



Public Service Commission

ANNUAL REPORT

2019-2020

Respect • Integrity • Accountability • Excellence

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Message from the Chief Executive Officer



Minister Compton and Mr. Carl Lafford, Chair of the Public Service Commission

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 2019-2020 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 dedication to public service and to the delivery of quality human resource services.

The public service plays a significant role in the success of our province. The PSC enables a system that sustains the public service to make a positive impact, contributing to our community and in turn, bringing the best possible service to the people of Prince Edward Island.

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

We recognize that our province continues to transform at an increasing rate including an aging workforce and opportunities faced with growth in diversity and population. PSC is a driver of change and creates innovative solutions to ensure the public service is transforming to meet the evolving needs of communities and citizens in our province.

The PSC recognizes of the need for talent acquisition and retention in fresh ways to attract and retain the top talent in an increasingly competitive labour market and to ensure that the needs of Islanders are met. We are increasingly agile and willing to try out new innovative approaches in our work and want to ensure that we are a leader in human resources.

This report is a summative description against the 2018-2020 Business Human Resource Plan. It illuminates 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.

Tanya Rowell, CEO

PEI Public Service Commission

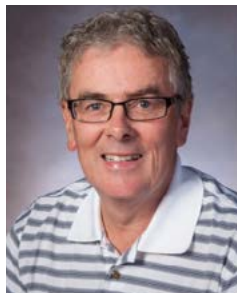
PEI Public Service Commission Board Members



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 innovative and timely 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.



"I have worked closely with the PSC for many years on countless matters, such as performance management, interpretation and application of collective agreements, and organizational structure analysis. The PSC HR Management and Labour Relations team takes time to ensure stakeholders have the information required to make informed decisions. Their attention to detail and commitment to meet the needs of their stakeholders is highly valued and appreciated. I am grateful for their thoughtful and professional approach which helps us navigate often complex and sensitive matters with confidence."

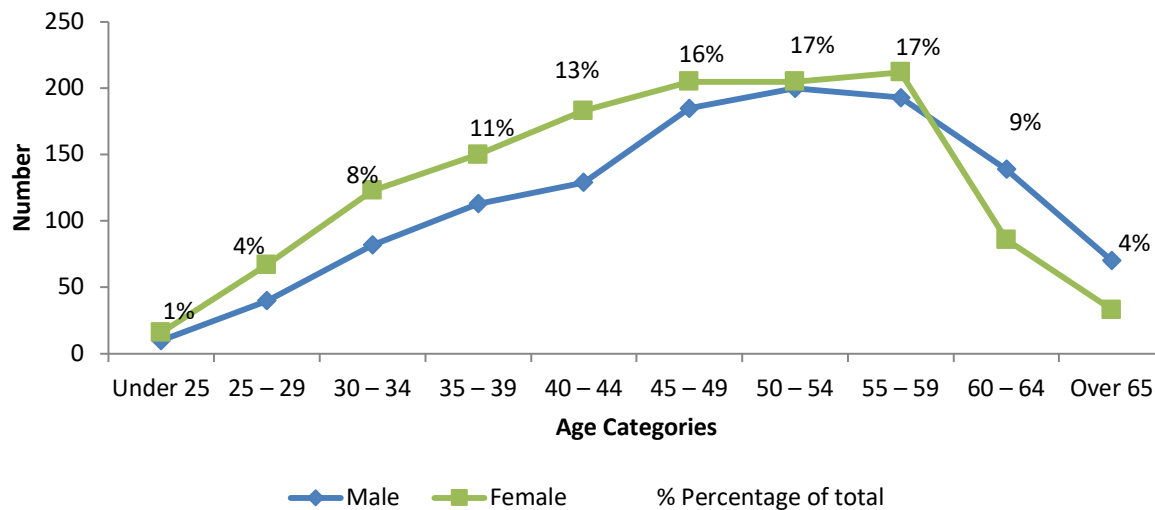
~Karen MacDonald
Acting Deputy Minister
Department of Justice & Public Safety

Civil Service Establishment as of March 31, 2020

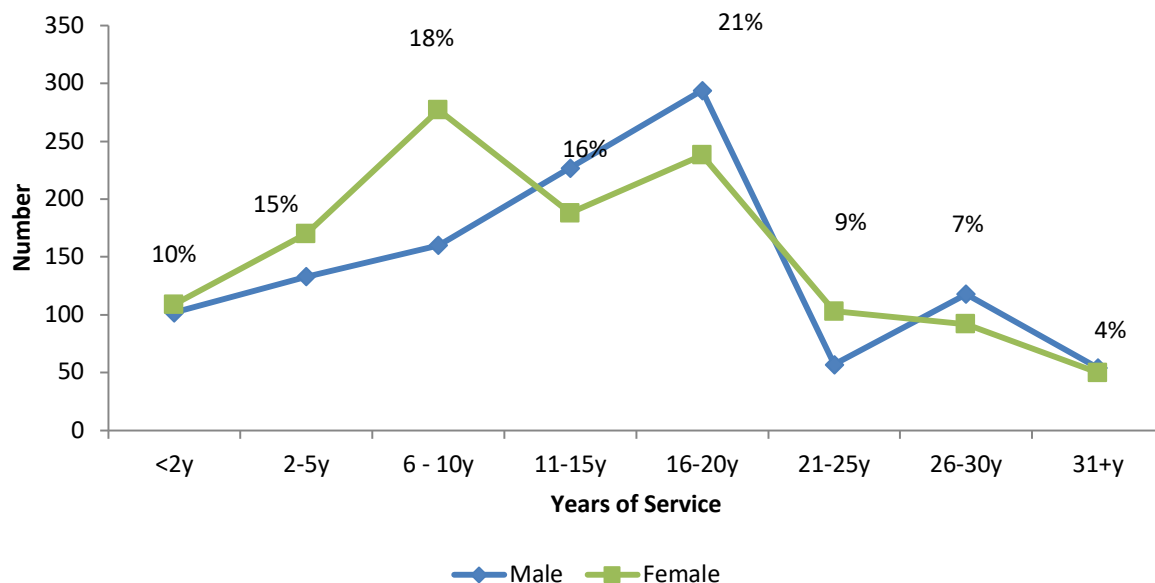
| Department/ Agency | Exec Division | Classified Division | | | | | | | | Casual Division | Total All Divisions |
|---|---------------|---------------------|--------|-----|--------|-------|------------------|-----|-------|-----------------|---------------------|
| | | Employees | | | | | Vacant Positions | | | | |
| | | FT | EXL FT | PT | EXL PT | Total | FT | PT | Total | Total | |
| Agriculture & Fisheries | 1 | 101 | 6 | 11 | 0 | 118 | 13 | 6 | 19 | 17 | 155 |
| Cannabis Management Corp. | 0 | 28 | 2 | 17 | 0 | 47 | 2 | 0 | 2 | 12 | 61 |
| Environment, Water, & Climate Change | 3 | 76 | 4 | 12 | 0 | 92 | 8 | 5 | 13 | 18 | 126 |
| Economic Development & Tourism | 1 | 25 | 7 | 4 | 0 | 36 | 6 | 2 | 8 | 12 | 57 |
| Education & Lifelong Learning | 1 | 139 | 18 | 28 | 0 | 185 | 17 | 2 | 19 | 51 | 256 |
| Employment Development Agency | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 1 | 1 | 0 | 3 |
| Executive Council | 5 | 18 | 35 | 1 | 0 | 54 | 21 | 0 | 21 | 18 | 98 |
| Finance* | 1 | 60 | 25 | 1 | 2 | 88 | 38 | 0 | 38 | 16 | 143 |
| Fisheries & Communities | 1 | 25 | 7 | 6 | 0 | 38 | 5 | 2 | 7 | 10 | 56 |
| Health & Wellness | 3 | 41 | 14 | 4 | 0 | 59 | 7 | 2 | 9 | 12 | 83 |
| Justice & Public Safety | 0 | 263 | 58 | 32 | 1 | 354 | 32 | 6 | 38 | 93 | 485 |
| Liquor Control Commission | 0 | 92 | 5 | 35 | 0 | 132 | 20 | 22 | 42 | 100 | 274 |
| Public Service Commission | 1 | 11 | 58 | 0 | 2 | 71 | 3 | 0 | 3 | 13 | 88 |
| Social Development & Housing | 1 | 266 | 39 | 14 | 0 | 74 | 8 | 38 | 46 | 12 | 463 |
| Tourism PEI | 1 | 26 | 4 | 44 | 0 | 74 | 8 | 38 | 46 | 12 | 133 |
| Transportation, Infrastructure & Energy | 1 | 328 | 26 | 151 | 0 | 505 | 56 | 65 | 121 | 219 | 846 |
| Treasury Board | 1 | 221 | 44 | 2 | 0 | 267 | 34 | 0 | 34 | 54 | 356 |
| Total March 31, 2020 | 21 | 1722 | 352 | 362 | 5 | 2441 | 291 | 157 | 448 | 773 | 3683 |
| Total March 31, 2019 | 17 | 1655 | 352 | 361 | 13 | 2381 | 291 | 150 | 441 | 837 | 3676 |
| Difference | 4 | 67 | 0 | 1 | -8 | 60 | 0 | 7 | 7 | -64 | 7 |
| 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, 2020 – Breakdown of Demographics

