

# **Nova Scotia Human Rights Commission**

## **Business Plan**

**Fiscal Year 2009-2010**

*A leader, protector and promoter of human rights*

**September 24, 2009**

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## Nova Scotia Human Rights Commission

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### Message from the Minister and the Director & CEO

It is our pleasure to present to the public the Nova Scotia Human Rights Commission (NSHRC) annual business plan for 2009-2010. This plan sets out the strategic direction for the NSHRC for the fiscal year.

The NSHRC has embarked on a vision that places it on a path to excellence in its promotion and protection of human rights in the province. By building strong relationships with government, academic institutions, community organizations and the public, the Commission will be able to more effectively deliver on its dual mandate – resolving complaints and promoting systemic change through education, training and consultation.

The NSHRC has developed a new three year strategic plan. During the 2009-2010 fiscal year, the NSHRC will continue to make improvements to the complaint process and remain focused on attempting to settle more disputes at intake and through mediation. The guiding principle will be continuous improvement with a goal of providing the best service possible to Nova Scotians.

Recognizing the importance of prevention as part of its role, the NSHRC will maintain a strong emphasis on education and training and enhance the assistance it provides to organizations and businesses in exploring diversity in the workplace and preventing discriminatory practices.

During the 2009-2010 fiscal year, the NSHRC will continue to make the best possible use of its human and financial resources. This will ensure that the needs of Nova Scotians can be effectively met and the NSHRC's vision of a society characterized by enhanced equity and respect for difference is advanced.

The vision of seeing Nova Scotia become a centre of excellence in human rights supports Nova Scotia's corporate path of creating a globally competitive climate - a safe and vibrant place where people want to live and can contribute to our social and economic progress.

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Hon. Ross Landry  
Minister Responsible for the N.S. Human Rights Act

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Krista Daley  
Director & CEO

**A. Vision**

The Nova Scotia Human Rights Commission is a trusted leader, protector and promoter of human rights. Through sharing its knowledge and engaging Nova Scotians in discussion on human rights issues, the NSHRC is committed to affirming and promoting human rights.

**B. Direct Linkages to Mandate and Strategic Goals**

The mission, priorities and goals of the NSHRC seek to guide Nova Scotian communities and individuals in a direction that will ensure that there is respect for human rights in Nova Scotia. In particular, the work which is done to help employers more effectively manage and promote diversity within their workplaces encourages equitable opportunities for all Nova Scotians, including newcomers to our province. The new Employment Equity Partnership Initiative will promote inclusion and diversity in the workplace. Employers are encouraged to foster continued learning through sharing knowledge with partners from across all sectors including government, business, academic institutions, community groups and the voluntary organizations. The goal is to eliminate discrimination and the barriers to equity and employment for disadvantaged groups within our communities.

Healthy, productive and inviting work environments can also encourage more young people to stay and work in Nova Scotia and build their future lives within the province. A large number of youth in Nova Scotia are from Aboriginal communities and the NSHRC has embarked on an initiative to address and prevent discrimination of Aboriginal people. *The Plan for Investigation and Resolution of Aboriginal Complaints* includes a large educational component. The aim is to work with Mi'kmaq communities and various organizations, provincial government departments and the federal government to promote understanding of the history and culture of the Mi'kmaq people and their individual and collective rights.

Prevention of gender discrimination, that often takes the form of sexual harassment and discrimination based on pregnancy, is an important area of work for the NSHRC that contributes to fostering welcoming work environments for new employees.

The NSHRC actively provides opportunities for youth from diverse backgrounds to mentor and participate in work placements so they can build knowledge and skills that will enable them to secure employment in Nova Scotia.

The NSHRC also promotes accessible services and employment opportunities for persons with disabilities so they can meet their full potential and contribute in a meaningful way to our communities. The NSHRC and the Disabled Persons Commission have established a partnership to move forward in the protection and promotion of human rights with disabled persons in Nova

Scotia. In addition the NSHRC has granted funds from a settlement agreement (the Archie Kaiser case) to be used to assist people with mental disabilities gain access to legal education and other advocacy and justice services. The Canadian Mental Health Association has partnered with the Legal Information Society and the Dalhousie School of Nursing to develop and deliver training in mental health advocacy and begin a provincial advocacy network to support people with mental illness.

