

Nova Scotia's Corporate Human Resource Plan
2005–2010



Summary

Nova Scotia's Corporate Human Resource Plan
2005–2010



Summary

© Crown Copyright, Province of Nova Scotia, 2005

Designed by Shelley Vienot Spencer, Communications Nova Scotia

This document is available on the internet at www.gov.ns.ca/psc

ISBN: 0-88871-940-X

Contents

Message from the Premier	1
Message from the Minister of Human Resources	3
The Context	5
Vision, Mission, Values	7
Our Goals	11
Next Steps	29

Message from the Premier



The Government of Nova Scotia is committed to a healthy, prosperous, and self-sufficient Nova Scotia. To that end, we recognize the ongoing need for skilled, dedicated, and responsive public servants who will deliver high-quality services throughout the province. Therefore, government's 2004–2005 Business Plan called for the implementation of a Corporate Human Resource Strategy to guide the development and ensure the availability of that workforce.

The core values identified with our business plan must guide our policies and actions. Those core values reflect our commitment to the health and well-being of our citizens, learning, prosperity, accountability, and protecting those things that Nova Scotians value: our environment, our community, our families, our seniors, and the diversity and cultural heritage of our people.

These core values have driven the key goals of the human resource plan, which commit to making a difference, to being a preferred employer, to 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 five years.

I am very proud to have worked alongside so many skilled and dedicated public servants throughout our province. This plan is a reflection of government's continued and evolving recognition of their professionalism and is designed to ensure the availability of high-quality public services that will meet the needs of Nova Scotians for years to come.

A handwritten signature in blue ink that reads "John Hamm". The signature is written in a cursive style with a large, looping initial "J".

John F. Hamm

Premier of Nova Scotia

Message from the Minister of Human Resources



The Public Service Commission—on behalf of the Nova Scotia Government, and with advice from many groups and individuals—has developed this Corporate Human Resource Plan. This will ensure that we maintain our ability to deliver high-quality services to Nova Scotians at a time when the job market is very competitive.

Competition for skilled employees is made more intense in an environment where many baby boomers see their retirement on the horizon; where today's workers place a higher value on balancing their home and work lives; where employees seek meaningful and rewarding work; and where citizens demand high-quality and responsive public services.

Government can deliver the services expected by our citizens only by attracting and retaining employees who are truly committed to the public service. This human

resource plan will enable government to achieve these goals by helping us get the right people in the right jobs in a positive and challenging work environment.

The Nova Scotia Government is committed to becoming a true employer of choice. We will do this by creating a workplace that encourages public servants to take pride in their work while balancing the day-to-day challenges inherent in their professional and personal lives; by focusing on the development of a safe, supportive, and diverse workplace; and by providing a rewarding work experience.

I thank everyone involved in developing the Corporate Human Resource Plan. I know its successful implementation will benefit those who have chosen a career in public service and will contribute to the well-being of the communities we serve.



Carolyn Bolivar-Getson
Minister of Human Resources

The Context



In its 2004–2005 Business Plan, the Government of Nova Scotia included priorities reflecting its commitment to the health and well-being of its citizens; to learning, prosperity, and accountability; and to protecting those things that Nova Scotians value—our environment, our community, our families, our seniors, and the diversity and cultures of our people.

Within this overarching context, and building on a sustained commitment to public service excellence, the Business Plan called for the implementation of a Corporate Human Resource Strategy to guide the development and availability of skilled, dedicated, and responsive public servants.

Vision, Mission, and Values



If this plan is to complement the broader goals and objectives of government, it is important that our individual actions as public servants are focused on a common mission. This mission is about making a **meaningful, measurable contribution to the lives of all Nova Scotians**.

To complement the core values expressed in government's corporate plan, it is important to identify corporate human resource values that will guide our decision making and actions, as well as the way we interact with one another and with those we seek to serve. These values are:

Respect

We value a workplace culture where people **respect** one another in their interactions with co-workers and members of the public.

Integrity

We value a workplace culture where personal and professional **integrity** cause us to behave in a non-partisan and ethical way and to make the best use of the resources entrusted to us.

Diversity

We value a workplace where **diversity**, in all its forms, is encouraged and recognized for its contribution to a more creative, rewarding, and productive public service to our broader community.

Accountability

We value a workplace where **accountability** for our actions, our interactions, the objective and wise use of resources, and responsibilities for our successes and failures is reflected in how we conduct ourselves. We are accountable to the citizens of Nova Scotia, to our co-workers, and to our many partners in service delivery.

The Public Good

We value the very special relationship we have with the citizens of Nova Scotia and are committed to developing and delivering services that are in the public's interest, are for the **public good**, and to be a professional public service that is deserving of the public's trust.

Our Goals



This human resource plan has five key goals. Each goal is further defined by specific objectives and strategies. The plan also begins to identify measures of success, which will evolve as the plan is implemented and tested over the next three to five years.

Goal I

To make a difference through a skilled, committed, and accountable public service

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.



Objectives

- Fairness and access
- Service excellence
- Public opinion
- Consistent policy application

Strategies

Nova Scotia's public servants, like their counterparts in other sectors, are aging. As they retire, the competition for skilled people to meet the public service needs of today and tomorrow is growing in intensity and complexity. Strategies to address these challenges include the following:

Service Excellence

We must ensure that the service we provide to Nova Scotians, and how we deliver the service, is continually monitored for its value.

