lead Innovative Human Resource Planning and Talent Management .....	18
Goal #4: Drive Transformation in the Public Service Through Modernization and Innovation .....	20
Accountability and Evaluating Success .....	22
Progress Indicators.....	23
Organizational Structure .....	27
Reference List.....	28

# Message from the Chief Executive Officer



On behalf of PEI's Public Service Commission (PSC), I am pleased to present the PSC People Strategy for 2023-2026. This plan encompasses our values that drive strong culture and services that support excellence for Islanders while also recognizing, learning, and adapting to global turbulence over the past few years. In a time where change is immediate, we too must continue to modernize to support our staff in delivering and developing safe, healthy, sustainable services that help keep our Island connected and our citizens strong.

The new PSC People Strategy will prioritize our people and will strategically guide our activities over the next three years, through four key goals: (1) Employee Well-being - Create Healthy, Safe, Inclusive, and Engaging Workplaces; (2) Enhance Employee Experience Through Developing Our People and Inclusive Leaders; (3) Lead Innovative Human Resource Planning and Talent Management; and (4) Drive Transformation in the Public Service Through Modernization and Innovation. The Public Service Commission will continue to facilitate the recruitment, development, and retention of a workforce capable of meeting government's business objectives within its current fiscal mandate and build on lessons learned and momentum since the last Business HR Plan in 2018-2020.

While we remain agile and prepared for the daily work that is in front of us, we are committed to implementing plans such as this for a future that is full of renewal, positive growth and change. The possibilities within our workforce are endless and exciting, and the PSC People Strategy for 2023-2026 will only add to our ability to promote learning, equity and diversity, collaboration, modernization, and efficiency within our provincial public service and across our beautiful Island.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tanya Rowell". The signature is fluid and cursive.

**Tanya Rowell**

*PEI Public Service Commission*

# Strategic Direction

<b>Vision</b>	<b>Human Resource Excellence in Public Service</b>			
<b>Mission</b>	<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, modernization and efficiency, and responsiveness to successfully deliver excellence in human resources services benefitting our Island community.</i>			
<b>Values</b>	<b>Respect</b> <i>I practice acceptance, civility, fairness and inclusion</i>	<b>Integrity</b> <i>I do my work in a non-partisan, honest, open and fair way</i>	<b>Excellence</b> <i>I provide high levels of accuracy, proficiency, and knowledge in my work</i>	<b>Accountability</b> <i>I am responsible for performing quality work and decisions</i>
<b>Goals</b>	<i>Employee Well-being - Create Healthy, Safe, Inclusive, and Engaging Workplaces</i>	<i>Enhance Employee Experience Through Developing Our People and Inclusive Leaders</i>	<i>Lead Innovative Human Resource Planning and Talent Management</i>	<i>Drive Transformation in the Public Service Through Modernization and Innovation</i>
<b>Strategic Priorities</b>	<i>Foster Safe Workplaces</i>  <i>Support Employee Well-Being and Counseling Treatment</i>  <i>Champion the Implementation of the Equity, Diversity and Inclusion Strategy</i>  <i>Model Best Practices in Employee Engagement</i>	<i>Provide an Excellent Employee Experience in Learning and Development</i>  <i>Accelerate Leadership Development</i>  <i>Inspire Learning with a Focus on Equity, Diversity and Inclusion</i>  <i>Champion Language Training Opportunities</i>	<i>Implement Consistent and Real-Time Human Resource Planning</i>  <i>Position the Civil Service as an Employer of Choice</i>  <i>Encourage, Grow and Manage Talent Pools</i>  <i>Innovate Talent Acquisition Practices</i>	<i>Promote Client-Centric Processes and Use Digital by Design to Promote Efficiencies</i>  <i>Automate Human Resource Processes to Generate Efficiencies</i>  <i>Improve Policy, Practices, and Processes</i>  <i>Ensure Accountability and Effective System and Resource Management</i>

# Introduction

## What is the Public Service Commission?

- An independent and impartial agency established by the *Civil Service Act*.

## What is the Purpose of the Public Service Commission?

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

## What Services do the Public Service Commission Provide?

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

It is important to note that in addition to the above noted services provided within the Civil Service, the PSC also provides certain services to Health PEI as well as the Education sector.

## Purpose of the People Strategy

- Outline and guide the alignment of the organization’s workforce with its strategic direction guide activities, and function as a roadmap for actions for the next three years (2023-2026).

