

CORPORATE HUMAN RESOURCE STAFFING • FINANCE AND ADMINISTRATION  
COMPENSATION AND CLASSIFICATION • HUMAN RESOURCE MANAGEMENT  
SYSTEMS • POLICY, PLANNING AND COMMUNICATIONS • STAFF RELATIONS  
STAFF DEVELOPMENT AND HEALTH • SAFETY AND DISABILITY MANAGEMENT  
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# PUBLIC SERVICE *Excellence*

PUBLIC SERVICE COMMISSION | ANNUAL REPORT 2011-2012

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## SECTION 1: INTRODUCTION

### 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) 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.

# Message from the

## PUBLIC SERVICE COMMISSIONER

It is my pleasure to present the 2011–12 annual report of the Government of Yukon's Public Service Commission. This is the first annual report on PSC activities and demonstrates our ongoing commitment to transparency and accountability.

This Annual Report was prepared under my direction and outlines the activities and achievements of the commission in 2011–12.

Although the PSC faced challenges in 2011–12, it was a rewarding year. The Yukon public service is not alone in the challenges it faces. Governments across Canada are grappling with many similar concerns, including an aging work force, labour market pressures, increasing rates of disability, and challenges around attraction and retention.

In the context of these challenges we embarked on a new direction through the development and implementation of three strategic plans for which PSC has the lead role:

1. We completed the first year of a new five-year (2011–16) **Department Strategic Plan** for the Public Service Commission.
2. We collaborated with HR leaders from across government to develop and complete the first year of a three-year (2011–2014) **Corporate Human Resources Strategy**, which outlines government-wide human resource initiatives.



3. We developed a new **Representative Public Service Plan** to meet the goals and legal requirements set out in Yukon's land claims and self-government agreements, striving towards better representation of Yukon First Nations employees in our public service.

These three plans set the course for the commission in 2011–12 and for the future. Underlying all of our activities and tasks is our goal of becoming more focused on client service. Through the implementation of the strategic plans and the delivery of all programs and services, PSC staff has been working with our clients in departments to increase our understanding of their operational realities and collaborate with them to develop solutions.

As we look back on 2011–12, I believe we laid important groundwork and began to create a shift in our culture.

I would like to thank the staff of PSC for their dedicated service. I'd also like to thank our valued partners in human resources throughout the Yukon government, who work closely with us to deliver programs and services in their departments.

A handwritten signature in black ink that reads "C. Read".

Catharine Read,  
Public Service Commissioner

## SECTION 2 – DEPARTMENTAL OVERVIEW

### ORGANIZATIONAL CHANGES IN 2011–12

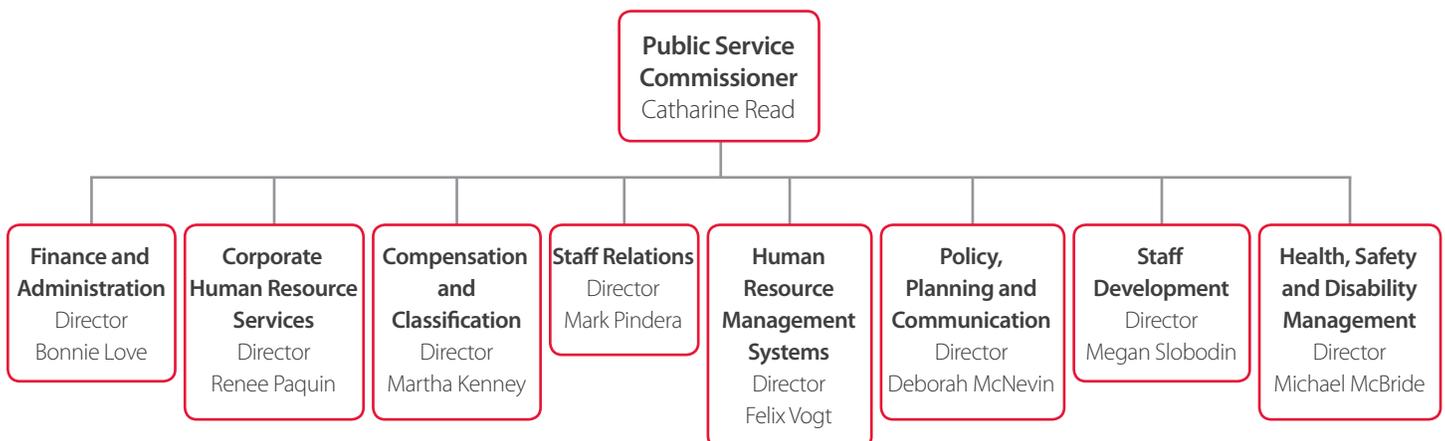
In 2011-12 the Public Service Commission underwent organizational changes. The reorganization was intended to meet emerging HR needs, realign resources with our strategic priorities and improve our ability to deliver excellent client service.

