
Nova Scotia Department of Finance

Business Plan
2007-2008



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Message from the Minister

I am pleased to present the 2007-2008 business plan for the Department of Finance.

The department manages the policy and administration of the Government of Nova Scotia's finances. Central to this is building a financially strong province through long-term fiscal planning, financial accountability and reporting.

The department oversees the province's fiscal plan, and has helped produce balanced budgets and generate budget surpluses in each of the last number of years. It also manages the province's debt reduction plan.

Some of the key responsibilities of the department include setting Nova Scotia tax policy, forecasting and tracking government revenues, borrowing money and managing the province's debt portfolio, running the government payroll system, providing corporate audit services for government, and providing corporate information systems such as SAP.

Many of the activities reported in 2006-2007 Business Plan remain priorities for the 2007-2008 fiscal year.

We will continue to build a more competitive tax environment to grow the economy, and work with Ottawa to ensure Nova Scotia gets adequate and sustainable funding to deliver essential services.

In addition, we are committed to enhancing our risk management strategies and business continuity planning is moving forward and will be completed in this fiscal year.

Measures are ongoing to build a highly skilled provincial Financial Community, including career development and wellness activities for our most valuable resource—our employees.

The Honourable Michael G. Baker, Q.C.
Minister of Finance

Vicki Harnish
Deputy Minister of Finance

Link to the Corporate Path

(1) Creating Winning Conditions:

Contribute to the development of fiscal and economic strategies to help the government realise its fiscal, social and economic development objectives:

- Lead the development of a fiscal plan that includes a balanced budget for 2007-2008 and adequate surplus funds to fulfill the requirements of the provincial Debt Reduction Plan
- Support the enhancement and development of long-term fiscal planning by government departments and entities that incorporates the impacts of long-term provincial demographic trends on the province's revenue and expenditure capacity.

Advance Nova Scotia's best interests in federal-provincial fiscal relations to secure adequate, equitable and predictable funding for the delivery of essential public services:

- Provide strategic advice on advancing Nova Scotia's position on federal transfer programs and other federal funding initiatives.

Develop and implement a strong Human Resources Strategy focussed on maintaining and bolstering a highly skilled and motivated personnel:

- Contribute to the creation of a sustainable, highly skilled Financial Community for all of government by developing existing talent and ensuring a balanced approach to future recruitment that supports current and emerging public sector business requirements

(2) Seizing New Economic Opportunities

Contribute to the development of fiscal and economic strategies to help the government realise its fiscal, social and economic development objectives by:

- Lead and support government-wide initiatives designed to improve the province's business and investment climate; e.g., complete and launch the Department's four-year plan to support the government-wide Better Regulations Initiative
- Continue to monitor and assess the socioeconomic demographics of Nova Scotia tax payers and maintain a close working relationship with key stakeholders to ensure tax policy decisions are made with a full appreciation for the key trends and issues.

(3) Building for Individuals, Families and Communities

Develop and implement a strong Human Resources Strategy focussed on maintaining and bolstering a highly skilled and motivated personnel:

- Expand initiatives that support healthy workplace culture, including employee recognition, occupational health and safety, employee wellness, and support for change management

Enhance Risk Management Strategies and complete Business Continuity Management Planning:

- Complete Business Continuity Management Plans and document Operating Procedures for Level I and II mission critical functions
- Complete the migration of payment production from the Department of Community Services to the Department of Finance, resulting in improved internal controls over the payment cycle
- Continue to build Risk Assessment capacity across government through the delivery of Risk Assessment training to all departments as part of the Audit Planning Process

Vision

A financially strong province based on sustainable economic development to the benefit of all Nova Scotians.

Mission

To support a sustainable economy and sound fiscal framework that targets debt reduction, budget surpluses and financial accountability through the provision of responsible fiscal management; development of strong tax and revenue policies and economic growth incentives; financial reporting; and corporate support services.

