

Nova Scotia Public Service Commission

Annual Accountability Report for the Fiscal Year
2008 - 2009

Leadership and Excellence
in Human Resource Management



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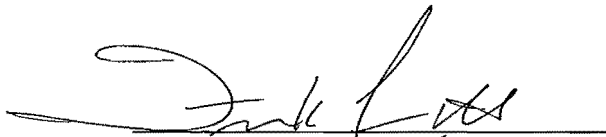
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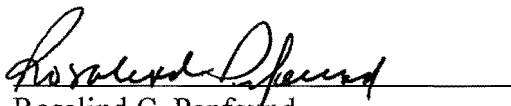
Accountability Statement

The Accountability Report of the Public Service Commission for the year ending March 31, 2009 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 information for the fiscal year 2008-2009. The reporting of the Public Service Commission's outcomes include 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 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 business plan for the year.



The Honourable Frank Corbett
Minister, Public Service Commission



Rosalind C. Penfound
Commissioner, Public Service Commission

Message from the Minister

To demonstrate commitment to being an accountable public service, every year the Nova Scotia Public Service Commission releases its Accountability Report, which is a record of achievements measured against the previous year's business plan. This report highlights work during 2008-2009, and shares some of the Commission's plans for the 2009-2010 fiscal year.

As a central agency for the Government of Nova Scotia, the Public Service Commission (PSC) 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 are to make a difference through a skilled, committed, and accountable workforce, to be a preferred employer, to provide a safe and supportive workplace, to have a diverse workforce and to be a learning organization. These goals provide a framework through which the PSC is supporting departments in providing the best possible service to Nova Scotians.

I would like to express my thanks to all employees of the PSC for their continued hard work and dedication, and for their ongoing contribution to public service in Nova Scotia.

A handwritten signature in black ink, appearing to read 'Frank Corbett', with a stylized flourish at the end.

The Honourable Frank Corbett
Minister of the Public Service Commission

Message from the Commissioner

I am pleased to report on the accomplishments of the Public Service Commission for 2008-2009.

While working towards our strategic goals in 2008-2009, many planned priorities were achieved, including implementation of the revised Fair Hiring and Employment Equity Policies and the new Respectful Workplace Policy, as were additional significant events and accomplishments that arose throughout the year.

Work continued under Corporate Human Resource Management Renewal, a government-wide, multi-year initiative mandated to transform human resources services from their current state into a model that is results-oriented, agile, flexible and aligned to government's business. Focus in 2008-2009 was on staffing the office, developing a comprehensive multi-year plan and implementing a change management strategy. The review of core HR functions, including Pay and Benefits and Occupational Health and Safety and Ability Case Management also began, resulting in the implementation of feasibility studies on the most effective centralized models for these core functions. The results of these studies will be released in the 2009-2010 fiscal year.

Another significant accomplishment was the implementation of the 2009 How's Work Going? Employee Survey in March. The 2009 Employee Survey was the fifth government-wide employee survey to be conducted. This latest survey, for which results will be reported in 2009-2010, resulted in a 55 per cent participation rate, the highest to date, and noted remarkable progress since the first Employee Survey. Through these surveys, the Government of Nova Scotia continues to assess its progress in improving employees' work environments and becoming a preferred employer.

The Public Service Commission continues to move forward on many important priorities on behalf of all Nova Scotia government employees as they strive 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 accountability report is intended to be an account of progress made on major goals and objectives for the year outlined in the previous year's business plan.

The Business Plan and Accountability Report 2008-2009

The Public Service Commission's Accountability Report for the fiscal year 2008-2009 summarizes the activities, accomplishments and performance measures for the fiscal year ending March 31, 2009. This report should be read in conjunction with the NS Public Service Commission's 2008-2009 Business Plan (<http://www.gov.ns.ca/psc/v2/pdf/about/businessPlans/2008-2009.pdf>).

Public Service Commission Progress and Accomplishments

This section outlines the strategic goals and priorities outlined in the Public Service Commission's 2008-2009 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 2008-2009 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 **three** priorities identified in the PSC's 2008-2009 Business Plan. The priorities have been aligned under the strategic goals of the Corporate HR Plan. Each priority has, in turn, a number of specific activities and outcomes.