Ensuring that Nova Scotia's senior citizens are treated with dignity and respect and aware of their rights is also important. Many seniors have disabilities and experience issues with accessibility of services and need accommodation to stay in their homes and in their communities.

The ultimate goal of strengthening human rights in the province is a focus toward utilizing the talents and contributions of all Nova Scotians to ensure a healthy and sustainable future for all communities.

### **C. Planning Context**

The NSHRC is an independent government agency charged with administering Nova Scotia's *Human Rights Act* (hereinafter referred to as "the *Act*"), a provincial statute created in 1969 with the most recent amendments passed in 2008. Under the authority of the *Act*, the NSHRC strives to achieve the following ends:

- provide fair and effective access to the protection provided by the *Act* for all Nova Scotians experiencing discrimination; and
- eliminate barriers that prevent full and equitable participation of all people in Nova Scotia society.

The NSHRC currently employs 26 people including an intern through the Career Starts Program.

It operates provincially with three offices: a central office in Halifax and regional offices in Sydney and Digby. The NSHRC also administers a Roster of eight mediators who conduct mediations in different parts of the province. Currently 11 Commissioners, serving on a part-time basis, come from diverse backgrounds and from different regions of the province. Appointed by Governor-in-Council, they make decisions on whether or not to dismiss a complaint or refer it to a Board of Inquiry.

A new strategic direction has been established for the NSHRC with the appointment of a new Director and CEO, Krista Daley, as of May 2008. Managers and staff have engaged in discussions to set a more progressive and challenging vision for the NSHRC. This vision embraces a series of goals that are both inwardly and outwardly focused, placing the NSHRC on a

path as both role model and leader for human rights protection and promotion. The commissioners have also embraced this new direction and welcome performing a more active role in promoting human rights in their communities.

This planning takes place within a context in Nova Scotia where our population is becoming increasingly diverse and yet we have still not achieved the progress necessary to address the historic systemic discrimination faced by some communities of people such as Aboriginal people and African Nova Scotians.

Our province has a higher rate of people with disabilities than the rest of Canada - 17.1 percent compared to 12.4 percent nationally. Our population is also aging and the number of seniors is expected to increase by 70 percent within the next 20 years. There are many challenges and opportunities associated with this demographic trend that require forward thinking and policies that support accommodation and accessibility for our elderly people.

### ***Challenges***

There continue to be many challenges facing the core business areas of the NSHRC. The volume of complaints continues to be high particularly in the area of employment in relation to people with disabilities. At the intake stage of the complaint process 42% of complaints are made because of disability, both physical and mental. The NSHRC also receives a large number of complaints based on the grounds of gender and race. Gender related complaints, including sexual harassment and pregnancy, comprise 20% of cases at intake and race related complaints are approximately 10%, most involving the area of employment.

Rapid shifts and changes are occurring in some areas of human rights law including mandatory retirement and Aboriginal rights. With regard to Aboriginal people, some very recent case law appears to bring more complaints within the jurisdiction of the NSHRC than was previously the case. Staff of the Canadian Human Rights Commission and provincial Commissions are engaged in discussions on these issues and carefully monitoring the case law.

### ***New Opportunities***

The NSHRC is particularly active in examining the jurisdictional issues relating to Aboriginal cases as it moves forward with implementing the *Plan for Investigation and Resolution of Aboriginal Complaints*. This Plan aims to increase reporting and resolution of complaints of discrimination involving Aboriginal people in Nova Scotia. An Advisory Committee was established to advise the Director and CEO on strategic directions and priorities established to implement the Plan. The NSHRC plans to hire two new staff to help implement the Plan. Other key priorities now underway include education of staff and commissioners, development of public education materials and development of a healing circle approach for resolving disputes.

The NSHRC continues to seek new partners for collaboration on initiatives that will address discrimination with those most vulnerable to discrimination. For example, the NSHRC and the Disabled Persons Commission have established a partnership to develop joint strategies on education and policy development toward a more inclusive society for persons with disabilities.

Amendments to the *Human Rights Act* that came into effect on June 30, 2008 reflect the changing nature of human rights protection and the role of human rights. The amendments modernize Nova Scotia's statute and bring it in line with those in other provinces and at the federal level. It is expected they will aid in the timely and fair resolution of disputes, as well as enhance the scope of protection afforded to Nova Scotians. More particularly, a one-year time limitation to file complaints after the last alleged discriminatory act was introduced which is consistent with other jurisdictions. A second amendment has enhanced the scope of protection for individuals and groups by clarifying that harassment based on any of the protected characteristics is prohibited, whereas previously, only sexual harassment was expressly prohibited.

