



Nova Scotia Public Service Commission

**Business Plan
2006-2007**

*Leadership and Excellence
in Human Resource Management*



success through people

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A Message from the Minister of Human Resources

I am very pleased to present the Business Plan for the Public Service Commission for 2006-2007.

Any venture, be it a business, a volunteer group, or, indeed, a government, knows that people are the key to its success. The role of the PSC is to promote the development and organization-wide implementation of programs, policies, and strategies to ensure that people are treated fairly and respectfully. This includes the way we recruit, recognize, compensate, and train them.

Through these efforts, and in cooperation with our partners throughout government, our goal is to provide a skilled, responsive, diverse and accountable public service to ensure that government can continue to meet the changing needs of Nova Scotians.

A specific goal of the Government of Nova Scotia to be a preferred employer, is clearly outlined in the *Corporate Human Resource Plan* which was launched last year. As a preferred employer, government needs to attract and retain the required talent to ensure that it meets its goals and continues to deliver high quality services to the citizens of Nova Scotia. Attraction and retention strategies must be seen as part of the way government does business - strategically planning for the future. This year, the PSC will focus on strategies to address demographic and other workforce challenges such as competition for talent from external organizations, immigration trends, being representative of the diverse communities we serve, generational differences in employee expectations, and an ageing workforce, among others. We will also maintain our strong focus on being a safe and supportive workplace.

I am proud of the role that the PSC and its partners play in providing leadership, strategic direction and expertise in human resource management to support a strong Nova Scotia public service and a strong Nova Scotia.

Honourable Ronald S. Russell, CD
Minister, Human Resources

A Message from the Public Service Commissioner

Last year the Public Service Commission (PSC) launched the government's *Corporate Human Resource Plan* which will continue to guide government's human resource activities until 2010. This plan is the foundation and context for government-wide action on such key challenges as – matching the needs of our citizens with our workforce planning, being a preferred employer, being a safe and supportive workplace, valuing diversity and being an organization with a solid commitment to lifelong learning.

PSC staff and our partners also made considerable progress with efforts to understand and respond to the service excellence expectations of those we serve; helping our employees address their work-life interests and needs; advancing the safety and well-being of our workforce; fostering a culture that values diversity, improving our approaches to professional development and career planning; and, applying human resource policies, practices and programs fairly and consistently.

In 2006-2007, we will build on these successes to move government closer to achieving its five human resource goals. Our priorities will continue to emphasize our commitment to being a diverse workforce where the efforts of staff are valued and recognized; being a workplace where the safety and well-being of staff is a fundamental responsibility of every leader and employee; to being a workplace where modern HR policy and a skilled HR community assure fair and consistent treatment of current and future employees; and, assure the continued development of a highly skilled and committed public service.

I am excited about tackling the ambitious plans we have set for the coming year and am mindful that we would not be in the good position we are to move ahead were it not for the diligence and commitment of PSC staff and our partners across government. I am very proud of the progress we have made together.

All the very best in 2006-2007.

Richard (Rick) C. J. Nurse, M.H.Sc.
Commissioner, Public Service Commission

Executive Summary

At the Public Service Commission we remain committed to making a difference in the lives of Nova Scotians by contributing to the continued availability of a skilled, dedicated and diverse public service.

The Public Service Commission is responsible for:

- corporate human resource policies, programs and services
- high quality human resource management principles, values and practices
- ensuring fair and consistent treatment of staff
- acting as government's agent for advising on collective bargaining

Public Service Commission's Goals

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

Public Service Commission's 2006-2007 Priorities

To complete the design (and begin implementation) of a corporate ATTRACTION and RETENTION FRAMEWORK

To continue to promote a strong focus on VALUING DIVERSITY initiatives throughout government

To continue with timely implementation of key elements of the HEALTHY WORKPLACE PROGRAM of the provincial government

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

To assure the availability of objective, consistent and reliable COMPENSATION and CLASSIFICATION systems and practices

To strengthen PARTNERSHIPS in the Human Resource Service Delivery

To ensure the CORPORATE HR PLAN's values, goals and strategies are effectively communicated and implemented within the Public Service Commission

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.

Introduction

The Public Service Commission is responsible for:

- ◆ corporate human resource policies, programs and services
- ◆ high quality human resource management principles, values and practices
- ◆ ensuring fair and consistent treatment of staff
- ◆ acting as government's agent for advising on collective bargaining

The Commission focuses on labour relations and human resource management of direct government employees and designated areas of the broader public sector. It acts as the central human resource agency of Government, providing leadership in the development and implementation of human resource policies and practices applicable to public servants.

Government recognizes the importance and value to the people of Nova Scotia of a professional public service as evidenced by the following message from our new Premier:

"During my time as Minister, I have experienced, first hand, the dedication of our public service to the people of Nova Scotia and I look forward to working with you in my new role.

I've spent the last 10 days being briefed on the financial, economic, social and many other issues that are a priority for our government and the people of our province. This process has made me even more aware of the work that you and others do each day to advance our province's interests and I want to thank you for this.

I look forward to working with all of you in the days ahead to expand on the solid performance of government to date and to fuel the social and economic progress in Nova Scotia we are making thanks in large measure to the professionalism of our province's public service."