Age Profile - Classified Division
Full-time and Part-time (as of March 31, 2020)
Average age: (M) 50; (F) 47

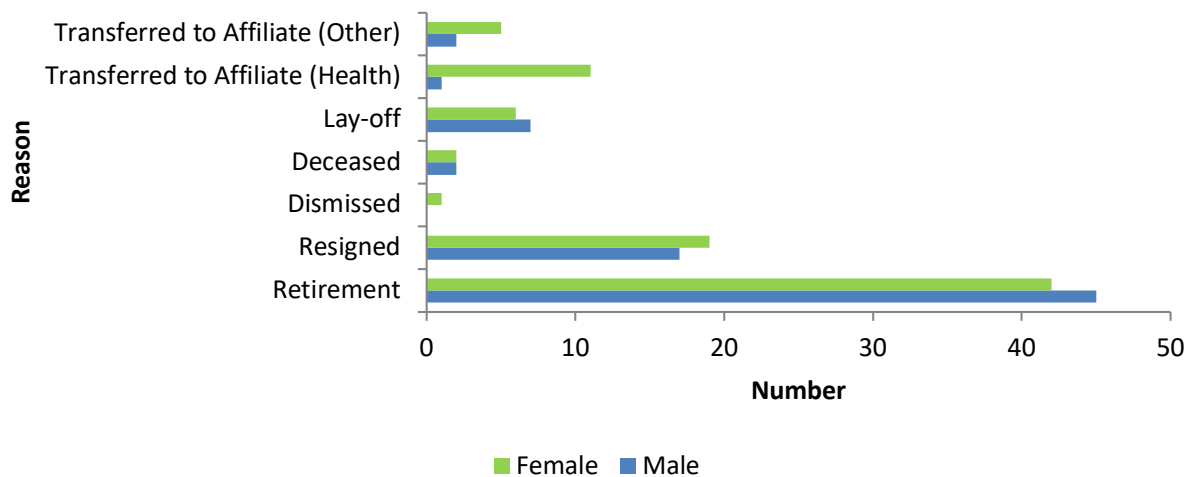


Length of Service Profile - Classified Division
Full-time and Part-time (as of March 31, 2020)
Average length of service: (M) 14.1; (F) 12.9

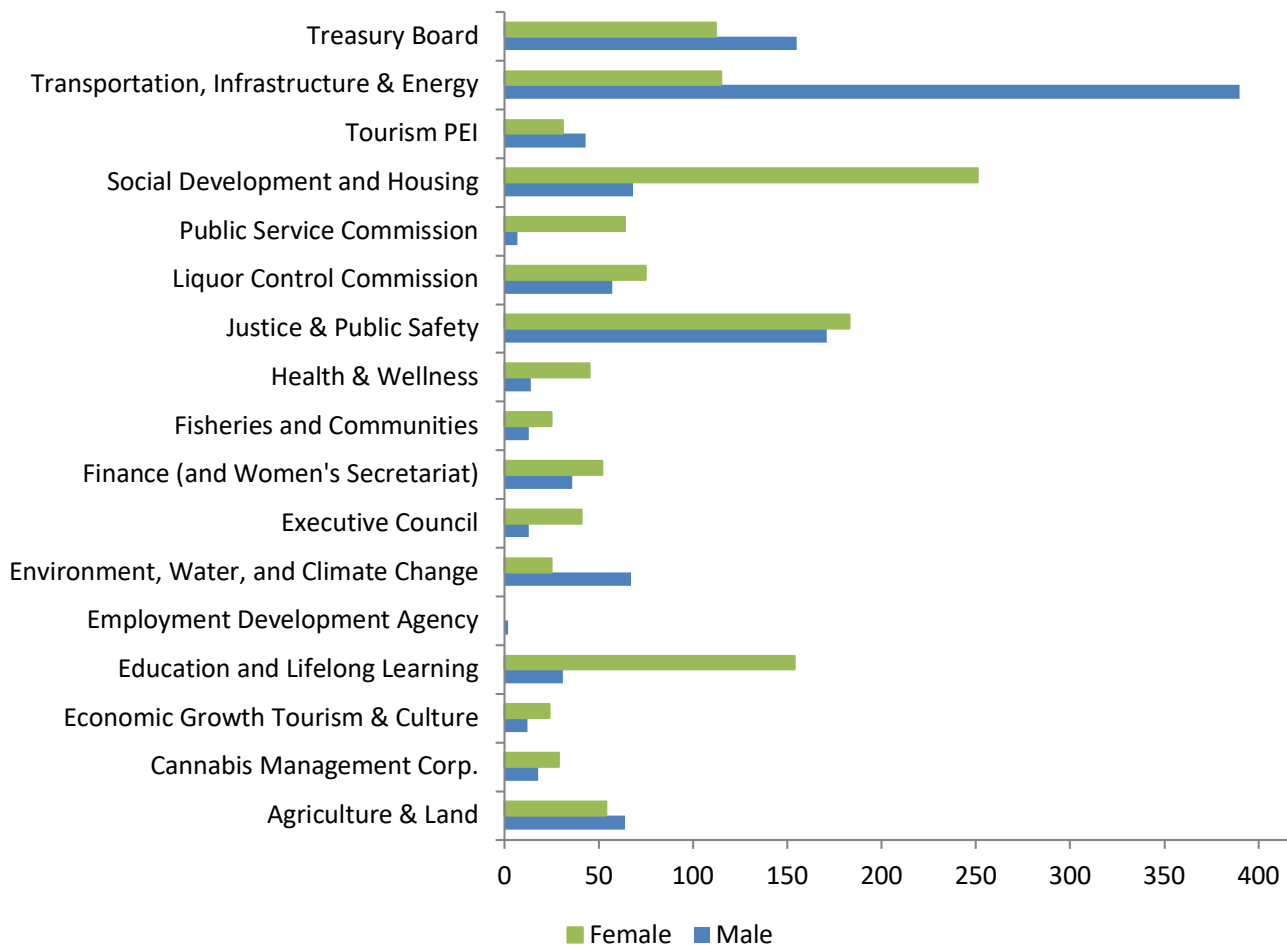


Separations - Classified Division (as of March 31, 2020)

