

Communications Nova Scotia
Accountability Report
2012-2013

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Accountability Statement

The Accountability Report of Communications Nova Scotia for the year ended March 31, 2013 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Communications Nova Scotia Statement of Mandate for the fiscal year 2012-2013. The reporting of Communications Nova Scotia outcomes necessarily includes estimates, judgments and opinions by Communications Nova Scotia management.

We acknowledge that this Accountability Report is the responsibility of Communications Nova Scotia 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 Communications Nova Scotia 2012-2013 Statement of Mandate.

Communications Nova Scotia Minister

Hon. Marilyn More

Communications Nova Scotia Deputy Minister

David Darrow

Message from the Minister

From communications planning to creative services and Queen's Printer, Communications Nova Scotia (CNS) provides Nova Scotians with the timely and accurate information they demand and deserve.

With more people using social media to keep them informed, the flow of information is instantaneous. CNS provides many options for people to engage with government and understand programs and services available to them.

In a short 24-hour period, CNS rallied its internal resources to prepare a video message, a website of resources, and had produced and aired a TV ad that told people where mental health help is available. Within days staff had seen to it that a one-page information sheet listing help lines had been delivered to students in classrooms across the province.

This is what CNS is all about –reaching Nova Scotians; informing them about what their government is doing and why.

This year, CNS was pleased to support public consultations held across the province, leading to a new housing strategy. We were better able to understand the housing needs of Nova Scotians and the challenges they face. The input received helped the province to develop a strategy that offers people better affordable housing options and community supports.

CNS played an important role in the successful relaunch of the *Bluenose II*. The event drew thousands of Nova Scotians and visitors from across Canada to Lunenburg for the rainy 7 a.m. launch. For those unable to be there in person, CNS held a live webcast, provided a social media release and tweeted from the event, ensuring those from near and far were able to witness the significant milestone.

In Fall 2012, Google Analytics was introduced as the government standard for online measurement, thanks to the hard working staff at CNS. Previously, government's approach to online analysis was fragmented. Google Analytics has been used to measure progress on government priorities and has resulted in increased reporting and analysis to determine what impact communications is having.

The agency has also continued to play a vital role in supporting the priorities of government, including the launch of the Collaborative Emergency Centres, a focus of the Better Care Sooner initiative. A total of five CECs were successfully launched in 2012-13.

Through its organizational transformation project, CNS continues to evolve, sharpening its focus on the services it provides to government departments, agencies, boards and commissions.

Sincerely,

Hon. Marilyn More

Financial Results

| Communications Nova Scotia | | | |
|---|-----------------------|---------------------|--|
| | 2012-2013 Estimate | 2012-2013 Actual | Variance Actual to Estimate Over/(Under) |
| Program & Service Area | (\$thousands) | (\$thousands) | (\$thousands) |
| Gross Departmental Expenses | | | |
| Office of the Assistant Chief Executive Officer | \$1,819 | \$2,191 | 372 ¹ |
| Client Services | 229 | 461 | 232 |
| Communications Planning | 935 | 625 | (310) ² |
| Communications Services | 2,304 | 1,399 | (905) |
| Marketing | 3,929 | 4,018 | 89 ³ |
| Total Gross Departmental Expenses | \$9,216 | \$8,694 | (\$522) |
| | | | |
| Additional Information: | | | |
| Fees and Other Charges | 0 | 0 | 0 |
| Ordinary Recoveries | (\$392) | (\$279) | \$113 |
| TCA Purchase Requirements | - | - | - |
| Provincial Funded Staff (FTEs) | 107.8 | 114.1 | 6.3⁴ |

1. Communications Support has been moved and is now within the Office of the Assistant Chief Executive Officer Division. 2012/13 Estimate and Actual Expenditures have been adjusted to reflect this change.

2. Communications Support has been moved out of the Communications Planning Division. 2012/13 Estimate and Actual Expenditures have been adjusted to reflect this change.

3. Communications Technology has been moved and is now within the Marketing Division. 2012/13 Estimate and Actual Expenditures have been adjusted to reflect this change.
4. Increase of 6.3 FTEs was due to requests from client departments for additional communications support.

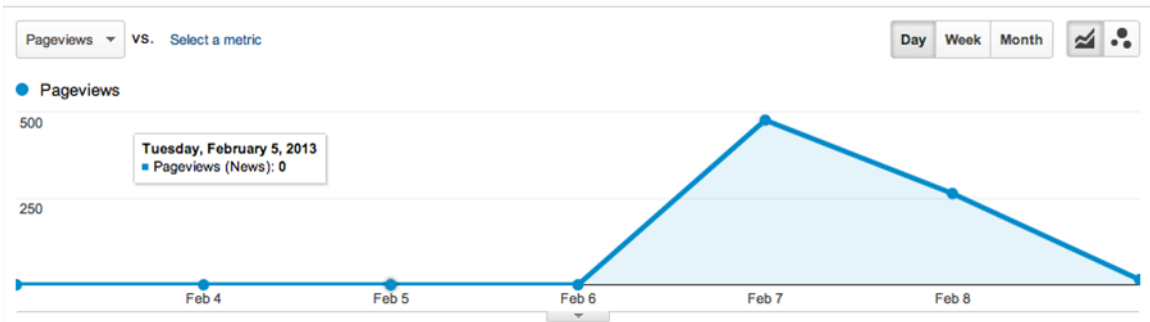
Measuring Performance

Strategic Goal 1: Communicate government core priorities and initiatives to key audiences in a consistent manner for the purpose of improving engagement, collaboration, education, and involvement