Premier Rodney J. MacDonald, February 2006

In the summer of 2005, the Public Service Commission released the Corporate Human Resource Plan to guide the development and ensure the availability of skilled, dedicated and responsive public servants who deliver high-quality services throughout the province. This corporate HR plan focuses more broadly on meeting the public service needs of Nova Scotians, the challenges of a changing workforce, the importance of a diverse workforce, a safe and supportive workplace, and work/life balance. The Nova Scotia Public Service Commission's 2006-2007 Business Plan is also based on the Commission's leadership role in helping government achieve its public service objectives and Corporate Plan.

Shared Public Service Values

The Public Service Commission is committed to leading by example. In this regard, our own environment, the public service workplace for which we share responsibility and our interaction with those who seek our leadership advice or support will be reflective of government's HR values - Respect, Integrity, Diversity, Accountability, and the Public Good.

We will encourage and seek to model these values by:

- ◆ respecting each person's opinion and acknowledging their contribution
- ◆ making decisions and taking actions that will ensure ethically-sound, equitable, transparent and consistent human resource policies and practices
- ◆ promoting the value of diversity in our workplace and our community
- ◆ ensuring our decisions, actions and outcomes are communicated in an open and timely manner
- ◆ ensuring the wise use of resources entrusted to us
- ◆ developing human resource programs which contribute to improved service delivery

Core Business Areas

Our core business areas are a collection of key programs¹ designed to achieve our strategic goals and the mandate of the Public Service Commission. The programs are organized by activities with measurable outcomes to address the identified needs of our clients.

Leadership and Coordination

The objectives of this core business area are to research, develop, advise, lead, and implement human resource management policies, procedures and practices, and then evaluate and audit their implementation and performance in the workforce. These operating functions are mainly performed by two divisions; Planning and Coordination and Evaluation and Audit.

These programs and their objectives are:

Executive Leadership

To lead and oversee the Public Service Commission, ensuring it meets its statutory obligations and supports government in its achievement of corporate goals.

Legislation and Policy

To provide leadership and support in the development and coordination of departmental, Government-wide and intergovernmental human resources legislation and policies.

Planning and Financial Management

To plan and finance the strategic goals of the Public Service Commission and demonstrate accountability for progress achieving these goals.

¹ Programs as defined by the Program Inventory and Costing Initiative (PICI), led by Treasury and Policy Board, 2004.

Information Management

To provide information, research, and human resources data to support human resources management, workforce planning, and effective decision-making.

Business Transformation

To provide information, training and system support to the HR CSU community and government managers with respect to the SAP HR/Payroll System.

Administration Services

To provide administrative services to the Public Service Commission in accordance with government legislation/regulations, policies and directives to enable the Public Service Commission to achieve their goals and program objectives.

Evaluation

To assess the relevance and effectiveness of human resources policies and programs, including an assessment of risk and alignment with departmental and Government-wide priorities, providing accurate, objective, evidence-based information to support effective decision-making.

Audit

To assess the efficiency and effectiveness of, and compliance with, human resources policies and programs, providing accurate, objective, evidence-based information to support effective decision-making.

Employee Relations and Compensation

The objectives of this core business area are to represent the interests of Government as an Employer with respect to its direct employees, and to provide advice and co-ordination to Government regarding organizations in the broader public sector. Activities/functions include collective bargaining, and setting terms and conditions of employment for non-bargaining unit employees. These operating functions are mainly performed by three divisions, Staff Relations, Compensation and Benefits.

These programs and their objectives are:

Staff Relations

To represent the interests of Government as an Employer with respect to its direct employees, and provide advice, guidance, training, and leadership to Government departments. The components of this program are: Labour Relations, Collective Bargaining, and Grievance Arbitration and Adjudication.

Compensation

To ensure fairness, consistency, and relativity of compensation and benefit policies, practices, and guidelines. The components of this program are: Job Evaluation and Classification, Compensation Design and Program Administration.

Benefits

To ensure the effective management and administration of the Benefits plans offered

to employees and retirees. The components of this program are the employees' group life insurance benefit, health and dental plans, and the retirees health plan.

Strategic Human Resource Management

The objectives of this core business area are to research, develop, implement and advise on programs, policies and practices that focus on recruiting, developing and retaining skilled and effective public servants. These operating functions are mainly performed by two divisions, Strategic Support Services and Innovation and Growth.

These programs and their objectives are:

HR Planning

To ensure that the required leadership and people resources are available for Government to achieve its business and corporate goals. The components of this program are: HR Planning, Succession Management, Leadership Development, Training and Development and Career Planning.

Organizational Effectiveness/Development

To build government's organizational capacity for achieving its business and corporate goals. The components of this program are: Organizational Design, Change Management and Performance Management.

Attraction and Retention

To develop a dynamic and committed public service dedicated to providing quality services to Nova Scotians, by attracting, recruiting, and retaining the right people at the right time. The components of this program are: Diversity Management, Youth Recruitment, Executive Recruitment, General Recruitment, and Awards and Recognition.

Employee Health and Safety Promotion

To promote and support a safe and healthy work environment that encourages the well-being of employees. The components of this program are: Employee Assistance Program (EAP), Occupational Health and Safety (OHS), Ability Case Management, and Healthy Workplace Programs.