*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, 2020)



Strategic Direction – Executive Summary (Vision, Mission, & Goals)

| | | | | |
|--------------------|--|--|---|--|
| Vision | <i>Human Resource Excellence in Public Service</i> | | | |
| Mission | <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> | | | |
| Values | Respect <i>I practice acceptance, civility, fairness and inclusion</i> | Integrity <i>I do my work in a non-partisan, honest, open and fair way</i> | Excellence <i>I provide high levels of accuracy, proficiency, and knowledge in my work</i> | Accountability <i>I am responsible for performing quality work and decisions</i> |
| Goals | Building Capacity and Human Resource Planning | Lifelong Learning and Leadership Development | Workplace and Employee Health, Safety, and Wellbeing | Efficient and Innovative Human Resource Processes, Policy, and Practices |
| Key Actions | Effective Succession Management and Human Resource Planning Recruiting and Attracting Talent Developing and Engaging Employees Retention and Repatriation | Fostering a culture of lifelong learning and development Providing Blended Learning Opportunities Offering Career Planning Opportunities Cultivating Leadership Development | 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 | Enhancing business solutions to benefit HR practices Reviewing and improving policy, practices and processes Demonstrating increased accountability Improving Communication about the Public Service Commission |

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.

Year in Review

This section highlights the work completed by PSC toward accomplishing our strategic goals in our 2018-2020 Business HR Plan. Accomplishments for each goal area and stories from clients about their experiences are showcased in various 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 2019-20 was a great year for continuous improvement with PSC. Over the last year, PSC accomplished sustained improvements in the services it provided including: continuous improvement in staffing and classification services, human resource and labour relations services, organizational development initiatives, continued growth with learning and development initiatives including leadership and French language training, a renewed focus on diversity and inclusion, significant upgrades in corporate processes, and EAP services.

In keeping with other provinces across Canada, and the recent COVID-19 outbreak, PSC is capitalizing on innovations in order to continue to provide service excellence to its clients. There continues to be increased demands for services, increasing costs, recruitment and retention of staff, impending projected retirements, new challenges with workplace health and safety due to remote work, and growing intricacy of client needs, including redeployments.

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.

PSC's dedicated work reflects Government's efforts to support ongoing growth of the province through a public service that is engaged, agile, and delivering excellence in services to all Islanders today and in the future.



"Over the past year, the Department of Education and Lifelong Learning has required an increased amount of work on classifications due to department reorganization and current positions requiring updated classification. The Public Service Commission has been extremely helpful in completing this work and we have been very pleased with the support and timely efforts of all those involved. Thank you for all you've done and for the demonstrated hard work of your team"

Bethany MacLeod,
Deputy Minister
Department of Education and Lifelong Learning

Goal 1: Building Capacity and Human Resource Planning

Strategic Priorities: Highlights of Accomplishments

Succession Management and Human Resource Planning

- The Succession planning working group was revitalized and new departmental HR plans were developed to guide the succession planning methods across government;
- Succession Management tools are available (e.g. Identifying critical positions; Knowledge Transfer binder template) for all HR managers;
- Government is supporting both employee engagement and succession planning by investing in individuals who are ready, willing, and able to engage in leadership development and later assume senior roles in the public service. The second cohort in the Leaders in Action (LIA) Pathway is underway with a spring 2021 graduation. LIA is comprised of a cohort of 24 employees who are developing their leadership skills and are committed to assuming a senior leadership role and position in the public service as part of their career plan; and are actively participating in a corporate project;
- The Corporate HR Planning Consultant continues to actively participate on inter-jurisdictional committees and utilize best practices shared for strategic HR planning; and also chairs one of those committees.

Recruiting and Attracting Talent

- PSC's brand was developed and incorporated into marketing for the PSC. "Shape the Future" is designed to aid in HR Planning, promotions, and materials. Strategies continue to be developed based on this brand, which is also closely aligned with the new government brand;
- Social media currently being utilized successfully for recruitment and PSC staffing professionals participate in interactive sessions throughout the year with post-secondary students. Work continues to ensure larger pools of quality applicants for positions and that post-secondary students are aware of and interested in opportunities;
- Work on Diversity & Inclusion Strategy is ongoing and expected implementation by June 30, 2021;
- Implementation work on the Bilingual Targeted Recruitment Strategy continues with departments to support a bilingual workforce and culture, increase bilingual capacity, improve language skills to meet language requirements, improve patient and client centered care and services, and provide opportunities to work in both official languages;
- A number of options are currently in place and regularly promoted to allow for modernized flexibility in the workplace and the variety of options allow employees and the employer to achieve tailored flexibility where operationally possible and no unreasonable requests are to be denied. With the recent onset of the pandemic, it is anticipated that there will be a notable increase in the number of employees working remotely and/or working flex hours.

Developing and Engaging Employees

- A digital integrated on-boarding package was piloted in several departments;
- PSC continued to award Customized Learning Funds to each department across government to hire speakers or organize staff days with a customized learning component;
- Access to ongoing French oral proficiency assessments continued and PSC will pursue opportunities to expand development opportunities and work with departments so that more employees are: assessed and hired for Bilingual opportunities; identified as bilingual and providing services in both official languages; accessing French Language training; and providing bilingual services to the community;
- The Public Service Leadership Competencies Framework was developed (2016-2018) and launched in 2018. Since then, multiple presentations have been provided to senior management (DMs), HR Managers, HR Officers, Leadership communities, etc. Ongoing communication is continuing. As well, it is aligned and supports our Mid-Level Insights Transformational Leadership Program; and is used as a resource in this program (which has been taken by 155+ managers across the Government of Prince Edward Island);
- The Public Service Commission continues to support collaborative communities of practice (like: The Facilitator's Community of Practice (FCoP)) and encourages others to get involved with CoPs across GPEI (e.g. Innovation CoP in SDH; Evaluation; Policy, etc.) as a way to encourage development of new talent pools;
- Employee Recognition is encouraged as an everyday practice and annual awards continue to be awarded during Public Service Week;
- The Employee Engagement 2020 survey was delayed due to COVID and is anticipated to be run in Spring of 2021;
- The Diversity & Inclusion Policy was successfully rolled out; a draft strategy document and additional training for fall 2020 will be planned.

Delivering Results

- The public service is steadily getting younger: Percentage of employees under the age of 35 in the civil service has progressively risen over the past four years to 13.8%;
- The public service is continuing to retain employees: The percentage of new permanent employees that stay over five years is stable at 93%;
- There is continuous improvement in learning and development and training uptake from employees; registrations are at an all-time high across subject areas, including French language training.