## Development of the Strategy

The planning process was led using evidence-based information from multiple sources and built on the achievements from the PSC’s previous plan. The following steps were taken to develop this comprehensive strategy:

- Engagement and feedback from PSC staff, clients, and management
- Exploration of interjurisdictional trends and current research
- Examination of current human resource issues and best practices
- Utilization of internal data and previous reports/ plans

The PSC strategy is aligned with and informed by current government direction with a renewed focus on expanding our workforce and planning for population growth. The PSC’s People Strategy is also about “driving meaningful change, having the courage to take bold actions, investing in our people, programs, and services in order to foster innovation and creativity”. The public service has been encouraged to “challenge the status quo and strive to be a leader, which includes setting ambitious goals and working hard to achieve them” (Speech from the Throne, 2023).

## Public Service Commission Accomplishments

- Staffing services experienced the largest increase in the number of competitions and a record number of appointments made in 2021-2022.
- Staffing turnaround times serving Health PEI decreased by 20% for internal hires in 2021-2022.
- Classification services saw a steady decline in average turnaround time since 2017-2018 with a record in 2021-2022 of 39 days for vacant positions; in addition, many high priority classification reviews were completed within two weeks or less.
- Virtual delivery in learning and development has expanded accessibility and availability for employees and demonstrated this through an all-time high of registrations and almost doubled its capacity since 2017.



## Public Service Commission Accomplishments

- Leadership programs continued to be in high demand with an additional 53 managers and directors graduating and the launch of the third intake of the Leaders in Action program.
- Employee Assistance Program services continued to see increased demand, over past years and reported a record number of clients served and counselling hours in 2021-2022.
- The [2022-2025 Diversity and Inclusion Strategy](#) was launched and the PSC also increased its number of topic areas in diversity and cultural awareness training (increased participation by 212% over last two years) with a record number of participants in 2021-2022 (537).
- Corporate HRMS and Payroll continued to improve business processes and are implementing new technologies and automations that lead more efficient and productive workplaces.



# PEI Civil Service Employee Demographics

As of March 31<sup>st</sup>, 2022

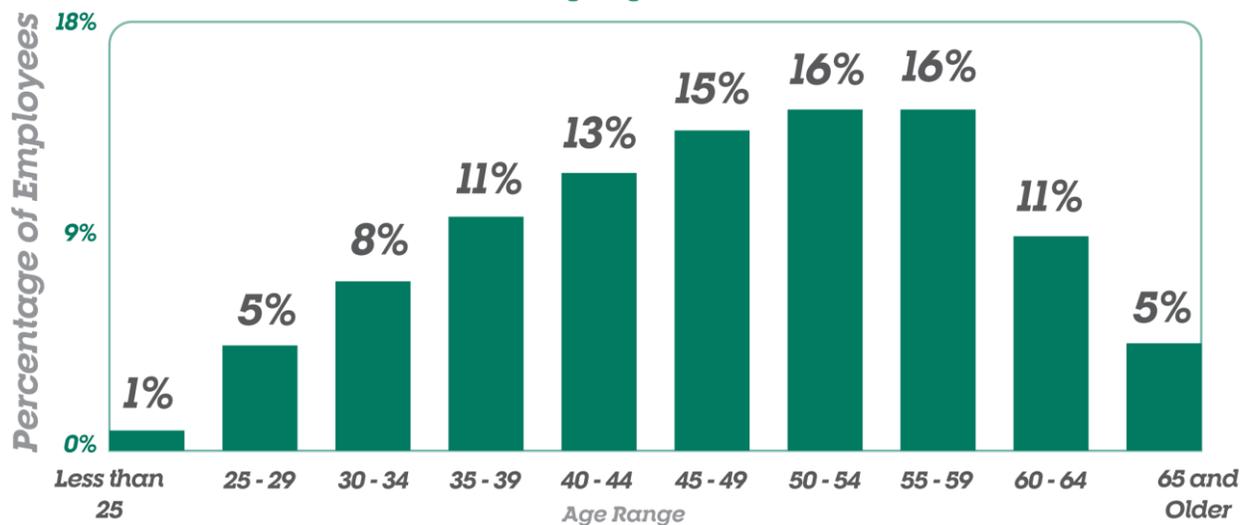
## Employee Totals for the Civil Service

Executive Division	Full-Time Employees	Part-Time Employees	Vacant Positions	Casual Positions	Total
21	2182	340	526	1274	4343