Planning Context

In preparation for establishing our 2006-2007 business plan priorities, the PSC sought input from a number of internal and external resources, each contributing to our understanding of the current human resource environment, the needs of our workforce, and the requirements of senior government leaders responsible for the management and allocation of those human resources. The following summary briefly details significant initiatives, feedback, progress and trends that influenced planning for the 2006-2007 business plan.

Environmental Scan

The PSC senior management team participated in a planning session identifying economic, social, political, and technological influences with significant impact upon our working environment.

Highlights include:

Economic/Demographic: Ageing workforce/population, labour market trends, urban/rural movement, migration of young workers, mid-career recruitment, higher incidences of disability and illness, government fiscal situation, budgets and economic forecasts.

Social: Healthy workplaces, work/life balance, generational differences, public trust, image, branding, lifelong learning, public need of services.

Political: Minority government in power federally and provincially, the impact of new legislation and political leadership priorities on current initiatives.

Technological: Communications, use of technology, types of reporting, research, knowledge transfer, SAP initiative and analytical capacity, security, flexible work options, impact on control framework/processes and efficiency in provision of service.

HR Trends

The research supports the trends identified by the senior management team. Some of the frequently referenced HR trends that are broadly impacting all labour markets include leadership, health and work/life balance, diversity, employee engagement and communication, learning/organizational capacity, branding and HR metrics, i.e., measurement.

Leadership: The Conference Board of Canada² identifies leadership, and the expected shortage of good leaders, as being an issue at the forefront of HR. Private and public sector employers are hastening to recruit, retain and train leaders to meet the expected shortfall as the baby boomer generation becomes eligible to retire. The focus on leadership is also due to the positive effects an effective leader will have on staff retention, engagement and morale.

Health and Work/Life Balance: This issue has never been more important than it is today. Employees of all ages are actively seeking the means to appropriately balance their health, work and life in a productive way. Many companies have enabled this trend by offering a variety of services, policies and initiatives, such as Employee Assistance Programs (EAP), flexible work options, workplace committees and education, to help employees stay safe, healthy and achieve balance in their lives. These factors also have a significant impact on recruitment and retention efforts.

Diversity: As diversity continues to be a dominant issue in HR, it is encouraging to see it becoming increasingly ingrained into organizational culture and values. Diversity initiatives will help maximize the talents of the entire population while helping meet the skills needs of employers. The Nova Scotia immigration strategy is an initiative targeted to bring skilled immigrants to our province which offers an opportunity to recruit talent from diverse backgrounds.

² *Hot HR Issues for the Next Two Years.* The Conference Board of Canada, August 2004.
<<http://www.conferenceboard.ca/humanresource/default.htm>>

Employee Engagement and Communication: A Gallup Management Journal study showed that only 27% of employees are actively engaged in their jobs.³ A mere 31% of Canadian employees feel that they are involved in the activities of their employers, with the resulting risk that engagement and productivity levels suffer.⁴

This is important as studies also show that higher engagement levels equal higher success. Figures from the 2005 Best Employers in Canada study show that, on average, 78 per cent of employees are engaged at the 50 Best Employers, compared to just 57 percent at other participating organizations.⁵

Employers are working to instill in employees a sense of purpose in their work by connecting it with the overall goal or operation of the employer. Communication plays a key role in this and is a fundamental aspect of doing business that is often overlooked or taken for granted. New emphasis is being placed on communicating with employees, particularly concerning motivation. Poor communication is often noted as the major weakness in many organizations and is expected to receive even more attention in the future.⁶

Learning/Organizational Capacity: In the knowledge economy, the rate of learning and organizational capacity must exceed the rate of change, in order for organizations to thrive.⁷ This means that the organization has the knowledge and capacity to expect and adapt to change fluidly, instead of scrambling to catch up in the aftermath. By building organizational capacity, employers will be able to react more effectively and efficiently to changes. This is done by creating learning organizations that are knowledgeable, flexible and adaptable to thrive in any environment.

Branding: A survey of HR Professionals conducted by Personnel Today revealed that 95% of respondents felt that branding was important for recruitment and that people are becoming more inclined to look for roles where the organization's values are aligned with their own.⁸ Employer branding, with supporting policies and programs, is considered an essential

³ *Feeling Good Matters in the Workplace.* Gallup Management Journal, January 2006
<<http://gmj.gallup.com/content/default.asp?ci=20770>>

⁴ *HRM Guide.* Canadian Human Resources, October 2002

⁵ *Hewitt Associates Announces 50 Best Employers in Canada.* Hewitt Associates, December 2005
<http://was4.hewitt.com/hewitt/resource/newsroom/pressrel/2005/12-23-05_eng.htm>

⁶ *Hot HR Issues for the Next Two Years.* The Conference Board of Canada, August 2004.
<<http://www.conferenceboard.ca/humanresource/default.htm>>

⁷ *Hot HR Issues for the Next Two Years.* The Conference Board of Canada, August 2004.
<<http://www.conferenceboard.ca/humanresource/default.htm>>

⁸ "Employer branding is key in fight for talent" Personnel Today, May 2005.
<<http://www.personneltoday.com/Articles/2005/05/17/29929/Employer+branding+is+key+in+fight+for+talent.htm>>

component of any organizations success.⁹ In waging the ‘war on talent’ employers are selling themselves with corporate values that align with the values of prospective employees to recruit, and demonstrating those values with supporting policies, procedures and programs to retain.

