

# Public Service Commission

## Annual Report 2013/14



**Doing what matters.**

comes with the territory



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## Message from the Public Service Commissioner

I am pleased to present this annual report that represents the highlights of the Public Service Commission's achievements for 2013/14.

Substantial progress was made on a number of activities identified in our five-year (2011-16) Strategic Plan for the Public Service Commission.

We have continued our strong focus on improving service delivery to our clients in departments. Each PSC branch has developed and communicated a plan to address issues identified in the Client Satisfaction Survey, and recommendations from the corporate Staffing Audit that were identified for action in 2013/14 were completed or are well underway. The Employee Engagement survey was successfully conducted and the results were communicated to all YG employees.

The Corporate Human Resources Strategy for 2011-2014 was successfully concluded, and looking ahead, PSC is now working with HR Directors to implement the HR Sustainability Initiative. Through this multi-year initiative, the Yukon government is changing how we conduct the business of HR to provide more effective and efficient delivery of HR services.

PSC continues to focus efforts on increasing diversity in the Yukon government public service, and we have been working with departments and First Nations to implement the *Final Agreement - Representative Public Service Plan*.

Throughout the year, employees are recognized for their efforts and contributions via PSC-organized events such as the Public Service Week barbeque, the Premier's Awards of Excellence, the Aboriginal Employee Award of Honour and the Long Service Awards.

The achievements outlined in this report have been made possible by the efforts of the committed employees of the Public Service Commission and our human resource colleagues throughout the Yukon government. I thank them for their continued professionalism and dedication to serving the people of Yukon.

Sincerely,



Catharine Read

# About the Public Service Commission

## *Our Mission:*

Together with our clients, we provide effective and timely services and explore innovative human resource solutions leading to public service excellence.

## *Our Vision:*

Promoting and modeling excellent human resource practices.

## *Our Values:*

Integrity, accountability, respect and unity in purpose.

