

Public Service Commission



Annual Report for 2013-14

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Letters of Transmittal



Her Honour, the Honourable Vaughn Solomon Schofield
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the Annual Report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2014.

The Government of Saskatchewan is committed to increased accountability, to honouring its commitments, and to responsibly managing expenditures. As such, we are committed to delivering responsive and responsible government while working to strengthen and renew the public service.

This 2013-14 Annual Report demonstrates progress towards commitments that relate to the Public Service Commission as of March 31, 2014. This report also provides progress on key strategic themes and actions designed to ensure that an independent, qualified, and professional public service is in place to provide the best possible service to the people of Saskatchewan.

The Government of Saskatchewan was recognized as a Top Employer in Saskatchewan for the second consecutive year in 2013-14. This award recognizes the Government as a leader in providing employees with an exceptional environment in which to achieve their career goals.

The initiatives pursued in 2013-14, and the results achieved, are communicated to the legislature and to the Saskatchewan people through this report.

A handwritten signature in black ink, appearing to read 'Don McMorris'.

The Honourable Don McMorris

Minister Responsible for the Public Service Commission

Letters of Transmittal



The Honourable Don McMorris
Minister Responsible for the Public Service Commission

I have the honour of submitting the Annual Report for the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2014.

I acknowledge responsibility for this report and provide my assurance with regards to the accuracy, completeness and reliability of the information contained within this report.

I also accept responsibility for the financial administration and management control of the Public Service Commission.

The Public Service Commission will continue to strive to provide the best possible service to all employees of the Government of Saskatchewan and to the residents of our province.

A handwritten signature in black ink that reads "Cheryl Senecal".

Cheryl Senecal

Chair, Public Service Commission

Introduction

This annual report for the Public Service Commission (PSC) presents the Commission's results on activities and outcomes for the fiscal year ending March 31, 2014. It reports to the public and elected officials on public commitments made and other key accomplishments of the Commission.

The 2013-14 Annual Report is presented in relation to Government's vision and four key goals, which guided the development of the 2013-14 Plan. The *Saskatchewan Plan for Growth – Vision 2020 and Beyond* was released in October 2012 and the first progress report occurred in October 2013. Direction related to the Plan for Growth is reflected in the 2013-14 operational plans.

The actions and measures reported in this document are based on publicly committed strategies identified in the 2013-14 Plan for the Ministry of Central Services, which the PSC was a part of at the beginning of the fiscal year. In June 2013 the PSC was established once again as a stand-alone entity. The results of key actions in this report are specific to only those items in the 2013-14 Plan of the Ministry of Central Services that relate to the work of the PSC.

The PSC Annual Report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2013-14: Balanced Growth*, throne speeches, and other commitments and activities of the Commission.

This annual report demonstrates the Commission's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The PSC's activities in 2013-14 align with Government's vision and four goals:

Our Government's Vision

A strong and growing Saskatchewan, the best place in Canada to live, work, start a business, get an education, raise a family and build a life.

Government's Goals

- Sustaining growth and opportunities for Saskatchewan people;
- Improving our quality of life;
- Making life more affordable; and
- Delivering responsive and responsible government.

Government's vision and four goals provide a directional framework for ministries, agencies and third parties to align with these priorities. The 2013-14 plans were developed to align with these priorities in order to achieve greater success in the efficient delivery of government services.

The 2013-14 annual reports provide an opportunity for all ministries and agencies to report on results achieved. This honours Government's commitment to keep its promises and ensures greater transparency and accountability to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of Government's four goals and work towards a growing and prosperous Saskatchewan.

Commission Overview

The Public Service Commission (PSC) is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction to all ministries to enable a high-performing and innovative, professional public service. It works with ministries to ensure effective workforce management by supporting delivery of foundational services such as recruitment and classification, payroll administration, and strategic support, including labour relations and organizational development services.

Organizational Structure

The PSC is organized into six functional areas:

Corporate Human Resource Management and Employee Relations

Represents the Government in the negotiation of collective agreements with bargaining agents of its employees. It provides labour relations services to management and develops and administers compensation systems and policies for public service employees. It leads the development and implementation of government-wide human resource and public interest disclosure policies and provides access, privacy and legislative services to the Commission.

Human Resource Client Service and Support

Provides human resource consulting and advisory services to all ministries in the areas of recruitment and selection, job design and classification, organizational review and design, and employee relations.

It develops corporate programming to build leadership, management and organizational capacity throughout the public service and provides employee and family assistance counselling services.