Strategic Performance/ Progress Indicators

| Progress Indicators | | Baseline Year 2013- 2014 | 2014- 2015 | 2015- 2016 | 2016- 2017 | 2017- 2018 | 2018- 2019 | 2019- 2020 |
|---|---------------------------------------|--|---------------|---------------|---------------|---------------|---------------|---------------|
| 1. Percentage of employee survey respondents who self-identify with the four designated diversity groups** | Indigenous People | 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% | 7.6% |
| 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%) | 94 (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% | 6.35% |
| 5. Percentage of external hires **** | | 14.30% | 19.80% | 17.20% | 14.40% | 8.08% | 16.0% | 8.5% |
| 6. Percentage of permanent employees under the age of 35 years | | 10.90% | 11% | 10.10% | 7.30% | 11.16% | 13.0% | 13.8% |
| 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% | 79.0% |
| | | 93.50% | 94.80% | 95.80% | 92.30% | 96.0% | 92.0% | 93.0% |
| 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% | 5.4% |
| 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% |
| 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> <p>**** The Mid-Level Leadership Training Program is providing focused succession planning for senior leadership positions which has resulted in a decrease to external hires and increase in internal appointments to senior management.</p> | | | | | | |

Goal #2: Lifelong Learning and Leadership Development

Strategic Priorities: Highlights of Accomplishments

Fostering a culture of lifelong learning and development

- Learning needs assessment(s) continued to identify the learning needs of employees and to increase the range of training opportunities for employees;
- Opportunities like the Policy Hackathon and communities of practice continued and supported to increase capacity for innovative approaches to learning and design thinking through networked collaborations across the organization;
- The cohort of employees who were sponsored in 2018 to take Prosci® training in Change Management continued to meet and formed a community of practice in 2019;
- There was ongoing investment in resources, training and tools to provide access to learning opportunities that are diverse and align with development for future succession in government.

Providing Innovative Adult Learning Opportunities

- Explorations continued 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) were consistently explored and supported;
- Learning opportunities where employees can obtain hands on experience solving problems (i.e. through case studies, problem hacks, and experiential learning) were encouraged and promoted.

Supporting Career Planning Opportunities

- Career planning processes continue to be made accessible through the Leadership Competencies Framework and also in a central location on PSC's website;
- Career Planning and Interview Workshops are developed and offered on a regular basis;
- PSC continued to support retirement education and planning through two workshops (with multiple offerings throughout the year) in the Pathways to Learning Calendar; and retirement projections are continually monitored;
- Succession management tools continued to be used across departments, and there is an increased need to continue to communicate about these tools and processes across human resources.

Cultivating Leadership Development

- The PSC Leadership Competencies Framework and corresponding user tools was promoted across government;
- The Mid Level Leader Insights Transformational Leadership program (that aligns with the Framework) continued to be rolled out for all managers across Government with a second cohort of 58 managers;
- Executive leadership also participated in an executive level session on Insights Transformational Leadership;
- Leadership recognition continued through the Premier's Excellence in Leadership and the Engagement and Collaboration Award;
- Increased access was provided for learning opportunities for both aspiring and mid-level leaders in the Civil Service (e.g. through Pathways Calendar and tailored programs);
- A concentrated effort on communicating the Development and Training Fund availability was implemented monthly.

Delivering Results

- There was a 12% increase over last year in enrollment in PSC Pathways to Learning courses and a 11% increase over last year in all PSC funded learning opportunities; and an overall increase of 73% over the past three years;
- There was an 5% decrease in applications for Training and Development Funds; however, there was a 7% increase in the number of applications approved; and the Excluded Fund was depleted with 88% of applications being approved;
- There is an increase in career growth opportunities, particularly in leadership development through several pathways for leadership growth.



"I have worked with the staff at the Public Service Commission for many years. The staffing services are consistently professional, respectful, fair and transparent. I believe high quality staffing services is critical to support our organization to continue to be agile, forward thinking, and an employer of choice."

*John Brennan
Director of Business Infrastructure Services
IT Shared Services*

Strategic Performance/ Progress Indicators

| Progress Indicators | Baseline Year | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 |
|---|---|---------------|--------------|--------------|--------------|--------------|--------------|
| | 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 | 58 |
| 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 | 5,746 |
| 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%) |
| Notes on Strategic Performance Indicators | *Employee Engagement data is only collected every 2-3 years ** No established target, standard or benchmark; target toward continuous improvement; measured by Employee Engagement Survey 2018 | | | | | | |



"I had the privilege of participating in two leadership programs offered by the PSC this past year, and both were amazing! Mid-Level Leaders equipped me with important knowledge about myself and my strengths as a leader, and I left the program with practical tools. The facilitators were knowledgeable, and I loved the structure. As someone in a highly specialized role, my Leaders in Action experience has opened my mind and exposed me to new ideas, helped me build new skills, and deepened my knowledge in some areas. I'm now connected to 23 other talented leaders from across government, and my project group is working to solve a real-world problem. This is the best leadership program I've ever been in, and the experience has been exhilarating! The bonus is the PSC staff. They are enthusiastic about professional growth for public servants and are committed to helping us succeed. For example, my parental leave started while I was still in both programs; and I was able continue participating because PSC staff were creative in accommodating my needs"

*Dr. Shamara Baidoobonso
Provincial Epidemiologist
Department of Health and Wellness*

2020 Premier's Excellence in Leadership Award Recipients: John Brennan and Mike Muise



(Left to right: John Brennan, Director of Business Infrastructure Services and Mike Muise, Corporate Information Security Officer, IT Shared Services, and Premier Dennis King)

2020 Engagement and Collaboration Award Recipient: Paul Strain



(Left to right: Deputy/ Clerk Paul Ledwell, Paul Strain, Environmental Officer Department of Transportation, Infrastructure, and Energy, and Premier Dennis King)

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

Strategic Priorities: Highlights of Accomplishments

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

- Occupational Health and Safety (OH&S) hosted a Health Expo in collaboration with a number of Not for Profit Health Organizations. The Expo included provision of a variety of health-related resources for employees, as well as the opportunity to speak with experts regarding a variety of health conditions and concerns. Employees/attendees also had the opportunity to participate in various “health screenings” e.g. blood pressure, body mass index measurements, etc.;
- OH&S continues to support each departmental program for OH&S and has established regular/monthly meetings with WCB Work Disability Prevention Coordinator to review claims and facilitate early and safe “Return to Work” plans for employees.

Learning about Health, Safety, and Well-Being

- OH&S conducted research on and attended training on various (15+) topics including: Employee Health and Well-Being, Respectful Workplaces, Telework, Family Violence in the Workplace, Psychological Health & Safety in the Workplace, Mental Health Awareness, Disability Management and Recover at Work/Return to Work, Working Alone Updates, Sit/Stand Desks, Asbestos Management, Indoor Air Quality, Duty to Accommodate, Employee Innovation and Three-D Printers;
- OH&S continues to work collaboratively with our Health PEI (HPEI) counterparts to develop a Work Disability Prevention and Recover at Work/Return to Work Program, including development of a Policy and Procedures document and Reference Guide for HPEI and Civil. As part of this project, a number of positions have had a Job Demands Analysis completed; which will assist with Recover at Work/Return to Work plans and enhance positive outcomes;
- Partnered with stakeholders to educate staff on principles of the National Standards for Psychological Health and Safety in workplaces supporting psychologically safe workplaces, which complements implementation of Respectful Workplace Policy communication strategy;
- “Being a Mindful Employee” on-line training was made available and encouraged for all employees;
- Provided continued training and tools for managers to address workplace conflicts and foster respectful workplaces (e.g. education session re: Workplace Harassment and Respectful Workplace Policy implementation);
- First Aid/CP training was arranged for employees as required e.g. re-certification, new employees, etc.

