

Nova Scotia's
Corporate Human Resource Plan
2005–2010



Nova Scotia's
Corporate Human Resource Plan
2005–2010

Respect

Integrity *Diversity*

Accountability

The Public Good

© Crown Copyright, Province of Nova Scotia, 2005

Designed by Shelley Vienot Spencer, Communications Nova Scotia

This document is available on the internet at www.gov.ns.ca/psc

ISBN: 0-88871-938-8

Contents

Message from the Premier	3
Message from the Minister of Human Resources	5
Executive Summary	7
The Context	17
The Call to Public Service	17
Consultation Behind the Plan	17
Vision, Mission, Values	19
Human Resources Vision	19
Human Resources Mission	19
Our Values	19
Our Goals	21
Goal 1 To make a difference, through a skilled, committed, and accountable public service	22
Goal 2 To be a preferred employer	29
Goal 3 To be a safe and supportive workplace	35
Goal 4 To be a diverse workforce	40
Goal 5 To be a learning organization	44
Next Steps	49
What Do You Think?	51

Message from the Premier



The Government of Nova Scotia is committed to a healthy, prosperous, and self-sufficient Nova Scotia. To that end, we recognize the ongoing need for skilled, dedicated, and responsive public servants who will deliver high-quality services throughout the province. Therefore, government's 2004–2005 Business Plan called for the implementation of a Corporate Human Resource Strategy to guide the development and ensure the availability of that workforce.

The core values identified with our business plan must guide our policies and actions. Those core values reflect our commitment to the health and well-being of our citizens, learning, prosperity, accountability, and protecting those things that Nova Scotians value: our environment, our community, our families, our seniors, and the diversity and cultural heritage of our people.

These core values have driven the key goals of the human resource plan, which commit to making a difference, to being a preferred employer, to safety, to diversity, and to continuous learning and development. Developing a Corporate Human Resource Plan for the Nova Scotia public service has been an important task and will guide human resource management over the next five years.

I am very proud to have worked alongside so many skilled and dedicated public servants throughout our province. This plan is a reflection of government's continued and evolving recognition of their professionalism and is designed to ensure the availability of high-quality public services that will meet the needs of Nova Scotians for years to come.

A handwritten signature in blue ink that reads "John Hamm".

John F. Hamm
Premier of Nova Scotia

Message from the Minister of Human Resources



The Public Service Commission—on behalf of the Nova Scotia Government, and with advice from many groups and individuals—has developed this Corporate Human Resource Plan. This will ensure that we maintain our ability to deliver high-quality services to Nova Scotians at a time when the job market is very competitive.

Competition for skilled employees is made more intense in an environment where many baby boomers see their retirement on the horizon; where today's workers place a higher value on balancing their home and work lives; where employees seek meaningful and rewarding work; and where citizens demand high-quality and responsive public services.

Government can deliver the services expected by our citizens only by attracting and retaining employees who are truly committed to the public service. This human resource plan will enable government to achieve these goals by helping us get the right people in the right jobs in a positive and challenging work environment.

The Nova Scotia Government is committed to becoming a true employer of choice. We will do this by creating a workplace that encourages public servants to take pride in their work while balancing the day-to-day challenges inherent in their professional and personal lives; by focusing on the development of a safe, supportive, and diverse workplace; and by providing a rewarding work experience.

I thank everyone involved in developing the Corporate Human Resource Plan. I know its successful implementation will benefit those who have chosen a career in public service and will contribute to the well-being of the communities we serve.

A handwritten signature in blue ink that reads "Carolyn Bolivar-Getson".

Carolyn Bolivar-Getson
Minister of Human Resources

Executive Summary



In its 2004–2005 Business Plan, the Government of Nova Scotia included priorities reflecting its commitment to the health and well-being of its citizens; to learning, prosperity, and accountability; and to protecting those things that Nova Scotians value.

Within this overarching context, and building on a sustained commitment to public service excellence, the Business Plan called for the implementation of a Corporate Human Resource Strategy to guide the development and availability of skilled, dedicated, and responsive public servants.

Vision, Mission, and Values

If this plan is to complement the broader goals and objectives of government, it is important that our individual actions as public servants are focused on a common mission. This mission is about making a **meaningful, measurable contribution to the lives of all Nova Scotians**.

To complement the core values expressed in government’s corporate plan, it is important to identify corporate human resource values that will guide our decision making and actions, as well as the way we interact with one another and with those we seek to serve. These values are:

Respect

We value a workplace culture where people **respect** one another in their interactions with co-workers and members of the public.

Integrity

We value a workplace culture where personal and professional **integrity** cause us to behave in a non-partisan and ethical way and to make the best use of the resources entrusted to us.

Diversity

We value a workplace where **diversity**, in all its forms, is encouraged and recognized for its contribution to a more creative, rewarding, and productive public service to our broader community.

Accountability

We value a workplace where **accountability** for our actions, our interactions, the objective and wise use of resources, and responsibilities for our successes and failures is reflected in how we conduct ourselves. We are accountable to the citizens of Nova Scotia, to our co-workers, and to our many partners in service delivery.

The Public Good

We value the very special relationship we have with the citizens of Nova Scotia and are committed to developing and delivering services that are in the public's interest, are for the **public good**, and to be a professional public service that is deserving of the public's trust.

Our Goals

This human resource plan has five key goals. Each goal is further defined by specific objectives and strategies. The plan also begins to identify measures of success, which will evolve as the plan is implemented and tested over the next three to five years.

Goal 1

To make a difference through a skilled, committed, and accountable public service

By ensuring retention and recruitment of skilled and responsive individuals who choose public service as their way to make a difference, we will continue to be an informed, empowered, and valued workforce, recognized for our contributions to a healthy, prosperous, and self-sufficient Nova Scotia.

Objectives

- Fairness and access
- Service excellence
- Public opinion
- Consistent policy application

Strategies

Nova Scotia's public servants, like their counterparts in other sectors, are aging. As they retire, the competition for skilled people to meet the public service needs of today and tomorrow is growing in intensity and complexity. Strategies to address these challenges include the following:

Service Excellence

We must ensure that the service we provide to Nova Scotians, and how we deliver the service, is continually monitored for its value.

- Organizational effectiveness strategies
- Performance management
- Public consultation



Human Resource (Workforce) Planning

Government's human resource, or workforce, planning must begin with an assessment of the public service needs of Nova Scotians and an assessment of the human resources currently available to meet those needs.