Planning Context

In November 2006, the government unveiled a long-term strategy for securing the province's future. The "New Nova Scotia" is focused on realizing smart investments to grow the economy, and is committed to fiscal responsibility, creating a competitive business climate, and continued support for social services. The Department of Finance will play a central role in furthering this strategy through its work in setting a sustainable fiscal plan and implementing legislation on balanced budgets and commitments to net direct debt reduction. It will also work towards increasing the long-term and cross-government approach of its own internal planning in order to support the government's corporate strategy through such measures as developing greater research capacity and dissemination of fiscal, demographic and economic information to other government departments and entities.

The province remains committed to following Canadian generally accepted accounting principles (GAAP) for the public sector. By virtue of this commitment, the department maintains a priority in producing clear and understandable financial reports so that the openness and transparency of the province's accounting and financial reporting is maximized. In 2006-2007, progress was made in identifying financial documents due for review and in selecting relevant stakeholders for consultation. In 2007-2008, this progress will continue as consultations are implemented and recommendations gathered to help inform the department's on-going work in this area.

Over the coming year, the department will proceed with the finalization of business continuity management planning, as well as enhancements to existing risk management strategies. These initiatives will add to the level of controls in day-to-day operations, including corporate support services provided to other departments and entities. Specific actions targeted for completion include business continuity management plans and documenting operating procedures for Level I

(0-24 hours) and II (1-3 days) mission critical functions, and the migration of payment production from the Department of Community Services to the Department of Finance.

The government faces a challenging fiscal environment. The Minister of Finance is responsible for over \$3.6 billion in tax revenues and \$2.3 billion in Federal transfers. Not only do these sources make up the overwhelming majority of Provincial revenues, they have direct impacts on Nova Scotia's competitive economic environment and standard of living.

Revenue and economic forecasts are an important consideration when balancing tax measures that offer a more competitive economic climate against the government's need for resources to provide public programs. The department will continue its effort to understand the burden of taxes on Nova Scotians in a variety of economic circumstances, evaluating the impact that taxes have on the business and individual decisions that drive our economy. This information will be vital as the government considers long-term fiscal plans to manage looming pressures driven by demographics, shifting global trade patterns and potential declines in offshore natural gas revenues.

Horizontal and vertical fiscal imbalance will continue to dominate the Department's intergovernmental fiscal relations. The new formula-based approach to Equalization announced by the federal government in its Spring of 2007 Budget will require continued in-depth analysis of impacts on the Province's revenue in the short as well as long term, and the implications for both program funding levels and other funding arrangements. Federal government Budget 2007 commitments to social programs and post-secondary education through the Canada Social Transfer (CST) will also require a comprehensive review to fully understand the implications for provincial program delivery going forward.

The department's human resource planning is being undertaken in an environment that is mirrored across all departments and entities: staff comprises experienced professionals, but there are significant demands in virtually all areas of human resource management, from training and development of existing staff to identifying innovative and effective ways of recruiting and retaining skilled new staff to meet current and future demands. Adding to this challenge is the specific contribution that Finance makes towards the creation of a sustainable and capable Financial Community for all of government. In an effort to effectively and efficiently meet these demands and responsibilities, the department has launched several initiatives in recent years in the areas of succession management, staff career planning and development and employee orientation. In the coming year, Finance will continue to focus on the promotion and greater use of opportunities for employee development, such as secondments both within and outside of the department. Progress in succession management will be built upon, and work will continue on the development and implementation of a departmental healthy workplace strategy, including plans to extend initiatives in employee recognition, employee wellness and support for change management.

Core Business Areas

Fiscal and Economic Policy

Provides fiscal and economic analysis, policy development and strategic advice by:

- providing economic, tax and fiscal decision support for the Minister, Cabinet and provincial departments and agencies
- maintaining an equitable, efficient and effective tax regime that supports public services and sustains economic growth
- providing timely economic and revenue forecasts for government budgets, financial reporting and long term planning
- advancing Nova Scotia's interests on a wide variety of federal-provincial fiscal arrangements such as Equalization, Canada Health Transfers and Canada Social Transfer

Central Policy and Planning

Works in cooperation with Treasury and Policy Board to develop corporate fiscal and economic policies, and supports coordinated information flows into and out of the department and intra and interdepartmental collaboration. Specific responsibilities include:

