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Session Briefing Note**Spring 2022****Remote Work Policy and
Our Clean Future**Public Service
Commission

Recommended response:

- Working from home during the pandemic has shown us that remote work arrangements can support the Yukon government to continue providing high-quality programs and services for Yukoners.
- In fall 2021, the Yukon government introduced a new remote work policy to support employees to continue working remotely in the long term.
- Implementing the new remote work policy is an action in the *Our Clean Future* strategy, as people are supported to work from home and reduce their emissions by commuting less.

Additional response:

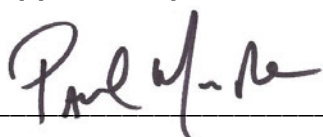
- The new remote work policy also enables employees to work remotely from Yukon communities outside of Whitehorse, in some circumstances.
- Current numbers of employees working remotely capture many people who are doing so as a short-term public health measure in response to COVID-19.
- The Public Service Commission will strive to support more long-term remote work arrangements throughout the Yukon government where it makes sense, and will track data on long-term arrangements going forward.

Context—this may be an issue because:

- There may be questions relating to Yukon government's approach to remote work.

CONFIDENTIAL**TAB #6****Session Briefing Note****Spring 2022****Remote Work Policy and
Our Clean Future**Public Service
Commission**Background:**

- The need to update the Yukon government's approach to remote work was identified even before the COVID-19 pandemic began. The new policy replaces a previous "Telework policy" from 2009.
- As of mid-January 2022, about 13% of Yukon government employees had an approved remote work arrangement. This includes many employees who are working remotely due to the latest Omicron wave of COVID-19, and as such does not accurately represent the number of long-term remote work arrangements under the new policy.
- Implementing a long-term remote work policy is an action item identified in *Our Clean Future*. The Public Service Commission will work with the Department of Environment to report on the climate impact of the remote work policy.
- Modernizing human resources policies to enable employees to work from all communities in Yukon is also a mandate letter item for the Minister responsible for the Public Service Commission.
- The new policy states that remote work arrangements must occur in the Yukon. Out-of-territory remote work arrangements will only be allowed in exceptional and time-limited circumstances and require special approval by the employee's deputy minister and the Public Service Commissioner.
- The Public Service Commission consulted with the Yukon Employees' Union and conducted a survey of employees to develop the new remote work policy.

Approved by:


February 14, 2022

Commissioner, Public Service Commission

[Date approved]

Session Briefing Note**Spring 2022****Employee Leave Through COVID-19**Public Service
Commission

Recommended response

- Throughout the pandemic to date, the Yukon government has operated on a principle of high caution and maximum flexibility to limit the risk of infection in our workplaces and to ensure that our employees are safe and well-supported.
- The comprehensive leave and benefits package available to our employees has served us well during this time, as we know that employees have the supports and flexibility they need to take care of themselves and their loved ones.
- In some circumstances, special allowances have been made, appreciating external pressures on employees such as return from travel, or in particular work settings.

Additional response:

- A leave with pay has been granted to employees working in Health and Social Services closed facilities who may need time away from work to get tested for COVID-19 and are awaiting test results.
- Recognizing that this may not address all scenarios and that the situation is evolving, the Public Service Commission has continually reviewed processes and has been prepared to respond to all reasonable requests for assistance.
- With all of these actions to support employees, we have involved the Unions every step of the way and have been committed to having discussions about any employee experiencing undue hardship.

Session Briefing Note**Spring 2022****Employee Leave Through COVID-19**Public Service
Commission

Context—this may be an issue because:

- Paid leave has been a topic of national interest throughout the pandemic. There may be questions about how Yukon government (YG) has managed employee leaves amid the pandemic response.

Background:

- Leave provisions for Yukon government employees are determined by the specific employee group in which an employee resides: YEU, YAEP, Management and Confidential.
- The PSC maintains an ongoing dialogue with both the YAEP and YEU concerning leave provisions in their respective collective agreements.
- Yukon government is flexible in permitting employees who could work from home the ability to do so, allowing flexible work arrangements/hours, and approving appropriate leave.
- The COVID-19 Leave with Pay, granted to support self-isolation requirements, cost approximately \$340,000 at the start of the pandemic and another \$44,250 in the fall when the travel bubble was closed. Leave with pay to cover the COVID-19 testing period in Health and Social Services closed facilities has cost approximately \$300,000 as of January 23, 2022.

Approved by:

Feb. 2, 2022

Commissioner, Public Service Commission

[Date approved]

CONFIDENTIAL**TAB 12****Session Briefing Note****Spring 2022****Public Service COVID-19 Health and Safety Measures**Public Service
Commission

Recommended response:

- Preventing the spread of COVID-19 in our workplaces to protect the health and safety of our public servants has been a top priority throughout the pandemic.
- We have worked quickly to apply the direction and recommendations of the Chief Medical Officer of Health within the public service, and continue to adapt as the COVID-19 context changes.
- To continue to protect employees and members of the public accessing government services, we have updated our COVID-19 workplace assessment tools to help departments determine which indoor public spaces, common areas, and tasks will require continued mask use.

Additional response:

- Yukon government workplaces will continue to practice the Safe 6, and we continue to support and promote the continued use of masks in public-facing spaces.

Context—this may be an issue because:

- COVID-19 remains a threat to the health and safety of employees of the Yukon government (YG), Yukoners, and visitors receiving services at YG workplaces.
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Background:

- Throughout the pandemic, YG has issued directives and supplementary guidance relating to work from home arrangements and workplace health and safety measures for the public service in line with broader public health measures.
- YG as an employer complied with the *Public Health and Safety Act* regulation requiring that all public servants be fully vaccinated against COVID-19 by January

CONFIDENTIAL**TAB 12****Session Briefing Note****Spring 2022****Public Service COVID-19 Health and Safety Measures**Public Service
Commission

30, 2022. Limited exemptions to the vaccination requirement have been made for employees with legitimate medical or religious reasons.

- YG workplaces must identify, assess and mitigate workplace hazards as outlined in GAM Policy 3.48 (Corporate Health and Safety) and Yukon's occupational health and safety legislation.
- To help departments assess and implement measures to mitigate the ongoing risk associated with COVID-19, PSC issued a Workplace Hazard Assessment template and a Safe Work Practice on COVID-19.
- The safe work practice procedure describes the general COVID safety measures which are applicable to all YG workplaces such as:
 - stay home when sick
 - wash and sanitize hands often
 - practice physical distancing
 - keep spaces and surfaces clean
 - ventilation
 - wear masks when recommended or required.
- The safe work practice procedure also allows for departments to incorporate additional safety measures specific to their work tasks and workplace based on their workplace assessment, such as:
 - limiting occupancy in certain spaces and rooms
 - controlling traffic flow
 - scheduling office and remote work to reduce the number of employees present at the workplace at once.
- The requirement to wear masks in indoor public spaces was lifted in Yukon as of March 18, 2022. Departments have been directed to use an updated COVID-19 workplace assessment tool to determine where and when masks will still be required.
- Going forward, YG workplaces will rely on OHS legislation and health and safety practices to fulfill the employer's responsibility to mitigate risks associated with COVID-19.

CONFIDENTIAL**TAB 12****Session Briefing Note****Spring 2022****Public Service COVID-19 Health and
Safety Measures**Public Service
Commission

Approved by:



Mar. 17, 2022

Commissioner, Public Service Commission

[Date approved]

Session Briefing Note**Spring 2022****Staff Reassignments and HR
Coordination during COVID-19**Public Service
Commission

Recommended response

- Responding to the Yukon government's evolving human resource management needs has been a priority for the Public Service Commission since the onset of the pandemic.
- PSC leads the Human Resources Management Team established under the Yukon Government Pandemic Coordination Plan. PSC representatives and all HR directors are members of this team.
- The team has mobilized the talent, skills and abilities from within the public service to support efforts including the Yukon's vaccine roll-out and to ensure continued service delivery amid staffing pressures due to the Omicron wave.
- Through collaborative and innovative practices, since March 2020 the team has recruited employees from across the organization and filled approximately 500 roles with over 1700 people who are integral to the success of the COVID-19 response in the territory.

Context—this may be an issue because:

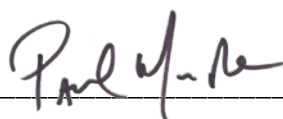
- There may be questions around how Yukon government (YG) has managed its workforce amid the ongoing COVID response, and specifically regarding the vaccine mandate and surge.

Background:

- The Yukon Government Pandemic Coordination Plan aligns efforts around: health services during a pandemic; maintaining government services; and, ensuring critical infrastructure is in place to support Yukoners with goods and services.

CONFIDENTIAL**TAB #13****Session Briefing Note****Spring 2022****Staff Reassignments and HR
Coordination during COVID-19**Public Service
Commission

- A central feature of the 'Government Continuity' component of the Plan is the establishment of a YG Human Resources Management Team (HRMT) to facilitate coordinated human resource management decision-making and activities.
- The HRMT has had ongoing relationships with the Executive Management Team, Senior Officials Emergency Management Group, Deputy Minister Emergency Management Committee and the Covid Response Unit (CRU) in Health and Social Services.
- The role of HRMT has evolved since its activation in March 2020 to more fully coordinate with and support the organization in the areas of reassignment of staff, business continuity, and staffing initiatives to support needs across government for all emergency response efforts.
- Since the onset of the pandemic, HRMT priorities have included:
 - the identification of skill sets and availability of staff to be reassigned to ensure business continuity across government and to support the emergency response;
 - union concerns and adjustments to leave, hours of work and pay;
 - transitions to work from home arrangements; and
 - development of systems and processes to support data reporting and tracking.

Approved by:

Feb. 4, 2022

Commissioner, Public Service Commission

[Date approved]

CONFIDENTIAL**TAB #14****Session Briefing Note****Spring 2022****Working from Home During COVID-19/Remote Work Policy**Public Service
Commission

Recommended response:

- Since the onset of the pandemic, working from home has been a key action taken by the public service to limit the spread of COVID-19.
- The number of Yukon government employees working from home has fluctuated since March 2020, reflecting shifts in the COVID-19 situation and response in the territory.
- As public health measures are easing in the Yukon, we are transitioning employees from short-term, COVID-related work-from-home arrangements to long-term remote work arrangements where it makes sense for the employee and the organization.