- Human resource planning model and toolkit
- Human resource planning for professional groups
- Talent pools
- Career Path Program

Strategic Leadership and Professional Development Programs

There is also a need for more systematic approaches to the development of current employees.

- Internal assignments and exchange programs for professional growth
- Senior Leadership and Mentorship Program
- Leadership Continuity Program (LCP)

Goal 2

To be a preferred employer

The competition for, and the need to encourage, good people to renew their commitment to public service is intensifying. To be competitive, government must remind the people we seek that a career in public service is worthwhile and rewarding. Potential candidates must be encouraged to consider this career option; and public servants must experience a workplace that reaffirms their commitment to service.

Objectives

- Raise awareness of opportunities
- Equitable and easy access
- Accountable and committed employees
- Welcoming culture
- Career advancement

Strategies

Recruitment (Attraction) Strategies

We must develop outreach initiatives that will help us to look for potential candidates.

- Careers That Make a Difference! toolkit
- Career Connect
- Career Starts Program
- New professional talent pools
- Managers recruitment toolkit

Retention Strategies

Once selected for employment within the public service, new employees must be welcomed and encouraged to stay.

- Orientation and mentorship programs
- Employee recognition programs
- Reward packages
- Internal communications initiatives
- Exit interviews/surveys





Goal 3

To be a safe and supportive workplace

Employees of the Nova Scotia Government must be assured of a safe and supportive workplace if they are to live up to their full potential and respond most effectively to their respective public service roles.



Objectives

- Surpassing OH&S regulations and policy
- Reduce workplace injury and illness
- Enabling corporate volunteerism
- Culture where concerns can be expressed
- Raising awareness of wellness programs



Strategies

Healthy Workplace Program

A healthy workplace program focuses on three elements:

- Individual health practices
- Psycho-social work environment
- Physical work environment

Other wellness programs include:

- Employee support and work accommodation
- Employee/Family Assistance Program (EAP)
- Occupational health and safety (OHS) programs and policies
- Corporate citizenship

Goal 4

To be a diverse workforce

The Nova Scotia Public Service strives to be a workplace that is reflective of the diverse community it serves and to create a more respectful and inclusive public service.

Objectives

- Adopting a broad diversity philosophy and culture
- Increase numbers and distribution of designated groups
- Services in both official languages

Strategies

Valuing Diversity Initiative

- Diversity partnerships
- Promoting and strengthening the affirmative action inventory for casual employment
- Diversity education
- Immigrant employer
- Diversity Management toolkit
- Affirmative action/diversity plans and progress reports
- Acadian/French language services strategies





Goal 5

To be a learning organization

Being a learning organization involves a leadership philosophy that organizations are living organisms that can learn from their environments and experiences, and apply that learning systematically across the organization.



Objectives

- Best practices
- Individual development mechanisms
- Investment in professional development



Strategies

Learning and development opportunities must link performance management, development plans, and career paths for employees.



Learning Organization Strategy

We will define and promote a learning organization culture with such strategies as:

- Corporate Employee and Organizational Learning Statement
- Corporate Core Learning Curriculum (Calendar)
- Knowledge management
- Leadership and Management Development Program
- E-Learning



Next Steps

A plan with the best of intentions is just a plan. We will not become the organization we want to be overnight, but we need to set our sights on our preferred future and make a real commitment to action and change. The factors or conditions essential to the success of this plan include:

- Support from all public servants
- Commitment, leadership, and championship from elected officials, senior leaders, managers, and human resource specialists
- A sustained, government-wide communication plan
- Monitoring of, and reporting on, our progress

What Do You Think?

We invite your comments and suggestions about the plan and your active involvement in its implementation.

For More Information

Please call (902) 424-6456 or e-mail Lisa Palermo at palermml@gov.ns.ca.

Thank you!



The Context

In its annual Business Plan for 2004–2005, the Government of Nova Scotia retained a focus on “a healthy, prosperous, and self-sufficient Nova Scotia.”

The Business Plan includes priorities that reflect a commitment to the health and well-being of its citizens; to learning, prosperity, and accountability; and to protecting those things that Nova Scotians value—our environment, our community, our families, our seniors, and the wonderful diversity and culture of our people. These values are cited as core values, to guide the decision making and business planning of elected officials and public servants alike.

Within this overarching context, and building on a sustained commitment to public service excellence, government’s Business Plan also called for the implementation of a Corporate Human Resource Strategy—a strategy to guide the continuous development and availability of skilled, dedicated, and responsive public servants.

The Call to Public Service

While government’s Business Plan will continue to anticipate the public service needs of the citizens of Nova Scotia, the Corporate Human Resource Plan will guide the continued development and future availability of a knowledgeable, dedicated, diverse, and service-oriented workforce to meet these needs and to act, always, in the public interest and for the public good.

The Corporate Human Resource Plan will help us attract and retain individuals who want to serve the citizens of Nova Scotia. Will everything identified in the plan be accomplished in one or two years? No, it will not. However, by implementing a plan to attract, retain, and recognize people who are truly interested in public service and a plan to foster a workplace where core values are reflected in our actions, we will indeed contribute to a prosperous, healthy, and self-sufficient Nova Scotia.

Consultation behind the Plan

Before getting into the details of this plan, it is important to thank the many people who contributed to its development and to the thousands of public servants who influenced its focus and direction by expressing their perceptions and concerns through the 2004 Employee Survey. It is our hope that as you read on you will know that your voices were heard.

The earliest draft of this plan was developed by the Human Resource Forum and the broader human resource community. More recently, key advisory groups, representing finance, IT, policy, and communications professionals, helped by providing reactions to draft vision, mission, and values statements. As well, discussions were held with staff involved in our Leadership Development Programs; and a number of front-line focus group sessions were held in Bridgewater, New Glasgow, and Halifax. Focus group participants concluded that our corporate values must include references to such things as public trust, the public good, respect, integrity, non-partisan decision making, diversity, leadership, and accountability. They also told us that these values must be reflected in our workplace and work life.

We were reminded that our vision and plan must contribute to a positive and mutually respectful relationship with the community we serve; to creative and fair employment practices, free of political or bureaucratic bias; to the recognition and celebration of outstanding performances by empowered staff; to the availability of development and career opportunities; and to a balanced work life and a supportive workplace. We also shared earlier drafts of this plan with a number of key labour leaders and heard similar advice from them.

More recently, the plan's content and focus were influenced by the results of an organization-wide employee survey, distributed to 8,100 public servants, which resulted in a 53 per cent response rate.