The Corporate Human Resource Services Branch (CHRS) was renamed Corporate Human Resource Staffing Branch. This branch encompasses corporate staffing responsibilities and the First Nation Services program including Representative Public Service planning (formerly with the Policy, Planning & Communication Branch). This branch is also responsible for human resource services within the Public Service Commission.

The Employee Compensation Branch was renamed Compensation and Classification Branch. Classification and appeals (formerly part of the Corporate Human Resource Services Branch) became part of the newly renamed branch. The Workplace Disability Services Office is also part of this branch.

Finally, a new Health, Safety and Disability Management branch was created. The corporate health and safety and disability management programs were moved from the Staff Development Branch to this new branch. The new branch is responsible for managing the new Corporate Health and Safety program launched in 2011-12 and the implementation of a new Disability Management program.

### THE PUBLIC SERVICE COMMISSION AFTER REORGANIZATION IN 2012



# OVERVIEW OF BRANCHES

## CORPORATE HUMAN RESOURCE STAFFING

Our branch was renamed the Corporate Human Resource Staffing Branch in 2011-12. We provide corporate recruitment and staffing services for all Yukon government departments. It is structured into three units: Aboriginal Workforce Services, Corporate Recruitment & Staffing Services and Public Service Commission Human Resource Services. We develop and monitor programs, policies and procedures that guide all staffing and recruitment activities. We ensure that employment equity principles are upheld and work to make our public service more representative of our population. We develop and deliver training on recruitment and staffing processes and manage the corporate processes related to staffing, including advertising, exemptions, legal challenges and appeals.

### Highlights from 2011-12 include:

- Defined client service competencies for PSC staff and incorporated them into recruitment for our department.
- Increased the use of inter-branch working groups and teams.
- Created of an Aboriginal Workforce Services unit.
- Outreach incorporated diversity into different points of recruiting.
- Branch staff were trained in client service.

## SUCCESS STORY: CELEBRATE DIVERSITY



Richard Gordon, senior parks ranger at Herschel Island, receives a 2011 Aboriginal Employees' Award of Honour from Minister Elaine Taylor, the Minister responsible for the Public Service Commission.

The Corporate Human Resource Staffing Branch is committed to celebrating and promoting the culture of diversity in Yukon government workplaces. In 2011-12 we held two Aboriginal Employee Forums and hosted a ceremony to present the annual Aboriginal Employees Award of Honour. At each of these gatherings we celebrated the diverse workforce which makes the Yukon government a better place to work. For more information on the Aboriginal Employees Forum or celebrating diversity, visit the Public Service Commission website or contact: Jay Greenaway (667-8264) or Marge Baufeld (667-3486).

# COMPENSATION & CLASSIFICATION

In Compensation & Classification we ensure pay, benefits and pensions are administered, compensation is correct and accurate and classifications are appropriate. Our five areas are Classification, Compensation, Pay & Benefits Administration, Pension Support and the Workplace Diversity Office.

The branch also administers the Yukon government's Employee Engagement survey and through the Workplace Diversity Employment Office, we provide information, services, training and programs aimed at increasing the representation of persons with disabilities in the public service.



## Highlights from 2011-12 include:

- Branch staff were trained in client service, focusing on communicating effectively.
- Increased involvement with inter-branch teams and working groups.
- Hosted Six Steps to Success Conference, successfully collaborating with employers, government agencies, service providers and distinguished experts in the field of disability and employment.
- Worked with other PSC branches to develop an online job listing and application service called e-recruitment.
- Disability Employment Services assisted in finding jobs for 30 people with disabilities in the government for a total of 496.8 weeks of employment.
- The Classification unit made 897 classification decisions in 2011-12; of which 390 were new positions.

## SUCCESS STORY: CHANGING PERCEPTIONS ONE "STEP" AT A TIME



The Workforce Diversity Employment Office co-hosted the Six Steps to Success Conference to raise awareness, provide new skills and offer a range of best practices for the employment of people with disabilities. The conference had more than 30 speakers who address the Six Steps necessary to achieve and enhance representation of people with disabilities in the workforce. These steps included: perception; recruitment; training; accommodations; partnerships; and communications. Perception was the most prevalent theme.

Yukon governments online recruitment site. [www.employment.gov.yk.ca](http://www.employment.gov.yk.ca)

# FINANCE & ADMINISTRATION

The Finance and Administration branch provides the core financial and administrative services to the Public Service Commission including financial and budget management, records management, systems administration and access to information requests. Two separate units provide these services: Public Service Commissioner's Office and Finance and Administration.