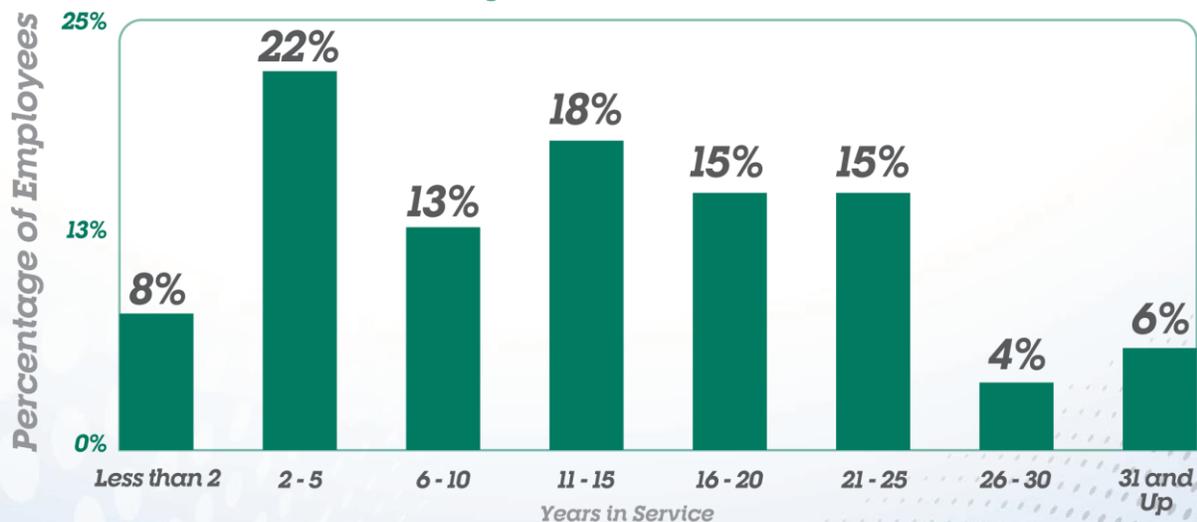
\*Note: totals are comprised of both excluded and classified employees

## Average Age and Years in Service of Employees in the Civil Service

Average Age **49.2**



Average Years of Service **13.5**



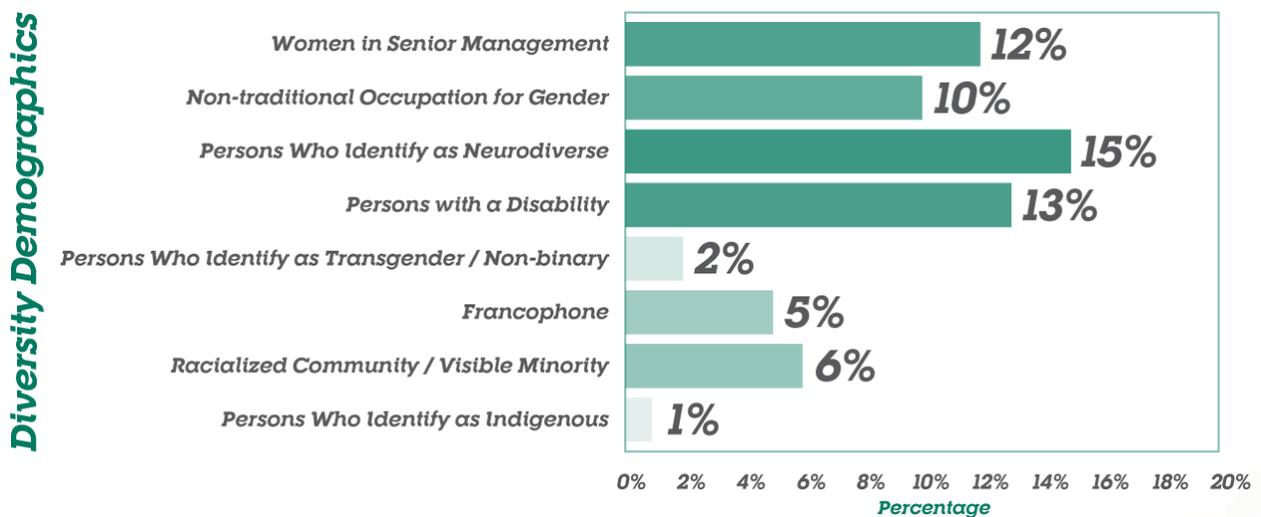
## Recruitment and Retention of Employees in the Civil Service



## Diversity in the Civil Service

\* Data from Employee Engagement Pulse Survey Conducted in June 2022

\* Definitions in Alignment of the 2021 Census



## Retirement in the Civil Service

**62**  
Average Age  
at Retirement

**25**  
Average Years  
of Service  
at Retirement

**3%**  
Retirement  
Rate

# Canadian Corporate Human Resource Trends

A scan across jurisdictions examining corporate human resource trends was conducted and the highlights include:

## The Future of Work is Flexibility for Employees:

- Exploring flexible working options to encourage healthy work-life balance
- Creating and revising programs to reflect trends from public and private organizations
- Building a culture where continuous (hybrid) learning is supported and encouraged

## Prioritizing Talent Acquisition with a Focus on Retention by:

- Promoting internships, mentorships, and valuing relationships with post-secondary institutions
- Supporting new employees through the onboarding process and ensuring they have all the resources they need to be successful
- Focusing on succession planning to equip employees at every level with the skills to lead new teams
- Ensuring supports are in place for employees to use in the area of mental health, physical health, stress management, etc.

