

# Nova Scotia Public Service Commission Accountability Report

Annual Accountability Report for the Fiscal Year  
2007 - 2008

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, 2008, 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 2007-2008. 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 2007-2008 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 my pleasure to present the Public Service Commission's 2007-2008 Accountability Report.

The Accountability Report is a record of our achievements as measured against the previous year's business plan. This is one of the ways we show our commitment as an accountable public service. In this report you will find highlights from our work during 2007-2008, 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.

The strategic goals of the Public Service Commission 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 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

I am pleased to report on the accomplishments and events of the Public Service Commission for 2007-2008.

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 2007-2008, many planned priorities were achieved as were additional significant events and accomplishments that arose throughout the year.

One of the most impressive accomplishments was the alignment of HR/CSU service delivery with PSC Corporate to form one HR community. This new and exciting model will align HR management policies, functions, structures and resources to allow department to focus on achieving results in the 21<sup>st</sup> century. This was the first step in what will be a multi year project.

As well, the PSC completed the negotiation and implementation of the casual/seasonal Memorandum of Agreement. The agreement meant a number of current casual/seasonal employees were appointed as Civil Service employees.

Analyzing the results of the 2007 Employee Survey ( How's Work Going) was another significant accomplishment that the PSC achieved. The 2007 Employee Survey was the fourth government-wide employee survey conducted by the PSC. The 2007 results noted remarkable progress since the first Employee Survey and the Government of Nova Scotia is on the right track for improving employees' work environment and becoming a preferred employer.

The PSC continues to move forward on many important priorities on behalf of the approximately 10,000 Nova Scotia government employees and, in essence to deliver the best service to Nova Scotians.

Rosalind C. 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 departments 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 2007-2008**

The Public Service Commission Accountability Report for the fiscal year 2007-2008 summarizes the activities, accomplishments and performance measures for the fiscal year ending March 31, 2008. This report should be read in conjunction with the NS Public Service Commission's 2007-2008 Business Plan (<http://www.gov.ns.ca/psc/v2/pdf/about/businessPlans/2007-2008.pdf>).

# Public Service Commission Progress and Accomplishments

This section outlines the strategic goals and priorities outlined in the Public Service Commission's 2007-2008 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 2007-2008 strategic goals for the Public Service Commission (PSC) were:

- To make a difference through a skilled, committed, and accountable workforce
- To be a preferred employer
- To be a safe and supportive workplace
- To be a diverse workforce
- To be a learning organization

## Priorities (✓)

The above strategic goals were advanced through **seven** priorities identified in the PSC's 2007-2008 Business Plan. Progress on all of these priorities is summarized below:

### **Goal 1 - To make a difference through a skilled, committed, and accountable workforce**

*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.*

#### ✓ **Priority 1 - HUMAN RESOURCE SERVICE DELIVERY** **To strengthen Human Resource Service Delivery**

**Description:** *To contribute to a cohesive, collaborative, and professional HR Community that meets the needs of its clients in an effective and consistent manner.*

In 2007- 2008, under this priority, the Public Service Commission planned to focus on the following activities:

- *To implement recruitment standards*
- *To standardize OH&S (Occupational, Health and Safety) across government*

- *To implement a grievance-tracking system*
- *To review and make recommendations regarding the HR/CSU (Corporate Service Unit) Service Delivery Model*
- *To develop and implement labour-relations training*
- *To centrally adopt and begin implementation of Foundations for Management (FFM) across government*
- *To implement Client Satisfaction Assessment recommendations*

***To implement recruitment standards:***

The recruitment standards have been finalized and incorporated into the training for the Fair Hiring Policy and Employment Equity Policy which will be delivered in time for the policies' effective date of October 1, 2008.

***To standardize OH&S across government:***

A project manager was recruited to lead the OH&S initiative in November 2007 and in early 2008, the SAP Employee Health and Safety module was approved by the Business and Technology Advisory Committee. While the standardization of components that will form the corporate program is nearing completion, the launch of the standardized program is being delayed until the impact of SAP business processes has been determined (i.e., It may be necessary to change a component of the standardized program based on the configuration of SAP).

***To implement a grievance-tracking system:***

The grievance tracking system has been implemented. The HR community has been trained and is in the initial stages of using and populating data into the tracking system.

***To review and make recommendations regarding the HR/CSU Service Delivery Model:***

- **HR Service Delivery Review**

The Deputies HR Committee completed a comprehensive review of the human resource service delivery model and the human resource management function within government. The Deputies HR Committee committed to the implementation of a new corporate human resource management model that will align HR management policies, functions, structures and resources to allow departments to focus on achieving results in the 21<sup>st</sup> century. The new model will be results driven, aligned with business priorities, and respectful of the fact that each department has different needs.

- **Corporate Human Resource Management Model**

On November 28, 2007, Cabinet approved the development and implementation of this new model. The goal of the new model is to create a human resource environment which provides Government with the ability to retain and recruit employees in a competitive marketplace. The model concept is about giving departments the control and flexibility they need to manage for their own needs. It will be designed to enable public sector managers to manage their business/HR resources effectively, responsibly and accountably. It will result in a skilled public service that is fully engaged and aligned to business results. It is designed to increase

accountability for HR related business results, increase flexibility to plan and manage HR on the line, and result in increased effectiveness and improved HR results from a business perspective.

Since the approval, a Project Office has been established with an Executive Lead in place. An overarching Multi-year Project Plan and Project Charters have been scoped. A Resource Plan for the Project Office has been approved and a Leadership Alignment Plan is underway to ensure HR Community readiness and alignment for “Renewal”. A Communication Strategy is in the planning stages with the intent of hosting “discovery sessions” throughout government. A Transition Management Strategy is in the planning stages to ensure that each deliverable under “Renewal” has the appropriate rollout plan, resource plan and evaluation plan.