Survey results told us that many respondents did not believe that our hiring processes are merit-based and objective; they did not believe that they could express concerns about wrongdoing in the workplace without fear of reprisal; and they expressed doubts about department leadership and about the likelihood of a meaningful response to their concerns and perceptions.

That said, it is also noteworthy that at least 60 per cent of respondents provided favourable responses to 20 of the 48 questions asked. In particular, survey results suggest that employees are generally satisfied with training opportunities, government's approach to workplace safety, and their relationships with immediate supervisors. Our challenge will be to build on these strengths.

This Corporate Human Resource Plan is one example of government's commitment to understanding the causes and reasons behind the workplace concerns and interests of public servants, to responding to them, and to keeping employees informed about these responses.

Again, we wish to express our sincere thanks to all those who, by one process or another, contributed to the development of this plan.

Vision, Mission, Values



Human Resource Vision

To contribute to a prosperous, healthy, and self-sufficient Nova Scotia by delivering high-quality public services . . .

. . . in other words achieving *Success through People*.

With every discussion of our proposed vision and mission, the importance of a public service that is populated by skilled workers who share a devotion to high-quality service to our citizens, and who are reflective of the communities we serve, became more and more apparent. Similarly, many front-line staff felt that belief in the unique nature of public service, the obligation to public good, non-partisan decision-making, and action plans to carry it out were essential to our future development effort.

Human Resource Mission

To provide leadership and programs that assure Nova Scotians of a skilled, service-oriented, diverse, and accountable Nova Scotia public service.

If this plan is to complement the broader goals and objectives of government, it is important that our individual actions as public servants—in direct service delivery roles, such as childcare workers, highway workers, home care assistance workers, or corrections workers, or in less visible roles, such as information technology, finance, human resources or policy development—are focused on a common mission. For Nova Scotia's public servants, this mission has to do with making a meaningful, measurable contribution to the lives of all Nova Scotians.

Our Values

To complement the core values expressed in government's Business Plan—our community, our families, our seniors, and the diversity and cultures of our people—it is important to identify human resource values that will guide our decision-making and actions, as well as the way we interact with one another and with those we seek to serve. While no brief statement of values can hope to fully represent the views expressed during the consultative phase of this plan's development, we believe the following statements capture the values that public servants throughout Nova Scotia consider essential to our vision and mission.

Respect

We value a workplace culture where people **respect** one another in their interactions with co-workers and members of the public.

Integrity

We value a workplace culture where personal and professional **integrity** cause us to behave in a non-partisan and ethical way and to make the best use of the resources entrusted to us.

Diversity

We value a workplace where **diversity**, in all its forms, is encouraged and recognized for its contribution to a more creative, rewarding, and productive public service to our broader community.

Accountability

We value a workplace where **accountability** for our actions, our interactions, the objective and wise use of resources, and responsibilities for our successes and failures is reflected in how we conduct ourselves. We are accountable to the citizens of Nova Scotia, to our co-workers, and to our many partners in service delivery.

The Public Good

We value the very special relationship we have with the citizens of Nova Scotia and are committed to developing and delivering services that are in the public's interest, are for the **public good**, and to be a professional public service that is deserving of the public's trust.

Experience tells us that it can take years to truly change workplace cultures or environments. However long it might take, attitudes that are reflective of our shared values and a commitment to action, which are intended to foster a more humanistic work environment, are essential pre-conditions.

Our Goals



With frequent references to government’s Business Plan and comments and suggestions received through the consultation process, this Corporate Human Resource Plan has been broken down into five key and interrelated **goals**. Each key goal is further defined in the form of specific **objectives**; and finally, **strategies** for achieving these goals and objectives are named and briefly described.

The plan also begins the process of identifying **measures** of success against which we might measure our progress. This latter task will also be a key part of the development and implementation of the strategies described within this plan—some of which will also evolve as the plan itself is implemented and tested over the next three to five years.

It is important, at this point, to acknowledge the progress that has already been made in the area of human resource development within government. Many government departments and human resource corporate service units (the CSUs) currently deliver high-quality human resource programs, focusing on succession planning, recruitment and retention, performance management, employee recognition, and career and professional development. Many corporate policies and programs already exist to guide fair and accessible human resource practices. Our best-practice experience will form the foundation for this more comprehensive approach to the future. Building on these strengths, we will strive to achieve the following goals:



- Goal 1** To make a difference through a skilled, committed, and accountable public service
- Goal 2** To be a preferred employer
- Goal 3** To be a safe and supportive workplace
- Goal 4** To be a diverse workplace
- Goal 5** To be a learning organization



Goal 1

To make a difference through a skilled, committed, and accountable public service

There is something very special about a career in public service and about a career choice based on a deeply held desire to contribute to one's community. A workforce populated by people and teams who share this public service commitment can achieve its service goals and increase public confidence. To achieve this workplace culture, employees must know the organization's goals, contribute to goal achievements, and be respectfully recognized for their contributions.

The province develops public service goals and public policy to meet the needs of the citizens and organizations of Nova Scotia through its public servants. By ensuring that we have skilled and responsive individuals who choose public service as their way to make a difference, we will continue to be an informed, empowered, and valued workforce, recognized for our contributions to a healthy, prosperous, and self-sufficient Nova Scotia.

A public opinion poll prepared in April 2003 gave us valuable information. A high number of respondents saw Nova Scotia Government employees as well educated (80 per cent agreed), well trained (76 per cent agreed), and hard working (67 per cent agreed). As always, there is room for improvement. In the same survey, we were encouraged to demonstrate a stronger customer oriented approach to service delivery. In another survey, when asked about service based on their own experiences, 71 per cent felt that employees provided good service. Again, we want to build on these public perceptions by continuing to improve the quality of our work. To do this, we need to have the right people in the right place at the right time. We will also need the support and commitment of elected officials, managers, front-line staff, labour leaders and other key partners in this plan's implementation.

Objectives

- Objective 1.1** To ensure that hiring processes and decision making are based on merit and related policies and are entirely objective, transparent, and consistent; and to communicate achievement of this objective within and beyond government.
- Objective 1.2** To ensure timely and appropriate service to Nova Scotians by having the right people with the right skills in the right place at the right time.
- Objective 1.3** To improve public confidence in the value and quality of public services and public servants.
- Objective 1.4** To ensure the consistent application of human resource policies and practices throughout government.

Strategies

Nova Scotia's public servants, like their counterparts in the private sector and in other provinces, are aging. As they retire, the competition for the skilled people required to meet the public service needs of today and tomorrow is growing in intensity and complexity.