- development and maintenance of provincial fiscal and debt reduction plans
- developing a balanced provincial budget
- preparing regular forecast updates
- providing policy analysis and advice to the Minister's Office and executive management on the department's corporate responsibilities, as well as departmental organization and operations
- overseeing the department's Information Management division

Financial Institutions

Promotes and enhances consumer confidence and public trust in the credit unions, insurance and trust and loan sectors through:

- the regulation of market conduct
- financial monitoring to protect consumers pertaining to these sectors
- administration and collection of premiums and other taxes levied in the insurance sector

Treasury Management

This involves the processes, policies and procedures that ensure effective money management, maximizing return on investments and minimizing debt servicing costs within risk tolerances acceptable to government. Specific business activities include:

- managing the debt portfolio and sinking funds
- treasury function and investor relations

Central Agency Services

The Department of Finance provides a core set of services that support the management of the province's programs and public resources, in addition to supporting the core business functions of the department. These services are:

- providing ongoing support for the SAP systems within provincial departments and agencies, school boards, regional housing authorities and six municipalities;
- providing a continuum of services - from descriptive statistics, to in-depth impact, cost benefit and economic policy analyses - that will better inform policy development, program planning and decision making;
- developing and maintaining a statistical infrastructure consisting of a wide range of census, taxation and administrative data sets that will support evidence-based decision making and program planning. This supports the Nova Scotia Community Development Policy and other government-wide initiatives.
- performing and facilitating value-added audit and consulting services for client departments and agencies regarding effectiveness of control structures and cost-effective usage of public funds. This function is undergoing change to provide a more directed and comprehensive corporate approach.
- providing professional accounting advice to all entities within the government reporting entity, working closely with the Office of the Auditor General to ensure financial reporting requirements are met, commenting on new standards being proposed by PSAB, and conducting presentations on financial reporting matters to ensure the government's financial community is aware of changes in accounting and/ or reporting requirements.
- providing central payroll services for all government employees, including pensioners serviced by the Nova Scotia Pension Agency and all employees of Nova Scotia Regional School Boards.

The department also hosts the Corporate Services Unit (CSU) that supplies financial services to the departments of Finance; Tourism, Culture and Heritage; Economic Development; the Office of Acadian Affairs; and the Office of African Nova Scotian Affairs. Human Resources are provided through the Transportation and Public Works CSU and Information Technology resources are hosted by the CSU at the Department of Natural Resources. Communications staff are assigned to the department by Communications Nova Scotia, and legal expertise is provided through the Department of Justice.

Strategic Goals

1. Contribute to the development of fiscal and economic strategies to help the government realise its fiscal, social and economic development objectives
2. Advance Nova Scotia's best interests in federal-provincial fiscal relations to secure adequate, equitable and predictable funding for the delivery of essential public services.
3. Develop and implement a strong Human Resources Strategy focussed on maintaining and bolstering a highly skilled and motivated personnel.
4. Enhance Risk Management Strategies and complete Business Continuity Management Planning.
5. Increase departmental capacity in research, analysis and forecasting to support long-term fiscal planning, financial accountability and reporting.
6. Deliver high level corporate support services

Priorities for 2007-2008

Following is a list of strategic priorities and performance measures for 2007-2008 grouped under the relevant Strategic Goal.

Strategic Goal No. 1: Contribute to the development of fiscal and economic strategies to help the government realise its fiscal, social and economic development objectives by:

Priorities

1. Lead the development of a fiscal plan that includes a balanced budget for 2007-2008 and adequate surplus funds to fulfill the requirements of the provincial Debt Reduction Plan, and, in partnership with Treasury and Policy Board (TPB), monitor, report and advise on the ongoing implementation of the fiscal plan, including regular forecast updates.
2. Support the enhancement and development of long-term fiscal planning by government departments and entities that incorporates the impacts of long-term provincial demographic trends on the province's revenue and expenditure capacity.
3. Lead and support government-wide initiatives designed to improve the province's business and investment climate. Specific initiatives include:
 - complete and launch the Department's four-year plan to support the government-wide Better Regulations Initiative
 - continue to work with the Nova Scotia Insurance Review Board to enhance regulatory efficiency and improve communications and consultation with stakeholders concerning the rate filing processes for auto insurance.
4. Strengthen departmental oversight, policy analysis and advice and performance and accountability reporting for the agencies and crown corporations that report to the Minister of Finance. Maintain timely communications and productive working relationships with these agencies and crown corporations.

