



Nova Scotia Public Service Commission

**Business Plan
2008-2009**

*Leadership and Excellence
in Human Resource Management*



success through people

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A Message from the Minister of Human Resources

The Government of Nova Scotia is committed to making a difference in the lives of Nova Scotians through creating winning conditions, seizing economic opportunities and building for individuals, families and communities.

The Public Service Commission supports the efforts of government through the development of corporate human resource policies, programs and services which ensures fair and consistent treatment.

While the Public Service operates in an environment of increasing competition for talent, compounded by an aging workforce it remains focused on being a dedicated, diverse, and service-oriented Public Service. It is through public servants across our province that the vision and goals of government are achieved.

The goal of the Government of Nova Scotia is to be a preferred employer, an employer that is able to provide employment opportunities in a safe and supportive workplace - a diverse workforce and a learning organization.

Over the next year the Public Service Commission's priorities will focus on a multi-year Corporate HR Management Renewal initiative as well as various HR policies and programs including Employment Equity and Fair Hiring.

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. To do this we work in partnership with line departments.

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

I thank Nova Scotia's Public Service for their innovation, resourcefulness and creativity which directly contribute to building stronger communities, families and individuals.

I am pleased to introduce this year's business plan and look forward to another exciting year of making our vision a reality.

Honourable Len Goucher
A/Minister, Human Resources

A Message from the Public Service Commissioner

The Nova Scotia Government continues to implement the Corporate Human Resource Plan (2005–2010). With the plan’s clear strategic direction and achievable goals and strategies, we have made significant progress.

The Public Service Commission has taken a dramatic step to improve delivery of human resource services with the introduction of the Corporate HR Management Renewal initiative. This is an exciting time for the PSC and the government.

The PSC has advanced a number of priority items including a corporate healthy workplace policy, fair hiring and employment equity policies, diversity employment and training programs, and is making progress in other key areas.

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.

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 our HR Community today and beyond.

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 2008-2009 Priorities

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

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 want to thank you, the dedicated women and men who serve our province, for all your hard work over the past year. The people of Nova Scotia can be very proud of your accomplishments. You have worked very hard to implement government programs, answer questions from people around the province, and provide services to those who need them.

Working on behalf of the province is a demanding job. The hours can be long, and I'm sure sometimes you wonder if anyone notices the effort being put forth. Let me assure you, people do notice your work, and you are making a difference in the lives of people all across our province. One of the major reasons Nova Scotia is such a great place to live and work in is because of the work you do every day."

Premier Rodney J. MacDonald, December 21, 2007

In the summer of 2005, the Public Service Commission released the 5-year 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 2008-2009 Business Plan supports 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](#)

The Throne Speech in November 2007 identified Government's five immediate priorities, i.e., Educating to Compete, Protecting our Environment, Better Roads and Infrastructure, Safer, Healthy Communities and Shorter Wait Times, in support of its two coordinating frameworks: *Opportunities for Sustainable Prosperity* and *Social Prosperity - Weaving the Threads: A Lasting Social Fabric*. A professional public service is a critical component in support of these priorities and frameworks.

The Public Service Commission's 2008-2009 priorities are aligned to support government's agenda to create winning conditions with a globally competitive workforce (1.2) and to support individuals, families and communities (healthy, active Nova Scotians 3.1 and safe communities 3.3).

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 focus upon specific initiatives, i.e., the HR Renewal initiative, the Classification Project for Excluded Positions and the development and implementation of several HR policies and programs, such as Fair Hiring, Employment Equity, Foundations for HR Management and Salary Determination in support of this goal.

