



Public Service Commission

Annual Report 2017/18

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A message from the Public Service Commissioner

I am pleased to present the 2017/18 Annual Report for the Public Service Commission (PSC). During this period, the PSC worked on a number of human resource related initiatives to support the Yukon government's delivery of programs and services to Yukoners.

In 2017/18 the department prioritized action items under four goals:

1. The Yukon Public Service is a professional, merit-based and engaged work force with the capacity to effectively meet its program and service delivery responsibilities.

Highlights:

- Launched new online resources to help managers and HR implement actions to improve employee engagement and worked with the Yukon Bureau of Statistics to prepare for the deployment of the employee engagement survey in May 2018.
- Created a new Premier's Award category to recognize and celebrate innovation in the delivery of programs and services to Yukoners.
- Continued intake to the Leadership Pathways program, which supports the development of employees who show strong leadership potential.

2. Yukon government public servants have greater access to training and development tools and opportunities, including training that supports reconciliation with First Nations.

Highlights:

- Supported many Yukon government employees to attend job-related courses, and provided professional development training to ensure public servants have updated knowledge and skills that contribute to improved service delivery.
- Hosted 100 First Nation government and Government of Yukon Aboriginal employees at an Aboriginal Leadership Conference
- The Respectful Workplace Office continued to deliver the Blanket Exercise to Yukon government public servants. The Blanket Exercise is an interactive workshop designed to educate and increase empathy about the experience of Indigenous people in Canada.
- The HR Conference brought together HR practitioners from across the Yukon government to discuss progress on the HR Sustainability Initiative and engage in professional development and information sharing.

3. Hiring, promotion and retention practices of the Yukon government are open, transparent and inclusive.

Highlights:

- The Corporate Human Resources and Diversity Services branch initiated work in collaboration with Yukon First Nations and other Yukon government departments to develop a new Representative Public Service Plan.
- Work continues to increase efficiencies in the recruitment process. The centralized recruitment and certification process for administrative (AR6 to AR9) and HR consultant positions is ongoing and continues to be improved. PSC is working with other communities of practice to develop standardized job descriptions that are consistent across government.
- Trained 10 new participants of the Aboriginal Recruitment and Development Program to support them getting jobs with the Government of Yukon.

4. Yukon government has initiated a new approach to staff housing that entails collaboration with the private sector on models that promote economic growth in rural communities.

Highlights:

- PSC worked closely with the Yukon Housing Corporation on the development of a Staff Housing Modernization plan.

Not reflected in these highlights is the day to day work of PSC to ensure that the government's HR systems and processes continue to operate effectively. The breadth of the department's work is evident in the descriptions on pages 7 to 9 of the programs and services each branch delivers.

I would like to thank the HR community across all Yukon government departments for their collaborative efforts and ongoing commitment to continuously improve the delivery of HR services. I would also like to thank Tom Ulliyett for his leadership as acting Public Service Commissioner during the timeframe covered by this report.