Employee Service Centre

Provides human resource, benefits and payroll administration services to government. It is responsible for the design, development, implementation and operation of government-wide human resource information technology systems required for payroll purposes and human resource management.

Central Organizational Effectiveness

Provides strategic organizational and human resource leadership and expertise for the Saskatchewan public service. The unit leads corporate initiatives in areas such as workforce and succession planning, change and transition management, executive talent management, and organizational assessment.

The unit also provides corporate organizational effectiveness consulting and facilitation services to ministries, and leads strategic planning efforts at the PSC.

Corporate Services

Provides direction, guidance, and support for internal operations. This includes oversight of the PSC's financial management, security, emergency planning, procurement, facilities and information technology.

Communications

Manages the strategic communications function for PSC activities and operations, including cross-government projects and initiatives.

Progress in 2013 - 14

The Public Service Commission (PSC) contributes to Government's vision and four goals by working to build and maintain a professional public service and a high performing organization. As a central agency of government, the work of the PSC is most closely aligned with the goal of Delivering Responsive and Responsible Government.

The actions and strategies contained in this report reflect PSC specific results, as well as service-wide results, depending on the nature of the action taken.

ACHIEVE EXCELLENCE IN CLIENT SERVICE

Key Actions and Results

Embed a customer service culture in everything we do.

- Collected feedback from clients in the fall of 2013 that indicated high satisfaction with the service PSC employees provide.
- Adopted the corporate culture "Commitment to Excellence" and the core values, which includes a commitment to client service and to excellence in service delivery.

Establish a client service model that best meets client needs.

- Collected feedback (through focus groups and one-on-one interviews) from clients in 2013 indicating continuing support for a centralized service delivery model.

Be a trusted advisor to all clients.

- Provided human resource and change management expertise to assist ministries and agencies with implementing changes affecting programs, services and staff.
- Worked closely with ministry executive teams to enhance their effectiveness, productivity and engagement.
- Provided confidential counselling services to 1,592 individuals in 2013-14 through the Employee and Family Assistance Program (EFAP).

Apply Lean methodology to review and improve ministry services.

- Facilitated an Employee Onboarding Value Stream Mapping event, jointly for the PSC and the Ministry of Central Services, that resulted in a Continuous Improvement Plan.
- Initiated implementation of the Lean Management System within the Employee Service Centre with a focus on standardized work schedules.
- Participated in a Value Stream Mapping event with the Ministry of Parks, Culture and Sport in the area of Employee Onboarding for Labour Service employees. Results included a streamlined recall process.
- Initiated an audit of human resource and payroll information and established priorities to pursue in the area of data integrity.
- Streamlined the process for the implementation of ministry mass reorganizations to ensure financial and human resource information is accurate.

Conduct regular assessments of customer satisfaction and identify areas for continuous improvement.

- Undertook an organizational effectiveness review resulting in a renewal plan to review programs and services and strengthen service delivery.

DRIVE ORGANIZATIONAL PERFORMANCE BY CREATING AN ENGAGED AND ACCOUNTABLE WORKFORCE TO ENCOURAGE EMPLOYEE EXCELLENCE IN MEETING THE NEEDS OF SASKATCHEWAN CITIZENS

Key Actions and Results

Champion the strategy of Public Service Renewal to improve the quality of programs and services provided to Saskatchewan citizens and engage public service employees.

- Implemented six initiatives to review core business, improve service delivery, simplify processes, collaborate across functional areas and build a high performing public service culture. Initiatives included four program reviews (three complete), one Lean Kaizen event, and one Value Stream Mapping event.

Utilize workforce planning to ensure the public service has a skilled and productive workforce available now and in the future to provide quality programs and services to Saskatchewan citizens.

- Worked with the Ministry of Finance to ensure that consideration of workforce needs and issues will be embedded within the planning, budgeting and reporting approach for the public service.

Build a values-based culture to foster citizen-centred service excellence, enterprise approaches, operational efficiency and innovation.

- Provided corporate leadership to introduce and sustain a culture across the public service that is focused on integrity and respect, client-centred service, excellence and innovation and working as one team.
- Developed tools and supports to assist public service managers in building workplace culture.

Create a public service that is smaller, more effective, efficient and responsible. Continue to support the government-wide strategy to reduce the size of the public service by 15 per cent.

- Continued to support the Workforce Adjustment Strategy through the final year of that initiative by assisting ministries to improve operations, streamline processes, create stronger synergies between program and service areas and implement alternative service delivery methods.