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. The implementation of the Respectful Workplace policy which focuses upon prevention and resolution of situations of harassment and discrimination in the workplace will be a priority area for 2008-2009. A healthy workplace contributes 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 2008-2009 priorities fit within the context of the corporate path:

The New Nova Scotia: A Path to 2020
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]	3.1 Healthy, Active Nova Scotians <ul style="list-style-type: none"> • <i>HR Policies / Programs: Respectful Workplace</i>
1.2 Globally Competitive Workforce <ul style="list-style-type: none"> • <i>HR Renewal Initiative</i> • <i>HR Policies / Programs: Fair Hiring, Employment Equity, Salary Determination, Temporary Assignments, Code of Conduct, Retirement Transition program, and Foundations for HR Management</i> • <i>Classification Project for Excluded Positions</i> 	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 <i>HR Policies / Programs: Respectful Workplace</i>
		3.4 Vibrant Communities

Planning Context

In establishing our 2008-2009 business plan priorities, the PSC again undertook an environmental scan, seeking input from our stakeholders, accessing the status of the current year's initiatives, and monitoring current HR trends, each of which contributes 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 2008-2009 business plan.

Business planning within the PSC takes place within the context of the corporate government agenda as set out in *The New Nova Scotia: A Path to 2020* and the economic and social frameworks as well as the Corporate Human Resource Plan (2005-2010).

Two significant developments that will have sweeping impact upon the HR context within government are the announcement of the multi-year Corporate HR Renewal Initiative (reorganization of the HR delivery model with fundamental change in how government employees are managed) and the legislative and collective bargaining changes concerning casual and seasonal workers and their impact upon human resource systems, regulations, policies and practices.

Please note that 2008-2009 will be a transition year for the consolidation of the HR Corporate Service Units into the Public Service Commission and as such the full impact of this consolidation has yet to be determined nor can it accurately be reflected in all aspects of the PSC's 2008-2009 business plan.

Stakeholder and Staff Input

Stakeholder groups, primarily deputy ministers and HR directors, were again asked for their suggestions about the PSC's priorities for 2008-2009. Suggested priority areas from the deputy ministers included classification, compensation, succession planning, recruitment and retention. Specific initiatives were identified by the HR directors: Compensation Strategy and the HR Service Delivery Review Implementation Plan, along with sound advice for "fewer priorities and let's do them well."

Staff identified an extensive list of initiatives related to classification, compensation, collective bargaining, attraction and retention, healthy workplaces, succession management and career development and the necessary system enhancements, communications and other support services to assist in furthering these initiatives.

In the discussions among senior management team members following review of these inputs and the status update on current initiatives, combined with identification of all the Commission's mandated responsibilities, there was recognition that there were a lot of initiatives underway. Consideration needed to be given to the volume of initiatives, the timing of their implementation and the availability of resources to support these initiatives.

2007 Employee Survey

Data collected from the 2007 survey gauged employee's perceptions of their work environment and identified Government areas of strength and improvement. Results show that Nova Scotia Government employees are committed and satisfied. A significant majority of respondents said they are inspired to give their best, are proud to tell people they work for the Government of Nova Scotia and overall they are satisfied with their work as a Government of Nova Scotia employee. To keep employees engaged, the focus must be on valuing and recognizing accomplishments formally and informally for work performed, providing the information and support they need as well as leadership that provides direction, sets a good example and shows genuine interest in employees. This will create the work environment where employees see a future for their career within the Government.

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

Employee Engagement is the extent to which an individual feels connected to, and involved with their job and the organization.¹ Ensuring that employees are provided with the kind of work environment that inspires and engages them is becoming increasingly important to governments. "Evidence is mounting to confirm the existence of a Public Sector Value Chain, highlighting important links between employee engagement, service satisfaction, and trust and confidence in public institutions. Moreover the research suggests the everyday tasks of people management and leadership can have a positive downstream impact on Canadians' trust and confidence in public institutions."²

According to the emerging research conducted by the Employee Engagement Interjurisdictional Team, of which Nova Scotia is an active member, the results are similar, improving employee engagement enhances public trust and confidence.

The research currently underway by this inter-provincial team is also highlighting the drivers of employee engagement such as the quality of leadership, recognition for the value of their work, and career advancement. Outlining a path on how to improve employee engagement for the public service.