Additional response:

- Working from home during the pandemic shown us that remote work arrangements can support Yukon government employees to continue providing high-quality services to Yukoners.
- The Yukon government introduced a new Remote Work Policy in October 2021 to increase employee satisfaction, support a more inclusive workforce, become more flexible and innovative as an employer, and reduce carbon emissions.

Context—this may be an issue because:

- There may be questions relating to Yukon government's approach to work from home.

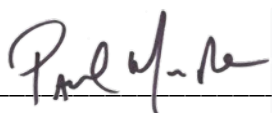
CONFIDENTIAL**TAB #14****Session Briefing Note****Spring 2022****Working from Home During COVID-19/Remote Work Policy**Public Service
Commission

Background:

- At the beginning of the pandemic, the Government of Yukon issued a Human Resource Work from Home Directive intended to get as many employees as possible, taking into account operational requirements, working from home.
- Since June 2020, a Working Arrangements During COVID-19 Directive (Directive 5) has authorized employees to work from home where it made sense as a public health measure.
- The Working Arrangements During COVID-19 Directive ends March 18; after that date, all remote work arrangements need to be assessed and approved according to the new remote work policy. Employees who were working from home may begin returning to the workplace if they do not meet the criteria for a long-term remote work arrangement or do not want to continue working remotely.
- All employees working from home are required to complete a Work from Home Health and Safety checklist, discuss with their supervisors, schedule regular meetings to stay connected and mitigate any identified hazards.
- As of February 15, 2022, 13% of employees have been authorized to work from home, either full or part time. This includes some employees who were working remotely due to the latest Omicron wave of COVID-19, and as such does not accurately represent the number of long-term remote work arrangements under the new policy.
- In addition to enhancing services to Yukoners, remote work can help increase employee satisfaction, support government's ability to recruit and retain talent, reduce carbon emissions, and enable employees to work remotely from Yukon communities outside of Whitehorse.
- Implementing a long-term remote work policy is an action item identified in *Our Clean Future*. Modernizing human resources policies to enable employees to work from all communities in Yukon is also a mandate letter item for the Minister responsible for the Public Service Commission.

CONFIDENTIAL**TAB #14****Session Briefing Note****Spring 2022****Working from Home During COVID-19/Remote Work Policy**Public Service
Commission

Approved by:



Mar. 17, 2022

Commissioner, Public Service Commission

[Date approved]

Session Briefing Note**Spring 2022****YG Approach to COVID-19 Vaccination
for Employees**Public Service
Commission

Recommended response:

- The requirement for public servants to be vaccinated against COVID-19 was introduced to ensure a safe working environment for our employees and to protect the health and safety of the members of the public we serve.
- The vaccination requirement has been effective in minimizing the spread of COVID-19 in our workplaces and ensuring continuity of services. Nearly 95% of Yukon government employees have attested to being fully vaccinated.
- Vaccination remains a requirement for Yukon government employees in high-risk settings. As of April 4, 20 permanent or term employees whose positions are in high-risk settings remain on leave without pay.

Additional response:

- As of April 4, employees who were on leave without pay due to the vaccine requirement were able to return to work, if their positions were not in high-risk settings.
- The continued vaccination requirement for high-risk settings is an important step to protect the health and safety of vulnerable people accessing services in these settings, along with the staff that serve them.

Context—this may be an issue because:

- There has been significant media coverage of the vaccine requirement for Yukon government employees.

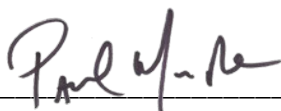
Session Briefing Note**Spring 2022****YG Approach to COVID-19 Vaccination
for Employees**Public Service
Commission

Background:

- As of April 4, vaccination is no longer be required for most Yukon government employees. Vaccination is still required in the following high-risk settings:
 - Long-term care homes;
 - Residential substance use programs;
 - Hospitals;
 - Shelters;
 - Group homes for children in government care;
 - Correctional centres;
 - Community health centres; and
 - Public health clinics.
- Employees who were on leave without pay due to the vaccine requirement whose positions are not in the above high-risk settings were notified in mid-March that they could return to work as of April 4.
- The amended *Public Services (COVID-19) Vaccination Regulation* states that employees whose positions are in high-risk settings who have not complied with the vaccination requirement will remain on leave without pay. New employees hired into positions in high-risk settings must be vaccinated as a requirement for employment.
- Both the Yukon Employees' Union and the Yukon Association of Education Professionals have expressed concerns with placing employees on leave without pay, though both unions have stated support for mandatory vaccination for public servants.
- Employees can request exemptions from the vaccine requirement on medical or religious grounds. Employees with legitimate medical or religious reasons they cannot be vaccinated are being accommodated.

Session Briefing Note**Spring 2022****YG Approach to COVID-19 Vaccination
for Employees**Public Service
Commission

- All employees, including employees on leave without pay, have access to the Employee and Family Assistance Program (EFAP). Employees can access counselling, coaching and crisis managements services from EFAP by phone, 24 hours a day, 7 days a week.
- The Public Service Commission also coordinated additional supports for employees and supervisors related to changes in the vaccine requirement, including workshops and counselling sessions, to help ensure a smooth and psychologically safe transition for employees.
- Government of Yukon employees who work in federally regulated sectors, such as air transportation, must still comply with federal vaccination policies set by the Government of Canada for employees in federally regulated industries.
- Most other provinces and territories in Canada that have implemented vaccine requirements for specific sectors and/or government employees have either removed these requirements or announced that they will review or end these policies in the coming weeks.

Approved by:

Commissioner, Public Service Commission

Apr. 12, 2022

[Date Approved]

CONFIDENTIAL**TAB #19****Session Briefing Note****Spring 2022****Diversity and Inclusion in the YG
Public Service**Public Service
Commission

Recommended response:

- As an employer, we are committed to providing culturally safe, diverse, and inclusive workplaces for all employees.
- Some of the Yukon government's initiatives to further diversity and inclusion in the public service include:
 - efforts to recruit and retain Indigenous employees under the representative public service plan, *Breaking Trail Together*;
 - implementing Gender Inclusive Diversity Analysis on key government projects;
 - ensuring the public service is a welcoming place to work for LGBTQ2S+ employees, as part of the LGBTQ2S+ Inclusion Action Plan; and
 - providing regular, corporate-wide training in the areas of anti-racism, bias, cultural safety, and residential school awareness.

Additional response:

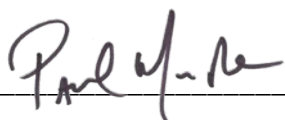
- The Yukon Human Rights Act, collective agreements, and the Respectful Workplace Policy all address discrimination and how to support respectful workplace conduct.
- The Yukon government does not tolerate discriminatory practices or behaviours in any of its workplaces. The Public Service Commission promotes cultural safety and addresses racism through training, capacity building, and leadership programs.

Context—this may be an issue because:

- Questions may arise relating to racism, diversity and inclusion in the public service.

CONFIDENTIAL**TAB #19****Session Briefing Note****Spring 2022****Diversity and Inclusion in the YG
Public Service**Public Service
Commission**Background:**

- Embracing diversity and inclusion is a key action identified in the *People Plan*, the Yukon government's corporate human resources strategy.
- There are legal, social, and economic imperatives to ensure the Government of Yukon public service is diverse, inclusive, and representative of the public we serve.
- The Yukon government also has legal obligations under the Final Agreements with Yukon First Nations to develop a plan to increase representation of Indigenous people in its workforce to a level proportional to the Indigenous population within Yukon.
- In summer 2020, several acts of racism and excessive use of force in Canada and the United States dominated the media, resulting in demonstrations across the world.
- These events resulted in calls for governments, businesses and the media to identify and take steps to address policies and practices that systematically discriminate against Black and Indigenous peoples.
- The Yukon government is prepared to take actions to address racism and promote cultural safety in the public service as per the Respectful Workplace Policy and the Yukon *Human Rights Act*.
- Specific anti-racism courses have been developed and offered to public servants through the Public Service Commission's Organizational Development Branch.
- Training is also regularly offered to public servants on the culture and history of Yukon First Nations.

Approved by:

Feb. 3, 2022

Commissioner, Public Service Commission

Date Approved

CONFIDENTIAL**TAB #20****Session Briefing Note****Spring 2022****Representative Public Service Plan
– Preference Pilot Project**Public Service
Commission

Recommended response

- We continue to work together with First Nation governments to implement our representative public service plan, *Breaking Trail Together, an Inclusive Yukon Public Service*.
- A key action under the Plan is a pilot project to preference all Yukon government job competitions to qualified Canadian Indigenous applicants, with a priority given to qualified Yukon First Nation applicants.
- The pilot project began in 2020 and is being extended to 2029 - the full length of *Breaking Trail Together*. We know how important it is for our public service to reflect the communities we serve, and extending this work will enhance our efforts to reach this important goal.

