



*Public Service Commission*

# ANNUAL REPORT

**2021-2022**

Respect • Integrity • Accountability • Excellence

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## Message from the Chief Executive Officer

On behalf of the Public Service Commission, I am pleased to present the Minister of Finance, Hon. Jill Burridge, Mr. Carl Lafford, Chair of the Public Service Commission, and Prince Edward Islanders, the 2021-2022 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 continues to demonstrate a steadfast commitment to public service and to the delivery of human resource service excellence.



As our Island continues to recover from the COVID-19 global pandemic, the Provincial Service remains committed to furthering the success of our public workforce for 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 take great pride in working with fellow members of the PEI Civil Service to ensure that provincial programs and services are developed in a safe, healthy, and inclusive environment that helps foster growth, innovation, diversity and equity amongst our provincial communities.

The PSC team has proudly worked with colleagues across our Provincial Civil Service in maintaining seamless service delivery in times of great difficulty, while also ensuring safety and adequate support remained a top priority for our valued employees, clients and Islanders. As leaders in our provincial workforce, we will continue to offer quality support through existing channels, while we strive for increased efficiency in attraction, engagement, and retention in our Public Service and stay committed to a future of a diverse and sustainable workforce that delivers for Island communities.

Respectfully submitted,

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

**Tanya Rowell**

*PEI Public Service Commission*

## PEI Public Service Commission Board Members



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



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



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

## PSC Overview and Mandate

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

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

The PSC provides human resource 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:

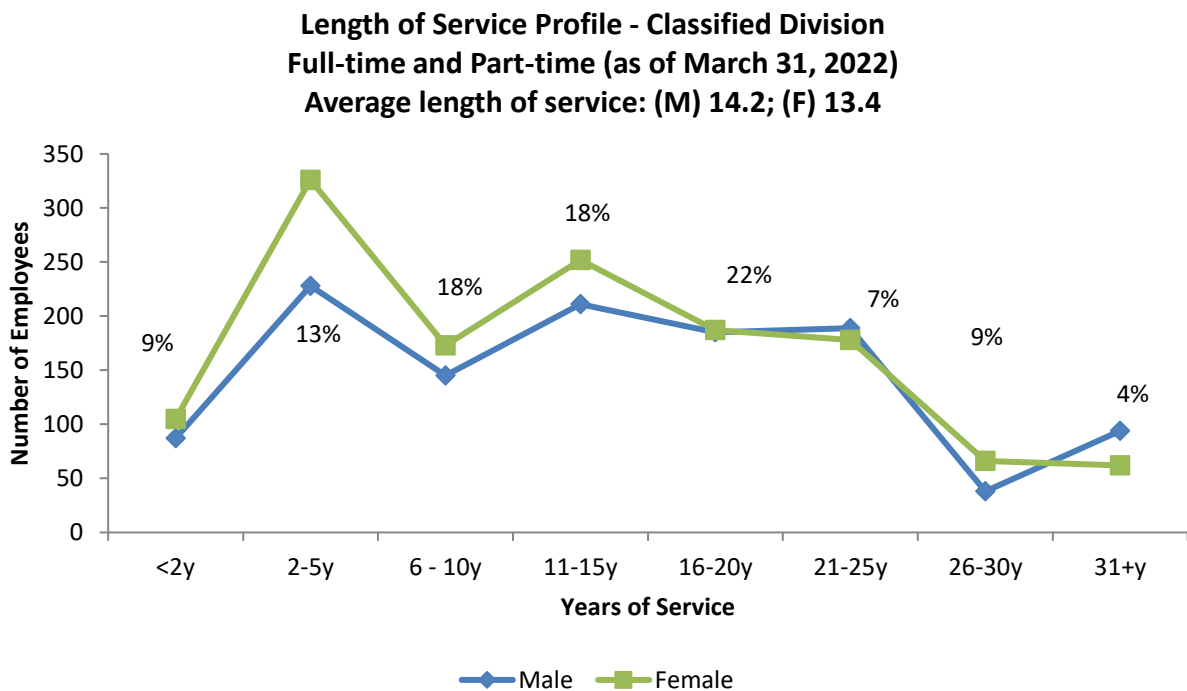
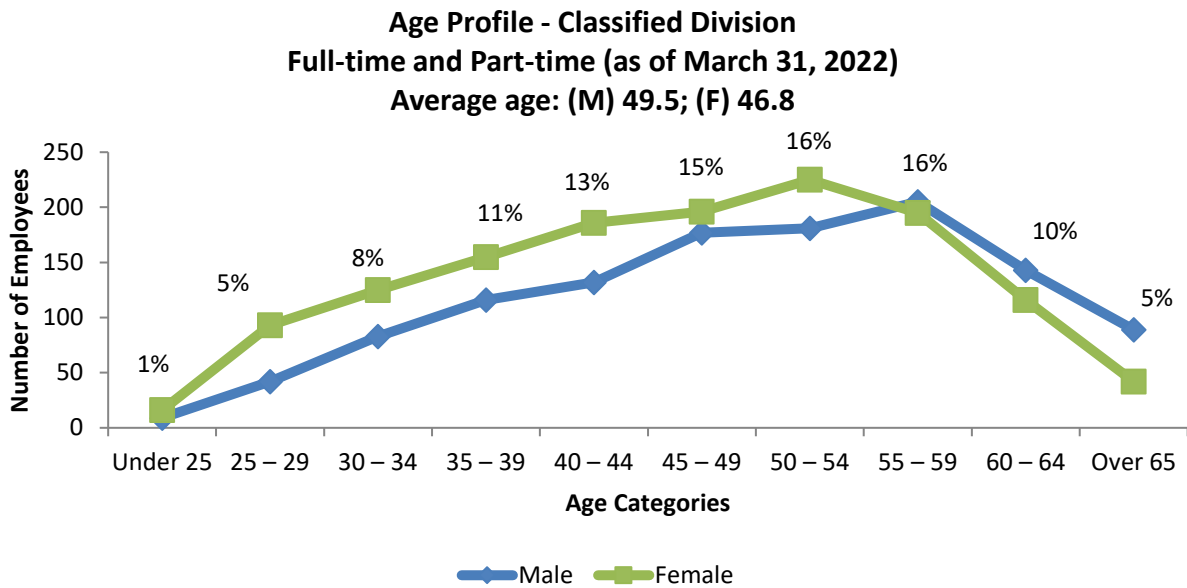
- Human resource management and planning
- Employer/employee relations
- Employee and organization learning and development (including French language training and diversity and inclusion programs)
- Human resource processes and systems (including staffing, classification, and payroll administration)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

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.

## Civil Service Establishment as of March 31, 2022

Department/ Agency	Executive Division	Classified Division								Casual Division	Total All Divisions
		Employees					Vacant Positions				
		FT	EXL FT	PT	EXL PT	Total	FT	PT	Total	Total	
Agriculture & Land	1	109	9	8	0	126	14	8	22	23	172
Cannabis Management Corp.	0	28	2	11	0	41	4	6	10	22	73
Economic Growth, Tourism & Culture	1	72	10	4	0	86	11	1	12	19	118
Education & Lifelong Learning	2	111	15	21	0	147	14	1	15	50	214
Employment Development Agency	0	2	0	0	0	2	0	1	1	0	3
Environment, Water, & Climate Action	2	89	7	9	0	105	20	6	26	52	185
Executive Council	5	16	36	1	0	53	18	0	18	23	99
Finance	0	60	28	1	1	90	9	0	9	20	119
Fisheries & Communities	0	27	6	4	0	37	8	0	8	6	51
Health & Wellness	3	48	16	2	0	66	13	1	14	212	295
Justice & Public Safety	1	267	67	32	1	367	42	7	49	138	555
Liquor Control Commission	0	110	6	40	0	156	22	15	37	93	285
Public Service Commission	1	11	65	0	3	79	2	0	2	13	95
Social Development & Housing	2	265	41	17	0	323	90	10	100	148	573
Tourism PEI	1	28	4	47	0	79	6	13	19	110	209
Transportation & Infrastructure	1	327	25	137	0	489	77	65	142	263	895
Treasury Board	1	224	47	1	0	272	41	0	41	81	395
Women's Secretariat	0	3	1	0	0	4	1	0	1	1	6
Total March 31, 2022	21	1797	385	335	5	2522	392	134	526	1274	4343
Total March 31, 2021	20	1752	368	336	5	2461	298	154	452	968	3901
Difference	1	45	17	-1	0	61	94	-20	74	306	442
Legend: FT = Full-time   EXL FT = Excluded Full-Time   PT = Part-Time   EXL PT = Excluded Part-Time											