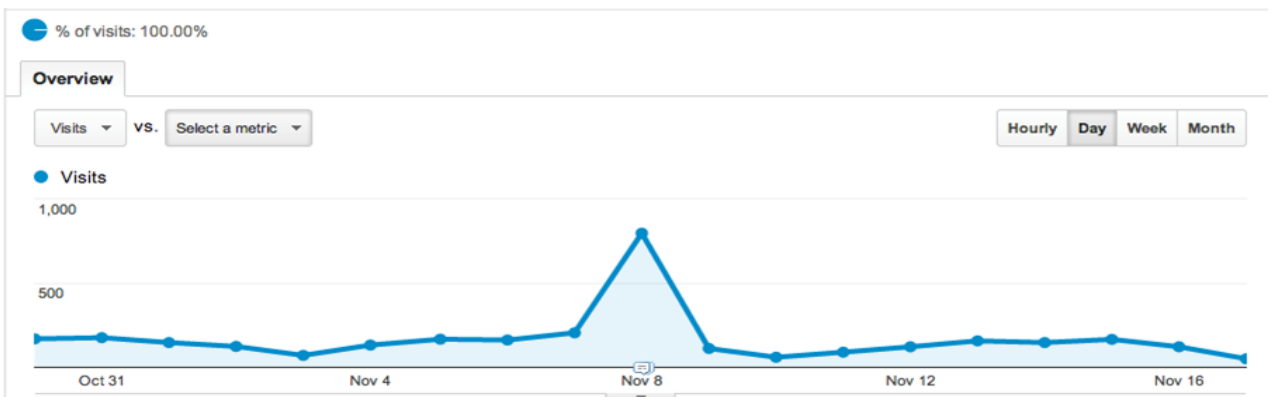
- CNS incorporated accessibility and Universal Design planning and testing into all web projects done in-house.
- Major revisions were made to the Web Guide and Web Standards CNS provides for government to use in website production.
 - Added specific explanations and techniques to make government websites more accessible and usable than ever before
 - Added new section with guidance on how to make accessible PDFs; includes resources on how to make accessible Word and PowerPoint files
- More WAI-ARIA techniques were added to Common Look and Feel framework to improve accessibility and usability for all users.
- Developed a completely accessible webcam widget for the main government homepage providing access to one of our most popular features. This works for sighted keyboard and screen reader users and still gives weather conditions for persons who have complete visual disability.
- Consulted with Disabled Persons Commission, the Office of Immigration, and the Department of Energy to make upcoming new websites more accessible (launched or launching in FY 2013)
- Conducted accessibility and usability reviews of careers.novascotia.ca and bluenose.novascotia.ca websites, Career Guides PDFs, Nova Scotia APP, Access Nova Scotia, SNSMR department site and the government home page.
- Led by Communications Nova Scotia, Google Analytics was introduced as the government standard for website analytics in 2012-13. The detailed reports we have been able to pull this year across our websites have helped us gain a better sense of how citizens are interacting with us online and made it easier for us to identify where the gaps are, and measure our efforts to fill those gaps on an ongoing basis.

- CNS applied Google Analytics on the following websites:
 - Bowater Transition
 - Budget
 - Business Portal
 - Careers Nova Scotia
 - CNS
 - Community Services
 - Council of the Federation
 - Department of Health and Wellness
 - Disabled Persons Commission
 - Energy
 - Finance
 - Fair Energy
 - Immigration Nova Scotia
 - Intergovernmental Affairs
 - jobsHere
 - Justice
 - Labour and Advanced Education
 - Natural Resources
 - Physicians.NovaScotia.ca
 - Premier's Site
 - Public Service Commission
 - SIRT
 - Transportation and Infrastructure Renewal
 - United Way
 - Wait Times

- Workplace Initiatives
- Government Homepage
- Several significant government priorities and initiatives experienced great success due to increased planning and coordination throughout government. Communications Planning conducted seven sample audits to measure success in awareness of major government initiatives and decisions. Overall, messages were accurately reported.
 - BlackBerry 10 Centre of Excellence announcement: Of the three key messages, 11 out of 11 media outlets reported at least one key message; 7 of 11 reports accurately represented 2 or 3 of the key messages. Google Analytics for this event below.



- IBM Global Delivery Centre announcement: Of the four key messages, 10 out of 10 media articles reported at least one key message within the first two days following the announcement. Nine of 10 reports accurately represented some aspect of all four key messages. Google Analytics for this event below.



- Launch of the Housing Strategy: An evaluation of web traffic following the announcement of consultations on the housing strategy showed a more than 100% immediate spike in visits to the Community Services web site, with slightly elevated activity throughout the consultation process. Overall, the discussion paper for the consultations was downloaded 737 times, and summaries from the consultation meetings were downloaded 430 times. An evaluation of media stories on the consultation showed at all outlets included at least two of six key messages, and met the objective of informing stakeholders of the province's intent to engage the public in the development of a strategy. Google Analytics for the consultation phase are available in the graph below.

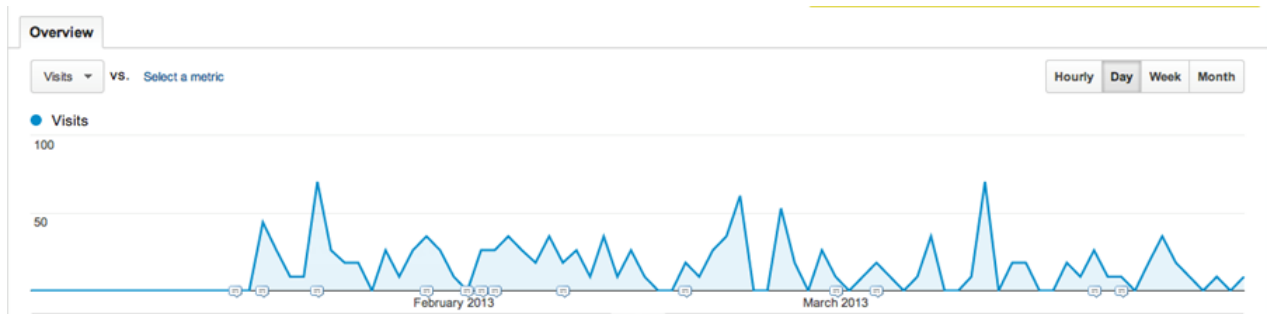


Google Analytics for the release phase (in May 2013) are in the graph below.



