

Nova Scotia Public Service Commission

Accountability Report 2005-2006

Leadership and Excellence
in Human Resource Management



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Accountability Statement

The Accountability Report of the Public Service Commission for the year ended March 31, 2006, is prepared pursuant to the Provincial Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Public Service Commission's Business Plan for the fiscal year 2005-2006. The reporting of the Public Service Commission's outcomes includes estimates, judgements and opinions by the Public Service Commission's management.

We acknowledge that this accountability report is the responsibility of the Public Service Commission's senior management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Public Service Commission's 2005-2006 Business Plan.

Ernest L. Fage
Minister, Human Resources

Gordon MacLean
Acting Commissioner, Public Service Commission

Message from the Minister

I am pleased to present the *2005-2006 Accountability Report* for the Nova Scotia Public Service Commission.

Each year we report on our achievements as measured against the previous year's business plan, as part of being an accountable public service.

As one of government's central agencies, the Public Service Commission provides internal leadership, strategic direction and expertise in human-resource management to support the continued development of a strong public service.

The strategic goals that we set for ourselves have to do with enabling government to provide service to Nova Scotians. We do this by developing and implementing human-resource policies, programs, and services, and acting on the government's behalf in collective bargaining. In these ways, government's human resource function has a direct impact on the lives of Nova Scotians.

I would like to thank employees of the Public Service Commission and the broader human resource community for their contribution to a vital public service in Nova Scotia.

Ernest L. Fage
Minister

Message from the Commissioner

I am pleased to summarize the accomplishments and activities of the Public Service Commission for 2005-2006.

In 2004-2005, the Government of Nova Scotia, in its role as an employer, established the *Corporate Human Resource Plan* – a five-year plan that sets the stage for a skilled, committed and accountable public service.

Over the next several years, the Public Service Commission will take a leadership role in the government wide implementation of the plan. Each year, our business plan priorities and activities help us move closer to achieving the long-term goals of service excellence, being a preferred employer, being a safe and supportive workplace, being a diverse workplace and being a learning organization.

This year, the Public Service Commission accomplished several key strategies, including: the establishment of a Diversity Round Table; introduction of the first Premier's Award of Excellence recognition program; a review of human resource policies; the launch of the SAP/HR Module; continued action in response to employee opinion surveys; negotiation on the civil service master agreement; and progress on other key strategic initiatives such as healthy workplace, leadership development, and succession management, just to name a few.

Over the next four years, the Corporate Human Resource Plan will provide strategic direction to government's human resource community. It is my pleasure to work with our partners to move this plan forward, and to report on our progress.

Gordon MacLean
Acting Public Service Commissioner

Introduction

The Government of Nova Scotia is committed to being open and accountable. Accountability is enhanced by regular reporting to the House of Assembly and the public on results relative to the goals, priorities and performance measures outlined in the business plan at the beginning of each fiscal year. Annual business plans and accountability reports are essential tools for government and agencies to assess organizational performance. The report is intended to be an account of progress made on major goals and objectives for the year.

The Business Plan and Accountability Report 2005-2006

The Public Service Commission Accountability Report for the fiscal year 2005-2006 summarizes the activities, accomplishments and performance measures for the fiscal year ending March 31, 2006. This report should be read in conjunction with the NS Public Service Commission's 2005-2006 Business Plan. (<http://www.gov.ns.ca/psc/pdf/BusinessPlan/2005-2006.pdf>)

Public Service Commission Progress and Accomplishments

This section outlines the strategic goals and priorities outlined in the Public Service Commission's 2005-2006 Business Plan. Accomplishments and progress achieved during the year for each priority are described in this section. Any significant accomplishments not anticipated in the original business plan but achieved in this fiscal year have also been identified.

Strategic Goals

The 2005-2006 strategic goals for the Public Service Commission (PSC) were:

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

Priorities (✓)

The above strategic goals were advanced through seven priorities identified in the PSC's Business Plan. During a mid-year review of the business plan it was decided that two additional priorities (SAP HR/Payroll Implementation and Classification Reviews/Appeals) would be considered as priorities for the 2005-2006 fiscal year. Progress on all nine of these priorities, organized by core business area, is summarized below:

Core Business Area - Leadership and Coordination

✓ *Priority: Corporate Human Resource Plan 2005–2010*

Description: The Corporate Human Resource (HR) Plan assists departments in the continued development and future availability of a knowledgeable, dedicated, diverse and service-oriented workforce to meet these needs.

In 2005 – 2006, under this priority, the Public Service Commission planned to focus on the following activities:

- Leading communication and implementation of the Corporate Human Resource Plan, cooperatively with all line departments and the HR Forum.*
- Monitoring and reporting regularly on the degree and impact of the plan's implementation.*

In the 2005-2006 fiscal year, the Corporate HR Plan was implemented. The Plan was first communicated to HR Corporate Service Units (CSUs), senior management teams in each department, office or agency of Government, and the Leadership Development Program participants; following which it was delivered to employees across the province. Presentation feedback was documented and used to assist in identifying priorities for the PSC's 2006-2007 business and operational plans.

Goals linked to the Corporate HR Plan were reflected in Deputy Ministers' mandate letters as well as in departments' business plans for the 2006-2007 year. Public service values outlined in the plan (respect, integrity, diversity, accountability and the public good) were promoted and posters were created to help communicate the values to line employees. A French version of the plan was also completed and is available on-line as well as in booklet form.

The PSC is engaged in monitoring and reporting on the degree and impact of the implementation of the Corporate HR Plan. The HR Report Card, a reporting mechanism on progress towards the goals identified by the Corporate HR Plan, was completed and implemented and quarterly report cards were produced and circulated to Deputy Ministers in the 2005-2006 year. The report card is continually evolving to become increasingly reflective of the objectives identified in the Corporate HR Plan as work on these objectives progresses.

Core Business Area - Employee Relations

✓ ***Priority: Collective Bargaining***

Description: *The Public Service Commission represents the interests of Government as an employer with respect to its direct employees, and to provide advice, guidance, training, and leadership to Government and to consult on similar issues with organizations in the*

broader public sector.

In 2005 – 2006, under this priority, the Public Service Commission planned to focus on the following activities:

- Continuing to provide leadership which includes serving as bargaining agent with respect to collective bargaining in the public service as defined by the PSC legislation. Negotiations within this fiscal year included the Civil Service Master Agreement, EDC (Agricultural College) Collective Agreement, and the Highway Workers Collective Agreement.*
- Continuing to provide leadership and coordination with respect to collective bargaining in the broader public service, by maintaining regular contact and consultation with other government departments and as appropriate, directly with public service agencies regarding collective bargaining in the broader public sector that is funded by government.*

In the 2005-2006 fiscal year several significant collective agreements were in negotiations and arbitration. The Civil Service Master Collective Agreement negotiations reached an impasse early in the year and were referred to arbitration which was concluded in the spring of 2006. The Highway Workers Collective Agreement negotiations continued with a new agreement pending at year-end 2005-2006. The EDC (Agricultural College) negotiations proceeded and remain in progress while a negotiated settlement was reached with Nova Scotia Business Incorporated (NSBI).