Measurements and HR Metrics: The measurement of quality, as well as quantity makes HR Metrics a major focus of many senior management groups. Many people wish to see a clear return on investment in HR initiatives and programs.

Client/Stakeholder Feedback and Input

Formal and informal feedback and input into the PSC priorities was also collected and presented during the planning process. Sources of input included: Deputy Minister Forum, HR Executive Forum, PSC staff (via Business Planning survey and 2005 Mini-Survey) and clients (via 2005 Mini-Survey), as well as the four major divisions at the PSC. These groups offered input into the priorities they felt the PSC should identify in the business planning process. There was a lot of commonality in the priorities identified including compensation, classification, diversity, recruitment and retention, HR service delivery, healthy workplaces, training and HR planning. Some of the general advice received included stabilizing current initiatives before initiating new ones.

2005 Employee Mini-Survey

Results from the survey indicate similar trends as the 2004 Employee Survey. Areas of strength include positive indications from employees concerning teamwork, applying training to their jobs, safe work environment, access to job postings, and having the required qualifications for their jobs. Areas of concern include low indications from employees of career advancement opportunities within government, merit based hiring, actions from senior management in response to the survey and supervisor/manager ability to recruit and retain employees to meet division/departmental goals.¹⁰

Corporate HR Plan

As the central human resource agency for government, the Corporate HR Plan greatly influences the business/priorities of the PSC. The plan is a key focus for much of the work at the PSC as staff work to help achieve the five goals within the time period covered by the Plan (2005-2010). Further details on specific activities at the PSC in 2006-2007 in support of the Corporate HR Plan are located on page 19.

⁹ “The Five Keys to E-Branding Excellence” Weddles Recruitment Newsletter, October 2005. <<http://www.weddles.com/recruiternews/issue.cfm?Newsletter=169>>

¹⁰ Employee Survey Results Report - Mini Survey 2005, Executive Summary pp 5-6.

Demographics

The Public Service Commission collects and analyses employee demographic information which contributes to our understanding of our workforce. This section of our business plan reports on the headcount, age and gender distribution, and diversity by designated groups within the Nova Scotia public service¹¹. Understanding the composition of the public service is vital in the development of programs and services which respond to the needs of our employees. Some of the initiatives underway at the PSC to provide qualitative and quantitative research and statistics in support of HR management include the HR Report Card¹² and the Business Transformation Program / eMerge.

Population

Over the past few years, the Nova Scotia public service has changed to a headcount of 9,441 (January 2006, HRMS Report), compared to 8,919 in January 2002. This represents a 5.9% increase in the size of the public service. During the same time period, Nova Scotia's total employed work force increased by 4.8% from 422,900 workers in 2002 to 443,100 by 2005.

Age Groups and Length of Service

Research and our own experience clearly demonstrate the worldwide trend of a “greying” workforce. Government employees aged 40 - 49 years are the largest cohort in the public service, representing 38% of our population in January 2006¹³. The next largest cohort are those aged 50 - 59 years (34% of our population). These two age groups represent 35% and 23%, respectively, of the Nova Scotia employed labour force¹⁴ as seen in figure 1. Overall, the NS public service is older than the NS employed workforce. As would be expected, this translates into the NS public service having smaller representation by the younger age groups, relative to the NS employed workforce.

¹¹ The term **Public Service** is the common frame of reference for demographic data in this business plan. The Public Service is defined as the following appointment types: civil servants, highway workers, adult correction workers, and Order In Council (OIC) appointments. All data analysis in this document is based upon this definition. As a result, the data in this document may not be directly comparable to previous years' business plan data. To improve readability, the term Public Service may be used interchangeably with the expression Government Employees.

¹² The source document for the demographic data provided in this document.

¹³ Government of Nova Scotia: Age and Length of Service: 3,592 40-49 age group / 9441 public service population as of January 1, 2006 (*Extracted from HRMS, January 1, 2006*)

¹⁴ Labour Force Statistics by Age Groups - Department of Finance, Economics and Statistics Division.

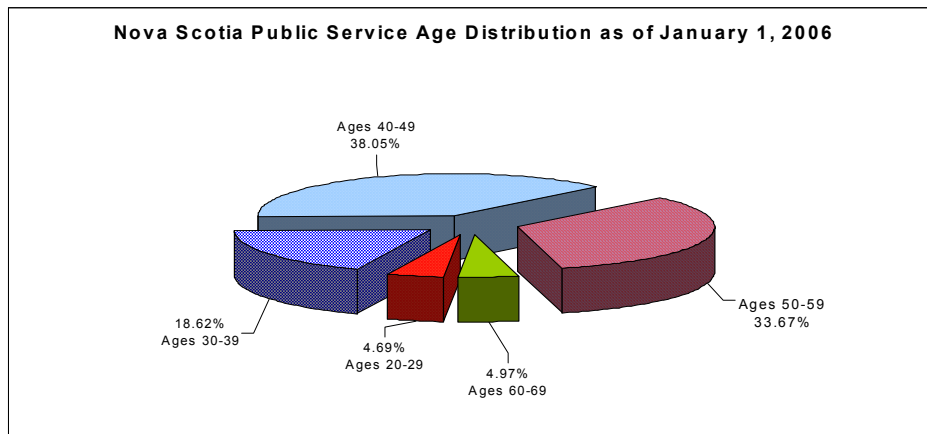


Figure 1

With greater awareness of the recruitment and retention challenges facing all employers, the PSC has developed strategies aimed at recruiting both younger workers and those mid-career as well as considering options for retaining its more experienced workers. The Nova Scotia public service has an increased number of employees in the younger age groups with 1,146 government employees under the age of 35 as of January 2006, compared to 1,049 employees in December 2004 (9.3% increase). Age diversity is promoted through programs such as Career Starts and the Senior Leadership Mentorship Program. The 2006-2007 priorities include a focus upon the development and implementation of key elements of the recruitment and retention framework.