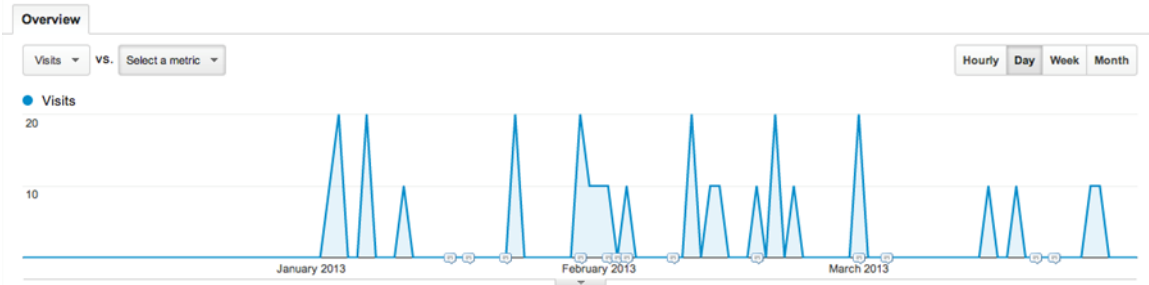
- Launch of Thrive: An evaluation of media coverage following the launch in June 2012 shows that messages on childhood obesity were accurately covered, and that references to the province's Thrive plan are also correct. The launch was covered by at least 13 media outlets across the province, with multiple stories in key outlets like CBC and the Chronicle Herald. A review of 19 stories shows that at least one of the six key Thrive messages was used in each story.

- Nova Scotia Energy Tour: Of the three key messages, 12 of 12 media outlets reported at least one key message; 11 of 12 media outlets reported at least two of the key messages; and 6 of 12 media outlets reported all three key messages. We had media coverage of each event. Over the period of the tour, there were 1,324 hits to the Energy Plan webpage. Peaks in hits were seen at the times of tour stops. Google Analytics for this series of events is below.

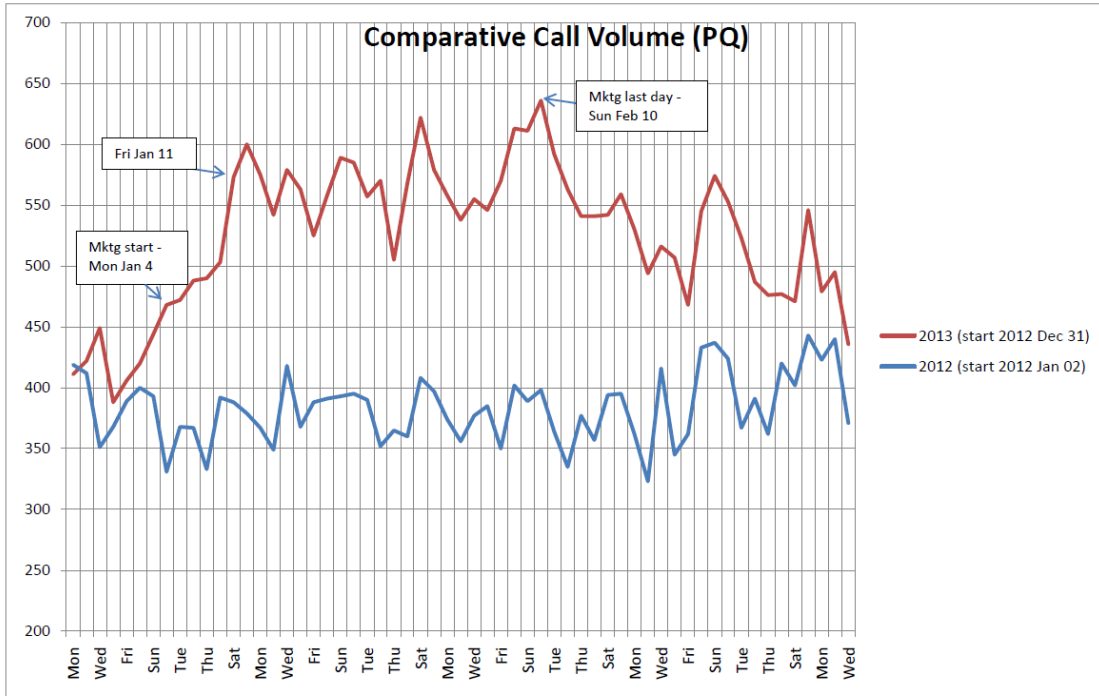


- Titanic 100 Commemoration: About 9000 Nova Scotians attended the Titanic commemorative events held April 14-15 in Halifax, with another 4500 watching the online video stream of the activities titanic.gov.ns.ca. On the province's official tourism webpage, novascotia.com, two of the top 10 most viewed pages were the main Titanic page with more than 3000 visits and the Titanic event page with over 3500 visits. Social media was especially active, with the hashtag #TitanicMMA recording a total of 832 tweets that are estimated to have reached 160,000 followers during a 24-hour period. The Nova Scotia Museum twitter feed @ns_museum was followed by 1000 new people (increasing from 5265 to 6270 followers) in the 48-hour period covered by the live tweeting. Media coverage was worldwide, including a live interview on NBC-TV's Today Show on April 13.

- Forestry of the Future Conference and series of events: Of the three key messages, 12 out of 16 stories reported at least one key message; 11 of 16 reports accurately represented 2 or 3 of the key messages. Google Analytics for this series of events below.