Coordination in labour relations continued through ongoing contact with employers throughout the public sector and with regular briefings and presentations to ministers.

A project to expand labour relations training within the public service was initiated and preparation was commenced for expedited arbitration which was scheduled to come into force in October of 2006 as a result of Bill 219 (an amendment to the Trade Union Act). Expedited arbitration is a mechanism for resolving rights disputes which aims to reduce delays in scheduling arbitration hearings, manage the costs of such hearings, and establish statutory time frames for the issuance of binding decisions.

Core Business Area - Strategic Human Resource Management

✓ *Priority: Diversity Management*

Description: The changing demographics of our society and the aging of our workforce provide the impetus

for taking a more proactive diversity management approach. As well, the unique background of each employee enriches and diversifies the civil service, incorporating differing perspectives and individual approaches to duties to form a creative, innovative and productive workforce.

As one of Nova Scotia's largest public sector employers, the government has a responsibility to serve the province's diverse population. Addressing diversity in government departments, agencies, boards and commissions enables employees to perform to their full potential, in a respectful and supportive environment, and to serve the public more effectively with the cultural competencies that are essential today.

In 2005 - 2006, under this priority, the Public Service Commission planned to focus on the following activities:

- Developing a strategic plan to provide departments with required tools for implementing a Diversity Management Plan.*
- Establishing a Diversity Round Table.*
- Providing a dedicated resource to departments to assist them in developing diversity plans.*
- Developing and administering a survey instrument and baseline data.*

A Diversity Round Table was established in May of 2005. The Round Table is an interdepartmental forum whose purpose is to support the strategic goal of being a public service which is representative of the diverse community it serves and which is a respectful and inclusive organization which recognizes the strength of diversity. The Round Table continues to operate actively, holding regular monthly meetings as well as meetings by three working sub-committees.

Following consultation with the Diversity Round Table and all HR CSUs, guidelines were developed for the Diversity Accommodation Fund. The fund provides a mechanism for departments, agencies, boards and commissions to support and accommodate employees with disabilities and is used to provide for equipment and training needs on a continuing basis.

A draft of the Valuing Diversity Action Plan, which will direct government diversity activities, and a draft evaluation framework were completed in the fall of 2005. Both projects are in their final stages though progress was slowed due to the vacancy of the Diversity Management Advisor position during the year.

Also in the 2005-2006 fiscal year the Diversity Management for Leaders training pilot was launched and the program will be offered to public servants in the 2006-2007 year. The Diversity and Employment Equity Training Module, participation in which is mandatory for all civil servants, was updated and improved.

Finally, in the winter of 2006, a revised self-identification survey instrument, Count Yourself In, was tested at the Public Service Commission. In the 2006-2007 year this survey instrument will be made available to all departments and agencies and will be available on-line.

✓ **Priority: Attraction and Retention Strategy**

***Description:** In order to provide for future client needs, we must ensure that the public service is able to recruit and retain a talented labour force. These activities will be conducted in a very competitive market. During this time, we will be facing a workforce comprised of individuals with generational differences and needs therefore challenging us to research, develop and implement best practices and alternate programs in the area of attraction and retention.*

In 2005 – 2006, under this priority, the Public Service Commission planned to focus on the following strategies:

- Developing new ways of promoting the public service as an exciting and challenging career option, including the development of programs that can assist departments in recruiting talent to their program delivery areas.*
- Developing and introducing practices and programs that recognize employee contributions and encourage them to continue the public service commitment.*

Several initiatives related to the attraction and recruitment of new employees to the Public Service were completed in the 2005-2006 fiscal year, with several other ongoing initiatives continuing.

A number of promotional materials were developed to market the Government of Nova Scotia as a preferred employer. A recruitment video was introduced in the spring of 2005 and an on-line manager's toolkit for recruitment and selection was launched in the fall. An executive recruitment and selection brochure was also developed, promoting an executive career choice with government, targeting our client departments as well as job seekers.

A comprehensive new careers website was also launched to promote government, hosting information about government job listings, culture, benefits, and programs such as diversity and the Career Starts Program. The site can be found at www.gov.ns.ca/careers/.

Consideration of public perceptions of Government as a preferred employer also led to the commissioning of a public perceptions survey by Omnifacts Bristol. The results inform attraction, recruitment, and selection strategies.

The Career Starts Program, which includes the Post Secondary Internship Program, the Co-operative Employment Program, the Summer Female Mentorship Program, and the Summer Diversity Program, continued successfully in 2005-2006. Eight post-secondary interns were recruited for internships in science and technology, engineering, finance and audit, information technology, policy, and human resources. In the summer of 2005 there were a total of seven students hired under the Summer Diversity Program while the Female Mentorship program resulted in 10 hires.

In 2005-2006, a comprehensive attraction and retention framework was developed for government, outlining strategies to support government's goal of being a preferred employer in attracting and retaining skilled, committed and engaged public servants to meet the needs of Nova Scotians. These strategies strengthen the PSC's foundation (policies, processes) and introduce new approaches to attraction and retention.

Several recognition efforts also progressed during the 2005-2006 fiscal year. Planning was underway for the development of a corporate employee recognition policy. Consultations were held with a variety of stakeholders and jurisdictional research was completed. The framework was supported and laid the foundation for creation of the corporate policy, guidelines and tools for departments to use. The policy is expected to be approved and implemented in the 2006-2007 year.

The Premier's Award of Excellence formal recognition program was designed and launched in 2005-2006. The program was very successful in its first year, drawing over 50 nominations from across government. Recipients included teams and individuals and awards were granted to recognize achievements related to innovation, service excellence, and relationship-building.

Finally, planning for the development of a retirement transition program was underway in 2005-2006. Consultations with a variety of stakeholder groups were conducted and an outline of the program was developed. The program's design will be completed in 2006-2007 and the implementation of a pilot phase is planned.

✓ ***Priority: Build Leadership and Professional Capacity***

Description: *The Nova Scotia Public Service has been facing pressures in the labour market, workplace environment, and leadership pressures. There must be a community of public service leaders who can provide strategic leadership, as well as excellence in public administration. The focus on building leadership and professional capacity is to develop our leaders so they can lead us to achieve excellence in the public service.*

In 2005 – 2006, under this priority, the Public Service Commission planned to focus on the following strategies:

- Implementing a corporate succession management framework that includes building leadership and professional capacity for career advancement.*
- Developing an HR strategy for professional groups in government, including implementation of the HR strategy for the Financial Community and developing an HR strategy for the HR Community.*

Efforts to build leadership and professional capacity for career advancement in the civil service resulted in some significant developments in the 2005-2006 fiscal year.

As the workforce ages and the competition for skilled employees becomes even tighter, proactive HR planning and succession management is necessary to build a high performance, engaging, and inclusive workplace. To improve succession planning the Succession Management Framework was completed. As well, the Innovation and Growth website was developed in the summer of 2005 to communicate the framework and to provide tools for management and employees including a mentoring guide and the leadership career path model.

