



Business Plan

2019–20

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Message from the Minister of the Public Service Commission

The Public Service Commission (PSC) supports government departments, agencies and employees as they deliver the quality programs and services that Nova Scotians need.

Our 2019-2020 business plan outlines our core functions and priority areas.

We remain focused on hiring and keeping more younger workers. This helps bring fresh ideas and energy to our public service. It also gives young Nova Scotians the experience they need to compete for jobs here at home or anywhere in the world. Our success in this area is ongoing as we continue to remove barriers to hiring younger workers and expand recruitment efforts through career fairs, social media and targeted outreach.

Last year we concluded our first-ever diversity and inclusion strategy. The strategy was a catalyst for many policies, programs and initiatives across government, and we were proud to have been named one of Canada's Best Diversity Employers in 2018. There's much more to be achieved together, and in 2019-2020 we will complete and begin to implement a new strategy to take us to new levels in leadership on diversity and inclusion.

Mental health is a key issue for our employees. We're implementing a new Workplace Health and Safety Promotion Policy that puts mental health on par with physical health and safety at work. And together with the Nova Scotia Government and General Employees Union (NSGEU) we've launched a new Office of Workplace Mental Health. The Mental Health Commission of Canada has recognized our leadership in this area.

In 2019-2020, we are also developing a new client service delivery model and strategic plan for the PSC to ensure that we're preparing for future trends and needs and that we're providing the very best service possible for our clients.

These are just a few of the ways we're working to ensure a skilled, innovative, diverse and engaged workforce to help government innovate and meet the needs of its citizens into the future.

We're proud of our public servants and the work they do every day to serve Nova Scotians. We look forward to implementing this business plan and to all the great work to come in the year ahead.

Sincerely,

The Honourable Tony Ince
Minister, Public Service Commission

Introduction

As an internal service provider, the PSC plays a corporate support role to government departments and agencies. Our department mandate is to ensure that the Nova Scotia Government has the human resources required to manage, create and deliver excellent, high-quality programs and services to citizens. We achieve this by developing, implementing and evaluating corporate human resource policies, programs, services and standards. The PSC is also the government's agent for collective bargaining with unions that represent direct government employees and provides advice to government on collective bargaining in the broader public service.

The PSC collaborates and holds partnerships with other areas of government and agencies outside of government, including the Nova Scotia Health Authority and IWK. The PSC has also developed strong networks and partnerships with post secondary educational institutions across the province to attract and retain younger workers to public service employment opportunities. We work closely with organizations such as Easter Seals and Immigrant Services Association of Nova Scotia (ISANS), who provide training and work placement opportunities for their community members. Additionally, the PSC participates on various Canada-wide inter-jurisdictional committees centered on recruitment and development, engagement and analytics, diversity, psychological health and safety, classification, compensation, and labour relations.