Additional response

- The project has had positive results, but it hasn't increased representation to the extent that was hoped for. In the coming weeks, we'll have a more complete picture of the results, but we do not anticipate that our representation rate will differ significantly from last year's rate of approximately 15%.
- The first 15 months of the preference resulted in 78 successful Indigenous candidates being hired across 632 competitions.
- Extending the project to 2029 will allow it to support other complementary initiatives under the Plan, such as our work to identify and address barriers affecting the recruitment and retention of Indigenous individuals.
- Other complementary actions under the Plan include:

CONFIDENTIAL**TAB #20****Session Briefing Note****Spring 2022****Representative Public Service Plan
– Preference Pilot Project**Public Service
Commission

- working to create internship and summer employment opportunities for Indigenous post-secondary students within Yukon government;
 - developing a community staffing guideline with the goal of involving First Nation and municipal governments in community hiring processes; and
 - maximizing use of the Indigenous Recruitment and Development Program, which helps Indigenous candidates to overcome barriers to employment through training opportunities including apprenticeships
-

Context—this may be an issue because:

- The Premier's 2021 mandate letter directs the Minister responsible for the Public Service Commission to implement *Breaking Trail Together*.
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Background:

- Chapter 22 of Yukon First Nation Final Agreements obliges YG to develop a plan to increase representation of Indigenous people in its workforce to a level proportional to the Indigenous population within Yukon.
 - Breaking Trail Together, an Inclusive Yukon Public Service, was endorsed by YG and six Yukon First Nation governments at the September 2019 Yukon Forum. The last representative public service plan began implementation with endorsements from seven Yukon First Nation governments.
 - Breaking Trail Together is a ten-year strategic plan and is implemented through successive three-year operational plans.
 - The plan is built around three pillars:
 - responsive and barrier-free recruitment;
 - culturally safe and supportive work environments; and
 - training and development opportunities.
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CONFIDENTIAL**TAB #20****Session Briefing Note****Spring 2022****Representative Public Service Plan
– Preference Pilot Project**Public Service
Commission

- The current operational plan contains 25 actions, of which 10 are completed or in progress. The pandemic and response delayed progress on some actions.
- According to the 2021 federal census, Indigenous people represent approximately 22% of the Yukon population. Current Indigenous representation in the YG workforce is approximately 15% (according to the March 2021 statistics from the YG workforce census, which relies on voluntary participation and self-identification). The representation level fluctuates throughout the year.
- From March 31st, 2017 through March 31st, 2021, Yukon government averaged 17 new Indigenous employees each year.
- The first 15 months of the pilot resulted in 78 successful Indigenous candidates across a total of 632 competitions in which an offer was extended. This results in an Indigenous hiring ratio of 12%. The number of successful Indigenous candidates includes new employees as well as existing employees moving to a new position within Yukon government.
- The representation rate as of March 2022 will be available in the coming weeks.
- The pandemic has had an adverse impact on the labour market. In 2020, during the pilot, the Labour Force Survey estimated a decrease of 200 individuals (-4.9%) in the Indigenous labour force in the Yukon compared to 2019.

Approved by:

Commissioner, Public Service Commission

[Date approved]

CONFIDENTIAL**TAB #24-****Session Briefing Note****Spring 2022****Addressing Conflict and
Disrespectful Conduct in the
Workplace**Public Service
Commission**Recommended response:**

- Our government believes that respectful, healthy and well-functioning work places are essential for employee morale, mental health, productivity, and ultimately, for good public service delivery to Yukoners.
- Non-adversarial approaches to addressing interpersonal conflict and complaints of disrespectful conduct are proven to lead to better outcomes for employees and the employer.
- The Yukon government's Respectful Workplace Policy was established to implement non-adversarial, restorative approaches to addressing conflict and disrespectful conduct in the workplace.

Additional response:

- Efforts to prevent and address conflict and disrespectful conduct in the workplace include training, coaching and mediation type services delivered by the Respectful Workplace Office.
- The Respectful Workplace Office assesses complaints of disrespectful conduct including abuse of authority, bullying and sexual harassment and determines the appropriate process by which to address the concern.
- The Office is finalizing sexual harassment training for employees and improving its approach to assessing and responding to complaints of sexual harassment.
- This work will ensure that Yukon government continues to uphold the principles of the Respectful Workplace Policy and the Yukon Human

CONFIDENTIAL**TAB #24-****Session Briefing Note****Spring 2022****Addressing Conflict and
Disrespectful Conduct in the
Workplace**Public Service
Commission

Rights Act, as well as the new Violence and Harassment Prevention Regulation under the Occupational Health and Safety Act.

Context—this may be an issue because:

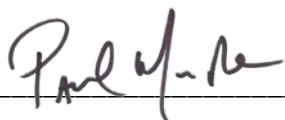
- The issue of harassment and sexual harassment is currently a high profile issue in the national and international media and labour environments.
 - The *Violence and Harassment Prevention Regulation* came into force on September 4, 2021. Under the new regulation, a workplace must put measures in place to help prevent injuries that may occur as a result of violence or harassment.
-

Background:

- The Yukon government introduced the Respectful Workplace Policy (GAM 3.57) in April 2013, replacing the Workplace Harassment Prevention and Resolution Policy.
 - The replacement of the Workplace Harassment Prevention and Resolution Policy followed an independent evaluation of that policy's provisions and implementation. The review, completed in July 2012, recommended that the previous processes be replaced with a process based on the principles of appropriate/alternative dispute resolution, as the adversarial nature of the (former) harassment resolution process was causing harm.
 - Since the Policy was introduced in 2013, the Respectful Workplace Office (RWO) has received approximately 2265 requests for services. Many complaint requests are framed as harassment or bullying. Following assessment by RWO, most are found to be a result of interpersonal conflict.
 - Working to support employees, including managers, in learning and applying appropriate conflict management knowledge and skills is a significant part of the RWO's educational and support efforts.
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CONFIDENTIAL**TAB #24-****Session Briefing Note****Spring 2022****Addressing Conflict and
Disrespectful Conduct in the
Workplace**Public Service
Commission

Approved by:



Feb. 2, 2022

Commissioner, Public Service Commission

Date approved

CONFIDENTIAL**TAB #25****Session Briefing Note****Spring 2022****Employee and Family Assistance
Program**Public Service
Commission

Recommended response:

- The employee and family assistance program provides employees and their families with access to professional services to help them respond to the mental and emotional stressors that life and work present.
- Following a competitive bid process, a three-year contract was awarded to a new provider, Lifeworks, on May 1, 2021.
- In addition to counselling, the program has been expanded to include coaching and advisory services for employees.
- This broader suite of services is intended to support employees to proactively work towards building their mental fitness to respond to life challenges, such as building healthy coping skills.

Additional response:

- Through the program, managers can access consultations with counsellors to help them understand how to support employees who may be struggling, prepare for difficult situations and get personal support as people leaders.

Context—this may be an issue because:

- COVID-19 has increased attention to mental wellbeing and employee supports.

Background:

- As of May 2021, employees have access to an expanded range of services provided by LifeWorks, including:
 - immediate crisis counselling at any time of day;

CONFIDENTIAL**TAB #25****Session Briefing Note****Spring 2022****Employee and Family Assistance Program**Public Service
Commission

- short-term, solution-focused counselling to address specific concerns; and
- coaching and advisory services to proactively address specific life concerns, such as nutrition, parenting and caregiving, financial and legal matters.
- Managers, supervisors and HR staff also have access to:
 - manager consultations with counsellors to assist our people leaders to have challenging conversations, support an employee affected by a mental health issue, approach cross-cultural communications, and other workplace matters; and
 - critical incident response services to provide onsite counselling support to workplaces impacted by a traumatic or unexpected event.
- PSC will be introducing the LifeWorks wellness app this spring, which will offer employees wellbeing resources specific to the employee's interest, as well as self-paced resilience programs and other self-help resources. Privacy impact assessment work must be completed before the app can be launched.

Usage Data

- The most recent reports for 2021/2022 indicate similar usage trends to past years; with a slight increase in utilization (projected to be around 20% at year end).
- These reports do not include April 2021 as the contract did not start until May. Demand for services was highest in May, which is expected during the first month with a new provider and the beginning of a new year of benefits.
- COVID-19 has not caused noticeable spikes in demand for counselling in any months. YG's utilization rate has increased over recent years and is somewhat higher than industry averages:
 - 2018/2019 utilization was 17.64%
 - 2019/2020 utilization was 19.16%
 - 2020/2021 utilization was 19.08%.

CONFIDENTIAL**TAB #25****Session Briefing Note****Spring 2022****Employee and Family Assistance
Program**Public Service
Commission

Approved by:



Feb. 2, 2022

Commissioner, Public Service Commission

[Date approved]

Session Briefing Note**Spring 2022****Psychological Health and Safety -
Mental Health in the Workplace**Public Service
Commission

Recommended response:

- General anxiety, stress and disruptions to work and social routines caused by COVID-19 have increased our understanding that all people are susceptible to changes to their mental wellbeing.
- The Yukon government has taken a number of steps recommended by the Mental Health Commission of Canada to address psychological health and safety in our workplaces, including requiring all managers and supervisors to take introductory mental health training.
- This training will enhance ongoing efforts to proactively support mental wellbeing by teaching employees how to recognize and respond appropriately when colleagues may be suffering from an emotional or mental health problem.

Additional response:

- This year, the Public Service Commission is conducting a comprehensive review of psychological health and safety in Yukon government workplaces.
- The review will lead to recommendations for Yukon government workplaces based on the 13 factors of psychological health and safety, as described by the Mental Health Commission of Canada.
- Our employee and family assistance program provides counselling and critical incident services, as well as nutritional, financial and wellness coaching and the opportunity for leaders to access a 'manager's consult' to get support to deal with challenging situations.

Session Briefing Note**Spring 2022****Psychological Health and Safety -
Mental Health in the Workplace**Public Service
Commission

Context—this may be an issue because:

- The proportion of long-term disability claims related to psychological injuries has increased significantly over the past 10 years.
 - Yukon government's WCB premiums have increased as a result of the duration and expense of psychological injury claims.
 - COVID-19 has caused increased anxiety and stress in our workplaces.
-

Background:

- Supporting employee wellbeing, health and safety is a key strategy in the People Plan, Yukon government's strategic public service plan.
 - The plan explicitly highlights the 13 workplace factors known to impact psychological health in workplaces as described in The National Standard of Canada for Psychological Health and Safety in the Workplace.
 - The National Standard of Canada for Psychological Health and Safety in the Workplace is a voluntary safety standard developed for Canadian employers by the Mental Health Commission of Canada and the Canadian Standards Association.
 - The 13 factors include such things as psychological support (co-workers and supervisors respond appropriately to employees' mental health concerns); organizational culture (workplace characterized by trust, honesty, fairness); and civility and respect (employees are respectful and considerate in their interactions with each other and clients).
 - In October 2020, all DMs committed to mandatory introductory mental health training for managers to increase mental health literacy across YG; and prepare them to implement more proactive wellbeing supports for employees. More than half of YG managers, supervisors, and HR staff have completed this training.
 - In January 2022, the Public Service Commission contracted one of Canada's leading psychologists, Dr. Joti Samra, to review YG's risk areas according to the 13 factors. Dr. Samra is one of the developers of the National Standard.
-

Session Briefing Note

Spring 2022

**Psychological Health and Safety -
Mental Health in the Workplace**

Public Service
Commission

- Dr. Samra's team will provide recommendations for actions to increase the psychological safety of YG workplaces. The report is expected in June 2022.
- YG has also completed several actions that the Mental Health Commission of Canada recommends employers take to address psychological health, such as:
 - creating a respectful workplace policy and educating staff about it;
 - providing an employee and family assistance program;
 - supporting employees who experience disability from mental health conditions to stay at work or return to work; and
 - collecting data about employee engagement, disability rates and accommodations.