The workforce needs—and will continue to need—strategies that encourage professional development and continued commitment to high-quality public service. To build tomorrow's workforce, a strategy is needed that encourages young people to choose public service as a meaningful and rewarding career. Strategies are also needed to assure the citizens of Nova Scotia that their public service needs will be addressed by public servants who act in the public's interest and with a shared commitment to public service excellence. These strategies include the following:

Service Excellence

We must ensure that the service we provide to Nova Scotians, and how we deliver the service, is continually monitored for its value.

- **Organizational Effectiveness Strategies**

Organizational design and effectiveness (OD&E) looks at the processes and performance-related human resource programs that contribute to, and ensure, effective operations within government. This includes, but is not limited to, effective decision making within the organization, process improvement and workflow analysis, culture assessments, review and revision of organizational structures, team effectiveness, enterprise-wide performance management, change management, and quality initiatives. Services in these areas may be handled by providing expertise, conducting research, and implementing best practices to government, as well as assessing service delivery improvement.

- **Performance Management**

Employees need to know how their efforts affect the business goals of the department. The more knowledgeable and prepared each employee is, the better the quality of service. Performance management will continue to highlight the relationship between individual performance, rewards and recognition, and government's business objectives. Service excellence will remain a human resources priority for all employees, as will the transfer of performance management programs to the appointment and evaluation processes for senior staff within government-funded agencies, boards, and commissions.

- **Public Consultation**

Our efforts to meet the needs of Nova Scotians will include regular assessment of the public's level of satisfaction and confidence in the public service.

Human Resource (Workforce) Planning

Government's human resource or workforce planning must begin with an assessment of the public service needs of Nova Scotians and of the human resources currently available to meet those needs.

- [Human Resource \(Workforce\) Planning Model and Toolkit](#)

Many departments have been engaged in detailed and separate workforce analysis for some time. For the future, a common template or model to provide guidance on workforce analysis and talent management will be introduced throughout government to help managers assess and respond to their projected staffing, staff development, diversity, career planning, and succession management needs.

- [Human Resource Planning for Professional Groups](#)

A more focused form of workforce planning will continue to focus on such key professional groups as finance, information technology, and human resource management. For each of these communities, plans will be developed and implemented to address such key elements as organizational models, competencies, role descriptions consisting of classification and titles, professional development, and career development.

- [Talent Pools](#)

A program will be created across all departments of government to develop pools of individuals whose qualifications, skills, and abilities have been pre-assessed, in order to allow more timely completion of hiring and career advancement processing. Talent pools of individuals who have expressed an interest in various leadership and professional roles within divisions or departments of government are examples. This strategy will, of course, need to complement government's more general recruitment and succession-planning processes and its merit-hiring policies and practices.

- **Career Path Program**

An important resource for all employees for career self-management. There will be a career path model for each of the following career paths: leadership, finance, human resources, policy, IT, and communication. The models will provide employees with a structured approach in defining how they can move from one role to another and progress in their careers. A self-directed career-path planning model, or program, will be made available so that interested staff can begin to chart their own career expectations and to engage in the development their career plans.

Strategic Leadership and Professional Development Programs

In addition to self-directed career planning and talent pools, there is a need for systematic approaches to the development of current employees and to knowledge transfer. A strategic leadership and professional development program, including knowledge transfer, will include three components:

- **Internal Assignments and Exchange Programs for Professional Growth**

As is government's current practice, individuals with an interest in opportunities for professional growth will be encouraged to respond with expressions of interest to opportunities for temporary assignments or secondments, which will be created from time to time throughout government. Similarly, various exchange programs involving other government-funded agencies, with other levels of government, and with the private sector will be piloted and evaluated. It is anticipated that in many cases such opportunities will be assigned to support the self-directed career path program.

- **Leadership and Mentorship Program**

This program will be designed to create opportunities for more-experienced public servants to contribute to the growth and development of others within the public service. Just as there is a recognized need to attract the under-30 age group, there is a need to value and gain from the knowledge and experience of more seasoned employees. Through this program, job-shadowing and/or mentorship opportunities (including partnering before and after the planned retirement of recognized role models) will be piloted and evaluated.

- Leadership Continuity Program (LCP)

The Leadership Continuity Program responds to the predicted departure of more than 50 per cent of government's management and leadership group and to the career advancement interests of employees. The program's approach is one of accelerated development for individuals with an interest in, and potential for, future leadership roles through training, projects, and work experience. The development will be tailored to match individual needs and specific business needs. Efforts to improve and simplify corporate and departmental human resource processes, while continuing to assure fairness and transparency in our decision making, will remain a focus of human resource CSUs and Public Service Commission business planning.

Measures of Success

Needless to say, we will need to regularly assess our progress towards achieving these objectives, and those identified later in this HR plan. What will the results of our efforts bring? And, what indicators can we track and report as best evidence of improvements to our processes?

The **results** to be achieved include the following:

- Human resource policies and practices are applied consistently across government.
- Policies and procedures are in place that ensure and confirm that hiring processes and decisions are based on merit and are free of political or bureaucratic bias.
- Systems are in place that continually assess and improve on the public's opinion of the effectiveness/quality of public service.

We will track the following specific **indicators** and measures to gauge our progress in achieving these results:

- Percentage of candidates selected based on an objective assessment of the fit between the skills and qualifications of the prospective candidate and the needs of the department
- Percentage of employees who feel that hiring is based on merit
- Number and percentage of recruitment programs and procedures that incorporate criteria to assess commitment to client service and accountable public services
- Public service demographics that reflect the community we serve
- Number and percentage of orientation programs that stress commitment to client service and accountable public service
- Level of employee engagement
- A system in place that continually assesses public opinion of the effectiveness/quality of public service and incorporates this feedback into business-planning processes
- Percentage of the public who feel that the public service provides value and quality services
- Percentage of the public with a positive view of the public service

The development of these measures of success and indicators will be an evolving and continuous process throughout the life of this plan.

Goal 2

To be a preferred employer

The competition for new talent and the need to encourage good people to renew their commitment to public service will intensify in the immediate future. Most experts in the field of human resource management will tell you that individuals faced with many career options will be influenced by the type of work they wish to do, by the intrinsic value or contribution of their work to their community, and by the value placed on that work by others.

