

Nova Scotia Public Service Commission

Annual Accountability Report for the Fiscal Year
2010 - 2011

*Strategic human resource business partners and leaders, committed to client service
excellence.*

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Accountability Statement

The Accountability Report of the Public Service Commission for the year ending March 31, 2011 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Public Service Commission's Statement of Mandate for the fiscal year 2010-2011. The reporting of the Public Service Commission's outcomes necessarily includes estimates, judgments and opinions by 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 2010-2011 Statement of Mandate.

The Honourable Frank Corbett
Minister, Public Service Commission

Kelliann Dean
Commissioner, Public Service Commission

Message from the Minister and Public Service Commissioner

We are pleased to present the 2010-2011 Accountability Report for the Nova Scotia Public Service Commission (PSC). Throughout the year, we continued our work to transition to a new excluded employee pay plan, develop and implement human resource policy and programs, deliver training, support employment equity and fair hiring, and improve HR service delivery.

In addition to our work on our many operational priorities, we also launched a significant initiative to transform how we work at the PSC. We're focusing on improvements in three key areas: strategy management, process and service delivery. A key element of our transformation is to have a standard approach to strategic planning that will be used by everyone at the PSC to improve planning, setting priorities and measuring outcomes. Improving processes is another part of our transformation and key to us improving client service satisfaction. We're also making changes in our organizational structure to optimize client service delivery. As part of our work we are paying close attention to introducing measurable targets to ensure we are accountable throughout our transformation.

We are confident the work we do is contributing to government's ability to live within its means, make life better for families and create good jobs and grow the economy. We are very fortunate to have a team of dedicated employees who will continue to work hard to achieve our targets for the coming year, bringing us closer to reaching our vision to be strategic HR business partners and leaders committed to client service excellence.

Sincerely,

The Honourable Frank Corbett
Minister, Public Service Commission

Kelliann Dean
Commissioner, Public Service Commission

Introduction

The Government of Nova Scotia is committed to being open and accountable. Annual business plans and accountability reports are essential tools for government departments, agencies and concerned stakeholders to assess organizational performance.

This Annual Accountability Report for the Nova Scotia Public Service Commission is based on the outcomes, strategic actions, achievements and progress in meeting the performance measures set out in the Commission's Statement of Mandate for the 2010-2011 fiscal year. The Report should be read in conjunction with the 2010-2011 Statement of Mandate available on the Public Service Commission's Website at:

<http://www.gov.ns.ca/psc/v2/about/overview/publicationsPolicies/>.

It is noteworthy that since the development of the 2010-11 Statement of Mandate, PSC's vision and mission have changed. The previous vision and mission that the 2010-11 strategic actions were based on were:

Vision

Leadership and excellence in human resource management

Mission

To provide leadership, strategic direction and expertise in human resource management to support a strong Nova Scotia public service

The Public Service Commission's current mandate, vision and mission are described as follows:

Mandate

The Nova Scotia Public Service Commission (PSC) is responsible for developing, implementing, and evaluating corporate human resource policies, programs, services and standards. The PSC is responsible for ensuring high quality corporate human resource management principles, values and practices. The PSC is the government's agent for collective bargaining with unions that represent direct government employees and provides advice to government on collective bargaining in the broader public service.

Vision

Strategic human resource business partners and leaders, committed to client service excellence.

Mission

To provide expert, respected human resources advice, services and solutions

Public Service Commission Progress and Accomplishments

This section describes accomplishments and progress achieved during the 2010-11 fiscal year for each strategic action outlined in the Public Service Commission's Statement of Mandate. Any significant events and accomplishments that were not anticipated in the original Statement of Mandate but achieved in this fiscal year have also been identified in this section.

Strategic Actions

SAP Employee Health & Safety (EHS) Module and Standard OHS Program:

All testing for this program has been completed except for one section of the EHS module. An initial draft of the Occupational Health and Safety Program Standard has been developed and work in this area continues in consultation with the OHS Forum. Two OHS training programs were updated and delivered throughout the province.

Develop Disclosure of Wrongdoing Legislation:

The Public Interest Disclosure of Wrongdoing Act was passed in the Fall 2010 sitting of the Legislature. Work has been ongoing on development of regulations under the Act. The Act will be proclaimed upon completion of regulations. This is expected to take place in Summer 2011.

