

# Nova Scotia Public Service Commission Accountability Report

2006 - 2007

Leadership and Excellence  
in Human Resource Management



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# Accountability Statement

The Accountability Report of the Public Service Commission for the year ended March 31, 2007, is prepared pursuant to the Provincial Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Public Service Commission's Business Plan for the fiscal year 2006-2007. The reporting of the Public Service Commission's outcomes includes estimates, judgements and opinions by the Public Service Commission's management.

We acknowledge that this accountability report is the responsibility of the Public Service Commission's senior management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Public Service Commission's 2006-2007 Business Plan.

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Carolyn Bolivar-Getson  
Minister, Human Resources

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Rosalind C. Penfound  
Commissioner, Public Service Commission

## **Message from the Minister**

It is with pleasure that I present the Public Service Commission's 2006-2007 Accountability Report.

The Accountability Report is designed to report on our achievements as measured against the previous year's business plan. This is just one priority we have to maintain our commitment as an accountable public service. In this report you will find highlights from our work during 2006-2007, as well as some of our plans for the next fiscal year.

As a central agency for the Government of Nova Scotia, the Public Service Commission provides internal leadership, strategic direction and expertise in human-resource management to support the continued development of a strong public service.

Because the government's human resource function has an indirect impact on the lives of Nova Scotians, the strategic goals we set for ourselves enable government to provide the best possible service to Nova Scotians. We do this by developing and implementing human-resource policies, programs and services as well as acting on the government's behalf in collective bargaining.

I would like to thank all Public Service Commission employees, the broad human resource community and all government managers for their contribution to a vital public service in Nova Scotia. I look forward to another successful year.

Carolyn Bolivar-Getson  
Minister of the Public Service Commission

## Message from the Commissioner

As another year has ended I am pleased to report on the accomplishments and events of the Public Service Commission for 2006-2007. From this Accountability Report I hope readers will come to appreciate the talents of our dedicated team here at the Public Service Commission and the broader HR community in government.

This year has brought our department closer to achieving our long-term goals. As part of the Government of Nova Scotia's five-year *Corporate Human Resource Plan*, service excellence, being a preferred employer, being a safe and supportive workplace, being a diverse workplace and being a learning organization, were prioritized as long-term goals when the plan was launched in 2005.

While working towards our goals in 2006-2007, many planned priorities were achieved as were additional significant events and accomplishments that arose throughout the year. To name a few, the PSC completed the Attraction and Retention Framework, launched a new careers website, and implemented a corporate Healthy Workplace Policy, which was paramount in achieving Progressive Excellence Program (PEP) Level 1 certification from the National Quality Institute. In addition, a pilot program on flexible work options began in July, an external review was completed on classification system management processes, the 2007 Employee Survey was conducted and a comprehensive consultation and review was completed on the Fair Hiring and Affirmative Action policies.

Over the next three years, progress will continue as we reach for direction from the *Corporate Human Resource Plan*. As the plan moves forward, I will be excited to work with our partners to contribute to the success of the plan and report on our advancement.

Rosalind Penfound  
Public Service Commissioner

## **Introduction**

The Government of Nova Scotia is committed to being open and accountable. Accountability is enhanced by regular reporting to the House of Assembly and the public on results relative to the goals, priorities and performance measures outlined in the business plan at the beginning of each fiscal year. Annual business plans and accountability reports are essential tools for government and agencies to assess organizational performance. The report is intended to be an account of progress made on major goals and objectives for the year.

## **The Business Plan and Accountability Report 2006-2007**

The Public Service Commission Accountability Report for the fiscal year 2006-2007 summarizes the activities, accomplishments and performance measures for the fiscal year ending March 31, 2007. This report should be read in conjunction with the NS Public Service Commission's 2006-2007 Business Plan (<http://www.gov.ns.ca/psc/pdf/BusinessPlan/2006-2007.pdf>).

# Public Service Commission Progress and Accomplishments

This section outlines the strategic goals and priorities outlined in the Public Service Commission's 2006-2007 Business Plan. Accomplishments and progress achieved during the year for each priority are described in this section. Any significant accomplishments not anticipated in the original business plan but achieved in this fiscal year have also been identified.

## Strategic Goals

The 2006-2007 strategic goals for the Public Service Commission (PSC) were:

- to lead in the development of a dynamic, diverse, sustainable, and committed workforce that meets current and future public service needs
- to champion a healthy, safe and supportive work environment across the public service
- to provide direction and support regarding the consistent application of human resources policies, programs, and practices across the Public Service
- to lead the development of human resource policies, programs and services that influence and encourage a culture of service excellence

## Priorities (✓)

The above strategic goals were advanced through **seven** priorities identified in the PSC's 2006-2007 Business Plan. Progress on all of these priorities is summarized below:

✓ **Priority 1 - ATTRACTION and RETENTION**  
**To complete the design (and begin implementation) of a corporate Attraction and Retention Framework**

***Description:** The specific goal of the Government of Nova Scotia being a preferred employer is clearly outlined in the Corporate HR Plan. As a preferred employer, government needs to attract and retain the required talent to ensure that it meets its goals and continues to deliver high quality services to the citizens of Nova Scotia. Attraction and retention strategies must be seen as part of the way government does business - strategically planning for the future and proactively addressing workforce needs. Strategies will address challenges such as competition for talent from external organizations, immigration trends, ensuring the government workforce is representative of the people it serves, myths and misconceptions about working for government, generational differences in work expectations, an ageing workforce, and management perceptions of attraction and retention.*

*In 2006 - 2007, under this priority, the Public Service Commission planned to focus on the following activities:*

- To publish a complete Attraction and Retention Framework*
- To lead communication and implementation of key elements of the Attraction and Retention framework including:*
  - a corporate Employee Recognition Framework and Toolkit*
  - a departmental Recognition Template (Guide)*
  - a Corporate Employee Orientation Module*
  - an Exit Management Framework*
- To lead the redevelopment and consistent application of the corporate Merit Hiring and Affirmative Action policies and practices*
- To complete priority elements of the HR Policy Review initiative*
- To ensure the continued availability of career and professional development opportunities for all employees*

The Attraction and Retention Framework was completed in July 2006 and was published on the PSC's website, along with supporting documents, to provide an overview of the PSC attraction and retention strategies.

<http://www.gov.ns.ca/psc/pdf/AttractionRetention/Attraction%20and%20Retention%20Framework.pdf>

Key elements of the Attraction and Retention framework were also advanced in the 2006-2007 fiscal year:

- The recognition policy was approved in March 2007 and became effective on April 3, 2007.*
- The recognition toolkit was designed in March 2007, and launched in May 2007.*
- The orientation program framework was designed in March 2007. Work will continue in 2007-2008 to update the policy, and to develop the program and its tools.*
- An exit management framework was designed in March 2007. Components of the framework continue to be developed into 2007-2008.*

The Fair Hiring and Affirmative Action policies have been redrafted involving extensive consultations during the fall of 2006. The redrafted policies were circulated for comments by the end of March 2007.