If the government is to be competitive, we must remind the people we wish to attract and/or retain of the very real opportunity that a career in public service presents for making a difference in the lives of others. Offering a rewarding and challenging career in public service in an environment where one's efforts are recognized and valued by other team members, and by the public, will help us keep our present employees longer and will encourage other skilled and empowered individuals to enter the public service.

Objectives

- Objective 2.1 To raise awareness about the many challenging and rewarding opportunities available through choosing a career in public service.
- Objective 2.2 To ensure equitable and easy access to employment opportunities with the provincial public service.
- Objective 2.3 To ensure that recruitment and orientation programs support the hiring of people who are personally committed to high-quality and accountable public services.
- Objective 2.4 To foster a culture where new employees are welcomed, oriented, and mentored to achieve their career goals in public service.
- Objective 2.5 To create new opportunity for experienced public servants to continue to serve their community—before and after retirement.



Strategies

If the Nova Scotia public service is to become a preferred employer, three things must happen:

- Current and potential public servants must view a career in public service as worthwhile, challenging, and rewarding.
- Potential employees must be actively encouraged to consider the public service as a career option and must be able to access these opportunities easily and fairly.
- Current and future provincial public servants must experience a workplace culture that encourages their commitment to service and a culture where their individual and team efforts are valued and recognized.

Strategies to address these essential needs include the following:

Recruitment (Attraction) Strategies

It is no longer enough to expect potential employees to come looking for us; we must develop outreach initiatives that will help us look for them. The attraction strategy will include the following key elements:

- [Careers That Make a Difference! Toolkit](#)

A generic information package and recruitment video will be prepared, in co-operation with all government departments, for use at university, college, and high school career and recruitment events. This information/marketing package will highlight the variety of public service careers and opportunities available and will include a variety of ways by which young people might gain first-hand exposure to, and knowledge of, the public service.

- [Career Connect](#)

Career Connect will be used to prepare a core group of volunteers—public servants who are recognized role models—to visit interested groups (schools, professional and community groups, job fairs) to encourage interest in provincial public service careers. Employees working in difficult-to-fill or non-traditional roles, or self-identified as representing one of the designated affirmative action groups, will also be asked to serve as ambassadors or mentors for interested individuals with similar backgrounds.

- **Career Starts Program**

The existing Career Starts program will continue to provide work-term and post-graduate internship opportunities for young people studying and/or living in Nova Scotia. The program's focus will continue to be on diversity, on women in non-traditional and leadership roles, and on hard-to-fill professions and will be evaluated regularly for its impact on participants' career choices. Additional strategies for individuals interested in public service will also be developed with a focus on entry-level opportunities.

- **New Professional Talent Pools**

Just as this plan proposes the systematic development of internal talent pools, there will be a need to utilize the talent-pool approach to recruit new skilled workers to the public service, including a diversity talent pool and a Nova Scotia ex-pat talent pool. This program would include processes that encourage individuals with an interest in working with the public service to submit their resumés. This initiative must adhere to merit hiring policies and collective agreements and will be piloted as one mechanism for streamlining the search and selection process. Efforts to streamline and simplify existing application and recruitment processes will also continue.

- **Managers Recruitment Toolkit**

Managers and human resources professionals will be provided with a recruitment toolkit to help improve the timeliness, convenience, and fairness of each step in the recruitment cycle. Diversity, repatriation, and immigration initiatives will also be key sections of this proposed recruitment toolkit. Organization-wide efforts to establish recruitment process benchmarks for timeliness and fairness will also contribute to efforts to strengthen recruitment processes.

Retention Strategies

Once selected for employment within the public service, all employees must be welcomed and encouraged to stay. The following strategies are designed to encourage the retention of experienced and committed public servants and to attract new people to the public service.

- [Orientation and mentorship programs](#)

As new people join the provincial public service it is critical that an orientation program be available to them immediately upon their arrival. Orientation must introduce them to the broader vision and goals of government and then link these corporate messages, through their department, division, and team, to their specific role and contribution. Building on existing department-based models, corporate, departmental, team, and role-related orientation templates will be developed for organization-wide use. These programs and others can also be made available to government-funded agencies, boards, and commissions.

Similarly, employees will be supported through the first days and weeks in their new roles and new environment through a “buddy system” populated by colleagues who have shown themselves to be positive role models.

- [Employee recognition programs](#)

Having made a commitment to, and having been selected for, a career in public service, it is important that employees are informally and formally recognized for their contributions and achievements. To support this important workplace expectation, a recognition program will be developed with a number of key, organization-wide or corporate elements and a variety of employee recognition options from which department-level programs can be constructed. This combination of core elements and additional options for department consideration allows necessary flexibility in our diverse range of work settings. The corporate recognition program may include such key elements as the following:

- [The Premier's Award of Excellence](#)

- This award, given to an individual employee or team, will recognize a truly noteworthy contribution to the health, prosperity, and self-sufficiency of Nova Scotians through public service. Developed in consultation with individuals and groups throughout Nova Scotia, it will offer an opportunity to cite the efforts of public servants throughout the province and will become an integral part of existing or new public confidence/opinion surveys.

The Minister's Outstanding Service Award

This award will be presented by the minister responsible for a given department in recognition of an outstanding individual or team contributing to the achievement of that department's goals.

Citizenship/Volunteer Award

Many public servants give back to their communities through a variety of volunteer community-involvement activities. This citizenship activity should not go unnoticed. The Citizenship/ Volunteer Award will be created as one way of recognizing the best examples of how public servants go the extra mile in their respective communities.

Long Service Awards

The granting of long service awards has been a practice in some departments for many years. More recently, government has sought to establish a regular system and process for recognizing those who have dedicated 25–30 years and 35 plus years to public service. The Long Service Awards program will seek to acknowledge and celebrate all key service milestones.

Department Employee Recognition Programs

In addition to the corporate recognition initiatives listed above, and building on the very positive elements of existing department-based progress, a model department-based recognition program will be developed and piloted.

- **Reward packages**

Government will continue to monitor the relationship between public-sector and private-sector reward packages (salaries and benefits) and continue to pay public servants fairly and within the ability of Nova Scotians to fund their public service. Employees, at different stages in their careers and their lives, will want choices when it comes to how best to use the total benefits package.

- **Internal (employee) communications initiatives**

All relationships are based on effective communication among the parties involved. The Government of Nova Scotia, as an employer, will review and strengthen existing internal communication mechanisms to ensure that its commitment to its employees is heard and seen by individuals throughout the province.