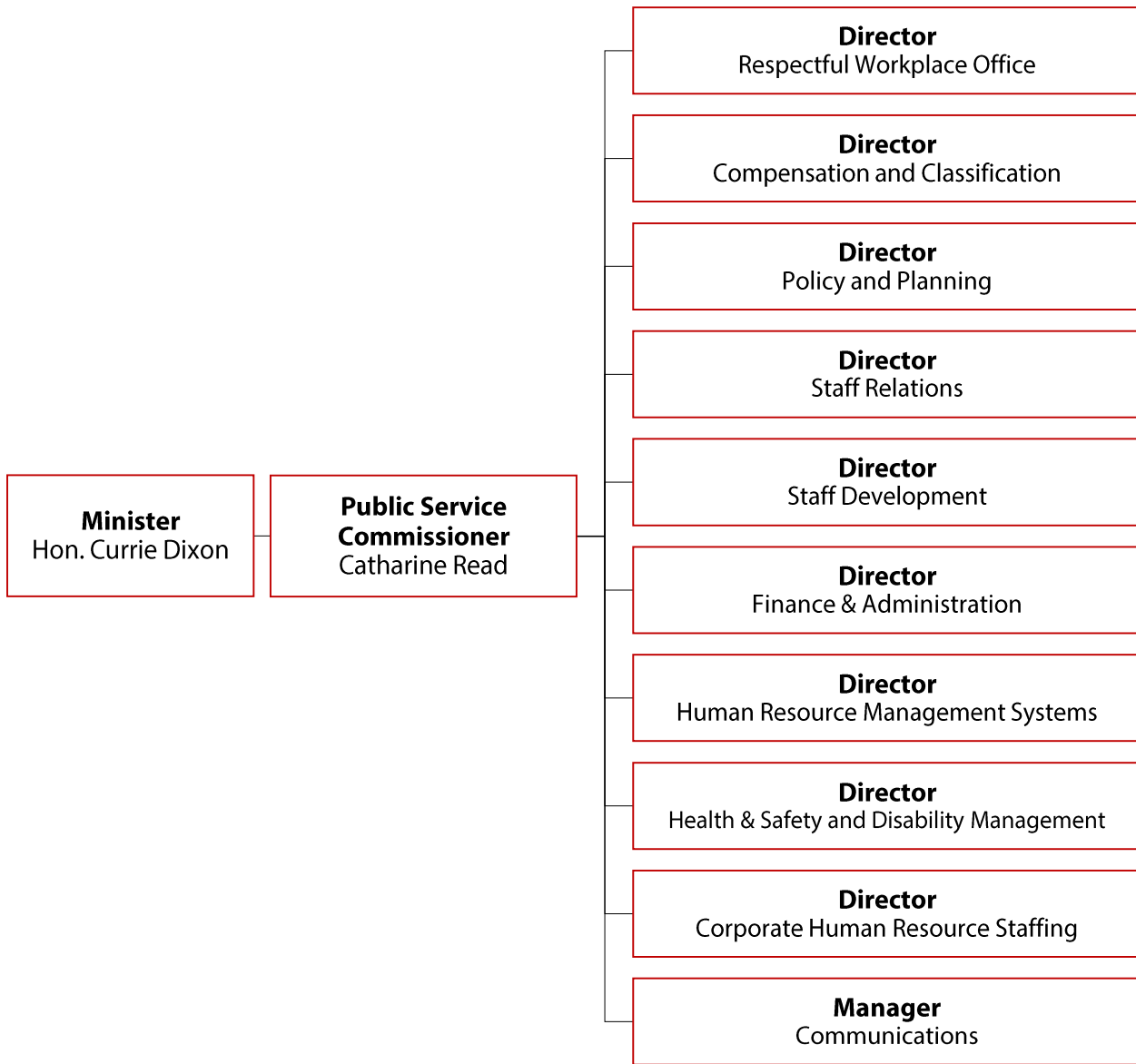
## *Who We Are*

The Public Service Commission (PSC) represents the Yukon government as employer and provides human resource advice and related support services to other Yukon government departments and employees. We establish and maintain human resource policies and legislation and act as the employer on behalf of the government.

Under the *Public Service Act*, the Public Service Commission has authority and responsibility to develop, maintain, administer and supervise a qualified and efficient public service. This includes collective bargaining, classification of positions, pay and allowance, appointments, transfers, suspension and dismissal, political leave, lay-offs and contracts of employment.

The Act allows the PSC to delegate authority to departments through an Appointment Delegation Accountability Agreement. In practice, most Yukon government appointments (hires) are carried out by departments under the authority of delegation agreements.

# Yukon Public Service Commission Organization Chart



The Public Service Commission directors are also members of the Human Resource Management Advisory Committee (HRMAC). HRMAC includes human resource directors and managers in all Yukon government departments and crown corporations.

# Public Service Commission Branches

## Corporate Human Resource Staffing

The Corporate Human Resource Staffing branch provides corporate recruitment and staffing for all Yukon government departments, including E-recruitment, the government's electronic job application system. The branch also provides human resources support to the Public Service Commission. The Aboriginal Workforce Services unit supports the Aboriginal Employees' Forum and is responsible for planning, supporting implementation of and reporting on the Final Agreement – Representative Public Service Plan. The Workplace Disability Employment Office provides information, services, training and programs to increase the representation of persons with disabilities in the public service.

## Compensation and Classification

Compensation and Classification ensures pay, benefits and pensions are administered and employee compensation is correct and accurate. Classification maintains a formal job classification system to ensure salaries paid to all YG employees are fair and reflect the value of their work. The units within this branch are Classification, Compensation, Pay and Benefits, and Pension Support.

## Finance and Administration

The Finance and Administration branch provides financial and administrative services to the Public Service Commission including budget management, space planning, records management, systems support and access to information requests. This branch also supports the office of the Public Service Commissioner. The branch oversees the employee future benefits and the worker's compensation payments fund for YG.