A succession management pilot at the PSC was completed in 2005-2006. Implementation of the new program at the Department of Community Services and the Department of Environment and Labour is planned for 2006-2007. The Leadership Continuity and Leadership Development Training Programs were also reviewed and enhanced.

In 2005-2006 the Leadership Continuity Program provided 135 participants with leadership assessment and coaching as well as a career development plan. Corporately delivered Leadership Development Programs provided 235 front-line, middle, and executive managers training for the development of leadership competencies.

The PSC also created Full Time Equivalent positions to provide development opportunities for succession management candidates. These positions are short-term assignments or projects, managed as a corporate resource.

Additionally, the HR strategy for the finance community and the strategy framework for the HR community were completed in the 2005-2006 fiscal year.

Eight leadership competencies were identified, validated, and incorporated into the MCP performance management system. In addition, a 360 degree tool for measuring the leadership competencies for development purposes was developed with implementation planned for the fall of 2006.

✓ **Priority: Healthy Workplace Strategy**

Description: *We must ensure that our employees are provided with a work environment that is safe and supportive. This priority will focus on healthy workplace programming that is comprehensive in nature. In this instance, comprehensive implies that three elements - individual health, psychosocial environment and physical environment - will be included.*

In 2005–2006, under this priority, the Public Service Commission planned to focus on the following strategies:

- Building a capacity for leading departmental healthy workplace programs,*
- Developing tools that departments can apply in their organizations which will help them with essential elements to a successful culture including flexible work options and zero tolerance of workplace harassment in all its forms*
- Ensuring that employees are protected from workplace illness or injury through development and maintenance of corporate programs and policies.*

In order to build the capacity for healthy workplaces across government, the Healthy Workplace Advisory Committee was formed to promote, guide, and inform the Healthy Workplace Initiative. A communications plan was developed and a corporate healthy workplace policy drafted with stakeholder input from 70 employees representing most departments. To date, 12 of the 16 departments across government have established healthy workplace committees and are working on healthy workplace programming for employees.

To support this work a training workshop was developed and delivered to new members of departmental healthy workplace committees. Healthy workplace business case presentations were conducted for deputy ministers and their senior leadership teams to encourage support of the committees and to ensure the Healthy Workplace Initiative was reflected in department business plans. A Coordinator for Healthy Workplace Programs was also hired in 2005-2006 to support departments, including training, in the development and implementation of healthy workplace activities.

Additionally, the Public Service Commission adopted the National Quality Institute's (NQI) comprehensive healthy workplace model and on behalf of the government, the PSC is working toward Level 1 certification, the commitment phase, in the NQI Progressive Excellence Program.

The Employee Assistance Program was expanded to ensure employees have access 24 hours a day, seven days a week. The Critical Incident Stress Management program is comprehensive, consistent, and accessible, available 24 hours a day, seven days a week (with Health Canada as the provider) to help employees with unexpected traumatic events.

In response to an independent review of the corporate Occupational Health & Safety (OH&S) Policy and programs, the corporate OH&S Audit program was reinstated. A new OH&S Audit Manual with supporting documents was developed as part of the new OH&S Audit Framework which was implemented in the 2005-2006 fiscal year.

Other corporate Healthy Workplace initiatives developed, and/or supported, by the PSC in 2005-2006 included the new @ *the Window* newsletter for all government employees, the Take Back the Lunch Break campaign, a draft Healthy Eating in the Workplace manual, a Caregivers and the Workplace pilot, and continued support for the Justice Healthy LifeWorks Project.

✓ **Priority: Human Resource Policy Review**

Description: *The Public Service Commission provides leadership and support in the development and coordination of departmental, and government-wide human resource legislation and policies. This priority is a multi-year project to review and revise existing corporate human resource policies and to develop new corporate human resource policies.*

In 2005 – 2006, under this priority, the Public Service Commission planned to focus on the following activities:

- Assessing existing policies, identifying policy gaps, and prioritizing policy initiatives.*
- Developing and implementing the action plan to address these policy deficiencies, establishing working teams as required.*

Through consultations within Government's HR Community and with management representatives from across departments an assessment of existing policies in the on-line corporate HR policy manual, Management Manual 500, was undertaken in the fall of 2005. The purpose of this assessment was to identify issues relating to existing policies, as well as gaps or areas where new corporate HR policy development was needed. In December, the policy initiatives identified during the consultations were prioritized by the HR Executive Forum. In response, the PSC included many of the top priorities as key activities in its 2006-2007 Business Plan. Work in support of all top priority policy initiatives will be underway in 2006-2007.

The assessment of existing policies also identified a number of opportunities to

streamline Management Manual 500 so that it could serve as a more user-friendly resource for managers and employees. A work plan was developed to begin the implementation of these streamlining changes in early 2006-2007. In addition, a work plan to guide the review of the remaining policies in Manual 500, to ensure they remain current, is expected to be developed and implemented in 2006-2007.

Additional Priorities (✓)

This section describes additional priorities added to the 2005-2006 Business Plan mid-way through the fiscal year.

Core Business Area - Leadership and Coordination

✓ *Priority: SAP HR/Payroll Implementation*

Description: The SAP HR/Payroll System will be implemented on April 1, 2005. This project is the largest of the province's SAP initiatives and is an essential component of improvements underway

throughout the Nova Scotia Public Service to increase efficiency and improve information for planning and decision-making.

The central SAP HR accomplishment of the 2005-2006 fiscal year was the implementation of the SAP HR System on schedule in April 2005. The SAP HR Business Transformation Team was also established in the 2005-2006 fiscal year. This team works closely with the HR Community to ensure the integrity of business and system processes within government. They also work closely with the HR/payroll business stakeholders to plan, organize and lead action plans designed to achieve and maintain business and system stability. In addition, this group is responsible for the development, maintenance and delivery of all SAP HR related training for end users.

Core Business Area - Employee Relations

✓ **Priority:** *Classification Reviews/Appeals*

Description: *Significant efforts are being undertaken to eliminate the backlog of classification reviews and to reduce the number of outstanding classification appeals. In addition to these efforts a Compensation Classification System Review, which is an externally conducted corporate review of the current compensation administration practices and the identification and assessment of issues for improvement as identified by internal stakeholders, is being conducted. Based on this review, and the external consultant's expert knowledge, recommendations will be generated on how the administration and coordination of the compensation and classification processes could be improved.*

In 2005 – 2006, under this priority, the Public Service Commission planned to focus on the following activities:

- Eliminating the backlog of classification reviews*
- Reviewing processes with the intent to improve efficiency and reduce the time taken to complete classification reviews*
- Preparing for an aggressive number of classification appeals scheduled by the Classification Appeal Tribunal*
- Reducing the number of outstanding classification appeals*

In the 2005-2006 fiscal year 468 classification reviews were completed and the number of outstanding reviews was reduced from 102 to 28. Thirteen classification appeals were also resolved successfully (three through Classification Appeal Tribunal Hearings).

Additionally, the Compensation Classification System Review was initiated during the 2005-2006 fiscal year. A Request for Proposals was released in December 2005. The proposal submitted by Robertson Surette was selected as the proposal that best met the needs of Government. Robertson Surette began work on the project in March 2006.

