Nova Scotia Public Service Commission

Business Plan
2007-2008

Leadership and Excellence
in Human Resource Management

success through people

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A Message from the Minister of Human Resources

As the provincial government works toward its goals in the areas of economic prosperity, innovation in technology, and building strong communities, the work of a committed public service is essential.

This is especially the case as the public service operates in an environment of increasing competition for talent, compounded by an aging public service workforce. A dedicated, diverse, and service-oriented public service is the cornerstone of government effectiveness. It is through public servants in all regions of our province that the vision and goals of government are made real.

The PSC plays an important role in providing leadership, strategic direction and expertise in human resource management to ensure Nova Scotia's public service is planning for the workforce of the future. We do this work in partnership with line departments and the HR corporate service units (CSUs). Our collective efforts help develop and retain the employees we have today and ensure we offer a respectful and safe work environment, build programs to develop our future leaders, and help government anticipate and respond to the changing needs of Nova Scotians.

The foundation and context for government-wide action on human resource policy and programming is the Corporate Human Resource Plan (2005-2010). In the coming year, our priorities will help to advance the plan's five human resource goals.

I thank and commend Nova Scotia's public service for their innovation, resourcefulness and creativity that directly contributes to building stronger communities, families and individuals.

I am pleased to introduce this year's business plan and look forward to working with employees as we enter into another exciting year of making our vision a reality.

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Honourable Carolyn Bolivar-Getson
Minister, Human Resources

A Message from the Public Service Commissioner

The Nova Scotia Government is nearly two years into the implementation of the Corporate Human Resource Plan (2005–2010). With the plan's clear strategic direction and achievable goals and strategies, we have made significant progress.

In 2006-2007, the Public Service Commission, in its role of providing human resource leadership, policy and programs, advanced a number of priority items. These include developing and implementing a corporate healthy workplace policy, consulting with stakeholders about how best to revise fair hiring and affirmative action policies, enhancing diversity employment and training programs, and making progress on a number of other key strategies.

This year's business plan builds on the successes to date and takes us closer to our 2010 vision -- a prosperous, healthy and self-sufficient Nova Scotia by delivering high quality public services.

In 2007-2008, the Public Service Commission, in partnership with the HR Community and our other partners, will focus on enhancing HR service delivery provided to client departments, developing an integrated talent management approach, promoting diversity and healthy workplace initiatives, further implementing attraction and retention strategies, and enhancing SAP HR functionality and compensation and classification processes.

Each year, the Public Service Commission's ambitious business plans are motivated by a passion to create a strong public service. This passion is obvious within the Public Service Commission and across the government's HR Community, and serves government well today, to 2010, and beyond.

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Rosalind C. Penfound
Commissioner, Public Service Commission

Executive Summary

The Public Service Commission is committed to making a difference in the lives of Nova Scotians by contributing to a continuing and improved 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 in collective bargaining

Public Service Commission's Goals

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

Public Service Commission's 2007-2008 Priorities:

1. **To strengthen HUMAN RESOURCE SERVICE DELIVERY**

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

3. **To develop an integrated approach to TALENT MANAGEMENT**

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

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

6. **To implement key elements of the HEALTHY WORKPLACE PROGRAM for the provincial government**

7. **To promote a strong focus on VALUING DIVERSITY initiatives throughout government**

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, and 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 Premier:

> *" I consider myself fortunate. Every day, I see the dedication public servants provide to Nova Scotians. From one end of Nova Scotia to the other, nearly 10,000 public servants, corrections workers and highway workers provide high-quality programs and services to Nova Scotia's families, communities and businesses each and every day. You help make Nova Scotia the special place that it is, and I am proud to work alongside so many professional and dedicated people."*
>
> Premier Rodney J. MacDonald, October 12, 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. The Nova Scotia Public Service Commission's 2007-2008 Business Plan is based on the Commission's leadership role in helping government achieve its public service objectives and the goals of the Corporate Human Resource Plan.