- Corporate Human Resource (HR) Management Renewal Initiative
- Development and Implementation of HR Policies / Programs
- Classification Project for Excluded Positions, i.e. Management (MCP) and Administrative Support (AS)

Corporate HR Management Renewal Initiative

Description: A comprehensive review of the human resource function within the government resulted in government's commitment to the Public Service Commission leading a collaborative effort with line departments/agencies to transition current HR programming and services to a 21st century model.

The objectives of the new model are to prepare NS public sector managers to have the authority (flexibility), information, tools, and support they need to manage HR effectively, responsibly and accountably with HR programming and service delivery that is:

- **Results Driven:** HR Structures, plans, programs and policies will be re-designed to enable departments to be productive and effective
- **Agile:** Deputies HR Committee will define service standards for which all departments and agencies will be accountable

- Flexible: Management will be provided with the flexibility to manage their HR needs within the context of their business realities.
- Aligned: Accountability will be very clear at all levels of the organization and appropriate mechanisms will be put in place to track and report on these accountabilities.

The multi-year Renewal scope of work includes developing a renewed: Corporate Governance Structure; Corporate Oversight and Management Structure; Certification for Delegation, Centralized HR Services, an HR Resource Management Service; and a Corporate Management Information System.

Key deliverables under the multi-year initiative will include:

- HR Business Scorecard - clear direction/focus on results
- Principle-based Policy Manual - flexibility for line departments to manage
- Certification Structure/Process - confidence to delegate and capacity to oversee/manage results
- Centralized HR Services - effective management of corporate HR issues
- Centralized HR Resource Management - line access to current competent knowledgeable HR operational support and special needs' resources
- HR Management Information - corporate / line access to information required to make and manage effective HR decisions and demonstrate accountability

Development and Implementation of HR Policies / Programs

Description: As part of our mandate, the Public Service Commission is responsible for corporate human resource policies, programs and services. This responsibility translates into the development and implementation of policies, programs and strategies on an ongoing basis in support of a number of key HR related areas such as Attraction and Retention, Compensation, Healthy Workplaces, Diversity, and Talent Management. While the specific activities will evolve year-over-year as initiatives are successfully developed and implemented, the Commission must make an ongoing commitment to stay current, refreshed and leading in the area of human resource management.

Classification Project for Excluded (MCP & AS) Positions

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, the PSC received approval to proceed with a project to implement a more efficient classification system for excluded employees. The scope of this project is to re-evaluate all of the excluded jobs to ensure that they are rated on an equitable basis relative to one another. To

accomplish this, new benchmark jobs were selected and evaluated and the remaining MCP and AS jobs will be evaluated relative to the benchmarks.

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 - Corporate Human Resource (HR) Management Renewal Initiative

In 2008- 2009, under this priority and its activities, the following progress has been made:

Create and resource a Corporate HR Renewal Office and develop and approve a Corporate HR Renewal Plan

The office structure and required funding were approved by the Deputy Minister HR Committee. The five-member team including project leads in the areas of governance, brokerage, and common service delivery were hired and in place in November 2008. Project charters for the primary Renewal components were drafted and approved. The Renewal Plan (scope of work) was developed and approved by the Deputy Minister HR Committee. The HR Corporate Service Units (CSUs) were realigned to be a part of the Public Service Commission. A new Executive Director of client service delivery (HR Service and Client Support) was assigned to oversee the CSUs.

Deliver “Corporate HR Model” Framework Discovery Sessions with the Deputy Minister’s community; the HR Community; and the line management community to gain championship and support

This is a multi-year deliverable. All 2008-09 objectives were completed. They include:

Discovery sessions to deliver the Corporate HR Model Framework to the Deputy Minister Community and to the HR Community were completed.

The discovery and leadership alignment sessions were conducted with individual PSC divisions and an all-PSC staff event was held. Additionally the PSC Senior Management Team participated in leadership alignment sessions.

A communication framework was developed which will help inform the development of a communication strategy. Some key communications tools were developed: a Renewal presentation template and a “Change is coming” Public Service Renewal video.