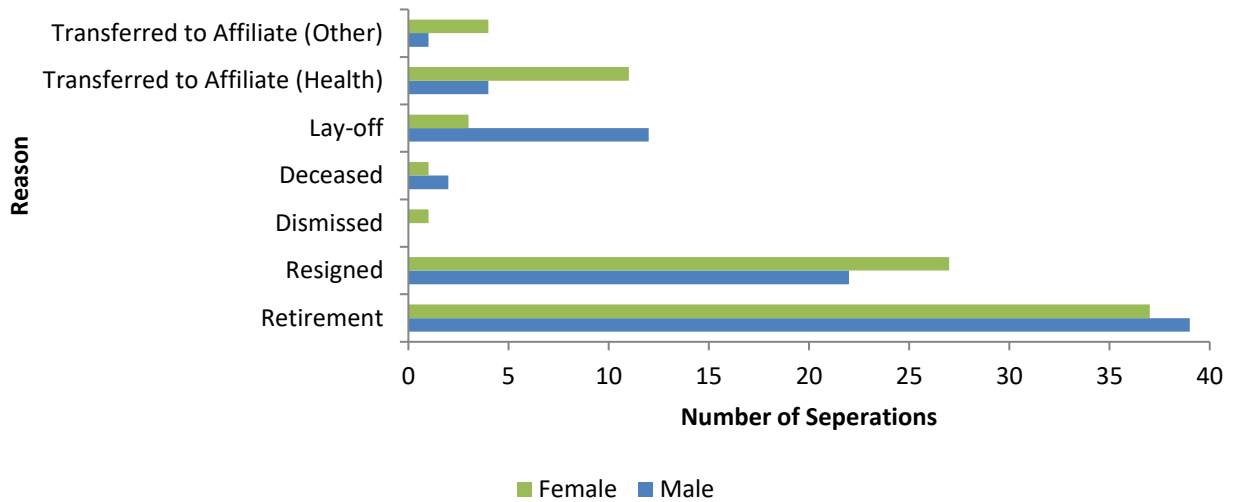
## Civil Service Establishment as of March 31, 2022 – Breakdown of Demographics



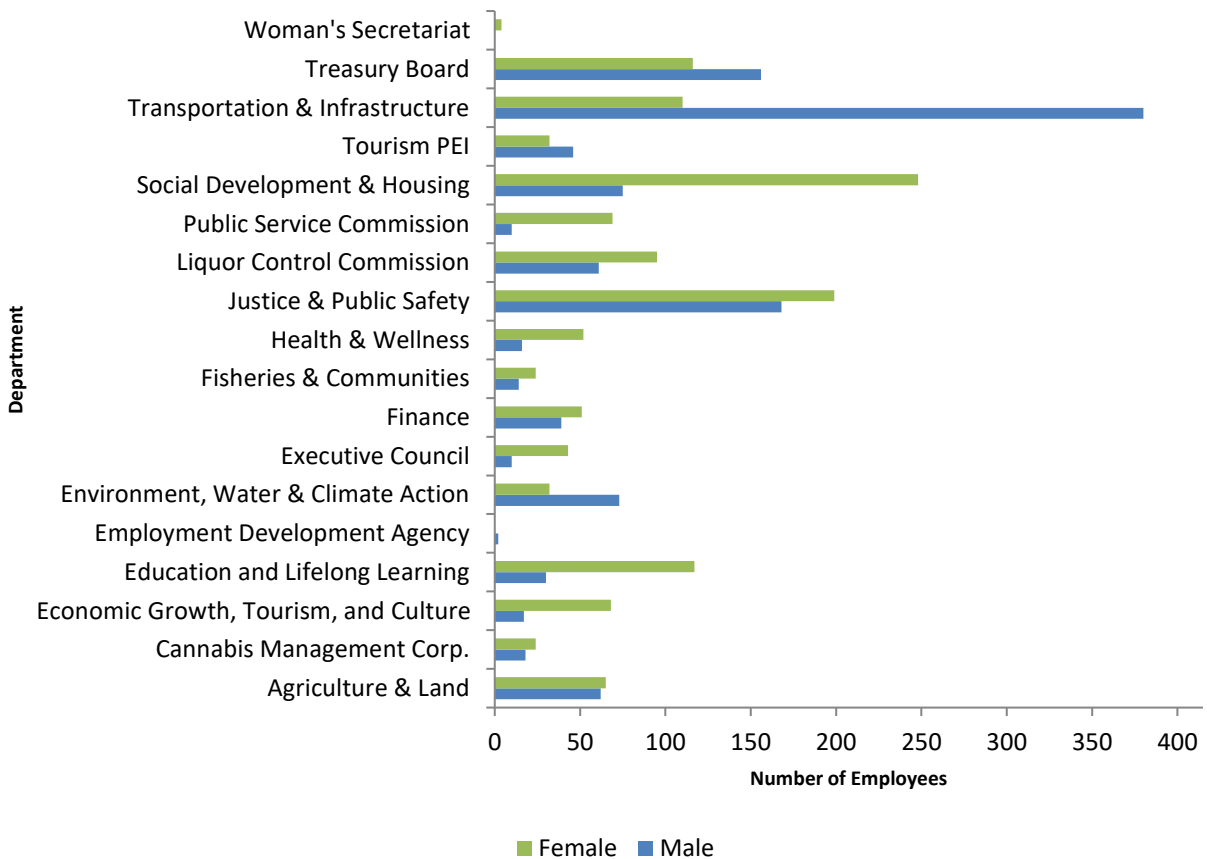


### Seperations - Classified Division (as of March 31, 2022)

\*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, 2022)





## Strategic Direction

<b>Vision</b>	<i>Human Resource Excellence in Public Service</i>			
<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, innovation 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>	<b>Building Capacity and Human Resource Planning</b>	<b>Lifelong Learning and Leadership Development</b>	<b>Workplace and Employee Health, Safety, and Wellbeing</b>	<b>Efficient and Innovative Human Resource Processes, Policy, and Practices</b>
<b>Key Actions</b>	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.

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*Respect – Integrity – Accountability – Excellence*

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**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 the PSC toward accomplishing our strategic goals in our Business Human Resource 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 2021-2022 continued to be challenging for many government departments due to the ongoing impacts that the COVID-19 pandemic presented for Islanders and communities alike. With continued public health measures in place (e.g. circuit breakers) and higher case counts in Prince Edward Island, government continued to see increased demands for online services, and staff continued to show their resilience as they were redeployed to high need areas.

Despite the challenges, the PSC accomplished much, and continued to exceed expectations and topping record years in several services, including:

- Staffing services experienced the largest increase in the number of competitions and a record number of appointments made this fiscal;
- Classification services saw a steady decline in average turnaround time since 2017-2018 with a record this fiscal of 39 days for vacant positions;
- Virtual delivery in learning and development has expanded what is available for employees and demonstrated this through an all-time high of registrations and almost doubled its capacity since 2017;
- 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;
- 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 continue to improve business processes and are implementing new technologies and automations that lead more efficient and productive workplaces;
- EAP services continued to see increased demand, with record numbers of clients served and counselling hours.