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

Link to the Corporate Path

This year, the 2007-2008 priorities of the PSC are aligned with the Corporate Path, specifically under sections 1.2 - Globally Competitive Workforce, 2.1 - Leader in Information Technology and 3.1 - Healthy, Active Nova Scotians & 3.3 - Safe Communities.

1.2 - Globally Competitive Workforce - A strong provincial public service contributes to and advances Nova Scotia's goal of creating a globally competitive workforce that has the knowledge, skills, attitudes and behaviours to solve real-world problems. In order to develop a competitive workforce and create winning conditions for the province's businesses and citizens, the public service must ensure its own workforce is skilled, dedicated and responsive. This year, the PSC will work to strengthen attraction and retention, compensation, diversity and talent management, and excellence in human resource service delivery.

2.1 - Leader in Information Technology - Striving to be a leader in human resource information technology will enable government to make evidence-based decisions, which will enhance the internal management of government, and our management of broader public sector systems. By leading in advancing information technology solutions, we will give our employers, clients and citizens seamless, and accessible, information and services. Our efforts to enhance our SAP/ HR system, one of our 2007-2008 priorities, can serve to strengthen our position as a leader in information technology.

3.1 - Healthy, Active Nova Scotians & 3.3 - Safe Communities - As one of the largest

employers in Nova Scotia, promoting and supporting workplace health is an important part of achieving a healthy population. Healthy workplace initiatives can have a positive "domino effect" on employees' families and communities. A healthy workplace considers all aspects of an employee's life and develops policies and programs that result in an environment which is respectful and safe for its employees A Healthy Workplace will contribute to increased productivity and activity, lower absenteeism, and increased morale, which will contribute to safe communities and healthy Nova Scotians.

The table below outlines where the PSC 2007-2008 priorities fit within the context of the Corporate Path:

The Corporate Path's Direction and Priorities

Vision: Building for Families, Building for the Future

(1) Creating Winning Conditions	**(2) Seizing New Economic Opportunities**	**(3) Building for Individuals, Families and Communities**
1.1 Globally Competitive Business Climate	**2.1** Leader in Information Technology [as an enabler of innovation] • *SAP/ HR*	**3.1** Healthy, Active Nova Scotians • *Healthy Workplace*
1.2 Globally Competitive Workforce • *HR Service Delivery* • *Attraction and Retention* • *Classification and Compensation* • *Diversity* • *Talent Management*	**2.2** Leader in R&D and Innovation	**3.2** Accessible Services
1.3 Globally Competitive Connections [infrastructure]	**2.3** Leader in Clean & Green Economy	**3.3** Safe Communities • *Healthy Workplace*
		3.4 Vibrant Communities

Planning Context

In preparation for establishing our 2007-2008 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 and needs. The following summary briefly details significant initiatives, feedback, and trends that influenced planning for the 2007-2008 business plan.

Environmental Scan

The PSC senior management team identified various influences that will impact our working environment over the coming year. Two of the major influences on the PSC's 2007-2008 priorities are the provincial government's Corporate Path and the goals of the Corporate Human Resource Plan (2005-2010).

Client/Stakeholder/ Staff Feedback and Input

Formal and informal input into the PSC priorities was also collected from the Deputy Minister Forum, HR Executive Forum, PSC staff and the senior management team. These groups offered input into the priorities they felt the PSC should identify in the business planning process. There was a great deal of commonality in the priorities identified including compensation, classification, diversity, recruitment and retention, HR service delivery, healthy workplaces, training and HR planning.

2006 Employee Survey

Data collected from the 2006 survey gauged employee's perceptions of their work environment and identified Government areas of strength and improvement. Areas of strength included a safe work environment, positive working relationships with co-workers and supervisors and employees striving to improve their department. Areas of concern include hiring based on merit, the ability to attract and recruit the people managers need, opportunity for career advancement and career growth.