Another amendment has changed the name of the Race Relations and Affirmative Action Division to Race Relations, Equity and Inclusion, a more accurate reflection of the Commission's current role in promoting human rights. The NSHRC is embarking on a new initiative to replace the Affirmative Action Agreement. The new Employment Equity Partnership Project, will promote inclusion and diversity in the workplace. This work is timely as more and more employers are requesting assistance with training and policy development to improve their work environments and reduce the risks of discriminatory practices.

#### **D. Strategic Goals**

The strategic goals for 2009-2010 are part of a broader strategic plan for the NSHRC for the next three years that aim to fulfill the new vision of the NSHRC. The six strategic goals listed below work toward the following outcomes:

- Nova Scotians experiencing discrimination have access to a fair and effective process and trust they can exercise their rights when and if necessary.
- Nova Scotians are better informed about the indicators and impact of discrimination and are engaged in taking action to address and prevent such behaviour.

On behalf of all Nova Scotians the NSHRC will:

1. Continue to promote a workplace that is dynamic, embraces differences and fosters continuous learning.
2. Provide fair, easily accessible and cost effective services that are in accordance with the Nova Scotia *Human Rights Act*.
3. Engage with racially visible people, women, Aboriginal people and persons with disabilities, to ensure their realities are reflected and celebrated in the work of the Commission.
4. Strengthen existing partnerships while collaborating with organizations which share similar values to reduce systemic discrimination, and strengthen the ability of individuals and communities to address issues of discrimination.
5. Advise and assist the government of Nova Scotia in its goal of achieving equitable access to opportunities and services for every individual.
6. Ensure people in all communities of Nova Scotia are engaged in meaningful discussion on human rights issues and diversity, to improve the lives of all Nova Scotians.

Also refer to Schedule 1, page 17, for a table showing the links between vision, outcomes and goals.

#### **E. Core Business Areas**

The daily operations of the NSHRC are managed through four core business areas described below. The fourth area of Corporate Services has been added to the business plan this year to reflect the significant role the administrative and communication functions play at the NSHRC. The functions of the newly formed in-house legal counsel role are also captured under this area and the infrastructure for internal legal research and advice will be developed.

The work of the NSHRC is achieved through the leadership of the Director and CEO and the collaborative efforts of senior managers and staff working in these four business areas.

The strategic goals and priorities that follow in Section F, page 8, link to these core business areas.

### **Complaint Resolution Services**

Providing fair, effective and easily accessible complaint resolution processes through:

- ▶ inquiry service focused on information dissemination, referral, early resolution and client service to over 2,000 callers annually
- ▶ intake assessment including screening, fact gathering, legal analysis and early resolution of approximately 300 cases annually
- ▶ settlement attempts at all stages of the complaint process in accordance with the *Act* and Commission policies (approximately 50 - 60 formal mediations annually)
- ▶ investigation of complaints of discrimination (approximately 220 current active files) with recommended options for resolution to the Commissioners
- ▶ identification of effective approaches to address systemic discrimination
- ▶ independently appointed boards of inquiry for approximately 12 cases each year
- ▶ monitoring of cases involving a formal settlement to ensure all terms are fulfilled, approximately 15 - 20 annually

### **Education, Training and Equity Partnerships**

Promoting systemic change through:

- ▶ consultation with small businesses and large organizations to establish or improve policies, programs and services to better reflect human rights
- ▶ public consultation on specific issues such as employment equity including focus groups with specific partners to inform new directions such as development of new policy guides and education modules
- ▶ mandated training on a cost recovery basis as part of a settlement following the filing of a complaint on specific issues related to the complaint
- ▶ free information sessions to community groups and interested organizations to promote non-discriminatory practices
- ▶ quality up-to-date training workshops on such topics as race relations, diversity, discrimination, harassment and respectful workplaces
- ▶ strategic networks such as *Partners for Human Rights* for collaboration with government, business, the legal community, schools, agencies and community groups to raise awareness of human rights issues and compliance with the *Act*

### **Policy, Planning and Research/Information Management**

Influencing and assisting governments in addressing discrimination and advancing human rights through:

- ▶ building knowledge and expertise within the NSHRC on trends, landmark court cases and key developments in other provincial and federal jurisdictions
- ▶ conducting research on the potential impacts of government legislation and policy on disadvantaged groups protected under the *Act*
- ▶ promoting the consideration of human rights issues by government in planned legislative and policy initiatives
- ▶ briefing governments on emerging trends in human rights at the provincial, national and international levels
- ▶ building linkages with human rights commissions in other jurisdictions, both federally and provincially, through such networks as Canadian Association of Statutory Human Rights Agencies (CASHRA)
- ▶ partnering with other organizations such as the Disabled Persons Commission on joint initiatives to promote human rights

### **Corporate Services**

Ensuring the smooth and effective management of internal operations to support NSHRC strategic directions through:

- ▶ timely and accurate budget planning and monitoring to ensure public accountability
- ▶ strategic communications planning to promote public understanding of the NSHRC's role and human rights
- ▶ media relations and issues management in conjunction with Communications Nova Scotia including tracking of media events
- ▶ timely and accurate procurement functions to ensure public accountability
- ▶ preparing briefing notes and coordinating briefing submission to the Minister
- ▶ planning and coordinating events and speech writing
- ▶ coordinating and preparing the production of the annual report, business plan, and accountability report
- ▶ executive support to commissioners including coordinating commission meetings and preparing minutes and correspondence associated with the meetings
- ▶ provision of legal information services including legal updates and case precedent reviews

### **F. Priorities and Performance Measures for 2009-2010**

Priorities identified by the NSHRC for 2009-2010 are described below in relation to the six strategic goals that set the direction for the NSHRC over the next three years. There is some duplication of priorities listed due to the significance of some initiatives.

Performance measures have been formulated for some key areas where the NSHRC aims to make improvements to efficiency and cost effectiveness for the 2009-2010 fiscal year. These are included in Schedule 2. There have been some changes to the way these measures have been formulated over last year. Average processing time has been used as a method of accountability with respect to complaint resolution services as it provides a more comprehensible approach for the public.

**Strategic Goal 1: Continue to promote a workplace that is dynamic, embraces differences and fosters continuous learning.**

As the principal agency responsible for the protection and promotion of human rights in Nova Scotia, the NSHRC strives to be an exemplary employer in creating a workplace free of discrimination and representative throughout the organization of the designated groups. The NSHRC is committed to implementing the strategies outlined in its Employment Equity Plan - *Charting a Course Toward Equity and Inclusion 2007 - 2010*. Many of the actions outlined below are presented in this plan. Other priorities are included in Section G. the Human Resources Strategy.

The established priorities are:

- continue to recruit, mentor, train and retain staff from diverse groups
- track the changes in staffing such as staff departures and staff who moved from casual or term positions to permanent positions.
- increase diversity throughout the organization where possible including commissioners, mediators and board of inquiry panel chairs
- complete the on-line formal orientation program and ensure all new staff, students and volunteers complete the program
- ensure all staff participate in government's mandatory training including the respectful workplace course
- develop and deliver a cultural competency course for all staff
- begin a process of workforce review including succession planning for hard to fill positions and to retain diversity
- complete and implement an exit survey for departing employees
- ensure new staff complete the Public Service Commission self-identification survey
- begin a staff *Clean and Green* program to promote recycling and energy saving within the office
- deliver an annual program of professional development for commissioners

**Strategic Goal 2: Provide fair, easily accessible and cost effective services that are in accordance with the Nova Scotia *Human Rights Act*.**

The NSHRC wants to ensure that all Nova Scotians experiencing discrimination have access to a fair and effective process and trust they can exercise these rights when and if necessary. The following priorities have been established:

- reduce the processing time at intake by utilizing students, interns and other commission staff to assist with phone inquiries and enable intake staff to assess files more quickly
- develop criteria for early screening and referral of cases at intake (triage)
- continue to promote and attempt early resolution at inquiry/intake
- enhance knowledge of the use of mediation to human rights officers and the general public as a means of increasing referrals to mediation
- improve efficiency for formal mediation cases including quicker scheduling of cases and stricter time lines for mediators to complete settlement agreements
- reduce the per case costs for mediation and boards of inquiry so funds can be re-allocated to meet other priorities
- complete enhancements to the human rights case management system (HRCTS) so cases can be monitored more easily in relation to time lines and priority matters
- review the effectiveness of changes to the *Act* made in 2008 particularly decisions rendered under Section 29(4) by the Director and CEO
- examine development of other settlement models to settle more cases at the intake stage and prior to a board of inquiry
- conduct an analysis of harder to settle/protracted conflict cases as a means of determining the most effective ways to settle the cases
- enhance strategies to address protracted conflict cases of systemic discrimination situations