***To develop and implement labour-relations training:***

The PSC Staff Relations Consultants are discussing and finalizing the labour relations component of the pilot manager development program, Manager Essentials.

***To centrally adopt and begin implementation of Foundations for Management (FFM) across government:***

This is a multi-year initiative. The Project Lead was hired and started work in November 2007. Research was conducted to get a broad perspective on best practices and trends for online content management systems (CMS)/portals and HR service delivery as well as exploration of Nova Scotia government sources of HR information for managers (i.e. inter/intranets and SAP) and current publishing processes. FFM CMS research was conducted and the assessment key findings were used to develop recommendations for the project plan. The project charter was prepared for the development and implementation of the corporate product. Development efforts will be underway during 2008-2009. In early 2008-09 the decision was made to refer to this initiative on a go forward basis as “HR Online”.

***To implement Client Satisfaction Assessment recommendations:***

As a result of PSC Client Satisfaction Assessment and interviews with Deputy Ministers, twelve recommendations for client service improvements have been developed. Consequently, an action plan to respond to each recommendation was developed by PSC Executive Team. During 2007-08 a number of action steps were taken to respond to specific recommendations. This work is on going and an audit of the implementation of recommendations will occur during 2008-09.

✓ ***Priority 2 - SAP HR***

**To provide leadership (in cooperation with Corporate Information Systems (CIS) at the Department of Finance and the HR Community) in the implementation of additional SAP HR system functionality to ensure that the required modules are in place to support government's human resource management practices.**

***Description:*** Since the new SAP HR/Payroll system went ‘live’ in April 2005, numerous groups within the HR CSUs, the Corporate Information System (Department of Finance), and the PSC have been working to make adjustments to the system’s configuration, as well as provide

*training, to ensure the system works to its highest technical potential. At the same time, this system has the potential for additional functionality, such as the ability to create useful reports for the HR Community and government's managers, supporting effective decision making and planning in human resources.*

In 2007 - 2008, under this priority, the Public Service Commission planned to focus on the following activity:

- *To implement a system enhancement project. The Province's SAP HR application has been online for two years. It is now time to begin to enhance the capability and utility of this human resource management tool beyond its basic employee payroll and benefit functionality*

In 2007-08 TCA funding has been approved by the Tangible Capital Assets (TCA) Committee and the project will proceed pending approval of the Provincial Budget.

✓ **Priority 3 - TALENT MANAGEMENT**  
**To develop an integrated approach to talent management**

**Description:** *In order for the government of Nova Scotia to optimize its ability to achieve sustained excellence through a skilled, committed and accountable workforce, we must be proactive in talent management. This means taking a systematic, consistent and integrated approach in identifying, developing and retaining our talent. The goal of this priority is to develop and/or implement HR programs and tools that will help managers and senior leaders be proactive and strategic in managing their talent in support of business goals.*

In 2007-2008, under this priority, the Public Service Commission planned to focus on the following activities:

- *To develop a departmental approach to succession management*
- *To implement a succession management toolkit*
- *To develop and implement the HR strategy for the HR community*
- *To enhance performance management tools and understanding of process*

**To develop a departmental approach to succession management:**

A corporate model and approach to succession management has been developed and completed. Its use is ongoing in departments and among professional groups.

**To implement a succession management toolkit:**

The toolkit which includes a readiness checklist; implementation plan; template for identifying critical positions; and a template for talent review meetings has been implemented. Its use is ongoing in departments and among professional groups.

***To develop and implement the HR strategy for the HR community:***

A full day HR Strategy event was held in November 2007. This event was an information session to share information on the HR Community Strategy, Talent Management Plan, and the first announcement on HR Renewal. Twelve HR competency development workshops were held in the 2007-08 fiscal year. Hiring of the HR Advisor, Workforce Management (1 year term) was delayed until the 2008-09 fiscal year (the HR Advisor was hired in June 2008).

***To enhance performance management tools and understanding of process:***

The Organizational Design & Effectiveness (OD&E) pages of the PSC website have been updated to include the new performance management tools along with new information on other OD&E topics.

**Goal 2 - To be a preferred employer**

*The Nova Scotia Public Service's goal is to be a preferred employer. To this end, we will strive to be competitive in attracting potential candidates, supporting them when they join government, recognizing them for their contributions as public servants, and supporting them when they retire from the organization.*

✓ **Priority 4 - ATTRACTION and RETENTION**

**To implement corporate ATTRACTION and RETENTION framework strategies**

**Description:** *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 support strategic planning for the future and proactively address workforce needs. Strategies will address challenges such as competition for talent, an ageing workforce, immigration trends, ensuring the government workforce is representative of the people it serves, myths and misconceptions about working for government, and generational differences in work expectations.*

*Attraction and retention is an issue across the entire government organization. Compliance with policy and use of tools and programs to address human resource challenges are heavily dependent on employees being made aware that these programs exist and understand how to use them. Additional communications support, with expertise in internal communications, is critical to helping government achieve the goals of the Corporate HR Plan.*

In 2007 - 2008, under this priority, the Public Service Commission planned to focus on the following activities:

- *To implement the revised Fair Hiring Policy and Employment Equity Policy (formerly Affirmative Action Policy)*
- *To implement recruitment standards and corporate recruitment workshop*
- *To implement a recognition toolkit*
- *To implement a corporate orientation program*

- *To develop an exit management framework*

***To implement the revised Fair Hiring Policy and Employment Equity Policy (formerly Affirmative Action Policy):***

These policies were approved. Training was developed and is being delivered leading up to the October 1, 2008 effective date of both policies.

***To implement recruitment standards and corporate recruitment workshop:***

The standards have been incorporated into the training for the Fair Hiring and Employment Equity Policies which is being delivered in advance of the policies' effective date of October 1, 2008.