Increase public service productivity by responding to employee engagement and enablement drivers.

- Supported ministries to conduct employee surveys in order to identify and address the key challenges to engaging employees.
- The public service increased the percentage of payroll spent on direct learning and development from 0.82 per cent to 0.96 per cent.

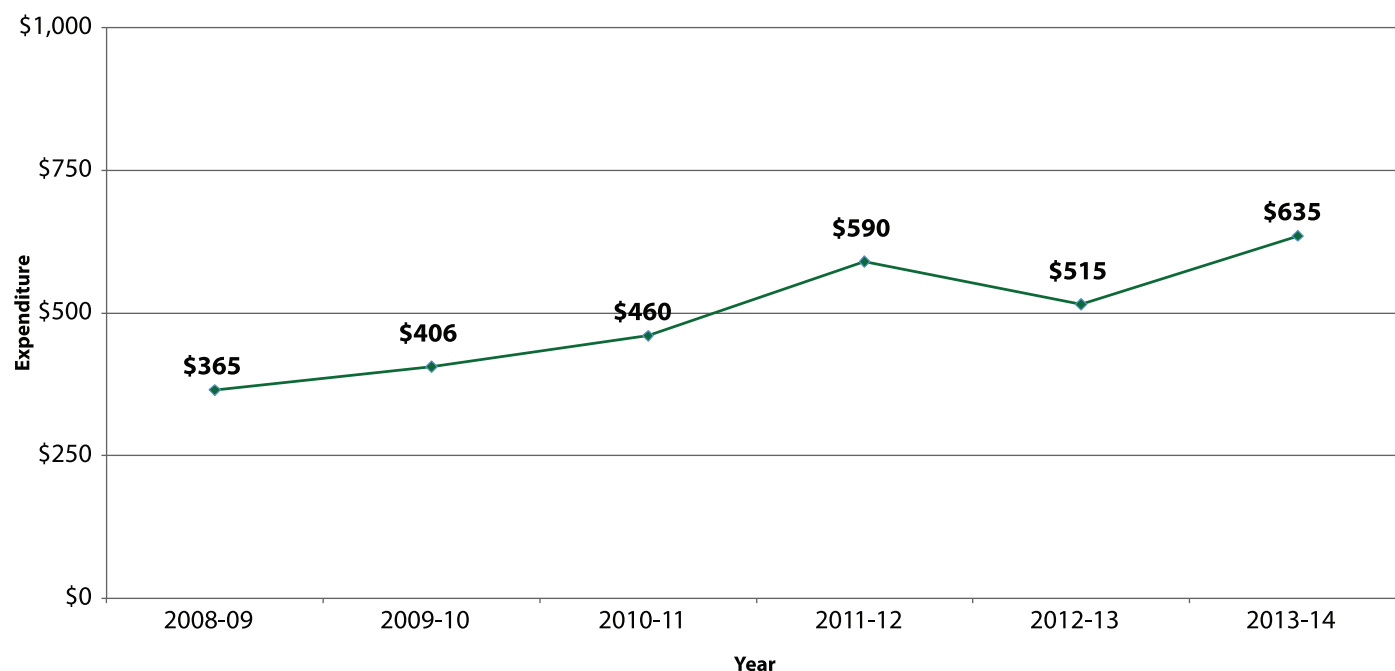
Finalize new collective bargaining agreements with the Saskatchewan Government and General Employees' Union (SGEU), and the Canadian Union of Public Employees (CUPE) that balance the rights of public service employees, the needs of the public service, and the resources of Saskatchewan citizens.

- Concluded bargaining with SGEU and signed the collective bargaining agreement on June 24, 2013.
- Reached a tentative agreement with CUPE on March 27, 2014.

Progress in 2013 – 14

Performance Measure & Results

Direct Learning and Development Expenditure per Employee



Sources: Ministry Year-End Financial Reports for Learning and Development costs, Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2009 to 2014

This measure reflects the amount government spent on direct learning and development per employee. The measure provides insight into investment in education, training and development for employees and helps to measure the success of the strategy to drive organizational performance.

Higher public expectations on services and changing programs, policy, and service delivery models require employees with the right knowledge and skills to effectively perform the work that needs to be done. Maximizing existing employee skills and increasing investment in learning and development will assist in engaging employees and keeping their skills current.

Information on this measure collected in 2013-14 shows an increase in the amount of expenditures per employee on learning and development. This measure is calculated by dividing the dollar amount spent on direct learning and development in a given year by each ministry by the number of active employees as of March 31 of that fiscal year.