## Health, Safety and Disability Management

This branch has two units, Disability Management and Corporate Health and Safety. The Disability Management Unit works with employees who have a medical issue requiring accommodation or time away from work. They help find workplace accommodations or facilitate an early and safe return to work for employees. The Corporate Health and Safety Unit provides leadership in health and safety, focusing on injury prevention, workplace safety and promoting a safe workplace.

## Human Resource Management Systems

This branch maintains and develops software solutions to support human resources across government. HR systems help the government appropriately manage and access human resources data and information. While this is mainly done through PeopleSoft, the branch adds and develops additional components to help meet clients' needs.

## Policy and Planning

The Policy and Planning branch develops corporate human resource policies and programs, maintains GAM 3 policies and facilitates strategic human resource planning across the Yukon government and within the Public

Service Commission. The branch also provides ministerial support before, during and after sittings of the Yukon Legislative Assembly.

## **Respectful Workplace Office**

The Respectful Workplace Office provides conflict management services to all YG employees and is mandated to implement the Respectful Workplace Policy. The branch uses a collaborative approach to resolve conflict and address disrespectful behaviour in the workplace. Conflict management services include education and training, coaching, mediation and facilitation, group assessment and group facilitation.

## **Staff Development**

The Staff Development branch provides training and learning opportunities to employees in all Yukon government departments. The branch's programs and services facilitate learning through growth opportunities, formal courses and classes, leadership development, and career development for YG employees as well as organizational development consultation services.

## **Staff Relations**

The Staff Relations branch represents the Yukon government in collective bargaining and interprets collective agreements. The branch advises departments on how to apply provisions of the collective agreements and employment legislation to real-life situations including issues of employee performance, discipline, discrimination, conflicts and grievance management, and represents the interests of the employer in grievance adjudications and human rights complaints. The branch also recommends exclusions from the PSAC bargaining unit and contributes to training in labour relations issues.

## **Communications**

The Communications branch is responsible for supporting the overall presentation and promotion of the Public Service Commission policies, programs and initiatives to audiences within the Yukon government (e.g. human resources, senior managers, supervisors and the general employee population) and external to YG (e.g. media, job applicants and the general public).

## 2013/14 Year-end Expenditure Report

Public Service Commission: Expenses for the fiscal year ending March 31, 2014, showing comparison to 2013.

<b>Expenses</b>	<b>2013/14</b>	<b>2012/13 (restated)</b>	<b>Increase (Decrease)</b>
<b>Operations and maintenance</b>			
Finance and administration	\$975,157	\$980,239	(\$5,082)
Corporate Human Resource Staffing	\$2,523,979	\$2,553,983	(\$30,004)
Compensation and Classification	\$2,373,127	\$2,040,065	\$333,062
Staff Relations	\$1,441,641	\$1,375,961	\$65,680
Workers' Compensation Fund	\$4,909,775	\$4,591,949	\$317,826
Human Resource Management Systems	\$819,879	\$801,098	\$18,781
Policy, Planning and Communications	\$827,073	\$910,686	(\$83,613)
Employee Future Benefits	\$19,751,376	\$18,222,126	\$1,529,250
Staff Development	\$2,775,283	\$2,332,635	\$442,648
Respectful workplace office	\$737,016	\$795,000	(\$57,984)
Health, Safety and Disability Management	\$2,561,087	\$2,179,004	\$382,083
	<u>\$39,695,393</u>	<u>\$36,782,746</u>	<u>\$2,912,647</u>
<b>Capital</b>			
Finance and administration	\$44,942	\$63,475	(\$18,533)
Staff Development	\$7,142	\$9,366	(\$2,224)
Health, Safety and Disability Management	\$5,007	\$0	\$5,007
Corporate Human Resource Staffing	\$15,913	\$18,111	(\$2,198)
	<u>\$73,004</u>	<u>\$90,952</u>	<u>(\$17,948)</u>
Less acquisition of tangible capital assets	<u>(\$10,650)</u>		<u>(\$10,650)</u>
	<u>\$62,354</u>	<u>\$90,952</u>	<u>(\$28,598)</u>
Amortization Expenses	<u>\$4,631</u>	<u>\$6,542</u>	<u>(\$1,911)</u>
<b>Total Expenses</b>	<u>\$39,762,378</u>	<u>\$36,880,240</u>	<u>\$2,882,138</u>