The analysis of the Government of Nova Scotia 2007 employee survey results have confirmed that employee engagement is a critical element of success of any organization, and show that

¹ Government of Nova Scotia 2007 Employee Survey.

² People, Service and Trust: Links in a Public Sector Service Value Chain by Ralph Heintzman, Senior Research Fellow, Faculty of Social Sciences at the University of Ottawa, and Brian Marson Senior Advisor Policy and Service Transformation, Treasury Board of Canada Secretariat and Senior Advisor Office of Public Service Values and Ethics.

Nova Scotia Government employees are committed and satisfied, and overall our engagement index is higher than the interim public sector average index score.

Leadership

All high-performing organizations foster a culture that encourages individuals to exercise leadership. They must focus on leadership as a role, not a function, and individuals within an organization must be called upon to exercise leadership within their areas of influence. This is essential for companies to adapt to the complexities and uncertainties in the business environment.³ Over the next few years, HR leaders will focus on creating an organizational culture that demands leadership of all employees⁴.

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. Employment branding aligns employees’ values with those of the company.⁵ 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

The workforce has and is changing due to many factors which increase the need for government and business to learn to manage diversity. Employers will be looking to non-traditional sources for skilled workers. Factors include the large percentage of Persons with Disabilities in Canada, and particularly in Nova Scotia, the increasing population of Aboriginal People and African Nova Scotians, the increase in New Immigrants and predicted shortages in the availability of skilled labourers.

The concept of diversity is that it is all inclusive and describes a workplace that provides accommodation to people with disabilities, is culturally competent in its interactions with Racially Visible People, Immigrants, and the expanding Aboriginal population. It is also a workplace that offers flexibility in hours of work, promotes employee’s well-being, and is able to serve the needs of both older and young employees, and, where women are fairly represented in non-traditional and upper management positions. The work environment must be one that is welcoming, and free of harassment and discrimination.

According to Wendy Cukier, associate dean of Ryerson University’s Ted Rogers School of Management, “Companies that fail to maximize the potential of Canada’s diverse workforce

³ http://www.conferenceboard.ca/press/2006/OpEds/060203_HR_Centre_Stage_OpEd.asp

⁴ *Hot HR Issues for the Next Two Years*. The Conference Board of Canada, August 2004.
<<http://www.conferenceboard.ca/humanresource/default.htm>>

⁵ http://www.conferenceboard.ca/press/2006/OpEds/060203_HR_Centre_Stage_OpEd.asp

do so at their own peril. It's not just the right thing to do. It's critical to Canada's competitive positioning in the 21st century"⁶

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 managing people⁷."

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. Many employers are beginning to recognize that work-life balance is critical and a healthier employee is a more productive one.⁸ 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

The Public Service Commission has embarked upon a path to become the clear and recognized source of human resource information for managers through the impending critical period of demographic driven change and beyond. Key components in this effort have been the development of an SAP Business Warehouse to facilitate collection, storage, and extraction/reporting of key HR data, and the development of macro-economic HR demand and internal supply projection models. These models provide a sound context to identify levers that managers can use to manage these transitions with limited disruption of the delivery of government services.

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 Commission⁹. 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, meaning there are

⁶ Canadian HR Reporter, July 16th, 2007.

⁷ Sankey, D. (2006). Top 5 workplace issues for 2007 - Good help will still be hard to find. Calgary Herald Saturday, December 30, 2006

⁸ Canadian HR Reporter, August 13, 2007.

⁹ Canadian HR Reporter, December 4th, 2006

few to take the places of those retiring¹⁰. In order to compete with the private sector for talent, governments need to do more to recruit students and young professionals into the public service and offer them mentorship opportunities in preparation for filling these leadership positions. In this competitive labour market, the Public Service Commission has undertaken a number of initiatives, such as updating of the Fair Hiring and Employment Equity policies, the classification review, implementing the salary determination policy, and developing the managers essentials and corporate orientation programs, to recruit and retain the talent needed to provide programs and services to Nova Scotians.

