



Public Service Commission

Statement of Mandate 2011-2012

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

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Message from the Minister

I am pleased to present the 2011-2012 Statement of Mandate for Nova Scotia's Public Service Commission. It outlines how the Commission will support government's priorities to make health care better for you and your family; to create good jobs and grow the economy and to get back to balance and ensure government lives within its means.

As a central agency of government, the Public Service Commission has a corporate support role. The Commission works to ensure government departments and agencies have the human resources they need to achieve their targets. The Public Service Commission develops, implements and evaluates corporate human resource policies, programs, services and standards. The Commission is also responsible for ensuring high quality corporate human resource management principles, values and practices are followed through government. The work of the PSC is critical to ensure departments and agencies are well-positioned to achieve government's three core priorities.

As the Minister for the Public Service Commission, I would be remiss if I did not acknowledge the more than 10,000 public servants who provide high quality programs and services to Nova Scotia's families, communities and businesses. This government believes in the value of a strong public service. We are fortunate to have such a dedicated workforce.



The Honourable Frank Corbett
Minister, Public Service Commission

Message from the Commissioner

As Commissioner for the Public Service Commission (PSC), I am pleased to submit our Statement of Mandate for 2011-2012. The PSC is embarking on a major transformation to better position ourselves to achieve our vision to be strategic human resource business partners and leaders committed to client service excellence.

The successes we have achieved to date establish a strong foundation for us to build on this year. The roll-out of the new pay plan for excluded employees, our new e-recruitment initiative and the introduction of our disclosure of wrongdoing legislation are just a few examples of the strategic actions we accomplished from last year's Statement of Mandate.

We are looking forward to continuing to provide human resource leadership, strategic advice and employee services to departments and offices within the Government of Nova Scotia. Adding value to our clients and helping to build employee capacity will help to ensure government and departmental goals are met, the public is well-served and the Nova Scotia government retains and engages high performing employees.

I would like to thank all staff for their continued efforts in 2010-2011. Our public servants make it possible to provide the services and supports to our clients and the people we serve, the people of Nova Scotia.



Kelliann Dean
Commissioner, Public Service Commission

Mandate

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

Vision

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

Mission

The Public Service Commission provides human resources leadership, strategic advice, and employee services to departments and offices within the Government of Nova Scotia. Our services add value to our clients and help build employee capacity so that government and departmental goals are met, the public is well-served and the Nova Scotia government retains and engages high performing employees.

PSC will:

- Align ourselves with the priorities of government and our client departments
- Support the attraction and development of highly-productive, skilled and engaged employees
- Implement continuous improvement in process design and client service delivery
- Encourage shared accountability for HR stewardship and outcomes
- Abide by the Public Service values in all our dealings with clients and colleagues

Government Priorities

The three core priorities of the government are:

1. Make health care better for you and your family
2. Create good jobs and grow the economy
3. Get back to balance and ensure government lives within its means

In support of government's priorities, the PSC is undergoing a transformation to a new vision of becoming strategic human resource business partners and leaders, committed to client service excellence. As strategic business partners, the PSC will play a vital role in the future success and goal attainment of government departments and agencies.

The following describes the PSC's initiatives and activities that support government's core priorities for the 2011-2012 fiscal year:

1. Make health care better for you and your family

While not directly providing health care services, the PSC contributes to a healthy province by supporting workplace health policies. PSC provides advice and guidance on designing and implementing workplace health programs for departments and agencies across government, and evaluating their effectiveness. These programs aim to maintain a healthy, safe and supportive workplace, free of offensive behavior, and encourage awareness of individual employee health practices.

PSC oversees the Employee Assistance Program (EAP), which is a confidential referral service that assists government employees, and their immediate family members, by providing information or referral to a community based agency or private counselor.

The PSC's Respectful Workplace Program promotes awareness and prevention, and provides a mechanism to address complaints alleging harassment, sexual harassment, and discrimination that affect the workplace and the well-being of employees. The program supports employee participation in resolving situations, through a number of resolution options, as well as through workplace training programs.