Not surprisingly, with an older workforce, a large percentage of employees have many years of service with government. For example, 62.7% of public servants aged 40 - 49 years have 15 -29 years of service, while 90% of the “under 35” age group have less than 10 years of experience. Given the Rule of 80 (age plus years of service), used to determine eligibility for retirement, in the short-term, we can anticipate an increasingly larger share of our workforce being eligible for retirement. We must continue to plan accordingly with attention given to succession management and knowledge transfer.

Gender Distribution

The gender distribution across the public service is 52% male and 48% female. Figure 2 below shows a breakdown by gender of the different appointment types that comprised the public service. Male employees dominate the highway worker appointment type while there is a 40% (male) / 60% (female) split in the civil servant appointment type.

We are seeing greater representation by women in senior management positions¹⁵ in the public service. In October 2002, the gender distribution for senior management was 68% males to 32% females. By January 2006 this distribution had changed to 63% males and 37% females.

¹⁵

The Public Service Commission defines the term “senior management” as all Civil Service positions rated at MCP 26 or higher and having titles of Director and Executive Director or higher. The total number of senior managers was 251 (October, 2005 - HRMS).

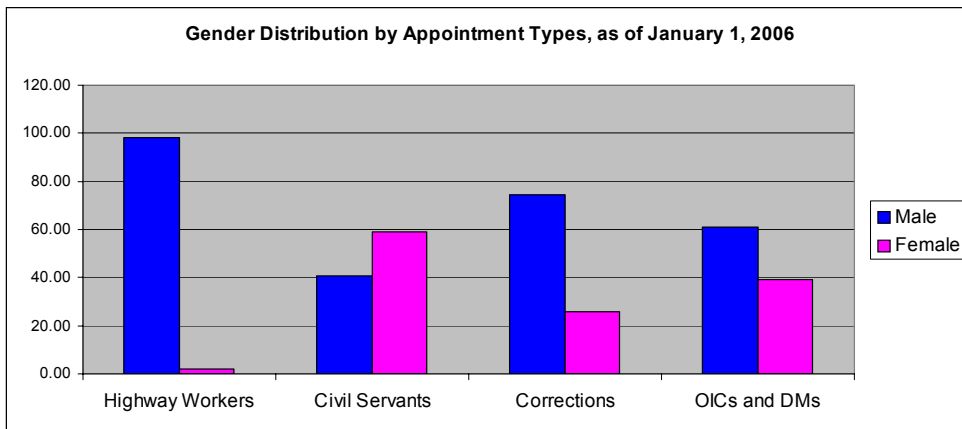


Figure 2

Diversity

By creating a diverse workplace, a greater representation of the people we serve is achieved. Through this representation, our workforce can provide enhanced service. The designated group demographic information that is available is based on self-identification at the time of hiring. Based on the data available, 7.4% of the NS public service workforce is represented by self-identified designated groups¹⁶. These groups consist of the following: Aboriginal Persons (.6%), Blacks (1.7%), Other Racially Visible Minorities (.9%), and Persons with Disabilities (4.2%).

While there has been some minor fluctuation in the percentage share designated groups have of the total public service, each of the designated groups is under-represented in the public service relative to the NS workforce population, as seen in figure 3. This indicates the need for continued attention to goal of achieving a truly diverse workforce and it will remain a priority for the Public Service Commission in 2006-2007.

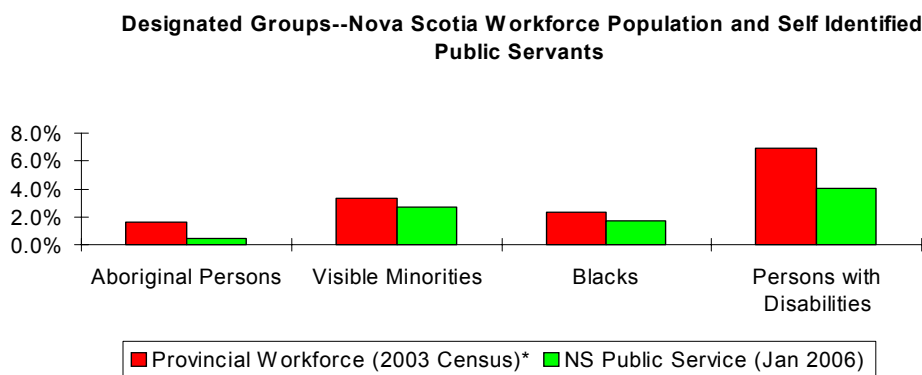


Figure 3

¹⁶ Source: HRMS, Affirmative Action Report as of April 1, 2005

Strategic Goals

The Public Service Commission's strategic goals closely align with the long-term goals in the Corporate HR Plan and are based on our stakeholders' invitation for input into our 2006-2007 priorities. Our strategic goals are as follows:

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

Priorities

While we continue to pursue the core functions and mandates of the Commission, we have identified seven priority areas for the 2006-2007 year. Each priority has, in turn, a number of specific activities and outcomes.