Also, in the 2006-2007 fiscal year, other priority elements of the HR Policy Review initiative were completed:

The review of the Performance Management policy was completed through consultations with the HR Community. Proposed changes to the policy were submitted to Treasury and Policy Board for approval.

The MCP Pay for Performance policy also underwent a review. Proposed changes were approved by the DMs Committee on Human Resources. The revised policy is to be updated in the Management Manual.

Policy review and development were underway with respect to compensation policies related to temporary assignments and salary determination. The drafted policies have undergone extensive consultations. Approval is expected in 2007-2008.

Finally, in the 2006-2007 fiscal year, 149 HR professionals participated in career development workshops and 24 employees participated in resume and interviewing skills workshops.

✓ **Priority 2 - VALUING DIVERSITY**

**To continue to promote a strong focus on Valuing Diversity initiatives throughout government**

***Description:** The government of Nova Scotia benefits from the diverse backgrounds that our employees bring to the public service. Diverse perspectives, cultures and opinions assist us in improving service delivery to a diverse population, expand our creativity, create a respectful and supportive work environment and add to our productivity. The Corporate HR Plan identifies diversity as a priority in its values and goals.*

*In 2006 - 2007, under this priority, the Public Service Commission planned to focus on the following activities:*

- Subject to resource availability, to enhance the Diversity Talent Pool, report on its utilization and impact*
- To ensure that diversity is a key element of other talent review and talent pool initiatives*
- To enhance corporate capacity of HR practitioners on best practices in recruitment and hiring for merit and diversity*
- To add a Values module to all orientation and leadership development program offerings*
- To complete the corporate Affirmative Action (Diversity) Progress Report for 2005-2006*
- In partnership with other government departments and community partners, to design and implement a Diversity Employment Program*

Work on the Diversity Talent Pool was contingent on additional resources (funding and FTE's). As a result, this activity will carry over to the 2007-2008 fiscal year. A departmental breakdown on utilization of the Diversity Talent Pool has been compiled for the 2005-2006 fiscal year. Currently, work is being conducted on a feedback survey for the 2005-2006 and 2006-2007 fiscal years. Results of these surveys were reported, and improvements were made to the processes associated with the Diversity Talent Pool. A database has now been developed and is in the testing and implementation phase.

No activity has taken place on the Executive Talent Pool - work on this priority will be

contingent on work in this area going ahead. This will be a part of the Talent Management Centre should it proceed.

Corporate capacity of HR practitioners on best practices in recruitment and hiring for merit and diversity was enhanced in the 2006-2007 fiscal year. A pilot workshop was tested in January 2007. This module will be built into a two-day "Recruitment and Selection Training Module".

The Values module has been woven into the Learning Development Program (LDP) and is the catalyst for the organizational climate survey.

Also in the 2006-2007 fiscal year, the Affirmative Action (Diversity) Progress Report was completed (both the corporate report as well as the PSC departmental report). The PSC report provides an overview of the progress that has been made at the Public Service Commission in fiscal year, and outlines a three-year plan of our proposed actions to advance the diversity and affirmative action agenda. The annual corporate report was tabled during the Fall of 2006.

Finally, TPW, in partnership with the PSC and other partners, has established a Steering Committee and is very close to announcing the Aboriginal Workplace Initiative.

✓ **Priority 3 - HEALTHY WORKPLACE**  
**To continue with timely implementation of key elements of the Healthy Workplace Program of the provincial government**

***Description:** Employees of the government of Nova Scotia must be assured of a safe and supportive workplace. This will allow them to contribute most effectively in their roles of delivering high quality public service. Employees have indicated a strong and favourable response when questioned about safety in the workplace, but we must go beyond compliance and provide an environment where employee health and well-being are measures of success.*

*In 2006-2007, under this priority, the Public Service Commission planned to focus on the following activities:*

- To complete and communicate a corporate Healthy Workplace Program Framework*
- To recommend and once approved, implement a corporate Healthy Workplace Policy*
- To achieve PEP Level 1 certification from the National Quality Institute (NQI)*
- To identify and implement the coordinated delivery of core and mandatory OH&S training for all employees*
- To develop and communicate flexible work guidelines*

In 2006-2007, the NQI Model was well integrated and the Healthy Workplace policy was developed, approved and implemented. It came into effect on February 1, 2007. An Evaluation Framework and Logic Model have also been developed, as well as an implementation plan

developed and rolled out. Information sessions, brochures, posters, and a calendar for managers were just a few of the promotional activities that supported policy implementation. On-going training, promotion and the development of new tools will continue to support it.

In addition, the Nova Scotia Government attained PEP Level 1 certification in Healthy Workplace in late March 2007 and a recognition and celebration event with media is planned for late September 2007.

Also in the 2006-2007 fiscal year, seven OH&S courses have been identified to be provided corporately with facilitators from the OH&S Forum. The PSC has coordinated the facilities and dates for these courses and are preparing to take the documents for the courses to print for the 2007-2008 training calendar. Departments will determine which courses will be mandatory in their OHS programs.

Comprehensive flexible work option guidelines were approved by Executive Team. Approval was also granted to conduct a pilot at the PSC to begin in July 2007.

✓ **Priority 4 - SAP HR**  
**To maintain a positive leadership role (in cooperation with Corporate Information Systems (CIS) at Department of Finance and the HR Community) in the effective application of SAP-HR systems**

*Description: Since the new SAP HR/Payroll system went 'live' in April 2005, numerous groups within the HR CSUs, the Corporate Information System (CIS - Department of Finance) and the PSC have been working continuously to make adjustments to the system's configuration to make it work more effectively. At the same time certain functionality, such as the many reports used by the HR CSU community and government's managers, have not been readily available. The responsibility to maintain and deliver up-to-date training on system changes has fallen to the PSC and has required the establishment of an SAP HR/Payroll Business Transformation (BT) Team.*

*In 2006 - 2007, under this priority, the Public Service Commission planned to focus on the following strategies:*

– **SAP HR/Payroll Business Transformation**

*Three positions have been established to form the SAP HR BT team. This group is responsible to assist the HR CSU community in adjusting to the new SAP HR system and to develop and deliver training materials in support of these efforts.*

*Specific activities for 2006-2007 include:*

- *To provide ongoing system support to the HR community, including the development of an SAP-HR support Talent pool*
- *To ensure timely identification and response to the HR community with respect to Pay and Benefit Consultants in support of SAP HR system improvements, enhancements and upgrades*
- *To develop training materials and other support documentation to reflect continuous enhancements to the SAP HR system*
- *To deliver training to the HR community and other user groups*

Ongoing support continues for the HR community, including the development of an SAP-HR support talent pool. The talent pool was created and resources were outsourced to various departments. Six people were trained in the 2006-2007 fiscal year.