Approved by:



Feb. 4, 2022

Commissioner, Public Service Commission

Date approved

CONFIDENTIAL**TAB #27****Session Briefing Note****Spring 2022****Respectful Workplace Office
and Yukon Association of
Education Professionals**Public Service
Commission

Recommended response:

- Our government believes that respectful, healthy and well-functioning workplaces are essential for employee morale, mental health, productivity, and ultimately, for good public service delivery to Yukoners.
- The Respectful Workplace Policy was established to implement restorative approaches to addressing interpersonal conflict and complaints about disrespectful conduct, which are proven to lead to better outcomes for employees and the employer.
- An evaluation of the Respectful Workplace Office in 2018 found that Respectful Workplace Office processes are effective in addressing workplace conflict and disrespectful conduct, while also identifying some areas for improvement.

Additional response:

- We share the Yukon Association of Education Professionals' interest in ensuring our processes for addressing workplace conflict and disrespectful conduct are effective.
- We are open to hearing the Association's concerns, and believe that a constructive, collaborative dialogue is the best path forward to addressing our shared interest in healthy and well-functioning workplaces.

Context—this may be an issue because:

- There may be questions related to the Yukon Association of Education Professionals (YAEP) concerns about current RWO processes.

CONFIDENTIAL**TAB #27****Session Briefing Note****Spring 2022****Respectful Workplace Office
and Yukon Association of
Education Professionals**Public Service
Commission**Background:**

- When the Respectful Workplace Policy (GAM 3.47) was introduced in 2013, YAEP and YEU agreed to the policy's principles and processes being used in place of the standard grievance process for harassment complaints.
- 74(1)(a)

- Committee membership includes includes the Public Service Commissioner, two Deputy Ministers, YAEP President, YEU President, and a representative from human resources and the Indigenous Employees' Forum.
- RWO has not investigated any complaints of disrespectful conduct involving YAEP members, 74(1)(a)

YAEP members continue to seek and receive support for interpersonal conflict from the RWO.

Approved by:


Feb. 2, 2022

Commissioner, Public Service Commission

Date approved

CONFIDENTIAL**TAB #28****Session Briefing Note****Spring 2022****Respectful Workplace Policy
Evaluation**Public Service
Commission

Recommended response:

- When the Respectful Workplace Policy came into effect in April 2013, a commitment was made to evaluate the policy and dispute resolution processes used by the Respectful Workplace Office after five years of operation.
- The evaluation, which concluded in December 2018, confirmed that the Respectful Workplace Office processes are effective in addressing workplace conflict and disrespectful conduct, while also identifying some areas for improvement.
- The Respectful Workplace Office Steering Committee accepted the recommendations in the Evaluation Report, and continues to oversee the implementation of restorative processes to address workplace conflict and disrespectful conduct, including making recommendations about systemic changes to promote respectful workplaces.

Additional response:

- A three-year work plan spanning 2020 to 2023 was developed to address the recommendations resulting from the evaluation.
- A number of improvements have been made under the plan, such as improving collaboration between departments and the Office, and developing Respectful Workplace Office process maps.
- Progress continues on other activities, including improving data collection and offering training that is timely and responsive.
- This work is overseen by the Steering Committee, which includes representatives of stakeholder groups including the Unions, Departments, and Human Resources across Yukon government.

CONFIDENTIAL**TAB #28****Session Briefing Note****Spring 2022****Respectful Workplace Policy
Evaluation**Public Service
Commission

Context—this may be an issue because:

- During the 2021 Special Sitting, there were questions about the Respectful Workplace Office, including the types of complaints received by the Office and how systemic issues are addressed.

Background:

- When the Respectful Workplace Policy (GAM 3.47) was introduced in 2013, stakeholders agreed to the policy's principles and processes being used in place of the standard grievance process for harassment complaints.
- The Policy mandated the evaluation of the system established by the policy. A Respectful Workplace Steering Committee established under the Policy approved an evaluation framework, which anticipated the evaluation to be undertaken following five years of operation.
- The evaluation had two components: the evaluation itself and a client survey developed and overseen by the Yukon Bureau of Statistics.
- The evaluation found that a majority (over 50%) of employees surveyed expressed satisfaction with the RWO processes, and identified the need for more awareness and education about RWO's role as a neutral, third party.
- The report recommendations include: expanding or enhancing existing services and processes; an increased focus on training and capacity building; upgrading the online presence; more frequent visits to workplaces, including in the communities; enhancing triage and the management of complex cases; and developing marketing and communication materials, including a conflict management process map, that provide clarity on when and how to engage with the RWO.

CONFIDENTIAL**TAB #28****Session Briefing Note****Spring 2022****Respectful Workplace Policy
Evaluation**Public Service
Commission

Approved by:

_____
Commissioner, Public Service Commission_____
Feb. 2, 2022_____
Date

Session Briefing Note**Spring 2022****Joint Health and Safety Committees
– YWCHSB Investigation**Public Service
Commission

Recommended response:

- Joint Health and Safety Committees are a critical forum for Yukon government employees and supervisors to exercise their shared responsibility for health and safety in the workplace.
- The *Occupational Health and Safety Act* sets out requirements for employers to have Joint Health and Safety Committees based on the number of workers in a workplace. There are approximately 75 Joint Health and Safety Committees across Yukon government, and at least one committee for every department.

Additional response:

- The Yukon government has received guidance in the past from the Yukon Workers' Compensation Health and Safety Board that the structure of its Joint Health and Safety Committees complies with the *Occupational Health and Safety Act*.
 - The Yukon government has provided requested information for a recent YWCHSB investigation. We will comply with any orders that may result from the investigation to improve the functioning of its JHSCs or address gaps.
-

Context—this may be an issue because:

- 74(1)(a)

Background:

- Yukon's *Occupational Health and Safety Act* (OHSA) requires all employers with over 20 workers to have a health and safety management system which supports the assessment and mitigation of hazards to reduce the risk of both physical and psychological harm. General Administration Manual Policy 3.48 – Corporate
-

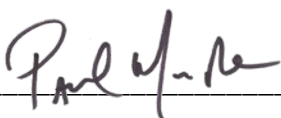
Session Briefing Note**Spring 2022****Joint Health and Safety Committees
– YWCHSB Investigation**Public Service
Commission

Health and Safety outlines YG's health and safety management system that meets this requirement.

- The OHSA requires all employers with over 20 workers to have a Joint Health and Safety Committee, which reviews the employer's health and safety management program and make recommendations for improvements.
- The YEU Collective Agreement sets out how the Employer and Union will approach health and safety discussions and the establishment of joint health and safety committees (JHSCs).
- A number of Yukon government workplaces have fewer than 20 workers, so some departments organize a central JHSC with representatives from various workplaces, whereas larger departments organize committees by location or program area.
- In some cases, there are additional interdepartmental committees established for shared buildings, such as the Main Administration Building, to ensure consistency of practices between departments and to jointly address common hazards. Should employees in any shared buildings wish to establish such a committee, the employer would support a building-specific Joint Health and Safety Committee.
- Following concerns brought forth by the Yukon Employees' Union about joint health and safety committees in the Yukon government, YWCHSB has recently investigated the JHSC structure in multiple Yukon government departments.
- Occupational health and safety officers from YWCHSB review the functioning of JHSCs with large employers, and, where deficiencies are found, they work with the employers to improve the functioning of those committees.
- While the YEU has raised concerns with the Yukon government about the structure of Joint Health and Safety Committees, the Public Service Commission has not received any grievances from employees on the issue of JHSCs.

CONFIDENTIAL**TAB #29****Session Briefing Note****Spring 2022****Joint Health and Safety Committees
– YWCHSB Investigation**Public Service
Commission

Approved by:

_____
Apr. 4, 2022_____
Commissioner, Public Service Commission_____
[Date approved]

CONFIDENTIAL**TAB #30****Session Briefing Note****Spring 2022****Sexual Harassment in YG
Workplaces**Public Service
Commission

Recommended response:

- Everyone has the right to work in a safe and respectful environment free from sexual harassment. There is no tolerance for sexual harassment in YG workplaces.
- The Yukon government's Respectful Workplace Policy sets out processes for addressing disrespectful conduct and sexual harassment in the workplace. The Respectful Workplace Office is responsible for implementing the policy.
- Employees who have witnessed or experienced sexual harassment at work can contact the Respectful Workplace Office, their union, their supervisor or manager, or their human resources officer for support.

Additional response:

- Several methods are used to screen job candidates to ensure they are qualified for hiring. Reference checks are required for all new employees hired into positions in the public service.
 - Security clearance checks are also conducted for designated positions, such as those working with vulnerable populations, to ensure the safety and wellbeing of employees, clients, and the public.
-

Context—this may be an issue because:

- The Yukon Employees' Union and the Opposition raised concerns and questions in spring 2022 about sexual harassment in YG workplaces and policies regarding hiring employees previously dismissed for sexual harassment.

Background:

- The Yukon government's Respectful Workplace Office assesses complaints of disrespectful conduct including abuse of authority, bullying and sexual


Session Briefing Note**Spring 2022****Sexual Harassment in YG
Workplaces**Public Service
Commission

harassment and determines the appropriate process by which to address the concern.

- The Respectful Workplace Office has developed sexual harassment training for employees and is working to improve its approach to assessing and responding to complaints of sexual harassment.
- Representatives from the Yukon Employees' Union and the Yukon Association of Education Professionals are members of the Respectful Workplace Steering Committee and the Addressing Sexual Harassment Advisory Committee, which oversees work on improving Yukon government's approach to addressing sexual harassment.
- The term "sexual harassment" can encompass a wide range of behaviours, including but not limited to: sexually suggestive looks or staring; jokes based on sexual myths or stereotypes; requests for sexual favours; and unwanted physical touching. Discipline for an employee who is found to have sexually harassed another employee depends on the specific facts and circumstances of the case.
- The threshold for discipline or dismissal of an employee for misconduct is also different than the threshold for criminal charges or conviction.
- The Public Service Commission maintains the Staffing Manual, a set of instructions for human resources officers across the Yukon government who hire new employees. The Staffing Manual includes instructions on conducting reference checks, which must be done for all new hires with limited exceptions.
- The Yukon government's Security Clearances policy outlines when a department may conduct a criminal record check for a job candidate. Security clearances are required for designated positions, such as positions working with vulnerable populations. Under the *Human Rights Act*, a person cannot be discriminated against based on their criminal record; however, it is not discrimination if treatment is based on a criminal record or charges relevant to the employment.