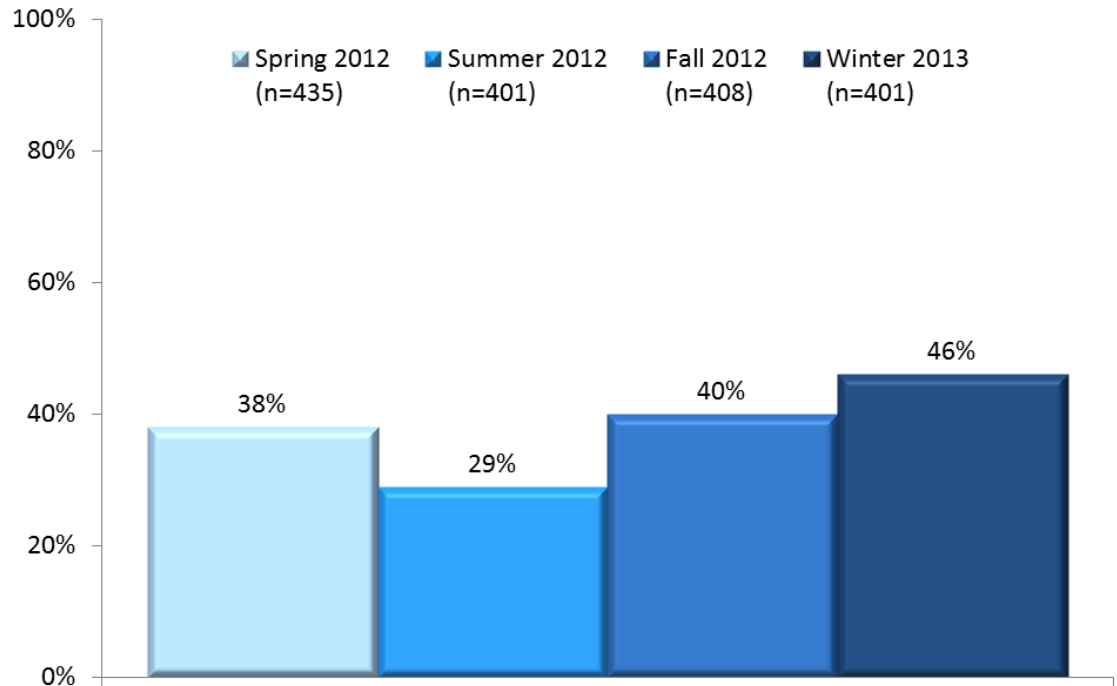
- Marketing plans for major government initiatives yielded significant results, in terms of raising awareness levels, affecting behaviours, and in online traffic. Some examples include:
 - Developed and implemented two awareness campaigns for 811 under the Better Care Sooner strategy targeting under indexed Nova Scotians to educate them on the service. The campaigns ran on TV, Radio, Print, Online and Digital screens and resulted in a 30 percent increase in the number of male callers. Overall there has been a 58 percent increase in the number of patients who have been helped by this service. See call volume chart on following page.



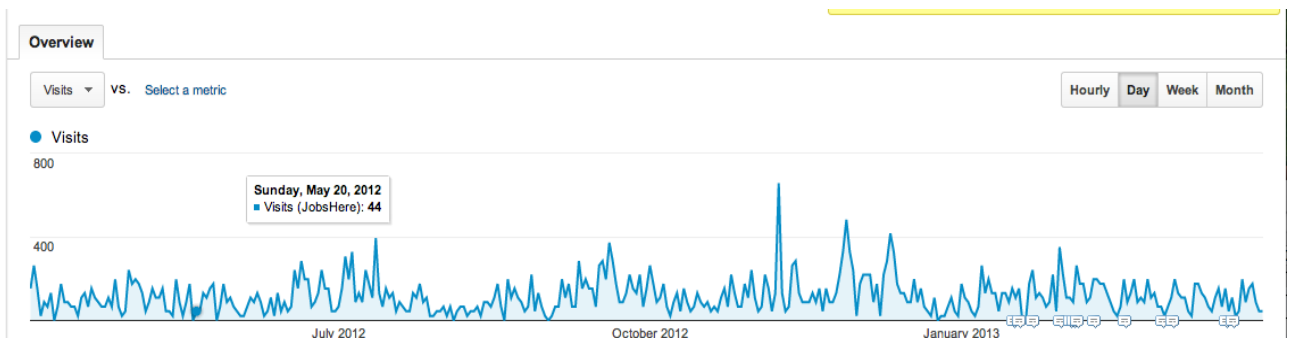
- In an effort to ensure Nova Scotians knew about changes to the health-care system, we promoted CEC openings across the province through direct mail and print ads. The third annual Accountability Report on Emergency Departments found the five communities where new Collaborative Emergency Centres have opened are experiencing dramatic decreases in the number of emergency department closures. Communications and marketing contributed to the success of CECs through regional initiatives. See awareness of emergency care plan chart on following page.

Awareness of Plan to Improve Emergency Care

% Saying "Yes" – Unaided Mentions



- Developed and implemented three campaigns connecting people to opportunities that will allow them to be ready to meet the job market of tomorrow. In the last year, there have been almost 40,000 unique visits to the jobsHere website. Strong awareness of the plan and the website as a source of information for businesses and employment seekers.

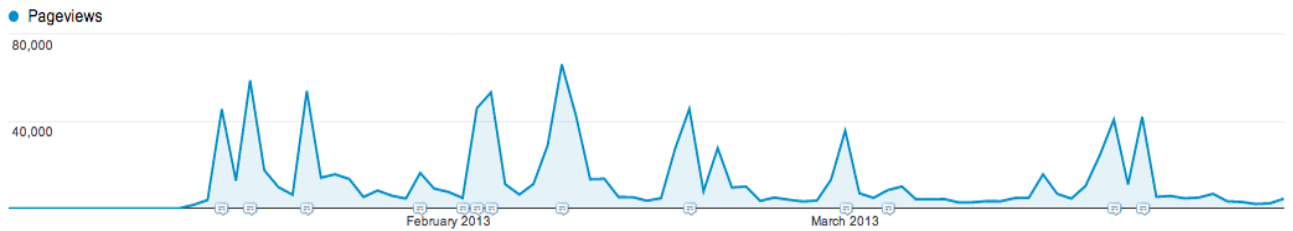


- Developed and implemented a radio and online campaign to create awareness about changes to programs and policies as introduced in the 2012/13 Budget.