## Driving Transformation in the Public Service through:

- Evidence-based approaches in human resource management
- Embracing equity, diversity, and inclusion in the workplace
- Reducing red tape and breaking down barriers to push towards more streamlined and efficient processes
- Offering continuous professional development to equip the workforce with tools they need to be successful in their work
- Using workplace surveys for future planning and better targeted practices

## Exploring Ways to Modernize Systems and Operations by:

- Adopting new technologies to help streamline and simplify complex processes
- Working to continuously update and modernize policies and practices in all areas
- Supporting a culture of innovation and collaboration between government departments, community organizations and private sector

# SHAPE THE *Future*

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 they carry out their work developing safe, healthy, sustainable communities that help keep our Island connected and our citizens strong. The global pandemic that started in 2020 forced us to innovate and create solutions in human resources that were unprecedented. All the while, our province continues to transform at a fast pace in many areas including an aging workforce and 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 re-energized and committed to taking a fresh look at our processes over the next three years in order create a bolder and brighter future for Islanders. 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 innovating to attract and retain new recruits. We support 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.

# Goals

The Public Service Commission's goals and priorities have been developed based on the contributions provided by employees, managers, senior management, and executives throughout the engagement process. Jurisdictional collaboration, internal documents and data analytics have also played an influential role in the development of this strategy.

Ongoing monitoring and evaluation of performance are critical. Performance indicators are essential in illustrating the growth and progress that the PSC is experiencing in each topic area.

The next section of the People Strategy will include a description of each goal, strategic priorities, and a list of outcomes in which individuals can expect to see associated with each strategic priority.

## Goal 1

### Retention:

Employee well-being – Create healthy, safe, inclusive, and engaging workplaces

## Goal 2

### Development:

Enhance employee experience through developing our people and inclusive leaders

## Goal 3

### Talent Acquisition:

Lead innovative human resource planning and talent management

## Goal 4

### Modernization:

Drive transformation in the public service through modernization and innovation

# Goal #1: Retention

## Employee Well-being – Create Healthy, Safe, Inclusive, and Engaging Workplaces

### Rationale

Retention is a critical factor in human resources strategic planning as it helps to ensure sustainability and long-term success of an organization. The following strategic priorities are vital pieces that serve as the cornerstone to a healthy, safe, inclusive, and engaging workplace where employees find their work meaningful and are inspired, proud, and attached to the organization and their work.

### Foster Safe Workplaces

- Encourage a culture of safety and promote safe workplace practices (e.g., violence prevention, effective incident reporting, and new safety practices to support disabilities and/or physical limitations)
- Modernize employee wellness, accessible safety training, education topics (e.g., safe remote work practices, psychological health and safety, mental health and well-being, etc.) and delivery methods to include virtual options
- Continue to review and develop policies and best practices (e.g., a respectful workplace policy, supporting accommodations and return to work strategies, and promotion of gender-inclusive language)
- Identify positions appropriate for remote work and provide flexible work options to promote work-life balance for employees

### Support Employee Well-Being and Counseling Treatment

- Provide tools and resources that are aligned with the You Matter campaign (e.g., provide group sessions, shared resources through the website and communications)
- Continue to implement different modalities within the Employee Assistance Program (EAP) (e.g., in-person, teleservices, online) to reduce wait times and provide greater accessibility effectively
- Build internal capacity and appropriate clinical resources for the EAP to effectively deliver services and make referrals to community partners

### Champion the Implementation of the Equity, Diversity and Inclusion Strategy

- Improve the collection and analysis of equity, diversity and inclusion data
- Enhance and support the recruitment, screening, and selection processes for members of diversity groups
- Cultivate a supportive, welcoming, and inclusive work environment for all

## Model Best Practices in Employee Engagement

- Enhance the focus and importance of the employee engagement survey and invest in both corporate and departmental action plans focusing on targeted training and coaching for supervisors and managers
- Develop and implement ways for employees to collaborate on innovative solutions to improve their work and increase their agility based on client satisfaction feedback
- Share, adapt, and develop best practices to ensure staff are engaged and connected while working remotely

## What You Will Notice

- Positive work cultures and increased awareness of psychological health and safety in the workplace
- People have access to timely EAP and You Matter resources
- People feel accepted, heard, respected, and supported
- Strong retention and an engaged workforce that takes pride in the services and duties they provide



# Goal #2: Development

Enhance Employee Experience Through Developing Our People and Inclusive Leaders

## Rationale

Championing opportunities for development and innovation is integral for the civil service to meet the needs of the public. The following strategies support an engaged workforce that is motivated to succeed and provide leadership in effective service delivery in an increasingly complex and ever-changing environment.