Progress in 2013 – 14

ENSURE TRANSPARENCY AND ACCOUNTABILITY IN THE PROVISION OF SERVICES TO CLIENTS, PRIVATE SECTOR PARTNERS AND THE PUBLIC

Key Actions and Results

Implement a comprehensive health and safety strategy to ensure safe work environments and practices and effectively manage return-to-work.

- Established a Corporate Health and Safety Program Manager to lead the ongoing development and implementation of corporate health and safety policies and programs.

Review and optimize the operation of the centralized Employee Service Centre (ESC) for human resource administration and payroll to realize efficiencies in the provision of these services and reduce costs.

- Launched the new ESC Knowledge Centre with enhanced navigation and search capabilities.
- Enhanced quality assurance practices by automating the production and dissemination of required control reports.
- Improved prioritization of cases to facilitate the processing of transactions relative to payroll.

ADD VALUE TO GOVERNMENT PROGRAMS AND SERVICES BY DEVELOPING AND IMPLEMENTING SERVICE STANDARDS AND TARGETS FOR GOVERNMENT

Key Actions and Results

Develop an enterprise hiring model and a public service brand that attracts and retains a high-performing workforce to better meet the evolving needs of Saskatchewan citizens.

- Provided training and enhanced resources to support the hiring process across government.
- Promoted the Top Employer designation to potential new employees, particularly youth, through the use of social media. This was the second year in a row that the Government of Saskatchewan received this award.

DEVELOP A HIGHLY SKILLED WORKFORCE FOR THE COMMISSION AND FOR GOVERNMENT, TO ENSURE EMPLOYEES HAVE THE SKILLS REQUIRED TO DELIVER HIGH QUALITY PUBLIC SERVICES TO THE PEOPLE OF SASKATCHEWAN

Key Actions and Results

Advance leadership and employee development to promote and embed a service excellence culture in the services the PSC provides.

- Established a culture committee.
- Developed a multi-year workplan to build and sustain a culture of excellence.
- Reinforced the desired culture through various staff engagement sessions and targeted communications.
- Introduced a leadership feedback tool to assess alignment of behaviours with core values.
- Provided executive development sessions focused on leadership, organizational culture and culture transformation through the Johnson Shoyama Graduate School of Public Policy.
- Conducted two senior executive orientation sessions.

Provide proactive recruitment to address critical areas of need.

- Created and implemented, in partnership with the Ministry of Parks, Culture and Sport, a recruitment strategy to engage Aboriginal jobseekers for positions in the provincial parks.

Create an enterprise approach to succession planning.

- Included succession management in the workforce planning component of the new corporate-wide planning, budgeting and reporting framework.

Enhanced the service-wide talent management strategy to ensure senior leaders in the public service have the skills and management expertise needed to deliver programs and services, and expanded the strategy to middle management levels.

- Updated the corporate talent inventories of employees with high potential for executive leadership roles.
- Conducted a project with the Aboriginal Human Resource Council to explore potential barriers to the recruitment of Aboriginal executives.
- Initiated an inventory of potential external Aboriginal candidates for executive positions.
- Conducted a Request for Proposal process to award five search firms standing offers with the Government of Saskatchewan for work related to executive and hard to recruit positions.

Lead the implementation of the new diversity and inclusion strategy to ensure the Saskatchewan public service has a workforce reflective of the population of the province.

- Facilitated dialogue between Deputy, Assistant and Associate Deputy Ministers and Executive Directors with the Chief Diversity Officer of the Ontario Public Service.
- Created "TAWAW" (meaning "welcome" in Cree language), an employee orientation initiative that connects Aboriginal employees with experienced Aboriginal employees.
- Increased collaboration among employee networks and connections with community-based organizations.
- Created an informal inclusion council made up of champions from across the public service who are interested in sharing ideas, collaborating in joint diversity initiatives and learning from the perspectives of others.
- Initiated work on the development of a disability strategy for the public service, aligned with the Provincial Disability Strategy being led by the Ministry of Social Services.
- Increased student employment to 1,227 from approximately 900 in 2012-13. Information sessions were held to encourage students to consider pursuing careers within the public service upon graduation.