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

*“The staff of the Public Service Commission have provided consistent, high quality support and guidance to the Chief Public Health Office throughout the global pandemic. As we continue to navigate through COVID-19, we are reliant on the Commission to be nimble, reacting quickly to recruit, hire and support staff required to provide essential front-line services. The ongoing support provided to the CPHO during the pandemic is invaluable, helping our office and our partners to keep Islanders as safe as possible during COVID-19. Over the last two years I have gained even more respect for the roles and competencies of the human resource professionals who make up the Public Service Commission. Our comprehensive provincial pandemic response is a genuine team effort - the Public Service Commission is an integral member of our team.”*

**Dr. Heather Morrison**, Chief Public Health Officer,  
Department of Health and Wellness



# Goal 1: Building Capacity and Human Resource Planning

## Strategic Priorities: Highlights of Accomplishments

### Succession Management and Human Resource Planning

- As of March 31, 2022, 507 employees were eligible to retire from the Civil Service; therefore, each department (and HR Managers) continued strategic human resource planning with a focus on succession planning;
- Departmental succession planning initiatives included: departmental leadership development programs; customized training programs/partnerships with educational institutions for hard-to-fill positions; specialized internship programs for hard-to-fill positions; apprenticeship program; on-the-job training / UPEI Co-op placements / summer students; increased presence on Work PEI;
- The Employee Engagement Mental Health and Wellness Pulse Survey (2021) was deployed in June, and focused on work to address areas of work-life balance, stress, workload, etc. Several key corporate initiatives included: establishment of mental health and wellness committees to address department specific issues or needs; the PSC increased access to learning and development about mental health and wellness in our [Pathways to Learning calendar](#); the PSC created a [Mental Health and Wellness Resource Toolkit for Employees](#); and the PSC sent key messages from our [Employee Assistance Program](#) in Employee Updates;
- The PSC continued its work with interjurisdictional (federal, provincial, territorial) tables and the Interjurisdictional Working Groups. Some include; (Recruitment and Development (RDWG), Compensation, Classification and Labour Relations (CCLRWG), Interjurisdictional Engagement and Analytics Team (IEAT), Workplace Health Safety and Wellness (WHSW), and Future of Work (FOW);
- Chaired by Prince Edward Island, the Interjurisdictional RDWG focused on the sub-committee on Modernizing Talent Acquisition and Diversity and Inclusion, sharing lessons learned and discussing common priorities such as; rapid hiring, critical staffing, and executive leadership development.

### Recruiting and Attracting Talent

- Staffing services saw their largest increase in total competitions over the last two years and in the 2021-2022 fiscal, 3,581 job competitions were processed, 31,304 job applications were received, and a total of 4,175 appointments were made;
- Created a new digital reference database to improve efficiencies in talent acquisition processes;
- Implemented the use of the equivalency qualifications statement in the staffing of the casual administrative assistant list and the casual clerical list to support broadening the talent pools;
- In November 2021, the Province, in partnership with the Atlantic Police Academy (APA), renewed its five-month Accelerated Correctional Services Program, offering 12 students the opportunity to pursue a career in correctional services at a reduced cost;
- Cultivated and maintained relationships with post-secondary institutions (e.g. UPEI Employer Showcase; created accounts with Universities across Canada to advertise on their job boards) and other educational institutions (Holland College, Kings County Memorial High School Transitions Program) for presentations and discussions regarding targeted recruitment employment opportunities;
- Used new multimedia and social media tools to recruit and explore career opportunities (e.g. creation of Take Our Kids to Work Day videos; creation of French video highlighting the

benefits of working and providing French language services; social media recruiting via Facebook, Instagram, and LinkedIn);

- Presented to the Immigrant and Refugee Services Association of PEI (formally known as the Newcomers Association) and promoted employment programs and opportunities;
- The PSC launched the [2022-2025 Diversity and Inclusion Strategy](#) which provides a framework for the implementation of the [Diversity and Inclusion Policy](#) goals with the aim of: Building an inclusive and diverse public service; Establishing a safe and inclusive culture; and Ensuring inclusive and diverse innovative practices;
- The PSC continued to support additional hiring during the pandemic that was required on emerging and tight timelines. Examples: Border Entry Screening Teams (BEST) (JPS); Border Screening Team (BST) (CPHO); COVID Screening (Access PEI); COVID Clinics – Testing; and COVID Isolation Operations.

### **Developing and Engaging Employees**

- Employees had access to a suite of learning and development options (virtual & in-person) through the Pathways to Learning calendar, resulting in both developing and engaging employees;
- The Online Learning Booklet was updated on a bi-annual basis with a variety of subjects to choose from both in synchronous and asynchronous formats (and a combination of both LIVE facilitated virtual offerings and independent external virtual offerings);
- All departments continued to use Customized Training Funds to promote training and development in a variety of areas (diversity, inclusion, and mental health continued to be a priority);
- There was continued, and ongoing use of the Development and Training Funds for both unionized and excluded employees;
- Promotion of secondment opportunities; short-term skill sharing, and talent mobility options were promoted (redeployment, temporary assignments, secondments, and stretch assignments);
- Continued access to French language proficiency assessments.

### **Retention and Repatriation**

- Modernized the Remote Work Policy and Guide for Managers as a retention strategy;
- Continued to promote opportunities to work remotely and other flexible work arrangements;
- Offered a pilot learning session on supporting managers in “Leading Hybrid Teams” in March 2022;
- Community Activity Hives were promoted government wide to work remotely while staying in your own community;
- Ongoing evaluation and promotion of formal and informal remote work agreements. As of January 2022, enhanced public health measures resulting from the COVID-19 pandemic required all employees who could work remotely to do so to limit the spread of the virus. As a result, it is estimated that 35% of the overall public service was working remotely, either on a full or part-time basis (at that time);
- The PSC and the Department of Education and Lifelong Learning collaborated to host a virtual Take our Kids to Work Day along with the Learning Partnership for students in grade nine. There was increased uptake in the program again this year due to the virtual access. Evaluations were positive and expressed interest in continuing to host the Premier’s virtual portion of the event live for future years.

## Strategic Performance / Progress Indicators

Progress Indicators		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**	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%	7.3%	7.3%
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%)	87 (3.5%)	91 (3.6%)
4. Percentage of employees who access bilingual training and development opportunities		4.36%	5.97%	4.84%	2.70%	4.46%	5.5%	6.3%	7.5%	8.8%
5. Percentage of external hires		14.3%	19.80%	17.2%	14.4%	8.08%	16.0%	8.5%	9.9%	20.29%
6. Percentage of permanent employees under the age of 35 years		10.9%	11%	10.1%	7.30%	11.1%	13.0%	13.8%	13.9%	14.5%
7. Percentage of employees who agree they have opportunities for career growth		45.9%	=====	47%	=====	54.%	=====	=====	=====	=====
8. Percentage of new permanent employees that stay over five years or over two years with the Civil Service		78.9%	81.30%	82.5%	82.1%	87.0%	88.0%	79.0%	85%	83%
		93.5%	94.80%	95.8%	92.3%	96.0%	92.0%	93.0%	94%	92%
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%	5.40%	3.11%	2.94%
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%	=====	72.2%	=====	76.2%	=====	=====	=====	=====
Notes on Strategic Performance Indicators		** The data source for these indicators is the Employee Survey. The last 2018 survey was conducted in February 2018 and several Pulse surveys will attribute the next employee engagement index over the next two years.								



## Goal #2: Lifelong Learning and Leadership Development

### Strategic Priorities: Highlights of Accomplishments

#### Fostering a Culture of Lifelong Learning and Development

- Increased the range of training opportunities available in virtual and face-to-face delivery format; there were 114 scheduled workshops in the Pathways to Learning calendar, and the number of registrations were at an all-time high of 2,638. This represents a 47% increase in registrations over the last five years, demonstrating increased capacity and responsiveness to the needs of the Civil Service for training and development;
- The PSC offered 53 topics in seven different categories of training: Business and Personal Effectiveness, Equity, Diversity & Inclusion, Planning for Retirement, Employee Health and Well-Being, Government Structure, Process and Practice, Human Resource Administration and Management, Leadership and Management. There were also courses offered in Occupational Health and Safety and Labour Relations (separate from the Pathways to Learning calendar) that are noted in other sections of this report;
- The courses with highest demand and interest were in Mental Health First Aid Basic, Writing for Government, Insights Discovery, Project Management and Client Service;
- Building on last year's offering of the Unconscious Bias training and the online webinar (with eight modules) that was developed and is available for all employees; this is now integrated into the new digital onboarding process;
- In response to The Employee Engagement: Mental Health and Wellness Pulse Survey (June 2021) departmental results, the PSC sponsored Mental Health training for the PSC Management team in November 2021.