Also in the 2006-2007 fiscal year, the Phase 2 project was completed in March 2007. Broadly, the purpose of this project was to transition existing HR processes to more effective and efficient processes by improving the existing SAP configurations and implementing new SAP functionality.

Finally, refresher training was completed for Pay and Benefit Consultants. In total, 46 consultants were trained in 2006-2007. Regular training sessions were also offered for new users. The on-going process has now become routine business.

### ***SAP HR Reports***

*One of the stated strengths of SAP HR is the multitude of reports which are pre-defined and readily available to end users. Unfortunately most of the reports that the HR CSU users require are not the same as the system defined reports and the generation of unique reports requires specific training in the creation of Advanced Business Application Programming (ABAP) reports.*

*Specific activities for 2006-2007 include:*

- *To lead the effort in the production of reports required by the HR community, as identified through a recent needs assessment.*
- *To train system users in ad hoc report writing*
- *To develop reports to support the HR Report Card.*

The production of reports required by the HR community was completed in 2006-2007 along with the reports to support the HR Report Card.

### ***Business Warehouse***

*HR system generated data, including historical data from the HRMS system, is an asset which is*

*often used for a variety of reasons (collective bargaining, arbitration settlements, trend analysis, etc.). The SAP HR system does not have the capacity to store historical data, therefore mechanisms must be put in place to access this data. An interim solution has been developed in the form of interfaces to gather data from both HRMS and SAP HR. A permanent solution in the form of a Business Warehouse (BW), which could store data from different sources in a pre-defined structure to facilitate data recovery and the production of reports, is being considered. Interface software such as Business Intelligence (BI) would also have to be manipulated to meet the requirements of the HR CSU community as well as other government managers.*

*Specific activities for 2006-2007 include:*

- Work in partnership with CIS and the HR CSUs to develop SAP HR Business Warehouse and Business Intelligence*
- To use BI to supply the demand for reports from the HR community.*

In 2006-2007, a Pilot Project was under way and continued until March 2007. Blueprinting was also ongoing during this time frame to further develop the utility of the SAP HR Business Warehouse as well as the PSC's capability in the use of Business Intelligence.

### ***SAP HR Control Framework***

*Evaluation and Audit will be reviewing the controls which currently exist in the SAP HR system, comparing them with the level of controls which should exist and will recommend system changes and/or audit processes to address any deficiencies.*

*Specific activities for 2006-2007 include:*

- To complete the review of existing SAP HR system controls*
- Following the review, if necessary, implement system and/or business process controls to enhance the existing system controls.*

Work in response to the audit was underway in 2006-2007, which led to system and process changes. AG system controls audit was also completed and a joint PSC and Department of Finance team was working to address issues identified.

### ***SAP HR System Security***

*Although certain security measures have been put in place to access the SAP HR system, e.g., roles of system users, these measures need to be reviewed, validated and improved by the PSC and CIS.*

*Specific activities for 2006-2007 include:*

- *In conjunction with the work to be undertaken regarding the Control Framework, the PSC will also work with the CIS to review and enhance the SAP HR system security policy and business procedures.*

The review and enhancement of the SAP HR system security policy and business procedures was carried forward into the 2007-2008 fiscal year.

✓ **Priority 5 - CLASSIFICATION / COMPENSATION**  
**To assure the availability of objective, consistent and reliable compensation and classification systems and practices**

***Description:** The goal of this priority is to work towards improvements in the administration of government's compensation and classification systems and practices. By way of background, the current classification tools and processes used by the Government of Nova Scotia to evaluate positions in both the bargaining unit and excluded groups are over 20 years old and have had only minor modifications since they were implemented. The current tools and lack of updates have led to a framework that is increasingly difficult and time consuming to manage. The Public Service Commission has implemented a review of these job evaluation and compensation tools and practices to identify areas for improvement.*

*In 2006 - 2007, under this priority, the Public Service Commission planned to focus on the following strategies:*

- *To develop and implement a compensation framework and strategy.*
- *To complete an external review of classification system management processes and begin implementation of approved recommendations from the review as resources allow.*

The external review of classification system management processes was completed in the 2006-2007 fiscal year. Recommendations from the review will proceed to be implemented when approved as resources allow.

✓ **Priority 6 - PARTNERSHIPS**  
**To strengthen partnerships in Human Resource Service Delivery**

***Description:** To create an HR community that is viewed as a cohesive, collaborative professional group that meets the needs of clients in an effective, efficient, timely and consistent manner. In 2006-2007, under this priority, the Public Service Commission planned to focus on the following strategies:*

***HR strategy for the HR community***

*The objective is to identify and develop the tools and support systems required to recruit, develop, and retain HR professionals in government. As a result of this work, capacity is built across HR with a pool of qualified HR professionals equipped to deliver quality service to departments and agencies across government.*

*Specific activity in 2006-2007:*

- To complete the development of the HR Strategy for the HR Community*

The HR Strategy for the HR Community was being implemented as related programs, systems and processes were developed. Progress has been made in all 3 priority areas. Highlights include Competency Framework and Career Development Workshops, a Community Wide Talent Review and a web-site. The plan is to have the HR Strategy fully implemented by March 2008.

### ***Service standard delivery project***

*This project will focus upon an operational review of HR services and functions. The objective is to improve and standardize service delivery for key HR service delivery processes, such as hiring, resulting in consistent service delivery and understanding and agreement on roles and responsibilities for line HR and the PSC.*

*Specific activities in 2006-2007:*

- To work with line HR to determine and measure appropriate service standards for key HR service delivery processes (e.g., hiring)*
- To communicate and apply policy/program development and implementation guidelines*
- To work with HR Executive Forum to complete an external review on “Making the Current HR Model Work” and to take action on approved review recommendations*

In the 2006-2007 fiscal year, a Labour Relations training needs assessment survey was completed by the HR community, as well as a review of resources to develop training modules in response to identified priorities.

Implementation tools were developed and approved by the Senior Management Team in March 2007. The implementation guidelines will be incorporated into the “Epiphany to Policy” document in 2007-2008.

Finally, “Making the Current HR Model Work” is tied to the External Review and this project is on hold pending further decision-making by HR CSU Directors. Under the direction of the Deputy Minister of Treasury and Policy Board and the Public Service Commissioner, work was commenced to assess the effectiveness of the current HR service delivery model.

### ***PSC Client Satisfaction Assessment***

*The objective is to develop a model for the PSC to use to measure and monitor its client satisfaction.*

*Specific activities in 2006-2007:*

- To design and conduct the survey of our client groups*
- To prepare and communicate the survey's findings, including making recommendations for improvements*

The PSC Client satisfaction assessment was completed and, from January to March 2007, follow up interviews were conducted with Deputy Ministers to explore the survey comments.