Pamela Muir
Public Service Commissioner

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

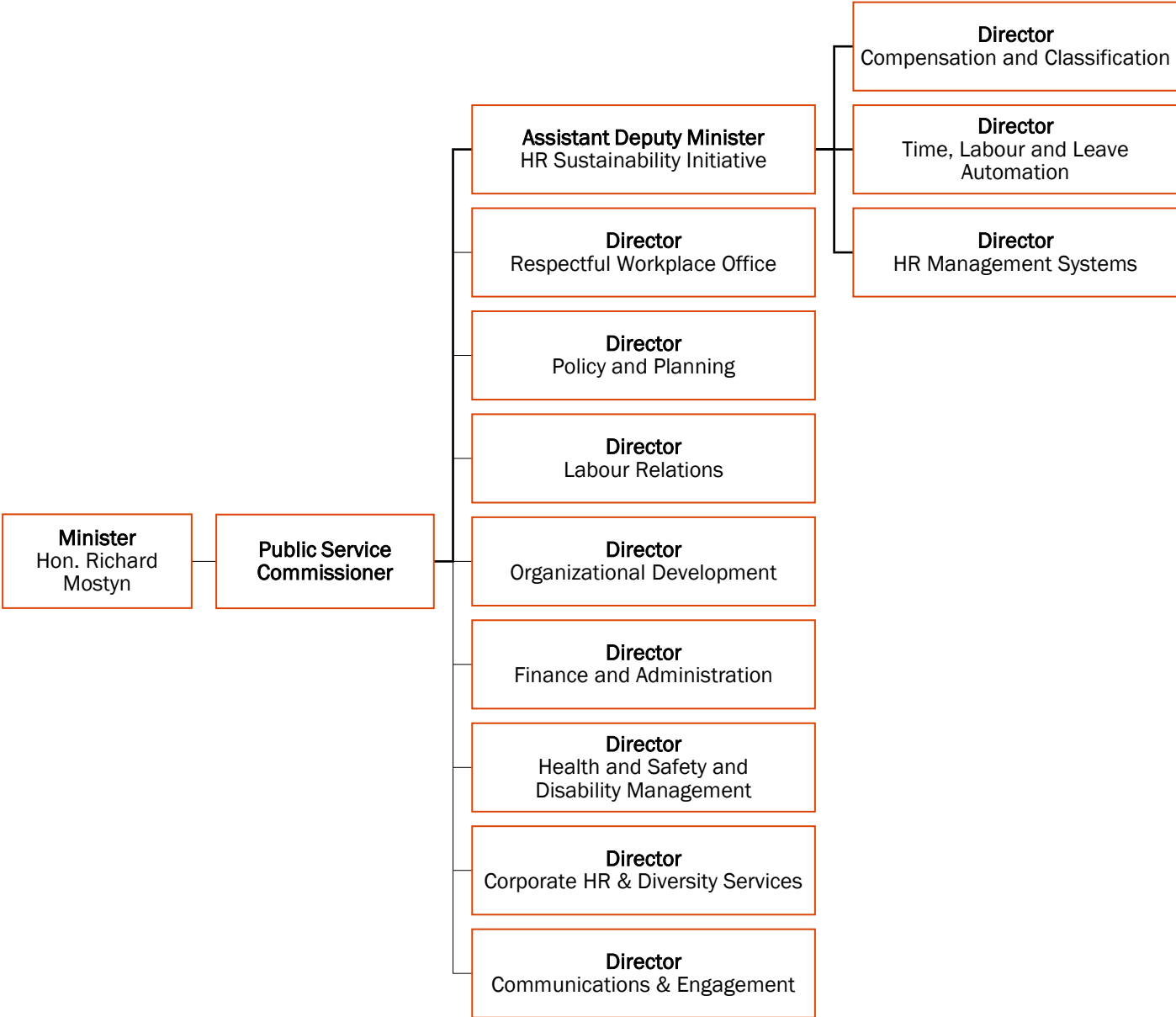
The Public Service Commission represents the Yukon government as employer and provides human resource advice and related support services to other Yukon government departments and employees. We establish and maintain human resource policies and legislation on behalf of the government.

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 Public Service Commission 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.

Organizational Chart

The chart reflects the organizational structure of the Public Service Commission as of March 31, 2017.



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

HR Sustainability Initiative Division

Compensation and Classification

The branch provides professional and integrated classification, compensation, and pay and benefit administration services to support fair, equitable and consistent compensation for Yukon public service employees. The branch also administers the terms and conditions of employment for management employees.

Human Resource Management Systems

The branch maintains and provides support for corporate Human Resources Management Systems which help the government appropriately manage and access human resources data and information. While this is primarily accomplished utilizing well-known, trusted industry applications (PeopleSoft), the branch also adds and develops additional components to help meet clients' needs.

Time, Labour and Leave Automation

The Time, Labour and Leave (TLL) project is responsible for developing a system to automate timesheets and leave requests for all Yukon government employees. The TLL system will make it easier to keep leave information current and accurate, decrease the amount of transactional data entry, and free up time for other HR activities.

Finance and Administration

The branch provides financial and administrative services to the Public Service Commission including budget management, space planning, records management, privacy management, systems support and access to information requests. The branch supports the office of the Public Service Commissioner, and also administers two corporate programs: the Employee Leave and Termination Benefits Account; and payments to the Workers' Compensation Health and Safety Board.