Overview of Vacation Issues:

This initiative has involved identifying and assessing options for granting additional annual vacation entitlement to new, mid-career employees being hired into excluded civil service positions. Options for policy direction were presented to Deputy Ministers. Direction was given to pursue an amendment to the General Civil Service Regulations under the Civil Service Act. The proposed language for the regulatory amendment is being developed in consultation with the PSC's solicitor and with operational input from the HR Directors.

Retirement Transition Options:

Feedback was received from the HR sub-committee of Deputies in August 2010 which required the adaptation of the policy requirements.

Develop Employee Indemnification Policy:

Work on the draft policy has been completed. Pending final consultation with Deputies and other stakeholders, the policy will be presented to Cabinet for approval.

Staffing Policies Review:

A cross jurisdictional review was conducted during Winter 2010. The working committee is working with legal counsel to ensure proposed policy revisions are aligned with the PSC's legislative and regulatory frameworks.

Ongoing training and support for Employment Equity Policy:

The Corporate Calendar offers eight courses related to employment equity and diversity. In addition, the Employment Equity Policy is covered in the Recruitment and Selection course and Respectful Workplace Policy training. During 2010-2011 fiscal year, a review of the learning and development program area has been conducted and completed.

Ongoing training and support for Fair Hiring Policy:

The Recruitment and Selection training program was offered throughout the year. The program was modified in July 2010 to enable participants to practice applying the recruitment tools. The Fair Hiring Policy is being reviewed as part of the Staffing Policies review.

Development and Implementation of Corporate HR Management Renewal and its supporting initiatives:

Public Service Commission is building on the recommendation given from the Corporate HR Management Renewal Project and is moving towards the implementation of a project designed to improve service delivery model. PSC has embarked on three key transformation areas of improvement: Strategic Management Project, Process Improvement Project, and Service Delivery Model Project. Recommendations for a new efficient service delivery model and an improvement to learning and development have been made. Organizational changes are anticipated in year 2011 while strategic management and process improvement efforts will continue over the next three years.

Development of a Recruitment Unit/Implement E-Recruitment:

In 2010 the Recruitment Unit was established. The Recruitment Unit led the implementation of the e-Recruitment system and revised the Diversity Talent Pool through the development of skills assessments, interviews and reference checks. The Unit has conducted focus group discussions involving line managers and HR CSU staff and developed a process to implement the Expression of Interest language arising out of the new collective agreement. The Unit commenced the review of the Career Starts program, as well as a formal review of the Fair Hiring Policy, Secondment Policy, Job Share Policy and Temporary Assignment Policy with the intent of forming a Staffing Policy. Web based materials were updated and/or developed. The Unit also commenced the work to develop the Transition Framework which ensures collective agreement and regulatory requirements are explained and met by department and PSC CSU staff. Finally, the Recruitment & Selection training program was extended an additional half a day and the curriculum was revised to include more activity based learning modules.

All PSC Corporate Service Units now offer departmental clients the ability to post positions using the e-Recruitment Career Beacon e-Recruitment System (CBX) module. An e-Learning program was developed and posted on LearnNet and is accessible to all hiring managers and staff. There is no cost to access the online training program. A training manual was developed for HR practitioners and a one page reference chart was developed for hiring managers. All HR Administrative Assistants and HR Consultants were provided with classroom-style training on the program.

Automation of the recruitment approval and competition process (DHR1):

Implementation of the e-recruitment tool provided by Career Beacon continues to be rolled out. The Position Hiring Process (PHP) project under the Business Enhancement Project (BEP) of SAP completed system configuration and has been successfully implemented for the client business areas of the Justice HR CSU. Full implementation for all other business areas is scheduled to be completed by the end of June 2011.

Implementation of HR Online:

HR Online will be a sustainable portal-based one-stop-shop, authoritative source of corporate HR policies, guidelines, processes, procedures and forms, supporting HR service delivery for the PSC HR community, line managers and supervisors across government. The inventory of corporate documents was completed during the first quarter of 2010-2011. Further updating and evaluation is required prior to the implementation of HR Online.