**Strategic Goal 3: Engage with racially visible people, women, Aboriginal people and persons with disabilities, to ensure their realities are reflected and celebrated in the work of the Commission.**

To fulfill the vision of being a trusted leader in human rights the NSHRC must actively pursue equity strategies to achieve diversity throughout the organization and to ensure the services to the public are culturally sensitive. The following priorities have been established:

- develop and deliver training in cultural competencies (the attitudes, knowledge, skills, behaviours) to all staff
- mentor students and volunteers from diverse backgrounds and disciplines
- continue to ensure diversity on selection panels when recruiting staff
- set a strategy to recruit Aboriginal employees as recommended in the Aboriginal Framework initiative
- establish a diverse Advisory Panel to provide advice on the Employment Equity Partnership initiative
- examine current approaches to addressing systemic discrimination cases and develop new strategic approaches
- re-establish the mediator roster with the aim of increasing diversity on the roster
- complete guidelines to help assess jurisdiction in Aboriginal cases
- pilot a healing circle model to be used in complaints involving Aboriginal people
- continue to support capacity building for French language services for the Acadian and other francophone communities

**Strategic Goal 4: Strengthen existing partnerships while collaborating with organizations who share similar values to reduce systemic discrimination, and strengthen the ability of individuals and communities to address issues of discrimination.**

The NSHRC aims for excellence in the delivery of its dual mandate - resolving complaints and promoting systemic change through education, training and consultation. This requires enhancing our understanding of the diverse groups in the province and building strong relationships with government, academic institutions, civil society and the public to better meet the needs of all the people we serve. The following priorities have been established:

- design and implement the Employment Equity Partnerships Project aimed at engaging employers, employees, academics, businesses and communities across Nova Scotia to eliminate discrimination and barriers to equity and employment
- design and implement the Community Outreach Activities with Youth Project aimed at enhancing partnerships with the Department of Education and School Boards through consultation with race relations coordinators and piloting a dialogue on human rights with youth
- increase the number of community partners through the activities of Partners for Human Rights for International Human Rights Day on December 10<sup>th</sup>, the International Day for the Elimination of Racism on March 21<sup>st</sup>, and the commemoration of the John Humphrey Freedom Awards with Rights and Democracy

- develop a strategic plan/human rights framework on disability, as follow-up to the *Symposium on Inclusive Education and Employment*, with the Disabled Persons Commission and other community partners
- begin the third phase of the mental health advocates training project aimed at pilot testing the established training modules and developing a provincial advocacy network
- continue to implement the Aboriginal Framework through partnerships with the Aboriginal communities, provincial and federal governments
- examine partnering opportunities with the Acadian francophone communities

**Strategic Goal 5: Advise and assist the government of Nova Scotia in its goal of achieving equitable access to opportunities and services for every individual.**

The NSHRC aims to better inform government about its role and provide advice where necessary on human rights and equity and inclusion matters. The following priorities have been established:

- conduct more research and trend analysis of human rights issues both internally and externally and develop a dissemination plan to share with government, community groups and the public
- conduct meetings with key government people to inform them of work of the NSHRC and to understand how the NSHRC can be a resource to assist with policy directions
- make a request to present to the Deputy Minister's meeting on the new direction of the NSHRC and have an exchange on key issues currently affecting government
- participate on the Public Service Commissions Diversity Round Table to highlight human rights issues and discuss Equity Plan outcomes
- initiate meetings with staff of external government agencies, such as the: Status of Women, Office of Aboriginal Affairs, Disabled Persons Commission, Ombudsman, Acadian Affairs, African NS Affairs, Voluntary Planning, Labour Standards Tribunal to begin exchange on common research and policy issues
- liaise with the policy analyst of Treasury and Policy Board on common interests of government and the NSHRC
- work with the Canadian Human Rights Commission on the federal and provincial jurisdictional issues relating to Aboriginal law
- monitor the case law on the issue of mandatory retirement and other emergent issues of significance

**Strategic Goal 6:     Ensure people in all communities of Nova Scotia are engaged in meaningful discussion on human rights issues and diversity, to improve the lives of all Nova Scotians.**