## Highlights from 2011-12 include:

- Established a Green Committee within the department as part of the implementation of the Climate Change Action Plan.
- Worked with internal audit to develop better management and distribution of Investing in the Public Service (IPS) funds.
- Began implementation of the new corporate Health and Safety governance system in PSC.



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Premier Darrell Pasloski speaks at the annual Public Service Week celebration in Whitehorse.

# HEALTH, SAFETY & DISABILITY MANAGEMENT

This branch is focused on the prevention of illness and injuries and on promoting an early and safe return to work. The Disability Management Unit works closely with Yukon government employees who have a medical issue that requires accommodation or time away from work. We help them find accommodations to stay at work or facilitate their return to work. Our Corporate Health & Safety unit provides corporate leadership in health and safety, focusing on accident prevention, workplace safety and promoting a safe workplace.

## Highlights from 2011-12 include:

- Two interdepartmental health and safety committees were established: a leadership committee and a working group.
- Created an online health and safety resource for YG departments, which can be found at [www.healthandsafety.gov.yk.ca](http://www.healthandsafety.gov.yk.ca).
- Developed the initial framework for a new disability management program and established a leadership committee in close collaboration with other departments and unions.
- Provided assistance and support to departments to implement their health and safety programs.

## SUCCESS STORY: A HEALTH AND SAFETY ONE-STOP SHOP



We are very excited about the steps we have taken in implementing the new Corporate Health and Safety Management System. In addition to policy modification we created an online corporate bank of all the tools and resources departments need to develop their health and safety systems, including procedures, guidelines and standards. We worked closely with departments to build a useful website that is a one-stop shop for all health and safety resources.

# HUMAN RESOURCE MANAGEMENT SYSTEMS

The HRMS Branch provides software solutions for administering human resources within the government. We work closely with coworkers from PSC and Yukon government departments to provide accurate and timely service so that HR information can be accessed and managed appropriately. While this is mainly done through PeopleSoft, we focus on adding or developing additional components to our infrastructure to ensure the clients' needs are being met.

## Highlights from 2011-12 include:

- Implemented Phase 1 of Time and Labour, a system that provides an electronic time sheet for inputting, approving and processing of employee time and payroll data. Specifically, this phase addressed substitute teachers.
- Worked with PSC branches and our clients on the implementation of the e-recruitment system.



PSC employee Stefan Gottermann

## SUCCESS STORY: OUT WITH THE OLD SYSTEM, IN WITH THE NEW

For a few years the HRMS unit had the goal to shut down an old Java-based data warehouse. Simply put, we had a lot of data in an old system that we wanted to bring into the current system. The change over required a lot of planning, communication and training so that our clients were prepared for the new system and were comfortable using it. The transition was completed in the 2011/12 year and all pay and attendance management reports are now residing in the new reporting system.

# POLICY, PLANNING & COMMUNICATIONS

We develop effective and innovative HR policies and provide specialized data analysis and strategic communications to the department. We also facilitate strategic human resource planning across the Yukon government and within the Public Service Commission. We foster respectful workplaces across government by providing corporate conflict resolution and harassment prevention services.

We also coordinate the annual Public Service Week activities and the Premier's Awards of Excellence to celebrate and honour Yukon government employees.

## Highlights from 2011-12 include:

- Delivered and analyzed the workforce census.
- Developed a new tool, the HR information dashboard, to improve human resource information and analysis.
- Evaluated the processes used to resolve harassment complaints.
- Developed the Final Agreement – Representative Public Service Plan with self-governing First Nations.
- Through consultation with our clients, we updated corporate human resource policies including the Major Games Policy, the Discretionary Leave Without Pay policy (formerly Leave Without Pay policy) and made substantive progress on review of six other corporate HR policies.
- Supported major PSC initiatives with strategic communications and policy advice.

## SUCCESS STORY: THE FINAL AGREEMENT – REPRESENTATIVE PUBLIC SERVICE PLAN



PSC employee Jay Greenaway

The Final Agreement – Representative Public Service Plan was created in 2011 to increase the representation of Yukon First Nations in the Yukon public service. The plan arises from YG's obligations in Yukon's First Nation Final Agreements. The Policy, Planning and Communications branch worked with First Nations and Yukon government representatives to develop the plan. Our inclusive and collaborative approach created a renewed focus. The plan gives the Yukon government a firm platform to deliver on our land claim obligations. Implementation is led by the Corporate Human Resources Branch, although all Yukon government departments are responsible for achieving the goals of the plan.

## STAFF DEVELOPMENT

This branch ensures that all Yukon government departments, managers and employees have access to quality programs, services and learning opportunities. We facilitate learning by giving YG employees access to growth opportunities, career development services and the Employee Assistance Program (EAP).