HR Trends

Trends in HR point to challenges and opportunities ahead. Commonly referenced HR trends and issues that are broadly impacting the realm of human resource management include:

Employee Engagement

Ensuring that employees are provided with the kind of work environment that inspires them is becoming increasingly important to governments. According to the latest national *Gallup Management Journal* survey, happy employees are better equipped to handle workplace relationships, stress, and change. Results from this survey also show that supervisors play a crucial role in worker well-being and engagement. These findings indicate that a positive relationship with the supervisor has an important effect on

engagement. These findings also suggest that people with higher levels of job engagement enjoy substantially more positive interactions with their coworkers[1].

In September 2004, the Employee Engagement Interjurisidictional Committee was formed to create a common model and survey questions across jurisdictions to gauge and compare levels of employee engagement, in an effort to learn and share with one another to build a more engaged workforce.

Leadership

All high-performing organizations foster a culture that encourages individuals to exercise leadership. Individuals within an organization must be called upon to exercise leadership within their areas of influence. Over the next few years, HR leaders will focus on creating an organizational culture that demands leadership of all employees[2].

Employment Branding

The competition to attract and retain talent is fierce and is likely to become more so with the large numbers of employees retiring in the next five years. Top organizations are moving beyond the "employer of choice" concept to a more rigorous strategy of attracting and retaining the right employees through "branding."[3] In a tight labour market, a weak employment brand identity can present a brick wall for even the most creative hiring and retention strategies.

Diversity

Recent immigration patterns have sharply internationalized our labour force. This, combined with the fact that baby boomers will soon retire, means that our workforce will be comprised of a higher proportion of visible minorities. In this context, valuing diversity takes on a new urgency. 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. While diversity can be a strength for many organizations, it brings new and different challenges to those responsible for leading and

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1 Gallup Study: Feeling Good Matters in the Workplace. January 2006 http://gmj.gallup.com/content/20770/Gallup-Study-Feeling-Good-Matters-in-the.aspx

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

3 http://www.ccmanager.com.au/web/au/ccmanager/en/pages/86_eight_hot_hr_issues.html

managing people[4].

Work/Life Balance

Managing work life and family life is becoming a major issue for much of today's workforce. Employees of all ages are actively seeking the means to appropriately balance their work and life in a productive way. Many feel squeezed by the needs of dependent children and aging parents. Caring for someone can sometimes be overwhelming - it can be physically demanding, emotionally draining and cause stress and conflict when combined with other major responsibilities, such as one's job[5]. Many employers are beginning to recognize that helping employees meet their personal needs allows them to accomplish their professional objectives, too. They 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, that can help employees stay safe, healthy and achieve balance in their lives. These factors also have a significant impact on recruitment and retention efforts.

Measurement/ HR Metrics

With increasing investment in human resources management, the HR function will be called upon to create meaningful measures of HR performance. Traditional HR measures focus on activities (e.g., the time it takes to hire people, the number of individuals who have taken training programs). But, rather than measuring the number of people hired, we should focus on the quality of people hired, how well do they help the organization innovate, change, and succeed[6]. The trend is for the demand for more accountability from the general public on our performance. To address this, for example, the new Interjurisdictional Committee was created to have a sound and common measure of employee engagement, an indication that is very much linked to performance.

Age Distribution and Succession Planning

The public service is facing a shortage of executives in the next few years with many expected to retire by 2012 according the Federal Public Service Commission[7]. With baby boomers retiring over the next few years, gaps in top leadership are already apparent. If one looks at the age distribution in public sector organizations, few people are under 40,

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4 Sankey, D. (2006). Top 5 workplace issues for 2007 - Good help will still be hard to find. Calgary Herald Saturday, December 30, 2006 www.canada.com/calgaryherald/news/working/story.html?id=c9062527-7ca8-4c27-8c81-32cd9a149f5c

5 http://careersat50.monster.com/articles/sandwichgeneration/

6 http://www.ccmanager.com.au/web/au/ccmanager/en/pages/86_eight_hot_hr_issues.html

7 Canadian HR Reporter, December 4th, 2006

meaning there are few to take the places of those retiring[8]. If the various levels of government wish to compete with the private sector for talent, they will have to do a better job in recruiting students and young professionals into the public service and mentoring them as they prepare to fill these leadership positions.