# PSC Strategic Plan – Activity Report for 2013/14

In 2013/14, the work of the Public Service Commission was guided by the goals and objectives laid out in three separate but complementary strategic plans. In 2013, PSC worked to meet goals in the PSC Strategic Plan (2011-16), the Corporate Human Resources Plan (2011-2014), and the Final Agreement – Representative Public Service Plan (2011–16).

The focus of this annual report is our progress in the third year of PSC’s five year Strategic Plan.

The PSC Strategic Plan has three goals that are unique to the department and three corporate goals that are key government initiatives shared by all departments.

## Department goals:

1. Being a valued and welcome partner with our clients in the provision of human resources services.
2. Promote workplace diversity to better reflect the make-up of Yukon society and develop a culture within the Yukon government that welcomes diversity.
3. Implement a corporate approach to wellness, health and safety and disability management focused on prevention of illness and injuries and on early and safe return to work.

## Corporate goals:

4. Attract, develop and engage talented people to continue to provide high quality service to the public.
5. Practice open, accountable and fiscally responsible government.
6. Advance strategic corporate initiatives through interdepartmental cooperation.

# Department Specific Goals

## **GOAL 1: Being a valued and welcome partner with our clients in the provision of human resource services.**

**OBJECTIVE 1.1:** Build effective working relationships with departments, based on credibility and trust.

Achievements:

- A report on the results of the Client Satisfaction Survey was distributed to all respondents in July 2013 and each PSC branch developed and communicated a plan to address issues identified in the survey.
- Implemented Year 3 priorities for the Corporate Human Resource Strategy 2011-2014.
- Items to be addressed in 2013/14 based on recommendations from the corporate Staffing Audit were completed or are well underway.
- Facilitated consultation meetings and a background report to develop a new Corporate HR Strategy were undertaken with HR directors. The Corporate HR Strategy for 2014/15 will consist of a Strategy for the HR function.
- A strategy was completed for the HR Systems and Service Delivery Project. A business case for online time and leave implementation is in development.
- In 2013/14, the HR Sustainability Initiative was broadened to encompass both HR systems and services, and HR management functions. A short term action plan has been developed to address immediate priority concerns.
- To assess and test options for streamlining the classification system, a new classification request tracking and reporting system is being developed. Testing is slated to begin in early 2014/15.

**OBJECTIVE 1.2:** Model strong client service attitudes, supported by systems, training, coaching and feedback.

Achievements:

- A site containing HR information for employees, called *Employee's Info*, was launched on Yukonnect and is available for all Yukon government employees.
- Human Resource Management Advisory Committee (HRMAC) and Advisory Human Resource Committee (AHRC) collaboration websites were launched on Yukonnect.
- Courses in oral and written communications were offered to employees on a regular basis.
- PSC rewards and recognizes staff who demonstrate strong client service attitudes. The primary methods of staff recognition include direct expressions of appreciation, blog posts, and use of thank you cards.
- A methodology has been developed to conduct a broad-based assessment of training needs.

- An HR resources website on Yukonnect, called *HR Tools*, featuring information from Compensation and Classification Branch, and Corporate Human Resource Staffing Branch, as well as HR policies, forms and guidelines, is in development and currently available in trial format. Further work is planned in 2014/15 to enhance Staff Relations information. There is ongoing development of the Health, Safety and Disability Management (Branch), Aboriginal Employee's Forum, and Respectful Workplace Office (Branch) websites.