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 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 Card and the Business Warehouse/ Business Intelligence Project.

Population

Between 2002 and 2007, the number of Government employees increased by 1,240, from 9,723 in 2002 to 10,963 in 2007 (2006 HRMS Report and 2007 Business Warehouse). This represents a 12.8% increase in the size of the public service.

Age (see chart page 12)

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 33.6% of the public service in April 2007¹². The next largest cohort are those aged 50 - 59 years (32%). The average age is 47 for males, 44 for females, while the average age for Civil Service employees in Senior Management is 51¹³

¹⁰ Canadian HR Reporter, December 4th, 2006

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, Order In Council (OIC) appointments, Deputy Ministers, casuals, statutory, and other (tradespersons, variable (relief), provincial employment program (PEP), chairpersons, foreman, and contract). All data analysis in this document is based upon this definition.

¹² *Human Resource Management System (HRMS) and SAP/ HR*

¹³ HR Report Card, January 2008.

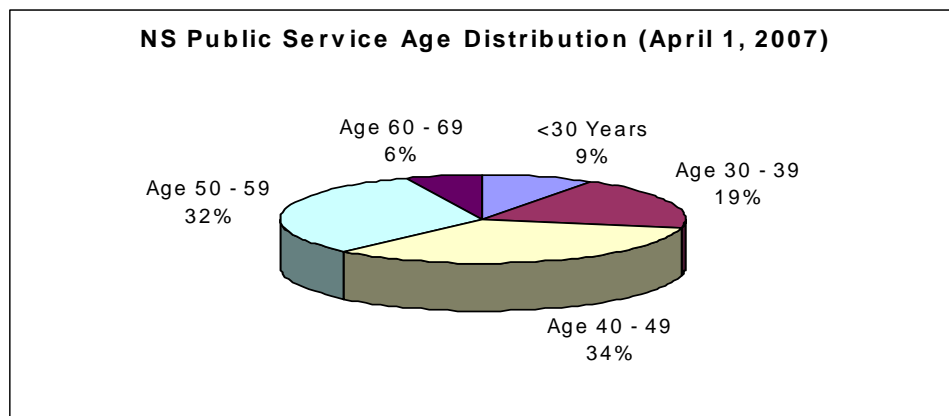
Gender Distribution

The gender distribution among civil servants is 40.8% male and 59.2% female¹⁴. We are seeing a gradual closure of the gender gap in senior management positions¹⁵ in the public service. In April 2007, the gender distribution for senior management was 40.1% for females and 59.9% for males.

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, 2007, 7.8% of public servants have identified themselves as being a member of a designated group. These groups consist of the following: Aboriginal People (0.8%), African Nova Scotians and other Racially Visible Persons (3.0%), and Persons with Disabilities (4.0%). While we recognize we have work to do, this does show a modest increase of 5.2% from 2005-06.

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%).¹⁶ This indicates the need for continued attention to our stated goal of achieving a truly diverse workforce.



¹⁴ HR Report Card, January 2008.

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 267 (January 2008 - PSC Business Warehouse)

¹⁶ Moving Toward Equity: Affirmative Action and Diversity in the Nova Scotia Public Service, 2006-2007.

Core Business Areas

Our core business areas are a collection of key programs¹⁷ 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.

Corporate Human Resource Service Delivery

The objectives of this core business area are to provide day-to-day functional and transactional support to the line departments and agencies of the government of Nova Scotia. Pursuant to a business decision made in December 2007, effective April 1, 2008 all Corporate Services Units have become part of the Public Service Commission. These units will continue to provide service to line clients in the areas of HR planning, succession management, training and development, performance management, recruitment, leave management, occupational health and safety, payroll, etc.. They will now be accountable to the Commissioner of the Public Service Commission.

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 Management

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

Planning, Budgeting & Accountability

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.

¹⁷ Programs as defined by the Program Inventory and Costing Initiative (PICI), led by Treasury and Policy Board.