## Provide an Excellent Employee Experience in Learning and Development

- Create a learning and development framework to reflect 21<sup>st</sup> century learning and results from research and best practices
- Implement an enterprise Learning Management System (LMS) to benefit employee learning and development
- Re-brand the Pathways to Learning program and diversify learning and development opportunities based on 21<sup>st</sup> century adult learning best practices and enhance accessibility (e.g., experiential learning opportunities, communities of practice, provide cross-training, mentorship, in-house training, etc.)

## Accelerate Leadership Development

- Revise the Public Service Leadership Competencies Framework using an equity, diversity, and inclusion (EDI) and anti-racism lens, promote it widely throughout the organization and its leadership programs
- Ensure current and aspiring leaders have access to a variety of professional development opportunities (e.g., mentoring, coaching, and/or supervisor/manager learning series) to support succession management in the organization
- Support leadership development through experiential mentorship educational opportunities involving retirees/ communities of practice (e.g., director's forum, mid-level managers)

## Inspire Learning with a Focus on Equity, Diversity and Inclusion

- Enhance awareness, engagement, and understanding of training on equity, diversity and inclusion (EDI)
- Create greater awareness of anti-racism educational opportunities (e.g., cultural awareness, anti-racism, respectful workplace) and other cultural learning (including promotion of a webinar for unconscious/ implicit bias and learning about the *Truth and Reconciliation Calls to Action* and *Murdered and Missing Indigenous Women and Girls* and indigenous history in Canada)
- Collaborate and partner with provinces and federal jurisdictions to explore options for EDI training

## Champion Language Training Opportunities

- Develop an incentive program for bilingual training in the civil service to support expanding French services provided to Islanders
- Continue to develop and offer creative options for French language training, including through community partnerships and alternative modes for training
- Explore and identify training opportunities in other languages

## What You Will Notice

- Utilization of the Pathways to Learning Program and Development and Training Fund (Unionized/ Excluded)
- Increased capacity in potential leaders for future career growth and promotional opportunities
- Equity is prioritized at individual and organizational levels, and a cultural and environmental feeling of belonging is experienced by all employees
- Champion training opportunities to support service delivery for PEI's increasingly diverse population



# Goal #3: Talent Acquisition

## Lead Innovative Human Resource Planning and Talent Management

### Rationale

Talent acquisition remains paramount for the civil service as the goal is to attract and retain high-quality employees with the skills, experience, and potential to succeed in their roles and improve the overall civil service. With effective human resource planning and talent management, the civil service can continue to move forward and fulfill department responsibilities and serve Islanders.

### Implement Consistent and Real-Time Human Resource Planning

- Increase the use of human resource analytics to make data-driven decisions, including supporting succession management and the attraction of talent
- Ensure that Departmental Human Resource Plans are current and include strategies for succession management and building capacity (continuity and service delivery)
- Create efficiencies and learn from best practices in human resource planning through participation in federal-provincial-territorial and interjurisdictional working groups

### Position the Civil Service as an Employer of Choice

- Define the employee value proposition (e.g., highlighting continuous learning, flexibility, innovative communities of practice, opportunities to work across departments/areas, leadership opportunities, recognition and rewards, excellent benefits plan, flexibility, leave allowances)
- Conduct a review of the PSC Brand (internal and external) with a lens to help promote competitive compensation, benefit packages, and leave allowances in talent acquisition materials
- Conduct a review of classification and compensation tools, processes, and practices across Canada to make evidence informed recommendations to automate, streamline and maintain quality and integrity of our processes

### Encourage, Grow and Manage Talent Pools

- Create, monitor, and evaluate the impact of a new Public Sector Internship Development program for the civil service that is focused on areas that are hard to recruit
- Optimize priority talent pipelines to address hard-to-fill vacancies across the civil service
- Increase the number of student work-integrated learning opportunities
- Support temporary and stretch assignments, encourage experiential learning opportunities, and explore internal talent mobility options and programs to encourage cross-team talent sharing (e.g., cross-training, position swap, free agent programs where employees are part of a centralized office and work on projects with different departments and teams based on identified priorities)