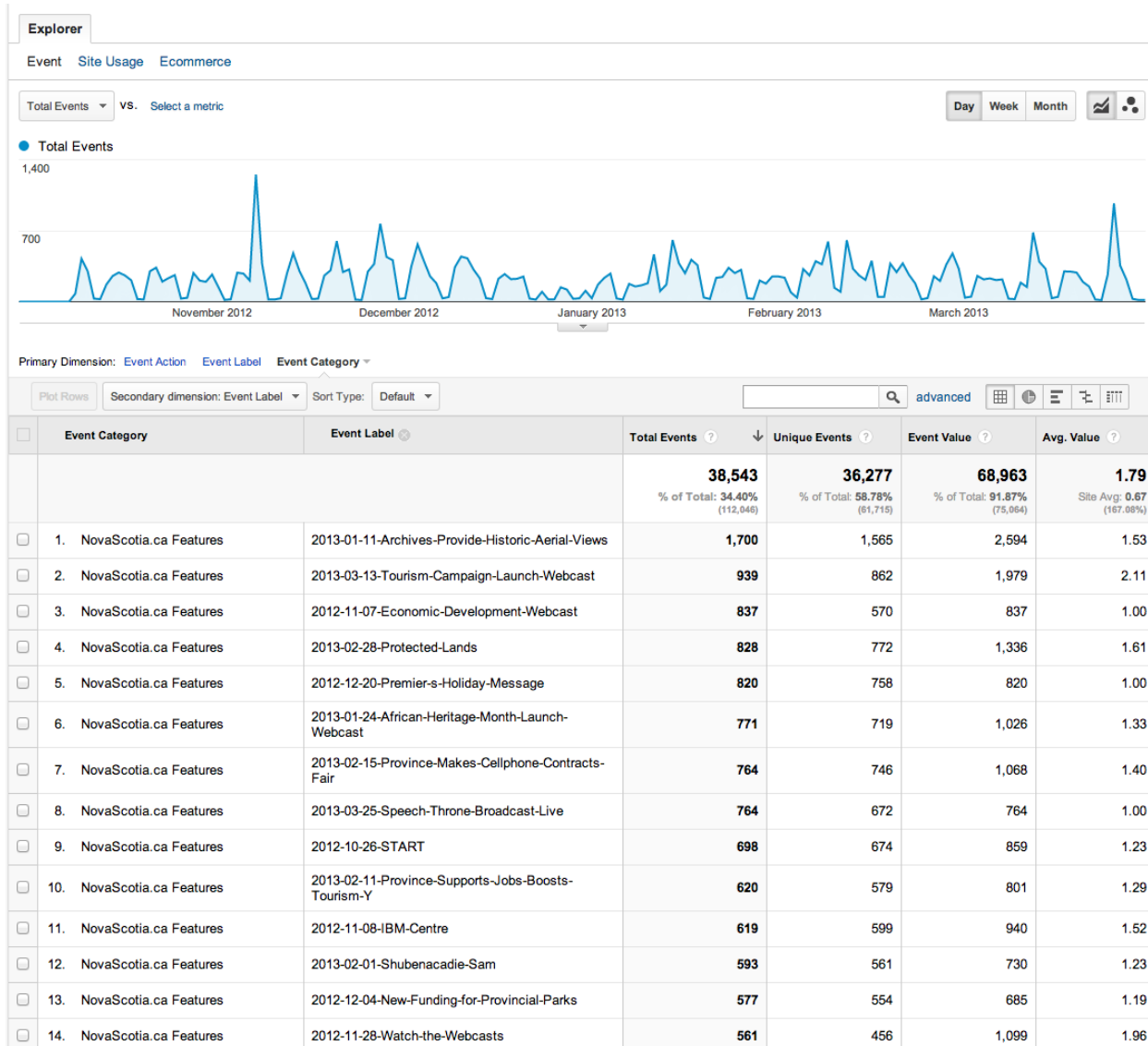
This resulted in more than 5000 unique visits to the budget website and average visit duration doubled.

- Employee Survey – Communications Nova Scotia has not yet received results from the recent How's Work Going Survey conducted by the PSC. Results are expected in July 2013.
- CNS continues to increase the use of social media to engage with audiences so they know what government is doing and why. It is also used to increase awareness of government services and programs and to monitor conversations so that issues and erroneous information are promptly addressed.
 - Twitter: Almost every department now has an active twitter account and is promoted and shared through @nsgov to further reach and engage with audiences. For example, EMO tweets public safety information, both educational and during an event.
 - Social media use is considered in all communications plans.
 - @nsgov Followers 11, 270; Following 71; Tweets 4,997; 331 lists
 - @nsemo Followers 4,083; Following 99; Tweets 495; 112 lists
 - nsgov Facebook 1,310 likes with hundreds of photos and 70 videos. Some of the most viral posts would have a potential reach of 26,000 people.
 - Through a private sector contract, Sysmosis is also used to monitor social media, government priorities and significant initiatives.
- The government home page (gov.ns.ca) was referred to more frequently in communications/marketing products as the main site for information on key government decisions and initiatives. Several key actions took place in relation to the government homepage. Some examples are:
 - Accessibility enhancements to the feature story widget
 - Enhanced analytics to track detailed data on user interaction with the feature story widget (clicks on the photo vs. clicks on headline for example) to better understand how users interact with the widget.
 - Accessibility enhancements to the webcam/weather widget on the homepage.

- During the winter we noticed the traffic to our webcams would spike dramatically with each weather event as citizens flocked to our highway cameras to see what road conditions were like:



- The government main page continued to reflect key decisions and initiatives. A web based feature story widget was developed to increase the use of visuals on the home page and was repackaged and put on priority sites including Better Care Sooner, Forestry of the Future, jobsHere, Kids and Learning First and Energy.
- Usability testing demonstrated that users considered the rotating visuals an appealing feature of the government home page and that the homepage was considered attractive, attention-getting and well liked for its use of colours and visuals.
- In 2012-13, CNS had 249 feature stories on the main government homepage. The most popular feature stories based on interaction (began tracking October 2012) can be seen in the chart on the following page.



- Use of visual media continued to increase in 2012-13. Significant additions were made to the visual library with 1,300 new images being captured, bringing the total to more than 13,800 images in the library.