**OBJECTIVE 1.3:** Further develop PSC as a collaborative team internally, to become leaders in service.

Achievements:

- A PSC blog is active and updated regularly with a weekly summary of blog posts sent to all employees. The blog is open for commenting and posting from all employees. A January 2014 survey found most respondents felt the blog had a positive impact on communications within PSC.
- The annual PSC-All Staff meeting was held in October 2013. All branches provided updates on their plans and activities.
- Intra-PSC branch working groups were established and include an e-recruitment group, and an integrated case management group focused on disability management, respectful workplace and staff relations matters.
- Senior management team members have attended branch staff meetings.

## **GOAL 2: Promote workplace diversity to better reflect the make-up of Yukon society and develop a culture within the Yukon government that welcomes diversity.**

**OBJECTIVE 2.1:** Complete the new *Representative Public Service Plan* under the land claims agreements.

Achievements:

- The new Representative Public Service Plan was completed.

**OBJECTIVE 2.2:** Support and encourage departments to promote and value diversity.

Achievements:

- Regular meetings occurred with departments and First Nations to implement the *Final Agreement-Representative Public Service Plan*. Work was undertaken to ensure respectful workplace processes are culturally relevant and appropriate to the needs of Aboriginal employees. A year-end report was produced.

**OBJECTIVE 2.3:** Identify tools and opportunities to increase the diversity of representation within the Yukon government workforce.

Achievements:

- The pilot Aboriginal Development Program was completed.
- A draft program restructure is in progress for the First Nations Training Corps.

- Exemption criteria/processes were flagged in the internal Staffing Audit. Draft guidelines have been completed and will be reviewed by a Staffing Audit Review Committee in 2014/15.

**GOAL 3: Implement a corporate approach to wellness, health and safety, and disability management focused on prevention of illness and injuries, and on early and safe return to work.**

**OBJECTIVE 3.1:** Develop and implement a corporate approach to promoting employee wellness.

Achievements:

- Draft procedures were developed for the Respectful Workplace Office and work on a guide to the new policy is moving forward.
- A research project on corporate wellness was undertaken and completed. Current YG practices and data, corporate wellness practices, and activities and strategies in other jurisdictions, were examined as part of the research initiative.
- New Appropriate Dispute Resolution program offered through the Respectful Workplace Office. Training of 90 per cent of directors and ADMs has occurred.

**OBJECTIVE 3.2:** Complete and fully implement the corporate framework for disability management, focusing on early and safe return to work.

Achievements:

- A new Disability Management Program was implemented. Training sessions on new disability management procedures occurred.
- As a result of a competitive Request for Proposal process, there is also now greater flexibility to provide independent medical examinations and address substance abuse.
- Great West Life was selected as the new YG insurance benefits carrier. The benefits program was successfully transitioned to the new carrier.

**OBJECTIVE 3.3:** Fully implement the corporate framework for health and safety management.

Achievements:

- The Enterprise Risk Management (registry) model developed by the Department of Highways and Public Works was modified to incorporate health and safety risk assessments as part of the Health and Safety Risk Assessment Project.
- Health and Safety plans were developed by/for the Public Service Commission, the Department of Education and the Corporations (Yukon Housing Corporation, Yukon Liquor Corporations and Lotteries Yukon).
- Work is ongoing to expand the safety procedures data bank.

- A two-day training course designed to ensure that all employees understand the safety management system and the role they play in its implementation and continuous development is now available on a monthly basis. In 2013/14, nine sessions were offered, including one in Dawson City. Specialized training has also been offered to targeted YG program staff. In 2013/14, eight specialized training sessions were conducted.

## Corporate Goals

### **GOAL 4: Attract, develop and engage talented people to continue to provide high quality service to the public.**

**OBJECTIVE 4.1:** Support effective recruitment and retention through timely and transparent processes with a client-centred approach.

Achievements:

- The 2013 YG Employee Engagement Survey was conducted in the fall of 2013 with results delivered and communicated to YG employees in March 2014.
- Draft management competencies are being developed for review by HRMAC and the Deputy Ministers Review Committee (DMRC).
- To identify and provide enhancements to e-recruitment, the Continuous Improvement Working Group meets monthly to review issues, identify enhancements, and implement recommendations from an e-recruitment system review undertaken in 2013/14.