In addition, a change management framework and process was approved. Key PSC Staff were trained in the PROSCI methodology (PROSCI is an independent research company in the field of change management)

Create and implement a new Corporate Governance Structure with defined terms of reference for all corporate HR structures, committees, and forums

This is a multi-year deliverable. All 2008-09 objectives were completed. They included:

- Corporate Governance Structure was approved by the Deputy Minister HR Committee
- Secretariat Function for the Deputy Minister HR Committee was defined and approved
- Terms of Reference were defined and approved for and by the Deputy Minister HR Committee
- Terms of Reference were defined for the HR Renewal Office and approved by the Deputy Minister HR Committee
- Draft Terms of Reference were prepared for the Executive Leadership Team of the PSC

Develop a Corporate HR Business Scorecard focussed on productivity/capacity (customer) targets; financial targets and indicators, management and service targets and indicators

This is a multi-year deliverable. All 2008-09 Scorecard objectives were completed:

Corporate Scorecard Framework was defined and approved by the Deputy Minister HR Committee. As well, there was the agreement that HR Scorecard targets will be set by the Deputy Minister HR Committee with the review of each HR function. (e.g. Pay and Benefits).

Revise the current Policy format to move towards implementation of a principle based policy manual

This is a multi-year deliverable. The 2008-09 objective was completed. The HR Renewal Office was actively involved with the PSC Senior Management Team in the development of the 2009-10 Business Plan and prioritization of deliverables in alignment to the Renewal vision and principles.

Create a corporate reporting format aligned to the HR Business Scorecard; create a corporate audit capacity framework and a corporate evaluation capacity framework

This is a multi-year deliverable. It was intended that the reporting format will be developed towards the end of the 5-year Renewal Initiative (2008-09 represents year 1 of the initiative).

Develop a certification framework aligned to delegation requirements; a certification management/oversight capacity; certification support aligned to delegation and certification support aligned to a corporate HR Brokerage function

This is a multi-year deliverable. The target for this deliverable is intended to occur in the final years of the Initiative, after Principle-based policy work (Governance), Common Service Delivery functional reviews and Brokerage gap analysis work is completed.

Conduct an assessment of core HR functions to seek economies of scale in anticipation of creating and implementing a new Centralized Operational Services in alignment to the new governance structure

This is a multi-year project. Progress is on track. In 2008-09 the following was completed:

Project Charters were defined and approved by the Deputy Minister HR Committee for:

- Pay & Benefits Functional Review

- Occupational Health and Safety Functional Review
- Ability Case Management Functional Review

Develop a detailed Resource Management Service Delivery Model; a detailed HR Resource Management Deployment Strategy and active Service Level Agreements

This activity is in progress. This is a multi-year project. The 2008-09 objective to conduct best practice research on service delivery models was completed.

Assess the HR management and Information Requirements as per the HR Business Scorecard and the Delegation of Authority / certification requirements in an effort to implement a detailed HR Information Management System

This is an on-going multi-year deliverable to provide research and support for the HR Functional Reviews. In 2008-09 this objective was achieved.

✓ **Priority - Development and Implementation of HR Policies / Programs**

In 2008- 2009, under this priority and its activities, the following progress has been made:

Implementation of Code of Conduct

The Code of Conduct (Values, Ethics, & Conduct - A Code for Nova Scotia's Public Servants) and the Conflict of Interest Policy were approved by Executive Council on February 12, 2009, with an effective date of May 15, 2009.

Work is ongoing on the various components of implementation, including translating the Code of Conduct into French, printing Code booklets in English and French, setting up a Code of Conduct page on the PSC website, production of an introductory video and preparation of the Code booklets for mail out to all government employees.

Development and implementation of HR Online (formerly referred to as Foundations for HR Management)

The assessment of user requirements was completed through an extensive consultation process. Consultations included individual interviews with PSC Senior Management, staff within the PSC who produce information to support HR programs and service delivery, and subject matter experts from the Corporate IM/IT community, as well as focus group sessions with line managers and supervisors. Feedback gathered was analyzed. Work will carry forward into 2009-10. Based on the consultation findings, the project scope is being refined and recommendations for a technology solution to best meet corporate business requirements will be brought forward. With approval of the proposed technology solution, design, testing and implementation work will proceed.