E- Learning Strategy:

The e-learning strategy has been incorporated into the Learning and Development Program review. The e-learning strategy will be completed based on input generated from the Learning and Development Program review and further client needs analysis.

Classification Project for Excluded (MCP&AS) Employees and Compensation/Classification training program:

The majority of excluded employees were transitioned to the Excluded Classification pay plan. This project has also completed the 112 Quality Assurance review requests submitted as part of the implementation of the Excluded Classification pay plan. Regulatory & policy changes have received approval. Work continued on the transition of the remaining categories of EC employees and will be completed by December 2011. Work on the classification training program will continue during fiscal 2011-12.

NS Agricultural College (Devolution):

Public Service Commission is working closely with the merger team to facilitate a transition of NSAC to Dalhousie University by the target date of September 2012.

Impacts of Collective Bargaining Implementations:

Training for the new Master Agreement has been delivered to the HR community and Management/Supervisors across the province. The negotiation with the NSGEU of the Expression of Interest (EOI) Memorandum of Agreement (MOA) has been conducted and the EOI training for the HR community has taken place. Also, the EOI website has been launched.

Transition training for the HR community (Article 37, of the MOA regarding Article 37) has taken place and a transition binder (including template documents) for the HR community has been developed. A joint Employer-Union committee was struck to review the health/dental benefits and work is commencing.

Significant Events and Accomplishments

This section describes other significant events and accomplishments not identified as strategic actions in the 2010-2011 Statement of Mandate.

Expression of Interest Program:

As a result of changes to the collective agreement, an Expression of Interest program for bargaining unit positions was established. Initially, the working committee included staff from within the PSC and line managers from departments. An internal vacancy posting and application process was established. A training program and training materials, including question and answer documents, were created for HR practitioners, hiring managers and employees. A series of standard reports were established to enable departments to report on staffing activities under the program.

Diversity Talent Pool:

Commencing in June 2010, a series of postings for high demand positions (Clerk I, II, III and Secretary I, II, III) were created to attract applicants for the Diversity Talent Pool. All applicants were reviewed and those who met the basic qualification statements were invited for testing/skills assessments (word processing, spreadsheet, mathematical and written communication). Those who met the general pass mark of 60% were interviewed and reference checks were completed. The Diversity Talent Pool now includes only those individuals who have successfully met the clerical and secretarial standards.

Major Restructuring and Significant Mandate Changes

This section specifies the impact of a major restructuring and significant mandate change in the PSC during the 2010-2011 fiscal year.

PSC's Vision and Mission

In order to improve client service, the PSC's Executive Leadership Team has developed a new vision and mission for PSC as follows:

Vision

Strategic human resource business partners and leaders, committed to client service excellence.

Mission

To provide expert, respected human resources advice, services and solutions

PSC's Transformation

As a result of changes in vision and mission which directs PSC to client service improvement, organizational effectiveness and efficiency, and maximize the value from HR investment, the PSC has embarked on a transformation project.

PSC's transformation involves simultaneous change in three main areas: **Strategy Management Excellence, Process Excellence, and Service Delivery Model Alignment.**

Strategy Management Excellence:

A key element of PSC's transformation is to have a standard approach to strategic planning that will be used by everyone at the PSC to help improve planning, setting priorities, and measuring outcomes. Using Strategy Map and Balanced Scorecard Framework, the PSC's strategic plan will align an integrated set of objectives (and their associated measures and targets) with the PSC's Vision and Mission. These Objectives, and the specific actions that go along with them, will translate the Vision into daily activities that focus our organization on delivering value to our clients and achieving our Mission-related outcomes.

Process Excellence:

Improving processes is another part of PSC's transformation and key to client service satisfaction improvement. PSC core HR business processes must be standardized and improved to align our work with client needs, improving efficiency and service delivery.

Service Delivery Model Alignment:

Transformation will involve structural changes to optimize client service delivery. The objective of the Service Delivery Model optimization is to align the Public Service Commission's resources to most effectively execute our processes, driving value to our internal clients.

The aim is to carry out transformation while continuing to run the business of HR for government. Our processes will be aligned and improved and strategic priorities will be set that will become our new way of doing business. Ultimately, our business planning will adopt new methodologies, specifically a balanced scorecard approach, that will feed into PSC's statement of mandate.