#### Providing Innovative Adult Learning Opportunities

- The Policy Hackathon was hosted for the fifth year in a row and it offers the opportunity to experience a unique, creative and meaningful professional development event that also sparks innovative ideas for the public good;
  - 203 public servants have participated in the Policy Hackathon to date
  - PSC staff chaired the professional development committee for the fifth year
- Embraced technologies and tools to provide various learning options to all generations in the workplace in order to create and sustain a learning culture that inspires and supports employees during COVID-19 to continue to pursue learning through diverse formats, methods and streams through MS Office 365;
- Virtual training offered through UPEI for French Language Training;
- Communities of Practice continued to come together virtually;
- A Cultural Inclusion and Gender Inclusive Language workshop renamed "Braver Spaces" (previously called Pronouns 101) was delivered to employees and management by one of our stakeholder groups, PEERS Alliance.

## Supporting Career Planning Opportunities

- Human Resource Managers continued to encourage professional development plans and annual reviews to promote career planning conversations between managers and employees;
- The Career Planning workshop was held again this year and there was continuation of retirement planning workshops, in-person in a small class format (ensuring safety protocols were maintained);
- Promoted virtual post-board interviews and learning and development opportunities through the staffing division.

## Cultivating Leadership Development

- Since 2017, the PSC has sponsored 222 seats for internal leaders in the organization to pursue leadership development; in addition to several additional pathways for [leadership development](#);
- Continued the Mid-Level Leaders' program (four cohorts in total) (the 2022 cohort had 27 participants);
- A new Senior Management Academy (1 cohort of 26 participants) was introduced this year specifically tailored to busy director level positions, and incorporated a unique award-winning simulation to reinforce team building and group dynamics from [Harvard University](#) (Everest Climb);
- The intake for the third cohort of the Leaders in Action program was launched in the winter of 2022, with participants beginning the program in the spring of 2022.



<https://images.app.goo.gl/Uv7M8YqQbs3jX98U9>

## Strategic Performance/ Progress Indicators

Progress Indicators	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 *	46.50%	=====	53.4%	=====	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	55	53
3. Percentage of employees who agree their manager provides regular feedback on their performance *	62%	=====	63.7%	=====	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	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%)
Notes on Strategic Performance Indicators	<p>* The data source for these indicators is the Employee Survey. The last 2018 survey was conducted in February 2018 and several pulse surveys will attribute the next employee engagement index over the next two years.</p> <p>** No established target, standard or benchmark; target toward continuous improvement</p>								

## 2022 Premier's Excellence in Leadership Award

Recipient: Ryan Neale



*(Left to right) Ryan Neale, Chief Public Health Officer, and Premier Dennis King*

This award recognizes a contribution to government and citizens of PEI, resulting in a positive impact, while demonstrating excellence in leadership that embodies the overarching [Public Service Leadership Competencies](#): Influence and Self Awareness, Builds Relationships, Leads Others, and Focuses on Results.

In March 2020, when the province declared a State of Emergency in response to the global pandemic, Ryan's role of Environmental Health Manager changed instantly when he was asked to assist in implementing border measures into PEI and required travelers to undergo universal screening. Instituting these border measures was a first for the province, meaning there was no playbook or policy and procedure manual.

Despite the obvious challenges that could arise on any given day, Ryan's leadership approach never wavered, and he consistently maintained a humble, calm, and thoughtful demeanor. His top priority was to provide the best possible service to the public, ensuring staff represented the CPHO and the provincial government in a safe, professional and positive manner.



## 2022 Engagement and Collaboration Award

Recipient: Kerrilee MacConnell



*(Left to right) Premier Dennis King, Kerrilee MacConnell (Department of Justice and Public Safety) and Pam Trainor (Deputy Clerk and Deputy Secretary to Executive Council, Executive Council Office)*

This award recognizes a contribution to government and citizens of PEI through meaningful engagement with the public and cross-departmental collaboration with relevant stakeholders and partners, resulting in a positive impact.

Like many workplaces over the past two years, provincial court operations had to adapt and shift significantly throughout the pandemic. Through her hard work and valued collaboration across many facets of government, Kerrilee MacConnell and the Department of Justice and Public Safety were able to safely keep the provincial court systems operational throughout the heights of the pandemic, by introducing virtual models, alternate locations, as well as new jury systems and operational plans across the province.

# Goal #3 Workplace and Employee Health, Safety, and Well-Being

## Strategic Priorities: Highlights of Accomplishments

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

- Continued support and guidance for departments to ensure safe and effective processes during the COVID-19 pandemic;
- In response to the Employee Engagement: Mental Health and Wellness Pulse Survey (2021), senior leadership made a further commitment to fostering important conversations around mental health and well-being for our employees and struck a working group to create a Mental Health in the Workplace Awareness campaign with the goal of releasing in Summer 2022;
- The Douglas MacMaster Safety Award was presented during Public Service Week 2021;
- Continued increased demand for EAP services, with record numbers of clients served up 52%, number of counselling hours up 32%, and the percentage of self-referrals up 8% compared to previous fiscal (2020-2021);
- Increased offerings of virtual presentation “Stress Reset” to all provincial government employees during COVID-19 in order to support and help maintain the mental health of our workforce;
- Planning for a Smoking Cessation Workplace Wellness Initiative to be launched in the Spring of 2022.

### Learning about Health, Safety, and Well-Being

- Provided two virtual “Mental Health Training for Managers” sessions through Gowan Consulting in November 2021 to the PSC management team;
- Updated the OHS Calendar to provide 20 learning sessions that were attended by 154 participants;
- Developed new training sessions focused on Psychological Health and Safety in the Workplace for the Spring 2022 Employee Wellness and Safety training calendar.

### Innovating Policies and Practices

- Developed and implemented a comprehensive COVID-19 Vaccination Information and Testing Policy in September 2021, which outlined the employer’s expectations and guidelines regarding immunization and rapid testing requirements for employees in congregate settings as defined in the CPHO Public Health Order. The PSC provided oversight and statistical tracking until the Order was lifted in March 2022;
- Continued implementation of numerous hybrid remote work arrangements, both formally and informally, in accordance with the Remote Work Guidelines.

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

- Continued the review and monitoring of departmental first aid kits to ensure new legislative requirements are met by March 2023;
- Conducted a comprehensive review of all PSC OHS policies in May 2021, and made revisions/updates as needed;
- Continued support to workplace OHS committees to identify common concerns and ensure that legislative requirements are being met.

## 2021 The Douglas MacMaster Memorial Occupational Health and Safety Award

Recipient: Jeff Hannam



*(Left to right) Premier Dennis King, Wendell MacMaster, Lynda MacMaster, Jeff Hannam (Department of Environment, Energy, and Climate Action) and Tanya Rowell, CEO Public Service Commission*

The Douglas MacMaster Memorial Occupational Health and Safety Award was first introduced in 2006 and is designed to celebrate individual or team achievements by government employees in the promotion and development of health and safety. The award honours the work of Doug MacMaster, a long serving employee of the Provincial Forestry program. Doug was a Forest Safety Supervisor who taught chainsaw and woods safety courses and made great strides to improve worker safety in our forest industry. Sadly, Doug passed away in 2004 and in his memory we honour others who also make significant contributions to develop safer workplaces on PEI.