### Highlights from 2011-12 include:

- Established an Aboriginal Career Support Liaison to help Aboriginal employees concentrate on career development.
- Supported Aboriginal engagement and career development by offering Guiding Circles with Gray Poehnell.
- Developed a “community of practice” for government human resources staff through monthly Human Resources Think Tanks on a variety of topics, which were well attended with lively discussions.
- Offered training to PSC staff on effective client service, including an all-staff session held in February 2012.
- Reviewed and adapted processes for distributing training funds to better meet our clients’ needs.
- 4,200 Yukon government employees participated in 112 different courses.

## SUCCESS STORY: SERVICES FOR ABORIGINAL EMPLOYEES

Walk into the Career Centre in the Staff Development Branch (3rd floor of the Hougén’s Centre in Whitehorse) and you may notice new services and offerings for Aboriginal employees. In 2011-12 we were very pleased to welcome a new Aboriginal Career Support Liaison who is now working out of the Career Centre. We actively encouraged Aboriginal employees to come to the learning centre, develop their career plans and explore new paths. We also offered Guiding Circles 2, a culturally sensitive approach to career planning for Aboriginal employees with Gray Poehnell. If you’re an Aboriginal employee and you haven’t taken advantage of these services, please contact Sarah Johnston at 667-5613 to book an appointment.



Sarah Johnston, Aboriginal Career Support Liaison

## STAFF RELATIONS

We represent the Yukon government as the employer in collective bargaining and interpret collective agreements. We provide advice and assistance to our clients, department HR staff and managers on the application of collective agreement and employment-related legislative provisions to real-life situations. We give advice on issues of employee performance, discipline, discrimination, conflicts and grievance management. We administer the grievance processes and represent the interests of the Employer in policy and discrimination grievances. We prepare grievance and human rights files for adjudication and instruct Counsel. Our branch is also responsible for coordinating and hosting the annual Long Service Awards.

### Highlights from 2011-12 include:

- Explored with human resource branches in departments, how we can better meet their needs which has led to improved relations.
- Prepared for negotiations with the Yukon Teachers' Association on a new three-year contract, which was finalized in 2012.
- Initiated a review of our case and data management processes and completed a project to improve access to our database of interpretations.

## SUCCESS STORY: A COLLABORATIVE APPROACH

We made significant progress on a backlog of grievance adjudications, successfully settling ten of 13 cases scheduled for adjudication. We also settled four of five human rights complaints headed for adjudication. Settlement is often preferred over adjudication because it's a collaborative, interest-focused, problem-solving process in which the outcome is in the control of the parties. This problem-solving focus served us well in managing an unusually high number of policy (12) and discrimination (12) grievances, the majority of which were resolved without the necessity of a hearing before the Public Service Commissioner.



The Aboriginal Employees' Forum annual holiday gathering.

# 2011-12 YEAR-END BUDGET REPORT

	2011-12 Estimates	2011-12 Actual	Increase (Decrease)
<b>PUBLIC SERVICE COMMISSION</b>			
<b>OPERATION AND MAINTENANCE:</b>			
Finance and Administration	708	886	158
Corporate Human Resources Services*	3,208	0	(3,208)
Corporate Human Resources Staffing**	0	1,668	1,668
Employee Compensation*	1,580	0	(1,580)
Compensation and Classification**	0	3,027	3,027
Staff Relations	1,416	1,213	(203)
Workers' Compensation Fund	5,824	5,329	(495)
Human Resource Management Systems	645	674	29
Policy, Planning and Communication	970	1,323	353
Employee Future Benefits	18,852	17,610	(1,242)
Staff Development	4,660	2,534	(2,126)
Health, Safety and Disability Management**	0	2,109	2,109
	37,863	36,353	(1,510)
<b>REVENUES :</b>			
Third-Party Recoveries	40	20	20
Recoveries from Canada	5	3	2
	45	23	22
<b>NET O&amp;M EXPENDITURES</b>	37,818	36,330	(1,532)
<b>CAPITAL:</b>			
Finance and Administration	21	39	18
Corporate Human Resources Services**	5	0	(5)
Corporate Human Resources Staffing	0	5	5
Staff Development	5	4	(1)
	31	48	17
<b>REVENUES :</b>			
Third-Party Recoveries	0	0	0
Recoveries from Canada	0	0	0
	0	0	0
<b>NET CAPITAL EXPENDITURES</b>	31	48	17
	0	0	0
<b>AMORTIZATION EXPENSE:</b>	11	9	(2)
<b>TOTAL</b>	<b>37,860</b>	<b>36,387</b>	<b>(1,517)</b>

\* Branch was dissolved in 2012 reorganization. Please see page 4 for more information.

