



# Communications Nova Scotia

## Statement of Mandate

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*For the Fiscal Year 2011–2012*

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## **Message from the Minister**

Communications Nova Scotia has provided central communications support for government since 1996. The agency supports the agenda of government, advises senior tables of government, and develops strategies and tools to engage and inform Nova Scotians.

In my experience, I have found the Agency to be proactive and strategic in providing valuable communications services, whether they are managing web sites, producing video, printing reports, or supporting government announcements.

Communications Nova Scotia has the energy and capacity to successfully deliver on the ambitious goals it has set for 2011–2012; goals that will advance government's core priorities. I fully support the direction and strategies identified by CNS in this, their Statement of Mandate for 2011–2012.

Hon. Frank Corbett  
Minister, Communications Nova Scotia

## **Message from the Deputy Minister**

I am pleased to present the Communications Nova Scotia Statement of Mandate for 2011–2012.

This full service communications agency with employees in every department of government has one mission: to help Nova Scotians understand what their government is doing and why. Through new and existing communication channels, the Agency applies a creative, dynamic, and consistent approach to the wide array of services that it offers.

This year the Agency has placed a renewed focus on achieving its outreach activities while ensuring its client departments and taxpayers get the best value for money. To that end, we are coordinating marketing and research support, and continuing to provide communications products and other vital central services, such as strategic communications support and advice.

Communications Nova Scotia continues to grow and shift to best meet its clients' needs. This year it will expand the use of social media, and will continue to seek ways to increase quality and customer satisfaction. This year the Agency will complete a new five year strategic plan to help guide its efforts for continuous improvement over the long term.

I am confident the agency has the ability to deliver on its mandate and I fully support the goals and objectives outlined in this plan.

Greg Keefe  
Deputy Minister, Communications Nova Scotia

**Mandate**

Communications Nova Scotia manages and delivers communication services ensuring issues are thoroughly reviewed, communication goals are met, and the policies and actions of government are clearly communicated to Nova Scotians.

**Vision**

Communications Nova Scotia is the most innovative communications organization in Canada. We are recognized as the most effective in reaching our audiences and have the most fulfilled staff.

**Mission**

Communications Nova Scotia help's Nova Scotians understand what their government is doing and why.

## **Government Priorities**

Communications Nova Scotia has built its 2011–2012 plan in line with the three core priorities of the government:

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

The goals and objectives of Communications Nova Scotia are all well positioned to support all three of government's priority areas.

Communications plans for all significant government initiatives reflect government's core priorities. Strategic advice and support provided to departments ensures a focus on core priorities is integrated at the earliest stage possible in the development of projects and initiatives. Orientation programs, and internal policies, procedures, and guidelines all provide opportunities to build awareness and understanding of government's priorities and how to address them in communications strategies. Our integrated marketing strategy is a key element in helping to raise awareness and education on jobs, health, and our fiscal situation with a wide range of audiences outside government.

<b>Strategic Goal 1: Communicate government core priorities and initiatives to key audiences</b>					
Outcome	Measure	Base Year	Annual Target 2011–12	Trends	Strategic Actions
Target audiences will be aware of the initiatives undertaken and decisions made by government.	Quantitative and qualitative assessments of media coverage, including the percentage of stories in which government messages accurately appear; stakeholder feedback; hits to web sites; polling data of communications programs for significant government initiatives.	2011-12	From a sample audit of communications programs, maintain or improve upon current levels:  -70% media coverage which contain accurate government messages  -30% increase in hits to relevant government web sites following an announcement		<ul style="list-style-type: none"> <li>• Develop and implement communications and marketing plans for all significant government priorities and initiatives</li> <li>• Schedule and coordinate communications and marketing activities to ensure the greatest value and impact</li> <li>• Improve education and application of guidelines and policies for unique audience needs such as accessibility, language, and culture</li> <li>• Continue to support managers and facilitate effective internal communications within departments and across government</li> <li>• Leverage research to enhance evaluation of corporate communication activities</li> <li>• Continue to develop and test various components of the business continuity plan</li> </ul>
Frequency and effectiveness of social media use in government communications will continue to improve	Various, including number of posts on govt hosted social media, number and quality of responses to govt social media ventures, active users, etc.			0–2,500 Twitter followers in 2010-11  60.8 <sup>th</sup> percentile in Twitalyzer	<ul style="list-style-type: none"> <li>• Survey news organizations on use of social media releases, share results, and plan and implement improvements</li> <li>• Explore options for social media monitoring and evaluation</li> <li>• Establish a best-practices group to share ideas and successes related to government intranet sites</li> <li>• Continue to support increased use of online/social media across government</li> </ul>
Frequency and effectiveness of visual media in government communications will continue to improve	Increased use of visuals (photo, video)	2011–12	Create baseline		<ul style="list-style-type: none"> <li>• Continue to improve the use of visual communication to increase effectiveness of social and online media</li> </ul>