Progress in 2013 - 14

Performance Measure & Results

Percentage of Government of Saskatchewan workforce representation by diverse employee groups

Percentage workforce representation by diverse employee groups							
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	*SHRC Goal
Aboriginal persons	11.6%	11.8%	12.0%	11.8%	11.7%	11.4%	13.1%
Persons with a disability	3.1%	3.1%	3.0%	3.0%	2.9%	2.7%	9.7%
Visible minority persons	3.5%	3.6%	3.7%	4.2%	4.3%	3.9%	3.8%
Women in senior management	40.1%	37.9%	40.0%	42.4%	40.0%	39.4%	47.0%
Women in middle mgmt. & other mgmt. positions	37.5%	39.1%	39.0%	40.7%	42.0%	43.8%	47.0%
Youth	13.4%	13.0%	12.8%	13.7%	13.3%	13.3%	n/a

Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2009 to 2014

*Goals are set by the Saskatchewan Human Rights Commission (SHRC)

This measure reflects Government's ability to attract and retain a workforce representative of Saskatchewan's population, including Aboriginal persons, persons with a disability, visible minority persons, women and youth into the public service.

As indicated in the chart at the top of this page, the percentage of Aboriginal people, persons with a disability, visible minority persons and women in senior management within the public service decreased slightly over the past fiscal year. However, the representation of women in middle management positions continues to improve and better reflect Saskatchewan Human Rights Commission targets outlined in the chart.

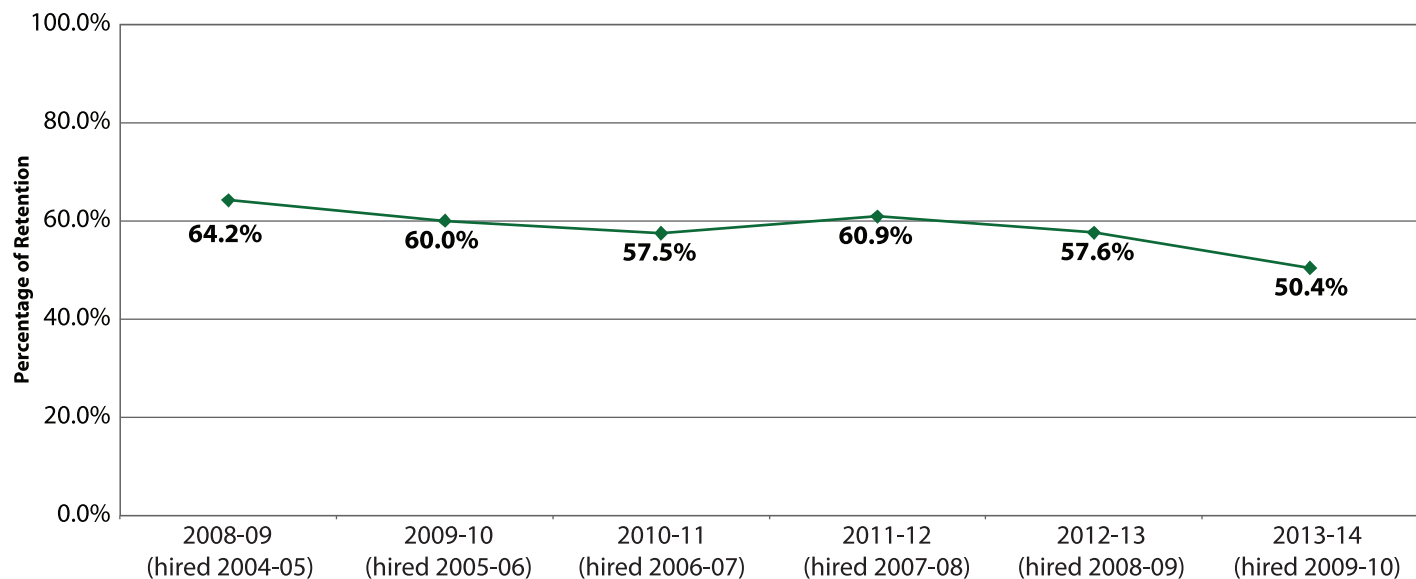
The percentage of youth within the public service remained steady at 13.3 per cent over the fiscal year. Youth recruitment and retention is a critical priority for the public service because of the number of retirements in recent years, coupled with those that are anticipated over the next decade. As well, the demographic composition of the public service does not reflect the composition of the employed provincial population. When compared to the Saskatchewan employed population by age group, the public service employs 4.9 per cent fewer employees aged 20 to 24 and 3.0 per cent fewer in the 25 to 29 age category. (Labour Force Survey Estimates, March 2014, Statistics Canada - includes employees and self-employed persons).