Minister's Mandate

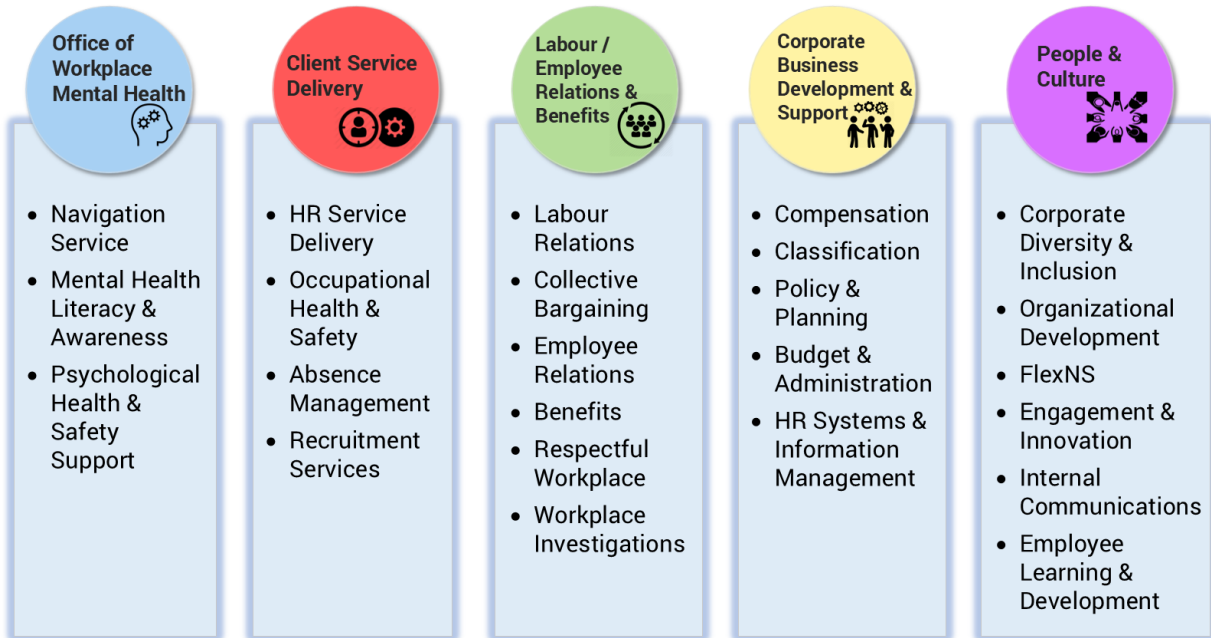
The PSC continues to focus on four key deliverables as outlined in the [Ministerial Mandate Letter from the Premier](#):



A multitude of strategic actions (i.e., projects and initiatives) are identified that align with the Minister's mandate. Many of these actions are ongoing and span multiple years. Collectively, our strategic actions represent the PSC's continuing work toward achieving our goals. Through regular monitoring by our executive leadership and the sharing of status reports with our employees we are ensuring accountability and progress as we advance government's key public service deliverables.

Public Service Commission's Core Functions

In addition to our Minister's mandate, the PSC is guided by two main internal organizational outcomes based on our core functions. The first is to *"develop a diverse workforce that understands and is engaged in supporting government's priority goals."* The second is to *"improve client service delivery through a client centric focus."* To attain these outcomes, the PSC's core functional areas and their corresponding work units undertake a variety of innovative projects. These include developing key corporate workplace strategies and providing day-to-day human resource solutions that departments and employees rely on to effectively deliver programs and services to the citizens of Nova Scotia.



During the 2019-2020 fiscal year, the PSC will work to advance our Minister's mandate and the outcomes that support our core functions by completing the strategic actions outlined in the next section of this plan.

Strategic Actions for 2019-2020

This section will provide an outline of the initiatives, programs, and services that will be undertaken in fiscal year 2019-2020 to advance our Minister’s mandate. These actions are funded and resourced within the Public Service Commission’s existing budget and human resources.



Continue to champion youth hiring and participation of younger workers aged 35 and under in the public service.

Strategic Actions	Performance Measures
<p>In 2019-2020, the PSC will be in year four of our five-year commitment to provide younger workers with opportunities through various employment initiatives. We will focus on the following actions:</p> <ul style="list-style-type: none"> • Proactively recruit younger workers throughout the province by increasing our involvement in career fairs, external recruitment activities and building partnerships with other government agencies, post-secondary institutions, and community-led organizations. • Assess and implement current online recruitment marketing strategies to strengthen our outreach efforts through social media. • Implement strategies that will focus on improving hiring processes and reducing barriers for younger workers and employment equity candidates. • Continue to support Labour and Advanced Education as the lead department for youth initiatives by participating in the Youth Senior Officials Working Group and other related subcommittees. • Under the PSC’s Younger Worker Project: <ul style="list-style-type: none"> - Implement initiatives and improve existing programs & processes. The focus is on three key areas: <ol style="list-style-type: none"> 1. Attraction & Recruitment 2. Orientation & Onboarding 3. Engagement & Retention - Complete a Younger Worker Strategic Plan. 	<ul style="list-style-type: none"> • 5% of all new hires to the public service will be younger workers (aged 35 and under) • Increased participation of younger workers (aged 35 and under) who are gaining public service experience through the various enhanced employment programs under the government’s younger worker initiative



Lead efforts to attract, retain, and celebrate diversity and equity within the public service and maintain focus on attracting, hiring, and promoting workers from diverse backgrounds.