CONFIDENTIAL**TAB #30****Session Briefing Note****Spring 2022****Sexual Harassment in YG
Workplaces**Public Service
Commission

Approved by:



Apr. 4, 2022

Commissioner, Public Service Commission

[Date approved]

CONFIDENTIAL**TAB #32****Session Briefing Note****Spring 2022****Auxiliary On-Call Employees**Public Service
Commission

Recommended response:

- Auxiliary On-Call employees are an important part of the Yukon government workforce.
- They help us fulfill our fundamental obligation of delivering services to the public by replacing other employees who are sick or on other leave, and by providing coverage for peak periods and special projects.
- Auxiliary On-Call employees are members of the Yukon Employees' Union and their terms and conditions of employment are covered in that collective agreement.
- Some of these terms and conditions of employment are similar to those for regular employees, while others are different to better fit the unique role AOCs play in the organization.
- While not entitled to paid sick leave, AOC employees do receive additional compensation in lieu of health and welfare benefits and leave entitlements.

Additional response:

- The Public Service Commission monitors the use of AOC employees across Yukon government, and maintains an ongoing dialogue with the Yukon Employees Union on their appropriate use.

Context—this may be an issue because:

- There have been questions about departments' use of AOCs and benefits AOC employees are entitled to under collective agreements.

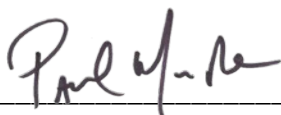
Background:

- The terms and conditions of employment for AOCs are covered by the collective agreement with the Public Service Alliance of Canada/YEU. They receive the same

CONFIDENTIAL**TAB #32****Session Briefing Note****Spring 2022****Auxiliary On-Call Employees**Public Service
Commission

rate of pay as regular employees in the same classification. They generally have no set hours of work and are called in as needed. When they are called in to replace an employee, they work the scheduled hours of the employee being replaced.

- In addition to having no guarantee of hours of work, there are other differences in the terms and conditions of employment for AOCs as compared to regular employees, such as:
 - AOCs receive pay in lieu of leave entitlements;
 - AOC positions are not eligible for pension;
 - severance pay is based on regular hours worked rather than continuous service; and
 - there is premium paid in lieu of extended health care coverage.
- Letter of Understanding “S” in the collective agreement establishes a joint committee to monitor the use of AOCs. The LOU also establishes the process to be followed where the parties are unable to agree that an AOC is being utilized in the manner intended.
- PSC provides YEU with quarterly AOC reports detailing persons employed as AOCs, by department, and number of hours worked. This affords YEU opportunity to monitor how individuals are being utilized in an AOC capacity.
- Over the 2020/21 fiscal year, a total of 861 people worked as AOCs across the Yukon government.

Approved by:_____
Commissioner, Public Service Commission_____
Feb. 3, 2022

Appendix – AOC Employees and Hours Worked

Total AOC Employees and Hours Worked by Fiscal Year

Fiscal Year	Total Employees	Total Hours Worked	% change in hours over previous year
2012/13	862	551,895.19	
2013/14	929	611,571.42	+10.8%
2014/15	891	596,232.30	-2.5%
2015/16	898	558,824.79	-6.3%
2016/17	941	607,802.55	+8.8%
2017/18	936	551,461.89	-9.3%
2018/19	889	528,136.30	-4.2%
2019/20	898	543,003.78	+2.8%
2020/21	861	619,292.19	+14.0%

Data source: Quest/Data Warehouse

Data query: October 7, 2021

CONFIDENTIAL**TAB #33****Session Briefing Note****Spring 2022****Deputy Minister Recruitment
and Compensation**Public Service
Commission

Recommended response:

- The Yukon government values the expertise and contribution of all people appointed to serve as deputy heads in the Yukon public service. With the exception of the Public Service Commissioner, deputy heads serve at the pleasure of the Premier.
- Since December 2016, 14 Deputy Ministers have resigned, retired, or otherwise left the employment of the Government of Yukon. The Access to Information and Protection of Privacy Act prohibits the release of an individual's income. With this low number of employees, to ensure privacy of individuals and compliance with the ATIPP Act, we are unable to disclose total severance payments.

Additional response:

- Severance pay upon resignation or retirement is determined based on provisions set out in Section M, which governs the terms and conditions of employment for managers, legal officers, and deputy ministers. Section M, as well as salary ranges for all Yukon government positions, is publicly available.
- We are committed to developing a public service that is representative of the Yukon's population, at all levels of the organization.

Context—this may be an issue because:

- The subject of deputy head appointments and severance has been a regular topic of media, political and/or union interest since at least 2015.

CONFIDENTIAL**TAB #33****Session Briefing Note****Spring 2022****Deputy Minister Recruitment
and Compensation**Public Service
Commission**Background:**

- In March 2022, the deputy minister for Health and Social Services left the Government of Yukon. A deputy minister has been appointed on an interim basis to focus specifically on the delivery of social services.
- A new deputy minister was appointed in December 2021 with the Department of Health and Social Services to oversee the development of the new public health agency and the delivery of health care services.
- In fall 2021, the deputy minister for Tourism and Culture, French Language Services Directorate, and Women and Gender Equity Directorate left the Government of Yukon. Other existing deputy ministers within the Yukon government assumed these responsibilities.
- News coverage in December 2021 noted that women currently make up only 17% of deputy ministers in the Yukon government.
- The specifics of an individual deputy head's income, such as salary and severance provisions, are confidential details of their individual employment contracts. This type of personal information was not previously accessible under the Access to Information and Protection of Privacy Act.
- Under the new ATIPP Act, it will be possible to explore exceptions to the types of personal information that are able to be disclosed, and potentially exempt from the Act through regulation.
- The new ATIPP Act came into force in April 2021.

Approved by:

Commissioner, Public Service Commission

Apr. 4, 2022

[Date approved]

CONFIDENTIAL**TAB #34****Session Briefing Note****Spring 2022****Interview and Relocation
Expense Directive**Public Service
Commission

Recommended response:

- The Government of Yukon may offer reimbursement of interview and relocation expenses for job candidates and newly hired employees who are moving to the territory from another jurisdiction.
- The process for providing this support is set out in the *Interview and Relocation Expense Directive*.
- The Public Service Commission is currently exploring new models for providing relocation assistance that are flexible, competitive and provide greater fiscal accountability.

Additional response:

- Updating the directive will help ensure we are able to attract the right people to meet the operational and strategic needs of today and tomorrow.
- Over the past five fiscal years, total interview and relocation expenses averaged about \$850,000 per year. This number fluctuates from year to year, but generally hovers around the average.

Context—this may be an issue because:

- During the Fall 2021 Sitting, the Official Opposition indicated an interest in Yukon government's relocation policy and funding.

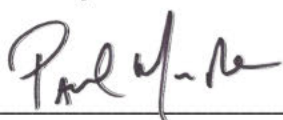
Background:

- The relocation benefits outlined in the directive include but are not limited to:
 - standard travel and accommodation expenses;

CONFIDENTIAL**TAB #34****Session Briefing Note****Spring 2022****Interview and Relocation
Expense Directive**Public Service
Commission

- handling, transport and storage of household items; and
- real estate and legal fees.
- Under the current directive, departments must choose whether to offer new hires relocation assistance to cover the cost of their entire move, or to offer no relocation assistance at all.
- A relocation under this directive can cost a significant amount, depending on where the candidate is relocating from. The overall cost of a relocation is unknown until well after a job offer is made, which results in budgetary uncertainty for departments.
- The directive was last revised in 2009.
- The following table lists total interview and relocation expenses for the past five fiscal years.

Fiscal Year	Total Expenses
2016/17	\$827,616.22
2017/18	\$639,929.32
2018/19	\$899,603.04
2019/20	\$1,061,728.06
2020/21	\$827,196.30

Approved by:


Feb. 2, 2022

Deputy Minister, Department

[Date approved]

CONFIDENTIAL**TAB #35****Session Briefing Note****Spring 2022****People Plan**Public Service Commission

Recommended response:

- We are working to ensure the Government of Yukon's public service is strong, engaged and able to effectively deliver programs and services to Yukoners.
- The 'People Plan' is a collaboratively developed human resources strategy intended to support our ongoing efforts to develop an inclusive, engaged and effective public service.
- A number of priority projects are moving ahead this year, including improving recruitment practices, streamlining human resource processes, and conducting a comprehensive review of psychological health and safety in Yukon government workplaces.

Additional response:

- The Public Service Commission is developing a detailed operational plan to guide further implementation of the People Plan in the years ahead.
- A new metrics and analytics branch in the Public Service Commission will support the work of the People Plan by helping to gather data and measure progress.

Context—this may be an issue because:


- The 2021 mandate letter directs the Minister responsible for the Public Service Commission to implement the People Plan, including the creation of an operational plan to assist implementation.

Background:

- The People Plan focuses on five overarching goals, including:
 - Create an engaging and inclusive workplace experience

CONFIDENTIAL**TAB #35****Session Briefing Note****Spring 2022****People Plan**Public Service Commission

- Identify and attract the best people
- Develop the capacity of our people leaders
- Develop and empower employees
- Build a culture of continuous improvement
- PSC has a long history of strategic planning and enterprise-wide human resource initiatives aimed at strengthening and empowering employees, and the organization as a whole.
- The People Plan builds on past initiatives, incorporating feedback from across YG to strategically prioritize and focus on current needs and objectives. The People Plan was released in 2019 and covers a time frame from 2019-2023.
- The People Plan was developed, in part, as a response to the 2018 Government Internal Audit Services report on Talent Acquisition and Retention, and it includes specific strategies to support the acquisition of 'talent'.
- PSC has worked closely with all government departments to identify priority human resources projects to advance the goals the People Plan.