***To implement a recognition toolkit:***

The recognition toolkit is available on-line and includes a step-by-step guide from getting senior management support to evaluation of your program. Departments' recognition teams were informed of the toolkit and the link to the PSC website that contains the policy, guide, template for letterhead and notepaper and corporate awards such as the Premier's Awards of Excellence and the Long Service Awards.

***To implement a corporate orientation program:***

The policy has been drafted. A video has been developed to accompany the policy once it is approved and implemented. The development of this program has been carried forward to 2008-09 fiscal year.

***To develop an exit management framework:***

A working committee was struck in 2007-08 to develop a Retirement Transition Policy. A first draft of the policy was developed. This work is on-going in 2008-09.

✓ **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. 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 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 2007 - 2008, under this priority, the Public Service Commission planned to focus on the following activity:

- *To begin to respond and implement External Consultant report recommendations in regards to the Compensation Strategy*

The Classification Project for Excluded Employees was announced in November 2007. The project involved the identification and evaluation of 100 benchmark positions. Following this work began on the evaluation of the remaining excluded positions. This work was still underway as of the end of March 2008.

### **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 perform at their full potential and respond most effectively to their respective public service roles.*

#### **✓ Priority 6 - HEALTHY WORKPLACE**

##### **To implement key elements of the HEALTHY WORKPLACE INITIATIVE of the provincial government**

***Description:** Employees of the government of Nova Scotia must be assured of a safe, healthy 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 health and 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 2007-2008, under this priority, the Public Service Commission planned to focus on the following activities:

- *To develop and implement flexible workplace options and guidelines*
- *To implement the Employee Safety and Well-Being policy*

##### ***To develop and implement flexible workplace options and guidelines:***

This pilot was conducted at the PSC and has been on-going. An evaluation of the pilot will be conducted by the PSC's Evaluation and Audit Division prior to launching it corporately.

##### ***To implement the Employee Safety and Well-Being Policy:***

The Policy was renamed "Respectful Workplace Policy". It was approved and training developed which is being delivered in time for the policy's effective date of October 1, 2008. A Respectful Workplace coordinator has been hired.

Moreover, the PSC Healthy Workplace Plan has been updated and a number of components of the plan have been conducted, e.g. the creation of the "Healthy Eating in the Workplace Guide". The Healthy Eating in the Workplace Guide began development in January 2006 and was

completed and launched during March 2008. The guide is available in hard copy and on-line on the PSC - Healthy Workplace website.

#### **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.*

✓ **Priority 7 - VALUING DIVERSITY**  
**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.*

In 2007 - 2008, under this priority, the Public Service Commission planned to focus on the following activities:

- *To continue the development and enhancement of diversity programs and tools that will support our goal to be a representative and diverse organization*
- *To implement the revised Employment Equity policy (formerly Affirmative Action policy)*

***To continue the development and enhancement of diversity programs and tools that will support our goal to be a representative and diverse organization:***

Some proposals were developed but no new initiatives were advanced due to the inability to allocate resources.

***To implement the revised Employment Equity Policy (formerly Affirmative Action Policy):***

The Policy was approved. The training has been developed and will be delivered along with training for the Fair Hiring Policy in time for the effective date of both policies, October 1, 2008.

#### **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. Existence of professional development and training opportunities are key indicators of a learning organization.*

✓ **Priority 3 - TALENT MANAGEMENT**  
**To develop an integrated approach to talent management**

**Description:** *In order for the government of Nova Scotia to optimize its ability to achieve sustained excellence through a skilled, committed and accountable workforce, we must be proactive in talent management. This means taking a systematic, consistent and integrated approach in identifying, developing and retaining our talent. The goal of this priority is to develop and/or implement HR programs and tools that will help managers and senior leaders be proactive and strategic in managing their talent in support of business goals.*

In 2007-2008, under goal 5 and this priority, the Public Service Commission planned to focus on the following activities:

- *To develop a management development program*
- *To implement corporate 360° leadership competency assessments*

***To develop a management development program:***

In 2007-08 fiscal year, the plan for the management development program was developed. This program, Manager Essentials, was piloted in June 2008.

***To implement corporate 360° leadership competency assessments:***

The 360° Assessment tool has been incorporated into the leadership development programs for all levels of leadership development: Frontline Managers, Middle Managers, and Senior Executives. In addition, the assessment tool is being requested by department senior leadership teams. This would include the Deputy Minister and Executive Directors. A total of 184 employees from all departments participated in an online 360° Assessment for the Leadership Competencies. Eighty four percent reported the assessment process was user friendly and 91 % reported the feedback report was clearly presented and provided useful feedback for their development. Eighty seven percent reported they would recommend the assessment to other leaders.

## Corporate Human Resource Plan

The Corporate Human Resource Plan sets out the values and principles that will guide decision-making/ actions to support the continuous development and availability of skilled, dedicated and responsive public servants.

The activities planned to advance the objectives of the Corporate HR Plan within the PSC in 2007-08 included:

- *To evaluate flexible workplace options pilot program and make recommendations*
- *To continue to support and fund approved PSC initiatives created by the Healthy*

- *Workplace Committee (e.g. ergonomic assessments)*
- *To participate in the Diversity for Leaders program training and create a PSC Diversity Committee*
- *To participate in OHS training for PSC managers*
- *To conduct a talent management review for PSC employees*
- *To conduct the Organizational Climate survey in the PSC*
- *To increase employee satisfaction with communications within the PSC*

***To evaluate the flexible workplace options pilot program and make recommendations:***

This pilot has been ongoing at the PSC and has been extended to third and fourth Quarter of 2008-09 fiscal year. An evaluation of the pilot will be conducted by the PSC's Evaluation and Audit Division in fall 2008 prior to launching it corporately.