Innovating Policies and Practices

- Mobile Hearing Acuity Testing implementation completed year two with four employees currently certified to conduct testing (2 OHS /2 TIE) and OH&S Consultant assisting with analysis of testing results;
- Reviewed the disability and attendance management model to enhance return-to-work outcomes for employees;
- Provided advice and resources to employees via e-mail or telephone re: “home workstations” as result of the onset of the pandemic and education and information on-line to continue enhanced promotion of ergonomically correct workspaces.

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

- In response to pending legislative changes to the OH&S Act in the area of Workplace Harassment, the OH&S Section assisted with revisions to the existing Policy for the Prevention and Resolution of Harassment in the Workplace;
- Assisted with revisions to the existing Telework Policy in response to Government’s commitment to development of a sustainable society (and more recently to the COVID-19 pandemic);
- Provided support to departments to ensure training is delivered to employees to meet legislative requirements (e.g. Occupational Health and Safety, Workplace Hazardous Materials Information system, First Aid and CPR, working alone, Psychological Health and Safety)

- Advice, guidance and resources were offered to Management/Departments regarding Working Alone and Violence in the Workplace policies. The assistance provided is most often specific to a particular Departmental worksite situation;
- Psychological Health and Safety education and training was provided to employees;
- Reviewed HR policies and practices and developed resources to implement better practice approaches to address health and safety in the workplace;
- OH&S policies were reviewed to ensure alignment with current legislation e.g. new upcoming OH&S Harassment legislation; and Telework policy in response to pandemic and remote work;
- Continued to support workplace occupational health and safety committees to identify common concerns and ensure that legislative requirements are being met.

Delivering Results

- Continued increase in EAP awareness and timely access (up 25% over last year)
- Increased partnerships with related agencies (e.g. Health PEI and Workers Compensation Board)
- Established regular meetings monthly with WCB Work Disability Prevention Coordinator
- Collaborated with HPEI counterparts and WCB representative, to develop Work Disability Prevention and Recover at Work/Return to Work program for HPEI and Civil
- Decrease in sick time utilization
- Decrease in days lost due to WCB; (however, this number fluctuates year to year and it is difficult to attribute to any one specific reason).

The 2020 Douglas MacMaster Memorial Occupational Health and Safety Award Recipient: Nick Thompson



(Left to right: Tanya Rowell, CEO, Public Service Commission, Nick Thompson, Provincial Forest Technician, Department of Environment, Water, and Climate Change, and Premier Dennis King)

Strategic Performance/ Progress Indicators

| Progress Indicators | | Baseline Year 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019** | 2019-2020*** |
|--|---|----------------------------|-----------|-----------|-----------|-----------|-------------|--------------|
| 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) | | | | | | | 9.60 | 8.54 |
| a. Sick Leave – Unpaid | | 0.1 | 0.11 | 0.16 | 0.14 | 0.15 | 0.14 | 0.11 |
| b. Sick Leave – Paid (including Medical Appointments) | | 9.07 | 8.71 | 9.77 | 9.62 | 9.04 | 8.07 | 7.21 |
| Special Leave | c. Serious Illness in Family (Art. 24.14b) | 0.06 | 0.06 | 0.08 | 0.07 | 0.06 | 0.06 | 0.06 |
| | d. Illness in Family (Doctor's Statement) | 0.01 | 0.02 | 0.01 | 0.02 | 0.01 | 0.02 | 0.01 |
| | e. Illness in Family (Art. 24.13 (a)(1)) | 1.13 | 1.04 | 1.09 | 1.1 | 1.06 | 0.93 | 0.80 |
| | f. Travel Family Medical (Art. 24.13(a)(2)) | 0.36 | 0.39 | 0.42 | 0.42 | 0.41 | 0.39 | 0.34 |
| 3. Usage of the Employee Assistance Program | | 2,284 | 2,099 | 2,130 | 2,436 | 2,412 | 2,501 | 3,106 |
| 4. Number of Days Lost to Workers Compensation Board Claims | | 7,304 | 7,995 | 5,718 | 4,582 | 5,722 | 6,604 | 6,301 |
| 5. Number of Workers Compensation Board Claims | | 177 | 195 | 192 | 184 | 154 | 180 | 200 |
| *Employee Engagement data is only collected every 2-3 years | | | | | | | | |
| **Note: Based on 2655 employees enrolled in sick leave plan on March 31, 2019 and 25,508.01 total sick days (Unpaid and paid sick and special leave) recalculated to increase accuracy in 2020 | | | | | | | | |
| ***Note: Based on 3034 employees enrolled in sick leave plan on March 31, 2020 and 25,914.35 total sick days (Unpaid and paid sick and special leave) | | | | | | | | |

"The caring, personalized, professional counseling sessions held in a safe, trusting environment, along with valuable, recommended resources were instrumental in my healing journey and provided a lifeline after a sudden, personal loss."

Anonymous Employee Assistance Program (EAP) Client



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

Strategic Priorities: Highlights of Accomplishments

Enhancing business solutions to benefit HR practices

- In conjunction with the PeopleSoft Service provider and ITSS, completed the implementation of new hardware for the PeopleSoft application;
- Development and testing of PeopleSoft upgrade which will provide for enhanced access to information as well as access to information using mobile devices;
- Developed Payroll and Time and Labor Work Centers to be delivered with PeopleSoft upgrade in July 2020;
- Developed new PeopleSoft Navigation Roles and Tiles, greatly improving the ease of use of the system. This will be delivered with the system upgrade;
- Managers Self Service configuration for implementation with the upgrade. Will introduce Manager Self Service to all Health Managers with upgrade;
- Assisted ITSS in the development of the requirements for Enterprise Learning Management system;
- Access to on-line business process documentation was expanded to provide timekeepers in the Health sector with access to their business process documentation via Alfresco.

Reviewing and improving policy, practices and processes

- Completed review and update of over 700 HR and Payroll business process documents for the PeopleSoft upgrade (which was delayed due to COVID-19). The majority of documentation will be available to system users electronically;
- Received Treasury Board approval for all HR Policy recent updates completed;
- The Diversity and Inclusion Policy was announced in December 2019 as per Government's commitment to support and create an inclusive and welcoming workplace by recognizing and acknowledging the value of diversity and inclusion and of being reflective of our diverse population we serve. The policy is rooted in PSC guiding principles and core public service values for the Civil Service: respect, integrity, accountability and excellence;
- Efficiencies from Lean Six Sigma Project have been successfully implemented and are currently being monitored. This has resulted in a more efficient classification review process, decreased turnaround times, the backlog has been reduced significantly, and the Classification Consultants were able to adapt the new process easily to work remotely during the pandemic to ensure seamless service delivery;
- The PSC is committed to recognizing the leadership, hard work, and dedication of public servants who exemplify the public service values of respect, integrity, accountability and excellence. The employee recognition/ awards program was reviewed and updated in the spring of 2018. New awards were developed and awarded in 2019 and 2020. A new employee recognition policy will need to be updated in 2021;
- Ongoing work continues with our Records Information Management (RIM) Coordinator to ensure modern practices and processes are in place.