- In addition, 226 videos were uploaded to the government YouTube channel with the total number of views being 74,258. Additional information on views to the government YouTube channel is available in the chart below:

| | |
|---------------------------------------|--|
| Views directly on YouTube page | 41,189 (55.5%) |
| Embedded Player on other sites | 21,851 (29.4%) |
| <i>Facebook.com</i> | <i>10,458 (47.9%)</i> |
| Mobile Devices | 10,956 (14.8%) |
| Top 5 Countries | Canada U.S.A. United Kingdom Germany Australia |

Strategic Goal 2: Provide the highest quality, best value, and environmentally sustainable communications products and services

- Several major initiatives were reviewed to ensure effective and targeted delivery of communications products. Each initiative (two 811 campaigns, CEC openings, jobsHere campaigns and the 2012-2013 budget) came in under approved budgets and were delivered within the designated timelines.
- With a continued focus on providing best value, and through negotiations and optimization of bonused paid media from media outlets, CNS reduced government's spend on paid advertising by 23% over the previous year.
- Landing pages in support of priority initiatives were developed to improve delivery of information for citizens. These pages were created and maintained for jobsHere, Better Care Sooner, Making Life Better, Forestry of the Future, Kids and Learning First, Budget, and Nova Scotia's Energy Plan.
- In 2012-13, CNS conducted accessibility and usability reviews, which increased the use and effectiveness of online tools. These reviews were conducted on careers.novascotia.ca, bluenose.novascotia.ca, Career Guides PDFs, Nova Scotia APP, Access Nova Scotia, SNSMR department site and the government home page. More WAI-ARIA techniques were also added to the Common Look and Feel framework to improve accessibility and usability for all users.
- The base year for the overall CNS Client Satisfaction Survey was incorrect in the 2012-13 Statement of Mandate. The base year should have been 2009-10, rather than 2006-07. The agency plans to conduct this survey later in 2013 as changes to the CNS structure and service processes take shape, helping to better inform the agency of where it is doing well within its new structure, and where improvements could be made.
- With a continued focus on service excellence and staff fulfilment, CNS hosted a number of agency-wide professional development sessions in 2012-13. They included:
 - Career Development Planning Workshops, conducted by our HR consultant
 - Public Service Renewal session with Brian Gilbert
 - Research 101 with private-sector expert Thinkwell Research
 - Occupational Health and Safety Workshops with Chris Keefe (PSC)

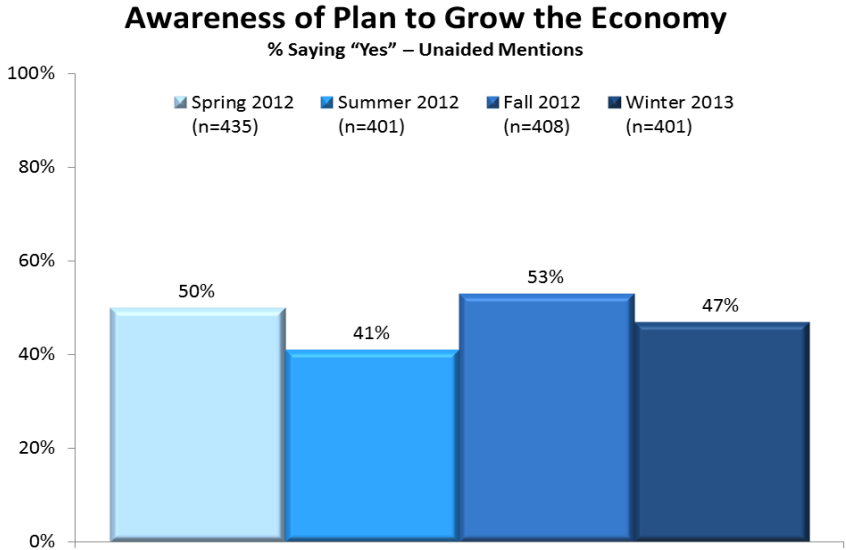
- Google Analytics training for communications planning staff and all government webmasters
 - Training on the use of the new social media monitoring tool for communications planning staff, and others as requested
 - Eight (8) CNS employees also participated in the PSC's Leadership Development Programs for 2012-13.
 - Orientation sessions and tours of Province House for new employees hired as a result of competitions held in 2012-13.
- CNS manages the Communications Services Standing Offer on behalf of government. Currently, there are 245 suppliers on the list who provide a variety of communications services to government, and municipal, academic, school board and health authority organizations (the MASH sector), ranging from graphic design and communications planning to writing and video production. A job completion survey for suppliers has been drafted, but operational requirements have prevented the survey from being finalized. Changes in the standing offer application process are being considered for 2013-14, therefore it may be premature to survey suppliers until after those process changes have been implemented.
 - The Queen's Printer completed its annual Forest Stewardship Council (FSC) certification audit in February of 2013 and was once again granted its chain of custody certification in March. Use of the FSC certification process and its logo is one way government can demonstrate its ongoing commitment to sustainable environmental practices. In order to meet chain of custody criteria and use the logo on any printed items, the Queen's Printer must prove to independent auditors that it has carefully adhered to systems and processes that track paper supplies to the international council's exacting sustainability standards. The Queen's Printer also continues to adhere to provincial sustainable procurement guidelines while purchasing all goods and services in order to ensure best value for tax dollars.
 - CNS had 105 applicants in 11 competitions self-identify as employment equity candidates.

- Two CNS staff participated in Gaelic language training offered through the Office of Gaelic Affairs.
- CNS continues to have a staff person appointed as French-language Services Coordinator for the agency. The coordinator attends monthly meetings of government's French-language services committee and has developed and submitted the agency's plan for 2013-14.
 - Through the coordinator, four staff took part in French-language training offered through Acadian Affairs.
 - Additionally, CNS distributed 181 French news releases 2012-13 (37 more than the year before) and managed more than 40 French ad projects worth \$104,861.00 (a year-over-year increase of \$37,239).
 - During the 2012 Communications Services Standing Offer tendering process, suppliers were given the option to identify whether they could offer specific services in French. As a result, it was determined that 69 suppliers, out of 245, are able to offer communications services in French to government and the MASH sector.
- The agency's commitment to diversity was further demonstrated through the establishment of an internal team tasked with developing a plan to ensure government documents posted online are done in a manner that is accessible to those with vision challenges. As a result, a plan has been drafted that outlines the need for training of internal staff on building accessible PDFs, a focus on ensuring government priority documents are developed as accessible PDFs or as accessible HTML versions, and a phased in approach to introducing accessible documents to ensure it is done correctly and professionally. This year, the plan resulted in three of the Department of Finance's most viewed budget documents being developed as fully accessible versions (the budget address, highlights and news release). Work on the plan will continue in 2013-14.