Performance Measures

1. Effective management of the province's financial operating resources as measured by surplus budgets and net direct debt (NDD) reduction.
2. Efficient and prudent management of the province's financial assets and liabilities as measured through: the province's credit spread relative to Ontario; percentage of foreign debt in debt portfolio; and credit ratings of major rating agencies.

3. Reduce administrative burden for private sector business through the completion of the Department of Finance's four-year plan under the corporate Better Regulations Initiative.
4. Contribute to creating a positive investment climate and overall economic growth through tax policy and tax rates based in solid research and analysis.

Strategic Goal No. 2: Advance Nova Scotia's best interests in federal-provincial fiscal relations to secure adequate, equitable and predictable funding for the delivery of essential public services.

Priorities

5. Track, analyze and assess the impact of federal directions in Equalization and CST/CHT funding and provide sound advice and recommendations to government concerning the Province's position, especially within in the context of Federal-Provincial/Territorial negotiations.
6. Continue to monitor and assess the socioeconomic demographics of Nova Scotia tax payers and maintain a close working relationship with key stakeholders to ensure tax policy decisions are made with a full appreciation for the key trends and issues.

Performance Measures

5. Establish a prudent and sustainable fiscal plan as evidenced through provincial government debt as a percentage of Gross Domestic Product (GDP).
6. Reduction in the Personal Income tax burden and phasing out of the Large Corporations tax.

Strategic Goal No. 3: Develop and implement a strong Human Resources Strategy focussed on maintaining and bolstering a highly skilled and motivated personnel.

Priorities

7. Contribute to the creation of a sustainable, highly skilled Financial Community for all of government by developing existing talent and ensuring a balanced approach to future recruitment that supports current and emerging public sector business requirements. This will include the continuation and strengthening of departmental talent (succession) management planning and implementation of a standard training and development needs assessment tool.

8. Expand initiatives that support healthy workplace culture, including employee recognition, occupational health and safety, employee wellness, and support for change management.

Performance Measures

7. 100% staff participation in career development/succession management training and performance appraisal process.
8. Reduction in vacancy rate—as percentage of approved positions—below the effective 2006-2007 rate of 13%.

Strategic Goal No. 4: Enhance Risk Management Strategies and complete Business Continuity Management Planning.

Priorities

9. Complete Business Continuity Management Plans and document Operating Procedures for Level I and II mission critical functions, with final quality assurance of divisional Business Continuity Plans by Internal Audit.
10. Complete the migration of payment production from the Department of Community Services to the Department of Finance, resulting in improved internal controls over the payment cycle.
11. Continue to build Risk Assessment capacity across government through the delivery of Risk Assessment training to all departments as part of the Audit Planning Process.

Performance Measures

9. Complete Business Continuity Management Plans and document Operating Procedures for Level I and II mission critical functions.
10. Operationalize Department's Information Management Division by: continuing to develop and implement the Records Management Program; establishing a Department of Finance library; and implementation of a department-wide Access to Information and Protection of Privacy Program.

Strategic Goal No. 5: *Increase departmental capacity in research, analysis and forecasting to support long-term fiscal planning, financial accountability and reporting.*

Priorities

12. Continue the consolidation of existing accounts receivable systems throughout government into one corporate Accounts Receivable (AR) by moving all or most of the AR accounts into SAP-AR. A corporate system will provide for improved data management, reporting and analysis functions, and the enhancement of internal controls, including relevant policies and procedures.
13. Actively monitor and contribute to cross-government initiatives, and consult with client departments and entities to better serve economic, fiscal and demographic information needs of government.
14. Continue the financial document review, including the public accounts, with the objective being to improve the usefulness of the documents produced by the Department while maintaining compliance with Generally Accepted Accounting Principles (GAAP) for the public sector.

Performance Measures

12. Timely—on or before September 30—Public Accounts documentation and unqualified audit report
13. Optimize clarity and understanding of financial reports by completing the revised format for Public Accounts Volumes I and II, and Supplement to Public Accounts.
14. Continue upward trend of downloads from Economics and Statistics Division web sites.