Establishing the Policy and Systems Performance Division

In September of 2010 the implementation of the first phase of transformation of the Public Service Commission was conducted and as a result the new Policy and System Performance Division was established. This was accomplished by merging former Planning and Coordination Division (responsible for policy development and implementation, HR analytics and business intelligence, departmental budget oversight and general office administration) with the Evaluation and Accountability group as well as the SAP HR Business Transformation group.

The new Policy and System Performance Division drives continuous improvement across the NS Public Service human resource management system. This "system" consists of regulations, policies, programs and technological solutions designed and maintained to enable effective management of the human resources of government.

Financial Results

Public Service Commission			
	2010-2011 Estimate	2010-2011 Actual	Variance Actual/Estimate Over/(Under)
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Gross Departmental Expenses			
Corporate HR Service Delivery	\$9,044	\$8,662	(\$382) ¹
Leadership and Coordination	\$3,208	\$3,855	\$647 ²
Employee Relations	\$2,228	\$2,193	(\$35) ³
Strategic Human Resources Management	\$3,251	\$2,877	(\$374) ⁴
Total Gross Departmental Expenses	\$17,731	\$17,587	(\$144)
Additional Information:			
Fees and Other Charges	(\$5)	(\$0)	\$5
Ordinary Recoveries	(\$0)	(\$96)	(\$96)
TCA Purchase Requirements			
Provincial Funded Staff (FTEs)	232.2	219.0	(13.2)⁵

¹ Variance of (\$382) was mainly due to decreases in Professional Services and Travel across the Division, as well as salary savings from vacant positions.

² Variance of \$647 was mainly due to the removal of the \$400 recovery from the Restructuring Fund related to the Corporate HR Renewal Office. The PSC was able to absorb these costs from savings across the department. As well as the addition of a term HR Corporate Strategist and increases in Professional Services and Consulting Services costs.

³ Variance of (\$35) was mainly due to salary savings from vacant positions.

⁴ Variance of (\$374) was mainly due to increases in Less Chargeables related to Learning as well as salary savings from vacant positions and decreases in Travel and Meeting costs across the Division.

⁵ Reduction of 13.2 FTEs was due to vacant positions.

Measuring our Performance

The Public Service Commission, as the corporate human resources entity for government, is responsible for corporate HR policies, programs and services to assist all government departments in meeting their respective HR goals. To reach the ultimate accountability, the Public Service Commission must utilize resources effectively and efficiently to achieve its goals. To do this, performance measures are used to track progress in achieving desired outcomes which relate to these goals and strategic activities.

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.

In selecting appropriate performance measures that are meaningful and informative, the PSC seeks to balance the availability of resources to manage the measurement process with consistency in the information gathered and the accuracy of reporting mechanisms. 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. Also, the PSC anticipates significant revision with regard to measures in the following years. Some of the measures in this report have not been carried forward to the 2011-12 Statement of Mandate 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 target for the measure had been met.

As a result of these changes, the PSC's 2011-12 Statement of Mandate identifies performance measures that are stronger and better reflect progress toward outcomes.

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 enhance PSC accountability reporting.

Performance Measures 2010-2011

Below are performance measures results from 2011 Employee Survey:

OUTCOME: A measurably healthier, safer and supportive 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 they feel their department creates a safe work environment for its employees

WHAT DOES THE MEASURE TELL US?

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

WHERE ARE WE NOW?

In the 2011 Employee Survey, 73% of respondents indicated they feel that their work environment is safe. These results are a decrease from 2009 and 2007, when 82% and 84% of respondents indicated they feel safe at work.

WHERE DO WE WANT TO BE IN FUTURE?

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

(Source: Employee Survey 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate. Instead the measure has been changed to another related question from the Employee Survey report of "percentage of employees who state they feel safe at work".

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

WHAT DOES THE 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 question which reads, "Employees in my Department are respectful of employee differences".

WHERE ARE WE NOW?

In the 2011 Employee Survey, 69% of respondents indicated they feel that their departments are respectful of employee differences. These results are a decrease from 2009, when 73% of respondents answered the question positively, and also a decrease from the 2007 results, when 76% of respondents indicated they feel that their departments are respectful of employee differences.