In his position as Provincial Forest Manager with the Forestry, Fish and Wildlife Division, Jeff is always encouraging his coworkers to be aware of the safety risks associated with their jobs. His attitude toward safety has always motivated those around him to be more conscious of risks, helping to create a better overall safety culture.



## Strategic Performance/ Progress Indicators

Progress Indicators		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%	=====	81.0%	=====	80.0%	=====	=====	=====	=====
2. Average Leave Utilization Rates (Days)							9.60	8.54	7.28	9.15
a. Sick Leave – Unpaid*		0.1	0.11	0.16	0.14	0.15	0.14	0.11	0.10	0.13
b. Sick Leave – 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	1.1	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*		8.4%	8.9%	9.4%	11.0%	10.0%	11.2%	12.0%	13.0%	13.9%
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
*Note: Numbers are based on 3017 employees who were enrolled in a sick leave plan on March 31, 2022, with a total of 27,621.77 sick days (unpaid and paid sick and special leave)										

### Walk for Wellness, Public Service Week, 2022



(Left to right) Sarah Muthee, Sally Ripley, Charlotte Murray, Delma Good, Sarah MacDonald, Crystal MacIntyre, Anne MacRae, and Athul Silva

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

## Strategic Priorities: Highlights of Accomplishments

### Enhancing Business Solutions to Benefit Human Resource Practices

- Improved classification turnaround time for vacant positions (average number of days for turnaround decreased by 5% from the previous year);
- Improved classification turnaround time for encumbered positions (average number of days for turnaround decreased by 28% from the previous year and a decrease of 33% from the baseline year);
- Increase in the number of reviews completed for Health PEI (52% increase from the previous year) as a direct result of hiring an additional temporary full-time Classification Consultant in October 2021 with a focus of completing Health PEI review requests;
- Increase in the number of classification review requests received (34% increase from the previous year);
- Roll out of new EAP Expert software program providing enhanced data collection of employee needs and themes of concern which will help inform future program delivery;
- Training provided to Health PEI support services managers to lead casual service worker job interviews to support efficiencies in the hiring process;
- PeopleSoft HRMS, the following activities included:
  - Provided additional self-service features for current self-service users. This project also included the development of an electronic onboarding process for the Civil Service that was released in July 2021.
  - Worked with IT Shared Services to provide external access to government employees so that they can access PeopleSoft Employee Self Service from outside of their workplace. This access includes mobile access (smart phones). This provided employees with the ability to submit time sheets, request vacation, and access other human resource information that was not available previously.
  - Created new recruitment and vacancy extracts to assist HPEI in building out their Recruitment and Retention Metrics Dashboard for HPEI executive/senior leadership.
  - New configurations and new system functionality were added to provide support for capturing immunizations, remote/telework agreements, and Records Information Management (RIM) training.
  - Changes to the statutory holidays functionality and business processes to include the National Day for Truth and Reconciliation.
  - The Labour Administration module and the Accommodations page were both modified to provide improved functionality for the user community.

## **Reviewing and Improving Policy, Practices and Processes**

- An Oracle Database and COBOL Compiler upgrade was completed in September 2021;
- Developed a new electronic process for tracking and storing all the Security Access Forms (for PeopleSoft HRMS);
- In the 2021-2022 fiscal year, 2950 incidents were logged by staff of the Corporate HRMS/Payroll office compared to 2976 in 2020-2021 and 3428 in 2019-2020.

## **Demonstrating Increased Accountability**

- Implemented a new coding system in PeopleSoft to provide more accurate “real time” recruitment data;
- Reporting regularly on the Commitment Tracker ensures that the PSC tracks and reports on the progress of our commitments; assesses the effectiveness of our work; and aligns our resources with priorities in order to get the results that we want, and Islanders deserve;
- The PSC regularly reviews data and information to be posted online with a commitment to further support government’s commitment to Open Data and transparency;
- Process payroll bi-weekly where 13,975 cheques were produced for pay period ending March 19th, 2022; completed several retro pays (e.g. CUPE Health and UPSE Health); and completed across the board salary increases for October 2021 and April 2022.

## **Improving Communication About the Public Service Commission**

- Created new PSC social media platforms (i.e. Facebook and Instagram pages) to promote job opportunities with the Government of PEI;
- Continuation of regular (180) Employee Updates regarding EAP, Training and Development, French Language opportunities, Health and Wellness, and other topics;
- Continual improvements to the Public Service Commission website.

## Strategic Performance/ Progress Indicators

Progress Indicators		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	I	62	I	55	I	52
							E	87	E	69	E	75	E	72
	b. Health PEI	57	39	50	41	40	I	37	I	38	I	40	I	32
							E	57	E	63	E	55	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		In 2018, another client satisfaction survey was implemented, and average level of satisfaction is indicated on a likert scale of 1-7 (1 being lowest satisfaction and 6 being highest – and 7 being no answer at this time).												
		Staffing					6.0	===	===	===				
		Classification					5.2	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														
*Note: The PSC has not administered a client satisfaction survey since 2018; 2020 the survey was postponed. The PSC has administered pulse surveys to gauge employee engagement in various topic areas and does not run two surveys within the same year. Client satisfaction is also monitored through evaluation of our services through feedback provided in each service area on an ongoing basis. The more formal client satisfaction survey will resume once the pulse surveys conclude.														

## 2021 Departmental Innovation Award

**Recipient: Information Technology and Shared Services (ITSS)**



(Left to right) Tanya Rowell, CEO Public Service Commission, Colin Beaton & Shauna Slaven on behalf of ITSS, and Premier Dennis King

This award is given to the department that best demonstrates an innovative approach to solving a need that benefited a section, division, the department, government as a whole or the general public. We thank Information Technology and Shared Services (ITSS) for their work in digital technologies in the response to COVID-19.

Throughout the COVID-19 pandemic, the team at ITSS stepped up and faced issues head on, tirelessly, and innovatively to ensure that normal government business could proceed. In addition to their everyday work, the entire team at ITSS demonstrated a culture of innovation that required collaboration, assessing a problem to be solved, breaking it down into its necessary components, gathering subject matter expertise, and executing in an efficient and effective manner. The team at ITSS executed innovative practices through strong partnerships of multi-disciplinary teams from across departments, crowns and agencies. This innovative spirit and across government buy-in allowed for many new services that did not exist before.



# 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 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 and Health Sectors.

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

**Organizational Development** provides services in relation to human resource 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 (developing and implementing policies and programs ensuring a diverse and inclusive Civil Service that is representative of the diverse population we serve).

**Employee Assistance Program (EAP)** provides services to Civil, Health and Education Sectors. The mandate of EAP is to assist employees, immediate family members and retirees in dealing with personal or work-related issues which affect their work life. Early identification and intervention promote a healthier and happier workforce. The program also supports managers and directors for consultation and collaboration around balancing employees and employer's needs. The program operates under the direction of the EAP Advisory Committee with representation from both management and unions. The committee meets yearly to discuss program delivery, emerging trends and themes for service and any areas for improvement or enhancement of the program.