\*\* Branch was created in 2012 reorganization. Please see page 4 for more information.

# 2011-12 STRATEGIC PLAN

In 2011–12, the work of the Public Service Commission was guided by the goals and objectives laid out in three separate but complementary strategic plans. The focus of this annual report is our progress in the first year of PSC’s five year Strategic Plan.

In 2011, PSC also worked to meet goals in the Corporate Human Resources Strategy (2011–14) and the Final Agreement – Representative Public Service Plan (2011–16).

PSC’s 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.

# GOAL 1

## PROVIDING EXCELLENT SERVICE TO OUR CLIENTS

**Our goal: Being a valued and welcome partner with our clients in the provision of human resource services.**

Improving client service was a major focus for the Public Service Commission in 2011-12 and we took several approaches towards achieving this goal. We strengthened working relationships with human resources staff in departments by ensuring representatives from HR were involved and consulted in meaningful ways on new initiatives. We collaborated with HR to draft and finalize the Corporate Human Resource Strategy. Finally, we strengthened connections within PSC so that we can work closely together to provide excellent service.

We saw PSC working together in a few key projects this year including the Six Steps To Success conference on workplace diversity and the E-Recruitment project. Also, in an effort to increase our client service skills, all PSC employees attended a full-day session on how we can be more client focused.

### OBJECTIVE 1.1

Build effective working relationships with departments, based on credibility and trust.

#### Highlight of activities:

- Review and provide training in written and verbal communications.
  - **Status:** 2011-12 activities complete. Work ongoing in future years.

Some examples of staff training include:

- Writing Clear and Effective Cabinet Submissions;
- Speak Clearly, Listen Well;
- Enhancing Clarity in Verbal Communication;
- Effective Email Etiquette;

- Establish base line data through a client satisfaction survey.
  - **Status:** The client satisfaction survey was not completed in 2011-12, but planning for the survey began. Implementation of the survey was carried out in 2012-13.

### OBJECTIVE 1.2

Model strong client service attitudes, supported by systems, training, coaching and feedback.

#### Highlight of activities:

- Build in client service as a core competency in recruiting for PSC jobs.
  - **Status:** Complete. Client service competencies were defined and incorporated into recruitment for PSC positions.
- Encourage all PSC staff to take training on effective client service.
  - **Status:** 2011-12 activities complete. An all-PSC staff session on client service was held in February 2012.
- Implement Time and Labour system in partnership with Finance and departments.
  - **Status:** On track. Pilot will be completed in 2012-13. Phase 1, addressing substitute teachers, was completed. The next step will be Phase 2, addressing part-time employees, auxiliary-on-call staff and casuals, beginning with the departments of PSC, Education and Finance.

## OBJECTIVE 1.3

Further develop PSC as a collaborative team internally, to become leaders in service.

### Highlight of activities:

- Reinvigorate PSC information series to focus on branch activities, roles and mandates.
  - **Status:** Complete. Information sessions are ongoing. Two sessions took place in 2011/12.
- Increase use of inter-branch working groups and teams on projects.
  - **Status:** On track, and ongoing. Examples include:
    - Budget review meetings;
    - Aboriginal Employees Forum initiatives;
    - Workforce census;
    - Six Steps to Success disability conference;
    - Working group to facilitate planning, design and implementation of the PSC client survey (Activity 1.1.4);
    - Interdepartmental committees on e-recruitment, metrics, new training courses, IT projects.
- Review our organizational structure and resource allocation to determine better client services support.
  - **Status:** Completed. Refer to page 2 for more information.

## GOAL 2

## FOCUS ON DIVERSITY

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

In 2011-12 we were pleased with progress made towards our goal of diversity. We are committed to meeting our obligations under the Yukon First Nation Final Agreements (Chapter 22 of the Umbrella Final Agreement). To meet these obligations we led the creation of a new plan with a refocused approach on recruitment and retention of Yukon First Nation employees, the Final Agreement – Representative Public Service Plan. The plan was developed by a working group of First Nation and government representatives and gives departments a solid guide so they can deliver on our land claims obligations. The implementation of the plan continues in 2012-13.

## OBJECTIVE 2.1

Complete the new Representative Public Service Plan (RPSP) under the land claims agreements.

### Highlight of activities:

- Review internal resources and programs and realign to ensure resources for implementation and support of RPSP to departments.
  - **Status:** Plan completed. Implementation started.