## Innovate Talent Acquisition Practices

- Review, modernize and streamline staffing processes
- Develop a talent acquisition strategy for the civil service
- Leverage technology to modernize and implement innovative recruitment approaches (e.g., Applicant Tracking System, modernizing language on job postings, profiling ambassadors)
- Promote flexible work options to attract and retain new talent pools across the organization and support employees to work remotely based on best practices and evidence
- Explore enhancing career navigation for internal and prospective employees

## What You Will Notice

- Strong retention rates and mobility opportunities within government departments
- Consistent communication of the employee value proposition
- Continued collaboration through jurisdictional working groups to ensure best practices are shared across the country
- Launch of a talent acquisition strategy



# Goal #4: Modernization

## Drive Transformation in the Public Service Through Modernization and Innovation

### Rationale

While human resources policies, processes and practices are largely determined by related legislation and collective agreements, a “future of work” mindset in the public service is required to enhance service delivery and address emerging challenges through innovation and modernization. The following strategic priorities promote transparency between the employee and employer relationship and increase the quality, access, and timeliness of human resources services throughout the public service.

### Promote Client-Centric Processes and Use Digital by Design to Promote Efficiencies

- Implement a more advanced Applicant Tracking System (ATS) to engage with potential applicants in real-time
- Collaboratively explore, review, streamline and identify opportunities for employees to have the autonomy to innovate and change in real-time to create efficiencies in all divisions
- Continue to develop standardized approaches to service delivery by leveraging technology/assistive technology to both accommodate/support efficiency and productivity

### Automate Human Resource Processes to Generate Efficiencies

- Modernize processes to be client-centric and digital by design (e.g., in PeopleSoft, or the Learning Management System) and increase self-service options available through the PSC website
- Explore automation, data analytics and data management as valuable tools for such things like quality control, system integrity, and trend analysis in human resources
- Evaluate the implementation of the enterprise LMS on its effectiveness to generate efficiencies

### Improve Policy, Practices, and Processes

- Continue to improve the applicant and employee experience (e.g., real-time communication, efficient application process, flexibility, access, and processes involved in applying to programs, communication to employees, etc.)
- Finalize the modernization of the *Civil Service Act* and Regulations
- Review the Public Service Commission Human Resource Policy and Procedures Manual and related policies and guidelines regularly to ensure information reflects modern best practices

## Ensure Accountability and Effective System and Resource Management

- Use data analytics to allocate human, material, and monetary resources to meet strategic and operational goals
- Create innovative solutions using data, feedback on programs and services, evaluations, future trends, and best practices to ensure that PSC's services meet client needs
- Continue to implement PSC Employee and Client Satisfaction Surveys regularly

## What You Will Notice

- Streamlined service delivery that produces positive client satisfaction results
- Provide digital access and improved capabilities within technologies for managers and employees
- Revised *Civil Service Act*
- Better use of data and analytics to make informed decisions



## Accountability and Evaluating Success

Aligning with gold standards for achieving results, progress will be monitored on an ongoing basis against these current goals, benchmarks, and trends. Indicators were reviewed through consultation with the Public Service Commission Senior Management Team and include human resources metrics and measures that are used by many jurisdictions across Canada. The 2023-2026 key performance indicators are tracked over time and presented in the following pages.

The Public Service Commission Chief Executive Officer and Management Team are committed to evaluating the effectiveness of strategies and activities using formal evaluation methodologies, using both quantitative and qualitative data. Examples of quantitative data include: Human Resource Management and Payroll System (PeopleSoft) data, divisional metrics reports, results from Employee Surveys and Public Service Commission Client Satisfaction surveys which will continue to be used to evaluate the effectiveness of our work. The Public Service Commission Annual Report will document performance against the plan for each fiscal year including qualitative/ narrative reporting on each strategic priority.