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 and Benefits

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 the Staff Relations, Compensation and Benefits divisions.

These programs and their objectives are:

Employee 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 and the broader public sector. The components of this program are: Staff Relations, Collective Bargaining and Grievance Arbitration and Adjudication.

Compensation and Benefits

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 Benefits - Management and Administration.

Strategic Human Resource Management

The objectives of this core business area are to research, develop, implement and provide consultative services on innovative and proactive 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 Strategic Talent Management.

These programs and their objectives are:

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: Attraction, Recruitment and Selection, Employee Recognition and Exit Management.

Talent Management

To ensure that the required leadership and people resources are available for Government to achieve its business and corporate goals by identifying, developing and retaining our talent. The components of this program are: Leadership Recruitment, Leadership Development, Learning and Development, Succession Planning and HR Strategies.

Healthy Workplace

To promote and support a safe, healthy and supportive work environment that will enhance the health and job satisfaction of Nova Scotia government employees and enable them to deliver high-quality public service. The components of this program are: Employee Assistance Program, Occupational Health and Safety, Ability Management and Healthy Workplace.

Diversity Management

Diversity management is an organizational competence that emphasizes managerial skills and policies needed to optimize every employee's contribution to the organizational goals. Within the Nova Scotia government, diversity management is primarily aimed at building a public service that values diversity, is inclusive, culturally competent and is representative, at all job levels, of the diverse public it serves.

Strategic Goals

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. Our common mission has been set out in the *Corporate Human Resource Strategy 2005 - 2010*, a strategy to guide the continuous development and availability of skilled, dedicated, and responsive public servants.

The key goals of the human resource strategy commit to making a difference, to being a preferred employer, to have a healthy and safe workplace, to be diverse, and to continuous learning and development. 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 support of the goals of the Corporate HR Plan, the Public Service Commission's Senior Management Team made the decision during the previous year's business planning process to align the Commission's strategic goals to reflect the five goals of the Corporate HR Plan.

Therefore, our strategic goals are as follows:

- ▶ **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.
- ▶ **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.
- ▶ **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.
- ▶ **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.
- ▶ **Goal 5 - To be a learning organization**
Being a learning organization involves a leadership philosophy that organizations are living organisms that can learn from their environments and experiences, and apply that learning systematically across the organization. Existence of professional development and training opportunities are key indicators of a learning organization.

Priorities

While we continue to pursue the core functions and mandates of the Commission, we have identified three priority areas for the 2008-2009 year:

- ▶ **Classification Project for Excluded (MCP & AS) Positions**
- ▶ **Corporate HR Management Renewal Initiative**
- ▶ **Development and Implementation of HR Policies / Programs**

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**

Priority - Corporate Human Resource Management Renewal Initiative

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

The purpose of the initiative is to align corporate HR Management policies, functions, structures and support services to meet the challenges of the 21st Century where managers manage their resources, where HR professionals support them, where the PSC plays a strong oversight role, where we are all focused on achieving the same results and where we measure and report on our progress.

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

- clear direction - focus on results
- empowered, accountable managers with access to the HR skills and support they need
- confidence to delegate and capacity to oversee effectively
- capacity to make better informed decisions and to demonstrate accountability

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

Key deliverables under the multi-year initiative will include:

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

Specific activities for 2008-2009:

- Create and resource a Corporate HR Renewal Office and develop and approve a Corporate HR Renewal Plan
- Deliver 'Corporate HR Model' Framework Discovery Sessions with the Deputy Minister's community; the HR Community; and the line management community to gain championship and support
- Create and implement a new Corporate Governance Structure with defined terms of reference for all corporate structures, committees, and forums
- Develop a Corporate HR Business Scorecard focussed on productivity/capacity (customer) targets; financial targets and indicators, management and service targets and indicators
- Revise the current Policy format to move towards implementation of a principle based policy manual
- Create a corporate reporting format aligned to the HR Business Scorecard; create a corporate audit capacity framework and a corporate evaluation capacity framework
- Develop a certification framework aligned to delegation requirements; a certification management/oversight capacity; certification support aligned to delegation and certification support aligned to a corporate HR Brokerage function
- Conduct an assessment of core HR functions to seek economies of scale in anticipation of creating and implementing a new Centralized Operational Services in alignment to the new governance structure
- Develop a detailed Resource Management Service Delivery Model; a detailed HR Resource Management Deployment Strategy and active Service Level Agreements
- Assess the HR management and Information Requirements as per the HR Business Scorecard and the Delegation of Authority / certification requirements in an effort to implement a detailed HR Information Management System