Their final report and recommendations are due to be completed in the 2006-2007 year.

Additional Significant Events and Accomplishments

This section describes other significant events and accomplishments not identified as priorities in the 2005-2006 Business Plan.

Core Business Area - Leadership & Coordination

Client Satisfaction Assessment Model

- In the 2005-2006 fiscal year the Public Service Commission developed a client satisfaction assessment model. The purpose of the project is to provide the PSC

with a model (and survey tool) to monitor and collect client satisfaction information. This will allow the PSC to monitor the quality and value of its services/programs. The model was approved and the first survey will be administered in the 2006-2007 year.

Disclosure of Wrongdoing Policy

- The first Annual Report on Civil Service Disclosure of Wrongdoing Regulations and Policy was tabled in the Legislature in the 2005-2006 fiscal year. The report refers to the *Civil Service Disclosure of Wrongdoing Regulations* and *Disclosure of Wrongdoing Policy* and the Nova Scotia Government's experience with their application in 2004-2005.

The policy and regulations provide a process to encourage public servants to report any wrongdoing they perceive in their workplace and to protect employees who follow the established process from reprisal action. The report is the methodology by which government reports annually on disclosures of wrongdoing to the citizens of Nova Scotia and helps to ensure values such as integrity and accountability prevail in a public service worthy of the public's trust. It summarized the fiscal year's disclosure of wrongdoing activities, reporting on formal disclosures of wrongdoing and general inquiries into the policy and regulations.

When government created the disclosure of wrongdoing regulations and policy it committed to consulting with the broader public sector to share information and to determine what mechanisms were already in place. The Public Service Commission initiated consultations with government agencies in the summer of 2005 and organized a number of presentations to government agencies for the fall/winter of the 2005-2006 fiscal year, encouraging government agencies to put mechanisms in place where appropriate. A summary of these consultations will be reported in the 2005-2006 Report on Civil Service Disclosure of Wrongdoing Regulations and Policy, expected in the fall of 2006.

Merit Staffing Audit

- The PSC completed, in the 2005-2006 fiscal year, a merit-staffing audit. A sample of new hires/placements was reviewed and assessed to provide input into answering the following questions: Are departments compliant with the Fair Hiring Policy? Is the recruitment and selection process applied consistently? Have individuals selected been appointed based on an objective assessment? The final report of this audit will be released in the 2006-2007 year.

Public Service Commissioners' Inter-Jurisdictional Projects

- Following a proposal approved at the June 2005 Public Service Commissioners'

Conference the Nova Scotia Public Service Commission contributed to the Employee Engagement Inter-jurisdictional Team. This team was tasked with identifying a common set of employee survey questions and to develop a Data Sharing Protocol which would facilitate information sharing among the participating jurisdictions. Twenty common questions were developed and endorsed by Public Service Commissioners from across Canada. The Nova Scotia Government's 2006 Employee Survey instrument was refined to include these common questions and will thus provide data comparable across jurisdictional boundaries. The 2006 Nova Scotia Government Employee Survey results will be released in the fall of 2006.

Core Business Area – Employee Relations

Benefits

- Significant changes to the Employees Consolidated Health and Dental Plans were rolled out to approximately 95% of the plan membership in July of 2005. A document entitled *Benefits at a Glance*, which summarizes the plan coverage, was produced and posted on the PSC web site. Benefits training sessions for HR line staff (with a focus on impacts of SAP on benefits administration) were completed and a Benefits Administration Guide (2nd edition) was produced and issued to departments in November of 2005.

In the 2005-2006 fiscal year an interface between the Province and Blue Cross, which allows electronic data transfer of each plan member's coverage from the Government's payroll/HR system to Blue Cross, was established. An external consultant review of the financial agreement for the Group Life insurance contract was also undertaken.

This was also the first year of the Nova Scotia Government Retired Employees Association Forum (NSGREA). This forum was established to discuss any concerns that the NSGREA has with the province's Retirees Health Plan benefits.

Core Business Area – Strategic Human Resource Management

New Corporate Personal Services Contract Regulations and Policy

- In collaboration with Treasury and Policy Board, Corporate Personal Services Contract Regulations and Policy were developed and came into effect on January 1, 2006. These regulations are part of government's commitment to accountability and transparency and will improve the management of personal services contracts. They establish the requirements for approval of personal services contracts in all departments, offices and government agencies unless a specific exemption is granted. The threshold for approval of personal services

contracts is based on total compensation packages, not just on salary. The policy sets out the process for obtaining the approvals required by the regulations.

Financial Results

The Public Service Commission's primary expense is its staff who are needed to provide expertise in the delivery of the department's core business functions. The Commission engages in an on-going review of its operations to identify opportunities for improved efficiencies and cost savings.

Actual Versus Estimated Expenditures:

In 2005-2006, the Public Service Commission had an approved budget allocation of \$7,482,000. Actual net 2005-2006 expenditures totalled \$6,755,000 (90% spent). The following table provides a breakdown of authority versus actual 2005-2006 PSC expenditures.

Public Service Commission				
Program and Service Area	2004-2005 Estimate	2004-2005 Actual	2005-2006 Estimate	2005-2006 Actual
	(\$thousands)	(\$thousands)	(\$thousands)	(\$thousands)
Net Program Expenses				
Leadership and Coordination	\$1,500.0	\$1,509.0	\$1,772.1	\$1,777.1
Strategic Human Resource Management	\$2,114.0	\$2,017.0	\$4,208.8	\$3,580.6
Employee Relations	\$1,249.0	\$1,132.0	\$1,501.1	\$1,397.3
Total Net Program Expenses	\$4,863.0	\$4,658.0	\$7,482.0	\$6,755.0
Provincially Funded Staff (FTEs)	89.4	85.5	112.5	100.1

Public Service Commission Performance Reporting

Introduction

The Public Service Commission, as the corporate human resources entity for government, is responsible for corporate policies, programs and services to assist all government departments in meeting their respective HR goals. Being accountable means the Public Service Commission must demonstrate that its resources are being used effectively and efficiently in realizing its goals. To do this performance measures are used to track progress in achieving desired outcomes which relate to these goals.

Performance measures indicate to the PSC's stakeholders how well it is achieving its goals for the year in question. They provide evidence that an activity/program is making a measurable difference to the HR community and to government as a whole. Measures are linked to outcomes, which reflect the end results the PSC is striving to achieve, as well as the benefit of the PSC's programs, policies and services across government and to the HR community.

Selecting appropriate performance measures that are meaningful and informative should be balanced with the availability of resources to manage the measurement process, consistency in the information gathered, and the accuracy of the reporting in the measures; this is an evolutionary process. Efforts to improve on the measures used in the PSC's business planning and accountability reporting are underway. As a result, there have been changes in the measures reported in PSC accountability reports from year to year. Many of the measures used in this report do not reappear in the 2006–2007 PSC Business Plan; the reasons for these changes have been noted along

with the measures in this report and stem from efforts to improve on either the relevance of the measures in demonstrating progress towards the PSC's goals or the relative availability of the information required to fully report on the measures selected.