Development of an HR Strategy for the Information Technology (IT) community

A draft analysis and recommendations report was completed and delivered to the Executive Sponsor (this initiative is sponsored by an executive sponsor along with a steering committee). Strategy development and implementation are currently on hold due to the appointment of the

new Chief Information Officer (CIO) and pending implementation of Integrated Service Management (ISM).

Completion of the HR Strategy for the HR community

Development of the “Success through HR Professionals” training program is postponed in order to align with Training/Certification and Brokerage initiatives under HR Renewal. Business analysis of a requirement for a career path model will commence in partnership with the Resources IT CSU (re: technology). Talent Review forums took place in May 2009.

Design, develop, conduct and support the implementation of HR planning and succession management at the department level

HR Planning projects are underway at the Public Prosecution Service and Service Nova Scotia and Municipal Relations. Internal and workforce scans have been completed. Talent Review projects are underway in the Natural Resources and Tourism, Culture and Heritage departments. Community Services is involved in Phase II of Succession Planning which includes Talent Reviews.

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 - Classification Project for Excluded (MCP & AS) Positions

In 2008- 2009, under this priority and its activities, the following progress has been made:

Evaluation and implementation of excluded jobs will continue into 2008 - 2009

Evaluation of the benchmark and non-benchmark positions has been substantially completed. Work continues on this project and if approval is received, implementation could take place in 2009-10.

✓ Priority - Development and Implementation of HR Policies / Programs

In 2008- 2009, under this priority and its activities, the following progress has been made:

Implementation of the revised Fair Hiring and Employment Equity policies (formerly Affirmative Action Policy)

These two policies came into effect in October 2008. Recruitment and Selection training continues and will be on-going.

Implementation, including training, of the recruitment and selection standards

Training on the standards has been incorporated into the Recruitment & Selection training as noted above.

Implementation of the Corporate Employee Orientation program

Phase 1 of this activity included the design of the Corporate Employee Orientation program and phase 2 was the review and update of the Corporate Employee Orientation Policy and the program implementation. The Policy took effect in February 2009 at which time implementation of the corporate policy and program began .

Development and pilot of the Retirement Transition program

Thirteen focus groups were held province-wide for employees and managers including bargaining unit employees and senior managers. A policy has been drafted. A Privacy Impact Assessment has been completed. The next step is to complete further internal reviews and the approvals process before proceeding to Deputy Minister HR Committee for endorsement.

Implementation of Salary Determination Policy and Temporary Assignment Policy

These two policies came into effect in April 2008 and the roll out of the two policies has been substantially completed. Delivering the “rollout presentation” will continue as requested.

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 - Development and Implementation of HR Policies / Programs

In 2008- 2009, under this priority and its activities, the following progress has been made:

To implement the Respectful Workplace policy

The Respectful Workplace Policy came into effect in October 2008. The Policy was implemented and an initial evaluation has been conducted which will require the PSC to modify the policy to better reflect process.

Corporate training sessions were provided to managers and employees across government to support policy implementation. The one-day Leading a Respectful Workplace course was attended by 596 managers and the half-day course was attended by 2015 employees.

Departments are also providing their own training, which the PSC is currently monitoring.

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 - Development and Implementation of HR Policies / Programs

In 2008- 2009, under this priority and its activities, the following progress has been made:

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

This is on-going work. Examples of this activity include the revision of program materials to reflect the new Employment Equity policy and an evaluation of the Diversity Talent Pool to determine areas for improvement.

To implement the revised Employment Equity policy

This Policy came into effect jointly with the revised Fair Hiring Policy in October 2008. Recruitment and Selection training continues and will be on-going.

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 - Development and implementation of HR Policies / Programs**

In 2008- 2009, under this priority and its activities, the following progress has been made:

To develop and implement the Managers' Essentials program

The program was implemented, evaluated and revisions made to enhance the program. A key change was the costing structure to provide more flexibility in crediting participants with courses previously completed.

Program group 4 will start in April 2009 with 50 participants and the program group 1 participants will complete the program in June 2009.