Priority - Development and Implementation of HR Policies / Programs

Description: As part of our mandate, the Public Service Commission is responsible for corporate human resource policies, programs and services. This responsibility translates into the development and implementation of policies, programs and strategies on an ongoing basis in support of a number of key HR related areas such as Attraction and Retention,

Compensation, Healthy Workplaces, Diversity, and Talent Management. While the specific activities will evolve year-over-year as initiatives are successfully developed and implemented, the Commission must make an ongoing commitment to stay current, refreshed and leading in the area of human resource management.

Specific activities for 2008 - 2009:

- Implementation of Code of Conduct
- Development and implementation of Foundations for HR Management
- Development of an HR Strategy for the Information Technology (IT) community
- Completion of the HR Strategy for the HR community
- Design, develop, conduct and support the implementation of HR planning and succession management at the department level.

Outcome Measures

In the development of this business plan, the PSC's senior management team had extensive discussion about the identification of its strategic goals, desired outcomes, and measures to determine progress and the specific activities to achieve the desired outcomes. The conclusions drawn from these discussions were that three of our strategic goals, i.e., safe and supportive workplace, diverse workforce, and learning organization (goals 3, 4 & 5) are the "drivers" to be a preferred employer (goal 2). Being a preferred employer, in turn, is a factor to create a skilled, committed and accountable workforce, as measured via the employee engagement index.

As seen in the tables to follow, our outcomes and measures have been restructured to reflect these discussions. Our measures are primarily corporate measures with a few PSC (direct responsibility) measures. Specific measures will be found under goals 2 through to 5, with the Employee Engagement Index as the "roll-up" measure of the ultimate goal: a skilled, committed and accountable public service (goal 1). The data source for many of the measures is the corporate Employee Survey which will now be a biannual survey¹⁸.

¹⁸ NS Govt Employee Surveys: 2004 (census); 2005 and 2006 (representative sample); 2007 (census). On a go-forward basis, employee surveys will be conducted biannually, with the next one scheduled for 2009.

Goal 1 - To make a difference through a skilled, committed, and accountable workforce					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA Base Year (2006 - 2007)	TARGET End of next fiscal (2008 - 2009)	TARGET Ultimate Target (2011)	Strategic Actions to achieve target
A committed and engaged public service	Level of employee engagement ¹⁹	Index = 3.756 ²⁰ (Employee Survey 2006)	Increase to 3.8	Increase to 4.0	<ul style="list-style-type: none"> Implementation of Code of Conduct Development and implementation of Foundations for HR Management Development of an HR Strategy for the IT community Completion of the HR Strategy for the HR community Development and support for

¹⁹The engagement index score is the measurement of employee level of engagement. Employee engagement is the extent to which an individual feels connected to, and involved with, their job and the organization. Indicators of employee engagement, as developed by the Inter-jurisdictional working group on employee surveys, measure the level of satisfaction and level of commitment of employees. Level of satisfaction indicators include employee satisfaction with their job, the organization and their employment as well as Level of commitment indicators includes employee's feelings of pride and intentions to stay with their organization, they want to serve/perform at high levels, would positively recommend the organization to others and want to improve the organization's results. The definition, questions and measure have been endorsed by the PSC Commissioners across Canada.

²⁰ 3.756 is the average score within a range of 1-5. In comparison to the public sector average it is higher.