### **✓ *Priority 7 - CORPORATE HUMAN RESOURCES PLAN*** **To ensure the Corporate HR Plan's values, goals and strategies are effectively communicated and implemented within the Public Service Commission**

***Description:*** *This business planning year all departments are required to identify their planned activities for 2006-2007 to meet the objectives of the Corporate HR Plan within their own department.*

*In 2006 - 2007, under this priority, the Public Service Commission planned to focus on the following activities:*

- To ensure a coordinated and systematic response to the PSC employee survey committee report and recommendations*
- To ensure a coordinated and systematic response to the goals of the Corporate HR Plan within the PSC.*
- To develop and implement a department-wide flexible work options policy/program.*
- To identify PSC programs and services which require service in French and capacity building to meet that requirement*
- To ensure systematic follow-up on PSC employee health risk assessments conducted in 2005-2006 as part of the PSC's healthy workplace program*
- To offer Diversity and Employment Equity and Diversity for Leaders programs for PSC staff*

During the 2006-2007 fiscal year, several initiatives were undertaken to ensure a coordinated and systematic response to the PSC employee survey report and recommendations.

The response to the goals of the Corporate HR Plan within the PSC is currently awaiting rollout of the corporate approach.

Comprehensive flexible work guidelines were approved by the Executive Team of the PSC.

Approval was granted to conduct a pilot at the PSC to begin in July 2007.

Also in 2006-2007, a French language point of contact person was identified, and key documents were translated into French including the Corporate Path. Front line staff of the PSC have been provided with instructions and support materials to assist them in responding to telephone calls from french speaking members of the public. The PSC continues to support the French-language Co-ordinators Committee by supporting representation of a staff member on the committee. The PSC continues to work with the HR sub-committee to develop guidelines to assist government departments in the identification and filling of positions required to provide French-language services.

The Healthy Workplace Committee continued to implement activities identified in the Healthy Workplace Plan. These activities included a Walking Challenge, display boards on a variety of topics, health risk assessments and co-ordination of charity events during Christmas.

Diversity For Leaders will be offered in the 2007-2008 Corporate Training Calendar (Learn Net).

## **Additional Significant Events and Accomplishments**

This section describes other significant events and accomplishments not identified as priorities in the 2006-2007 Business Plan.

### ***Disclosure of Wrongdoing Policy***

The second Annual Report on Civil Service Disclosure of Wrongdoing Regulations and Policy was tabled in the Legislature in the 2006-2007 fiscal year. The report refers to the Civil Service Disclosure of Wrongdoing Regulations and Disclosure of Wrongdoing Policy and the Nova Scotia Government's experience with their application in 2005-2006.

### ***Launched new Careers Website***

One of the attraction strategies the PSC has employed is to introduce a new corporate careers website. Launched in April 2006, the careers website - available at [www.gov.ns.ca/careers](http://www.gov.ns.ca/careers) - hosts job postings, provides information about our culture, discusses the benefits of working with government, and provides information about human resource programs like learning, healthy workplaces, and diversity. The website provides visitors with testimonials, welcoming images and a user-friendly format.

### ***Launched new Short Term Illness Program***

Focussing on the safe and timely return of employees to their place of work when they are ready to do so, the program provides individuals who are away from work due to illness with an alternative support mechanism through external case management. The Program is administered by an independent third party (ManuLife) and participation in the program is voluntary.

### ***Completed New Directions & Opportunities Audit***

The purpose of this audit was to determine how the PSC has responded to the recommendations of the New Directions and Opportunities Project Report dated November 20, 2002. Specifically, the audit determined:

- The level of acceptance of the New Directions and Opportunities Project report recommendations
- The status of each recommendation
- The level of completion for each recommendation
- The estimated timeline to complete any outstanding recommendations
- The monitoring process in place to ensure the recommendations are addressed

Nine recommendations for improvements were provided.

### ***Advanced PSC's Business Continuity Planning***

The Public Service Commission has made great strides in the area of Business Continuity Management during the 2006-2007 fiscal year. A BCM Working Group was established to develop the PSC's Business Continuity Program. The Committee is chaired by the Business Continuity Management Coordinator, and includes the Department Emergency Preparedness Officer (DEPO), and representatives from each division and the Executive Team. The PSC has completed Stage 1 and is working concurrently on Stages 2 and 3.

### ***Analysed and reported on 2006 Employee Survey***

In 2006, 1,400 employees of the Government of Nova Scotia were asked their opinion of their work environment. The 2006 Employee Survey is the third government-wide employee survey conducted by PSC. The data gathered was analyzed early in the 2006-2007 fiscal year, and the results were publically released in December 2006 in the 2006 Employee Survey Report. The 2006 survey noted that progress has been made and shows that the Government of Nova Scotia is on the right track for improving employees work environment and level of employee engagement.

### ***Participated in Inter-jurisdictional Committee on Employee Engagement***

Following a proposal approved at the June 2005 Public Service Commissioners' Conference, the Nova Scotia Public Service Commission contributed to the Employee Engagement Inter-jurisdictional Team. This team was tasked with identifying a common set of employee survey questions and to develop a Data Sharing Protocol which would facilitate information sharing among the participating jurisdictions. Twenty common questions were developed and endorsed by Public Service Commissioners from across Canada. The 2006 Nova Scotia Government Employee Survey results, which included these common measures, were released in the fall of 2006. The results showed that 95% of Nova Scotia's favourable scores were above the interjurisdictional favourable average score, and 85% of Nova Scotia's mean scores were above the interjurisdictional mean average score.

### ***Respectful Workplace***

A committee was established with representation of many government departments to develop a draft policy to address bullying and other unacceptable behaviours in the workplace. It is anticipated that the PSC will edit the draft and bring it forward for approval in 2007-2008.

## **Financial Results**

The Public Service Commission's primary expense is its staff who are needed to provide expertise in the delivery of the department's core business functions. The Commission engages in on-going review of its operations to identify opportunities for improved efficiencies and cost savings.

### Actual Versus Estimated Expenditures:

In 2006-2007, the Public Service Commission had an approved budget allocation of \$7,911,000. Actual net 2006-2007 expenditures totalled \$7,313,900 (92% spent of budget). The following table provides a breakdown of authority versus actual 2006-2007 PSC expenditures.