The Aboriginal Workforce Services unit was created within the CHRS Branch, comprising four Aboriginal staff;

Approved by eight self-governing First Nations, HR Management Advisory Committee (HRMAC) and Deputy Ministers' Human Resources Committee (DMHRC);

Training funding and course seats allocated for members of the Aboriginal Employees Forum;

Aboriginal employees receive corporate priority for tuition reimbursement through the Professional, Technical and Training Program (PTTP);

Resources allocated for career plans;

PSC and the Aboriginal Employees Forum worked to secure two seats for Aboriginal employees in both YG Leadership programs (Supervisory Success Program (SSP) and Management Development Program (MDP).

Aboriginal Career Support Liaison was hired.

- Communicate the RPSP to departments and implement it.
  - **Status:** On track, and ongoing.

A communications strategy has been developed and is being implemented;

Cabinet submission prepared.

## OBJECTIVE 2.2:

Support and encourage departments to promote and value diversity.

### Highlight of activities:

- Celebrate and promote the culture of diversity.
  - **Status:** On track, and ongoing.

Aboriginal Employees Forum (AEF) information was distributed to Aboriginal employees, and two AEF Forums were held in 2011/2012;

Aboriginal Award of Honour event was held in December 2011;

“Power of Inclusion” posters were created to highlight the contributions of Aboriginal employees;

Aboriginal cultural activities were included in 2011 Public Service Week;

Organizational management and financial support to the 2011 Six-Steps conference on disability;

Forum for employees with disabilities has been initiated.

- Develop education programs, including programs for human resource managers and supervisors making staffing decisions.
  - **Status:** On track, and ongoing. The RPSP has been incorporated into Staffing Training Program and will also be included in a Staffing Information Session for employees scheduled for April, 2012;

## OBJECTIVE 2.3

Identify tools and opportunities to increase the diversity of representation within the Yukon government workforce.

### Highlights of activities:

- Incorporate diversity into different points of the recruitment process.
  - **Status:** Outreach started. Further implementation pending completion of the FA-RPSP meetings with departments and First Nations governments; evaluations of the GradCorps and First Nations Training Corps programs and the Internal Staffing Audit.
- Host the Six Steps to Success Conference.
  - **Status:** Complete.

# GOAL 3

## CORPORATE WELLNESS

**Our goal: 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.**

Our third key highlight this year has been our new approach to corporate wellness. We took significant steps by implementing and communicating the new Corporate Health and Safety Framework. The framework was rounded out with new corporate standards, procedures and guidelines and new communications tools, including a new website ([www.healthandsafety.gov.yk.ca](http://www.healthandsafety.gov.yk.ca)).

We also developed a framework for disability management focused on an early and safe return to work. This was done collaboratively with other departments and unions and laid the groundwork for the development of further procedures in 2012-13.

### OBJECTIVE 3.1

#### Highlights of activities:

- Work with departments to identify best practices in promoting employee wellness.
  - **Status:** Our work in this area was limited in 2011-12 as disability management and corporate health and safety took priority.

### OBJECTIVE 3.2

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

#### Highlight of activities:

- The disability management framework, with a focus on early and safe return to work, was developed.
  - **Status:** On track, and ongoing.

The new framework was developed and approved.

A leadership committee – which includes Yukon Teachers' Association, Yukon Employees' Union, two deputy ministers and an HR director – was agreed to.

### OBJECTIVE 3.3

Fully implement the corporate framework for health and safety management.

#### Highlight of activities:

- Finalize and implement the corporate governance system for health and safety.
  - **Status:** On track and ongoing.

The basic corporate health and safety framework was completed.

Assistance to departments to develop their health and safety systems, based on the corporate bank;

Research on IT tracking system;

Work underway on new web-site.
- Finalize and implement the mandate for the Corporate Health and Safety Unit.
  - **Status:** Complete.

Staff hiring in process;

New funding secured from workers' compensation premium savings.
- Provide assistance to help departments develop and implement their health and safety systems.
  - **Status:** On track and ongoing.

Interdepartmental Health and Safety Sub-Committee and Health and Safety Leadership Committee established and functioning;

Letter of good progress sent by Workers' Compensation Health and Safety Board.

## CORPORATE STRATEGIC GOALS

The following goals are responsibilities of all departments in the Yukon government. The PSC shares responsibility for the implementation of these key government initiatives.

# 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.

### Highlight of activities:

- Incorporate competencies for management employees into the recruitment process.
  - **Status:** On track.  
New competency profile developed and approved by DMs. Implementation will follow in 2012/2013.
- Adopt e-recruitment system.
  - **Status:** Completed on time and on budget.  
System went 'live' on April 2, 2012;

## 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.

### Highlight of activities:

- Implement the human resource marketing plan, including the use of more social media and less newspaper advertising.
  - **Status:** On track, and ongoing.  
Branding work completed;  
Additional marketing material, website update, etc.
- Explore reallocation of internal resources to increase funding for youth hire programs.
  - **Status:** On track.  
Youth survey (500 youth) completed;  
Research on youth initiatives in other jurisdictions done;  
Data and metrics review underway;  
Evaluation of FNTC and Grad Corp.
- Explore options for hiring retirees.
  - **Status:** Completed.  
Interviewed more than 50 retirees and conducted a literature review.