2. Create good jobs and grow the economy

The Nova Scotia Government is one of the largest employers in Nova Scotia; PSC is committed to helping government create good jobs and grow the economy by implementing up-to-date recruitment practices and processes. The PSC is undertaking a review of all recruitment related policies and procedures, and at the same time, working to implement the Civil Service Master Agreement provisions. Through these initiatives, the PSC aims to streamline recruitment and selection related practices across government, and improve consistency and effectiveness.

Work to modernize staffing processes includes implementing new ways to assess and recognize prior learning, including recognition of foreign credentials, through a Prior Learning Assessment Recognition (PLAR) pilot program. This multi-year initiative supports government's Workforce Strategy and will increase accessibility of

opportunities within the civil service. Linkages under the PLAR pilot will be established with other departments, universities and organizations, such as the Immigrant Settlement & Integration Services of Nova Scotia. In addition, workplace culture training programs focusing on common values and maintaining a welcoming work environment for all employees will be enhanced.

PSC is also helping government create good jobs and grow the economy by providing students and recent graduates from recognized post-secondary institutions with meaningful work assignments, projects, and skill development within the Nova Scotia government. PSC aims to maximize outcomes of youth employment programs by linking with succession management programs across government for critical positions and enhancing employment opportunities for new graduates.

3. Get back to balance and ensure government lives within its means

The Public Service Commission has a central role in supporting departments and agencies as they manage their human resources and work to achieve government's priorities, departmental priorities and cost reduction targets. By 2013, government estimates that the size of the civil service will be 10 per cent smaller.

As a strategic business partner, the PSC is working with departments and agencies throughout government to support workforce planning, organizational design, and change management while continuing to provide core HR operational services. PSC has embarked on a multi-year transformation in order to streamline operations, reduce duplication and improve client service delivery and efficiency. The internal review of policies and procedures within the PSC will continue throughout the new fiscal year, and will serve to further align resources with government and client priorities as the PSC strives to deliver on its new vision.

Performance Measures

Provide human resource leadership, strategic advice and employee services to departments and offices within the Government of Nova Scotia. Add value to our clients and help build employee capacity so that government and departmental goals are met, the public is well-served and the Nova Scotia government retains and engages high performing employees.					
OUTCOME (immediate or inter-mediate)	MEASURE / RATIONALE	DATA Base Year (2006 - 2007)	ULTIMATE TARGET (2011-2012)	TRENDS	Strategic Actions to achieve target
Engaged, productive government workforce	Level of Employee engagement (Score out of 100)	67% (Employee Survey 2006)	Maintain at 74%	2007-08 – 72% (Employee Survey 2007) 2009-10 – 74% (Employee Survey 2009)	<ul style="list-style-type: none"> Review employee survey results and develop action plans to address identified issues. Develop an integrated employee committee to coordinate diversity, workplace health, and recognition for PSC. Support departments in interpreting employee survey results and developing strategies for improvement. Review learning and development programming and align with government priorities and employee needs Develop e-learning programming Review/update competency framework Introduce mycareerguide more widely
	% of employees who feel they have support at work to provide a high level of service	68% (Employee Survey 2006)	Maintain at 74%	2007-08 – 72% (Employee Survey 2007) 2009-10 – 74% (Employee Survey 2009)	
	% of employees who are inspired to give their best	62% (Employee Survey 2006)	Increase to 81%	2007-08 – 79% (Employee Survey 2007) 2009-10 – 79% (Employee Survey 2009)	

	% of employees who feel the organization supports their work-related learning and development	59% (Employee Survey 2006)	Maintain at 74%	2007-08 - 67% (Employee survey 2007) 2009-10 – 74% (Employee survey 2009)	
	% of employees who feel they have opportunities for career growth within the government of NS	40% (Employee Survey 2006)	Maintain at 53%	2007-08 - 47% (Employee survey 2007) 2009-10 – 53% (Employee survey 2009)	
	% of employees who feel their job is a good fit with their skills and interests	81% (Employee Survey 2006)	Increase to 89%	2007-08 - 83% (Employee survey 2007) 2009-10 – 87% (Employee survey 2009)	