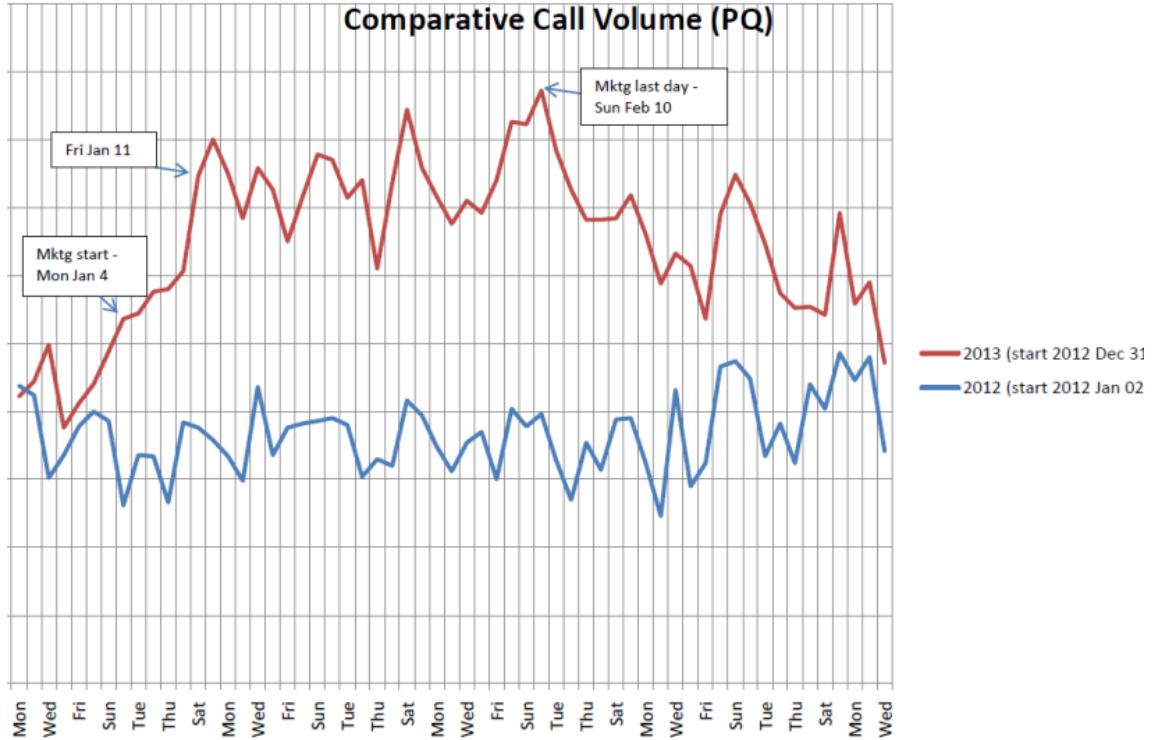
- The agency's diversity committee focused on two projects over the past year.
 - The committee received 14 applications for the CNS Diversity Bursary. The winners were Hailey Isadore from the Sydney NSCC campus in the Images category, Samantha Byard, Mount St. Vincent University Public Relations in the Ideas category, and Leena Ali from King's College Journalism in the Words Category. They each received \$1,000 and will spend a day at Communications Nova Scotia learning from experts in their fields.
 - The 5th Annual Communications Nova Scotia Diversity Film Festival was held on Wednesday, Aug. 22, from 9:30 a.m. to 4 p.m. at the Art Gallery of Nova Scotia in Halifax, with an emphasis on diverse, locally-produced films.

Strategic Goal 3: Evolve the Nova Scotia brand and enhance effectiveness of marketing efforts across government.

- Communications Nova Scotia works to ensure all communications and marketing activities are evidence-based. Some examples of this work include:
 - Aquaculture research – Research to determine awareness of and attitude towards aquaculture as an economic driver was conducted through the CRA Omnibus. The learnings from this research contributed to the development of the marketing campaign to help educate Nova Scotians on key elements of aquaculture. Post campaign research was conducted and 42% of respondents reported seeing the advertising, which met the industry norm for successful campaigns.
 - Thrive – Through the government online panel, benchmarks were set for awareness testing of the Thrive initiative and awareness and importance of eight programs being promoted through Thrive. This information will be used to help guide priority setting for future campaigns.
 - jobsHere research with citizens and business representatives was conducted to test their understanding of the opportunities for economic growth and how they should prepare to benefit from them. This information was used to inform the jobsHere marketing strategy for the year. See chart below.



- 811 -- two awareness campaigns resulted in a 30 percent increase in the number of male callers. Overall there has been a 58 percent increase in the number of patients who have been helped by this service. See chart below.



- Work continued on the Nova Scotia brand which was used in the development of the Nova Scotia Tourism Agency strategic plan and marketing campaign for 2012/13.
- A consistent look and feel and inclusion of the Nova Scotia VIP on all marketing materials of core priorities and government services and programs continues to strengthen the Nova Scotia brand. There has been continued success in limiting the use of departmental/divisional/program identifiers on government products/initiatives.
- Due to government restructuring within other departments, a Forum for Marketing was no longer necessary. Currently, the Department of Energy is the only department with a marketing arm, however they focus primarily on events outside the province. CNS Marketing is responsible for all government marketing to Nova Scotians.

- An integrated marketing and media plan was developed to create awareness for the NS Family Law website. A site was created to educate Nova Scotians on how to stay out of Family Court, and to solve and mediate issues without using the Family Court system. Traditional and online executions were utilized to provide overall awareness of this resource.
 - The online campaign received an average click through rate of 0.13%, which is very strong, industry average is 0.06% - 0.07%.
 - In a web-based survey of 261 visitors to the website:
 - 43% had not sought legal advice prior to using the website
 - 67% agreed that their knowledge of family justice improved based on spending time on the website
 - 60% were more confident in the information they needed to deal with their legal case
 - 47% felt more prepared for settlement or court
 - 17.5% indicated that the website helped them resolve their legal dispute thus requiring no further court action
 - Hits to the site increased from 4063 in December 2012, to 7555 in January, 7755 in February and 9410 in March 2013.
- Through internal training and support from Project Services, corporate policies and procedures are adhered to. Work continues on development of internal processes and procedures to ensure compliance in all areas.