## 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.

#### Highlight of activities:

- Develop and implement new methods of financial management at the PSC senior management table.
  - **Status:** Completed.  
Training in financial policy and strategy provided to SMT. Implementation is underway;  
Major contracts re-tendered to obtain best value for money.
- Re-profile training funds to better support the Corporate Human Resource Strategy
  - **Status:** On track, and ongoing.  
Investing in Public Service (IPS) training funds were re-profiled for 2011-12 in August;  
Re-profiling for 2012-13 completed in March;  
IPS training funds review and re-profiling exercise will be conducted on an annual basis.
- Improve human resource information and analysis to better meet department and organizational needs.
  - **Status:** On track.  
New HR statistical report for departments provided on a semi-annual basis;  
New FTE (Full-time Equivalent) report was designed;  
Total compensation study for teachers completed.

## GOAL 6

Advance strategic corporate initiatives through interdepartmental cooperation.

### OBJECTIVE 6.1

Build new First Nation relations in a modern treaty environment.

#### Highlight of activities:

- Work with departments to implement new Representative Public Service Plan.
  - **Status:** On track, and ongoing.
- Work with self-governing First Nations working group to set up effective means to monitor progress on implementation of the Representative Public Service Plan.
  - **Status:** On track.  
The bilateral working group established performance measures and a process for on-going review of progress
- Develop and implement new methods to improve the response rate to requests for equity information from Aboriginal employees.
  - **Status:** On track.

### OBJECTIVE 6.2

Implement the Climate Change Action Plan.

#### Highlight of activities:

- Establish a Green Committee within PSC.
  - **Status:** Complete and ongoing.

## OBJECTIVE 6.3

Combat poverty and promote social inclusion.

### Highlight of activities:

- Participate on the Steering Committee for this project.
  - **Status:** PSC participated on the Steering Committee until February 2012. Further PSC participation was deferred due to staff shortages and other corporate priorities.
- Host the Six-Steps to Success Conference, bringing together employers, government agencies, service providers and distinguished experts in the field of disability and employment.
  - **Status:** Completed.

## OBJECTIVE 6.4

Enable efficient and effective Yukon government emergency preparedness and response.

### Highlight of activities:

- Complete PSC Business Continuity Plan and communicate internally.
  - **Status:** Complete. The plan will be reviewed annually.

## OBJECTIVE 6.5

Develop and implement corporate and departmental health and safety systems.

### Highlight of activities:

- Finalize PSC Health and Safety Plan.
    - **Status:** Completed.
  - Implement PSC Health and Safety Plan.
    - **Status:** On track, and ongoing.
- PSC Branch Directors will continue to annually review the Department procedures with their staff. (See also Goal 3).

## OBJECTIVE 6.6

Work cooperatively with other departments on items of mutual concern (involving two or more departments that are not corporate-wide).