***To continue to support and fund approved PSC initiatives created by the Healthy Workplace Committee:***

The PSC Healthy Workplace committee was involved in the following activities in the 2007-08 fiscal year:

- In December 2007, the PSC participated as a pilot department for the "Healthy Eating in the Workplace" guide.
- In January 2008, the PSC Healthy Workplace Committee, in partnership with the corporate Healthy Workplace Team and Treasury and Policy Board, organized a "Bridge Party" to help promote brain health during Alzheimer's Month.
- In March 2008, the PSC Healthy Catering Guidelines were launched.

***To participate in the Diversity for Leaders program training and create a PSC Diversity Committee:***

In February 2007, the Public Service Commission established a PSC departmental Diversity Committee and held an initial planning day to outline scope, recruit members, and set out agendas. Since then, Diversity Committee members get together monthly to set out directions, decide on events, and plan for upcoming activities.

In 2007-08 fiscal year, 8 PSC employees participated in the Diversity for Leaders program training.

***To participate in OH&S training for PSC managers:***

Two PSC managers participated in OH&S for managers training in 2007-08.

***To conduct a talent management review for PSC employees:***

A talent management review was successfully completed by Senior Management Team (SMT) in 2007-08. The purpose of this was to encourage individuals to develop career paths and participate in the talent review process which was used to assist SMT in identifying both risks

and opportunities in order to better manage their human resources.

***To conduct the Organizational Climate survey in the PSC:***

This activity was deferred due to the structural changes at the PSC and no decision has yet been made as to who will participate.

***To increase employee satisfaction with communications within the PSC:***

The PSC did a survey to measure Internal Communications satisfaction. Employees were asked about their satisfaction of various communications vehicles, what information is most important for them and the topics on which they would like to receive communication. Seventy nine employees from across the PSC responded to the survey. This survey results provided an indication of the need for strong internal communications across the organisation as well as preference for the mechanisms through which information is shared.

## **Additional Significant Events and Accomplishments**

This section describes other significant events and accomplishments not identified as priorities in the 2007-2008 Business Plan.

***Collective Bargaining***

- Negotiation of the new Civil Service Master Agreement (April 1, 2007 to March 31, 2010). In addition to negotiating the Civil Service Master Agreement in 2007-08, PSC implemented the agreement and provided training on it.
- Negotiation and implementation of the Casual/Seasonal Memorandum of Agreement effective February 1, 2008. Approximately, 900 casual employees (in one of the four categories of Seasonal, Temporary, Term, and Permanent) have been appointed to the civil service and the work is still on-going.
- Conclusion of EDC Collective Bargaining (April 1, 2004 to March 31, 2008). EDC is the collective agreement for Faculty at the Nova Scotia Agricultural College.

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***The completion of SAP HR Casual/Seasonal Implementation project (CSI)***

An SAP HR Casual/Seasonal Implementation project (CSI) was initiated in November, 2007 and completed in May, 2008 to accommodate the changes resulting from the Memorandum of Agreement (MOA) signed between the Public Service Commission and the Nova Scotia Government Employees Union. The agreement meant a number of current Casual/Seasonal employees were appointed as Civil Service employees and now follow the provisions of the Collective Agreement. These changes required significant configuration enhancements to the core component of SAP, thus necessitating functional, technical and business resources being dedicated to the project that would ensure SAP could accommodate the new business requirements related to the MOA. The project was successfully completed on time and within budget.

### ***Analyzed and reported on the 2007 Employee Survey (How's Work Going)***

In 2007, all employees of the Government of Nova Scotia were asked their opinion of their work environment. The 2007 Employee Survey was the fourth government-wide employee survey conducted by the PSC. The data gathered was analyzed early in the 2007-2008 fiscal year, and the results were publically released in September 2007 in the 2007 Employee Survey Results Report. The 2007 results noted remarkable progress since the first Employee Survey. The most notable change has been with employees preferring to stay with the Government of Nova Scotia even if offered a similar job elsewhere which shows that the Government of Nova Scotia is on the right track for improving employees' work environment and becoming a preferred employer.

### ***Receipt of Premier's Award of Excellence from the Government of Alberta for participation in the Employee Engagement Interjurisdictional Initiative***

PSC Evaluation and Audit employees, who participated as members of the Employee Engagement Interjurisdictional Team, received a bronze Premier's Award of Excellence in Alberta at a ceremony held in November 2007, in recognition of both what they had achieved and how the team has operated. The team developed a model of employee engagement, and associated common questions for use in employee surveys in participating jurisdictions across Canada. Ten jurisdictions have begun using the model and common questions in their employee surveys, and a common employee engagement index. Based on the team's Usage and Data Sharing Protocol Agreement, common survey information is now shared among the jurisdictions for the purpose of improving public sector employees' work environment and to enhance the achievement of government's goals and high levels of organizational performance.

### ***Establishment of HR Metrics - Center of Excellence***

Information Management and Decision Support created a Center of Excellence (CoE) for HR Analytics. The CoE provides an interface to business intelligence based on human resource systems data, with SAP HR as the foundation, providing visibility, insight, and foresight on workforce capacity and capability (business intelligence consists of applications and technologies which are used to gather, provide access to, and analyze data and information).

A CoE provides a deeper analytic capability to investigate particular issues of concern and patterns in the data that can be used to give HR users specific insight on key issues such as triggers of voluntary termination, or challenges of maintaining a diverse workforce.

The CoE has already conducted studies to respond to particular issues such as retirement patterns and gender wage disparity.

The following roles are anticipated for the CoE:

- to identify potential problems/opportunities and to continually improve workforce management;

- demonstrate how HR interventions add value to the business;
- make decisions based on information (hard data), not just anecdotes, as well as knowledgeable analysis;
- act as a business partner and transform HR data and measures into rigorous and relevant insights in how organizational performance can be enhanced; and
- become more strategic, by addressing and solving business problems through the effective management of data.