<b>Public Service Commission</b>				
<b>Program and Service Area</b>	<b>2006-2007 Estimate</b>	<b>2006-2007 Actual</b>	<b>Variance</b>	<b>Note #</b>
	(\$ 000's)	(\$ 000's)	(\$ 000's)	
<b>Net Program Expenses</b>				
Leadership and Coordination	\$2,003.0	\$2,211.6	\$208.6	1
Strategic Human Resource Management	\$4,401.4	\$3,602.0	(\$799.4)	2
Employee Relations	\$1,506.6	\$1,500.3	(6.3)	3
<b>Total Net Program Expenses</b>	<b>\$7,911.0</b>	<b>\$7,313.9</b>	<b>(\$597.1)</b>	
<b>Provincially Funded Staff (FTEs)</b>				
	112.5	107.3	(5.2)	4

#### Variance Reference Notes -

1. Expenditures are over budget in professional services and hardware and software purchases . Increase in professional services related to Econometric Modelling and the Scoping of SAP EH&S module projects. Funding to support these projects and purchases were transferred from savings in the Strategic Human Resource Management Division.
2. The decrease is attributed to savings related to vacant positions and savings in general operating expenses.
3. The decrease is attributed to savings related to vacant positions and savings in general operating expenses.
4. Decrease in FTE's mainly due to vacant positions in the Strategic Human Resource Management Division.

## Public Service Commission Performance Reporting

## **Introduction**

The Public Service Commission, as the corporate human resources entity for government, is responsible for corporate policies, programs and services to assist all government departments in meeting their respective HR goals. Being accountable means the Public Service Commission must demonstrate that its resources are being used effectively and efficiently in realizing its goals. To do this performance measures are used to track progress in achieving desired outcomes which relate to these goals.

Performance measures indicate to the PSC's stakeholders how well it is achieving its goals for the year in question. They provide evidence that an activity/program is making a measurable difference to the HR community and to government as a whole. Measures are linked to outcomes, which reflect the end results the PSC is striving to achieve, as well as the benefit of the PSC's programs, policies and services across government and to the HR community.

Selecting appropriate performance measures that are meaningful and informative should be balanced with the availability of resources to manage the measurement process, consistency in the information gathered, and the accuracy of the reporting in the measures; this is an evolutionary process. Efforts to improve on the measures used in the PSC's business planning and accountability reporting are underway. As a result, there have been changes in the measures reported in PSC accountability reports from year to year.

Many of the performance measures in this accountability report are drawn from annual surveys and reports conducted by the Public Service Commission. These include the Nova Scotia Government Employee Survey (a census of the government workforce which is conducted every four years with representative mini-surveys conducted annually), the Public Service Commission Communication Survey (an annual voluntary survey of PSC employees regarding internal PSC communications), the HR Report Card (a quarterly report tracking progress on the goals of the Corporate HR Plan), and the annual Affirmative Action and Diversity report (an annual report on diversity in the public service).

Drawing on these PSC annual reporting mechanisms allows for greater continuity in accountability performance reporting from year to year. Ongoing efforts to strengthen the performance measures used in this report will contribute to enhanced PSC accountability reporting.

## Performance Measures 2006-2007

### 1.0 STRATEGIC GOAL:

To lead in the development of a dynamic, diverse, sustainable, and committed workforce that meets current and future public service needs

**Outcome:** *A dynamic, committed and sustainable public service*

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

**Measure:** *Percentage of employees who would stay in government even if offered similar job with slightly higher pay elsewhere*

#### ***What does this measure tell us?***

This measure is an indication of employees' level of commitment to staying with the Government of Nova Scotia. It is drawn from responses to a Nova Scotia Government Employee Survey 2004 question which reads, "Even if offered a similar job with slightly higher pay elsewhere in my community, I would stay with the Government of Nova Scotia." This question was reworded in the Employee Survey 2006 to reflect efforts to establish a list of inter-jurisdictionally standardized questions which will be used in several provinces.

#### ***Where are we now?***

In the 2007 Employee Survey, 66% of employees responding to the survey reported they would stay in Government even if offered a job with better compensation elsewhere. This number has improved from 29% in 2005 to 62% in 2006 and now to 66% in 2007. This could represent significant improvement in employee perceptions of government as a preferred employer.

#### ***Where do we want to be?***

The Public Service Commission continues to support efforts to promote government as a preferred employer with a goal of steadily increasing the percentage of employees who report they would stay in government even if offered a job with better compensation elsewhere.

*(Source: Nova Scotia Government Employee Surveys for 2005, 2006, 2007)*

**Measure:** *Percentage of employees who report that they get the training and related support they need to support their continuous learning*

***What does this measure tell us?***

This measure is an indication of the percent of employees who feel that they receive the training and support needed to encourage their continuous learning.

***Where are we now?***

Corporately, 62% of employees responded favourably that they receive the training and support needed to encourage their continuous learning. This is a significant improvement from last year when 53% of employees responded favourably.

***Where do we want to be?***

The Public Service Commission continues to support efforts to promote government as a preferred employer with a goal of steadily increasing the percentage of employees who responded favourably that they receive the training and support needed to encourage their continuous learning.

*(Source: Nova Scotia Government Employee Surveys for 2006, 2007)*

**Measure:** *Percentage of employees who report they have opportunities to participate in assignments / projects in their department that allow them to expand / develop new skills*

***What does this measure tell us?***

This measure tells us the percent of employees who feel that they have access to the opportunities to participate In assignments / projects in their department that allow them to expand / develop new skills.

***Where are we now?***

In the 2007 Employee Survey, 60% of respondents reported that they feel they have access to the opportunities to participate in assignments / projects in their department. In 2006, 55% of employees responded favorably.

***Where do we want to be?***

The Public Service Commission will continue to aim to increase the percent of employees who feel that they have access to the opportunities to participate in assignments / projects in their department that allow them to expand / develop new skills.

*(Source: Nova Scotia Government Employee Surveys for 2006, 2007)*

***Outcome:*** *Key elements of the Attraction and Retention Framework implemented across government*

***Description:*** *As a preferred employer, attraction and retention strategies must be seen as part of the way government does business - strategically planning for the future and proactively addressing workforce needs. Strategies will address challenges such as competition for talent, ensuring the government workforce is representative of the people it serves, myths and misconceptions about working for government, an ageing workforce, and management perceptions of attraction and retention.*

***Measure:*** *Percentage of departments with affirmative action plans and progress reports*

***What does this measure tell us?***

The development of affirmative action plans and the regular release of progress reports ensures departments remain focussed on their diversity management goals. This measure demonstrates commitment among departments in defining, and reporting progress on, their own department specific goals with respect to diversity.

***Where are we now?***

In 2006-2007 fiscal year, 29 departments (96.6%) prepared annual affirmative action plans and progress reports. This result is a significant achievement and will be used as base year data for upcoming years.

***Where do we want to be?***

The Public Service Commission strives to achieve the goal of having 100% of departments submit regular progress reports to ensure departments remain focussed on their diversity management goals.