The representative percentage of each diversity group¹ is calculated by dividing the number of employees who have self-declared within a diversity group (or more than one) by the total number of employees within all assignments in the Saskatchewan public service as of March 31, 2014. For youth, employees under 30 are divided by the total number of employees as of March 31, 2014.

1. The number of employees in permanent full-time, permanent part-time and non-permanent active assignments, plus the number of employees in active and non-active labour service assignments within a particular diversity group, is divided by the total number of employees within all assignments as of March 31, 2014.

Progress in 2013 – 14

Retention rate of new Government of Saskatchewan Permanent Full-Time Employees



Source: PSC Human Resource Information System, March 2003- 2005; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March, 2006 - 2014.

Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are essential to ensuring Government priorities are met through strong public policy and effective program and service delivery to the public. The retention rate measures the rate at which the public service retained new, permanent full-time employees over a four-year period and provides insight into the quality of workplace policies and practices, organizational culture, and leadership within the public service.

Over the past year, the retention rate has decreased from 57.6 per cent in 2012-13 to 50.4 per cent in 2013-14.

This measure is calculated by dividing the number of retained permanent full-time employees (119) over a four-year period (2010-14) by the number of employees hired (236) within the first year of the four-year period (2009-10). A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of over 180 days.

2013 - 14 Financial Overview

Summary of Expenditures

(In thousands of dollars)					Variance
Programs	2012-13 Actual	2013-14 Budget	2013-14 Actual	2013-14 Variance	
Central Management and Services					
Salary	\$ 977	-	-	-	
Operating Expenses	\$ 4,292	-	-	-	
Sub Total	\$ 5,269	-	-	-	
Corporate Human Resource Management and Employee Relations					
Salary	\$ 2,641	\$ 3,201	\$ 3,187	\$ (14)	
Operating Expenses	\$ 3,320	\$ 4,615	\$ 5,914	\$ 1,299 ¹	
Sub Total	\$ 5,961	\$ 7,816	\$ 9,101	\$ 1,285	
Human Resource Client Service and Support					
Salary	\$ 13,665	\$ 13,216	\$ 12,979	\$ (237) ²	
Operating Expenses	\$ 870	\$ 1,701	\$ 1,568	\$ (133) ³	
Sub Total	\$ 14,535	\$ 14,917	\$ 14,547	\$ (370)	
Employee Service Centre					
Salary	\$ 6,726	\$ 6,830	\$ 6,528	\$ (302) ²	
Operating Expenses	\$ 5,459	\$ 4,520	\$ 3,492	\$ (1,028) ⁴	
Sub Total	\$ 12,185	\$ 11,350	\$ 10,020	\$ (1,330)	
Total Appropriation	\$ 37,950	\$ 34,083	\$ 33,668	\$ (415)	
Amortization of Capital Assets					
Capital asset acquisitions	-	-	-	-	
Land, buildings, and improvements	\$ 224	220	229	9	
Office and Information Technology	\$ 1,276	1,280	1,277	(3)	
Total Amortization Expense	\$ 1,500	1,500	1,506	6	
Total Expenses	\$ 39,450	\$ 35,583	\$ 35,174	\$ (409)	

Explanation of Major Variances:

1. Increase for non-permanent pension settlements.
2. Reduce staffing levels.
3. Decrease in overall operation costs for the year.
4. Reduction in consulting services and information technology development projects.

Note: During 2013-14 the Public Service Commission's budget was included within the Ministry of Central Services appropriation. The financial table reflects PSC's portion of actual expenditures and budget for that year. Funding for the Central Management and Services subvote is reported by the Ministry of Central Services.

2013 - 14 Financial Overview

Summary of Revenue

Programs	(In thousands of dollars)			
	2012-13 Actual	2013-14 Budget	2013-14 Actual	2013-14 Variance
Other Revenue				
Casual Revenue	\$ 42	\$ 10	\$ 1	\$ (9)
Previous year Expenditures	\$ 7	-	\$ (30)	\$ (30)
Sales, Service and Service Fees				
All other service fees	\$ 22	\$ 95	\$ 48	\$ (47)
Total Revenue	\$ 71	\$ 105	\$ 19	\$ (86)

Report on Disclosures Made Pursuant to Public Interest Disclosure Legislation

The Act

The Public Interest Disclosure Act (the Act) was proclaimed on September 1, 2011. The purpose of the Act is to enhance confidence in government institutions and the public service by facilitating the disclosure and investigation of alleged wrongdoing in government institutions and to strengthen protection for public servants who disclose. Information on the Act, including a list of designated officers and information on making disclosures and complaints can be found at www.cs.gov.sk.ca/pida.