### ***Business Warehouse and Business Intelligence***

The SAP Business Intelligence (SAP/BI) is a logical choice for an enterprise-wide data warehouse. There is a strong demand from departments for access to HR SAP operational data. The Public Service Commission is responsible for providing Public Service HR data such as headcount, payroll costs and attendance/absence with associated cost using SAP R/3 data. In March, 2007, the initial SAP/BI infrastructure was completed. Since the rollout, the data are being verified and the security roles are being created. Access to SAP/BI has been limited to Planning and Coordination - Information Management division of PSC. The division has been providing reports to departments and has used SAP/BI as the basis for the casual conversion (pursuant to the implementation of the Casual Seasonal MOA, described above), diversity reporting, demographic analysis and HR Renewal.

In the third Quarter of 2008-09, the division will rollout the SAP/BI to the departments. This will enable the departments to have “at their fingertips” - current, consistent and accurate data.

## 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 2007-2008, the Public Service Commission had an approved budget allocation of \$8,383,000. Actual net 2007-2008 expenditures totalled \$7,843,200 (94% spent to estimate). The following table provides a breakdown of authority versus actual 2007-2008 PSC expenditures.

<b>Public Service Commission</b>				
<b>Program and Service Area</b>	<b>2007-2008 Estimate</b>	<b>2007-2008 Actual</b>	<b>Variance</b>	<b>Note #</b>
	<b>(\$ 000's)</b>	<b>(\$ 000's)</b>	<b>(\$ 000's)</b>	
<b>Gross Expenses</b>				
Leadership and Coordination	\$2,257	\$2,785	\$528	1
Strategic HR Management	\$5,657	\$5,225	(\$432)	2
Employee Relations	\$1,570	\$1,801	\$231	3
<b>Total Gross Expenses</b>	<b>\$9,484</b>	<b>\$9,811</b>	<b>\$327</b>	
<b>Net Expenses</b>	<b>\$8,383</b>	<b>\$7,843</b>	<b>(\$540)</b>	4
<b>Salaries and Employee Benefits</b>	<b>\$7,146</b>	<b>\$6,926</b>	<b>(\$220)</b>	5
<b>Funded Staff (FTEs)</b>	<b>113.7</b>	<b>110.6</b>	<b>(3.1)</b>	6

### Variance Reference Notes

1. Expenditures are over budget in professional services, hardware and software purchases, relocation costs and salary costs as the result of MCP and AS wage settlements and an increase in Pension Contribution costs. Funding to support the operational costs 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. Expenditures are over budget in professional services, additional positions to support the MCP Compensation Strategy and salary costs as the result of MCP and AS wage settlements and an increase

in Pension Contribution costs. Funding to support the operational costs were transferred from savings in the Strategic Human Resource Management Division.

4. The decrease is attributed to savings related to vacant positions throughout the Commission.

5. The decrease is attributed to savings related to vacant positions and savings in general operating expenses throughout the Commission.

6. 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 have been ongoing. As a result, there have been changes in the measures reported in PSC accountability reports from year to year. Many of the measures in this report have not been carried forward to the 2008-09 Business Plan for reasons that include:

- There were limitations in the availability of reliable data to report on the measure.
- The measure was not evaluating the activity originally intended.
- The measure was similar to one or more other measures identified under a given outcome and the other measures were determined to be stronger.
- The target for the measure had been met.

As a result of these changes, the PSC's 2008-09 Business Plan identifies performance measures that are stronger and better reflect progress toward outcomes. The 2008-09 Business Plan measures are based on sound, reliable data sources, such as the Nova Scotia Government Employee Survey (a census of the government workforce which is conducted biennially), the HR Report Card (an annual report tracking progress on the goals of the Corporate HR Plan), and the annual Employment Equity 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 2007-2008**

### **GOAL 1.0:**

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

***Outcome:*** *Appropriate service is provided by skilled public servants at the right place in a timely manner*

***Description:*** *By ensuring the recruitment, retention and recognition of skilled and responsive public servants, we will continue to be an empowered workforce valued by our clients for the service we provide.*

***Measure:*** *Percentage of employees who feel that hiring is based on merit*

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

This measure is an indicator of the perceived fairness of the Government of Nova Scotia's recruitment process by employees. According to the Civil Service Act, "factors considered to determine merit may include education, skills, knowledge, experience, years of employment in the public service, personal attributes and any other matters deemed by the Commission necessary or desirable having regard to the nature of the duties to be performed". This measure is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, "Hiring in the Government of Nova Scotia is based on merit".

***Where are we now?***

In the 2007 Employee Survey, **43%** of employees responding to the survey reported they believe the hiring process in the Government of Nova Scotia is based on merit. This number has improved from 35% in 2005 to 36% in 2006 and now to 43% in 2007.

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

The Government of NS is striving to provide an accessible, consistent and transparent hiring process that is impartial based on principles of merit and equity. In 2007-08 PSC Business Plan the target for this measure was set at 40% by 2007-08 and 45% by 2010. Although the PSC has exceeded its target for 2007-08 and it is very close to its 2010 target, is still striving for continued improvement in this measure.

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

**Measure:**     ***Percentage of employees who feel they have the skills/ qualifications required to do their job***

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

This measure tells us what percentage of employees in the public service of Nova Scotia feel that they have required the skills and qualifications to meet the needs of their job. This measure is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, “I have the required qualifications to meet the needs of my job”.

***Where are we now?***

The 2007 Employee survey shows that **97%** of public servants in Nova Scotia feel that they have required skills and qualifications to meet the needs of their job. This result was 94% in 2006.

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

In the 2007-08 PSC Business Plan, the target for 2007-08 was 95% and 100% by 2010. The PSC has met and exceeded its target for 2007-08. The PSC is striving to increase this percentage until all employees report they have skills and qualifications to meet the needs of their job.