The NSHRC aims to have a presence in all communities in Nova Scotia to promote understanding of human rights issues and the role of the NSHRC. A communications plan will be developed in conjunction with Communications Nova Scotia aimed at increasing the public's understanding of the work of the NSHRC and human rights issues. The following priorities will comprise this plan:

- complete updates and enhancements to the website to increase accessibility by the public and to enhance the sources of information
- complete a new format for the annual report, post on website and circulate to partnering organizations to encourage participation of partnering groups in human rights events such as Dec. 10th
- establish a show on Eastlink Television to highlight human rights issues to reach communities throughout Nova Scotia
- research and design the development of a newsletter to be published three times per year to highlight human rights issues and activities for the public
- increase utilization of community newspapers to highlight human rights issues including featuring photos of events in SNAP magazine
- develop a strategy to promote and encourage municipalities to join the initiative *Municipalities Against Racism*
- increase promotion of the NSHRC's current *Human Rights Award*, through promotional material for communities and via the website, to increase recognition of individuals, groups and communities that have embraced inclusiveness and diversity
- research and develop an outreach strategy for community consultation and engagement taking into consideration key demographics and critical issues facing each community
- examine current education materials to determine the most effective approaches to use to reach community groups utilizing current technology such as DVD's
- examine the feasibility of establishing an e-learning campus to deliver education on human rights issues

**G.     Human Resources Strategy**

The NSHRC seeks to support the goals and strategies outlined in the corporate human resource strategy established by the Public Service Commission: to make a difference

through a skilled, committed, and accountable public service; to be a preferred employer; to be a safe and supportive workplace; to be a diverse workforce; and to be a learning organization.

The NSHRC established this year, as one of its strategic goals, *to continue to promote a workplace that is dynamic, embraces differences and fosters continuous learning*. As noted under this goal, the NSHRC is committed to implementing the strategies outlined in its Employment Equity Plan - *Charting a Course Toward Equity and Inclusion 2007 - 2010*. In addition to the activities noted under this goal the NSHRC will:

- continue to support staff in continuing education activities such as regular “lunch and learn” sessions and French language courses
- establish a professional development training plan based on a training needs analysis and performance targets
- encourage staff to participate in human rights events and community forums and other related professional development activities
- engage staff in the strategic directions of the NSHRC by holding an annual retreat and soliciting input on the annual business plan
- enhance opportunities for staff from different business areas to collaborate on NSHRC work to promote new skill development and team building
- enhance the staff recognition program to complement the current CEO award
- utilize the diversity talent pool for casual positions as necessary
- mentor students and volunteers from diverse backgrounds and disciplines
- continue to ensure diversity on selection panels
- set a strategy to recruit Aboriginal employees as recommended in the Aboriginal Framework initiative
- continue to focus on occupational health and safety including completion of the workplace violence risk strategy

#### *Workforce Planning Strategy*

The NSHRC has begun working with their corporate Human Resources to develop a strategic workforce planning strategy. The objectives of this strategy are:

- ▶ employees develop and communicate their career paths
- ▶ managers and senior management develop a greater knowledge of the talent in their organization
- ▶ organizational workforce/HR issues are identified and addressed (i.e. career management, more cost effective learning and development, reduced labour costs, reduced skills shortages, better recruitment/retention in key roles)

The implementation of this strategy has begun by orienting managers to the talent utilization process and completing a project charter. It is expected that the final results of the review will lead to the development and implementation of corresponding strategies for the next three years to address any gaps and maintain a well performing and highly skilled workforce. For the 2009-2010 fiscal year the NSHRC will undertake the following activities:

- review and document strategic business needs
- identify key positions and develop skills/competency profiles for each position
- deliver performance management workshops for all employees
- deliver coaching workshops for managers
- provide coaching to managers for the talent review meetings
- develop spreadsheet of departmental talent
- analyze departmental talent to key position requirements and other strategic business needs
- develop Talent Utilization Plan with strategies to address gaps
- communicate results to employees
- develop implementation strategies

**H. Budget Context**

| Human Rights Commission |                                     |                                    |                                     |
|-------------------------|-------------------------------------|------------------------------------|-------------------------------------|
| Program/Service Area    | 2008-2009 Estimate<br>(\$thousands) | 2008-2009 Actuals<br>(\$thousands) | 2009-2010 Estimate<br>(\$thousands) |
| Total Expenses          | 2205                                | 2307                               | 2144                                |
| Funded Staff (FTEs)     | 26.0                                | 26.0                               | 24.0                                |