# Progress Indicators

## Employee Well-being – Create Healthy, Safe, Inclusive, and Engaging Workplaces

Progress Indicators <b>Goal #1</b>		Baseline Year								
		2013 - 2014	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018- 2019	2019- 2020	2020- 2021	2021- 2022
1. Percentage of employees who agree that they have support at work to balance work and personal life		81%	===	81%	===	80%	===	===	===	===
2. Average Leave Utilization Rates (Days)		===	===	===	===	===	9.62	8.54	7.28	9.15
Sick Leave	a. Unpaid	0.10	0.11	0.16	0.14	0.15	0.14	0.11	0.10	0.13
	b. Paid (Including Medical Appointments)	9.07	8.71	9.77	9.62	9.04	8.07	7.21	6.27	7.99
Special Leave	c. Serious Illness in Family (Art. 24.14b)	0.06	0.06	0.08	0.07	0.06	0.06	0.06	0.03	0.04
	d. Illness in Family (Doctor's Statement)	0.01	0.02	0.01	0.02	0.01	0.02	0.01	0.01	0.01
	e. Illness in Family (Art. 24.13 (a)(1))	1.13	1.04	1.09	1.10	1.06	0.93	0.80	0.59	0.67
	f. Travel Family Medical (Art. 24.13(a)(2))	0.36	0.39	0.42	0.42	0.41	0.39	0.34	0.28	0.31
3. Usage of the Employee Assistance Program		8%	9%	9%	11%	10%	11%	12%	13%	14%
4. Number of Days Lost to Workers Compensation Board Claims		7,304	7,995	5,718	4,582	5,722	6,604	6,301	6,927	5,296
5. Number of Workers Compensation Board Claims		177	195	192	184	154	180	200	160	126

## Experience Through Developing Our People and Our Leaders

Progress Indicators <b>Goal #2</b>	Baseline Year								
	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 -2021	2021 - 2022
1. Percentage of employees who have discussed a learning plan with their immediate supervisor	46.5%	===	53.4%	===	55.5%	===	===	===	===
2. Number of employees who have completed Leadership/Manager programs that are provided through the PSC	68	41	69	N/A	24	55	58	55	53
3. Percentage of employees who agree their manager provides regular feedback on their performance	62%	===	64%	===	68%	===	===	===	===
4. Number of registrations for PSC funded learning opportunities for all learning areas (e.g., French language training, labour relations training, cultural diversity training, etc.)	2,463	2,802	3,382	4,131	3,852	5,202	5,746	3,710	4,389
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%)	738 (89%)	598 (93%)	486 (91%)



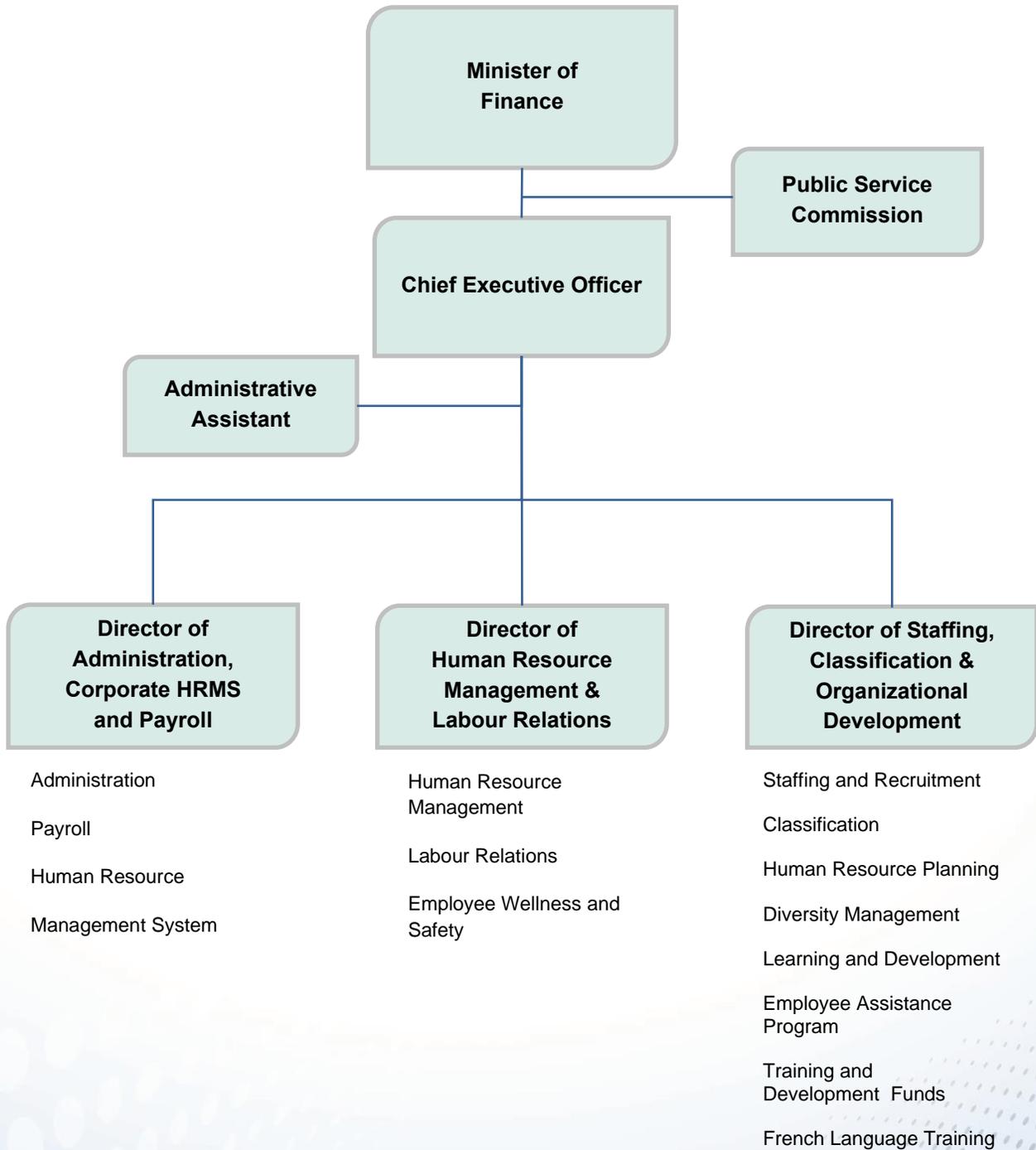
## Lead Innovative Human Resource Planning and Talent Management