Strategic Goal No. 6: *Deliver high level corporate support services*

Priorities

15. Develop and strengthen working relationships with the Regional School Boards to support the efficient and effective delivery of central payroll services.
16. Expand capacity and capabilities within the Corporate Information Systems (CIS) division to support new initiatives and implementations such as the NSLC, JEM School Board Payroll, and SAP's Business Intelligence Tools.
17. Strengthen client confidence in our internal controls by completing 5790 audits on Customer Competency Center (CCC) services. Additional findings will be disclosed to all

clients, and the process for ensuring that audit findings are reviewed and remedied will continue.

Performance Measures

- 15 Ensure Staffing and Service Level Agreements are in place by September 2007 for Corporate Information Systems (SAP).

Human Resource Strategy

The Department of Finance has a diversified workforce. Current staffing levels consist of approximately 214 occupied positions, the total approved complement is approximately 226 (approved for fiscal 2006-2007). The department's workforce consists of management, confidential excluded and NSGEU employees. The following illustrates the demographic breakdown of current occupied positions:

Employee Type	Male	Female	Age	Male	Female	Total
Contract	2	2	Under 30	6	6	12
Management	27	24	30-34	7	10	17
Professional	25	40	35-39	10	12	22
Technical	5	8	40-49	28	53	81
Clerical	4	35	50-59	20	45	65
Other	21	21	60+	13	4	17
Total	84	130	Total	84	130	214

The department is committed to the government human resource strategy and has made significant progress in certain areas.

The Department's 2006-2007 Business Plan made reference to the development of a formal employee orientation program. This goal has been achieved, complete with an 'Employee Handbook' and new administrative policies to promote fairness and consistency in application of practices not specifically prescribed in Manual 500.

The departmental succession management plan that was initiated in 2005-2006 remains a top priority in Finance's overall planning context. Assessment of core functions/skills and identification of priorities in talent development and recruitment has been undertaken. The department hopes to implement a transparent and objective process to identify the career needs of its employees.

Progress on the department's healthy workplace strategy continues, and will remain a priority for 2007-2008 and in the longer term. Under the stewardship of the Finance Occupational Health and Safety (OH&S) Committee, a review of the department's OH&S Strategy will take place in 2007-2008. Part of this process will include an analysis of how a healthy workplace strategy can best complement and augment the department's OH&S Strategy. Replacing resources on the OH&S Committee—due to the migration of the Nova Scotia Pension Agency and other attrition—is an on-going priority.

Budget Context

Department of Finance			
	2006-2007 Estimate	2006-2007 Forecast	2007-2008 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
TCA Purchase Requirements	9,445	10,054	0
Net Program Expenses			
Senior Management	873	972	1,839
Office of the Assistant Deputy Minister	3,495	3,270	3,637
Corporate Services Unit	1,129	1,089	1,191
Controller	13,020	12,480	18,952
Total Net Program Expenses	18,517	17,811	25,619
Net Provincially Funded Staff (FTEs)	173	142	198

Performance Measures

The Department of Finance's outcomes and performance measures are consistent with those listed in Business Plan 2006-2007. The department has added one measure related to the commitment to reduce net direct debt starting 2007-2008, one measure to reflect the department's progress on the government-wide Better Regulations Initiative, and one measure concerning risk management and the operationalization of the department's information management division. The department has reviewed and revised relevant targets, as required by Treasury and Policy Board's Guidelines for Business Planning, 2007-2008. Strategic actions have been revised to assist in the achievement of new targets.

The Department of Finance has removed one performance measure that was included in the 2006-2007 Business Plan, "*funded status of the Public Service Superannuation (PSS) and Teachers' Pension Plan (TPP) funds*", due to the transformation of the Pension and Investment Branch into the arm's length Nova Scotia Pensions Agency (NSPA). The Minister of Finance remains the Minister Responsible for the Agency and the department maintains a governance function related to the pension plans and thus provides policy analysis and advice to the Minister; however, the administration of the PSS and TPP, as well as the Members Retiring Allowance Plan and Sydney Steel Superannuation is performed by the NSPA under agreement with the department.