Corporate Human Resources and Diversity Services

The branch provides corporate recruitment and staffing support for all Yukon government departments, including but not limited to E-recruitment, the government's electronic job application and management system. The branch provides direct human resources support within the Public Service Commission, delivery of American Sign Language interpretation service for Yukon's Deaf community, and facilitates the GradCorps internship program for recent Yukon graduates. The branch is also responsible for planning, supporting implementation of and reporting on the *Final Agreement – Representative Public Service Plan*, and provides information, services, and programs to increase the representation of persons with disabilities in the public service.

Labour Relations

The branch represents the government as employer in collective bargaining with the Yukon Employees' Union and the Yukon Teachers' Association, administers grievance and appeals procedures, and assists employees and departments in interpreting our collective agreements and other terms and conditions of employment. The branch also coordinates the annual Long Service Awards on behalf of all departments.

Policy and Planning

The branch develops and maintains corporate human resource policies, facilitates strategic human resource planning for the Public Service Commission, and provides ministerial support before, during and after sittings of the Yukon Legislative Assembly.

Communications and Engagement

The branch leads internal corporate communication primarily related to human resource policies, programs and initiatives. It coordinates and administers the biennial employee engagement survey and provides resources and support to help departments improve employee engagement. The branch also coordinates activities related to employee recognition such as the Premier's Award of Excellence and Innovation and Public Service Week.

Organizational Development

The branch supports an effective public service by offering training and development opportunities for employees. The branch works to ensure the organization is a healthy and desirable place to work and the public service is effective through leadership development and talent management initiatives.

Organizational Development professionals provide advice and support to senior leaders, departments and branches on change management, organizational design and human systems and strategy.

Respectful Workplace Office

The branch assesses concerns about disrespectful conduct in the workplace and determines and manages the appropriate process(es) to help address those concerns through the implementation of the corporate Respectful Workplace Policy (GAM 3.47). Using a collaborative approach to help resolve conflict and address disrespectful workplace behavior, the branch provides training and education, coaching, mediation and facilitated discussions, work group conflict assessment, and group facilitation.

Health, Safety and Disability Management

The branch provides corporate leadership on disability management and corporate health and safety. The Disability Management Unit works with departments and employees to address medical issues requiring accommodation or time away from work. The Corporate Health and Safety Unit provides leadership in health and safety, focusing on injury prevention, workplace safety and promoting a safe workplace. The branch also coordinates the Employee and Family Assistance and Critical Incident Stress Management programs.

2017/18 Year-end Expenditure Report

Public Service Commission: Expenses for the fiscal year ending March 31, 2018, showing comparison to 2017.

| Expenses | 2017/18 | 2016/17 restated | Increase (Decrease) |
|--|---------------------|---------------------|------------------------|
| Operations and maintenance | | | |
| Finance and administration | 1,198,041 | 1,030,642 | 167,399 |
| Corporate Human Resources & Diversity Services | 2,814,206 | 2,765,897 | 48,309 |
| Compensation and Classification | 2,513,195 | 2,494,691 | 18,504 |
| Labour Relations | 1,396,120 | 1,399,638 | -3,518 |
| Workers' Compensation Fund | 5,462,922 | 5,068,571 | 394,351 |
| Human Resource Management Systems | 986,408 | 818,505 | 167,903 |
| Policy, Planning and Communications | 883,720 | 884,976 | -1,256 |
| Employee Future Benefits | 24,494,614 | 23,166,516 | 1,328,098 |
| Organizational Development | 2,257,916 | 2,181,639 | 76,277 |
| Respectful Workplace office | 819,314 | 831,185 | -11,871 |
| Health, Safety and Disability Management | 2,557,644 | 2,134,099 | 423,545 |
| | 45,384,100 | 42,776,359 | 2,607,741 |
| Capital | | | |
| Finance and Administration | 644,400 | 659,150 | -14,750 |
| Corporate Human Resource Staffing | 3,615 | 1,698 | 1,917 |
| Health, Safety and Disability Management | 14,000 | 0 | 14,000 |
| Organizational Development | 18,744 | 19,473 | -729 |
| | 680,759 | 680,321 | 438 |
| Less acquisition of tangible capital assets | -323,219 | -352,014 | 28,795 |
| | 357,540 | 328,307 | 29,233 |
| Amortization Expenses | 152,264 | 57,726 | 94,538 |
| Total PSC Expenses | \$45,893,904 | \$43,162,392 | \$2,731,512 |

Source: Government of Yukon, Comparative Schedule of Expenses (Schedule 3) for year ended March 31, 2018.