- [Exit interviews/surveys](#)

If we are to encourage people to remain with the public service or in their respective departments, we need to understand what prompts them to leave. An exit interview/survey program will be introduced across all government departments as a way to strengthen this understanding.

Measures of Success

The **results** to be achieved include the following:

- Public awareness of career opportunities in the public service increase.
- Employment opportunities with the public service are equitable and accessible.
- Recruitment and orientation programs reinforce the need for employees who are personally committed to high-quality, responsive, and accountable public services.
- The public service provides orientation and mentoring opportunities to employees, which promote high standards and ethical behavior.
- A systematic and well-recognized internal communications system exists and reaches all employees.

We will track the following specific **indicators** and measures to gauge our progress in achieving these results:

- Number of new staff who cite “career events” as having contributed to their decision to work with the public service
- Positive rating on the public’s perception/opinion of the fairness, impartiality, and access to employment opportunities with the provincial public service
- Employment opportunities that are widely distributed, include information on how to apply and clearly defined requirements, and are in a format that meets diverse needs
- Job qualifications that are free of bias and warranted for the position
- Existence of orientation and mentoring programs that promote high standards and ethics
- Percentage of new employees receiving orientation within their first month of employment
- Percentage of performance reviews/plans completed annually
- Number of formal department-based employee recognition programs

Goal 3

To be a safe and supportive workplace

Employees of the Nova Scotia Government must, quite simply, be assured of a safe and supportive workplace if they are to live up to their full potential and respond most effectively to their public service roles. By this we mean that the physical and cultural environment in which they work must not increase risk or cause injury or illness. We must assure current and future employees that this is a workplace where safety strategies take us “beyond compliance” to a model where employee health and well-being are our measures of success and where the reduction of workplace injury and illness is an essential step—but just a first step.

A recent publication entitled *Working Time and the Future of Work in Canada* (Pannozzo and Coleman, 2004) points out that most human resource programs ignore the adverse effects that excessive work hours can have on personal health and family structures. The observation was made that there is a significant amount of the workforce that provides *unpaid overtime* to their employers. These findings do not speak well of the work-life balance for many working Nova Scotians. Clearly, we need to stop measuring commitment in terms of time on the job and recognize that people who leave the workplace each day with a capacity to spend time with their families and communities are of great value to Nova Scotia. *Corporate citizenship*, or volunteerism, is far reaching in our communities, and we would be a much poorer province without the commitment that our citizens display in supporting not-for-profit organizations and community-building activities.

Our employee survey indicated strong favourable response to questions regarding safety. Employees feel safe in their jobs and their environments, know their occupational health and safety representatives, and feel that harassment is not tolerated in their workplace. When asked about balance between their work and family lives, responses indicated that we have some additional work to do in that category (54 per cent of employees had a favourable response). The management group, in particular, expressed concerns about work-life balance. If we are to achieve this “safe and supportive” goal, consideration must be given to these concerns.



Objectives

- Objective 3.1** To meet and, where possible, exceed compliance with occupational health and safety legislation and regulations and current corporate occupational health and safety policies.
- Objective 3.2** To reduce the total experience of workplace injury and illness each year for the next five years.
- Objective 3.3** To encourage and facilitate employees' volunteer involvement in their communities.
- Objective 3.4** To ensure that all employees can express ethical and professional concerns in an atmosphere of mutual respect and public interest.
- Objective 3.5** To encourage departments to utilize programs available to them that assist in the well-being of employees (e.g., the Employee Assistance Program, modified work options, occupational health and safety audits).

Strategies

Healthy Workplace Program

The healthy workplace strategy is a philosophy and culture that requires a commitment from everyone involved. Individuals must take care of their health, elected officials need to show support, and managers and leaders have to lead by example. The Province of Nova Scotia was the first provincial jurisdiction to create an Office of Health Promotion, which tells us that government values a wellness philosophy.

A comprehensive corporate healthy workplace program will focus on three key elements:

- **Promoting Good Individual Health Practices**

Fitness, nutrition, and other healthy habits start at home. What you purchase at the supermarket, having annual medical check-ups, and the amount of exercise you perform in your spare time are all a part of your general lifestyle and factors over which you have the largest influence.

- **Psycho-Social Work Environment**

A culture that promotes work/life balance—including reasonable expectations of the amount of time individuals spend at work and the need to have fun while at the workplace. Programs that encourage a family-friendly and mutually supportive workplace—flexible hours, job sharing, reduction of workplace-related stress, and zero tolerance for any form of workplace violence or physical or psychological harassment—are essential elements of a truly supportive workplace experience.

- **Physical Work Environment**

Injury and illness prevention and a safe, supportive, and healthy work environment are key to wellness. This includes performing regular ergonomic assessments and safety inspections and ensuring good air quality.

Employee Support

The following initiatives will provide a safe and supportive workplace:

- **Employee Support and Work Accommodation**

Getting employees back to work after an illness or injury in a safe and timely manner, by utilizing such tools as modified/early return to work, telework options, and providing a welcoming environment, will continue to be a focus for a healthy workplace. In 2005, an enhanced program to manage short-term illness and long-term disability (STI/LTD) will be implemented as a joint initiative of the provincial government and the Nova Scotia Government and General Employees Union (NSGEU).

- **Employee/Family Assistance Program (EAP)**

EAP is a benefit that many of us may not require, but if the need arises, it is a very valuable benefit for us all. The confidential nature of the service provides us with assurances that we can seek assistance to deal with personal issues.

- **Occupational Health and Safety (OHS) Programs and Policies**

The provincial public service will establish a “beyond compliance” occupational health and safety strategy to ensure that it meets or exceeds all OHS legislation, regulation, and policy requirements. It will also report annually on its OHS experience to its employees and to Nova Scotians. “Beyond compliance”—surpassing full compliance with occupational health and safety legislation and regulations—should include the re-establishment of the OHS audit function, implementing recommendations of the OHS audits, and promoting workplace injury prevention. Beyond compliance does not guarantee that workplace injuries or illness will not occur, but failure to comply creates a high risk that they will. Best practices in promoting and assuring a workplace that takes OHS beyond compliance will also be recognized through a new “safety always” award.

- **Corporate Citizenship**

A strategy to encourage and support the volunteer involvement of public servants in their communities will be established as one way of fostering work-life balance and as a way of celebrating and recognizing the important relationships between the public service and our community. This strategy will also examine the contributions of the public service, as an employer, to the environmental, social, and cultural well-being of communities throughout Nova Scotia.