Strategic Actions	Performance Measures
<p>In 2019-2020, the PSC will focus on the following diversity and equity activities:</p> <ul style="list-style-type: none"> • Complete development of and implement the new corporate Diversity and Inclusion Strategy. • Increase senior leadership engagement and responsibility for diversity and inclusion. • Review diversity and inclusion training content and delivery to support priorities identified under the new strategy and ongoing competency development. • Complete the review and implementation of the Employment Equity Policy, reflecting direction and priority areas identified in the new Diversity and Inclusion Strategy. • Plan and implement a campaign to raise awareness among employees across government about the importance of self-identification. • Advance commitments made in Access by Design 2030: Achieving an Accessible Nova Scotia. This will include: <ul style="list-style-type: none"> - Strengthening capacity within departments to champion diversity and inclusion, including accessibility and disability issues across government. This work will align with development and implementation of the PSC’s new diversity and inclusion strategy. - Reviewing recruitment and selection training materials for hiring managers and ensuring that content reflects topics specific to the recruitment, selection and hiring of persons with disabilities into the public service of Nova Scotia. • Promote the use of diversity hiring tools such as designation of positions under the Employment Equity Policy and use of the diverse hiring panel pool. • Initiate planning for the next biennial Diversity Conference, to be held in Fall 2020. • Develop an integrated tool to support measurement of diversity and inclusion/employment equity outcomes and their impact on key deliverables and strategic priorities. 	<ul style="list-style-type: none"> • % increase in participation in the <i>Count Yourself In</i> census tool • % increase in representation of designated employment equity groups within the public service using the <i>Count Yourself In</i> census tool • Increase in the number of positions designated under the Employment Equity Policy <p>Additional measures will be identified in 2019-2020 through development of an integrated measurement tool.</p>

Psychological Health & Safety

Continue to support the psychological health and safety of the Nova Scotia public service.

Strategic Actions	Performance Measures
<p>In 2019-2020, the PSC will continue the implementation of the Psychological Health and Safety Standards. Specifically, the PSC plans to complete the following actions:</p> <ul style="list-style-type: none"> • Support the Office of Workplace Mental Health in promoting a positive approach to mental health and provide proactive supports and services to government employees. • Support the broad implementation of the new Workplace Health and Safety Promotion Policy that broadens the Province of Nova Scotia’s commitment to the physical and psychological health and safety of its employees. This includes continuing to work with a government-wide Departmental Ambassador Program that was established to support the Policy’s implementation across all regions of the province. • Continue to provide support and services to human resource staff, managers, employees, and government departments to raise awareness and address psychological health and safety in the workplace. • Continue to host educational sessions for managers and employees (e.g., the Working Mind and The Working Mind for First Responders) and encourage participation in other related training such as Respectful Workplace and Diversity and Employment Equity. 	<p>Measures to demonstrate the success of the Office of Workplace Mental Health are under development as part of a broader evaluation framework and will be identified in 2019-2020.</p> <ul style="list-style-type: none"> • At least 75% of Departments will have their own OHS policy and OHS Management System that specifically articulate Psychological Health and Safety in their workplaces



Continue to lead public service innovation by providing human resource and employee relation solutions.