<https://yukon.ca/sites/yukon.ca/files/fin/fin-budget-2017-18-public-accounts-schedule-3-comparative-schedule-of-expenses.pdf>

Employee numbers

Number of employees and FTEs

Number of employees and FTEs (calculated as full-time equivalents) as of March 31, 2018¹

| Department | Number of Employees (on March 31, 2018) | Full-time equivalents ² (1st quarter 2018) |
|---|--|--|
| Community Services | 334 | 268.7 |
| Economic Development | 55 | 43.4 |
| Education | 1,204 | 1,179.0 |
| Energy, Mines and Resources and Yukon Development Corp. | 288 | 250.4 |
| Environment | 248 | 205.7 |
| Executive Council Office | 113 | 91.5 |
| Finance | 104 | 87.6 |
| French Language Services Directorate | 28 | 22.2 |
| Highways and Public Works | 880 | 764.2 |
| Health and Social Services | 1,438 | 1,126.7 |
| Justice | 327 | 279.5 |
| Legislative Assembly and Elections | 13 | 9.9 |
| Public Service Commission | 137 | 109.5 |
| Tourism and Culture | 122 | 87.2 |
| Worker's Compensation Health and Safety Board | 86 | 80.1 |
| Women's Directorate | 11 | 8.1 |
| Yukon Housing Corporation | 80 | 65.3 |
| Yukon Liquor and Yukon Lotteries | 88 | 70.0 |
| Sum of Department Counts | 5,556 | 4,749.1 |
| YG Total: unique employees | 5,442 | |

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

² 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.

Staffing activity

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)
- job experience programs (include STEP, GradCorps, Y2C2)
- direct hires (for short-term casuals, auxiliary on-calls, new seasonal auxiliary hires and recalls, and reinforcement workers)
- exemptions
- transfers

Staffing activity by type

A staffing action is any activity associated with filling a vacant position³. For example, it could be a competitive process for hiring a new full time permanent employee, or the appointment of a casual employee to provide temporary assistance for up to six months, or the recall of an auxiliary seasonal employee.

| | 2017/18 | 2016/2017 | 2015/2016 | 2014/2015 | 2013/2014 |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Competitions | 491 | 470 | 519 | 534 | 581 |
| Eligibility list hires | 326 | 349 | 216 | 266 | 256 |
| Job Experience Program Hires | 79 | 69 | 113 | 54 | 86 |
| Direct Hires ⁴ | 1161 | 1199 | 1,062 | 994 | 1122 |
| Exemptions | 151 | 144 | 136 | 92 | 110 |
| Extensions ⁵ | 417 | 426 | 441 | 403 | 450 |
| Transfers | 26 | 29 | 35 | 20 | 3 |
| Total Staffing Actions | 2651 | 2686 | 2522 | 2363 | 2608 |
| Temporary Assignment ⁶ | 687 | 454 | n/a | n/a | n/a |
| Centralized Recruitment ⁷ | 95 | 95 | n/a | n/a | n/a |
| Total Staffing Actions | 3433 | 3235 | 2522 | 2363 | 2608 |

³ Does not include teachers

⁴ Direct Hires Includes: Casuals, 2nd Casuals, Auxiliary On-Calls, Seasonal Auxiliary New Hires/Recalls, and Reinforcement Workers

⁵ Extensions Includes: Casuals, Seasonal Auxiliaries, and Terms

⁶ Temporary Assignments: Includes Posted, Direct Appointments and Extensions

⁷ Centralized Recruitment: Precertification of Administrative and Human Resource Consultant applicants