Demonstrating increased accountability

- Improved classification turnaround time for vacant positions (average number of days for turnaround decreased by 15% from the previous year);
- Improved classification turnaround time for encumbered positions (average number of days for turnaround decreased by 27% from the previous year and a decrease of 3% from the baseline year);
- Implementation of the new Diversity and Inclusion Policy to result in accountability for diversity and inclusion at all levels in the organization and ensure a diversity lens is placed on all programs and services.

- PSC regularly reviews data and information to be posted online with a commitment to further support government's commitment to Open Data and transparency;
- The 2020 upgrade of the PeopleSoft HRMS system has improved access to the Manager's Dashboard. Managers and directors now have the Manager's Dashboard set at their default home page in the application, allowing for immediate access to human resource indicators and metrics for their employees.

Improving Communication about the Public Service Commission

- The PSC Brand: Shape the Future was developed in 2019 in an effort to be more cohesive and meaningful and to promote excellence in human resource services;
- The brand reflects government efforts to support ongoing growth in our province, responds to increased expectations from citizens, builds internal and external trust and pride among employees, helps attract top talent, shows that PSC is a driver of change, and also uses Government's wordmark to align with corporate communications;
- Several additional tools (e.g. logos, PowerPoints) were also developed to support communications;

Delivering Results

- 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
- Improved data collection around time to hire/ improved average time to hire (in days)
- Improved classification turnaround time for both vacant and encumbered positions
- In the 19/20 fiscal year, 3428 incidents were logged by staff of the Corporate HRMS/Payroll Office compared to 3972 in 2018-2019 and 4015 in 2017-2018.



The payroll team at the Public Schools Branch is comprised of eight (8) staff who administer payroll for approximately 3500 staff across 7 bargaining units. Our various payroll groups can be quite different from one another and each one of them has various complexities within their collective agreements. The Public Service Commission's HRMS team has a solid knowledge of our contracts and provides us with application support for Peoplesoft in order to meet our payroll deliverables. Staff at the HRMS office are extremely knowledgeable and proficient with the Peoplesoft software, payroll processes, and reporting. Their expertise not only supports payroll but also supports the HR team with reporting and data that feeds into HR metrics and supports HR planning. The HRMS office is always in communication with our team regarding updates, new features, help and any other facets of the Peoplesoft system. The HRMS staff are excellent trouble shooters, when a member of our team calls with a problem or question, the staff at HRMS are quick to come together and help us with a solution.

*Kelly Drummond, CPHR
Director of Human Resources
Corporate Planning, and Principal Support, Public Schools Branch*

Strategic Performance/ Progress Indicators

| Progress Indicators | | Baseline Year | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | | 2019-2020 | |
|--|-------------------------|---|---------------|---------------|---------------|---------------|---------------|----|---------------|----|
| | | 2013-2014 | | | | | | | | |
| 1. Average time to hire (days) | a. Civil | 85 | 69 | 69* | 58* | 72* | Internal | 67 | Internal | 62 |
| | | | | | | | External | 87 | External | 69 |
| | b. Health PEI | 57 | 39 | 50* | 41* | 40* | Internal | 37 | Internal | 38 |
| | | | | | | | External | 57 | External | 63 |
| 2. Average classification file turnaround time (working days) | a. Vacant Positions | 21 | 32 | 44 | 45 | 53 | 68** | | 58 | |
| | b. Encumbered Positions | 170 | 141 | 234 | 220 | 378 | 225 | | 165 | |
| 3. Total number of pay cheques produced | | 12,924 | 12,345 | 11,754 | 12,085 | 12,461 | 12,666 | | 12,772 | |
| 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%) | |
| 5. Total number of overpayments for total cheques produced | | 49 | 48 | 75 | 63 | 89 | 87 | | 72 | |
| 6. Average level of client satisfaction with PSC services | | In 2018, a 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 | | 5.4 | |
| | | 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 in 2018-2019 focused on completing a large backlog of classification reviews. Turnaround time has been reduced in 2019-2020 fiscal year. | | | | | | | | | | |

**2020 Departmental Innovation Award Recipients:
Division of Social Programs, Department of Social Development and Housing**



Left to right, Tanya Rowell, CEO Public Service Commission, Susan Chappel, Social Development and Housing, and Premier Dennis King)

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 Job 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 Recognition (e.g. Annual Awards), Employee Engagement (bi-annual surveys), Learning and Leadership Development (Pathways to Learning, Policy Hackathon, Leadership programs e.g. Leaders in Action, and Employee Training and Development Funds), Federal/ Provincial/ Territorial (Inter-Jurisdictional) representation, French Language Training, and Diversity and Inclusion 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 2019-2020

| Staffing Process Information | Civil Sector | Health Sector | Total |
|------------------------------|--------------|---------------|---------------|
| COMPETITIONS | | | |
| Internal | 335 | 1,768 | 2,103 |
| External | 131 | 98 | 229 |
| Internal and External | 54 | 328 | 382 |
| Total Competitions | 520 | 2,194 | 2,714 |
| APPLICANTS | 7,613 | 20,889 | 28,512 |
| | | | |
| APPOINTMENTS | | | |
| Permanent | 481 | 1,330 | 1,811 |
| Temporary and Casual | 206 | 1,336 | 1,542 |
| | | | |
| Total Appointments | 687 | 2,666 | 3,353 |

Classification Statistics 2019-2020

| Classification Process Information | Number |
|--|------------|
| REVIEWS COMPLETED (by Sector) | |
| Civil Service | 206 |
| Health PEI | 127 |
| School Boards | 13 |
| Other (IWMC, IRAC, other external agencies) | 0 |
| Total Reviews Completed | 346 |
| REVIEW REQUESTS RECEIVED | 312 |
| | |
| AVERAGE TURNAROUND TIME (expressed in working days) | |
| Vacant Positions | 58 |
| Encumbered Positions | 165 |