Many of the performance measures in this accountability report are drawn from annual surveys and reports conducted by the Public Service Commission. These include the *Nova Scotia Government Employee Survey* (a census of the government workforce which is conducted every four years with representative mini-surveys conducted annually), the *Public Service Commission Communication Survey* (an annual voluntary survey of PSC employees regarding internal PSC communications), the *HR Report Card* (a quarterly report tracking progress on the goals of the Corporate HR Plan), and *Moving Toward Equity, Affirmative Action and Diversity in the Nova Scotia Public Service* (an annual report on diversity in the public service).

Drawing on these PSC annual reporting mechanisms allows for greater continuity in accountability performance reporting from year to year. Ongoing efforts to strengthen the performance measures used in this report will contribute to enhanced PSC accountability reporting.

Performance Measures 2005-2006

Strategic Goal 1: To lead the development of human resource policies, programs and services that influence and encourage a culture of service excellence

Outcome: *An effective performance management framework and leadership competencies that support a culture of service excellence*

Description: *Performance management is important in assuring that excellent quality service*

is provided by government. Effective performance management and leadership competencies motivate and empower the workforce to provide excellent service focused on the priorities and strategies outlined in the government and department business plans and also provides a framework for developing competent leadership for the future.

Measure: *Percentage of MCP employees who participate in annual performance reviews*

What does this measure tell us?

This measure tells us the percentage of MCP employees (management and some other employees included among non-bargaining unit civil servants) who participated in an annual performance review. Through a higher percentage of MCP employees receiving formal feedback on their performance and development needs more effective identification of opportunities for further training and development will be possible.

Where are we now?

Performance ratings were logged in the SAP system for 100% of MCP employees during the 2005-2006 year. Due to the nature of that system, the existence of these performance ratings does not necessarily mean that performance reviews have been completed for all MCP employees. Although performance ratings are meant to result from performance reviews, the reviews themselves are tracked at the department level, with SAP holding only the end result of performance ratings.

Where do we want to be?

For the 2006-2007 year this measure has been revised to report on all PSC employees (including both MCP and AS classifications) and as such information confirming the completion of performance reviews within the PSC will be available in the 2006-2007 report, along with the currently available information regarding the existence of performance ratings. The new measure is effective at reporting the extent of PSC performance reviews as it is easily reportable and covers all PSC employees, as opposed to only MCP employees.

(Source: Compensation and Classification Section data, April 2006)

Measure: *Percentage of employees who feel they get feedback from their supervisor about their work performance*

What does this measure tell us?

A culture of service excellence is created and maintained in part by an effective performance management framework. Regular performance feedback for employees is an important part of performance management. This measure examines the perception of employees regarding whether they receive feedback on their performance from their supervisor.

Where are we now?

In the 2006 Employee Survey 65% of employees responding to the survey reported they received feedback from their supervisor regarding their work performance. This number has improved from 58% in 2004 to 65% in 2005 and 2006. The 2006 survey response indicates that the number of employees receiving feedback regarding their work performance has remained steady over this past year.

Where do we want to be?

The Public Service Commission continues to support performance management for all employees and will continue to work toward an environment where all employees receive feedback on their performance.

(Source: Nova Scotia Government Employee Surveys for 2004, 2005, and 2006)

Outcome: *Effective tools that support a culture of service excellence and ensure business continuity*

Description: *Having the tools to support a culture of service excellence amongst employees helps departments to provide excellent quality service to the public.*

Measures: *Percentage of government departments who use an orientation program toolkit*
Percentage of government employees who download the orientation program toolkit

What do these measures tell us?

The first measure provides an indication of departments' commitment to excellence in service by examining the extent to which one particular tool intended to help build a

culture of service excellence was used. The second measure provides an indication of individual employee commitment to a culture of service excellence by examining the extent to which individual employees downloaded the orientation program toolkit.

Where are we now?

As a corporate orientation program is being designed in 2006-2007, these measures are not available for 2005-2006. While many departments have developed orientation programs departmental programs are not tracked corporately.

Where do we want to be?

The corporate orientation program is being designed in 2006-2007 and is expected to be implemented in 2007-2008. While these measures are not included in the 2006-2007 PSC Business Plan, the PSC will be measuring the percentage of new PSC employees who have completed an orientation program.

(Source: Strategic Support Services Section program information)

Outcome: *Clear and timely information sharing among groups within the PSC*

Description: *The quality of information sharing within the PSC has a significant impact on PSC employee performance and the overall quality of service provided by government. Clarity and timeliness in information exchange will enhance employee satisfaction with internal communication and support quality service delivery. All measures linked to this outcome are drawn from Public Service Commission Communication Surveys and thus reflect the level of satisfaction amongst PSC employees only.*

Measure: *Percentage of employees satisfied with communication within the PSC*

What does this measure tell us?

This measure tells us the level of satisfaction PSC employees have regarding internal communication within the Public Service Commission. The effective sharing of information is important to building effective working relationships among PSC staff and this measure helps to determine, through employee perceptions, whether this is taking place.

Where are we now?

Significant improvement in internal PSC communications was made in the 2005-2006 fiscal year. In the 2005-2006 year, 50% of PSC employees were satisfied with

communication within the PSC. This is a significant improvement over just 16% satisfaction amongst PSC employees in 2004-2005.

Where do we want to be?

While a significant improvement in internal PSC communication was achieved in 2005-2006, the PSC will continue to strive to increase satisfaction levels with internal communications in the coming year.

(Source: Public Service Commission Communication Surveys for 2005 and 2006)

Measure: *Percentage of employees who feel communication within the PSC is timely*

What does this measure tell us?

This measure tells us whether the PSC's internal communications are timely. It is important to have timely information sharing to build effective working relationships between PSC staff, which enhances productivity, and supports quality service delivery.

Where are we now?

In 2005-2006, significant improvement in the timely quality of internal PSC communications was made. In the 2005-2006 fiscal year, 72% of PSC employees were satisfied that communication within the PSC was timely. This is a significant improvement over just 19% satisfaction with the timeliness of internal communication amongst PSC employees in 2004-2005.

Where do we want to be?

While a significant improvement in the timeliness of internal PSC communication was achieved in 2005-2006, the PSC will continue to strive to improve internal communications in the coming years, building on this success. This measure does not reappear in the 2006-2007 PSC Business Plan as the preceding measure regarding overall satisfaction with internal PSC communication will continue to be reported.

(Source: Public Service Commission Communication Surveys for 2005 and 2006)

Measure: *Percentage of employees who feel communication within the PSC is easy to understand*

What does this measure tell us?

Internal communications must be understandable if they are to be accurately interpreted. This measure tracks employees' perceptions of the clarity of internal PSC communication.

Where are we now?

Significant improvement in the understandability of internal PSC communications was made in the 2005-2006 fiscal year. In the 2005-2006 year 85% of PSC employees were satisfied with the ease of comprehension of internal communication. This is a significant improvement over 37% satisfaction with communications clarity amongst PSC employees in 2004-2005.

Where do we want to be?