Approved by:

Feb. 3, 2022

Commissioner, Public Service Commission

Date approved

CONFIDENTIAL**TAB #36****Session Briefing Note****Spring 2022****Recruitment and Retention in
the YG Public Service**Public Service
Commission

Recommended response:

- We recognize that the pandemic has impacted recruitment and resulted in some additional staffing pressures for some positions, such as health care professionals and teachers.
- While individual departments are typically responsible for their own recruitment planning and strategies, the Public Service Commission is supporting the departments of Health and Social Services and Education to develop recruitment and retention strategies targeting positions that are hard-to-fill.
- Through its work under the People Plan, the Public Service Commission is leading initiatives to improve recruitment practices, develop recruitment marketing sites to attract talent, and recruit and retain talent in rural communities.

Additional response:

- We are continually working to ensure the Yukon government public service is recognized as an employer of choice, and that talented people are attracted locally and nationally to meet the operational and strategic needs of today and tomorrow.
- The launch of a recruitment marketing video and the new remote work policy are examples of recent initiatives that support these efforts.

Context—this may be an issue because:

- The recruitment and retention of health care professionals and teachers was topical during the 2021 Fall Sitting and continues to attract attention because of the ongoing effects of the pandemic.

CONFIDENTIAL**TAB #36****Session Briefing Note****Spring 2022****Recruitment and Retention in
the YG Public Service**Public Service
Commission**Background:**

- Individual departments are generally responsible for identifying their own staffing needs. The Public Service Commission has limited involvement with department staff planning or strategies, other than some corporate staffing initiatives such as the centralized recruitment and certification process for administrative positions and human resource positions and the ADM certification registry.
- Identifying and attracting the best people is one of the overarching goals under the People Plan, the Yukon government's strategic public service plan.
- The People Plan was developed, in part, as a response to the 2018 Government Internal Audit Services report on Talent Acquisition and Retention, and includes specific strategies to support the acquisition of 'talent'.
- A number of strategies contribute to talent acquisition and retention, including supporting employee wellbeing, embracing diversity and inclusion, enhancing internal mobility, and supporting employee growth and development.

Approved by:

Deputy Minister, Department

Feb. 3, 2022

[Date approved]

CONFIDENTIAL**TAB #37****Session Briefing Note****Spring 2022****Secondments**Public Service Commission

Recommended response:

- Secondments are temporary assignments to, or from, the Yukon government and another government, organization or agency.
- Secondments benefit all parties involved by helping to address shortages of qualified personnel, increasing the effectiveness of inter-governmental relationships, and supporting capacity development.
- Currently, there are 16 Yukon government staff on secondment to eight Yukon First Nation governments or First Nation organizations.
- The assignments range in length from one year to three years, with most being two years or less.
- Presently, there are no Yukon First Nation government employees on secondment to Yukon government.

Additional response:

- There are also four employees on secondment with Yukon government from the Federal government, and six Yukon government employees on secondment to the Federal government. There is also one Yukon government employee on secondment with a government agency.

Context—this may be an issue because:

- Questions have been raised in previous sittings about the number and length of Yukon government (YG) secondments.
-

Background:

- A 'Protocol to Govern Temporary Assignments Between First Nation Governments and the Yukon Government' outlines the considerations and arrangements associated with secondments with First Nation governments and organizations. The protocol was created in 1997 and is currently being updated

CONFIDENTIAL**TAB #37****Session Briefing Note****Spring 2022****Secondments**Public Service Commission

as part of the implementation of Breaking Trail Together, YG's representative public service plan.

- The host organization is typically responsible for salary costs; however, this can be negotiated in some cases, such as when the employee is gaining valuable skills and knowledge which can be brought to back to the home organization.
- The Public Service Commission maintains a webpage on the corporate intranet to post and promote secondment opportunities with other governments.
- Secondments with non-First Nation governments and organizations are governed by a Temporary Assignment Staffing Directive, and can include assignments with the federal government, municipal governments, hospitals and other government agencies.

Approved by:_____
Commissioner, Public Service Commission_____
Feb. 2, 2022_____
[Date approved]

CONFIDENTIAL**TAB #38****Session Briefing Note****Spring 2022****Senior Advisor to the Deputy
Minister Positions in YG**Public Service
Commission

Recommended response:

- The *Public Service Act* gives authority to Deputy Heads to define the duties and responsibilities assigned to each position within their department.
- Deputy Heads are responsible for providing the Public Service Commission with a statement of duties and responsibilities for each position in their department.
- They are also expected to manage their departments responsibly, which includes making appropriate decisions around the use of positions, FTE allotments and personnel dollars.

Additional response:

- There are currently nine Senior Advisor positions within seven departments: Justice, Education, Highways and Public Works, Health and Social Services, Executive Council Office, Tourism and Culture, and Yukon Housing Corporation.

Context—this may be an issue because:

- The existence and number of Senior Advisor positions in Yukon government has been an item of interest by some opposition members in recent years.

Background:

- The Senior Advisor role has existed in YG since 2010.
- The role of the Senior Advisor, generally, is to act as a liaison between the Deputy Minister, the Minister's Office, the Cabinet staff and the Assistant Deputy Ministers.

CONFIDENTIAL**TAB #38****Session Briefing Note****Spring 2022****Senior Advisor to the Deputy
Minister Positions in YG**Public Service
Commission

- There are some other positions in YG that use “senior advisor” in the job title, however their role and responsibilities differ and these positions do not report directly to a Deputy Minister. There are also some “strategic advisor” positions in YG, including Yukon Development Corporation, but these perform different functions than the senior advisor position.
- The position provides advice and recommendations on a broad range of issues, and works with senior management teams to translate strategic direction into actions that will improve organizational performance, operational efficiency and engagement across divisions.
- The position serves as a Deputy Minister’s and Assistant Deputy Ministers’ representative on a range of initiatives within the department, inter-departmentally and on a government-to-government basis.
- Senior Advisors have significant input into the overall departmental strategy to ensure programs and services are consistent with and support YG goals and priorities.

Approved by:

Feb. 2, 2022

Commissioner, Public Service Commission

[Date approved]

CONFIDENTIAL**TAB #39****Session Briefing Note****Spring 2022****Size of Government/
FTE Growth**Public Service Commission

Recommended response:

- Based on actual hours worked, there were 5,324 FTEs across the Yukon government workforce over the 2021 calendar year.
 - This is an increase of 161.5 actual FTEs, or a 3.1% change, over the previous calendar year.
 - The majority of these FTEs were distributed across the departments of Education, Highways and Public Works, Community Services, Energy, Mines and Resources, Justice, and the Public Service Commission.
-

Context—this may be an issue because:

- The 'size of government' is a topic of consistent media and Opposition interest.
-

Background:

- The Yukon Financial Advisory Panel report devoted several pages to the “size of government” and growth in spending as a share of GDP (gross domestic product). The report did not provide details that may account for the growth trends. For example;
 - growth in government spending as a share of GDP between 1980 and 2015 is partly explained by a notable drop in Yukon's GDP after the 1982 shut-down of the Faro mine.
 - growth in the number of YG jobs as a percentage of the Yukon population is partly attributable to devolution of federal programs.
 - Since 2003, 250 federal employees have transferred to YG through devolution of the Northern Affairs Program (246) and a component of Human Resources and Skills Development (4).
 - Aside from growth related to devolution, YG has responded to pressures to both expand services and improve service standards in a number of areas, particularly
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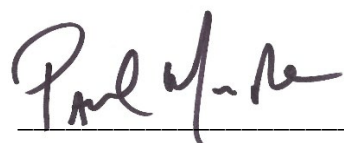
CONFIDENTIAL**TAB #39****Session Briefing Note****Spring 2022****Size of Government/
FTE Growth**

Public Service Commission

in health care and education. FTE growth in the departments of Education and Health and Social Services accounts for more than half of the overall growth in FTEs in the past decade.

Measuring FTEs

- The FTEs tracked and reported through PSC are based on actual hours worked, measured after the fact. They are determined by looking at all staffed positions, taking part-time jobs and unconventional working hours into account, and calculating how many full-time hours have been worked. Total FTEs are therefore impacted by the number of positions that are vacant within the reporting period.
- These FTEs are not equivalent to the projected FTEs reported in the Main and Supplementary budgets.
- The Public Service Commission and the Department of Finance are working together to review both approaches to reporting and to explore further options for improvements in the future.
- See attached Appendix for the number of FTEs by department from 2012-2021.

Approved by:

Public Service Commissioner

March 7, 2022

Date approved

Appendix – Number of FTEs by Hours Worked

Total FTEs by Department: 2012 - 2021

Department	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Community Services	288.9	282.2	280.3	283.2	281.7	292.3	298.5	296.4	319.6	337.8
Economic Development	50.8	52.4	55.3	54.2	52.8	44.2	48.1	50.0	49.9	55.4
Education	897.6	934.7	935.7	944.7	980.7	1,060.4	1,056.6	1,043.9	1,045.1	1,094.5
EMR, YDC	253.0	259.4	262.7	266.9	269.8	265.0	255.0	259.7	248.6	264.9
Environment	191.6	196.5	195.9	203.9	205.5	209.2	213.3	211.3	218.7	228.3
Executive Council Office	87.3	88.4	90.7	100.7	93.6	84.1	89.0	93.6	87.2	87.5
Finance	52.8	51.9	54.2	53.9	65.0	80.9	89.7	89.8	79.4	73.1
French Language Services Dir.	-	7.7	12.7	14.0	15.5	20.6	23.0	23.6	22.4	23.4
Highways & Public Works	768.1	776.6	782.5	792.4	788.5	765.7	785.8	813.7	841.0	863.4
Health & Social Services	905.9	944.3	965.7	958.6	1,021.1	1,114.8	1,183.6	1,408.5	1,479.2	1,488.9
Justice	247.8	255.3	277.9	275.9	276.2	285.7	275.1	279.2	281.7	296.0
Leg Assembly and Elec.	11.1	8.2	8.3	10.6	11.6	9.8	8.9	9.3	8.6	8.3
Public Service Commission	94.4	97.5	95.1	97.3	97.6	101.6	110.6	118.1	138.1	151.8
Tourism & Culture	97.7	101.0	102.9	100.4	105.2	105.2	106.9	105.9	100.7	106.1
WCHSB	76.9	76.4	75.4	75.9	79.4	79.2	81.2	84.2	86.2	85.2
Women & Gender Equity Dir.	8.0	7.6	7.1	6.3	7.1	7.9	8.2	8.5	9.1	8.0
Yukon Housing Corporation	69.5	71.1	71.8	72.0	65.2	63.9	65.8	64.3	64.1	68.1
Yukon Liquor, Lotteries Yukon	63.2	60.9	60.4	61.6	63.5	74.0	79.3	84.3	82.4	82.7
YG Total	4,164.6	4,272.1	4,334.6	4,372.7	4,479.9	4,664.5	4,778.5	5,044.3	5,162.1	5,323.6
FTE count change over previous year		107.5	62.5	38.1	107.2	184.6	114.0	265.8	117.8	161.5
Percent change over previous year		2.6%	1.5%	0.9%	2.5%	4.1%	2.4%	5.6%	2.3%	3.1%

Full-time Equivalents (FTEs) are determined by looking at all staffed positions, taking part-time jobs and unconventional working hours into account, and calculating how many full-time hours have been worked over a period of time. With this measure, two half-time jobs would count as one FTE.