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

**Outcome:**     ***A committed and engaged public service***

**Description:**   ***Employee engagement is the extent to which an individual feels connected to, and involved with their job and the organization. By increasing employees’***

*connection and involvement with their job and their organization, we ensure that our employees who have chosen public service, feel satisfied and inspired in their work environment.*

**Measure:    Level of employee engagement**

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

Indicators of employee engagement, as developed by the Inter- jurisdictional working group on employee surveys, measure the level of satisfaction and level of commitment of employees. Level of satisfaction indicators include employee satisfaction with their job, the organization and their employment. Level of commitment indicators include employee feelings of pride and intentions to stay with their organization, they want to serve/perform at high levels, would positively recommend the organization to others and want to improve the organization's results.

***Where are we now?***

In the 2007 Employee Survey the index for the level of employee engagement was **3.8**. This number was 3.7 in 2006. This means that members of public service have become more engaged with their jobs and the organization over the past year.

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

PSC's goal is to increase employee engagement to 4.2 by 2010.

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

**Measure:    Percentage of clients satisfied with succession management toolkit (of clients using toolkit)**

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

One of the strategic activities identified by the PSC in its 2007-08 Business Plan was to implement the succession management toolkit. The tool kit was designed to be used by HR professionals, the HR Planning and Strategies team and line managers with support from HR. This measure tells us, of those clients who have used the toolkit, what percentage were satisfied with it.

***Where are we now?***

There is limited use of the toolkit. Only the Department of Community Services was actively engaged in succession management work in 2007-08.

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

Baseline data was not established for this measure. PSC is supporting the use of the succession management toolkit in departments and among professional groups. The

toolkit includes a readiness checklist; implementation plan; template for identifying critical positions; a template for talent review meetings; and many other activities. A more appropriate measure for the succession management toolkit and the corresponding baseline data need to be developed for 2009-2010. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Strategic HR Management Division)*

**Measure:** *Percentage of clients satisfied with new performance management materials (of clients using materials)*

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

This measure shows clients' satisfaction with provided performance management materials.

***Where are we now?***

In addition to the existing performance management materials, many new materials were developed for performance management for employees, and are listed on the PSC website. However, the baseline data was not established for this measure for 2007-08.

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

The PSC is striving to find a better measure to assess employees' satisfaction with performance management materials. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Strategic HR Management Division)*

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

**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:** *Number of SAP-related business process changes reflected in refresher training*

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

This measure shows 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?***

**Fifty** new business processes have been incorporated in refresher training during 2007-2008. This number was 47 for 2006-07.

***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. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Planning and Coordination Division)*

***Measure: Percentage of ABAP reports completed as identified by HR community***

***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 2007-2008 fiscal year, 100% (18 reports) ABAP reports identified by HR Community were completed.

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

The PSC will continue to respond to the information requirements of the HR Community by creating and proving timely, accurate reports. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Planning and Coordination Division)*

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

***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?***

The development of the HR Report Card started in March 2008 and was released in May 2008 for 2007-08 fiscal year.

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

Updated HR Report Cards will continue to be released on an annual basis. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Planning and Coordination Division)*

**Measure:**     ***Number of SAP users receiving regular and/or refresher 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 2007-2008 fiscal year, all **321** users who requested refresher training, received training (100%). This number was 298 users (100%) for 2006-07 fiscal year.

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

The PSC will continue to focus on reporting and addressing inquiries from supervisory and manager positions. The PSC is striving to maintain this target and provide training to 100% of those who request training. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Planning and Coordination Division)*

**GOAL 2.0:  
To be a preferred employer**

**Outcome:**     ***Equitable and easy access to employment opportunities with the provincial public service***

**Description:**     *Government of Nova Scotia is maintaining its status as a fair employer, by ensuring that employees and members of the public are provided with reasonable and equitable access to notification of career opportunities within the public service.*

**Measure:** *Employment opportunities are widely distributed with requirements and information on how to apply*

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

This measure tells us to what extent employees and members of the public have access to equitable requirements and information on the recruitment process within the Government of NS.

***Where are we now?***

The PSC has created a list of associations, communities, and organizations to provide to HR divisions to broaden its network and distribute government positions through mechanisms in addition to the Career Beacon website. The baseline data was not established for this measure for 2007-08.

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

The PSC is striving to reach to the point that all public service employees and all members of the public have equitable and extensive access to posted positions within NS Government in order to attract more applicants. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Strategic HR Management Division)*

**Outcome:** *Hiring processes and decisions are perceived as accessible, objective, fair, and applied consistently*

**Description:** *As one of the objectives of the Fair Hiring Policy, PSC is promoting transparency, consistency, and accountability in the recruitment and selection processes.*

**Measure:** *Percentage of employees who feel they have access to job opportunities*

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

This measure is an indicator of employee perception of the accessibility of job postings for positions within the Government of Nova Scotia. This measure is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, “Employees have access to job postings within the Government of Nova Scotia”.

***Where are we now?***

In the 2007 Employee Survey, **90%** of employees responding to the survey claimed that they had access to Government’s job postings. This number has improved from 85% in 2006.

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

In the 2007-08 PSC Business Plan the target for 2007-08 was set at 88% and 90% by 2010. This means that the PSC has already achieved its target and strives to further improve on making jobs postings accessible. This measure has not been carried forward to the 2008-09 PSC Business Plan.