Learning and Development Statistics 2019-2020

| Learning and Development Opportunity | | Baseline Year 2013-2014 | 2014- 2015 | 2015- 2016 | 2016- 2017 | 2017- 2018 | 2018- 2019 | 2019- 2020 |
|--|---|-------------------------------|---------------|---------------|---------------|---------------|---------------|-------------------|
| Pathways to Learning <i>(previously named: Sessions About Working in Government)</i> | No. of <u>Internal</u> Subject Matter Experts/Learning Facilitators | 36 | 46 | 36 | 21 | 24 | 26 | 42 |
| | No. of <u>External</u> Subject Matter Experts/Learning Facilitators | 2 | 6 | 8 | 5 | 15 | 15 | 23 |
| | No. of Sessions Pathways to Learning | 33 | 65 | 64 | 60 | 74 | 93 | 111 |
| | No. of Topics for Sessions for Pathways to Learning | 16 | 26 | 27 | 24 | 32 | 53 | 49 |
| | No. of registrations processed | 554 | 755 | 1365 | 1095 | 1386 | 2170 | 2373 |
| Insights Discovery | Insights Profiles Processed (Internal facilitators) | 107 | 195 | 245 | 88 | 225 | 311 | 285 |
| | Insights Transformational Leadership | NA | NA | NA | NA | 33 | 55 +24 | 58 +19 |
| Customized Training | No. of Departments funded for Customized Training | 7 | 11 | 13 | 12 | 13 | 13 | 13 |
| | No. of Departmental Customized Training Sessions Delivered | 17 | 28 | 14 | 14 | 13 | 13 | 13 |
| | No. of Corporate Specialized Training Opportunities | 1 | 2 | 1 | 1 | 1 | 4 | 4 |
| Occupational Health and Safety | No. of Participants | 782 | 349 | 448 | 552 | 536 | 614 | 720 |
| | No. of Formal Training Sessions | 27 | 14 | 17 | 11 | 11 | 15 | 21 |
| Employee Assistance Program | No. of Sessions delivered on Request | 25 | 32 | 38 | 18 | 20 | 27 | 23 |
| Diversity and Cultural Training | No. of participants | 101 | 203 | 187 | 139 | 244 | 218 | 172 |
| Labour Relations Training | No. of Registrations (Civil only) | 118 | 142 | 139 | 149 | 48 | 425 | 168 |
| | No. of Courses Offered (Civil only) <i>*note there were 2 additional courses cancelled due to COVID-19</i> | 7 | 7 | 7 | 4 | 4 | 4 | 2 |
| Specialized Program Cohorts | Collaborative Leadership and Facilitation Skills Certificate (UPEI) (H= Health PEI; C= Civil) | 7 H/ 21 C | Not Offered | Not Offered | NA | NA | 16 | 5 |
| | No. of Participants in New or Aspiring Managers/Supervisors Program (UPEI) | 4 H/21 C | 20 C | 45 C | NA | | 32 | 41 |
| | Leaders in Action Program | === | === | === | === | 24 | | 24 |
| | Administrative Professionals Certificate (UPEI) | === | === | === | === | === | 6 | N/A |

Employee Training and Development Fund Applications 2019-2020

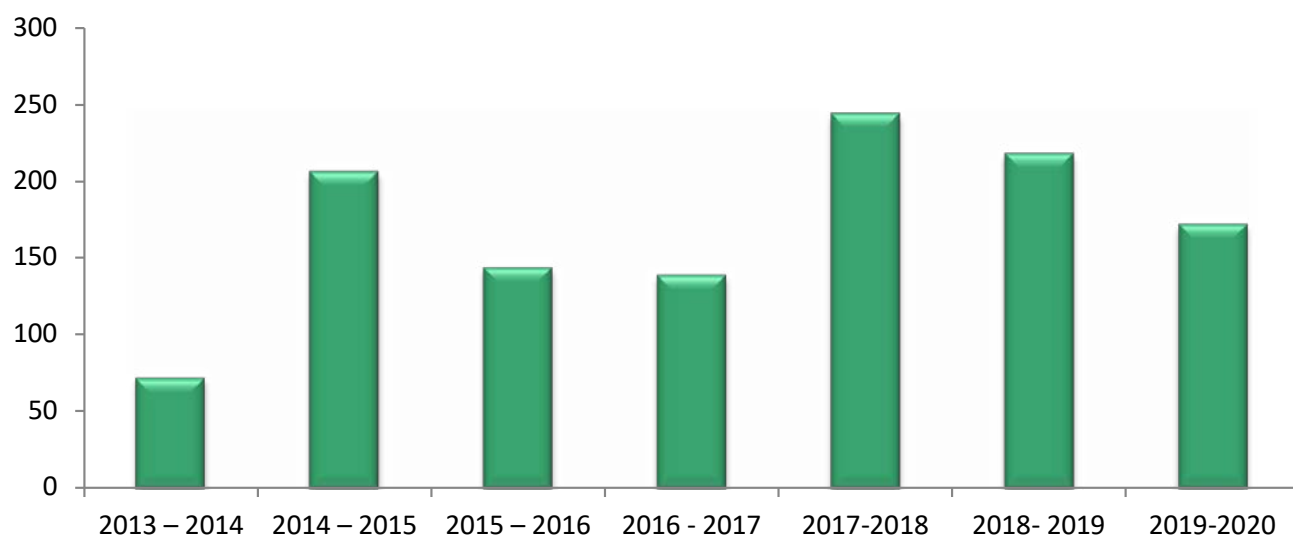
| Application Status | Unionized Fund | Excluded Fund | Total |
|-----------------------------|----------------|---------------|-------|
| Applications Approved | 528 | 210 | 738 |
| Applications Denied | 24 | 19 | 43 |
| Applications Withdrawn | 65 | 31 | 96 |
| Applications Ineligible | 3 | 0 | 3 |
| Pending Proof of Completion | 21 | 16 | 37 |
| Lack of Funds | 0 | 35 | 35 |
| Revoked | 12 | 0 | 12 |
| Maximum obtained (\$2500) | 26 | 14 | 38 |
| Total Applications | 567 | 264 | 831 |

Employee Assistance Program Statistics 2019-2020

| | | 2014-2015 | 2015-2016 | 2016-2017 | 2017 – 2018 | 2018-2019 | 2019-2020 |
|----------------------------|---|-----------|-----------|-----------|-------------------|-----------|-----------|
| Number of Clients Served | | NA | NA | 906 | 857 | 936 | 1038 |
| Number of Counseling Hours | | NA | NA | 1896 | 1910 | 2000* | 2128 |
| | | | | | | | |
| Files | Number of New Counseling Files | 499 | 561 | 668 | 642 | 745 | 872 |
| | Number of Closed Counseling Files | 353 | 371 | 181 | 1824 ¹ | 1840 | 738 |
| | | | | | | | |
| Referrals | Percentage of self-referrals | 70% | 63% | 61% | 60.4% | 59% | 69% |
| | Percentage of employer referrals | 30% | 37% | 39% | 11.1% | 11.6% | 8.9% |
| | Percentage of family referrals | | | | 11.0% | 12.7% | 11.2% |
| | Percentage of colleague, friend referrals | | | | 9.5% | 8.8% | 5.6% |
| | Percentage of physician & outside agency | | | | 6.2% | 6.5% | 4.1% |
| | Union & other | | | | 1.7% | 1.5% | 1.2% |
| Client Gender | Percentage Female | 75% | 75% | 78% | 78% | 77% | 78% |
| | Percentage Male | 25% | 25% | 22% | 22% | 23% | 22% |
| | | | | | | | |
| Group Sessions | Number of Sessions Offered | 29 | 38 | 18 | 20 | 27 | 23 |
| | Total Number of Participants | 2451 | 3287 | 1559 | 1156 | 1409 | 1881 |

Diversity and Inclusion Cultural Awareness Training 2019-2020

Number of Participants



"I moved from Saskatchewan upon the completion of my PhD to start my new job with the Prince Edward Island Provincial Government. A few months after my arrival, I had an opportunity to work with the PEI Public Service Commission on the implementation of the Diversity & Inclusion Policy. Throughout my interactions with the PSC Director of Staffing, Classification and Organizational Development and the Diversity Consultant, I found PSC to be a supportive and proactive organization that provides equal opportunities for all talented people and ensures the effective implementation of diversity and inclusion policies."