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 number, age, gender distribution, and diversity by designated groups of employees within the Nova Scotia public service[9]. 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 Card[10] and the Business Warehouse/ Business Intelligence Project.

Population

Between 2002 to 2006, the number of Government employees increased by 593, from 10,784 in 2002 to 11,377 (2006 HRMS Report and 2006 SAP/HR Payroll System). This represents 5.5% increase in the size of the public service.

Age

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 33.9% of the public service in July 2006[11]. The next largest cohort are those aged 50 - 59 years (30.8%). The average age for males is 48, females is 45, while the average age for Civil Service employees in Senior Management is 50[12].

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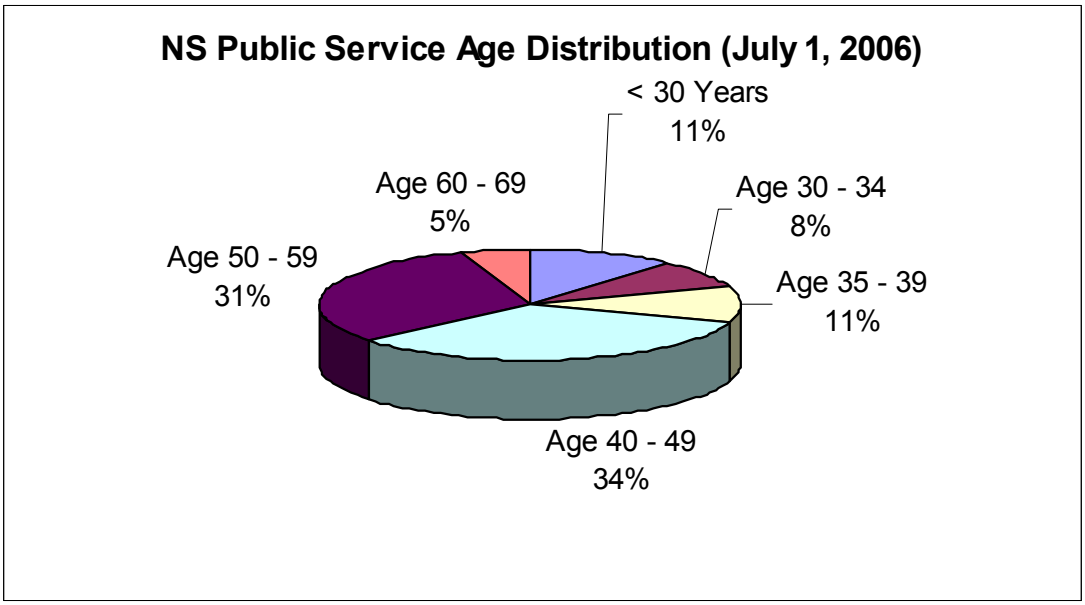
8 Canadian HR Reporter, December 4th, 2006

9 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.

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

11 *Human Resource Management System (HRMS) and SAP/ HR*

12 HR Report Card, October 1, 2006



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. More efforts are needed to create a representative workforce, especially one that attracts young professionals to a career in the public service. 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. In addition, attention must be given to succession management and knowledge transfer.

Gender Distribution

The gender distribution among civil servants is 40.8% male and 59.2% female[13].

We are seeing a gradual closure of the gender gap in senior management positions[14] in the public service. In January 2006, the gender distribution for senior management was 39.8% for females and 60.2% for males.