Strategic Actions	Performance Measures
<p>In 2019-2020, the PSC will continue work on improving our human resource programs and services. Specifically, we will:</p> <ul style="list-style-type: none"> • Refine HR processes using lean practices and evaluate opportunities for service innovation. • Implement a client centric framework for service delivery. • Implement the updated Respectful Workplace Policy. • Improve and refine our current technology and self-service solutions to assist client service delivery across multiple systems (e.g., MyHR, SuccessFactors – Recruitment and Learning Management System (LMS), and the Environmental Health & Safety Management (EHSM) Project). • Improve Injury on Duty (IOD) outcomes by collaborating with government partners and Worker’s Compensation Board (WCB) to refine processes, better manage WCB related issues, increase injury prevention efforts with client departments, and improve WCB data reporting. • Improve Return to Work outcomes through the injury on Duty (Direct Access) program to be piloted with TIR initially and later with Department of Justice. 	<p>Baseline client satisfaction ratings will be established in 2019-2020 following analysis of the results of the PSC’s Client Satisfaction Survey (implemented in January 2019). These survey results will also help identify services for which delivery standards will be defined.</p> <ul style="list-style-type: none"> • Decrease the number of days between client creation of Hiring Requisition and competition posted on Recruitment Services site (Success Factors) • Decrease in duration of absences (i.e. includes increase in percentage of employees returning via regular and Transitional Return to Work)



Continue to lead public service innovation by providing human resource and employee relation solutions.

Strategic Actions	Performance Measures
<p>In 2019-2020, the PSC will focus on the following priority actions in support of employee engagement and internal communications:</p> <ul style="list-style-type: none"> • Develop and support leaders in the implementation of a multi-year Employee Engagement Strategy. • Continue to develop, implement and evolve programs to modernize workplace and leadership practices that positively influence employee experience and address the unique challenges of middle management. • Lead the delivery, reporting and action planning for the results of the 2019 How's Work Going? Employee Engagement Survey and supporting pulse surveys. • Develop and support implementation of innovative programs to address opportunities identified in the 2019 How's Work Going Survey? and by leaders. • Build innovation capacity across government through facilitation of sprints and design labs. • Support the ongoing implementation of iNSpire, a self-directed program that brings mentors and mentees together to support individualized career growth and professional development and enables employees to share and build on already established skills outside of their existing role. • Create, support and guide the work of the government-wide Internal Communications Network. • Lead further development and evolution of government's key internal/employee communication tool, TheHub. • Guide and support corporate internal/employee communications projects, programs and campaigns including Managers Service Centre, Be the Change and Corporate Recognition Programs (e.g., Premier's Award of Excellence and Long Service Awards). 	<ul style="list-style-type: none"> • Improvement in employee engagement indices over multiple surveys • Sustained or increased Corporate participation in the How's Work Going? survey • Increased participation in innovative programs • Enhanced internal and cross-departmental communications • Improved access to corporate information for all public service employees • Increased regular two-way communication between leadership and employees • Baseline readership levels for TheHuB to be established.

<i>Continue to lead public service innovation by providing human resource and employee relation solutions.</i>	
Strategic Actions	Performance Measures
<ul style="list-style-type: none">• Develop internal/employee communication resources and tools for cross-governmental use supporting leaders in sharing information.• Guide and support departmental teams on individual internal communication projects to better communicate to employees.	

Departmental Expenses Summary

Departmental Expenses Summary			
(\$ thousands)			
<u>Programs and Services</u>	<u>2018-2019</u> <u>Estimate</u>	<u>2018-2019</u> <u>Forecast</u>	<u>2019-2020</u> <u>Estimate</u>
Client Service Delivery	7,789	7,357	8,084
Employee Relations	2,097	2,114	2,112
Office of Commissioner	392	383	402
People and Culture	2,789	2,910	2,801
Corporate Business Development	6,490	6,793	6,378
Total - Departmental Expenses	19,557	19,557	19,777
Ordinary Recoveries	101	120	101
<u>Funded Staff (# of FTEs)</u>			
Department Funded Staff	189.4	189.1	189.4
Note:			
For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2			
For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1			