**OBJECTIVE 4.2:** Develop a platform of best practices in recruitment and retention with an emphasis on active recruitment of youth and under-represented groups of Yukon.

Achievements:

- During 2013/14, the work focus shifted to development of an action plan for youth recruitment and retention. Consultation is required with the Yukon Employees' Union.
- Support and training was provided (including through the Aboriginal Employees' Forum, and a Disability forum) for Aboriginal employees, employees with disabilities and youth. Career counselling for both aboriginal and non-aboriginal employees took place.

### **GOAL 5: Practice open, accountable and fiscally responsible government.**

**OBJECTIVE 5.1:** Exercise sound financial and information management and planning in the delivery of service to Yukoners.

Achievements:

- Pilot Program Evaluation training for departments was offered and the first cohort graduated. Participant projects were presented to sponsors.

- A (draft) Guide to Developing an Evaluation Framework was developed, and is currently under review.
- An annual re-profiling of training funds to support the corporate training needs occurs every summer.
- A pilot course called Managing for Success in a Labour Relations Environment, was offered to senior management and HR personnel in late 2013.
- A focus group of HR Directors was convened to scope curriculum for a new performance management offering for staff. A course outline focusing on the continuum of performance management has been developed.
- Phase one development of self-service for PeopleSoft was undertaken and trial testing occurred in March 2014. Full roll-out will occur in early 2014/15.

**GOAL 6: Advance strategic corporate initiatives through interdepartmental cooperation.**

**OBJECTIVE 6.1:** Engage and contribute to strategic corporate initiatives relating to PSC’s mandate and core program/service responsibilities

Achievements:

- A new collective agreement with the Yukon Employees Union was negotiated and ratified.
- A new Section M was introduced and a new analysis model for assessing departments’ exclusions requests was implemented.
- PSC regularly attends scheduled meetings and contributes to review and analysis of YWCHSB policy initiatives.
- PSC is the assigned corporate lead on the Public Interest Disclosure of Wrongdoing legislation initiative.
- Joint assessment work was initiated with Highways & Public Works to undertake the Learning Management System (LMS) development initiative. It is estimated that it will take another 18 months to complete this project.

# Appendix A: Yukon government employee population and staffing

## Number of employees and FTEs

Number of employees and FTEs (calculated as full-time equivalents) as of March 31, 2014<sup>1</sup>

Department	Number of Employees (on March 31, 2014)	Full-time equivalent counts <sup>2</sup> (1st quarter 2014)
Community Services	355	249.0
Economic Development	62	56.7
Education	1100	1,021.8
Energy, Mines and Resources, and YDC	302	257.9
Environment	243	179.8
Executive Council Office	116	90.1
Finance	57	51.7
French Language Services Directorate	14	12.5
Highways and Public Works	921	759.4
Health and Social Services	1331	968.0
Justice	322	271.4
Legislative Assembly and Elections Yukon	10	7.2
Ombudsman and Child and Youth Advocate	6	6.0
Public Service Commission	123	98.6
Tourism and Culture	161	90.5
Worker's Compensation Health and Safety	87	71.8
Women's Directorate	10	8.0
Yukon Housing and Yukon Lotteries	90	77.9
Yukon Liquor Corporation	69	52.2
Total (YG)	5,379	4,330.5
Total unique employees (YG)	5,323 <sup>3</sup>	

<sup>1</sup> Number of FTEs does not include Judges, Elected Members, Employees in the HeadStart Program, Order-in-Council appointees, Justices of Peace, Co-Op Students, Student Hires, Substitute Teachers, MLA & JD Pensioners, employees on leave without pay (LWOP) for 2 years or more.

<sup>2</sup> Full-time equivalents (FTE) counts hours worked, not employees or jobs. It is a measure of the workforce that takes part-time employees into account. FTEs are determined by dividing working hours (excluding overtime) for all employees by standard full-time hours. The FTE count includes all employees who are actively working or on paid leave. FTEs are counted as full-time equivalents on a quarterly basis.