While a significant improvement in internal PSC communication was achieved in 2005-2006, the PSC will continue to strive to improve internal communications in the coming years, building on this success. This measure does not reappear in the 2006-2007 PSC Business Plan as the preceding measure regarding overall satisfaction with internal PSC communication will continue to be reported.

(Source: Public Service Commission Communication Surveys for 2005 and 2006)

Strategic Goal 2: To lead in the development of a dynamic, diverse, sustainable, and committed workforce that meets current and future public service needs

Outcome: *Increased quality and quantity of applicants of the designated groups in the affirmative action inventory/talent pool*

Description: *The Nova Scotia Government and the Public Service Commission are committed to providing a civil service that is representative, reflecting the diverse community they serve. The affirmative action talent pool, a directory of diversity applicants to government, helps ensure increased quality as well as quantity of diversity group applicants.*

Measure: *Number of diversity group applicants appointed from the affirmative action inventory/talent pool and overall demographics*

What does this measure tell us?

This measure illustrates the government's commitment to fostering diversity in the civil service by measuring use of the affirmative action inventory/talent pool in hiring during 2005-2006. This hiring activity increases diversity representation within the civil service workforce.

Where are we now?

For the 2005-2006 fiscal year, there were 103 requests for resumes from the Diversity Talent Pool by departments. Out of these, 34 resulted in employment. This was the first full year of operation for the Diversity Talent Pool.

Where do we want to be?

Through a continued commitment to diversity and increased efforts to attract diverse applicants while promoting their availability within government the PSC strives to increase the use of the Diversity Talent Pool in future years. Though this measure does not appear in the 2006-2007 PSC Business Plan a number of other measures related to employee diversity have been included.

(Source: Moving Toward Equity, Affirmative Action and Diversity in the Nova Scotia Public Service, 2004-2005 and 2005-2006)

Measure: *Percentage change in diversity group applicants to the career starts program*

What does this measure tell us?

This measure illustrates whether the number of diversity group applicants to the Career Starts Program is increasing. An increase in this measure demonstrates that an increasing

number of diverse applicants are aware of, and interested in, the employment opportunities provided by the Nova Scotia Government.

Where are we now?

Data regarding applicants to the Career Starts Program is tracked at the department level with only the data regarding hires being tracked by the PSC. Hiring for the Career Starts Program, although tracked, is recorded differently for each of the program's constituent parts (the Post Secondary Internship Program, the Co-operative Employment Program, the Summer Female Mentorship Program, and the Summer Diversity Program). Only the Post Secondary Internship Program specifically records whether hires are drawn from diversity groups. There was one such hire in the period of 2005-2007 (out of 10 interns hired) and three diversity group hires in 2004-2006 (out of 13 interns hired). The Summer Diversity and Female Mentorship Programs are specifically designed to increase diversity in the civil service; the data on hires for these programs is given by the measure "number of proposals/requests for entrance into the Summer Diversity/Female Mentorship Programs," which appears later in this report.

Where do we want to be?

Due to the decentralized application process for the Career Starts Program, data to support this measure is not easily available. While this specific measure does not reappear in the PSC's 2006-2007 business plan, other measures have been included to track progress with respect to valuing diversity.

(Source: Strategic Support Services Section program information)

Outcome: ***Employees understand the benefits of public service***

Description: ***It is important that all public employees understand, and derive motivation from, the benefits of public service. Employees who are satisfied with and motivated by their positions in the civil service will provide better quality service to their clients.***

Measure: ***Percentage of employees who would stay in Government even if offered a similar job with better compensation elsewhere***

What does this measure tell us?

This measure is an indication of employees' level of commitment to staying with the Government of Nova

Scotia. It is drawn from responses to a Nova Scotia Government Employee Survey 2004 question which reads, “Even if offered a similar job with slightly higher pay elsewhere in my community, I would stay with the Government of Nova Scotia.” This question was reworded in the Employee Survey 2006 to reflect efforts to establish a list of inter-jurisdictionally standardized questions which will be used in several provinces.

Where are we now?

In the 2006 Employee Survey 62% of employees responding to the survey reported they would stay in Government even if offered a job with better compensation elsewhere. This number has improved from 46% in 2004 to 49% in 2005 and now to 62% in 2006. This could represent significant improvement in employee perceptions of government as a preferred employer. However, the question asked by the survey changed slightly for 2006, and as such the results are not directly comparable.

Where do we want to be?

The Public Service Commission continues to support efforts to promote government as a preferred employer with a goal of steadily increasing the percentage of employees who report they would stay in government even if offered a job with better compensation elsewhere.

(Source: Nova Scotia Government Employee Surveys for 2004, 2005 and 2006)

Measure: *I am compensated fairly for my job?*

What does this measure tell us?

This measure is a reflection of whether employees believe they are being fairly compensated for their work.

Where are we now?

In the 2006 Employee Survey 42% of survey respondents reported they were fairly compensated for their jobs. In 2004 this figure was 48%, falling to 42% in 2005 and holding steady at 42% in 2006.

Where do we want to be?

The Public Service Commission will strive to improve on this level of satisfaction.

(Source: Nova Scotia Government Employee Surveys for 2004, 2005 and 2006)

Outcome: *Public opinion of public service improved*

Description: *The public opinion of the public service is a significant consideration in the operation of government, influencing numerous elements including (notably for the PSC) recruitment and retention. A positive public opinion of the public service not only assists in the recruitment of new employees but also motivates the efforts of existing employees.*

Measure: *Position survey results*

What does this measure tell us?

This measure reflects the public perception of the public service amongst the Nova Scotian population at large. Knowledge of public perceptions informs government HR policies in a variety of ways including the tailoring of recruitment and retention efforts to the public's perceptions.

Where are we now?

According to a survey conducted by Omnifacts Bristol in January 2006, 62% of the Nova Scotian population would be likely to consider the Government of Nova Scotia as a potential employer. The top three reasons for this perception were the level of benefits, the security of employment and the rate of pay.

Where do we want to be?

The PSC will strive to improve public perception of the public service in the future as a result of continued commitments to achieve and maintain the status of being a preferred employer. This measure does not reappear in the 2006-2007 PSC Business Plan as the Commission has not incorporated public opinion surveying as an annual undertaking.

(Source: Omnifacts Bristol Public Perceptions Survey, 2006)

Outcome: *Ensure quality corporate training programs are promoted and effective for our workforce*

Description: *Effective corporate training programs help to ensure the continuing development of a competent workforce capable of tackling the challenges of the future.*

Measure: *Overall satisfaction indicator in Corporate Training Calendar course/module*

evaluation forms

What does this measure tell us?

Corporate training is an important part of maintaining the effectiveness of government's workforce. In order to assure the quality of corporate training programs this measure records the levels of satisfaction with training programs among training participants.

Where are we now?

In the 2005-2006 fiscal year there were 149.5 Corporate Training Days delivered with 1,981 participants (compared with 1,957 participants in 211.5 days in 2004-2005). The overall satisfaction indicator in Corporate Training Calendar course/module evaluation forms for 2005-2006 was 3.7 out of 4. The evaluation form asks training recipients to rate their satisfaction with 10 aspects of the training program following which an overall satisfaction indicator is derived from the average of these ratings. This result is an improvement from a satisfaction indicator of 3.6 in 2004-2005.