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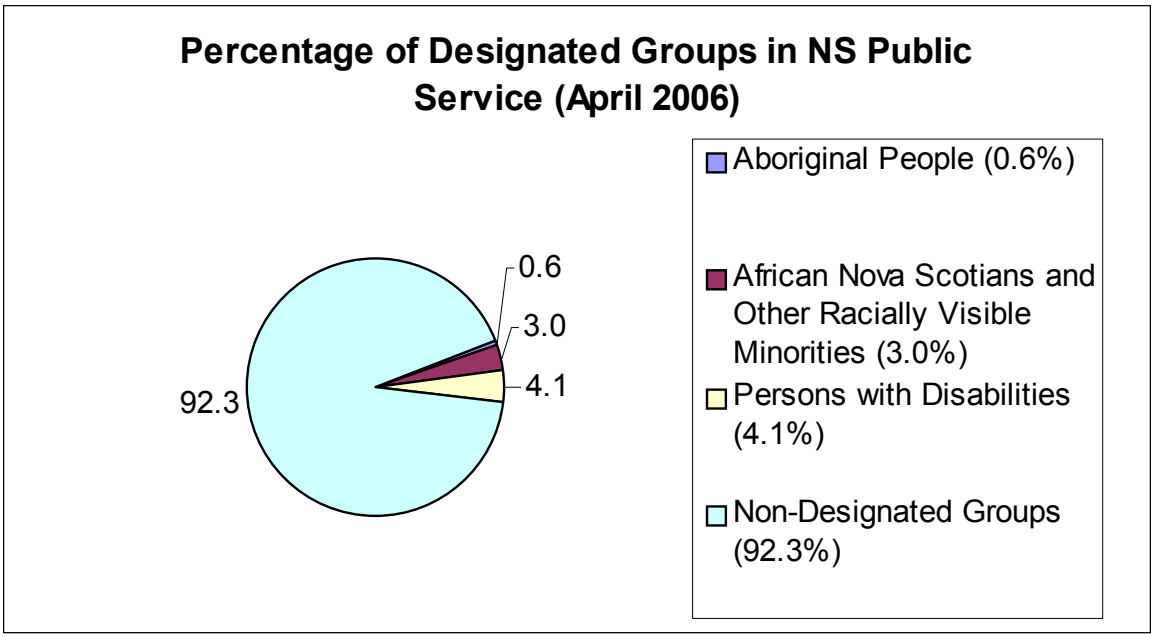
13 HR Report Card, October 2006

14 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).

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. As of March 31, 2006. 7.7% of public servants have identified themselves as being a member of a designated group. These groups consist of the following: Aboriginal People (0.6%), African Nova Scotians and other Racially Visible Minorities (3.0%), and Persons with Disabilities (4.1%). While we recognize we have work to do, this does show a modest increase from 2004-05 when the percentage representation was 7.2%.



While there has been a minor increase in the percentage of designated groups in the total public service, each of the designated groups is under-represented in the public service relative to the NS workforce population (11.7%).[15] This indicates the need for continued attention to our stated goal of achieving a truly diverse workforce.

Core Business Areas

[15] Affirmative Action Report, 2006

Our core business areas are a collection of key programs[16] 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 towards achieving these goals.

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

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

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 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, Executive Recruitment, Attraction, Recognition, Recruitment and Selection, and Exit Management.

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), and the Healthy Workplace Initiative.

Strategic Goals

In its annual Business Plan for 2004–2005, the Government of Nova Scotia called for the implementation of a Corporate Human Resource Strategy - a strategy to guide the continuous development and availability of skilled, dedicated, and responsive public servants. If this plan is to complement the broader goals and objectives of government, it is important that our individual actions as public servants—in direct service delivery roles, such as social workers, highway workers, public health nurses, or corrections workers, or in less visible roles, such as information technology, finance, human resources or policy development—are focussed on a common mission.

The key goals of the human resource plan commit to making a difference, to being a preferred employer, to health and safety, to diversity, and to continuous learning and development. Developing a Corporate Human Resource Plan for the Nova Scotia public service has been an important task and will guide human resource management over the next few years.

Consistent with the 2006-2007 guidelines, all departments are required to include a Human Resource Strategy section in their business plans which explains the activities planned to advance the objectives of the Corporate Human Resource Plan. In order to meet the objectives of the Corporate HR Plan, the 2007-2008 Public Service Commission's strategic goals have been

changed to reflect the five goals of the Corporate HR Plan. This was a Senior Management Team decision in support of the Corporate HR Plan - aligning the annual business plan's goals with the Corporate HR Plan's goals, which will lead to a uniform understanding and equivalence in areas that the PSC plans to advance in.