The Act applies to employees of Executive Government, as well as employees of Crown corporations and other agencies, boards, and commissions included under the definition of “government institutions” in *The Freedom of Information and Protection of Privacy Regulations*.

The Act describes a wrongdoing as an act or omission in or relating to a government institution or the public service that the employee believes:

- is contrary to law;
- is a substantial and specific danger to the life or health and safety of persons;
- is a substantial and specific danger to the environment;
- is gross mismanagement of public funds or public assets; or
- involves another employee knowingly counseling someone to commit a wrongdoing.

The Role of the Permanent Heads

The Act requires the permanent heads/CEOs of government institutions to establish internal procedures for managing disclosures including the appointment of a designated officer from within their government institution.

The Role of the Public Interest Disclosure Commissioner

The Act establishes a Public Interest Disclosure Commissioner as an independent officer of the legislature. The Act provides the Commissioner with the authority to provide education, undertake investigations, make recommendations and initiate systemic reviews when common themes or issues are identified through the complaint process. The Commissioner’s web site can be found at www.saskpidc.ca.

Making Disclosures

The Act enables disclosure to a designated officer or to the Public Interest Disclosure Commissioner. A link to the “disclosure of wrongdoing” form can be found at the *Public Interest Disclosure Act* web page.

Making Complaints of Reprisal

The Act also prohibits reprisals (e.g., dismissal, layoff, suspension, demotion, elimination of a job, reprimand) against public servants for making (or seeking advice about making) a disclosure of wrongdoing, participating in an investigation about a wrongdoing, or declining to participate in a wrongdoing. Any employee who feels he or she has been the subject of reprisal can make a complaint of reprisal to the Public Interest Disclosure Commissioner, who may undertake an investigation and provide a recommendation to the employee’s government institution.

Where to Find More Information on Public Interest Disclosures in the Public Service

Employees and Designated Officers can find more information about the Act and its procedures, including links to forms and regulations at www.cs.gov.sk.ca/pida.

Annual Reporting (2013-14)

The Act requires the tabling of an annual report by the Minister Responsible for the Public Service Commission on internally handled disclosures from all government institutions. Accordingly, there were no disclosures made in the government institutions in 2013-14.

For More Information

If you have questions or comments about this report, we invite you to contact us at:

Communications
Public Service Commission
2350 Albert Street
REGINA SK S4P 4A6
Tel: (306) 787-1173
Fax: (306) 787-7578

For more information on programs, please visit the website at
www.saskatchewan.ca/government/boards-commissions-and-agencies/public-service-commission

The Public Service Act, 1998, is available at:
www.qp.gov.sk.ca/documents/English/Statutes/Statutes/P42-1.pdf

The Public Service Regulations, 1999, are available at:
www.qp.gov.sk.ca/documents/English/Regulations/Regulations/P42-1R1.pdf

Appendix A: Mandate and Governing Legislation

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction to all ministries to enable a high-performing and innovative, professional public service. It works with ministries to ensure effective workforce management by supporting delivery of foundational services such as recruitment and classification, payroll administration, and strategic support including labour relations and organizational development services.

The Public Service Commission is responsible for representing the public interest in the administration of the *Public Service Act, 1998*, and *The Public Service Regulations, 1999*. According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the PSC, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

The Public Service Commissioners are appointed by the Lieutenant Governor in Council and are responsible to effectively carry out the provisions of *The Public Service Act, 1998*.

Commissioners have all the powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