<sup>3</sup> The total number of employees will not be equal to the sum of counts by department as some employees are included in more than one department.

## Staffing Activity Report

All recruitment to the Yukon public service is based on merit, which the *Public Service Act* defines as: “The knowledge, abilities, and suitability of a person in relation to the requirements for a position or for employment as a casual, as the case may be.” There are multiple options departments may use when recruiting for Yukon public service positions, including:

- competitions
- eligibility list hires (from an established list on prior competitions)
- direct hires (for short-term casuals, auxiliary on-calls, new seasonal auxiliary hires and recalls, and reinforcement workers)
- exemptions
- transfers

### Staffing Activity, 2010-2014<sup>4</sup>

	2013/2014	2012/2013	2011/2012	2010/2011
Competitions	581	553	548	526
Eligibility list hires	256	235	128	102
Job Experience Program Hires	86	40	32	n/a
Direct Hires <sup>5</sup>	1122	867	757	796
Exemptions	110	96	102	103
Extensions <sup>6</sup>	450	368	348	337
Transfers	3	5	6	14
Total Staffing Actions	2608	2164	1921	1878

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<sup>4</sup> Does not include teachers

<sup>5</sup> Direct Hires Includes: Casuals, Auxiliary On-Calls, Seasonal Auxiliary New Hires/Recalls, and Reinforcement Workers

<sup>6</sup> Extensions Includes: Casuals, Seasonal Auxiliaries, and Terms

## Exemptions

All departmental staffing exemption requests must be submitted to the Public Service Commission, Corporate Human Resource Staffing branch for review and approval. Exemptions may be considered if they are:

- Under the Employment Equity Policy (Aboriginal, Yukon First Nations, or persons with Disabilities);
- For a workplace accommodation or reintegration;
- Part of a negotiated agreement (e.g. union settlement); or
- Regular: where a department can rationalize it is in the best interest of the public service (e.g. difficult-to-fill position).

The Public Service Commission considers factors such as existing employment trends, provisions of reasonable access to opportunities for appointment for employees and the public, and the needs of individual employees who have priority entitlement (e.g. layoff, accommodation, etc.).

## Exemption Types

Exemption Type	2013/2014	2012/2013
Regular Exemption	48	50
Employment Equity	34	29
Workplace Accommodation	17	13
Other	11	4
Total	110	96 <sup>7</sup>

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<sup>7</sup> Excludes 10 Exemption Requests that were cancelled.

## Staffing Activity by Department, 2013/14

Department	Competitions	Job Experience Program	Eligibility List Hires	Direct Hires	Exemptions	Extensions	Transfers	Total
Community Services	66	15	28	130	2	66	0	307
Corporations <sup>8</sup>	20	0	9	31	5	18	0	83
Economic Development	17	0	1	13	1	5	0	37
Education	54	2	11	30	12	22	0	131
Energy, Mines & Resources	44	6	11	58	1	23	1	144
Environment	25	20	11	83	5	24	0	168
Executive Council Office	23	4	4	37	2	9	1	80
Finance	10	0	3	7	0	6	0	26
Health & Social Services	133	10	118	249	33	92	0	635
Highways & Public Works	85	18	27	307	31	113	0	581
Justice	57	3	27	39	9	40	0	175
Legislative Assembly	1	0	0	0	0	0	0	1
Public Service Commission	19	0	4	24	5	2	0	54
Tourism & Culture	19	5	0	106	1	22	1	154
Women's Directorate	0	1	0	0	0	1	0	2
YWCHSB	8	2	2	8	3	7	0	30
<b>Total</b>	<b>581</b>	<b>86</b>	<b>256</b>	<b>1122</b>	<b>110</b>	<b>450</b>	<b>3</b>	<b>2608</b>

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<sup>8</sup> Includes: Yukon Lotteries, Yukon Liquor Corporation, Yukon Housing Corporation