Therefore, our strategic goals are as follows:

- **Goal 1 - To make a difference through a skilled, committed, and accountable workforce**
- **Goal 2 - To be a preferred employer**
- **Goal 3 - To be a safe and supportive workplace**
- **Goal 4 - To be a diverse workforce**
- **Goal 5 - To be learning organization**

Priorities

While we continue to pursue the core functions and mandates of the Commission, we have identified seven priority areas for the 2007-2008 year. The priorities have been aligned under the strategic goals of the Corporate HR Plan. Each priority has, in turn, a number of specific activities and outcomes.

- **Goal 1 - To make a difference through a skilled, committed, and accountable workforce**
  By ensuring retention and recruitment of skilled and responsive individuals who choose public service as their way to make a difference, we will continue to be an informed, empowered, and valued workforce, recognized for our contributions to a healthy, prosperous, and self-sufficient Nova Scotia.

Priority 1 -

HUMAN RESOURCE SERVICE DELIVERY: To strengthen Human Resource Service Delivery

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

Specific activities in 2007-2008:

- To implement recruitment standards

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

Priority 2 -

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

Description: Since the new SAP HR/Payroll system went 'live' in April 2005, numerous groups within the HR CSUs, the Corporate Information System (Department of Finance), and the PSC have been working to make adjustments to the system's configuration, as well as provide training, to ensure the system works to its highest technical potential. At the same time, this system has the potential for additional functionality, such as the ability to create useful reports for the HR Community and government's managers, supporting effective decision making and planning in human resources.

Specific activities for 2007-2008 include:

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

Priority 3 -

TALENT MANAGEMENT: To develop an integrated approach to talent management

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

Specific activities in 2007-2008 include:

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

**** Note -*** *This priority also appears under Goal 5 (pg. 33), however with different associated activities to support that goal.*

Outcome Measures

This year, the measures are now included directly under each strategic goal or core business area in which priorities are listed. 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.

Goal 1.0 - To make a difference through a skilled, committed, and accountable public service.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
Appropriate service is provided by skilled public servants at the right place in a timely manner	% of employees who feel that hiring is based on merit % of employees feel they have the skills/ qualifications required to do their job	36% (2006 Employee Survey) 94% (2006 Employee Survey)	Increase to 40% Increase to 95%	45% 100%	Implementation of recruitment standards Standardization of OHS across government Implementation of a grievance-tracking system Review and make recommendations regarding the HR/ CSU Service Delivery Model Central adoption and implementation of Foundations for Management across government Implementation of Client Satisfaction Assessment recommendations

Goal 1.0 - To make a difference through a skilled, committed, and accountable public service.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
A committed and engaged public service	Level of employee engagement	Index = 3.8 (2006- 2007)	Increase to 3.9	4.2	Development of a dept. approach to succession management
	% of clients satisfied with succession mgmt toolkit (of clients using tooklit)	establish baseline data 2007-2008	-----	-----	Implementation of a succession management toolkit Development and implementation of the HR strategy for HR community
	% of clients satisfied with new performance mgmt materials (of clients using materials)	establish baseline data 2007-2008	-----	-----	Enhancement of performance management tools and understanding Development and implementation of labour relations training

Goal 1.0 - To make a difference through a skilled, committed, and accountable public service.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
An efficient, effective, secure and accessible SAP/ HR system	# of SAP-related business process changes reflected in refresher training	47 changes incorporated in refresher (2006)	100% of all requested changes are reflected in refresher training	100%	SAP HR System enhancement project
	% of ABAP reports completed as identified by HR community (ABAP - programming language used in SAP)	90% completed; 9 out of 10 (2006-2007)	100%	100%	
	# of HR report cards delivered annually to depts	4 (1 report per quarter)	Maintain at 4	Maintain at 4	
	# of SAP users receiving refresher training	298 users received training (2006)	100% of those requesting training, receive training	Maintain at 100%	

- ## Goal 2 - To be a preferred employer

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

Priority 4 -

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

Description: As a preferred employer, government needs to attract and retain the required talent to ensure that it meets its goals and continues to deliver high quality services to the citizens of Nova Scotia. Attraction and retention strategies support strategic planning for the future and proactively address workforce needs. Strategies will address challenges such as competition for talent, an ageing workforce, immigration trends, ensuring the government workforce is representative of the people it serves, myths and misconceptions about working for government, and generational differences in work expectations.