Corporate Human Resource Plan

In support of the objectives of the Corporate HR Plan, the Public Service Commission's Senior Management Team made the decision in 2007-2008 to align its strategic goals to reflect the five goals of the Corporate HR Plan. The Corporate Human Resource Strategy is a five year plan that 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. Departments are required to include a human resource strategy section in their business plans in order to reflect how each department's action plans will meet the objectives of the Corporate Human Resource Plan.

Specific activities at the Public Service Commission in 2008-2009 were:

Talent management review of the HR community

All training associated with talent review was completed. All talent review tools including the HR talent review self-assessment form, the career discussion guide, and the talent review guide for managers were updated. Talent Review forums took place in May 2009.

Support 100% participation in the training for Diversity for Leaders, Occupational Health and Safety (OH&S) for Managers and Supervisors and Leading a Respectful Workplace

Due to the amalgamation of the CSUs into the PSC, some changes were required to LearnNet (on-line registration system to the Public Service Commission's corporate calendar of courses and programs) in order to appropriately track HR participation. As a result the PSC could not report on percentage of participants in this training, however the PSC has identified these training courses in the corporate calendar and its department orientation program as mandatory courses.

Work towards obtaining the National Quality Institute's Progressive Excellence Program Level II Healthy Workplace Certification

Received a one-year extension from National Quality Institute (NQi) for Level I re-certification. This will allow for all departments, including the PSC, to complete the requirements to apply for Level II.

Additional Significant Events and Accomplishments

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

Completed 2009 Employee Survey (How's Work Going?)

In March 2009, all employees of the Government of Nova Scotia were asked their opinion of their work environment. The 2009 Employee Survey was the fifth government-wide survey conducted by PSC. The 2009 Employee Survey included 19 common questions used across public sector jurisdictions for comparison and calculation of employee engagement levels. The data gathered was analyzed April-May 2009, and the Corporate Summary and Department results will be publically released in August 2009. The 2009 results noted progress as well as consistent higher scores in comparison to the public sector average for the 19 common questions.

LGBTI Network and Partnership in Annual Pride Parade

The PSC has supported the establishment of an LGBTI Network. Several Public Servants who identify themselves as members of the Lesbian/Gay/Bisexual/ Transgender/Intersex communities have volunteered to establish the network and are now working on defining their Terms of Reference and other procedural issues.

In 2008 the Public Service Commission, in partnership with the Nova Scotia Government and General Employees Union, participated in the 20th Annual Pride Parade in Halifax. The float won first place prize as the best entry in the parade.

Financial Results

Actual Versus Estimated Expenditures:

In 2008-2009, the Public Service Commission had an approved budget allocation of \$19,232,000. Actual 2008-2009 program expenditures totaled \$18,564,000 (97% spent to estimate). The following table provides a breakdown of authority versus actual 2008-2009 PSC expenditures.

Public Service Commission				
Program and Service Area	2008-2009 Estimate (\$ 000's)	2008-2009 Actual (\$ 000's)	Variance (\$ 000's)	Note #
Gross Expenses				
Corporate HR Service Delivery	\$9,547	\$9,791	\$244	1
Leadership and Coordination	\$3,279	\$4,090	\$811	2
Strategic HR Management	\$5,499	\$6,080	\$581	3
Employee Relations	\$2,222	\$2,112	(\$110)	4
Total Gross Expenses	\$20,548	\$22,074	\$1,526	
Total Program Expenses	\$19,232	\$18,564	(\$668)	5
Salaries & Employee Benefits	\$17,051	\$17,355	\$304	6
Funded Staff (FTE's)	266.5	259.9	-6.6	7

Variance Reference Notes

1. Expenditures are over budget due to an increase in salary costs as a result of positions being added to several HR CSU's that will be funded from other departments, MCP and AS wage settlements as well as MCP pay for performance. Additionally, there were increases in supplies and services costs and office furniture.
2. Expenditures are over budget due to increases in professional services, office rentals, building alterations, IT software purchases, office furniture, relocation expenses.
3. Expenditures are over budget due to an increase in salary costs from new positions established for the expansion of the Leadership Development Program, as well as increases resulting from MCP and AS wage settlements and MCP pay for performance. Additionally, there were increases in operating costs related to the expansion of the Leadership Development Program.
4. The decrease is attributed to savings related to vacant positions.