WHERE DO WE WANT TO BE IN FUTURE?

The PSC is striving to increase this measure every year by increasing knowledge among employees and creating a supportive and respectful environment where employees feel that everyone in their department is respectful of employee differences.

(Source: Employee Survey for 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate. Instead the measure has been changed to another related question from the Employee Survey report of “percentage of employees who feel they are treated respectfully at work”.

Measure: Percentage of departments that have Healthy Workplace Plans

WHAT DOES THE MEASURE TELL US?

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

WHERE ARE WE NOW?

In 2010-11, most departments and some agencies had active healthy workplace committees. Several of these committees were in transition to bring employee recognition, social and environmental responsibilities under the same umbrella with workplace health. About 57% of departments had healthy workplace plans in 2010-11, a decrease from 71% in 2009-10. In previous years, most of these committees had conducted some form of needs assessment, implemented various healthy workplace activities, and done at least some evaluation of their initiatives. While fewer departments had formal plans, many continued to roll out workplace health activities.

WHERE DO WE WANT TO BE IN FUTURE?

Government is striving to bring this measure back to 100% with a greater focus upon workplace culture and employee engagement. Providing government-wide leadership and support for change management through the ADKAR model is a top priority for the PSC over the next few years. The PSC will continue to support workplace health and culture in this context, providing assistance to departmental committees and seeking their input in corporate plans and initiatives.

(Source: PSC Policy and Systems Performance Division)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

Measure: Percentage of departments working to be certified in higher levels of HWP NQI-PEP

WHAT DOES THE MEASURE TELL US?

This measure indicates the percentage of departments that are working towards reaching higher levels within the National Quality Institute's Progressive Excellence Program (NQI-PEP). The NQI-PEP has four levels, each of which builds upon the previous level demonstrating an increasingly progressive and broader commitment to a healthy workplace. In 2007, the Government of Nova Scotia reached achieved NQI-PEP Level 1 certification. Many departments are now undergoing initiatives to both maintain Level 1 status and obtain new levels within the progressive model.

WHERE ARE WE NOW?

In 2010-11, 14% of departments indicated they are working towards certification in higher NQI-PEP levels. This is a decrease from 28% the previous year as departments and the PSC recognized the amount of time and effort needed to work through the lengthy NQI certification process. No departments will be pursuing NQI certifications in 2011-12.

WHERE DO WE WANT TO BE IN FUTURE?

Government values its foundation for workplace health built with NQI principles, and will continue to use these principles and other best practices to focus more strategically on workplace culture and employee engagement. This new direction aligns well with the PSC's focus to government-wide change management. The aim of this new direction is ultimately to provide higher quality client service to Nova Scotians, as well as reduce organizational costs. A strategic workplace culture plan will be developed in 2011-12 with specific measures related to the How's Work Going employee survey.

(Source: PSC Policy and Systems Performance Division)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

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 more effectively in their roles of delivering high quality public service.

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

WHAT DOES THE 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 which reads, "I am provided with support to balance my work and family life".

WHERE ARE WE NOW?

In the 2011 Employee Survey, 73% of respondents indicated they feel supported in balancing their work and personal life. This is an improvement from the 2009 results, when 71% answered the question positively and a significant improvement over the 2007 numbers, when employee perceptions of employer support for work-life balance was at 68%.

WHERE DO WE WANT TO BE IN FUTURE?

The PSC is striving to keep increasing the result of this measure annually.

(Source: Employee Survey 2007, 2009, and 2011)

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

WHAT DOES THE 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 question which reads, "I receive meaningful recognition for work well done."

WHERE ARE WE NOW?

In the 2011 Employee Survey, 47% of respondents indicated they feel they receive meaningful recognition for work well done. These results represent a decrease of the 2009 and 2007 numbers, when employee perceptions of meaningful recognition from their employer were at 58% and 55%.

WHERE DO WE WANT TO BE IN FUTURE?

Although the PSC is witnessing a gradual decrease in the results of this measure, it is striving to increase this result in future years by creating a supportive work environment for all employees.

(Source: Employee Survey 2007, 2009, and 2011)

Measure: Percentage of employees who receive recognition from their supervisor for job well done

WHAT DOES THE MEASURE TELL US?