## Staffing Statistics 2021-2022

Staffing Process Information	Civil Sector	Health Sector	Total
<b>COMPETITIONS</b>			
Internal	350	1931	2,281
External	201	43	244
Internal and External	105	951	1,056
<b>Total Competitions</b>	<b>656</b>	<b>2,925</b>	<b>3,581</b>
<b>APPLICANTS</b>	<b>8,849</b>	<b>22,455</b>	<b>31,304</b>
<b>APPOINTMENTS</b>			
Permanent	575	1,755	2,330
Temporary and Casual	268	1,577	1,845
<b>Total Appointments</b>	<b>843</b>	<b>3,332</b>	<b>4,175</b>



## Classification Statistics 2021-2022

Classification Process Information	Number
<b>REVIEWS COMPLETED (by Sector)</b>	
Civil Service	261
Health PEI	120
School Boards	19
Other (IWMC, IRAC, other external agencies)	2
Total Reviews Completed	402
<b>REVIEW REQUESTS RECEIVED</b>	405
<b>AVERAGE TURNAROUND TIME (expressed in working days)</b>	
Vacant Positions	39
Encumbered Positions	114

*“Over the last year, the Department of Justice and Public Safety has had an increase in classification submissions, as we work to create new opportunities within the department and plan for staff retirements. We appreciate the guidance and support from the Lead Classification Consultant and his team to help achieve our departmental priorities. Looking forward to continued collaboration in 2022!”*

**Jonah Clements**, Deputy Minister, Department of Justice and Public Safety



## Learning and Development Statistics 2021-2022

Learning and Development Opportunity		Baseline Year 2013- 2014	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018- 2019	2019- 2020	2020- 2021	2021- 2022
<b>Pathways to Learning</b> <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	23	42
	No. of <u>External</u> Subject Matter Experts/Learning Facilitators	2	6	8	5	15	15	23	19	15
	No. of Sessions Pathways to Learning	33	65	64	60	74	93	111	103	114
	No. of Topics for Sessions for Pathways to Learning	16	26	27	24	32	53	49	47	53
	No. of Registrations processed	554	755	136 5	109 5	138 6	217 0	237 3	207 4	263 8
<b>Insights Discovery</b>	Insights Profiles Processed (Internal facilitators)	107	195	245	88	225	311	285	173	107
	Insights Transformational Leadership Programs	NA	NA	NA	NA	33	55	58	55	53
<b>Customized Training</b>	No. of Departments Funded for Customized Training	7	11	13	12	13	13	13	13	13
	No. of Departmental Customized Training Sessions Delivered	17	28	14	14	13	13	13	13	13
	No. of Corporate Specialized Training Opportunities	1	2	1	1	1	4	4	4	4
<b>Occupational Health and Safety*</b>	No. of Participants	782	349	448	552	536	614	720	132	154
	No. of Formal Training Sessions	27	14	17	11	11	15	21	10	20
<b>Employee Assistance Program**</b>	No. of Sessions Delivered on Request	25	32	38	18	20	27	23	19	11
<b>Diversity and Cultural Training</b>	No. of participants	101	203	187	139	244	218	172	384	537
<b>Labour Relations Training</b>	No. of Registrations (Civil only)	118	142	139	149	48	425	168	312	249
	No. of Courses Offered (Civil only)	7	7	7	4	4	4	2	4	4
<b>Specialized Program Cohorts</b>  U=UPEI H= Health PEI C= Civil	Leaders in Action Program	===	===	===	===	24	===	24	===	24
	Collaborative Leadership and Facilitation Skills Certificate (U)	7 H/ 21 C	===	===	===	===	16	5	4	3
	New or Aspiring Managers/Supervisors Program (U)	4 H/ 21 C	20 C	45 C	===	===	32	41	31	45
	Administrative Professionals/ Executive Administration Certificate (U)	===	===	===	===	===	6	===	40	48
	Case Management Certificate (U)	===	===	===	===	===	===	25	24	43
<b>Notes</b>	*The significant decrease in registrations is due to reduced in-person sessions (20 people max) due to COVID-19 restrictions and the Department of Transportation and Infrastructure oversaw their own safety sessions for orientation (which were included in the past); ** Similarly PEITF was held virtually which reflects the decrease in EAP No of participants.									

## Employee Training and Development Fund Applications 2021-2022

Application Status	Unionized Fund	Excluded Fund	Total
Applications Approved	364	122	486
Applications Denied	8	9	17
Applications Withdrawn	44	12	56
Applications Ineligible	11	9	20
Pending Proof of Completion	42	26	68
Lack of Funds	0	0	0
Revoked	7	4	11
Maximum obtained (\$2500)	50	28	78
Total Applications	390	144	534



*"I find that Babbel French is one of the most flexible and efficient learning methods, particularly during a pandemic. I like that the platform is so versatile to a variety of learning styles - visual, speech, listening, practicing spelling, etc."*

**Denise Bustard**, Senior Policy and Planning Coordinator, Department of Justice and Public Safety

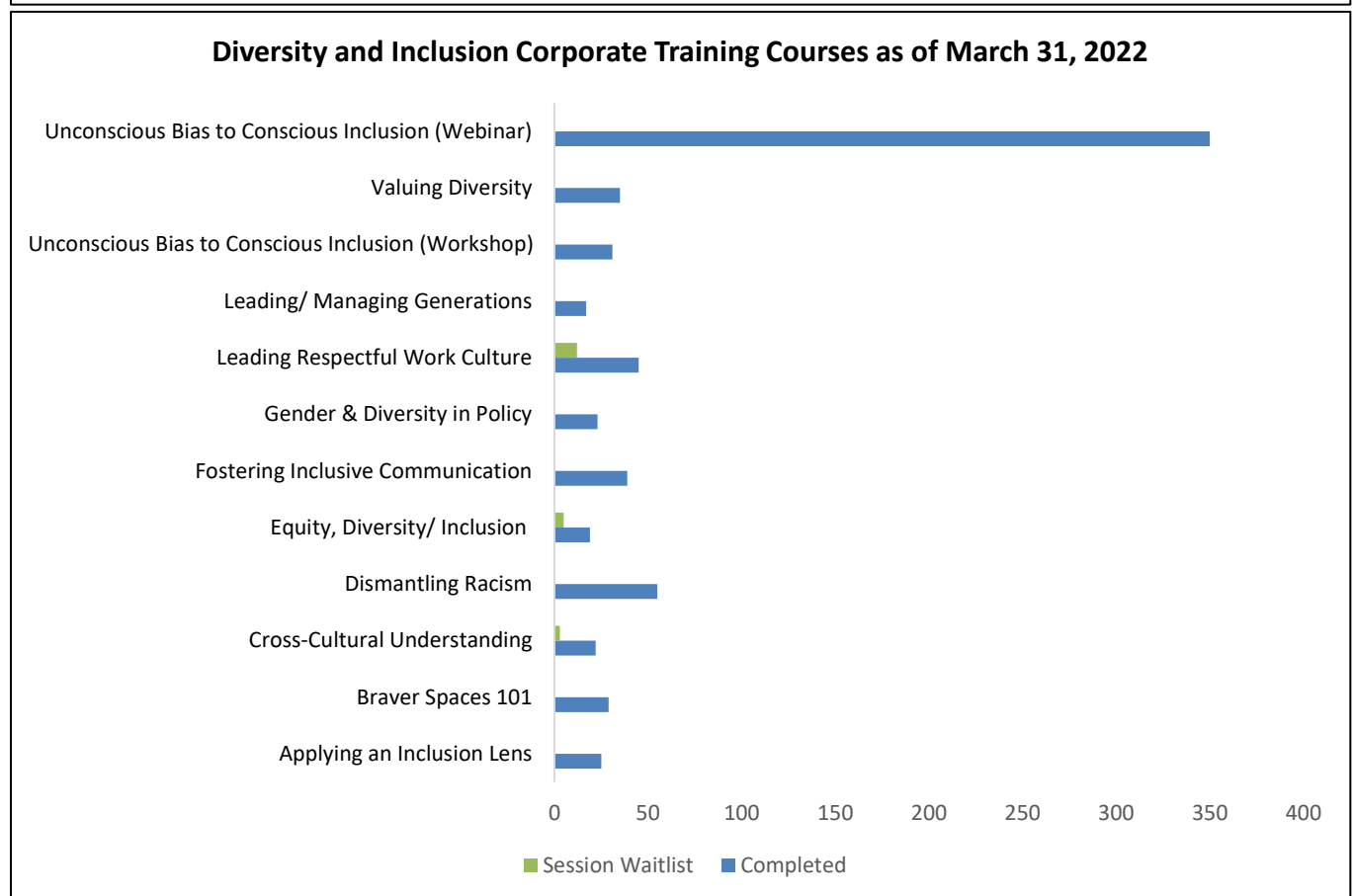
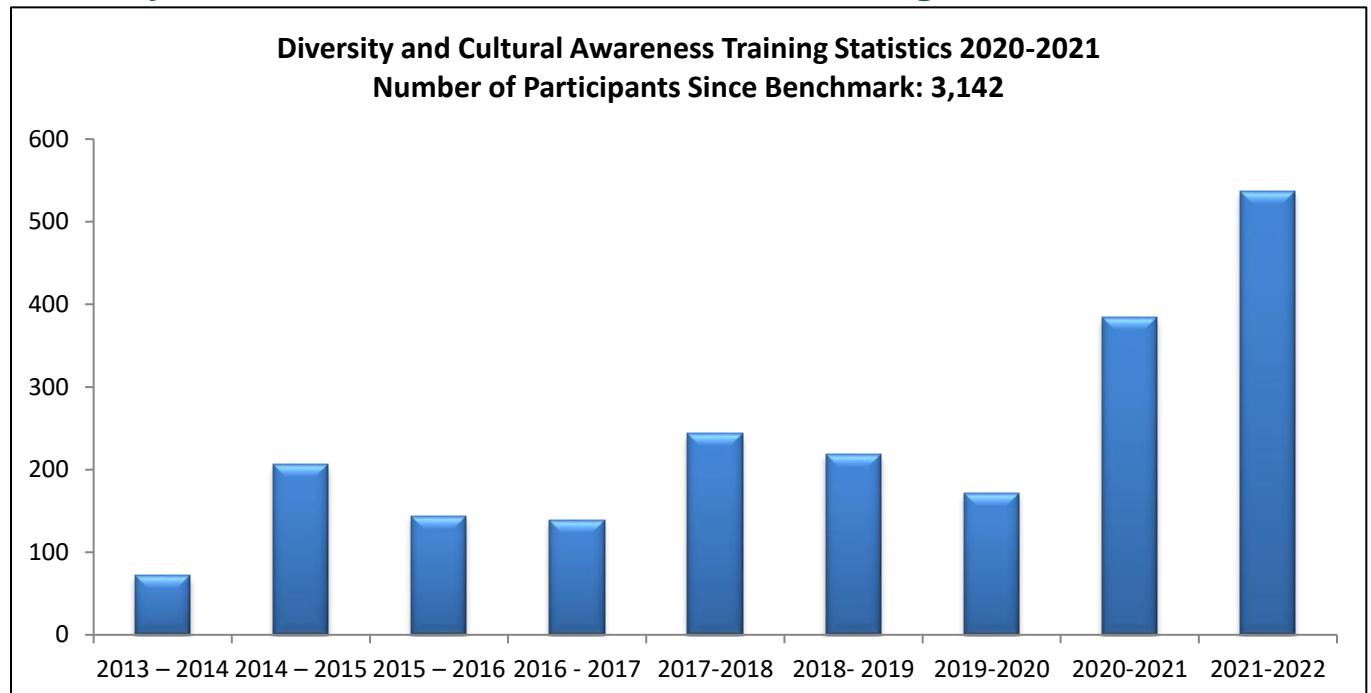
## Employee Assistance Program Statistics 2021-2022