Progress Indicators <b>Goal #3</b>		Baseline Year								
		2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022
1. Percentage of employee survey respondents who self-identify with the four designated diversity groups	a. Indigenous People	2.2%	===	2.4%	===	2.4%	===	===	===	===
	b. Person with a Disability	3.4%	===	2.6%	===	2.9%	===	===	===	===
	c. Member of a Visible Minority	1.6%	===	2.4%	===	2.6%	===	===	===	===
	d. Non-traditional Occupation for Gender	6.1%	===	6.3%	===	6.1%	===	===	===	===
2. Percentage of employees that have been assessed as being bilingual		5.1%	5.3%	5.1%	6.3%	6.6%	6.7%	7.6%	7.3%	7.3%
3. Number and percentage of bilingual positions in the civil service		75 (3.3%)	77 (3.4%)	73 (2.6%)	98 (3.6%)	97 (3.4%)	93 (3.9%)	94 (3.9%)	87 (3.5%)	91 (3.6%)
4. Percentage of employees who access bilingual training and development opportunities		4.4%	6.0%	4.5%	2.7%	4.5%	5.5%	6.3%	7.5%	8.8%
5. Percentage of external hires		14.3%	19.8%	17.2%	14.4%	8.1%	16.0%	8.5%	9.9%	20.3%
6. Percentage of permanent employees under the age of 35 years		11%	11%	10%	7%	11%	13%	14%	14%	15%
7. Percentage of employees who agree they have opportunities for career growth		46%	===	47%	===	55%	===	===	===	===
8. Percentage of new permanent employees that stay over five years or over two years with the civil service		79%	81%	83%	82%	87%	88%	79%	85%	83%
		94%	95%	96%	92%	96%	92%	93%	94%	92%
9. Percentage of appointments to senior management positions (director level and higher) from within the civil service		7.7%	4.0%	2.5%	2.2%	0.9%	2.3%	5.4%	3.1%	2.9%
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%	34%	25%	38%
11. Overall employee engagement index for the civil service		71%	===	72%	===	76%	===	===	===	===

## Drive Transformation in the Public Service Through Modernization and Innovation

Progress Indicators <b>Goal #4</b>		Baseline Year									
		2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	
1. Average time to hire (days)	a. Civil	85	69	69	58	72	(I) 67 (E) 87	(I) 62 (E) 69	(I) 55 (E) 75	(I) 52 (E) 72	
	b. Health PEI	57	39	50	41	40	(I) 37 (E) 57	(I) 38 (E) 63	(I) 40 (E) 55	(I) 32 (E) 54	
2. Average classification file turnaround time (working days)	a. Vacant Positions	21	32	44	45	53	68	58	41	39	
	b. Encumbered Positions	170	141	234	220	378	225	165	159	114	
3. Total number of pay cheques produced		12,924	12,345	11,754	12,085	12,461	12,666	12,772	13,436	13,975	
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%)	43 (0.34%)	28 (0.21%)	37 (0.26%)	
5. Total number of overpayments for total cheques produced		49	48	75	63	89	87	72	80	83	
6. Average level of client satisfaction with PSC services	<b>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).</b>										
		Staffing	6.0	===	===	===	===				
		Classification	5.2	5.4	===	===	===				
		HR Management, Labour Relations, Occupational Health and Safety	5.9	===	===	===	===				
		Organizational Development (HR Planning, Diversity, French Language Services)	6.0	===	===	===	===				
Legend: (I) = Internal (E) = External											

# Organizational Structure



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