*(Source - Affirmative Action Report)*

***Measure:*** *Number and percentage of employees who self-identify as members of designated groups*

***What does this measure tell us?***

This measure tells us what percentage of the public service self-identifies in the designated diversity groups. As an employer the Nova Scotia Government strives to achieve and maintain a diverse workforce.

***Where are we now?***

The following provides a comparison of the representation in the overall Public Service in 2006 versus 2007 (calendar year). When we compare casual and civil servant positions, year to year, there has been an increase from 7.33 % to 7.82 % representation of self-identified designated groups.

<b>Group</b>	<b>2006 Number in Public Service</b>	<b>2007 Number</b>
Aboriginal Persons	79	86
Racially Visible Persons (includes African Nova Scotians)	304	331
Persons with Disabilities	424	432
Total percent: Designated Groups	<b>7.33%</b>	<b>7.82%</b>
<b>Total Public Service</b>	<b>11012</b>	<b>10851</b>

*Source: SAP HR data*

*Note - Some persons may be reported in more than one category*

***Where do we want to be?***

While progress has been made, corporately there remains much to be done if Government is to close the gap between current levels of self-identified designated group representation (7.82%) and the Nova Scotia working age population of designated groups (18.5%). One should note however, that self-identification is voluntary, therefore, there may be a possible under-reporting of the designated groups in government.

*(Source - 2006-2007 Diversity and Affirmative Action Progress Report)*

***Measure: Number and percentage of new hires who self-identity as members of designated groups***

***What does this measure tell us?***

This measure tells us what percent of new employees self-identified as members of the designated groups.

***Where are we now?***

In the 2006-2007 fiscal year, there were 17 new hires within the PSC. The percent of those employees who self identified cannot be determined since all data is at the aggregate level.

***Where do we want to be?***

The PSC will strive to continue valuing diversity. While this measure does not reappear in the 2007-2008 business plan due to lack of validity, other measures have been included to track the progress with respect to valuing diversity.

***Measure: Percentage of employees who report that their efforts are recognized by their supervisor***

***What does this measure tell us?***

This measure is an indication of the percent of employees who feel they receive recognition from their supervisors for their efforts.

***Where are we now?***

In the 2007 Employee Survey, 67% of employees responding to the survey reported that their efforts were recognized by their supervisor. This number has improved from 62% in 2006. This could represent steady improvement in employee perceptions of government as a preferred employer and as an organization that recognizes employee efforts.

***Where do we want to be?***

Through continued commitment to employee recognition, the PSC strives to increase the value of employees and to promote government as a preferred employer with a goal of steadily increasing the percentage of employees who report they receive recognition from their supervisors for their efforts.

*(Source: Nova Scotia Government Employee Surveys for 2006, 2007)*

***Measure: Number of departments with formal recognition programs***

***What do these measures tell us?***

This measure represents the percent of government departments with formal recognition

programs.

***Where are we now?***

In the 2006-2007 fiscal year, 41% of government departments (and some agencies) had formal recognition programs. This is a significant improvement from 2005-2006 when 21% of departments had formal programs.

***Where do we want to be?***

The PSC continues to support employee recognition. While many departments have information recognition practices, a comprehensive inventory will be conducted in 2007-2008 to track formal programs.

*(Source: PSC Internal reporting)*

**2.0 STRATEGIC GOAL:**  
**To champion a healthy, safe and supportive work environment across the public service**

***Outcome:***     *A measurably safer and healthier workplace for employees.*

***Description:***   *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.*

***Measure:***     *Percentage of employees who have taken mandatory OH&S training*

***What does this measure tell us?***

This measure tells us the percent of employees who have taken mandatory OH&S training.

***Where are we now?***

In the 2006-2007 calendar year, 265 employees took introductory OH&S training while, in total, 1012 employees took some form of training falling under the broader OH&S category. With OH&S, the PSC tells employees to check with their department's OH&S guidelines to determine which courses are mandatory.

***Where do we want to be?***

The PSC will continue to support OH&S training and will ensure that employees receive the required training necessary to perform their jobs effectively and efficiently while maintaining occupational and health safety.

*(Source: PSC Strategic Human Resource Management Division)*

***Measure: Percentage of employees who report work environment is safe***

***What does this measure tell us?***

This measure is an indication of employees' perception that their work environment is safe.

***Where are we now?***

In the 2007 Employee Survey, 87% of employees responding to the survey reported that they feel that their work environment is safe. This is a steady improvement from 2006 when 83% of respondents reported that they feel their work environment is safe.

***Where do we want to be?***

The Public Service Commission continues to support and encourage a safe and healthy workplace and will continue to work toward an environment where all employees feel that their work environment is safe.

*(Source: Employee Survey 2006, 2007)*

***Measure: Average number of sick days taken year per employee (government wide)***

***What does this measure tell us?***

This measure tell us the average number of sick days taken per year per employee.

***Where are we now?***

In the 2006-2007 fiscal year, the average number of sick days taken per employee was 9.3 days. Previously, in 2005-2006, the average number of days was 9.1.

***Where do we want to be?***

Through continued commitment to employee health the PSC strives to increase the health and safety of employees with the goal of steadily decreasing the average number of employee sick days.

*(Source: PSC internal reporting)*

***Outcome: Fewer accidents and job-related illnesses***

**Description:** *Employees of the government of Nova Scotia must be assured of a safe and supportive workplace. This will allow them to contribute most effectively in their roles of delivering high quality public service. Striving to reduce accidents and job-related illnesses will contribute to a safer and healthier workplace.*

**Measure:** *Number of workplace injury / incidents*

**What does this measure tell us?**

This measure is an indication of the number of workplace injuries/ incidents.

**Where are we now?**

In the 2006-2007 fiscal year, there were 478 workplace injuries recorded by the Workers Compensation Board (WCB), with 180 of the 478 resulting in lost time.

**Where do we want to be?**

The PSC will continue to support employee health and safety and to provide a safe working environment for all its employees. While this measure does not reappear in the 2007-2008 business plan, a number of other measures related to health and safety have been included.

**Outcome:** *All departments have active healthy workplace programs*

**Description:** *The Nova Scotia Government is committed to providing employees with a healthy, safe, and supportive workplace that will enhance employees' health and job satisfaction. One way we are doing that is through a Healthy Workplace. Our goal is to help employees make informed personal health choices; create a culture that promotes healthy relationships, teamwork, values, and communication; reduce the occurrences of workplace injury and illness; and set an example of a workplace that promotes work/life balance.*

**Measure:** *Percentage of departments with active healthy workplace committees and initiatives*

**What does this measure tell us?**

This measure illustrates the percent of government departments with active healthy workplace committees and initiatives.

**Where are we now?**

In the 2006-2007 fiscal year, all government departments (100%) had healthy workplace initiatives. This is comparable to 2005-2006, where 100% of departments were running healthy workplace programs.