Strategic Goal 4: Communicate government core priorities and initiatives to key audiences

- Through its organizational transformation project, a greater focus was placed on project management of communications projects through the Project Services team. Since October 2012, this team has been engaged earlier on several key projects resulting in better coordination among teams, and effective support for government initiatives, including, but not limited to, the DNR open house project, Environment's Parks and Protected Areas consultations, Forestry of the Future, the Energy tour (pre- and post-), and the province's first Innovation Summit.
- Senior CNS staff continue to sit at senior management tables within line departments and agencies, and participate on a corporate level in special committees, forums and groups. This results in better coordination among departments on communications activities and core priorities, and opportunities to further educate government colleagues on the scope of communications services available through CNS.
- CNS continues to provide timely and strategic communications advice to Ministers and senior managers across government. Communications plans are one tool used to capture this advice and are completed for every initiative that requires the approval of Governor in Council. Our communications plan template ensures each major initiative is explained in relation to government priorities, strategies and/or other relevant decisions. A review of the communications plans for the major initiatives identified under Strategic Goal 1 show that all plans were initiated well before their launch dates, and that all included clear, accurate references to government's core priorities, and received accurate coverage across provincial media. The agency will continue to expand its evaluation in the future with the advent of new tools such as the message database, social media monitoring tool and Google Analytics.
- Please refer to communications planning examples under Strategic Goal 1 for examples of communications initiatives that experienced great success due to early involvement of communications support, and effectively executed communications plans.
- Communications Nova Scotia provided full communications support and services leading up to and during the summer and fall meetings of the Council of the Federation, and the meeting of the National Aboriginal Organizations held in July. Premiers and delegates from across Canada attended the meetings. Staff also managed and operated a media centre for approximately 80 nationwide media.

- CNS continues to educate government colleagues on its roles and services through opportunities such as presentations to the various levels of the Leadership Development Program; invitations to present to various senior management tables; and the creation of a “When to Call CNS” infographic that is available on the CNS intranet site and which has also been distributed within departments via communications support staff.
- CNS maintains a strong working relationship with the press gallery and news organizations across the province to ensure that news releases and related information are received in a timely manner and by deadline. Any service delivery issues or other concerns (i.e., social media embargo policy) are addressed promptly.
- CNS distributed 1,375 news releases, about 1,500 media advisories, 37 social media releases and arranged for French translation of about 181 releases.
- CNS, through its organizational transformation project, has established a dedicated team of Media Relations Advisors to serve as a main contact for media, resulting in a more efficient service and quicker turn-around time. As a result of the introduction of this new team, a formal survey to media was put on hold in order to give media time to work with this new team and then provide feedback related to all of the agency’s media services.

Strategic Goal 5: Evolve the CNS structure, services, and processes based on best-practices, collaboration, innovation

- Job completion surveys are conducted by CNS. About 90 surveys were distributed in 2012-13, with a response rate of 36%. Overall results point to high satisfaction rates with CNS products and services.
- More than 90% of the agency has completed performance assessments.
- CNS continues to work to ensure staff are fulfilled. The agency has not yet received results from the recent How's Work Going Survey conducted by the PSC. Results are expected in July 2013. However, the agency's retention rate does speak to its reputation as a preferred employer. CNS had an approximate 93% retention rate in 2012/2013, with the following end of employment reasons:
 - 3 Retirements
 - 4 Resignations, with only one person noting the reason for the resignation was to take a similar position at another organization for more money, the others were either personal or to go back to school
 - 2 Other
- CNS held 11 competitions for various positions throughout the agency in 2012-13. Approximately 867 applications were received for the 11 competitions, speaking to the agency's positive reputation as a preferred employer.
- In Fall 2011, CNS began the first comprehensive review and restructure of the agency in several years. Led by a Senior Corporate Strategist, this review used a solid project management approach and change management principles. Throughout 2012-2013, staff from across the agency were frequently engaged and given multiple opportunities to participate. The Transition and Project Teams were supported by several research working groups that reported on Organizational Structure, Culture and Services; Industry Trends and Best Practices; and Macro Trends. Project teams were formed around the key priorities identified by staff – Learning and Development, Recognition, and Internal Communications – to develop recommendations and implementation. The vast majority of employees participated in several aspects of the project and solutions were based heavily on their input.

- As is often the case with change, not all employees supported or understood the need to look at the organization of the agency. There was also a potential for stakeholders to be cautious of any changes to the services provided by CNS. To address this, the project followed the ADKAR model, a standardized change management process to understand how to prepare for, manage, and reinforce change with employees. The project used change management measurement tools throughout the project and there was clear progress in terms of employees' understanding the need for change and wanting to be part of that change. Throughout the project, PD sessions were held so that employees could learn about and apply change management principles to help them through the process.
- Work on the organizational transformation project continues, including work on process definition, and evaluation of newly implemented teams, roles, etc.

Appendix A

Annual Report under Section 18 of the Public Interest Disclosure of Wrongdoing Act

The Public Interest Disclosure of Wrongdoing Act was proclaimed into law on December 20, 2011. The Act provides for government employees to be able to come forward if they reasonably believe that a wrongdoing has been committed or is about to be committed and they are acting in good faith.

The Act also protects employees who do disclose from reprisals, by enabling them to lay a complaint of reprisal with the Labor Board.

A Wrongdoing for the purposes of the Act is:

- a) a contravention of provincial or federal laws or regulations
- b) a misuse or gross mismanagement of public funds or assets
- c) an act or omission that creates an imminent risk of a substantial and specific danger to the life, health or safety of persons or the environment, or
- d) directing or counselling someone to commit a wrongdoing

During the 2012-13 fiscal year CNS appointed its first Designated Officer as specified under terms of the Public Interest Disclosure of Wrongdoing Act (PIDWA). The Designated Officer attended meetings hosted by the Office of the Ombudsman and participated in a review of best practices. No allegations of wrongdoing were identified and no assessments or investigations conducted.