This measure is an indication of the percent of employees who receive recognition from their supervisor for their work.

WHERE ARE WE NOW?

In the 2011 Employee Survey, 58% of respondents indicated they feel they receive meaningful recognition for work well done. These results represent a decrease from 2009 and 2007 numbers, when employee perceptions of meaningful recognition from their employer were at 68% and 67%.

WHERE DO WE WANT TO BE IN FUTURE?

Although the PSC is witnessing a decrease in the results of this measure, it is striving to increase this result in future years by creating a supportive work environment for all employees.

(Source: Employee Survey 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate. This measure is very similar to the “Percentage of employees who feel they receive meaningful recognition for work well done” measure which has been carried forward.

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 feel their department values diversity

WHAT DOES THE MEASURE TELL US?

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

WHERE ARE WE NOW?

In the 2011 Employee Survey, 67% of respondents indicated they feel that their department values diversity. This represents a decrease from the 2009 survey when employees’ agreement was at 73% and an improvement over the 2007 survey results, when 65% of employees responding indicated agreement with the question.

WHERE DO WE WANT TO BE IN FUTURE?

With a commitment to being a preferred employer, the Nova Scotia Government strives to achieve and maintain a diverse workforce.

(Source: Employee Survey 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

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 THE 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, Persons with Disabilities and Women in occupations or positions where they are under-represented.

WHERE ARE WE NOW?

In 2009-2010, 7.1 % of employees self-identified as being a member of a designated employment equity group. These results represent a slight increase from 2008-2009 when the number was at 7.0%.

WHERE DO WE WANT TO BE IN FUTURE?

This measure shows an overall slight increase of 0.1 in the percentage of public servants who have identified themselves as being a member of a designated group as compared to the previous reporting period.

(Source: "Moving Towards Equity: Employment Equity and Diversity in the Nova Scotia Public Service 2010-11". Nova Scotia Public Service Commission)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

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 (Score out of 100)

WHAT DOES THE 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 includes 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; employee desire to serve and perform at high levels; employee would positively recommend the organization to others and want to improve the organization's results.

Note: This measure has previously been reported as a value out of five. To provide consistency in the measurement of Employee Engagement relative to other jurisdictions, the employee engagement score is now being represented as an agreement score out of 100.

WHERE ARE WE NOW?

In the 2011 Employee Survey, the employee engagement score was 62. The score was 74 in 2009 and 72 in 2007. These results indicate there has been a decrease in employee engagement since the last two Employee Surveys were administered.

WHERE DO WE WANT TO BE IN FUTURE?

The PSC's goal is to increase the employee engagement score as high as possible for the upcoming years.

(Source: Employee Survey 2007, 2009, and 2011)

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 Government of NS hires and promotes people based on their education, skills, knowledge, and experience

WHAT DOES THE 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, and in 2009 the wording of the question was changed from "Hiring in the Government of Nova Scotia is based on merit" to "The Government of Nova Scotia hires and promotes people based on their education, skills, knowledge, and experience."

WHERE ARE WE NOW?

In the 2011 Employee Survey, 49% of respondents answered positively that the Government of Nova Scotia hires and promotes people based on their education, skills, knowledge, and experience. These results represent a decrease from the 2009 survey

when the result was at 58% and an improvement over 2007 results, when agreement with the question was at 43%.

WHERE DO WE WANT TO BE IN FUTURE?

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.

(Source: Employee Survey 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

Measure: Percentage of employees who agree they would recommend the Government of NS as one of the best places to work

WHAT DOES THE 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 2011 Employee Survey, 57% of respondents indicated they would recommend the Government of NS as a great place to work. These results demonstrate a decrease from the 2009 and 2007 results when employees' responses to this question were at 71% and 69% respectively.

WHERE DO WE WANT TO BE IN FUTURE?

The Public Service Commission continues to support efforts to promote the Government of NS as a preferred place to be employed.

(Source: Employee Survey 2007, 2009, and 2011)

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 of NS even if offered similar job somewhere else

WHAT DOES THE 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?

Results from the 2011 employee survey show that 62% of respondents would stay with the Government of Nova Scotia, even if offered a similar job somewhere else. Results of this measure show a decrease over previous years, as the value in 2009 was 67%, and in 2007 was 66%.