GOAL 2 - To be a preferred employer

Priority - Classification Project for Excluded (MCP & AS) Positions

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

In 2007, the PSC received approval to proceed with a project to implement a more efficient classification system for excluded employees. The scope of this project is to re-evaluate all of the excluded jobs to ensure that they are rated on an equitable basis relative to one another. To accomplish this, new benchmark jobs were selected and evaluated and the remaining MCP and AS jobs will be evaluated relative to the benchmarks.

Specific activities for 2008 - 2009:

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

Priority - Development and Implementation of HR Policies / Programs

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

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.

Specific activities for 2008-2009:

- Implementation of the revised Fair Hiring policy and Employment Equity policies (formerly Affirmative Action policy)
- Implementation, including training, of the recruitment and selection standards
- Implementation of the Corporate Employee Orientation program

- Development and pilot of the Retirement Transition program
- Implementation of Salary Determination policy and Temporary Assignment policy

Goal 2 - To be a preferred employer					
OUTCOME (immediate or inter- mediate)	MEASURE	DATA Base Year (2006 - 2007)	TARGET End of next fiscal (2008 - 2009)	TARGET Ultimate Target (2011)	Strategic Actions to achieve target
Government is able to attract talent	% of employees who feel that hiring is based on merit	36% (Employee Survey 2006)	Increase to 40%	Increase to 45%	Implementation of revised Fair Hiring and Employment Equity policies
	% of managers who agree they are able to attract the talent they need	36% (Employee Survey 2006)	Increase to 40%	Increase to 42%	Implementation, including training, of the recruitment and selection standards
	% of employees who agree they would recommend the Govt of NS as a great place to work	60% (Employee Survey 2006)	Increase to 72%	Increase to 75%	
Government is able to retain talent	% of employees who would stay in gov't even if offered similar job with slightly higher pay somewhere else	62% (Employee Survey 2006)	Increase to 70%	Increase to 75%	Implementation of a corporate orientation program
	% of employees who feel they are compensated fairly for their job	42% (Employee Survey 2006)	Increase to 50%	Increase to 52%	Implementation of Retirement Transition program
	% of managers who agree they are able to retain the talent they need	44% (Employee Survey 2006)	Maintain at 44%	Increase to 45%	Implementation of Salary Determination and Temporary Assignment policies
Employees have confidence in the senior leadership	Quality Leadership Index	Index = 3.23 (Employee Survey 2007)	Increase to 3.4	Increase to 3.5	

Goal 2 - To be a preferred employer					
OUTCOME (immediate or inter- mediate)	MEASURE	DATA Base Year (2005 - 2006)	TARGET End of next fiscal (2008 - 2009)	TARGET Ultimate Target (2011)	Strategic Actions to achieve target
Classification and Compensation systems seen by clients as consistent, reliable, objective and efficient	avg # of working days taken to complete classification reviews (PSC measure)	35 days (2005-2006)	Decrease to an average of 30 working days	Maintain at an average of 30 working days	Evaluation and implementation of excluded jobs
	# of classification review appeals successfully resolved (PSC measure)	12 completed (2005-2006)	12 per year	Maintain at 12 per year	

GOAL 3 - To be a safe and supportive workforce

Priority - Development and implementation of HR Policies / Programs

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's health and well-being are measures of success.

Specific activities for 2008-2009:

- To implement the Respectful Workplace policy

Goal 3 - To be a safe and supportive workplace

OUTCOME (immediate or inter- mediate)	MEASURE	DATA Base Year (2006 - 2007)	TARGET End of next fiscal (2008 - 2009)	TARGET Ultimate Target (2011)	Strategic Actions to achieve target
A measurably safer and healthier workplace for employees	% of employees who report work environment is safe	81% (Employee Survey 2006)	Increase to 85%	Increase to 87%	Implementation of Respectful Workplace
	% of employees who feel that employees in their department are respectful of employee differences	70% (Employee Survey 2006)	Increase to 76%	Increase to 78%	
	% of depts with active healthy workplace committees and initiatives	All depts had Healthy Workplace initiatives in 2006-2007 (HR Report Card)	Maintain at 100%	Maintain at 100%	