Where do we want to be?

The PSC will strive to maintain these levels of satisfaction in the future and will report on measures related to training and career development in the 2006-2007 PSC Business Plan although this measure will not reappear.

(Source: Innovation and Growth Section program information)

Measure: *Number of days of internal training taken by employees divided by the total internal training hours available (as per the Corporate Training Calendar)*

What does this measure tell us?

This measure provides a comparison of the training time taken by employees compared with the total training time which was available to employees through the Corporate Training Calendar. Whether a sufficient amount of training was offered, and the extent to which the training offered was used by employees, is assessed.

Where are we now?

In the 2005-2006 fiscal year, 74% of scheduled training days were delivered; 149.5 days of training were delivered out of 202 days of training which were available. In other words, 26% of the scheduled training was not used.

Where do we want to be?

This measure will not be reappearing in the 2006-2007 business plan, however, it

remains the intention of the PSC to ensure that training offered is sufficient to meet workforce training needs; other measures which reflect the importance of employee development through training have been included in the 2006-2007 PSC Business Plan.

(Source: Innovation and Growth Section program information)

Outcome: *Effective leadership development programs for our workforce*

Description: *Effective leadership development programs help to ensure the continuing development of employees in leadership roles so they are capable of tackling the challenges of the future.*

Measure: *Overall satisfaction indicator in Leadership Development Program course/module evaluation forms*

What does this measure tell us?

Leadership development is an important part of maintaining the effectiveness of government's workforce. This measure provides an indication of the level of satisfaction among training participants with the Leadership Development Program.

Where are we now?

In the 2005-2006 fiscal year 10 Leadership Development Programs took place (four Stepping Up To Front-line Manager Programs, two Front-line Manager Programs, one Stepping Up to Middle Manager Program, two Middle Manager Programs, and one Executive Program); training through these programs was provided to 235 participants. The overall satisfaction indicator in the 2005-2006 Leadership Development Program course/module evaluation forms was 3.7 out of 4. The evaluation form asks training recipients to rate their satisfaction with 10 aspects of the training program following which an overall satisfaction indicator is derived from the average of these ratings. The level of satisfaction observed in 2005-2006 was maintained from 2004-2005 where the same rating was given.

Where do we want to be?

The PSC will strive to maintain these levels of satisfaction in the future and will report on measures related to training and career development in the 2006-2007 PSC Business Plan although this measure will not reappear.

(Source: Innovation and Growth Section program information)

Outcome: *Encourage and provide opportunities to self-identify at various times throughout their employment*

Description: *Diversity is an important value of the public service and yet diversity management initiatives in government require an effective knowledge of the diversity of the current public sector workforce. The opportunity for employees to self-identify allows government to maintain better information for diversity management.*

Measure: *Percentage of employees who self-identified in designated groups (excluding gender)*

What does this measure tell us?

This measure tells us what percentage of the public service self-identifies in the designated diversity groups. As an employer the Nova Scotia Government strives to achieve and maintain a diverse workforce.

Where are we now?

Designated Groups as a Percentage of all Groups in Public Service

Group	Headcount 04/05	Headcount 05/06	% of Public Service 04/05	% of Public Service 05/06
Aboriginal Persons	49	62	0.5 %	0.6 %
African Nova Scotians	187	218	1.9 %	2.0 %
Other Racially Visible Persons	83	109	0.8 %	1.0 %
Persons with Disabilities	400	450	4 %	4.1 %
Total Designated Groups	719	839	7.2 %	7.7 %
Total Public Service	9925	10967		

*Between the fiscal year 2004-2005 and the 2005-2006 year the headcount for designated group populations was revised to include categories of employees (Order In Council appointments, casuals, etc) who had not previously been included in the count. As a result the numbers given for 2004-2005 are not directly comparable to those for 2005-2006.

This table demonstrates an increase in the percentage of the public service workforce self-identifying as members of the designated groups in 2005-2006 over the percentages reported in 2004-2005.

Where do we want to be?

The PSC will continue to strive to increase the representative diversity of government's workforce and will report on these statistics in the 2006-2007 PSC Accountability Report.

(Source: Moving Toward Equity, Affirmative Action and Diversity in the Nova Scotia Public Service, 2004-2005 and 2005-2006)

Outcome: *Designated group members and their communities are aware of the entrance programs offered through the PSC*

Description: *Outside of the public service it is important that diverse populations in designated groups are aware of entrance programs offered through the PSC which have been designed to increase their representation in government. Ensuring awareness of these programs will help promote greater access to the program by designated group members.*

Measure: *Number of proposals/requests for entrance into the Summer Diversity/Female Mentorship Programs*

What does this measure tell us?

This measure represents the level of interest in the summer diversity and female mentorship programs, which are components of the broader Career Starts Program. This information can be used to better market and administer these programs in the future, which in turn will help lead to improvements in diversity.

Where are we now?

Requests for entrance to the Summer Diversity/Female Mentorship Programs are not tracked centrally, rather the PSC maintains data on hires from the programs to reflect the impact of these programs on diversity.

In 2005, seven students were hired under the Summer Diversity Program with 14 hired in 2006; this compares with 12 students hired in 2004. In 2005 the Female Mentorship program hired 10 students and in 2006, 14 were hired; this compares with 11 students hired under this program in 2004.

Where do we want to be?

In the future the PSC will strive for the maintenance and growth of these program usage levels. Due to the decentralized tracking of requests for entrance into these programs this measure does not reappear in the 2006-2007 PSC Business Plan.

(Source: Strategic Services Section program information)

Outcome: *Departments understand their responsibilities regarding diversity management*

Description: *Diversity management requires a commitment across government, not just from within the PSC. This is why it is necessary for departments to understand their responsibilities regarding diversity management.*

Measure: *Number of department affirmative action plans submitted*

What does this measure tell us?

The development of affirmative action plans and the regular release of progress reports ensures departments remain focussed on their diversity management goals. This measure demonstrates commitment among departments in defining, and reporting progress on, their own department specific goals with respect to diversity.

Where are we now?

All required departments and agencies (28) have submitted three-year affirmative action plans and published progress reports for the 2005-2006 fiscal year. There were 26 plans submitted in 2004-2005; at the time this was also 100% of required Departments.

For 2005-2006 the newly created Office of Immigration, the Advisory Council on the Status of Women, and the Voluntary Planning Board were added to the list of departments/agencies required to submit reports, while the departments of Health and Health Promotion and Protection (previously one entry on the list) were subdivided into two entries requiring separate plans. The Alcohol and Gaming Commission and the Securities Commission were removed, leaving 28 entries on the list where there were 26 in 2004-2005.

Where do we want to be?

This measure has seen 100% of desired results for two years. The PSC is committed to maintaining these levels and is tracking this under the 2006-2007 Business Plan.