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

***Measure: Percentage of employees who would stay in Government even if offered similar job with slightly higher pay somewhere else***

***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 2007 to "I would prefer to stay with the government of Nova Scotia, even if offered a similar job elsewhere" 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 similar job. This number has improved from 49% in 2005 to 62% in 2006 and now to 66% in 2007. This might be an indicator of 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 (70% by 2010) 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)*

***Outcome: New opportunities for Public Servants to serve their community***

***Description: The NS Government provides a workplace that supports and values the contributions employees make in their communities and strives to assist employees and community organizations in identifying opportunities to work together.***

**Measure:      *Employees perception of support for involvement***

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

Extent to which NS Government employees feel supported in their involvement in community activities by their employer. This measure is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, “My work environment is supportive of my involvement in community/volunteer activities.”

***Where are we now?***

**Forty one** percent of employees reported in the 2007 Employee survey that their work environment is supportive of their involvement in the community or volunteer activities. This response was 39% in the 2006 Employee survey.

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

One of the objectives of the 2005-2010 Nova Scotia Government Corporate HR Plan is “to encourage and facilitate employees’ volunteer involvement in their communities”. The NS government is continuing to support employees’ involvement in the community or volunteer activities. The PSC’s target for this measure in the 2007-08 Business Plan that was set at 43% and at 47% for 2010. This measure has not been carried forward to the 2008-09 PSC Business Plan.

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

**Measure:      *Percentage of employees who report 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. This measure is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, “I receive recognition from my supervisor for a job well done.”

***Where are we now?***

In the 2007 Employee Survey, 67% of respondents 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 promote the value of employees and government as a preferred employer. The PSC is working to steadily increase the percentage of employees who report they receive recognition from

their supervisors for their efforts to 72% by 2010.

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

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

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

This measure represents the percent of new permanent employees in the PSC who have completed the PSC departmental orientation program when they first were hired.

***Where are we now?***

In the 2007-2008 fiscal year, among a sample of new permanent employees surveyed, **92.3%** had completed the PSC orientation program. This compares to 90.6% for 2006-07 fiscal year.

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

The PSC recognizes the importance of orientation in its attraction and retention efforts and will strive to achieve the goal that all new hires receive a complete and comprehensive orientation upon their arrival to the department. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC internal reporting)*

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

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

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

***Where are we now?***

In the 2007-2008 fiscal year, the average number of working days taken within the PSC to complete a classification review was **40** days. This number was 35 days in 2005-06 and 26.3 days in 2006-07.

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

In the PSC 2007-08 Business Plan, the PSC targeted an average of 30 working days to complete a classification review and strives to meet and maintain this target in the future. However, efforts to meet the target in 2007-08 were negatively impacted by staffing difficulties and work on other priorities.

*(Source: PSC Compensation Division)*

***Measure: Number of classification review appeals successfully resolved***

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

This measure illustrates the number and percent of classification appeals there were successfully resolved in 2007-08.

***Where are we now?***

**Five** classification appeals were successfully resolved during 2007-2008. There were 11 appeals successfully resolved in 2006-07 fiscal year.

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

The PSC continues to strive to reduce the number of outstanding appeals, however the progress to meet the target in 2007-08 was negatively impacted by staffing difficulties and work on other priorities.

*(Source: PSC Compensation Division)*

***Measure: Percentage of employees who feel they are compensated fairly for their job***

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

This measure is an indication of the extent to which employees feel they are fairly compensated for their job.

***Where are we now?***

The 2007 Employee survey shows that **53%** of employees within Government feel that they have been compensated fairly for their jobs. This number was 42% for 2005 and 2006.

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

The PSC's target for this measure was set at 45% for 2007-08 and 51% by 2010. The PSC has exceeded both targets. The PSC is striving to further improve this measure.

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

**GOAL 3.0:  
To be a safe and supportive workplace**

***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 meet their full potential and respond most effectively to their respective public service roles.*

***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 respondents reported that they feel that their work environment is safe. This is a steady improvement from 2006 when 83% of respondents reported that they felt their work environment was 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. In 2010 the PSC's target is to have 91% of employees reporting they feel their work environment is safe.

*(Source: Employee Survey 2006, 2007)*

***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 Occupational Health and Safety (OH&S) training.

***Where are we now?***

In the 2007-2008 calendar year, **626** Government employees took the introductory OH&S training course. Mandatory OH&S training for individual employees will depend on their position and guidelines established by their department to meet departmental requirements. In the 2006-2007 calendar year, 265 employees took introductory OH&S training.

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

The PSC will continue to provide support to OH&S training and will ensure that employees receive the required training to perform their jobs effectively and efficiently while maintaining occupational and health safety. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: PSC Strategic HR Management Division)*

***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 healthy workplace committees and initiatives.

***Where are we now?***

**All** departments and some agencies now have healthy workplace committees. **Thirteen** departments have healthy workplace plans. Most of these committees have conducted some form of needs assessment, have implemented various healthy workplace activities and have done at least some evaluation of their initiatives. Nova Scotia Government had adopted National Quality Institute's Healthy Workplace Model. Departments are making an effort to implement activities that address the three elements included in this model. E.g. Health and Lifestyle Practices, Workplace Culture and Supportive Environment, and Physical Environment and Occupational Health and Safety.

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

The PSC is striving to maintain this measure at 100%. 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 Planning and Coordination Division)*

**Outcome:** *All employees feel that they can express ethical/ professional concerns in an atmosphere of mutual respect and public interest*

**Description:** *The Government of Nova Scotia is committed to provide a work environment where all employees feel supported to report ethical concerns as well as feel protected against reprisal action which might have resulted from the reporting process.*

**Measure:** *Percentage of employees who know how they can report ethical concerns without fear of reprisal*

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

This measure shows the percentage of employees who are aware of options available to them for reporting any ethical concerns. This measure is drawn from a question in the 2007 Employee survey which reads “I know where to go for help (the process) to resolve workplace ethical dilemmas or conflict”.

***Where are we now?***

The 2007 Employee survey illustrates that **69%** of employees are aware of the process to resolve workplace ethical dilemmas or conflict. This number was 68% in 2006.