Measures of Success

The **results** to be achieved are as follows:

- Departments are accessing programs that enhance employee well-being.
- The corporate occupational health and safety policies are met and exceeded.
- Workplace injury and illness are reduced every year.
- Employees feel that their community involvement is encouraged and supported.
- Employees know how to express ethical and professional concerns in an atmosphere of mutual respect and feel they can do so.

We will track the following specific **indicators** and measures to gauge our progress in achieving these results:

- Public servants' awareness of corporate values
- Number of departments that comply with corporate OHS policy
- Decrease in the number of accidents and near-misses reported
- Percentage of employees who feel that their community involvement (corporate citizenship) is valued and encouraged by their department
- Existence of policies describing the process and procedures for communicating concerns, which are evaluated regularly and updated, based on the evaluation results
- Percentage of employees who feel that they can report ethical and professional concerns without fear of reprisal
- Number of departments with active healthy workplace initiatives
- Decrease in illness and injury-related absenteeism



Goal 4

To be a diverse workforce

We know that the Nova Scotian community we seek to serve is a diverse one and that it is likely, through essential and more aggressive employment and immigration strategies, to grow more diverse in years to come. As a matter of policy, the Nova Scotia public service strives to be a workplace that is reflective of the community it serves.



Valuing diversity challenges us not only to be a public service that is reflective of the community we serve, but also, through diversity, to create a more respectful and productive public service and to be a model for other employers in Nova Scotia. The Nova Scotia public service will be an organization where valuing diversity is a positive choice, not an obligation. Goals will include a strong commitment to recognizing and valuing differences in nationality, ethnicity, language, age, religion, and sexual orientation, and to being a workplace that is accessible to all Nova Scotians.



Diversity goals will also be aligned with related corporate strategies, including government's Immigration Strategy and Multiculturalism Strategy.



Objectives

- Objective 4.1** To expand the public service focus on employment equity and affirmative action to a broader “valuing diversity” philosophy and culture and to ensure that this focus is reflected in our workforce.
- Objective 4.2** To increase the number and distribution of employees from designated groups each year for the next five years.
- Objective 4.3** To increase the number of services provided to Nova Scotians in both official languages.

Strategies

Valuing Diversity

Initiatives to achieve affirmative action and other diversity objectives will include the creation of a Round Table. This Round Table will encourage a more positive and aggressive interpretation of existing affirmative action policy and programs (recruitment, hiring, and promotion practices) and will promote efforts to increase age and linguistic diversity throughout the provincial public service.

Other strategies will include the following:

- **Diversity Partnerships**

These will include building more proactive relationships with organized labour, key community-based groups, professional associations, the private sector, and other Atlantic provinces to promote a diverse and inclusive workplace.

We will also address the inequities and perceived racism experienced by minority groups by working in conjunction with other government agencies that have built expertise in diversity and multicultural awareness.

- **Promoting and Strengthening the Affirmative Action Inventory for Casual Employment**

This will include creating a pre-assessed talent pool for consideration when more long-term opportunities to join the public service arise and providing shadowing opportunities to introduce designated groups to the public service.

- **Diversity Education**

Education will continue to focus on activities committed to affirmative action and will be expanded to include emerging and related diversity issues (e.g., repatriation, immigration, multiculturalism). Diversity will be a theme in all future orientation and leadership development programs of government.

- **Nova Scotia as an Immigrant Employer**

We will lead the way in recognizing international credentials and ensure that hiring practices are supportive of our commitment to hiring designated groups and immigrants.

- [Diversity Management Toolkit](#)

The toolkit will be developed and will be made available to managers and employees to allow timely and easy access to key diversity-related policies, documents, data programs, and publications. It will also assist with awareness, attitude change, and conflict resolution challenges.

- [Affirmative Action/Diversity Plans and Progress Reports](#)

Affirmative action and diversity plans and progress reports should be an important activity in the mainstream of government business and operations. Achievement of expressed diversity goals will also become a specific element of government performance management programs for senior officials.

- [Acadian/French Language Services Strategies](#)

In co-operation with the Office of Acadian Affairs and in response to the Acadian/French Language Services Act, 2004, we will increase the number of services available in both official languages. The strategies will include development of regulations, assessment of department-specific needs, and introduction of language training opportunities for interested employees.

Measures of Success

The **results** to be achieved include the following:

- Surveys and interviews indicate an inclusive atmosphere that is responsive to the needs of a diverse workforce.
- Nova Scotia's public service reflects the diversity (percentage of distribution) of the available workforce/community.
- Resources and services provided to the public that are responsive to the needs of both official languages.
- Employees support diversity and inclusion in the workplace.

We will track the following specific **indicators** and measures to gauge our progress in achieving these results:

- Improvement in the representation of designated groups
- Number of departments that demonstrate their support of this goal through a documented strategy and action plan for integrated diversity that is linked into their departmental business plans
- Representation within the Nova Scotia public service for designated groups
 - during the various stages of the recruitment and selection process
 - in appointments
 - in career developmental programs
 - in general
- Percentage of services (programs) provided to Nova Scotians in both official languages
- Percentage of employees who report satisfaction with government and their department's efforts to support and value diversity
- The public's use of and satisfaction with the availability of services (programs) offered in both official languages
- Percentage of applicants who self-identify as representing designated groups



Goal 5

To be a learning organization



The goal of being a learning organization begins with development of a shared understanding of exactly what this involves. In its most complete form, being a learning organization involves a leadership philosophy that organizations are living organisms that can learn from their environments and experiences and apply this learning systematically across the organization. The philosophy applies to a belief in an organization's ability to learn from its good and its bad experiences, from its successes and failures, from its wise and not-so-wise decisions and actions.



This commitment is born of a recognition that the rate and complexity of change, increased public expectations, and the new professional's expectation of a work-life balance all require a commitment to—and a capacity for—lifelong and continual learning. Acting on a commitment to continued growth and development of individuals and teams will strengthen public confidence in our ability to provide high-quality service with knowledgeable and empowered staff.



Recent research informs us that Nova Scotia's public servants are, in general, more highly educated than the overall Nova Scotian working-age population and that the public sector is making more use of information technology than the private sector. Both these facts reaffirm the need for a policy and resource commitment to continual learning—both organizationally and for individual employees—and the need for employees to share responsibility for their professional and personal growth and development.



Objectives

Objective 5.1 To establish a mechanism for systematic sharing of best practices and other experiences throughout government departments and agencies.

Objective 5.2 To establish mechanisms for the systematic development and tracking of employee career aspirations, development, and opportunities.