5. The decrease is attributed to increases in less chargeable from other departments and Restructuring Costs appropriation to fund the additional positions that have been created to support the Project Office, expansion of the Leadership Development Programs and HR CSU's. Increase also reflects the recovery for MCP and AS wage settlements and MCP Pay for Performance from Restructuring Costs appropriation.
6. Expenditures are over budget due to new positions established to support the Corporate HR Service Delivery Project Office and for the expansion of the Leadership Development Program. Positions have been added to several HR CSU's that will be funded from other departments and salary increases as a result of the wage settlements for MCP and AS employees and MCP Pay for Performance. These expenses were partially offset by salary savings from vacant positions.
7. Decrease in FTE's mainly due to vacant positions throughout the Commission.

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 within the HR community and to managers and employees across 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.

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 2009-10 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 2009-10 Business Plan identifies performance measures that are stronger and better reflect progress toward outcomes. The 2009-10 Business Plan measures are based on sound, reliable data sources such as: the Nova Scotia Government employee survey - How's Working Going? (a census of the government workforce which is conducted biennially), 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.

Please note that as mentioned above, many of the measures in our 2008-09 Business Plan are derived from questions and associated data collected through the PSC's biennial employee survey (How's Work Going?). In reviewing these employee survey-based measures and their identified targets in the 2008-09 Business Plan, it was noted that the time frame established for the targets did not align with the time frame for which results from the 2007 survey were available. As a result, for the employee survey-based measures, this accountability report will identify data results from 2007-08, rather than 2008-09. Data results for 2008-09 are not available for this report as the latest employee survey was conducted in March 2009. Results from that survey will inform data reporting in our 2009-10 accountability report.

Performance Measures 2008-2009

GOAL 1.0:

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

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 the public service who participated in

the Employee Survey 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 4.0 by 2011.

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

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

Outcome: *Government is able to attract talent*

Description: *As a preferred employer, Government needs to attract the required talent to ensure that it meets its goals and continues to deliver high quality services to the citizens of Nova Scotia.*

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 then to 43% in 2007- 2008 fiscal year.

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 the 2008-09 PSC Business Plan the target for this measure was set at 40% by 2008 and 45% by 2011. Although the PSC has exceeded its target for 2008 and it is very close to its 2011 target, is still striving for continued improvement in this measure.

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

Measure: *Percentage of managers who agree they are able to attract talent they need*

What does this measure tell us?

This measure is an indication of managers' ability to attract the talent they need which is drawn from responses to the Nova Scotia Government Employee Survey 2007 question which reads, "As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals".

Where are we now?

In the 2007 Employee Survey, **37%** of managers responding to the survey reported they believe they are able to attract the talent they need. This number has increased by 1% from 2006.

Where do we want to be?

The Public Service Commission's goal is to increase this indicator to 42% by 2011. This measure has not been carried forward to the 2009-10 PSC Business Plan.

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

Measure: *Percentage of employees who agree they would recommend the Government of NS as a great place to work*

What does this measure tell us?

This measure is an indicator of employee satisfaction with their work environment and employees who would recommend the NS Government as a great place to work.

Where are we now?

In the 2007 Employee Survey, **69%** of employees responding to the survey reported they would recommend the Government of NS as a great place to work. This number has improved from 60% in 2006 to 69% in 2007-2008 fiscal year. This is an indicator of improvement in employee perceptions of Government of NS as a preferred place to be employed.

Where do we want to be?

The Public Service Commission continues to support efforts to promote the Government of NS as a preferred place to be employed with a goal of increasing the percentage of employees (75% by 2011) who report they recommend the Government of NS as a great place to work.

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

Outcome: *Government is able to retain talent*

Description: *In order for the government of Nova Scotia to optimize its ability to achieve sustained excellence through a skilled, committed and accountable workforce, it must be able to retain the required talent.*

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 62% in 2006. This is 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 (75% by 2011) who report they would stay in government even if offered a job with better compensation elsewhere.