**Nova Scotia Human Rights Commission**

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***Schedule 1***

|   |  |
|---|--|
| <p><b><i>Vision</i></b></p> <p>The Nova Scotia Human Rights Commission is a trusted leader, protector and promoter of human rights. Through sharing its knowledge and engaging Nova Scotians in discussion on human rights issues, the NSHRC is committed to affirming and promoting human rights.</p>  |  |
| <p><b><i>Ends/Outcomes</i></b></p> <p style="text-align: center;">↕</p>   |  |
| <p><b><i>Prevention</i></b></p>   | <p><b><i>Protection</i></b></p>  |
| <p>Eliminate barriers that prevent full and equitable participation of all people in Nova Scotia society.</p>   | <p>Provide fair and effective access to the protection provided by the <i>Act</i> for all Nova Scotians experiencing discrimination.</p>                     |
| <p>Nova Scotians are better informed about the indicators and impact of discrimination and are engaged in taking action to address and prevent such behaviour.</p>  | <p>Nova Scotians experiencing discrimination have access to a fair and effective process and trust they can exercise these rights when and if necessary.</p> |
| <p><b><i>Strategic Goals</i></b></p>  |  |
| <ol style="list-style-type: none"> <li>1. Continue to promote a workplace that is dynamic, embraces differences and fosters continuous learning.</li> <li>2. Provide fair, easily accessible and cost effective services that are in accordance with the NS <i>Human Rights Act</i>.</li> <li>3. Engage with racially visible people, women, Aboriginal people and persons with disabilities, to ensure their realities are reflected and celebrated in the work of the Commission.</li> <li>4. Strengthen existing partnerships while collaborating with organizations who share similar values to reduce systemic discrimination, and strengthen the ability of individuals and communities to address issues of discrimination.</li> <li>5. Advise and assist the government of Nova Scotia in its goal of achieving equitable access to opportunities and services for every individual.</li> <li>6. Ensure people in all communities of Nova Scotia are engaged in meaningful discussion on human rights issues and diversity, to improve the lives of all Nova Scotians.</li> </ol> |  |

*Schedule 2*

| <b>Core Business: Complaint Resolution Services</b> |   |   |                             |                             |  |
|---|---|---|-----------------------------|-----------------------------|--|
| <b>OUTCOME</b>                                      | <b>MEASURE</b>  | <b>DATA<br/>Base Year -<br/>2008-2009</b> | <b>TARGET<br/>2009-2010</b> | <b>TARGET<br/>2010-2011</b> | <b>Strategic Actions<br/>to achieve target</b>   |
| Access to a fair and effective process              | Average amount of time it takes to finalize a case at the intake stage (upon receipt of IQ) | 6 mos                                     | 5 mos                       | 4 mos                       | <ul style="list-style-type: none"> <li>- Utilize students, interns and other commission staff to assist with phone inquiries to enable intake staff to assess files to reduce the number of pending cases</li> <li>- Continue to enhance intake team approach and emphasize early resolution where possible</li> <li>- Enhance knowledge of the use of mediation to human rights officers (HRO) and the public through the HRO responsible for mediation</li> <li>- Develop criteria for early screening and referral of cases (triage)</li> </ul> |

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| <b>Core Business: Complaint Resolution Services</b> |  |   |                             |                             |  |
|---|--|---|-----------------------------|-----------------------------|--|
| <b>OUTCOME</b>                                      | <b>MEASURE</b>   | <b>DATA<br/>Base Year -<br/>2008-2009</b> | <b>TARGET<br/>2009-2010</b> | <b>TARGET<br/>2010-2011</b> | <b>Strategic Actions<br/>to achieve target</b>   |
|   | <b>Average amount of time it takes to finalize a settlement initiative (mediation) from point of referral to final approval of agreement</b> | <b>6.5<br/>mos</b>                        | <b>5.5<br/>mos</b>          | <b>4<br/>mos</b>            | <ul style="list-style-type: none"> <li>- implement stricter time lines for staff for responding to referrals and scheduling cases</li> <li>- develop new methods of scheduling cases to improve efficiency</li> <li>- implement stricter time lines for mediators for completion of settlement agreements</li> <li>- re-allocate existing staff from other duties to focus on assessing and attempting to resolve cases</li> </ul> |