Objective 5.3 To develop and recommend guidelines and monitoring systems to encourage investment in professional development and continuous learning throughout all government departments.

Strategies

A learning organization is one in which its people are the fundamental investment for organizational success. In achieving our goal of high-quality public service, our employees are our key ingredient. Commitment to our employees must be reflected in learning and development opportunities that effectively link performance management, development plans, and career paths for employees throughout the organization.

Learning Organization Strategy

We will define and promote a culture of continuous learning and improvement with the following strategies:

- **Corporate Employee and Organizational Learning Statement**

As an essential first step to becoming a learning organization, there must be a common understanding of the implication of such a commitment. To that end, a corporate development statement will be established. This statement will be based on the review, revision, and consolidation of existing corporate and departmental training and development policies and practices. It will also reflect industry standards or best practices.

- **Corporate Core Learning Curriculum (Calendar)**

The Public Service Commission works in partnership with line departments to ensure that our employees across government are offered high-quality, relevant learning and development opportunities in a cost-effective manner. An annual corporate training calendar is available to all government employees. The core curriculum, based on regular, organization-wide needs assessments, is designed to improve the skills, knowledge, and behaviours every employee requires to contribute to a stronger professional public service.

Training is designed around the following competencies: decisiveness, development of people, achievement orientation, impact and influence, strategic orientation, team leadership, self-confidence/courage of convictions and relationship building.

- **Knowledge Management Strategies**

Knowledge management is the process of leveraging the collective knowledge existing in an organization by capturing, nurturing, and using what people know. It is the process of identifying intellectual assets and fostering a culture that promotes knowledge transfer and retention and pays close attention to the risk of “corporate memory” loss—in other words, addressing the “brain drain.”

Creating a knowledge retention strategy involves four key components: human resource processes and practices, knowledge transfer practices, knowledge recovery initiatives and information technology applications to capture, store, and share knowledge.

- **Leadership and Management Development Program**

The Leadership and Management Development Program will represent a coordinated and integrated approach to the professional development of current and future leaders.

- **E-Learning**

Internet and other information technologies will improve access to training and development. Programming will focus on employee orientation, occupational health and safety, self-directed career planning, and many other skills. Training and professional development will be greatly enhanced, as many geographical and cost barriers are removed.

Through E-Learning technology and strategies, employees will also be empowered to assess and respond to their job- and career-related learning needs, anywhere, anytime. While respecting the privacy of individuals, summary data will be available to guide future training and development activities. Such data would include the number of employees seeking and accessing training and development opportunities, their evaluation of the quality of programs delivered, and the total employee days of training and development.

Measures of Success

The following **results** are to be achieved:

- Employees and managers have access to programs or tools that share best practices and corporate knowledge and are promoted by leaders.
- Employees' career aspirations, development, and opportunities are developed and tracked.
- Government has established, and monitors, guidelines to encourage investment in professional development and continuous learning throughout all government departments.
- Training to address core continuous learning needs, such as safety and diversity, is available for employees and is tracked and monitored.

We will track the following specific **indicators** and measures to gauge our progress in achieving these results:

- **The existence of a government-wide system for sharing best practices and other experiences:**
 - employee development investment targets
 - range of recommended training and development methodologies
 - consistent funding and employee reimbursement guidelines
 - performance management and professional development connection
 - monitoring and evaluation of the impact or effectiveness of various development or training initiatives
- **Existence of a government-wide system for developing and tracking employee career aspirations, development, and opportunities that is linked to performance and succession management**
- **Percentage of employees whose career aspirations and career development plans are documented and linked to their performance plans**
- **Existence of documented government guidelines to encourage investment in professional development and continuous learning and a government wide system for tracking and reporting on compliance to these guidelines**
- **Percentage of departments compliant with these guidelines**
- **Percentage of employees whose learning needs have been documented and the percentage of employees who are in progress of fulfilling their core learning needs**
- **Percentage of employees who feel that training for core continuous learning needs is accessible**

Next Steps



A plan with the best of intentions is just a plan. We will not become the organization we want to be overnight, but we need to set our sights on our preferred future and make a real commitment to action and change.

Buy-in and Champions

For the plan to succeed, it needs the support of all public servants and the commitment of senior leaders and managers throughout government. Positive labour-management relations with a shared focus on the quality of work life will also be central to this plan's eventual success, as will a stronger and positive relationship with the public we serve. A shared commitment to the overall goals of the plan and the workplace values that are central to organizational change will also be pre-conditional to the plan's success. These values will require explanation, and they will need to be translated into behaviours. Resources to guide the implementation of key components of the plan are limited; some, upon closer examination, may need to be added. Where a business case demonstrates their need, government must be prepared to act accordingly.

It is also important that today's human resource professionals and managers make a commitment to the plan's success by actively seeking a leadership role in the development and implementation of strategies to achieve one or more of the identified goals.

Patience and Perseverance

We will not become the organization we want to be overnight, but we have many strengths on which to build. We work and live in one of the most exciting and inspiring places in this country, if not the world. This human resource plan is designed with a vision of a public service that is united in its commitment to high-quality service and to the health, prosperity and well-being of Nova Scotians. We need to take action on this plan and commit to the sustainability of whatever we prepare to do. We must keep an eye to the high cost of not taking action now to create a more humanistic workplace. It may well take as much effort to say yes to the status quo.

Communication

We know that communication helps to build relationships, promotes mutual understanding, and is an important ingredient in enabling employees to contribute to organizational success. For these reasons, government-wide communication will be an important step in implementing the plan, not only in the introductory phase, but over the long term.

Because communication is a participative process rather than a distributive one, a communication plan will be developed that focuses on creating interactive opportunities, such as presentations, lunch-and-learn sessions, and online video streaming. Other communication activities will also be identified. These would include highlighting best practices and success stories across departments, as well as including information in existing communication vehicles, such as newsletters and team meetings.

Progress Reports

Finally, we will need to monitor and report on our progress. To that end, a companion document on corporate human resource plan performance measures will be developed by the Public Service Commission's Evaluation and Audit Division for use in future progress reports. We will also keep you informed of our progress on a regular basis.

What Do You Think?



We invite your comments and suggestions about the plan and your active involvement in its implementation.

For More Information

Please call **(902) 424-6456** or e-mail Lisa Palermo at **palermml@gov.ns.ca**.

Thank you!

 *Respect*  

Integrity  *Diversity*

Accountability 

The Public Good



www.gov.ns.ca/psc