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

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 responding to the survey felt that they have been compensated fairly for their jobs. This number was 42% for 2006.

Where do we want to be?

The PSC's target for this measure is set at 52% by 2011 in the 2008-09 Business Plan. The PSC has exceeded its 2011 target already. The PSC is striving to further improve results under this measure.

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

Measure: *Percentage of managers who agree they are able to retain the talent they need*

What does this measure tell us?

This measure is an indication of managers' ability to retain the talent they need which is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, "As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals".

Where are we now?

The 2007 Employee survey shows that **37%** of managers responding to the survey felt that they are able to retain the talent they need. This number was 36% in 2005 and 44% in 2006 .

Where do we want to be?

The 2007 Employee survey result indicated that the managers were less able to retain the talent they need compared to 2006. This means that the Government has work to do to further retain employees within the Public Service. The PSC is striving to increase this indicator to 45% by 2011. This measure has not been carried forward to the 2009-10 PSC Business Plan.

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

Outcome: *Employees have confidence in the senior leadership*

Description: *Satisfaction and trust in leadership can positively impact the Government of NS in reaching its true potential, as a result, Government of NS needs to ensure that employees have confidence in senior leadership.*

Measure: *Quality Leadership Index*

What does this measure tell us?

Quality Leadership Index is an indicator of employees' perception that senior leaders in their department set good examples, that they have confidence in the senior leadership of their department and that senior leadership is genuinely interested in the well being of employees.

Where are we now?

In the 2007 Employee Survey which was the base year for this index, the quality of leadership measured at **3.23**.

Where do we want to be?

PSC's goal is to increase quality leadership index to 3.5 by 2011.

(Source: Nova Scotia Government Employee Surveys for 2007)

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 2008-2009 fiscal year, the average number of working days taken within the PSC to complete a classification review was **48** days. This number was 26.3 days in 2006-07 and 40 days in 2007-08. Efforts to meet the 30 days target in 2008-09 were negatively impacted by work on other priorities.

Where do we want to be?

In the PSC 2008-09 Business Plan, the PSC targeted to decrease and maintain an average of 30 working days to complete a classification review and strives to meet and maintain this target in the future.

(Source: PSC Compensation Division)

Measure: *Number of classification review appeals resolved (PSC measure)*

What does this measure tell us?

This measure illustrates the number of classification appeals that were resolved within the PSC during the year.

Where are we now?

Seven classification appeals were resolved during 2008-2009. There were 5 appeals resolved in 2007-08 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 2008-09 (resolve 12 per year) was negatively impacted by work on other priorities.

(Source: PSC Compensation Division)

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, **84%** of respondents reported that they feel that their work environment is safe. This is a steady improvement from 2006 when 81% 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 2011 the PSC's target is to have 87% of employees reporting they feel their work environment is safe.

(Source: Employee Survey 2006, 2007)

Measure: *Percentage of employees who feel that employees in their department are respectful of employee differences*

What does this measure tell us?

This measure shows the percentage of employees who feel that their colleagues are respectful of their differences. It is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, "Employees in my Department are respectful of employee differences".

Where are we now?

The 2007 Employee survey showed that **76%** of employees responding to the survey felt that employees in their departments are respectful of employee differences. This number was 70% in 2005 and 2006.

Where do we want to be?

The PSC is striving to increase this measure every year to 78% by 2011.

(Source: Employee Survey for 2005, 2006, and 2007)

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. The Nova Scotia Government had adopted the National Quality Institute's Healthy Workplace Model. Departments are making an effort to implement activities that address the three elements included in this model. I.e. 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. This measure has not been carried forward to the PSC 2009-10 Business Plan.

(Source: PSC Planning and Coordination Division)

Outcome: *A supportive workplace*

Description: *Employees of the Government of Nova Scotia must be assured of a supportive workplace. This will allow them to contribute most effectively in their roles of delivering high quality public service.*

Measure: *Percentage of employees who feel they have support to balance their work and personal life*

What does this measure tell us?

This measure indicates employees' satisfaction in receiving support for achieving work and life balance. It is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, "I am provided with support to balance my work and family life".