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

Specific activities for 2007-2008 include:

- To implement the revised Fair Hiring policy and Employment Equity policies (formerly Affirmative Action policy)
- To implement recruitment standards and corporate recruitment workshop
- To implement a recognition toolkit
- To implement a corporate orientation program
- To develop an exit management framework

Priority 5 -

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

Description: The goal of this priority is to work towards improvements in the administration of government's compensation and classification systems and practices. The current classification tools and processes used by the Government of Nova Scotia to evaluate positions in both the bargaining unit and excluded groups are over 20 years old and have had only minor

modifications since they were implemented. The current tools and lack of updates have led to a framework that is increasingly difficult to manage. The Public Service Commission has implemented a review of these job evaluation and compensation tools and practices to identify areas for improvement.

Specific activities in 2007-2008 include:

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

Goal 2.0 - To be a preferred employer.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
Equitable and easy access to employment opportunities with the provincial public service	Employment opportunities are widely distributed with requirements and information on how to apply	Establish baseline data 2007-2008	-----	-----	Implementation of revised Fair Hiring and Employment Equity policies
Hiring processes and decisions are perceived as accessible, objective, fair, and applied consistently	% of employees who feel they have access to job opportunities	85% (2006 Employee Survey)	Increase to 88%	90%	Implementation of recruitment standards and corporate recruitment workshop
	% of employees who would stay in gov't even if offered similar job with slightly higher pay somewhere else	62% (2006 Employee Survey)	Increase to 65%	70%	Implementation of a recognition toolkit Implementation of a corporate orientation program
New opportunities for Public Servants to serve their community	Employees perception of support for involvement	39% (2006 Employee Survey)	Increase to 43%	47%	Development of an exit management framework

Goal 2.0 - To be a preferred employer.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
	% of employees who report their efforts are recognized by their supervisor	62% (2006 Employee Survey)	Increase to 65%	72%	
	% of PSC new employees who have gone through orientation program	Establish baseline data 2007-2008	100%	Maintain at 100%	
Classification and Compensation systems seen by clients as consistent, reliable, objective and efficient	avg # of working days taken to complete classification reviews (within PSC)	35 days (2005-2006)	Decrease to 30 days	Maintain at 30	Begin implementation of External Consultant recommendations in regards to the Compensation Strategy
	# of classification review appeals successfully resolved	12 completed (2005-2006) (2006 - 2007 data available at of fiscal year)	12 per year	Maintain at 12 per year	

Goal 2.0 - To be a preferred employer.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
	% of employees who feel they are compensated fairly for their job	42% (2006 Employee Survey)	Increase to 45%	51%	

- **Goal 3 - To be a safe and supportive workplace**

  Employees of the Nova Scotia Government must be assured of a safe and supportive workplace if they are to perform at their full potential and respond most effectively to their respective public service roles.

Priority 6 -

HEALTHY WORKPLACE: To implement key elements of the HEALTHY WORKPLACE INITIATIVE of the provincial government

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

Specific activities for 2007-2008 include:

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

Goal 3.0 - To be a safe and supportive workplace.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
A measurably safer and healthier workplace for employees	% of employees who report work environment is safe	83% (2006 Employee Survey)	Increase to 85%	91%	Development and implementation of flexible workplace options and guidelines
	% of employees who have taken mandatory OHS training	establish baseline 2007-2008	------	------	Implementation of Employee Safety and Well-Being policy
	% of depts with active healthy workplace committees and initiatives	All depts had HWP initiatives in 2006-2007 (HR Report Card)	Maintain 100%	Maintain 100%	
All employees feel that they can express ethical/ professional concerns in an atmosphere of mutual respect and public interest	% of employees who know how they can report ethical concerns without fear of reprisal	68% (2006 Employee Survey)	Increase to 70%	75%	

Goal 3.0 - To be a safe and supportive workplace.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
	% of employees who feel they can report ethical concerns without fear of reprisal	52% (2006 Employee Survey)	Increase to 55%	60%	

- **Goal 4 - To be a diverse workforce**

  The Nova Scotia Public Service strives to be a workplace that is reflective of the diverse community it serves and to create a more respectful and inclusive public service.