Strategic Goal 1: Contribute to the development of fiscal and economic strategies to help government realise its fiscal, social and economic development objectives.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Effective management of the province's financial operating resources	Surplus/deficit budget	- 2005-06: surplus of \$228.1 million - 2004-05: surplus of \$165.3 million - 2003-04: surplus of \$38.1 million (<i>as restated</i>)	meet legislated requirements for balanced budget	meet legislated requirements for balanced budget	- Work closely with TPB re: expenditure control and continue to update and improve fiscal models to improve in-house revenue forecasting.
	Net direct debt (NDD) reduction	- 2005-06: NDD of \$12.23 billion - 2004-05: NDD of \$12.3 billion - 2003-04: NDD of \$12.32 billion	meet legislated requirements for Debt Management	meet legislated requirements for Debt Management	- Ensure sufficient surpluses to meet NDD reduction commitments
Efficient and prudent management of the province's financial assets and liabilities	credit spread relative to Ontario	2006-07: 0.0 bps 2005-06: 0.0 bps 2004-05: 4.6 bps 2003-04: 7.6 bps 2002-03: 14.4 bps 2001-02: 20.1 bps	nil (indicative of rates equal to Ontario)	nil (indicative of rates equal to Ontario)	- Adherence to balanced budget legislation, debt reduction plan, and continue positive relations with investment community - all in the context of managing the portfolio within an acceptable level of risk.

Strategic Goal 1: Contribute to the development of fiscal and economic strategies to help government realise its fiscal, social and economic development objectives.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Efficient and prudent management of the province's financial assets and liabilities	percentage of foreign debt in debt portfolio	Mar. 31, 2007: 10.0% Mar. 31, 2006: 13.0% Mar. 31, 2005: 16.2% Mar. 31, 2004: 16.9% Mar. 31, 2003: 18.1% Mar. 31, 2002: 28.9%	20% or less	20% or less	- Continue to re-finance maturing debt in net Canadian dollar exposure.
	credit ratings of major rating agencies (DBRS, S&P and Moody's)	January 2007: - DBRS: upgraded from "A (low)" to "A", stable outlook (Aug '06) - S&P: A+ with stable outlook - Moody's: upgraded from "A2" to "A1" (Aug '06); upgraded from "A1" to "Aa2" (Nov '06), stable outlook	improved or sustained credit rating	improved or sustained credit rating	- Make strong presentations to rating agencies on a regular basis that highlights the province's financial position.

Strategic Goal 1: Contribute to the development of fiscal and economic strategies to help government realise its fiscal, social and economic development objectives.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Reduce Administrative burden for private sector business	Completion of Department of Finance's four-year plan under the corporate Better Regulations Initiative (BRI)	<ul style="list-style-type: none"> - Departmental Better Regulations Index - Sub-index to track progress in deliverables of four-year plan 	Approval of four-year plan by June 2007	Government-wide BRI by 2010	- Financial Institutions to develop an action plan to achieve reductions in administrative requirements

Strategic Goal 3: Develop and implement a strong Human Resources Strategy focussed on maintaining and bolstering a highly skilled and motivated personnel.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
strategic management	proportion of staff participating in career development/succession management training programs	staff participation in training/ development courses: 2006-07(base year): 100%	100%	100%	- Hire a full-time Human Resources Professional for the development/ management/delivery of a long term Human Resources Strategy
strategic management	proportion of staff receiving performance appraisals	Bargaining Unit: 2004-2005 40% 2005-2006 81% Non-Bargaining Unit 2004-2005 91% 2005-2006 89%	100%	100%	- (As a deliverable of the Human Resources professional) Develop and institute a standard and mandatory 360-degree performance appraisal process, and ensure that employee feedback is taken into account when mapping staff training and development opportunities - Increase cooperation with HR CSU and PSC to post positions and identify opportunities for increased recruitment initiatives
Reduced vacancy level	number of vacancies as percentage of approved positions	2006-07: vacancy rate of 9.5% 2005-2006 (base year) vacancy rate of 17%	vacancy rate <13%	continue downward trend	- where necessary support reclassification of positions to attract necessary talent - Ensure that “retention tools”, e.g., training, mentor programs, are promoted to potential recruits - Ensure department’s visibility at provincial branding events, e.g., Nova Scotia Day in Ottawa