OUTCOME (immediate or inter- mediate)	MEASURE / RATIONALE	DATA Base Year (2006 - 2007)	ULTIMATE TARGET (2011-2012)	TRENDS	Strategic Actions to achieve target
Government's priority goals supported	% of employees know how work contributes to the achievement of department goals	72% (Employee Survey 2006)	Increase to 81%	2007-08 - 78% (Employee survey 2007) 2009-10 – 79% (Employee survey 2009)	<ul style="list-style-type: none"> • Introduce new strategic planning methodology and dept. measures by 2012. • Support implementation of 10% reduction of size of civil service. • Develop a Prior Learning and Assessment Pilot program as part of government's Workforce Strategy.
OUTCOME (immediate or inter- mediate)	MEASURE / RATIONALE	DATA Base Year (2006 - 2007)	ULTIMATE TARGET (2011-2012)	TRENDS	Strategic Actions to achieve target
Fair treatment in a safe, supportive and respectful workplace	% of employees who feel they receive meaningful recognition for work well done	49% (Employee Survey 2006)	Maintain at 58%	2007-08 - 55% (Employee Survey 2007) 2009-10 – 58% (Employee Survey 2009)	<ul style="list-style-type: none"> • Continued negotiation of collective agreements. • Review Respectful workplace policy and process. • Support implementation of Disclosure of Wrongdoing legislation. • Develop OHS program standard and update OHS training. • Finalize employee indemnification policy. • Implement French Language Service HR guidelines. • Complete staffing policies review
	% of employees who state they feel safe at work	83% (Employee Survey 2006)	Increase to 89%	2007-08 - 87% (Employee Survey 2007) 2009-10 – 87% (Employee Survey 2009)	

	% of employees who feel they are treated respectfully at work	79% (Employee Survey 2009)	Increase to 80%	2009-10 – 79% (Employee Survey 2009)	
	% of employees who are confident with the senior leadership in their department	48% (Employee Survey 2006)	Maintain at 60%	2007-08 – 56% (Employee Survey 2007) 2009-10 – 60% (Employee Survey 2009)	
	% of employees have support at work to balance work and life	62% (Employee Survey 2009)	Maintain at 71%	2007-08 – 68% (Employee Survey 2007) 2009-10 – 71% (Employee Survey 2009)	
	% of employee who recommend the government of NS as a great place to work	50% (Employee Survey 2006)	Maintain at 71%	2007-08 – 69% (Employee Survey 2007) 2009-10 – 71% (Employee Survey 2009)	

OUTCOME (immediate or inter- mediate)	MEASURE / RATIONALE	DATA Base Year (2006 - 2007)	ULTIMATE TARGET (2011-2012)	TRENDS	Strategic Actions to achieve target
Improved service delivery through accountability and engagement	TBD	TBD	Turnaround time on key HR services improves Client satisfaction baseline determined for ongoing measurement		<ul style="list-style-type: none"> • Implement Process improvement Project to streamline processes, improve turnaround times and establish new service delivery standards and measures. • Complete service delivery review and implement a new service delivery model. • Link individual performance plans to PSC and government goals. • Increase stakeholder engagement in program development and evaluation.

Budget Context

Public Service Commission			
	2010-2011 Estimate	2010-2011 Forecast	2011-2012 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Gross Departmental Expenses			
Human Resource Service & Client Support	9,044	8,641	8,585
Leadership and Coordination	3,208	3,816	5,146
Employee Relations, Compensation and Benefits	2,228	2,161	2,332
Strategic Human Resources Management	3,251	3,063	2,172
Total Gross Departmental Expenses	17,731	17,681	18,235
Additional Information:			
Fees and Other Charges	-5	-5	0
Ordinary Recoveries	0	-92	-5
TCA Purchase Requirements			
Provincial Funded Staff (FTEs)	232.18	219.01	216.18