***Where do we want to be?***

The PSC continues to support healthy workplace for all employees and will continue to encourage and assist government departments in their healthy workplace committees, efforts and initiatives.

*(Source: PSC internal reporting)*

**3.0 STRATEGIC GOAL:  
To provide direction and support regarding the consistent application of human resources policies, programs and practices across the Public Service**

***Outcome:*** *An efficient, effective, secure and accessible SAP HR system including:*

- effective use of SAP-HR*
- more balanced work life and job satisfaction for HR community*
- improved SAP/HR systems and process controls and security*
- improved access to and quality of HR metrics / data and reports.*

***Description:*** *Since the new SAP HR/Payroll system went ‘live’ in April 2005, numerous groups, along with the PSC, have been working continuously to make adjustments to the system’s configuration to make it work more effectively. The responsibility to maintain and deliver up-to-date training and system changes is vital for an efficient, effective, secure and accessible SAP HR system*

***Measure:*** *Percentage of ABAP reports identified by HR Community which have been completed*

***What does this measure tell us?***

This measure illustrates the number of ABAP reports (Advanced Business Application Programming - a programming language for SAP) completed from those that have been identified by the HR Community

***Where are we now?***

In the 2006-2007 fiscal year, 90% (9 out of 10) ABAP reports identified by HR Community have been completed.

***Where do we want to be?***

The PSC will continue to respond to the informational requirements of the HR Community by creating and providing timely, accurate reports.

*(Source: Planning and Coordination Division)*

***Measure: Number of business process changes reflected in refresher training***

***What does this measure tell us?***

This measure tells us the number of business process changes reflected in refresher training - identifying improvements in processes to respond to end users' needs and changes as a result of collective bargaining.

***Where are we now?***

47 business process changes have been incorporated in refresher training during 2006-2007.

***Where do we want to be?***

The PSC will continue to conduct reviews of existing processes for the purpose of improving end users' knowledge and system usability.

*(Source: Planning and Coordination Division)*

***Measure: Number of HR report cards delivered to departments annually***

***What does this measure tell us?***

The HR Report Card reports on progress towards the HR priorities laid out in the Corporate HR Plan. In this way, progress in achieving government's corporate HR goals is tracked. The HR Report Card is a valuable tool for assessing progress toward the goals of the Corporate HR Plan throughout government.

***Where are we now?***

Two HR Report Cards, released on a bi-annual basis throughout the year, covered data from the fiscal year 2006-2007. The HR Report cards provide a snapshot of high-level information on the character and composition of government's workforce as well as of current and planned strategies for being a preferred employer, improving employee health, and becoming a learning organization.

***Where do we want to be?***

Updated HR Report Cards will continue to be released on a bi-annual basis: one mid-year report and one full year-end report.

*(Source: Planning and Coordination Division)*

**Measure:**     *Number of users receiving refresher training per year as a % of total user groups requiring training*

***What does this measure tell us?***

This measure represents the number of users who receive refresher training as a percent of total users requiring training.

***Where are we now?***

In the 2006-2007 fiscal year, 298 users received refresher training.

***Where do we want to be?***

The PSC will continue to focus on reporting and inquiry for supervisory and manager positions.

*(Source: Planning and Coordination Division)*

**Measure:**     *Percentage of clients who are satisfied with HR systems support*

***What does this measure tell us?***

This measure illustrates the percent of clients satisfied with HR systems support.

***Where are we now?***

The PSC is making significant progress in end user system knowledge and in meeting system requirements. In 2006-2007, 90% of clients were satisfied with HR systems support.

***Where do we want to be?***

The PSC will continue to meet client satisfaction and it is anticipated that client satisfaction will increase to 95% in the upcoming fiscal year.

*(Source: Planning and Coordination Division)*

**Measure:**     *Number of individual HR system users trained in ad-hoc report usage*

***What does this measure tell us?***

This measure tells us the number of HR system users trained in ad-hoc report usage.

***Where are we now?***

Although no official training was held in 2006-2007, 15 end users were informally trained in ad-hoc report usage.

***Where do we want to be?***

The interest in being able to obtain their own reports is increasing. The PSC will strive to continue training and it is anticipated that 25 end users will be trained in the upcoming fiscal year.

*(Source: Planning and Coordination Division)*

**4.0 STRATEGIC GOAL:  
To lead in the development of human resource policies, programs and services that  
influence and encourage a culture of service excellence**

***Outcome:***     *Classification and Compensation systems seen by clients as consistent, reliable, objective and efficient*

***Description:***   *The government of Nova Scotia works toward improvements in the administration of government's compensation and classification systems and practices. The current tools and lack of updates have led to a framework that is increasingly difficult and time consuming to manage. The Public Service Commission has implemented a review of these job evaluation and compensation tools and practices to identify areas for improvement.*

***Measure:***     *Percentage of accepted review recommendations fully implemented*

***What does this measure tell us?***

This measure indicates our progress in implementing improvements in the government's compensation and classification system practices.

***Where are we now?***

In 2006-2007, we were moving forward to seek approval to proceed with the key recommendations put forward by the external consultant.

***Where do we want to be?***

While this measure does not reappear in the 2007-2008 business plan due to lack of validity, it is hoped that 100% of accepted recommendations will be fully implemented. A number of other related measures have been included to track progress with respect to classification and compensation.

*(Source: PSC Compensation Division)*

***Measure:***     *Average number of working days taken within the PSC to complete classification reviews*

***What does this measure tell us?***

This measure represents the number of working days taken within the PSC to complete classification reviews

***Where are we now?***

In the 2006-2007 fiscal year, the average number of working days taken within the PSC to complete classification reviews was 26.3 days.

***Where do we want to be?***

The PSC will strive to maintain the target of an average of 30 working days to conclude a classification review once all the necessary information has been received by the PSC.

*(Source: PSC Compensation Division)*

***Measure: Number and percentage of classification appeals successfully resolved***

***What does this measure tell us?***

This measure illustrates the number and percent of classification appeals successfully resolved.

***Where are we now?***

Eleven classification reviews were successfully resolved during 2006-2007. This represents 30% of the active appeals for this period.

***Where do we want to be?***

The PSC will continue to strive to reduce the number of outstanding appeals.

*(Source: PSC Compensation Division)*

***Outcome: A cohesive, collaborative professional and valued HR community***

***Description: The Public Service Commission is committed to contribute to a cohesive, collaborative, and professional HR Community that meets the needs of its clients in an effective and consistent manner.***

***Measure: Percentage of skills and competencies integrated into HR processes***

***What does this measure tell us?***

This measure tells us whether competency based HR skills needed for future HR professionals is being integrated into the HR Community's HR processes and culture.