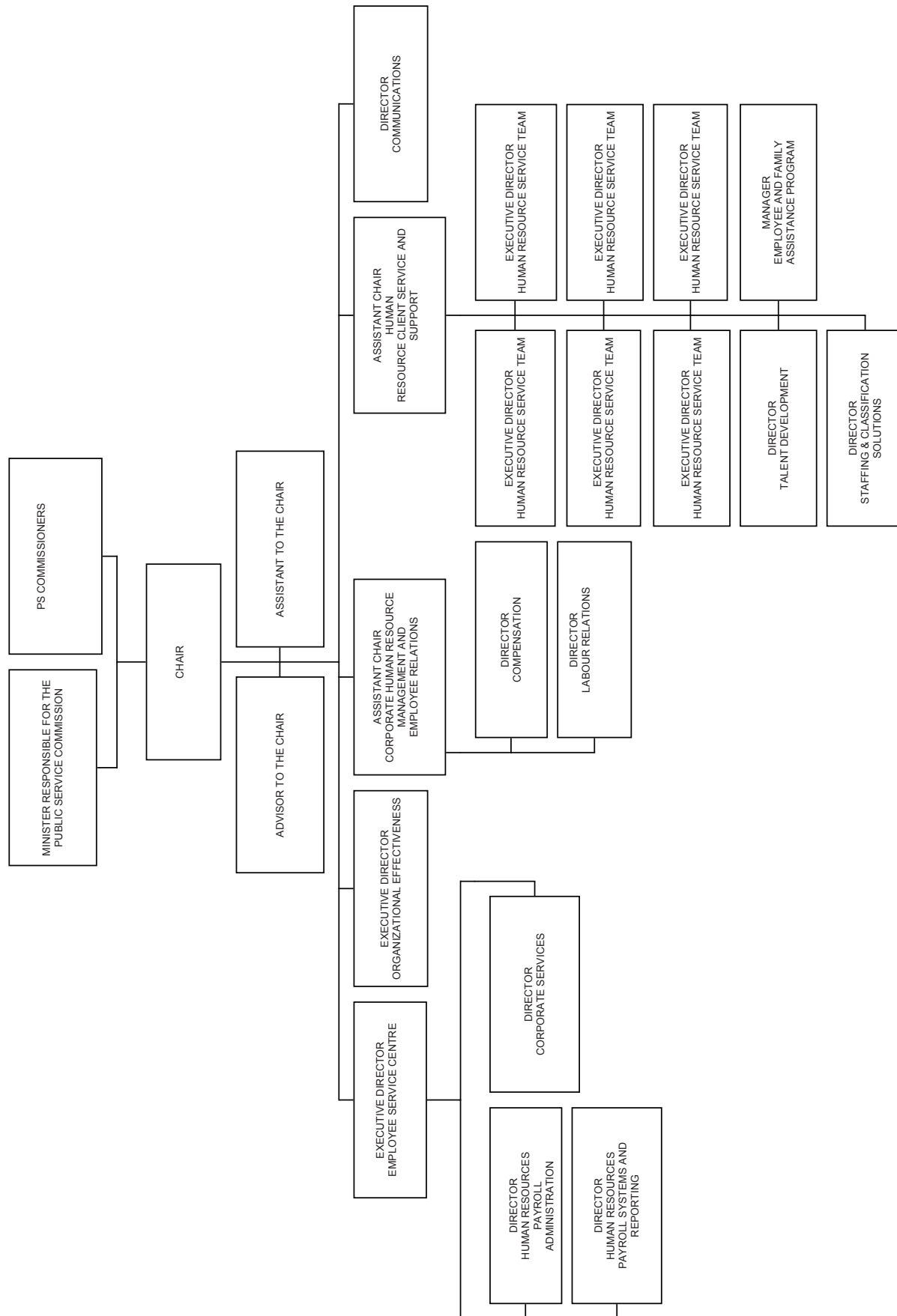
The Chair and other Commissioners have exclusive statutory duties respecting all human resource matters laid out in the Act.

Appendix B: Public Service Commissioners

Cheryl Senecal, Chair	Regina
Philip Benson	Regina
Dawn Dobni	Saskatoon
Allan Higgs	Regina
Sandra Steen	Regina (Resigned November 15, 2013)

Appendix C: PSC Organization Chart – March 31, 2014

SASKATCHEWAN PUBLIC SERVICE COMMISSION EXECUTIVE STRUCTURE



Appendix D: Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2013-14 fiscal year 46 positions were transferred or excluded, as follows:

MINISTRY	POSITION	NUMBER
Executive Council	Deputy Minister of Health (DM4)	1
	Deputy Minister and Deputy Attorney General (DM4)	1
	Associate Deputy Minister (DM2)	1
	Communications Manager (MCP11)	1
	Senior Policy Advisor (MCP10)	1
	Corporate Analyst (MCP8)	1
	Digital Channel Manager (MCP7)	1
	Digital Producer (MCP5)	1
	Communications Advisor & Marketing Consultant (MCP5)	1
	Itinerary Coordinator (MCP5)	1
Information & Privacy Commissioner	Portfolio Officer (MCP7)	1
	Administrative Manager (MCP3)	1
Justice and Attorney General	Crown Counsel	8
	Senior Crown Counsel	7
	Executive Director, Civil Law	1
	Student-at-Law	15
	Judicial Assistant/Case Manager (MCP4)	1
	Judicial Assistant (MCP2)	1
	Controller of Surveys	1
TOTAL		46