**Nova Scotia Human Rights Commission**

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| <b>Core Business: Complaint Resolution Services</b> |   |   |                             |                             |  |
|---|---|---|-----------------------------|-----------------------------|--|
| <b>OUTCOME</b>                                      | <b>MEASURE</b>  | <b>DATA<br/>Base Year -<br/>2008-2009</b> | <b>TARGET<br/>2009-2010</b> | <b>TARGET<br/>2010-2011</b> | <b>Strategic Actions<br/>to achieve target</b>   |
|   | <b>Average amount of time it takes to complete settlement follow-up on a case (training, policy work, etc.)</b> | <b>12 mos</b>                             | <b>11 mos</b>               | <b>10 mos</b>               | <ul style="list-style-type: none"> <li>- Monitor age of cases using computerized case management system.</li> <li>- Develop strategies to enhance delivery of training sessions</li> </ul> |

| <b>Core Businesses: Education, Training and Equity Partnership Agreements</b> |  |   |                             |                             |   |
|---|--|---|-----------------------------|-----------------------------|---|
| <b>OUTCOME</b>  | <b>MEASURE</b>   | <b>DATA<br/>Base Year<br/>2008-2009</b> | <b>TARGET<br/>2009-2010</b> | <b>TARGET<br/>2010-2011</b> | <b>Strategic Actions<br/>to achieve target</b>  |
| <b>Better informed public about indicators and impact of discrimination</b>   | <b>Increase the number of sustainable strategic partners</b> | <b>5</b>                                | <b>10</b>                   | <b>15</b>                   | <ul style="list-style-type: none"> <li>- Seek new partners for working together on human rights events</li> <li>- Implement the Employment Equity Partnership Agreement Project</li> <li>- Develop strategies with other groups to address systemic discrimination cases</li> <li>- Develop strategies with other groups to address those most at risk of discrimination including persons with disabilities</li> </ul> |

**Core Businesses: Education, Training and Equity Partnership Agreements**

| <b>OUTCOME</b> | <b>MEASURE</b>  | <b>DATA<br/>Base Year<br/>2008-2009</b>       | <b>TARGET<br/>2009-2010</b>                   | <b>TARGET<br/>2010-2011</b>                   | <b>Strategic Actions<br/>to achieve target</b>   |
|----------------|---|---|---|---|--|
|                | <b>Percentage of training and consultation requests accepted <sup>1</sup></b> | <b>75%<br/>consult<br/><br/>60%<br/>train</b> | <b>80%<br/>consult<br/><br/>70%<br/>train</b> | <b>85%<br/>consult<br/><br/>75%<br/>train</b> | <b>- Develop a strategic plan for delivery of training and consultation services including utilizing other staff to assist and partnering with other agencies.</b> |

**Core Business: Corporate Services**

| <b>OUTCOME</b>   | <b>MEASURE</b>                                       | <b>DATA<br/>Base Year -<br/>2008-2009</b> | <b>TARGET<br/>2009-2010</b> | <b>TARGET<br/>2010-2011</b> | <b>Strategic Actions<br/>to achieve target</b>  |
|--|--|---|-----------------------------|-----------------------------|---|
| <b>Access to a fair and effective process (cost effective)</b> | <b>Reduction in average costs per mediation case</b> | <b>NA</b>                                 | <b>10%</b>                  | <b>20%</b>                  | <b>- Reduce the hourly rate for roster mediators<br/>- Reduce the number of billable hours for roster mediators</b> |

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<sup>1</sup> This does not refer to the training and consultation that is mandated from settlement agreements

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Nova Scotia Human Rights Commission

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| <b>Core Business: Corporate Services</b> |   |   |                             |                             |   |
|--|---|---|-----------------------------|-----------------------------|---|
| <b>OUTCOME</b>                           | <b>MEASURE</b>  | <b>DATA<br/>Base Year -<br/>2008-2009</b> | <b>TARGET<br/>2009-2010</b> | <b>TARGET<br/>2010-2011</b> | <b>Strategic Actions<br/>to achieve target</b>      |
|  | <b>Reduction<br/>in average<br/>costs per<br/>board of<br/>inquiry<br/>case</b> | <b>NA</b>                                 | <b>10%</b>                  | <b>20%</b>                  | <b>- implement in-house legal<br/>counsel model</b> |