EAP Statistics		2014 –2015	2015 – 2016	2016 – 2017	2017 – 2018	2018 – 2019	2019 –2020	2020 – 2021	2021 –2022
<b>Number of Clients Served</b>		NA	NA	906	857	936	1038	919	1397
<b>Number of Counseling Hours</b>		NA	NA	1896	1910	2000	2128	1815	2399
<b>Files</b>	No. of New Counseling Files	499	561	668	642	745	872	818	1054
	No. of Closed Counseling Files	353	371	181	1824	1840	738	775	1137
<b>Referrals</b>	Percentage of Self-Referrals	70%	63%	61%	60.4%	59%	69%	71.9%	77.6%
	Percentage of Employer Referrals	30%	37%	39%	11.1%	11.6%	8.9%	8.2%	6.94%
	Percentage of Family Referrals				11.0%	12.7%	11.2%	10.8%	9.52%
	Percentage of Colleague, Friend Referrals				9.5%	8.8%	5.6%	1.5%	1.5%
	Percentage of Physician & Outside Agency				6.2%	6.5%	4.1%	3.0%	2.21%
	Union & other				1.7%	1.5%	1.2%	1.0%	2.22%
<b>Client Gender</b>	Percentage Female	75%	75%	78%	78%	77%	78%	78%	78%
	Percentage Male	25%	25%	22%	22%	23%	22%	22%	19%*
<b>Group Sessions</b>	Number of Sessions Offered	29	38	18	20	27	23	19	11
	Total Number of Participants	2451	3287	1559	1156	1409	1881	308*	409**
*3% indicated as “other” for gender **PEITF session was held virtually due to COVID-19 restrictions so group # participants is significantly lower									



*“After learning of a new and challenging health issue, I decided to participate in the EAP as recommended by a colleague. The counselling service provided by this program proved to be a great asset to me both personally and professionally for a number of reasons. Firstly, this service was confidential which provided definite comfort and security. Also, the counselling services were quite flexible and accommodating as the EAP staff always worked with the client to accommodate session scheduling. Finally, the program staff’s counselling expertise and experience allowed for a very beneficial experience!” (Anonymous Client Testimonial)*

## Diversity and Inclusion Cultural Awareness Training 2021-2022





*“As I reflect on my internship experience at the Public Service Commission (PSC), I am incredibly inspired to be part of a team that is respectful, inclusive, nurturing, and passionately committed to the pursuit of taking inclusion from theory to practice. The PSC Diversity and Inclusion Program has provided me with extraordinary opportunities to learn, contribute and engage in highly collaborative and transformational projects that will continue to shape the future leaders and public service workforce culture. Key initiatives that I have worked on include developing the 2022-2025 Diversity and Inclusion Strategy, Unconscious Bias in the Workplace Webinar and streamlining multicultural client experience. Being part of a team that values inclusive diversity, where individual strengths and potentials are recognized, acknowledged and utilized creates a safer space where I can be my authentic self, contribute my perspectives and be part of the solution. This mentorship program is a powerful tool that embodies the corporate values that make the PSC an employer of choice.”*

**Sarah Muthee**, Diversity and Inclusion Program Intern, Public Service Commission



## **2021 Premier's Leadership Award for Diversity & Inclusion in the Public Service**

**Recipient: Vicki Allen-Cook**



(Left to right) Thilak Tennekone (Diversity & Inclusion Consultant, Public Service Commission), Vicki Allen-Cook (Arts and Creativity Leader, Department of Education and Lifelong Learning), and Premier Dennis King

The Premier's Leadership Award for Diversity and Inclusion is presented to individuals, teams or departments of the PEI Public Service who have demonstrated leadership in the promotion of diversity and advancement of inclusive best practices in the workplace and in the community.

Vicki is a passionate educator who has dedicated her life to using music and art as a vehicle of learning about diversity and inclusion. Over the years, Vicki has made a significant impact on the lives of teachers, coworkers, school communities, and the wider community through creativity and innovation to promote and further inclusiveness in the community.

Vicki has supported the education system to elevate cultural competency by recognizing that our society is becoming increasingly diverse. Her dedication and contribution to lead has helped develop and build partnerships with many facets of our Island community, including equality seeking groups, BIPOC members, Indigenous peoples, racialized groups, LGBTQS2+ communities, gender diverse groups etc.

In addition to her decades of work with the ArtsSmarts program that celebrates the synthesis of community, artists and student learning, Vicki has spearheaded numerous activities and events that are significant in advancing equity, diversity and inclusion within the department and across government.



## Human Resource Management, Labour Relations, and Employee Wellness and Safety

**Human Resource 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 and Benefits Coordinators 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 human resource 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, two collective bargaining tables were implemented for the Health Sector.

**Employee Wellness and Safety** provides a variety of services including timely and proactive advice and guidance, training, corporate policy development and implementation, hearing acuity testing, accident investigations, workplace inspections, assistance with return to work planning, and works collaboratively with all government departments, to ensure a safe workplace.