***Where are we now?***

All HR processes developed through the HR Strategy for the HR Community are competency based. In 2006-2007, the Competency Framework for the HR Community was developed, as well as the HR Strategy for the HR Community, however, the approach to implementation of the strategy will be spread over a period of time.

***Where do we want to be?***

The PSC continues to support competency based Human Resources and it is hoped to eventually extend the Competency Framework to other employee groups within government.

*(Source: PSC Innovation and Growth Division)*

***Measure: Percentage of HR professionals who complete a career development plan***

***What does this measure tell us?***

This measure tells us what percentage of HR professionals in government are planning for their career by developing an action plan to help them achieve their career goals.

***Where are we now?***

Career development workshops were held for HR professionals in government with just over 70% of the HR Community attending. A talent review followed with 55% of the HR Community participating.

***Where do we want to be?***

The plan is to conduct a talent review for the HR Community on an annual basis. The PSC strives to see an increase in participation each year as the benefits of talent management become increasingly apparent to the HR Community who, in turn, can convey these benefits to client groups in government.

*(Source: PSC Innovation and Growth Division)*

***Measure: Percentage of HR professionals who feel they have access and support for their training and development***

***What does this measure tell us?***

This measure tells us what percentage of the HR Community feel they have access and support for their training and development.

***Where are we now?***

The HR Strategy for the HR Community was developed in the 2006-2007 fiscal year. A professional development strategy will be developed in as part of the HR Strategy's Building Capacity priority. This strategy will include an evaluation component that will help assess whether HR professionals feel they have access and support for their training and development.

***Where do we want to be?***

The PSC will continue to assess whether the HR Strategy is making a positive difference whereby HR professionals feel they have better access and support for their training and development.

*(Source: PSC Innovation and Growth Division)*

**Measure:** *Percentage of HR professionals are willing/able to work on development assignments related to the strategy*

***What does this measure tell us?***

This measure tells us two things, first it tells us how many of the HR Community population want to develop in their current role and/or prepare to move into another. It also gives us an idea of the level of support HR professionals are being provided with by their managers.

***Where are we now?***

In the 2006-2007 fiscal year, the HR Strategy for the HR Community was completed. Work on an HR Professional Development Strategy will be developed in 2007-2008. This will identify meaningful career opportunities that will be beneficial to individual HR professionals, the HR Community and the client it serves.

***Where do we want to be?***

The PSC will continue to generate interest and support for HR professionals to take on development assignments. It is expected that take up will not be great for year one but it is hoped that this will increase year after year.

*(Source: PSC Innovation and Growth Division)*

**5.0 STRATEGIC GOAL:  
To lead by example at and within the PSC in support of the Corporate HR Plan**

**Outcome:** *PSC employees agree that the department models the values and pursues the goals of the Corporate HR Plan*

**Description:** *The core values identified in the Corporate HR Plan must guide our policies and actions. 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. 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.*

**Measure:** *Percentage of PSC employees who participate in annual performance reviews*

***What does this measure tell us?***

This measure tells us the percentage of MCP employees (management and some other employees included among non-bargaining unit civil servants) who participated in an annual performance review. Through a higher percentage of MCP employees receiving formal feedback on their performance and development needs more effective identification of opportunities for further training and development will be possible.

***Where are we now?***

For the 2006-2007 fiscal year, 100% of PSC employees participated in annual performance reviews.

***Where do we want to be?***

The PSC will strive to maintain this target and will continue performance reviews.

*(Source: PSC internal reporting)*

**Measure:** *Percentage of PSC new hires who have gone through orientation program*

***What does this measure tell us?***

This measure represents the percent of new employees in the PSC who have gone through an orientation program.

***Where are we now?***

In the 2006-2007 fiscal year, 17 new employees were hired. Of those, 90.6% went through an orientation program.

***Where do we want to be?***

The PSC values the importance of orientation and will strive to achieve the goal that all new hires receive a complete and comprehensive orientation.

*(Source: PSC internal reporting)*

**Measure: Percentage of employees satisfied with communication within the PSC**

**What does this measure tell us?**

This measure tells us the level of satisfaction PSC employees have regarding internal communication within the Public Service Commission. The effective sharing of information is important to building effective working relationships among PSC staff and this measure helps to determine, through employee perceptions, whether this is taking place.

**Where are we now?**

Significant improvement in internal PSC communications was made in the fiscal year. In the 2005-2006 year, 50% of PSC employees were satisfied with communication within the PSC. In the 2006-2007 year, 76% of PSC employees reported that they were satisfied with communication within the department.

**Where do we want to be?**

While a significant improvement in internal PSC communication was achieved in 2006-2007, the PSC will continue to strive to increase satisfaction levels with internal communications in the coming year. We aim to be at 80% overall satisfaction in the upcoming year.

*(Source: Public Service Commission Communication Surveys for 2006 and 2007)*

**Measure: Percentage of self-identified PSC staff**

**What does this measure tell us?**

This measure tells us the percent of PSC staff who self-identified as members from the designated groups.

**Where are we now?**

The following table provides a comparison between 2006 and 2007 for the Public Service Commission. It is noteworthy that we have increased our representation of the designated groups to 18.58% (based on self-identification). In comparison to the Public Service as a whole, we can be proud of the progress we have made.

<b>Group</b>	<b>2006 # in PSC</b>	<b>2007 # in PSC</b>
Aboriginal Persons	<i>Less than 5*</i>	<i>Less than 5*</i>

Racially Visible Persons (includes African Nova Scotians)	5	14
Persons with Disabilities	<i>Less than 5*</i>	6
Sub-Total	<b>6.84%</b>	<b>18.58%</b>
<b>Total PSC Employees</b>	<b>117</b>	<b>113</b>

Source: SAP HR data

\* In order to protect the anonymity of those who self-identified, numbers under 5 cannot be reported.

**Where do we want to be?**

The Public Service Commission is encouraged by the progress made over the past year and believes the year provided the necessary "corporate readiness" that will assist us as we continue to strive towards our diversity and affirmative action goals.

Nonetheless, we still have work to do. A goal for the upcoming years is to give additional attention to the distribution of self-identified designated group members through all levels of leadership within the Commission.

(Source: SAP HR data)

**Measure: Percentage of PSC Staff with French Language skills**

**What does this measure tell us?**

This measure illustrates the percent of PSC staff who possess French language skills. With the move towards offering services in both official languages, the importance of having staff with French language skills in the public service is increasing.

**Where are we now?**

In 2006-2007, a French language point of contact person was identified, and key documents were translated into French including the Corporate Path. Front line staff of the PSC have been provided with instructions and support materials to assist them in responding to telephone calls from french speaking members of the public.

**Where do we want to be?**

This measure does not reappear in the 2007-2008 business plan dues to lack of validity, however the PSC will continue to support French services and identify staff who can serve as points of contact.

(Source: PSC internal reporting)