ATTRACTION and RETENTION: To complete the design (and begin implementation) of a corporate ATTRACTION and RETENTION FRAMEWORK

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

Specific activities for 2006-2007 include:

- To publish a complete, (reader-friendly) Attraction and Retention Framework
- To lead communication and implementation of key elements of the Attraction and Retention framework including:
 - a corporate Employee Recognition Framework and Toolkit
 - a departmental Recognition Template (Guide)
 - a Corporate Employee Orientation Module
 - an Exit Management Framework

- To lead the redevelopment and consistent application of the corporate merit hiring and Affirmative Action policies and practices
- To complete priority elements of the HR Policy Review initiative
- To ensure the continued availability of career and professional development opportunities for all employees

VALUING DIVERSITY: To continue to promote a strong focus on VALUING DIVERSITY initiatives throughout government

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

Specific activities for 2006-2007 include:

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

HEALTHY WORKPLACE: To continue with timely implementation of key elements of the HEALTHY WORKPLACE PROGRAM of the provincial government

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

Specific activities for 2006-2007 include:

- To complete and communicate a corporate Healthy Workplace Program Framework

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

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

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

SAP HR/Payroll Business Transformation

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

Specific activities for 2006-2007 include:

- To provide ongoing system support to the HR community, including the development of an SAP-HR support Talent pool
- To ensure timely identification and response to the HR community with respect to HR Assistant (HRA) hiring needs in support of SAP HR system improvements, enhancements and upgrades
- To develop training materials and other support documentation to reflect continuous enhancements to the SAP HR system
- To deliver training to the HR community and other user groups

SAP HR Reports

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

Specific activities for 2006-2007 include:

- To lead the effort in the production of reports required by the HR community, as

identified through a recent needs assessment.

- To train system users in ad hoc report writing
- To develop reports to support the HR Report Card.

Business Warehouse

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

Specific activities for 2006-2007 include:

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

SAP HR Control Framework

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

Specific activities for 2006-2007 include:

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

SAP HR System Security

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

Specific activities for 2006-2007 include:

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

CLASSIFICATION / COMPENSATION: To assure the availability of objective, consistent and reliable COMPENSATION and CLASSIFICATION systems and practices

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

Specific activities in 2006-2007 include:

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

PARTNERSHIPS: To strengthen PARTNERSHIPS in Human Resource Service Delivery

Description: To create an HR community that is viewed as a cohesive, collaborative professional group that meets the needs of clients in an effective, efficient, timely and consistent manner.

HR strategy for the HR community

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

Specific activity in 2006-2007:

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

Service standard delivery project

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

Specific activities in 2006-2007:

- To work with line HR to determine and measure appropriate service standards for key HR service delivery processes (e.g., hiring)
- To communicate and apply policy/program development and implementation guidelines

- To work with HR Executive Forum to complete an external review on “Making the Current HR Model Work” and to take action on approved review recommendations.

PSC Client Satisfaction Assessment

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

Specific activities in 2006-2007:

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

Corporate Human Resource Plan: To ensure the CORPORATE HR PLAN’s values, goals and strategies are effectively communicated and implemented within the Public Service Commission

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

Specific activities at the Public Service Commission in 2006-2007 in support of the Corporate HR Plan include:

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

Budget Context

The Public Service Commission's budget for net expenses has changed to \$7,911,000 for 2006-2007 from \$7,482,000 in fiscal 2005-2006 while there has been no change in funded staff (112.5 FTEs) .

Public Service Commission			
	2005-2006 Estimate	2005-2006 Forecast	2006-2007 Estimate
	(\$thousands)	(\$thousands)	(\$thousands)
Gross Expenses	\$8,797	\$8,610	\$9,026
Net Expenses	\$7,482	\$6,979	\$7,911
Salaries and Employee Benefits	\$6,592	\$6,071	\$6,544
Funded Staff (FTEs)	112.5	100.1	112.5

OUTCOME MEASURES

Please note that the Public Service Commission’s outcomes and measures have been reviewed and revised by the senior management team to be more reflective of indicators being tracked through the Corporate HR plan, better aligned with immediate or short-term initiatives/priorities and assessed in the context of data availability and capacity to monitor. Our annual Accountability Report will report on these changes in greater detail.