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

The PSC is striving to create a safe and healthy environment for its employees and increase employees’ knowledge about government’s ethical values so that all employees feel knowledgeable and comfortable to report any ethical concerns they encounter in the workplace. The PSC is striving to increase this number to 75% by 2010. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: Employee Survey 2006, 2007)*

**Measure:** *Percentage of employees who feel they can report ethical concerns without fear of reprisal*

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

This measure shows the percentage of employees who feel they can report concerns without fear of reprisal for bringing the ethical concerns forward. This measure is drawn from a question in the 2007 Employee survey which reads “ I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal”.

***Where are we now?***

The 2007 Employee survey reports that **53%** of employees feel comfortable to report ethical concerns in the workplace without fear of reprisal. This number was 52% in

2006.

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

The PSC is striving to create a supportive and respectful environment for its employees so that all employees feel safe and supported in reporting any ethical concerns they encounter in the workplace.

*(Source: Employee Survey 2006, 2007)*

**GOAL 4.0:  
To be a diverse workforce**

***Outcome:***     **Adopting a broad diversity philosophy and culture**

***Description:***   *The Nova Scotia Public Service Commission is committed to providing a workplace that values and celebrates diversity and promotes equity and fairness for current employees and those considering employment with the NS Government.*

***Measure:***     ***Percentage of employees who report satisfaction with their department's effort to support and value diversity***

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

This measure tells us what percentage of employees feel that their department values diversity and is making an effort to support and promote diversity. This measure is drawn from a question in the 2007 Employee survey which reads "My department values diversity".

***Where are we now?***

In 2007, **65%** of employees in public service believed that their department valued diversity, compared to 60% in 2006.

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

With a commitment to being a preferred employer, the Nova Scotia Government strives to achieve and maintain a diverse workforce and increase this percentage to 70% by 2010.

*(Source: Employee Survey 2006, 2007)*

**Measure:** *Percentage of departments with Employment Equity plans and progress reports*

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

The development of Employment equity 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 the 2007-08 fiscal year, **100%** of departments prepared annual Employment Equity plans and progress reports. This statistic was 96.6% in the 2006-07 fiscal year.

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

The Public Service Commission strives to maintain the goal of having 100% of departments submit Employment Equity plans and progress reports to ensure departments remain focussed on their diversity management goals. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source - Strategic HR Management Division)*

**GOAL 5.0:  
To be a learning organization**

**Outcome:** *Investment in professional and career development*

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

**Measure:** *Percentage of employees who feel that training for core continuous learning needs is accessible*

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

This measure tells us what percentage of employees in the Government feel they have access and support for their core continuous learning and development. This measure is drawn from responses to the Nova Scotia Government Employee Survey 2007 question which reads, "I have access to training opportunities".

***Where are we now?***

In 2007, **80%** of Government employees claimed that they had access to training opportunities. This number is increasing steadily from 2006 when 77% of employees who responded to the survey said they had access to training opportunities. The PSC is striving to increase this target to 85% by 2010.

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

The PSC is striving to continue increasing this number in the future.

*(Source: 2007 Employee Survey)*

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

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

This measure tells us the percentage of Government of Nova Scotia employees who participated in an annual performance review in 2007-08 fiscal year. This measure is drawn from responses to the 2007 Nova Scotia Government Employee Survey question which reads, "I participate in an annual performance appraisal/review with my supervisor".

***Where are we now?***

In the 2007-2008 fiscal year, **61%** of respondents to the survey indicated they participated in an annual performance review with their supervisor, compared to 65% in 2006-07.

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

The data shows that there has been a decrease in the percentage of employees who participated in performance reviews with their supervisor. The PSC will strive to increase this amount by providing support for departments to conduct annual reviews of employee performance in future years. I.e. PSC is conducting training courses for managers of Bargaining Unit & Administrative Support Employees and for managers of MCP Employees. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: 2007 Employee Survey)*

***Measure: Percentage of client satisfaction with courses provided***

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

This measure evaluates employees' satisfaction with the courses provided in the PSC Corporate Training Calendar.

***Where are we now?***

In 2007-08, **305** courses were offered in the PSC Corporate Training Calendar. There were 2,700 employees who participated. Each participating employee was asked to complete a course evaluation which asked to rate overall satisfaction on a scale of 1 to 4; 1 being unsatisfied and 4 being fully satisfied. The average score calculated was **3.7**.

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

The PSC continues to strive to increase employee satisfaction with the courses it provides in future years. This measure has not been carried forward to the 2008-09 PSC Business Plan.

*(Source: Strategic HR Management Division)*

***Measure: Percentage of employees who found feedback report helpful  
(of those who participated)***

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

This measure illustrates the satisfaction of employees who have participated in corporate Leadership Development programs with feedback reports provided through completion of the 360° Leadership Competency Assessment.

***Where are we now?***

In 2007, 187 participants in the corporate Leadership Development Programs participated in the 360° Leadership Competency Assessment. **Ninety one** percent of participants indicated the feedback report was clearly presented. Overall, 86% of participants were satisfied with the assessment/feedback experience.

Among all participants, **85%** responded that the feedback report was helpful. This varied depending on how supportive the manager was in the follow-up coaching to assist the individual in preparing a development plan to address the critical gaps in the leadership competencies.

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

The PSC is striving to make this tool useful and to provide support to participants and managers to act on the feedback received. In addition to this tool, corporate learning opportunities are designed to meet priority learning needs and are available to employees across the province. Participation in these learning opportunities is monitored and tracked throughout the Government.

E- learning strategies are investigated, introduced, and evaluated as an alternative approach to respond to varied learning styles and geographical challenges. Learning and development is linked to performance management and development. This measure has

not been carried forward to the 2008-09 PSC Business Plan.

*(Source: Strategic HR Management Division)*