Priority 7 -

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

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

Specific activities for 2007-2008 include:

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

Goal 4.0 - To be a diverse workforce.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
Adopting a broad diversity philosophy and culture	% of employees who report satisfaction with dept. effort to support and value diversity % of depts with Affirmative Action plans and progress reports	60% (2006 Employee Survey) 29 depts. (96.6%) (Affirmative Action Report 2006)	Increase to 63% Increase to 100%	70% 100%	Development and enhancement of diversity programs and tools that will support our goal to be a representative and diverse organization Implementation of the revised Employment Equity policy (formerly Affirmative Action policy)

- **Goal 5 - To be learning organization**

  Being a learning organization involves a leadership philosophy that organizations are living organisms that can learn from their environments and experiences, and apply that learning systematically across the organization. Existence of professional development and training opportunities are key indicators of a learning organization.

Priority 3 -

TALENT MANAGEMENT: To develop an integrated approach to talent management*

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

Specific activities in 2007-2008 include:

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

*** Note -** This priority also appeared under Goal 1 (pg. 20), however with different associated activities to support that goal.*

Goal 5.0 - To be a learning organization.					
OUTCOME (immediate or inter-mediate)	**MEASURE**	**DATA Base Year (2006 - 2007)**	**TARGET End of next fiscal (2007 - 2008)**	**TARGET Ultimate Target (2010)**	**Strategic Actions to achieve target**
Investment in professional and career development	% of employees who feel that training for core continuous learning needs are accessible	77% (2006 Employee Survey)	Increase to 80%	85%	Development of a management development program Implementation of corporate 360° leadership competency assessments
	% of employees who participate in annual performance reviews	65% (2006 Employee Survey)	Increase to 67%	73%	
	% of client satisfaction with courses provided	Establish baseline data (2007-2008)	-----	-----	
	% of employees who found feedback report helpful (of those who participated)	Establish baseline data (2007-2008)	-----	-----	

Corporate Human Resource Plan

In order to meet the objectives of the Corporate HR Plan, the 2007-2008 Public Service Commission's strategic goals have been changed to reflect the five goals of the Corporate HR Plan. The Corporate Human Resource Strategy is a five year plan that sets out the values and principles that will guide decision-making/ actions to support the continuous development and availability of skilled, dedicated and responsive public servants.

Specific activities at the Public Service Commission in 2007-2008 include:

- To evaluate flexible workplace options pilot program and make recommendations
- To continue to support and fund approved PSC initiatives created by the Healthy Workplace Committee (e.g. ergonomic assessments)
- To participate in the Diversity for Leaders program training and create a PSC Diversity Committee
- To participate in OHS training for PSC managers
- To conduct a talent management review for PSC employees
- To conduct the Organizational Climate survey in the PSC
- To increase employee satisfaction with communications within the PSC

Budget Context

The Public Service Commission's budget for net expenses has changed to $8,383,000 for 2007- 2008 from $7,911,000 in fiscal 2006-2007 while there has been a minor change in funded staff (113.7 FTEs).

Public Service Commission			
	2006-2007 Estimate ($thousands)	**2006-2007 Forecast ($thousands)**	**2007-2008 Estimate ($thousands)**
Gross Expenses	**$9,026**	**$9,314**	**$9,484**
Net Expenses	**$7,911**	**$7,591**	**$8,383**
Salaries and Employee Benefits	**$6,544**	**$6,653**	**$7,146**
Funded Staff (FTEs)	**112.5**	**107.3**	**113.7**