1.0 STRATEGIC GOAL: To lead in the development of a dynamic, diverse, sustainable, and committed workforce that meets current and future public service needs				
Outcome	Measure	Base Yr Data	Target and Target Yr	Strategies to Achieve Target
<p>A dynamic, committed and sustainable public service</p> <p>HR policies are modernized and scheduled review process in place to assure their timely “ever-greening” in future.</p> <p>Immediate:</p> <p>Attraction and Retention Framework available to and understood by all key stakeholders</p> <p>Line departments and HR Community have ready access to templates to guide their program development activities</p> <p>Redeveloped (Merit and Diversity) Hiring Policy applied so that dual objectives of merit and diversity are achieved.</p> <p>Corporate Employee Recognition Program implemented</p> <p>Key elements of Attraction and Retention Framework implemented across government</p>	<ul style="list-style-type: none"> • % of employees who would stay in government even if offered similar job with slightly higher pay elsewhere • % of employees who report that their efforts are recognized by their supervisor • % of departments with formal recognition program • % of employees who report that they get the training and related support they need to support their continuous learning • % of employees who report they have opportunities to participate in assignments / projects in their department that allow them to expand / develop new skills 	<p>49% favourable (2005 Employee Survey)</p> <p>61% favourable (2005 Employee Survey)</p> <p>21.1% of departments with programs in 2005-2006 (HR Report Card)</p> <p>53% favourable (2005 Employee Survey)</p> <p>56% favourable (2005 Employee Survey)</p>	<p>Increase (Yr 2006-2007)</p> <p>Increase (Yr 2006-2007)</p> <p>Increase (Yr 2006-2007)</p> <p>Increase (Yr 2006-2007)</p> <p>Increase (Yr 2006-2007)</p>	<ul style="list-style-type: none"> • To publish a complete, (reader-friendly) Attraction and Retention Framework • To lead communication and implementation of key elements of the attraction and retention framework including: <ul style="list-style-type: none"> • a corporate Employee Recognition Framework and Toolkit • a departmental Recognition Template (Guide) • a Corporate Employee Orientation Module • an Exit Management Framework • To lead the redevelopment and consistent application of the corporate merit hiring and Affirmative Action Policies and practices • To complete priority elements of the HR Policy Review initiative • To ensure the continued availability of career and professional development opportunity for all

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

Outcome	Measure	Base Yr Data	Target and Target Yr	Strategies to Achieve Target
<p>A diverse public service</p> <p>Diversity focussed hiring practices contribute to increase in diversity hires and promotions</p> <p>Leadership demonstrates a commitment to welcoming culture and diversified workforce.</p> <p>Legislature recognizes government's commitment to diversity.</p>	<ul style="list-style-type: none"> • % of departments with affirmative action plans and progress reports • # and % of employees who self-identify as members of designated groups • # and % of new hires who self-identify as members of designated groups 	<p>Base year data to be established in 2006-2007</p> <p>7.4% of NS public service</p> <p>Aboriginal Persons (.6%)</p> <p>Blacks (1.7%)</p> <p>Other Racially Visible Minorities (.9%)</p> <p>Persons with Disabilities (4.2%)</p> <p>(Affirmative Action Report as of April 1, 2005)</p> <p>establish baseline data 2006-2007</p>	<p>—</p> <p>Increase (Yr 2006-2007)</p> <p>---</p>	<ul style="list-style-type: none"> • To enhance the Diversity Talent Pool and report on its utilization and impact. • To ensure that diversity is a key element of other talent review and talent pool initiatives. • To enhance corporate capacity of HR practitioners on best practices in recruitment and hiring for merit and diversity. • To complete the corporate Affirmative Action (Diversity) Progress Report for 2005-2006. • In partnership with other government departments and community partners, to design and implement a "Diversity Employment Program" • To develop and offer additional training programs on "Diversity for New Leaders"

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

Outcome	Measure	Base Yr Data	Target and Target Yr	Strategies to Achieve Target
A measurably safer and healthier workplace for employees.	<ul style="list-style-type: none"> • # of workplace injury incidents 	457 reported cases in 2005/2006 (HR Report Card)	Reduce incident numbers in 2006-2007	<ul style="list-style-type: none"> • To complete and communicate a corporate Healthy Workplace Program Framework
Departments demonstrate active support for work/life balance	<ul style="list-style-type: none"> • % of employees who report work environment is safe 	83% favourable in 2005/2006 (2005 Employee Survey)	Increase to 90% in Year 2006-2007	<ul style="list-style-type: none"> • To achieve PEP Level 1 certification from the National Quality Institute
Fewer accidents and job-related illnesses	<ul style="list-style-type: none"> • % of employees who have taken mandatory OH&S training 	establish baseline data 2006-2007	—	<ul style="list-style-type: none"> • To identify and implement the coordinated delivery of core and mandatory OH&S training for all employees
All departments have active healthy workplace programs	<ul style="list-style-type: none"> • % of departments with active healthy workplace committees and initiatives 	All government departments had healthy workplace initiatives in 2005/2006 (HR Report Card)	maintain 2006-2007	<ul style="list-style-type: none"> • To recommend and once approved, implement a corporate Healthy Workplace Policy
Immediate: Government is a recognized leader in Workplace Wellness				
Core OH&S training delivered in a co-ordinated and efficient system.	<ul style="list-style-type: none"> • avg # of sick days¹⁷ taken/year per employee (Corporate) 	avg of 12.8 days per employee in the public service in 2004-2005 (HR Report Card)	decrease (Yr 2006-2007)	<ul style="list-style-type: none"> • To develop and communicate flexible work guidelines
HR policies are supportive of Healthy Workplace Strategy.				

¹⁷ Includes general illness, medical/dental and short-term illness.