WHERE DO WE WANT TO BE IN FUTURE?

The Public Service Commission continues to support efforts to promote Government as a preferred employer, with a goal of steadily increasing the percentage of employees who report they would stay with the Government of Nova Scotia, even if offered a similar job somewhere else.

(Source: Employee Survey 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate. This measure is very similar to the “Percentage of employees who agree they would recommend the Government of NS as one of the best places to work” measure which has been carried forward.

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

WHAT DOES THE 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 2011 Employee Survey indicates that 44% of respondents feel they are compensated fairly for their job. This result is a decrease from 2009 Employee Survey results, in which 59% of respondents agreed they feel they are compensated fairly. This also represents a decrease from 2007 results, in which 53% of respondents indicated they feel they are fairly compensated for their jobs.

WHERE DO WE WANT TO BE IN FUTURE?

The Public Service Commission’s goal is to increase this result in the upcoming years by ensuring that the Government of NS is a committed and accountable workforce.

(Source: Employee Survey 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

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 numbers of working days (within the PSC) taken to complete classification reviews (within PSC)

WHAT DOES THE 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 2010, the average number of working days taken within the PSC to complete a classification review was 88 days. This is an increase over 2009, when this measure stood at 53 days.

WHERE DO WE WANT TO BE IN FUTURE?

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 Unit, Policy and Systems Performance Division, PSC)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

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

WHAT DOES THE MEASURE TELL US?

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

WHERE ARE WE NOW?

In 2010-2011, 19 classification appeals were resolved. There were 27 appeals resolved in 2009-2010 fiscal year.

WHERE DO WE WANT TO BE IN FUTURE?

The PSC continues to strive to reduce the number of outstanding appeals and aims to resolve 12 classification appeals per year by 2011.

(Source: PSC Compensation Unit, Policy and Systems Performance Division, PSC)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.

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 the training and development they received has met their work-related needs

WHAT DOES THE MEASURE TELL US?

This measure reveals whether employees perceive employer provided learning and development opportunities as adequate to meet their work-related needs.

WHERE ARE WE NOW?

In the 2011 Employee Survey, 62% of respondents indicated they feel that the training and development opportunities they have received meet their work related needs. This represents a decrease from the 2009 results, in which 74% of employees agreed with the question and the 2007 results at 67%.

WHERE DO WE WANT TO BE IN FUTURE?

The PSC continues to improve its efforts around training and development opportunities.

(Source: Employee Survey 2007, 2009, and 2011)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate

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

WHAT DOES THE 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 2009 Employee survey which reads “I have opportunities for career growth within the Government of Nova Scotia”.

WHERE ARE WE NOW?

In the 2011 Employee Survey, 42% of respondents indicated they have opportunities for career growth within the Government of Nova Scotia. This is a decrease from the 2009 results, when agreement with the question was at 53% and from the 2007 results at 47%.

WHERE DO WE WANT TO BE IN FUTURE?

The PSC continues to improve its efforts to increase this measure in upcoming years.

(Source: Employee Survey 2007, 2009, and 2011)

OUTCOME: A stable labour environment

Description: Creating and maintaining a trustworthy and cooperative relationship with unions by maintaining our readiness to negotiate for collective agreements in a short or reasonable timeframe.

Measure: Percentage of Collective Agreements the PSC is ready to negotiate prior to the contract expiry date

WHAT DOES THE MEASURE TELL US?

This measure tells us the percentage of the Public Service Commission's readiness to negotiate with unions for collective agreements before contract's expiry date.

WHERE ARE WE NOW?

In 2010-2011 fiscal year, the PSC was 100% ready to negotiate with unions for the collective agreements before contracts' expiry dates.

WHERE DO WE WANT TO BE IN FUTURE?

Despite PSC's readiness for negotiation with unions at all times, all the negotiations did not conclude before contracts' expiry dates. However, the PSC is striving to maintain its readiness for negotiation with unions at 100% in a short and reasonable timeframe.

(Source: PSC Compensation Division)

CHANGE IN MEASURES

This measure has not been carried forward to the 2011-12 PSC Statement of Mandate.