Strategic Goal 4: Enhance Risk Management Strategies and complete Business Continuity Management Planning.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Enhanced risk management	Complete business continuity plans for Level 1 (0-24 hrs) and Level 2 (1-3 days) mission critical functions	Documentation of critical functions and requirements to ensure business continuity through business interruptions	December 2007		<ul style="list-style-type: none"> - Document existing procedures and identify gaps - Establish and communicated objectives throughout department - Assess requirements to continue business during an interruption - Identify critical functions for consideration at corporate level - Documentation of alternate procedures
Operationalization of Information Management Division	Develop Records Management Program (RMP)	2007-08 Base year: - RM Policy - Program Timetable - Precise Records Retention Schedule and disposition plans - Established Standards, Procedures and Guidelines	RM Policy approved by March 31, 2008		<ul style="list-style-type: none"> - Create Information Management Policy Committee to develop IM policies and review/comment on corporate IM initiatives - Catalogue file folders into a central database
	Establish Department Library	-Active dissemination list - Survey of publications held in department	March 2008		<ul style="list-style-type: none"> -Identify publications to be stored in the library - List information resources currently stored in department

Strategic Goal 4: Enhance Risk Management Strategies and complete Business Continuity Management Planning.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Operationalization of Information Management Division	Develop an Access to Information and Protection of Privacy Program	<ul style="list-style-type: none"> - Recorded Privacy Impact Assessments - Documented training - Yearly reviews of Routine Access Policy 	March 2008		<ul style="list-style-type: none"> - Formalize procedures and practices around FOIPOP applications - Conduct awareness sessions - Coordinate/facilitate training sessions with department staff - Assist divisions in conducting Privacy impact Assessments - Assist divisions with assessing implications of PIIDPA and FOIPOP

Strategic Goal 5: Increase departmental capacity in research, analysis and forecasting to support long-term fiscal planning, financial accountability and reporting.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Open and transparent financial reporting	- timeliness of Public Accounts documentation - unqualified audit report	consolidated financial statements released: - September 29, 2006 - September 28, 2005 - September 30, 2004	release date: on or before Sept 30 th	release date: on or before Sept 30 th	- Continue improving procedures to expedite production of Public Accounts and forecasts. - Further develop financial statement discussion and analysis to enhance the understandability and usefulness of the Public Accounts and the audited financial statements contained in the Public Accounts. - Execute communications strategy to effectively communication/educate stakeholders about GAAP and PSAB, particularly when new accounting policies are adopted.
Clear and understandable financial reports	Revised format for Public Accounts Volumes I and II, and Supplement to Public Accounts	Conclusions and final recommendations from stakeholder consultations and research	June 2007		- Establish focus groups - Distribute material to focus groups for advance review - Conduct focus groups with relevant departmental representation; analyze and determine application of results - Complete research into practices of other jurisdictions

Strategic Goal 5: Increase departmental capacity in research, analysis and forecasting to support long-term fiscal planning, financial accountability and reporting.					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Provision and dissemination of statistical information to other provincial entities, other levels of government, stakeholders and general public	Number of downloads from Economics and Statistics Division web sites	2006: 340,579 2005: 255,000 2004: 346,000 2003: 256,000 2002: 167,000	upward trend	upward trend	- Continue to update and enhance internet and intranet sites. - Provide effective, timely and analytical support for projects and policy initiatives to support provincial strategies (e.g., energy and economic growth)

Strategic Goal 6: Deliver high level corporate support services					
OUTCOME	MEASURE	DATA	TARGET 2007-08	TARGET Long term	STRATEGIC ACTIONS to achieve target
Effective Corporate Information Systems (CIS) support for new implementations	Staffing and Service Level Agreements (SLA) in place	Resource Plan	September 2007		<ul style="list-style-type: none"> - Conduct CIS skills assessment; identify skills gaps and required training for new implementations - Assess current team workload and identify require resources and Resource Plan - Creation of SLAs for new implementations