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

Outcome	Measure	Base Yr Data	Target and Target Yr	Strategies to Achieve Target
<p>An efficient, effective, secure and accessible SAP HR system including:</p> <ul style="list-style-type: none"> • effective use of SAP-HR • more balanced work life and job satisfaction for HR community • improved SAP/HR systems and process controls and security • improved access to and quality of HR metrics / data and reports. <p>Immediate: Established Business Warehouse; developed Business Intelligence</p>	<ul style="list-style-type: none"> • % of ABAP reports identified by HR Community which have been completed • # of business process changes reflected in refresher training • # of HR report cards delivered to departments annually • # of users receiving refresher training per year as a % of total user groups requiring training • % of clients who are satisfied with HR systems support • # of individual HR system users trained in ad-hoc report usage 	<p>establish baseline data 2006-2007</p> <p>establish baseline data 2006-2007</p> <p>establish baseline data 2006-2007</p> <p>establish baseline data 2006-2007</p> <p>establish baseline data 2006-2007</p> <p>establish baseline data 2006-2007</p>	<p>—</p> <p>—</p> <p>—</p> <p>—</p> <p>—</p> <p>—</p>	<ul style="list-style-type: none"> • To develop an SAP-HR support Talent pool • To ensure timely identification and response to the HR community with respect to HRA hiring needs in support of SAP-HR system improvements, enhancements and upgrades • To review SAP-HR system and business process controls and security and to take timely action on review findings and recommendations • To develop HR Business Warehouse and Business Intelligence systems

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

Outcome	Measure	Base Yr Data	Target and Target Yr	Strategies to Achieve Target
<p>Classification and Compensation systems seen by clients as consistent, reliable, objective and efficient</p> <p>Service standards for key classification system activities - eg. Reviews, appeals, established, monitored and met consistently</p> <p>HR Community and line managers have clear understanding of how Compensation and Classification systems work.</p> <p>Compensation system and regulatory/policy improvements in key areas developed, approved and implemented.</p> <p>Benchmark positions established</p>	<ul style="list-style-type: none"> • % of accepted review recommendations fully implemented • avg # of working days taken within the PSC to complete classification reviews • # and % of classification appeals successfully resolved • # of representative benchmark positions established 	<p>establish baseline data 2006-2007</p> <p>an average of 63 days (2005-2006)</p> <p>establish baseline data 2006-2007</p> <p>establish baseline data 2006-2007</p>	<p>—</p> <p>decrease (Yr 2006-2007)</p> <p>—</p> <p>—</p>	<ul style="list-style-type: none"> • To develop and once approved, implement a compensation framework and strategy. • Complete an external review of classification system management processes and implement accepted recommendations from the review

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

Outcome	Measure	Base Yr Data	Target and Target Yr	Strategies to Achieve Target
A cohesive, collaborative professional and valued HR community	<ul style="list-style-type: none"> • % of skills and competencies integrated into HR processes 	establish baseline data 2006-2007	—	<ul style="list-style-type: none"> • Complete the development of the HR Strategy for the HR Community
High Quality Service Delivery	<ul style="list-style-type: none"> • % of HR professionals who complete a career development plan 	establish baseline data 2006-2007	—	<ul style="list-style-type: none"> • Work with line HR to determine and measure appropriate service standards for key HR service delivery processes (eg. hiring).
Immediate: Clarity of roles and responsibilities	<ul style="list-style-type: none"> • % of HR professionals feel they have access and support for their training and development 	establish baseline data 2006-2007	—	<ul style="list-style-type: none"> • Communicate and apply “epiphany to policy” and “policy/program to implementation” templates
Succession Plans in place for all HR CSU’s	<ul style="list-style-type: none"> • % of HR professionals are willing/able to work on development assignments related to the strategy 	establish baseline data 2006-2007	—	<ul style="list-style-type: none"> • Work with HR Executive Forum to complete an external review on “Making the Current HR Model Work” and to take action on approved review recommendations.

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

Outcome	Measure	Base Yr Data	Target and Target Yr	Strategies to Achieve Target
PSC employees agree that the department models the values and pursues the goals of the Corporate HR Plan	<ul style="list-style-type: none"> • % of PSC employees who participate in annual performance reviews 	100% of eligible MCP employees participated in performance appraisal in 2005-2006 (Compensation and Classification Data April 2006)	Maintain in 2006-2007	<ul style="list-style-type: none"> • To ensure a coordinated and systematic response to employee survey committee report and recommendation
PSC Orientation Program effectively welcomes new employees	<ul style="list-style-type: none"> • % of PSC new hires who have gone through orientation program 	establish baseline data 2006-2007 for AS staff	—	<ul style="list-style-type: none"> • To ensure a coordinated and systematic response to the goals of the Corporate HR Plan within the PSC.
PSC employees have formal development and career paths within the performance management framework	<ul style="list-style-type: none"> • % of employees satisfied with communication within the PSC 	16% satisfaction (March 2005 PSC communication survey)	Increase (March 2007)	<ul style="list-style-type: none"> • To develop and implement a department-wide flexible work options policy / program. • To identify PSC programs and services which require service in French and capacity-building to meet that requirement.
New PSC Website launched	<ul style="list-style-type: none"> • % of self-identified PSC staff 	establish baseline data 2006-2007	> 20%	<ul style="list-style-type: none"> • To ensure systematic follow-up on health risk assessments.
New PSC Employee Recognition Program launched	<ul style="list-style-type: none"> • % of PSC Staff with French Language skills 	establish baseline data 2006-2007	> 5%	<ul style="list-style-type: none"> • To offer Diversity and Employment Equity and Diversity for Leaders programs for PSC staff
PSC's ability to respond to French Language Services needs is enhanced.				