Goal 3 - To be a safe and supportive workplace

OUTCOME (immediate or inter- mediate)	MEASURE	DATA Base Year (2006 - 2007)	TARGET End of next fiscal (2008 - 2009)	TARGET Ultimate Target (2011)	Strategic Actions to achieve target
A supportive workplace	% of employees who feel they have support to balance their work & personal life	62% (Employee Survey 2006)	Increase to 70%	Increase to 75%	Implementation of Respectful Workplace
	% of employees who feel they receive meaningful recognition for work well done	49% (Employee Survey 2006)	Increase to 57%	Increase to 60%	
	% of employees who report their efforts are recognized by their supervisor	62% (Employee Survey 2006)	Increase to 68%	Increase to 70%	
All employees feel that they can express ethical/ professional concerns in an atmosphere of mutual respect and public interest	% of employees who feel they can report ethical concerns without fear of reprisal	52% (Employee Survey 2006)	Increase to 55%	Increase to 57%	Implementation of Respectful Workplace

GOAL 4 - To be a diverse workforce

Priority - Development and implementation of HR POLICIES / PROGRAMS

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 2008-2009:

- 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

Goal 4 - To be a diverse workforce					
OUTCOME (immediate or inter- mediate)	MEASURE	DATA Base Year (2006 - 2007)	TARGET End of next fiscal (2008 - 2009)	TARGET Ultimate Target (2011)	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	60% (Employee Survey 2006)	Increase to 68%	Increase to 70%	Development and enhancement of diversity programs and tools that will support our goal to be a representative and diverse organization
Public Service that is representative of the designated groups	% of employees who self-identify as members of designated groups	7.8% in 2007	Increase to 8%	Increase to 11%	Implementation of the revised Employment Equity policy

GOAL 5 - To be a learning organization

Priority - Development and implementation of HR Policies / Programs

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 2008-2009:

- To develop and implement the Managers' Essentials program

Goal 5 - To be a learning organization					
OUTCOME (immediate or inter- mediate)	MEASURE	DATA Base Year (2006 - 2007)	TARGET End of next fiscal (2008 - 2009)	TARGET Ultimate Target (2011)	Strategic Actions to achieve target
Investment in professional and career development	% of employees who feel they have the skills/qualifications required to do their job	94% (Employee Survey 2006)	Increase to 98%	Increase to 100%	Development and implementation of Managers' Essentials program
	% of employees who feel they get the training and support to support continuous learning	53% (Employee Survey 2006)	Increase to 65%	Increase to 67%	
	% of employees who agree they have opportunities for career growth within the Govt of NS	40% (Employee Survey 2006)	Increase to 50%	Increase to 52%	

Corporate Human Resource Plan

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

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

- Talent management review of the HR community
- Support 100% participation in the training for Diversity for Leaders, Occupational Health and Safety (OH&S) for Managers and Supervisors and Leading a Respectful Workplace
- Work towards obtaining the National Quality Institute's Progressive Excellence Program Level II Healthy Workplace Certification.

Budget Context

As a result of the commencement of the HR Renewal initiative, the Public Service Commission has seen a significant increase in its budget and FTE count in 2008-2009 with the consolidation of the HR Corporate Service Units into the Public Service Commission.

Public Service Commission			
	2007-2008 Estimate	2007-2008 Forecast	2008-2009 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Total Program Expenses			
Corporate HR Services Delivery	----	----	\$10,071
Employee Relations	\$1,570	\$1,529	\$2,223
Leadership and Coordination	\$2,247	\$2,854	\$2,639
Strategic Human Resources Management	\$4,617	\$4,062	\$4,299
Total Program Expenses	\$8,434	\$8,445	\$19,232
TCA Purchase Requirements			
Provincial Funded Staff (FTEs)	113.7	110.6	265.0