- Organizational effectiveness strategies
- Performance management
- Public consultation

Human Resource (Workforce) Planning

Government's human resource, or workforce, planning must begin with an assessment of the public service needs of Nova Scotians and an assessment of the human resources currently available to meet those needs.

- Human resource planning model and toolkit
- Human resource planning for professional groups
- Talent pools
- Career Path Program

Strategic Leadership and Professional Development Programs

There is also a need for more systematic approaches to the development of current employees.

- Internal assignments and exchange programs for professional growth
- Senior Leadership and Mentorship Program
- Leadership Continuity Program (LCP)

Measures of Success

The **results** to be achieved include the following:

- Human resource policies and practices are applied consistently across government.
- Policies and procedures are in place that ensure and confirm that hiring processes and decisions are based on merit and are free of political or bureaucratic bias.
- Systems are in place that continually assess and improve on the public's opinion of the effectiveness/quality of public service.



Goal 2

To be a preferred employer



The competition for, and the need to encourage, good people to renew their commitment to public service is intensifying. To be competitive, government must remind the people we seek that a career in public service is worthwhile and rewarding. Potential candidates must be encouraged to consider this career option; and public servants must experience a workplace that reaffirms their commitment to service.

Objectives

- Raise awareness of opportunities
- Equitable and easy access
- Accountable and committed employees
- Welcoming culture
- Career advancement

Strategies

Recruitment (Attraction) Strategies

We must develop outreach initiatives that will help us to look for potential candidates.

- Careers That Make a Difference! toolkit
- Career Connect
- Career Starts Program
- New professional talent pools
- Managers recruitment toolkit

Retention Strategies

Once selected for employment within the public service, new employees must be welcomed and encouraged to stay.

- Orientation and mentorship programs
- Employee recognition programs
- Reward packages
- Internal communications initiatives
- Exit interviews/surveys

Measures of Success

The **results** to be achieved include the following:

- Public awareness of career opportunities in the public service increase.
- Employment opportunities with the public service are equitable and accessible.
- Recruitment and orientation programs reinforce the need for employees who are personally committed to high-quality, responsive, and accountable public services.
- The public service provides orientation and mentoring opportunities to employees, which promote high standards and ethical behaviour.
- A systematic and well-recognized internal communications system exists and reaches all employees.



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 live up to their full potential and respond most effectively to their respective public service roles.



Objectives

- Surpassing OH&S regulations and policy
- Reduce workplace injury and illness
- Enabling corporate volunteerism
- Culture where concerns can be expressed
- Raising awareness of wellness programs



Strategies

Healthy Workplace Program

A healthy workplace program focuses on three elements:

- Individual health practices
- Psycho-social work environment
- Physical work environment

Other wellness programs include:

- Employee support and work accommodation
- Employee/Family Assistance Program (EAP)
- Occupational health and safety (OHS) programs and policies
- Corporate citizenship

Measures of Success

The **results** to be achieved are as follows:

- Departments are accessing programs that enhance employee well-being.
- The corporate occupational health and safety policies are met and exceeded.
- Workplace injury and illness are reduced every year.
- Employees feel that their community involvement is encouraged and supported.
- Employees know how to express ethical and professional concerns in an atmosphere of mutual respect and feel they can do so.

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.

Objectives

- Adopting a broad diversity philosophy and culture
- Increase numbers and distribution of designated groups
- Services in both official languages



Strategies

Valuing Diversity Initiative

- Diversity partnerships
- Promoting and strengthening the affirmative action inventory for casual employment
- Diversity education
- Immigrant Employer
- Diversity Management Toolkit
- Affirmative action/diversity plans and progress reports
- Acadian/French language services strategies

Measures of Success

The **results** to be achieved include the following:

- Surveys and interviews indicate an inclusive atmosphere that is responsive to the needs of a diverse workforce.
- Nova Scotia's public service reflects the diversity (percentage of distribution) of the available workforce/community.
- Resources and services provided to the public that is responsive to the needs of both official languages.
- Employees support diversity and inclusion in the workplace.



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.



Objectives

- Best practices
- Individual development mechanisms
- Investment in professional development



Strategies

Learning and development opportunities must link performance management, development plans, and career paths for employees.

Learning Organization Strategy

We will define and promote a learning organization culture with such strategies as

- Corporate employee and organizational learning statement (policy)
- Corporate core learning curriculum (calendar)
- Knowledge management
- Leadership and Management Development Program
- E-Learning

Measures of Success

The following **results** are to be achieved:

- Employees and managers have access to programs or tools that share best practices and corporate knowledge and are promoted by leaders.
- Employees' career aspirations, development, and opportunities are developed and tracked.
- Government has established and monitors guidelines to encourage investment in professional development and continuous learning through out all government departments.
- Training to address core continuous learning needs, such as safety and diversity, is available for employees and is tracked and monitored.

Next Steps



A plan with the best of intentions is just a plan. We will not become the organization we want to be overnight, but we need to set our sights on our preferred future and make a real commitment to action and change. The factors or conditions essential to the success of this plan include:

- Support from all public servants, and commitment, leadership, and championship from elected officials, senior leaders, managers, and human resource professionals
- Commitment to sustainability
- A sustained, government-wide communication plan
- Monitoring of, and reporting on, our progress

What Do You Think?

We invite your comments and suggestions about the plan and your active involvement in its implementation.

For More Information

Please call **(902) 424-6456** or e-mail Lisa Palermo at **palermml@gov.ns.ca**.

Thank you!



Respect

Integrity *Diversity*

Accountability

The Public Good