(Source: Moving Toward Equity, Affirmative Action and Diversity in the Nova Scotia Public Service, 2004-2005 and 2005-2006)

Measure: **Number of new employees attending diversity courses to number of new**

employees in government

What does this measure tell us?

This measure demonstrates the degree to which government employees participate in mandatory training provided by the PSC to help encourage positive diversity values which, in turn, helps to encourage a more diverse workplace.

Where are we now?

The number of employees, in total, who attended the PSC's Diversity and Employment Equity Training Course across the province during 2005-2006 was 154. The data collected on employees attending diversity courses does not distinguish between new and existing employees. Diversity training purchased directly by Departments for their employees is not included here as the PSC is not responsible for the provision of such training.

Where do we want to be?

This measure will not be reappearing in the 2006-2007 business plan because the data tracked does not differentiate between new and current employees participating in the training.

(Source: Learn-net data)

Strategic Goal 3: To champion a healthy, safe and supportive work environment across the public service

Outcome: *An effective and efficient toolkit that helps departments attract and retain from diverse populations*

Description: *Attraction and retention of a diverse workforce, a goal of the Government of Nova Scotia, requires the right tools for the job. Thus it is important to provide departments with an effective and efficient toolkit for the attraction and retention of employees from diverse populations.*

Measure: *Employees in my department are respectful of employee differences*

What does this measure tell us?

This measure indicates employees' perception of respect for employee differences in their workplace. Improvement represents an increasingly attractive environment for the attraction and retention of diverse employees.

Where are we now?

In the 2006 Employee Survey 70% of survey respondents reported that employees in their departments were respectful of employee differences. This number has improved from 59% in 2004 to 70% in 2005 and 2006.

Where do we want to be?

The Public Service Commission is committed to leadership in the area of valuing diversity and will continue to monitor employees' perceptions.

(Source: Nova Scotia Government Employee Surveys for 2004, 2005 and 2006)

Outcome: *Increased awareness of government consistency with HR policies,*
Strategic Goal 4: To provide direction and support regarding the consistent application of human resources policies, programs, and practices across the Public Service

programs,
and practices

Description: *When applying HR policies, programs, and practices it is necessary to strive for a consistent application across government. This helps to assure fairness and a better work environment for employees.*

Measure: *Number of audit reports that comment on the performance of government's compliance with HR policies, programs, and practices*

What does this measure tell us?

This measure highlights the efforts of government to keep aware of its level of compliance with HR policies, programs, and practices. It serves as a gauge of how well the government is doing with regards to consistency in the application of HR policies, programs, and practices.

Where are we now?

In the 2005-2006 fiscal year there were five audit reports commenting on government's compliance with HR policies, programs, and practices. These included recruitment and selection activities and associated reviews concerning the Department of Environment and Labour Occupational Health and Safety Officer Competition, an audit of the Natural Resources HR Corporate Service Unit's Casual Hiring, and the Merit Staffing Audit.

Where do we want to be?

Auditing to ensure government wide compliance with HR policies, programs, and practices is an ongoing part of the PSC's work and the PSC will continue to strive to ensure such compliance in the future.

(Source: Evaluation and Audit Division program information)

Outcome: *Increased information available to be used for better decision-making*

Description: *Decision-making benefits from access to the correct information. Improving access to information in decision-making will improve the outcome of the decision-making process and increase the quality of government service.*

Measure: *Number of systems developed which provide information for decision-making*

What does this measure tell us?

This measure provides insight into how government is doing in ensuring information to support decision-making is well tracked and easily available.

Where are we now?

The systems which have been developed include two human resource management systems, SAP and HRMS, as well as a data warehouse. The HRMS system and the data warehouse were in place before the 2005-2006 fiscal year. The SAP system was implemented on April 1, 2005, with the transition from HRMS to SAP taking place in 2005-2006.

Where do we want to be?

The SAP system was made available to provide information to support decision-making. SAP system training and development is ongoing throughout government.

This measure has been discontinued and does not appear in the 2006-2007 PSC Business Plan. Instead, the focus in 2006-2007 will be on the development of reports to meet the needs of system users and to support management decision-making. The 2006-2007 PSC Business Plan contains several measures related to the use of reporting mechanisms for SAP data.

(Source: Planning and Coordination Division program information)

Outcome: *Encourage DM mandate letters template to include an HR component*

Description: *HR policy is fundamental to successful public administration, and support and leadership from senior management within departments is critical to successful implementation. A key component of demonstrating departmental commitment to HR policy is the incorporation of an HR component into DM mandate letters.*

Measure: *Percentage of DM mandate letters with HR component*

What does this measure tell us?

Inclusion of an HR component in Deputy Ministers' mandate letters and the degree to which this inclusion exists across government is an important measure of the government's commitment and support for the successful implementation of HR policies and programs. Human resource policies/programs are important aspects of achieving overall departmental objectives.

Where are we now?

During the 2005-2006 fiscal year the Corporate Human Resources Plan was completed and implemented. As a result, components of the plan have been reflected in deputy ministers' mandate letters for the 2006-2007 year.

Where do we want to be?

Continued efforts to satisfy the goals of the Corporate HR Plan will help to ensure that departments across government remain committed to HR priorities. This measure does not reappear in the 2006-2007 PSC Business plan as HR priorities are now becoming entrenched in the operations of all departments.

(Source: Strategic Human Resource Management Division program information)

Outcome: *HR metric/data report is comprehensive, accurate, relevant and contributes to effective HR related decision making*

Description: *HR decisions significantly impact the quality of government service. It is therefore important that HR decision-making be based on comprehensive, accurate, and relevant data.*

Measure: *Number of HR Report Cards delivered to departments annually*

What does this measure tell us?

The HR Report Card reports on progress towards the HR priorities laid out in the Corporate HR Plan. In this way progress in achieving government's corporate HR goals is tracked. The HR Report Card is a valuable tool for assessing progress toward the goals of the Corporate HR Plan throughout government.

Where are we now?

Four HR Report Cards, released on a quarterly basis throughout the year, were delivered to departments in 2005-2006. The report cards provide a snapshot of high-level information on the character and composition of government's workforce as well as of current and planned strategies for being a preferred employer, improving employee health, and becoming a learning organization.

Where do we want to be?

Updated HR Report Cards will continue to be released on a regular basis.

(Source: Planning and Coordination Division program information)

Measure: *Number of chapters added to the HR Report Card annually*

What does this measure tell us?

In addition to preparing and distributing the HR Report Card it is important that a continuous effort be made to update and expand the report card. This allows for flexibility of reporting on changing HR trends.

Where are we now?

No new chapters were added to the HR Report Card in 2005-2006. However each chapter of the report was modified to include new measures. These measures were carefully chosen to improve the HR Report Card's function in reporting on progress towards the goals of the Corporate HR Plan.

Where do we want to be?

The HR Report Card will be continually updated to ensure it accurately reflects progress towards the goals of the Corporate HR Plan. In the 2006-2007 year it is expected that, while no new chapters or measures will be added, existing measures will be updated; for that reason, although the HR Report Card continues to undergo updates, this measure does not reappear in the 2006-2007 PSC Business Plan.

(Source: Planning and Coordination Division program information)