Where are we now?

In the 2007 Employee Survey, **68%** of respondents reported that they feel they have support to balance their work and personal life. This is an improvement from 2005 (56%) and 2006 (62%).

Where do we want to be?

The PSC is striving to keep increasing this measure and to reach 75% by 2011.

(Source: Employee Survey for 2005, 2006, and 2007)

Measure: *Percentage of employees who feel they receive meaningful recognition for work well done*

What does this measure tell us?

This measure is an indication of the percent of employees who feel they receive meaningful recognition for their work. This measure is drawn from responses to a Nova Scotia Government Employee Survey 2007 question which reads, "I receive meaningful recognition for work well done."

Where are we now?

In the 2007 Employee Survey, **55%** of respondents to the survey reported that they receive meaningful recognition for work well done. This number has improved from 49% in 2006.

Where do we want to be?

The PSC is striving to increase this measure in future years with a target of 60% by 2011.

(Source: Employee Survey for 2006 and 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 61% in 2005 and 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 70% by 2011.

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

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 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 responding to the survey felt 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. This measure has not been carried forward to PSC 2009-10 Business Plan.

(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 2007-2008 fiscal year, **65%** of employees responding to the survey 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 2011.

(Source: Employee Survey 2006, 2007)

Outcome: *Public Service that is representative of the designated groups*

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 Government in improving service delivery to a diverse population, expand our creativity, create a respectful and supportive work environment and add to our productivity.*

Measure: *Percentage of employees who self-identify as members of designated groups*

What does this measure tell us?

The designated group demographic information that is available is based on self-identification at the time of hiring. These groups consist of the following: Aboriginal People,

African Nova Scotians and other Racially Visible Persons, and Persons with Disabilities.

Where are we now?

In 2006 which was the base year for this measure, 7.3% of employees self-identified as members of designated groups. This measure was 7.8% in 2007-2008 fiscal year and down to 7.4% in 2008.

Where do we want to be?

This measure shows an overall decrease of 0.5% in the percentage of public servants who have identified themselves as being a member of a designated group comparing to 2007-2008 fiscal year. The PSC recognizes there is work to do. PSC is striving to increase this measure to 11% by 2011.

(Source: an annual report on diversity in the public service)

**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 they have the skills/ qualifications required to do their job***

What does this measure tell us?

This measure tells us what percentage of employees feel that they have the required 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 employees responding to the survey felt that they have the required skills and qualifications to meet the needs of their job. This result was 94% in 2006.

Where do we want to be?

The PSC is striving to increase this percentage to 100% until all employees report they have skills and qualifications to meet the needs of their job. This measure has not been carried

forward to PSC 2009-10 Business Plan.

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

Measure: *Percentage of employees who feel they get the training and support to support continuous learning*

What does this measure tell us?

This measure tells us what percentage of employees feel that they receive the training they need to support their continuous learning. It is drawn from responses to a Nova Scotia Government Employee Survey 2005 question which reads, “I get the training and related support I need to support my continuous learning.” This question was reworded in the Employee Survey 2007 to “I get the training and related support I need to meet the demands of my job” to reflect efforts to establish a list of inter-jurisdictionally standardized questions which will be used in several provinces.

Where are we now?

The 2007 Employee survey shows that **62%** of employees responding to the survey felt that they receive the training and support they need for continuous learning. This result was 53% in 2006.

Where do we want to be?

The PSC is striving to increase this measure to 67% by 2011. This measure has not been carried forward to PSC 2009-10 Business Plan.

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

Measure: *Percentage of employees who agree they have opportunities for career growth within the Government of NS*

What does this measure tell us?

This measure tells us what percentage of employees feel that they receive opportunities for career growth within the Government. This measure is drawn from a question in the 2007 Employee survey which reads “I have opportunities for career growth within the Government of Nova Scotia”.

Where are we now?

The 2007 Employee survey shows that **47%** of employees responding to the survey agreed they have opportunities for career growth in the Government. This result was 40% in 2006.

Where do we want to be?

The PSC is striving to increase this measure annually and has set the target of 52% by 2011.

(Source: Nova Scotia Government Employee Surveys 2006 and 2007)