Staffing activity by department

| Department | Competitions | Eligibility List Hires | Job Experience Programs | Direct Hires | Exemptions | Extensions | Transfers | Temporary Assignments | Centralized Recruitment | Total |
|---|--------------|------------------------|-------------------------|--------------|------------|------------|-----------|-----------------------|-------------------------|-------------|
| Community Services | 41 | 21 | 9 | 169 | 13 | 78 | 0 | 46 | 7 | 384 |
| Economic Development | 9 | 5 | 0 | 4 | 3 | 5 | 0 | 14 | 2 | 42 |
| Education | 20 | 18 | 2 | 32 | 8 | 19 | 2 | 39 | 10 | 150 |
| Energy, Mines and Resources | 36 | 4 | 6 | 54 | 3 | 19 | 2 | 57 | 5 | 186 |
| Environment | 32 | 6 | 20 | 118 | 4 | 59 | 0 | 33 | 7 | 279 |
| Executive Council Office ¹ | 17 | 9 | 6 | 39 | 5 | 9 | 0 | 39 | 7 | 131 |
| Finance | 13 | 3 | 2 | 19 | 2 | 3 | 0 | 25 | 7 | 74 |
| Health and Social Services | 144 | 174 | 12 | 293 | 36 | 57 | 13 | 146 | 27 | 902 |
| Highways and Public Works | 67 | 32 | 11 | 248 | 39 | 83 | 3 | 71 | 4 | 558 |
| Justice | 38 | 32 | 1 | 46 | 11 | 18 | 4 | 52 | 8 | 210 |
| Legislative Assembly ² | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 1 | 5 |
| Public Service Commission | 16 | 2 | 2 | 8 | 4 | 16 | 0 | 59 | 5 | 112 |
| Tourism and Culture | 19 | 5 | 5 | 78 | 5 | 33 | 0 | 22 | 1 | 168 |
| Women's Directorate | 0 | 0 | 0 | 2 | 1 | 1 | 0 | 1 | 0 | 5 |
| Yukon Development Corporation | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 0 | 5 |
| Yukon Housing Corporation | 12 | 5 | 0 | 13 | 5 | 8 | 0 | 23 | 3 | 69 |
| Yukon Liquor Corporation / Lotteries Yukon | 11 | 5 | 1 | 31 | 10 | 7 | 0 | 22 | 0 | 87 |
| YWCHSB | 6 | 5 | 1 | 6 | 0 | 2 | 2 | 35 | 1 | 58 |
| Centralized recruitment for admin and HR ³ | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 |
| Total | 491 | 326 | 79 | 1161 | 151 | 417 | 26 | 687 | 95 | 3433 |

¹ Includes: French Language Services

² Includes: Elections, Ombudsman, Child and Youth Advocate

³ Some administrative and HR consultant positions are recruited centrally for all Yukon government departments through the Centralized Recruitment and Certification process.

Exemptions

An exemption is when a person is appointed to an indeterminate or term position without competition. All departmental staffing exemption requests must be submitted to the Public Service Commission, Corporate Human Resource Staffing unit 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. hard-to-fill or unique positions, support of YG's talent management/leadership development initiatives, transfer of knowledge and specialized skills, etc.).

The Public Service Commission considers factors such as existing employment trends, provision 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 | 2017/18 | 2016/2017 | 2015/2016 | 2014/2015 | 2013/2014 |
|-------------------------|------------|------------|------------|-----------|------------|
| Regular Exemption | 93 | 86 | 82 | 48 | 48 |
| Employment Equity | 35 | 30 | 26 | 24 | 34 |
| Workplace Accommodation | 4 | 7 | 12 | 8 | 17 |
| Other | 19 | 21 | 16 | 12 | 11 |
| Total | 151 | 144 | 136 | 92 | 110 |

All 'regular' exemptions into bargaining unit positions are posted on the YG's internal employment website, and are subject to appeal (Article 46 of the Collective Agreement).

With few exceptions, most exemptions into non-bargaining unit positions, including management, confidential exclusion and legal positions, are posted on the YG's internal employment website. These exemptions are not subject to appeal. Exemptions that fall under the Employment Equity Policy, support a workplace accommodation, or are part of a negotiated agreement/legal requirement are not posted.

YG has "Exemption from Competition Guidelines" that outlines the principles, context, criteria and process when considering an exemption (Exemption Guidelines).