CONFIDENTIAL**TAB #43****Session Briefing Note****Spring 2022****Compensation of School-Based
Employees – YAEP Policy Grievance**Public Service
Commission

Recommended response:

- We value our school-based employees for their hard work in providing a quality education to students across the territory.
- We are committed to ensuring that Yukon Association of Educational Professionals bargaining unit employees continue to be paid accurately pursuant to the collective agreement.
- Yukon government continues to work with the YAEP to ensure matters under grievance and before the Yukon Teachers Labour Relations Board are appropriately addressed.
- I cannot comment further on matters that are currently before the Yukon Teachers Labour Relations Board.

Context—this may be an issue because:

- There may be questions about whether YG has appropriately compensated permanent school-based employees, or about how YG is managing relations with YAEP in relation to matters that are under grievance and referred to adjudication.

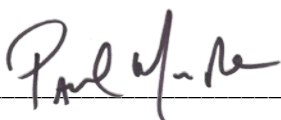
Background:

- The collective agreement between the Yukon government and Yukon Association of Educational Professionals (in force July 1, 2018 to June 30, 2021) included a provision regarding pay processing for permanent school-based employees (Article 14.04).
- The provision moved permanent school-based employees to the same continuous and bi-weekly pay system as other YG employees, meaning they were paid throughout the whole year instead of during the school year.
- In September 2019, Yukon Association of Education Professionals (YAEP) filed a policy grievance with respect to how YG pays teaching staff “in accordance with

CONFIDENTIAL**TAB #43****Session Briefing Note****Spring 2022****Compensation of School-Based
Employees – YAEP Policy Grievance**Public Service
Commission

the pay system of the employer” under the 2018-2021 YAEP - YG Collective Agreement.

- The Public Service Commissioner heard the policy grievance in December 2019 and in January 2020 rendered a decision in favour of the Employer, stating:
 - that the change and transition to recurring bi-weekly pays did not result in permanent employees being shorted on their pay; and
 - YG did not fail to comply with consultation under Article 33, as it was an implementation of agreed-upon provisions in the new Collective Agreement.
- YAEP subsequently referred the grievance to Yukon Teachers Labour Relations Board for adjudication. The matter was heard March 22-24, 2021. A decision has not yet been issued by the adjudicator.
- YAEP has also submitted individual grievances on behalf of YAEP members and these have been consolidated with the policy grievance.
- As a new collective agreement was not reached prior to the start of the 2021/2022 school year, a Letter of Agreement was signed by YG and YAEP that provided payments are made over 26 pays for permanent employees and over 22 pays for temporary employees.
- The LOA agreed upon was embedded into the recently ratified collective agreement and allows all schools across the Yukon to be on the same pay administration schedule.

Approved by:

Public Service Commissioner

Feb. 3, 2022

[Date approved]

CONFIDENTIAL**TAB #44****Session Briefing Note****Spring 2022****Employee Engagement Survey**Public Service
Commission

Recommended response:

- The employee engagement survey helps us measure the health of the work environments within the Yukon government public service.
- The survey planned for 2020 was postponed to 2021 so the organization could focus on the pandemic response.
- The 2021 employee engagement survey ran from September 7 to November 8, giving employees more time to fill out the survey than in previous years.
- Results are expected to be available in the coming weeks.

Context—this may be an issue because:

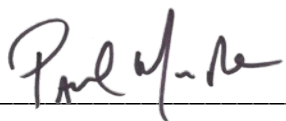
- There may be questions about the status and results of the 2021 engagement survey.

Background:

- The Employee Engagement Survey is conducted bi-annually and was scheduled for May 2020. The last Employee Engagement Survey was conducted in 2018.
- The 2021 survey had a response rate of 68%, the same response rate as the 2018 survey.
- The survey data is collected and analyzed by the Yukon Bureau of Statistics.
- Each department receives a report of their engagement levels and deputy ministers have the primary responsibility for addressing the results within their departments.
- The Public Service Commission provides supports and resources to all departments to help them identify and implement strategies to improve engagement in their departments.
- Survey results at the corporate and department level will be published on Yukon.ca.

CONFIDENTIAL**TAB #44****Session Briefing Note****Spring 2022****Employee Engagement Survey**Public Service
Commission

- While the 2020 survey was postponed, a Working During COVID-19 Survey was fielded in June 2020 by the Yukon Bureau of Statistics to examine employee experiences working during the pandemic. A report of the survey results was published in September 2020.

Approved by:_____
Commissioner, Public Service CommissionFeb. 2, 2022

Date approved

CONFIDENTIAL**TAB 45****Session Briefing Note****Spring 2022****HR Systems and Efficiencies**Public Service
Commission

Recommended response:

- The Public Service Commission continuously improves its information systems to achieve greater efficiency in government operations and enhance the quality of information used for decision-making.
- These systems include PeopleSoft, the Yukon government's primary human resource management system, which serves as the backbone for a broad range of informational, management and decision-making purposes.
- Other systems include the E-recruitment system, which is used for all recruitment activities within Yukon government, including job applications, offers and onboarding; and the Data Capture Tool system, which provides appropriate information to the Public Service Pension Centre to be used for pension purposes.

Additional response:

- The Public Service Commission is developing a comprehensive, long-term modernization strategy for our human resource systems to ensure that they continue to meet the current and future needs of the organization.
- Making appropriate and timely investments in development and maintenance of such systems is an essential feature of good fiscal management by our government.

Context—this may be an issue because:

- There is ongoing political, public and media interest in the investments made by government in its business operations, including in systems development and maintenance.

Session Briefing Note**Spring 2022****HR Systems and Efficiencies**Public Service
Commission

Background:PeopleSoft

- PeopleSoft software has been utilized by YG for over 20 years and is YG's core human resource management system supporting benefit administration, position management, payroll and online timesheets. It is also a foundational system for Canada's Pension System (Data Capture Tool), and YG's Time, Leave and Labour System, E-Recruitment System and the YGLearn System.
- A database upgrade was completed in January 2022 resulting in improved privacy protection.
- PSC works with the Information and Communication Technology division of Highways and Public Works on an ongoing basis to identify and address any security concerns regarding information technology infrastructure and information systems.
- PSC is actively working to understand the current and future business needs of the organization to ensure that we align enhancements and planning for future projects to meet those needs.

Corporate Health and Safety Management (Software) System

- PSC is working with other departments to develop a corporate health and safety management software system.
- The system will promote a consistent approach to safety processes across YG and contribute to the development of new safety procedures and safety instruments by collecting data that identify trends and issues across YG workplaces or in specific operational areas.
- This project has sought input from several internal committees and engaged various departments to define the scope of the project to meet comprehensive needs of the Yukon Government.

CONFIDENTIAL**TAB 45****Session Briefing Note****Spring 2022****HR Systems and Efficiencies**Public Service
Commission

E-recruitment

- The E-recruitment system was originally implemented in YG in 2012 to streamline the recruitment process and provide more personalized service to job applicants. In 2016, the system was upgraded to further improve the job applicant experience, increase functionality for the HR community, and prepare to integrate the system with PeopleSoft.
- The E-recruitment system tracks a candidate from the beginning to the end of the recruitment process, including application, questionnaires, candidate notifications, interview scheduling, offers of employment, and candidate onboarding.
- Over the past year, PSC has used the E-recruitment system to further streamline several manual staffing processes, and will continue with further automation over the next year. Some of these include:
 - improved integration with PeopleSoft;
 - automation of paper-based onboarding documents; and
 - reporting requirements for HR metrics.

Approved by:

Public Service Commissioner

Feb. 2, 2022

Date approved

CONFIDENTIAL**TAB #46****Session Briefing Note****Spring 2022****Public Interest Disclosure
of Wrongdoing Act Review**Public Service
Commission

Recommended response:

- The Public Interest Disclosure of Wrongdoing Act supports high standards of accountability and trust in our public service by facilitating the disclosure and investigation of wrongdoing, and protecting employees who come forward.
- A two-phased review of the legislation is underway, as required by the Act. The high-level first phase is complete, and an in-depth phase two will be carried out over the next year.
- The review is broadly exploring:
 - whether the Act and its implementation have been effective in facilitating disclosures and protecting employees who do so, and
 - whether there are any areas for improvement.

Additional Response:

- We will engage and welcome input from a variety of stakeholders in phase two of the review.
- I anticipate that phase two of the review will be completed within the next 12 to 18 months.

Context—this may be an issue because:

- There may be questions around the Act review progress and timelines.

Background:

- The Act's purposes are to: facilitate the disclosure and investigation of significant and serious matters that an employee believes may be unlawful, dangerous to the public or injurious to the public interest; protect employees who make those disclosures; and promote confidence in the administration of public entities.

CONFIDENTIAL**TAB #46****Session Briefing Note****Spring 2022****Public Interest Disclosure
of Wrongdoing Act Review**Public Service
Commission

- The Act requires that a review must commence within five years of its coming into force (June 15, 2020).
- The review is being conducted in two phases. Phase 1 activities were high level and explored quantitative information on disclosures, investigations and reprisals, as well as a comparative review of Yukon legislation relative to other Canadian jurisdictions.
- PSC discussed the two-phased approach to the review with the PIDC, who agreed with the proposed approach given the COVID-19 context.
- A report on the progress of the review was required to be tabled in the Legislative Assembly on or before June 15, 2021, or if the Assembly is not sitting on that date, within 15 days after the next sitting begins.