## Occupational Health and Safety Statistics 2021-2022

Department / Agency	Training	Workplace Inspections	Indoor Air Quality Tests	Noise Level Testing	Hearing Tests	Ergonomic Assessments	WCB Claims	LTD Claims Approved
Agriculture and Land	39				17	2	3	1
Economic Growth, Tourism & Culture	2				12	1	7	2
Education and Lifelong Learning	9						3	1
Environment, Energy and Climate Action	4						1	1
Finance	11	1					5	5
Fisheries & Communities	5							
Health & Wellness	1						2	
Justice & Public Safety	27					2	25	4
Social Development & Housing	20					5	14	3
Transportation & Infrastructure	35				20	3	57	11
Liquor Control Commission	27	1					9	2
Public Service Commission	2					1	0	
Others	5							
<b>Total</b>	<b>187</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>14</b>	<b>126</b>	<b>30</b>

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

**Corporate HRMS and Payroll** section provides a variety of services to the Civil Service, Education and Health Sectors and to the internal staff of the Public Service Commission. Services include management of Corporate Payroll and the Human Resources Management System (including WCB, Finance PEI, Innovation PEI, IIDI and BioFoods). Bi-weekly gross remuneration of 30 million for approximately 14,000 employees and issuing T4's slips for approximately 18,000 while working within the provisions the collective agreements, standard employment terms, and conditions determined by CRA legislation; advice and assistance on human resource technology initiatives, advice on the administration of the collective agreements between government and the various nine Union Collective Agreements, the Physician Master Agreement and Excluded Terms and Conditions.

**Administration** section provides support to the various divisions of the Public Service Commission and departments in the management of the PSC budget and financial administration; human resource administrative duties (payroll and personnel transactions); support the development of PSC's IT plan; business continuity plan, corporate gym membership, PSC website; and records management.

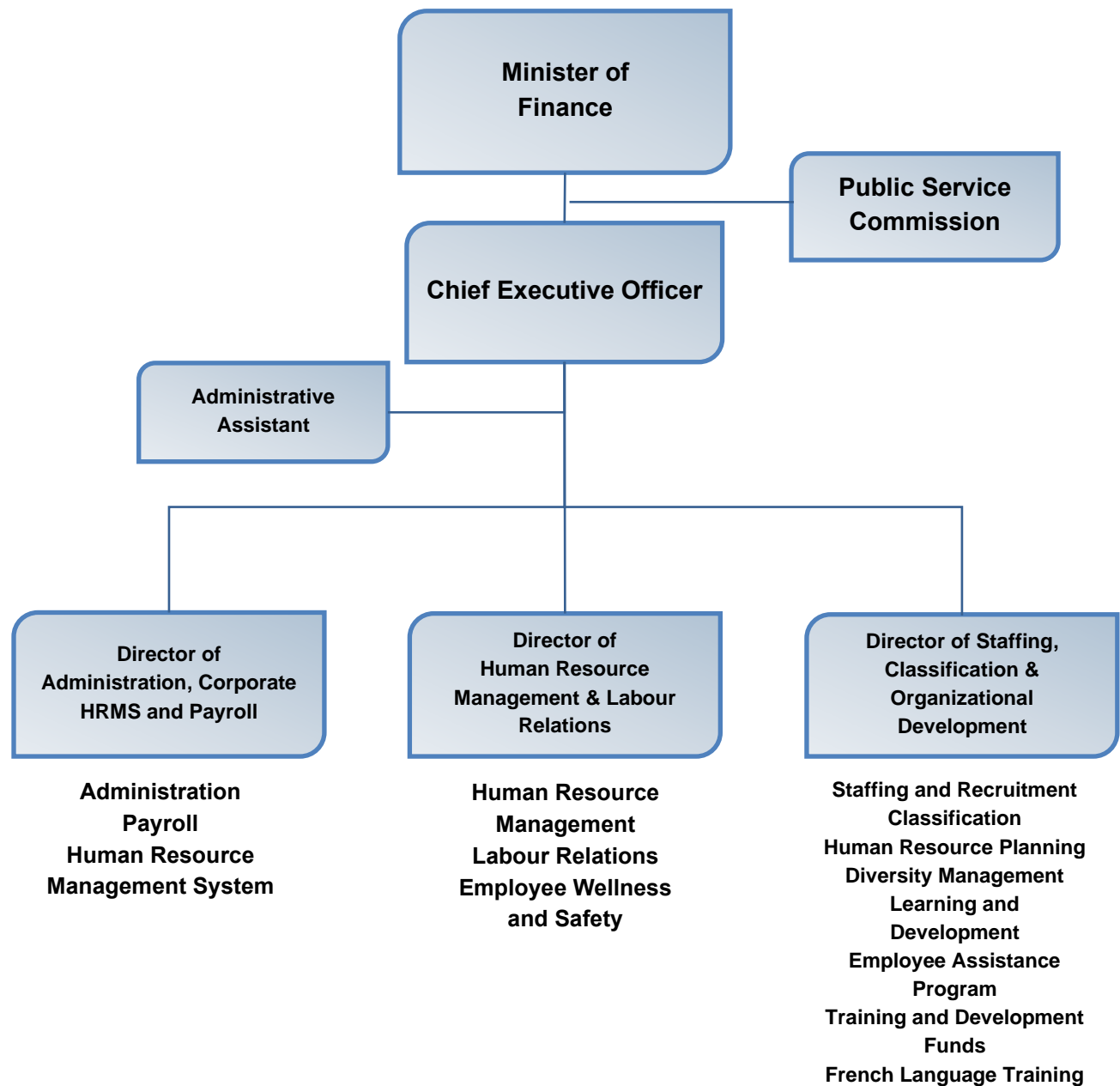


*“Given Pensions & Benefits and the Public Service Commission’s HRMS teams have materially the same client base, this partnership is critical, and our team could not provide its pension service without the expertise of the Public Service Commission’s HRMS team. HRMS’s broad knowledge of our business, helps us provide a valuable benefit to our members. This office relies on the HRMS team to provide support to our team and members from the day a member is enrolled in the pension plan, to the date they retire. This includes on-going communication, sharing of information and genuine interest to provide the best service and this is evident any time we interact with the HRMS team. For example, the development of targeted reports that provide timely, accurate information about enrolments and terminations from the plans give us the information we need to effectively administer member benefits. Throughout a member’s career, the HRMS team developed and maintain a bi-weekly data file that provides all the information required to ensure members are properly credited with benefits to which they are entitled at retirement; this is key to the efficient delivery of our services. Other services provided include the delivery of raw data required to value pension liabilities, sick leave liabilities, retirement pay liabilities, etc. which is an integral component of the budget expense for the Province.*

*The HRMS team is extremely responsive to our team as both a plan administrator and a user of the Peoplesoft system. A significant component of our success is attributed to the collaborative relationship we have with the HRMS team. We consider our partnership with the HRMS team to be one rooted in a long-standing, common goal to deliver benefits to employees.”*

**Pam MacEachern**, Pensions & Benefits, Department of Finance

# Organizational Structure



## PSC Budget

PSC Expenditures and Revenue			
Division	Unaudited Actual 2021-2022	Budget Forecast 3 <sup>rd</sup> Quarter 2021-2022	Budget Estimate 2021-2022
<b>Expenditure Budget</b>			
Management	293,790	297,500	298,400
HR Management and Labour Relations	3,708,630	3,772,300	3,871,300
Staffing, Classification, and Organizational Development	3,257,240	3,315,400	3,242,800
Administration, Corporate HRMS, and Payroll	1,065,504	1,146,300	1,163,100
<b>Total PSC Expenditures</b>	<b>8,325,164</b>	<b>8,531,500</b>	<b>8,575,600</b>
<b>Revenue Budget</b>			
Management	0	0	0
HR Management and Labour Relations	0	0	0
Staffing, Classification, and Organizational Development	750,100	742,800	767,800
Administration, Corporate HRMS, and Payroll	3,700	3,700	3,700
<b>Total PSC Revenue</b>	<b>753,800</b>	<b>746,500</b>	<b>771,500</b>



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