### Highlight of activities:

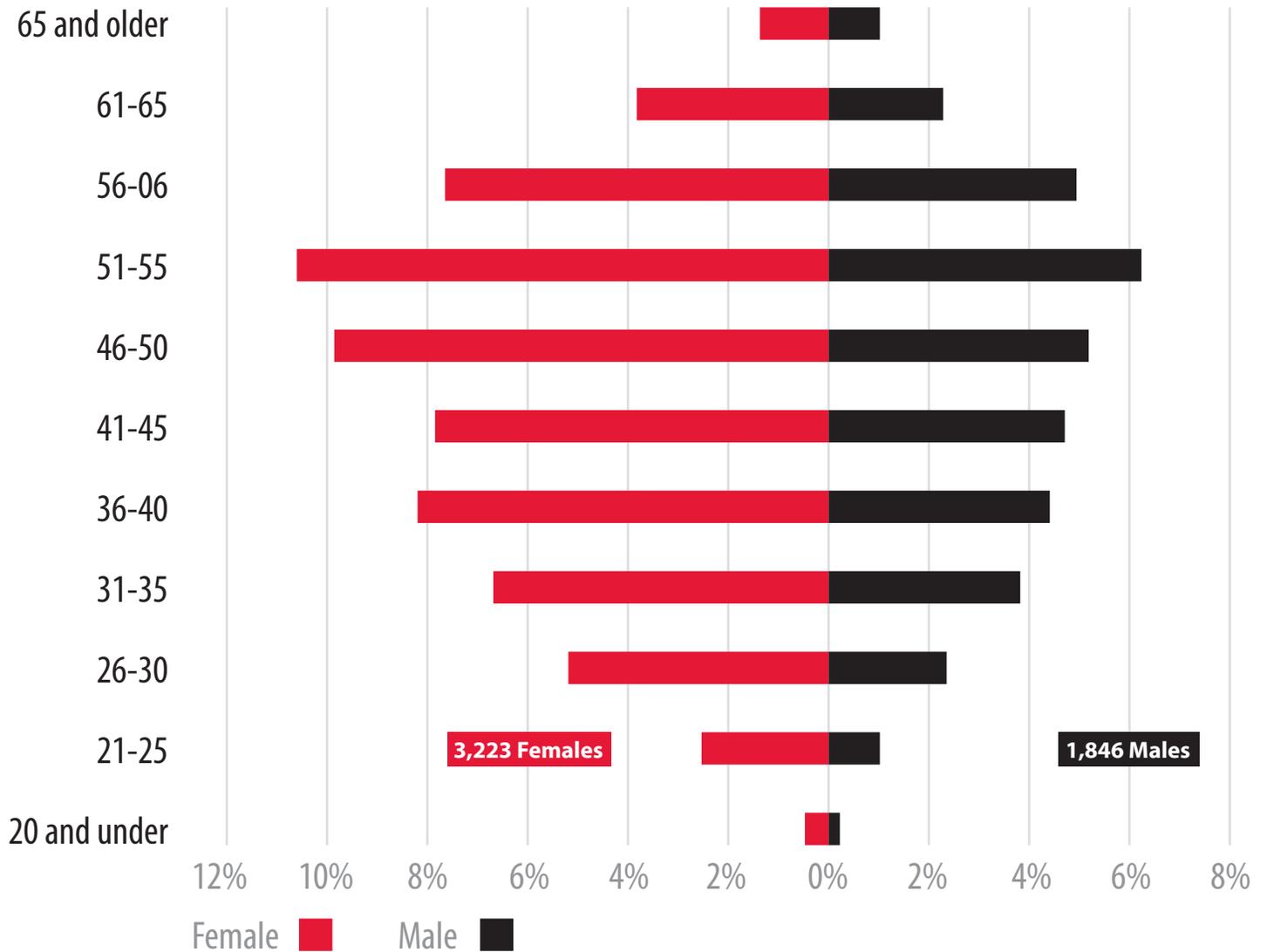
- Identify opportunities through participation on various interdepartmental committees (e.g. work with Community Services on response to Our Towns, Our Futures, work with Yukon Housing Corporation on staff housing policy).
  - **Status:** On track, and ongoing.

Some examples of PSC participation include:

- Chair DMs committee on Human Resources, Health and Safety Leadership Committee, Disability Management Leadership Committee;
- Participated on interdepartmental group on housing;
- PSC contributed over \$65,000 to sponsor joint ventures with WCH&SB, H&PW, H&SS, Environment, Community Services and H&PW in Moodle software development on procurement procedures in YG;
- The Bilingual Staffing Working Group (all departments including PSC Policy, Planning and Communication Branch);
- Interview & Relocation Directive Working Group (all departments including PSC Policy, Planning and Communication Branch);
- Dawson City Health Centre Transfer Working Group.

# SECTION 3 SNAPSHOT OF THE YUKON PUBLIC SERVICE

## AGE STRUCTURE



## 2011-12 HIRING AND TRANSFERS



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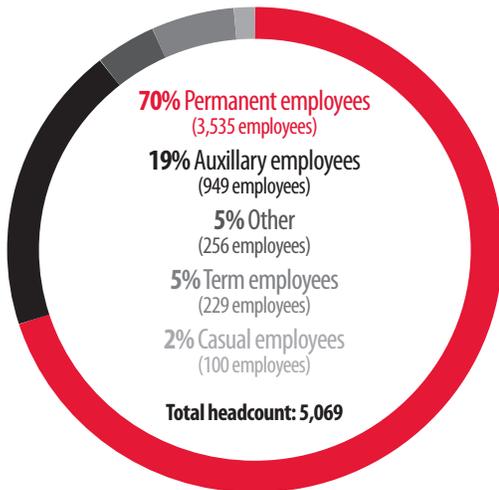
## YG IS COMMITTED TO A REPRESENTATIVE GOVERNMENT



\*The data source for information about aboriginal employee and employees with disabilities is the Yukon government workforce census (voluntary declaration). Data presented in this report is as of March 31, 2012 and is for the entire Yukon government workforce.

# OVERALL WORKFORCE

Employment Categories



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# DISTRIBUTION OF JOBS BY PAY GRADE

YG Jobs except YTA