Approved by:

Feb. 3, 2022

Commissioner, Public Service Commission

[Date approved]

CONFIDENTIAL**TAB #47****Session Briefing Note****Spring 2022**
Staff Housing / Housing for Employees Yukon Housing Corporation
and Public Service
Commission
Recommended response:

- We continue to provide employee housing in rural Yukon communities to help with recruitment and retention of staff.
- The policy governing employee housing was revised in 2019. The updated policy:
 - **prioritizes housing for essential positions**, such as health professionals and teachers;
 - **limits tenancies to 3 years** to encourage employees to consider other housing options in communities, and to encourage the development of private market housing supply; and
 - **realigns rental rates** to be closer to private market rates in each specific community.
- Through these policy changes, we are **incentivizing private sector investment** in rural housing and **prioritizing housing for employees considered critical for community well-being**.

Additional response:

- While tenancies are now limited to 3 years, this limit may be extended by the Public Service Commissioner in some situations, such as where alternative housing options do not exist for an employee.
- Of note, we have seen a **reduction in the** waitlist for employee housing from **31 households in May 2019** to recently **9 households in February 2022**.

CONFIDENTIAL**TAB #47****Session Briefing Note****Spring 2022**
Staff Housing / Housing for Employees
Yukon Housing Corporation
and Public Service
Commission

- Yukon Housing Corporation's loan and grant programs support the development of new rental and home ownership housing in all communities.

Context—this may be an issue because:

- Housing for employees has been a high profile issue generally.
- Current tenants who were in employee housing on the date the new policy came into effect will reach the 3 year tenancy duration limit at the end of May 2022.

Background:

- The Yukon Housing Corporation (YHC) employee housing portfolio is currently comprised of more than 170 units which house Yukon government (YG) employees, and employees of the Yukon Hospital Corporation.
- Less than 20% of YG employees in rural communities are housed in YHC housing.
- Private developers and landlords in communities note that because YHCs rents for employee housing have historically been 'below market' they have acted as a disincentive for private sector investment in community housing.
- Rental rates for employees renting prior to May 2019 are being increased by the amount allowed by their collective agreements. Increases are temporarily limited by the current rent cap until Jan 31, 2023.
- In January 2021, YG began reporting the taxable housing benefit received by employee housing tenants who are paying below market rents. These changes bring us into alignment with Canada Revenue Agency requirements.
- Previous media coverage over limitation to one pet in YHC housing. As Yukon Housing Corporation has moved towards a Community Housing program, we will be reviewing our policies, including the pet policy, to ensure that our Community Housing approach meets the needs of Yukoners.

CONFIDENTIAL**TAB #47****Session Briefing Note****Spring 2022**
Staff Housing / Housing for Employees
Yukon Housing Corporation
and Public Service
Commission

- A process for requesting an extension to the 3-year tenancy limit was developed by the Public Service Commission and Yukon Housing Corporation. The Yukon Teachers' Association and the Yukon Employees' Union had the opportunity to provide input on the process as it was developed.

Action on new housing availability

- Yukon Housing Corporation's loan programs provided targeted support for rural home ownership.
- The Housing Initiatives Fund prioritizes projects building new housing for employees in Yukon communities.
- We continue to maintain our Community Housing units for employees across the territory, and we continue to add Community Housing units in various communities through conversion of single family dwellings to multi-unit dwellings.
- A new mixed use 10-unit Community Housing project in Old Crow will be flexible and adaptable to Yukoner's housing needs.

Approved by:


Mary Cameron,
President, Yukon Housing Corporation

April 6, 2022

[Date approved]



Paul Moore, Public Service Commissioner
Public Service Commission

April 7, 2022

[Date approved]

CONFIDENTIAL**TAB #48****Session Briefing Note****Spring 2022****Values and Ethics in the Public Service**Public Service
Commission

Recommended response:

- Yukoners expect that Yukon government public servants will deliver programs and services in a manner that meets the highest standards of integrity, ethics and professionalism.
 - Work is underway to develop a values and ethics code for the Yukon government public service, to help ensure that public servants understand what is expected of them.
 - The values and ethics code will integrate existing laws and policies that guide the conduct of public servants, such as the *Public Service Act*, the *Conflict of Interest Policy*, and the *Respectful Workplace Policy*.
-

Context—this may be an issue because:

- In the past several years, there have been occasional local media stories and reports on the conduct of YG employees. Questions may arise relating to public service values and ethics.
-

Background:

- Having a values and ethics code for public servants is a commitment to Yukoners that public servants will act with integrity.
 - Values and ethics codes are policy documents used by governments, professional associations, and private sector firms to: (a) establish work and behavior standards for their members or employees, and (b) improve public or customer trust in their organizations.
 - Trust in government and public servants is the focus of several recurring public polls conducted by market research firms. Several surveys indicate that trust in government increased during the initial months of the pandemic in 2020 but fell again in 2021.
-

CONFIDENTIAL**TAB #48****Session Briefing Note****Spring 2022****Values and Ethics in the Public Service**Public Service
Commission

- Many of the Yukon government's existing corporate human resources policies address elements of the values and ethics code in development. However, there are gaps in the Yukon government's policy framework that are best addressed through a more formalized code or framework that integrates and expands upon these policies.
- The values and ethics code will provide clarity for all employees about the common values that guide their work as public servants, the behaviours expected of them, and the legal and institutional framework in which they operate.
- The values and ethics code will also provide increased clarity for the employer to resolve human resources issues.
- To date, work on the values and ethics code has included engagement with the Yukon Teachers' Association and the Yukon Employees' Union and with senior leaders in Yukon government departments. Further engagement with the unions will be required before launching the values and ethics code.

Approved by:

Commissioner, Public Service Commission

Feb. 3, 2022

[Date Approved]

CONFIDENTIAL**TAB #49****Session Briefing Note****Spring 2022****YEU/PSAC Collective
Bargaining**Public Service
Commission

Recommended response:

- We are currently engaged in collective bargaining with the Public Service Alliance of Canada (PSAC) to renew our existing collective agreement, which expired on December 31, 2021.
- Our representatives have met with the Alliance's local component, the Yukon Employees' Union, and the PSAC negotiator several times to establish a renewed collective agreement.
- Our government respects the bargaining process and will not be speaking about the details of those confidential discussions.

Additional response:

- Our government has tabled a proposal that aligns with the recent agreement with the Yukon Association of Education Professionals (YAEP).
- We believe our proposal recognizes the dedication and hard work of our employees while also considering our fiscal responsibilities.

We will continue to work with the PSAC/Yukon Employee's Union to ensure the delivery of quality public services in the Yukon.

Context—this may be an issue because:

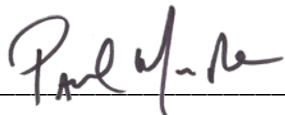
- The current collective agreement between Yukon government and the Public Service Alliance of Canada (PSAC)/Yukon Employees' Union (YEU) expired December 31, 2021.
-

Background:

- Notice to bargain was received from PSAC/YEU on September 7, 2021.
-

CONFIDENTIAL**TAB #49****Session Briefing Note****Spring 2022****YEU/PSAC Collective
Bargaining**Public Service
Commission

- The Public Service Commission (PSC) leads the negotiations on the employer's behalf.
- Bargaining began in November and is continuing.
- PSC requires and has received a Management Board approved mandate to negotiate.
- Collective bargaining typically takes several months and may result in changes in areas such as term of agreement, annual wage increases, allowances or premium payments, leave provisions and other areas of specific interest to the PSAC/YEU and the Employer.
- As of April 14, 2022, PSAC/YEU have indicated that they intend to exercise their rights under the Public Service Labour Relations Act and write to the Yukon Public Service Labour Relations Board to request a conciliator be assigned to the bargaining process.
- Conciliation is a process similar to mediation, by which a conciliator is appointed to meet with the union and the employer to assist them in reaching an agreement.
- The Public Service Labour Relations Act is the authority for the collective bargaining and grievance adjudication processes for the Yukon public service.
- In the last round of collective bargaining with PSAC/YEU in 2019, the parties participated in conciliation and later reached an agreement.

Approved by:

Commissioner, Public Service Commission

Apr. 19, 2022

[Date approved]

CONFIDENTIAL**TAB #50****Session Briefing Note****Spring 2022****YAEP Collective Bargaining**Public Service
Commission

Recommended response

- I am pleased that a new collective agreement with the Yukon Association of Educational Professionals was ratified this past January.
- I commend the bargaining teams for reaching an agreement that balances employee interests and concerns with responsible fiscal management.
- We will continue to work with the Association to address the needs of educators and support and delivery of quality education in Yukon schools.

Context—this may be an issue because:

- There may be questions about the recently ratified collective agreement between the Yukon government and the Yukon Association of Education Professionals (YAEP).

Background:

- The previous collective agreement expired on June 30, 2021.
- Notice to bargain was received from YAEP on March 8, 2021.
- Bargaining began in May 2021, paused during the YAEP summer break, and resumed from September to November 2021.
- Yukon Government and YAEP reached a tentative negotiated settlement on December 2, 2021.
- The new agreement must be implemented within 90 days.
- The PSC and the Department of Education have worked closely together throughout the bargaining process.

CONFIDENTIAL**TAB #50****Session Briefing Note****Spring 2022****YAEP Collective Bargaining**Public Service
Commission

- Highlights of the new agreement include:
 - yearly salary increases totaling 5.35% over three years;
 - a general wage increase for all staff of 1.75% during the first year and 1.80% during the following two years of the agreement;
 - a 7.5% increase in pay for teachers-on-call effective upon ratification;
 - a change of title from 'Aboriginal Language Teacher' to 'Yukon First Nations Language Teacher';
 - additional levels of pay based on qualifications for Yukon First Nations Language Teachers and educational assistants;
 - an increase to days in lieu for principals, vice-principals and team leaders from two to four days per school year for school management responsibilities, which recognize the leadership and management duties they perform outside of the regular school calendar;
 - embedding of summer programming remuneration into the agreement for school staff who provide school programming in the summer.
- PSC and the Department of Education will continue to work with YAEP throughout the implementation process.
- The new agreement expires on June 30, 2024.
- PSC is currently engaged in collective bargaining with the Public Service Alliance of Canada to renew the collective agreement between the Yukon Employees Union and YG, which expired on December 31, 2021.

Approved by:

Commissioner, Public Service Commission

Feb. 3, 2022

Date approved