*Dr. Ziad Ghaith
Economist, Strategic Policy and Evaluation Division,
Department of Agriculture and Land*

2020 Premier's Diversity Leadership Award Recipient: Erin Taylor
Department of Environment, Water and Climate Change



Premier Dennis King presenting Erin Taylor with the Premier's Diversity Leadership Award on September 10th, 2020. Erin is the manager of Climate Change in the Department of Environment, Water, and Climate Change

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 implemented 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

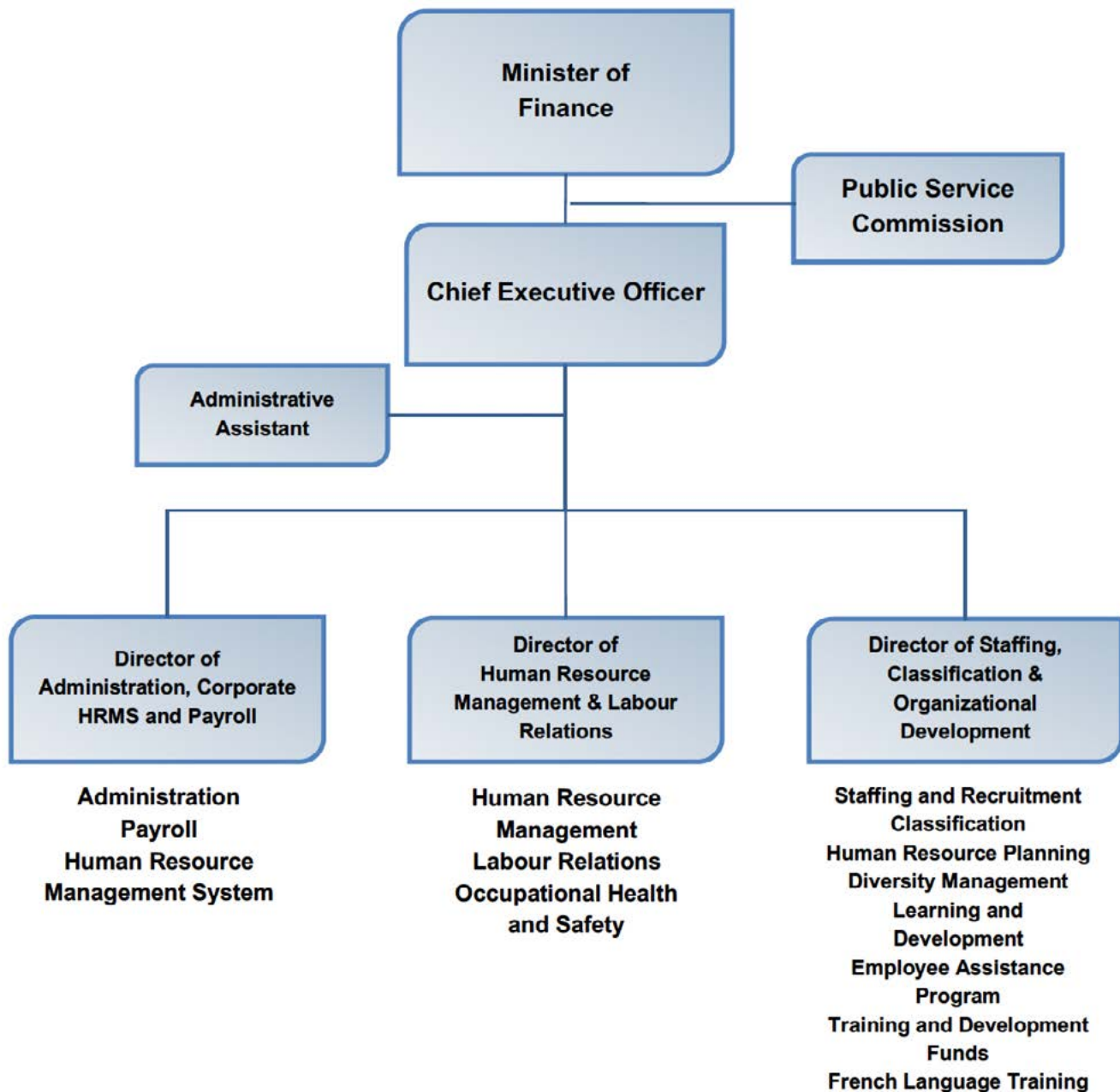
Administration, Corporate Human Resource Management System (HRMS) and Payroll Administration, Corporate HRMS and Payroll provides a variety of services to the civil service, education and health sectors, and to the internal staff of the PSC. Services include:

- 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 2019-2020

| Department / Agency | Training | Workplace Inspections | Indoor Air Quality Tests | Noise Level Testing | Hearing Tests | Ergonomic Assessments | WCB Claims | LTD Claims Approved |
|---|------------|-----------------------|--------------------------|---------------------|---------------|-----------------------|------------|---------------------|
| Agriculture and Land | 32 | 4 | 0 | 7 | 57 | 0 | 2 | 1 |
| Economic Growth, Tourism & Culture | 7 | 2 | 0 | 12 | 147 | 1 | 25 | 0 |
| Education and Lifelong Learning | 7 | 1 | 0 | 0 | 0 | 5 | 7 | 0 |
| Environment, Water and Climate Change | 6 | 4 | 1 | 0 | 0 | 2 | 8 | 2 |
| Finance | 13 | 0 | 1 | 0 | 0 | 4 | 5 | 0 |
| Fisheries & Communities | 14 | 2 | 1 | 0 | 8 | 0 | 3 | 0 |
| Health & Wellness | 79 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Justice & Public Safety | 16 | 1 | 1 | 0 | 7 | 3 | 25 | 6 |
| Social Development & Housing | 18 | 2 | 0 | 0 | 0 | 2 | 18 | 4 |
| Transportation, Infrastructure & Energy | 457 | 8 | 0 | 26 | 474 | 6 | 84 | 2 |
| Liquor Control Commission | 57 | 1 | 0 | 0 | 0 | 0 | 21 | 1 |
| Public Service Commission | 12 | 0 | 0 | 0 | 0 | 5 | 1 | 0 |
| Others | 2 | 0 | 0 | 0 | 0 | 3 | 1 | 0 |
| Total | 720 | 25 | 4 | 45 | 693 | 31 | 200 | 16 |

Organizational Structure



PSC Budget

| PSC Expenditures and Revenue | | | |
|--|--------------------------|---|---------------------------|
| Division | Unaudited Actual 2019/20 | Budget Forecast 3 rd Quarter 2019/2020 | Budget Estimate 2019/2020 |
| Expenditure Budget | | | |
| Management | 287,368 | 294,100 | 289,900 |
| HR Management and Labour Relations | 3,671,035 | 3,711,300 | 3,717,800 |
| Staffing, Classification, and Organizational Development | 2,949,080 | 3,004,500 | 2,964,800 |
| Administration, Corporate HRMS, and Payroll | 1,059,734 | 1,091,400 | 1,146,600 |
| Total PSC Expenditures | 7,967,217 | 8,101,300 | 8,119,100 |
| Revenue Budget | | | |
| Management | 0 | 0 | 0 |
| HR Management and Labour Relations | 0 | 0 | 0 |
| Staffing, Classification, and Organizational Development | 781,625 | 756,000 | 756,000 |
| Administration, Corporate HRMS, and Payroll | 6,801 | 3700 | 3700 |
| Total PSC Revenue | 788,426 | 759,700 | 759,700 |