<b>Strategic Goal 2: Provide the highest quality, best value, and environmentally sustainable communications products and services</b>					
Outcome	Measure	Base Year	Annual Target 2011–12	Trends	Strategic Actions
Government departments and agencies receive high quality communications products at the best possible value.	Overall customer satisfaction survey	2006 Customer Satisfaction Survey established a baseline of 4.4 out of 5.	Maintain a satisfaction level of 4.4 or higher.	2009 Customer Satisfaction Survey results (reported March 2010)  Quality of service 4.2 out of 5	<ul style="list-style-type: none"> <li>• Implement and deliver on service standards throughout the agency, including the creation of a new agency-wide standardized Quality Assurance Policy</li> <li>• Review current processes and work to identify ways to increase efficiency and effectiveness in the delivery of communications products and services</li> <li>• Conduct ,and seek increased participation in, regular client satisfaction surveys and share results across the agency. Consider expanding delivery to include both verbal and electronic collection.</li> </ul>
	Overall vendor satisfaction survey	2011–12	Establish baseline measures		<ul style="list-style-type: none"> <li>• Continue to apply in-house expertise to evaluation of communication products and services contracted from freelance suppliers</li> <li>• Continue to enhance knowledge of government priorities and polices with freelance suppliers through various channels, such as workshops, online information, and trade shows</li> <li>• Conduct ,and seek increased participation in, regular vendor satisfaction surveys and share results across the agency. Consider expanding delivery to include both verbal and electronic collection.</li> </ul>



<b>Strategic Goal 2: Provide the highest quality, best value, and environmentally sustainable communications products and services (continued)</b>					
Outcome	Measure	Base Year	Annual Target 2011–12	Trends	Strategic Actions
Government departments and agencies receive high quality communications products at the best possible value.	Forest Sustainability Council (FSC) audit	baseline number of “Chain of Custody” projects developed in 2010-2011	increase by 20 per cent the number of FSC Chain of Custody jobs at the Queen's Printer		<ul style="list-style-type: none"> <li>• Raise awareness of environmentally friendly products and solutions with clients and encourage selection of recommended items</li> </ul>
Government departments and agencies receive high quality communications support	PD goals as part of yearly performance objectives	2011-12	90%> of PD goals completed each year		<ul style="list-style-type: none"> <li>• Continue to support professional development of staff through PSC and CNS training, such as orientation, mentoring, cross training, workshops, in-house training, and other activities</li> <li>• Continue to expand and execute the CNS training and development plan and report annually on progress</li> <li>•</li> </ul>
CNS products and services are enhanced through our commitment to diversity	Number of employees who self-identify as a member of an equity group	2011-12	PSC data		<ul style="list-style-type: none"> <li>• Continue to increase awareness of CNS as a career option among under-represented groups through diversity initiatives like the bursary and film festival</li> <li>• Continue to improve the diversity of the CNS photo library</li> </ul>

<b>Strategic Goal 3: Evolve the Nova Scotia brand and enhance the effectiveness of marketing efforts across government.</b>					
Outcome	Measure	Base Year	Annual Target 2011-12	Trends	Strategic Actions
Government marketing efforts are more effective, with a focus on the priorities of government, including those involving primary industries	<p>Integrated marketing strategy reflects priorities of government</p> <p>Establish baseline data for marketing efforts</p> <p>Complete baseline study in 2010-11 for jobsHere</p> <p>Review existing photo library data and establish mechanisms that will assess linkages with government messages and priorities</p>	2011-12	Develop marketing strategies to evolve the Nova Scotia Brand and communicate the priorities of government.		<ul style="list-style-type: none"> <li>• Develop a Come to Life evolution plan to transfer equity to the NS Brand and increase engagement of the charter members.</li> <li>• Develop a brand plan to evolve and strengthen the Nova Scotia brand through the support of all government marketing initiatives.</li> <li>• Develop advertising standards and guidelines to increase consistency of campaigns across government including tone of voice, look and feel and logo usage.</li> <li>• Improve the CNS photo library to better support visual communication of government messages and priorities</li> <li>• Lead development of integrated marketing strategy focused on the priorities of government.</li> <li>• Create a Forum for Marketers across government to increase collaboration and identify opportunities for synergies and learning.</li> </ul>
Compliance to corporate communications policies					Continue to ensure that promotional products purchased through CNS adhere to corporate policies like VIP and Sustainable Procurement, and the CNS promotional product purchasing guidelines, and are consistent with good marketing practices.
Communication and marketing activities are evidence-based	Research results from individual campaigns	2011-12	Establish baseline data for ongoing campaigns		<ul style="list-style-type: none"> <li>• Develop a research plan to assist in understanding key insights and measuring campaign effectiveness.</li> </ul>

<b>Strategic Goal 4: Make communications an integral part of all business in government.</b>					
Outcome	Measure	Base Year	Annual Target 2011-12	Trends	Strategic Actions
All government initiatives benefit from early communications support	Communication plans are implemented and effectively executed	2011-12	Conduct baseline audit of key initiatives  Conduct baseline research on evaluation of communications		<ul style="list-style-type: none"> <li>Continue to provide strategic and timely advice to ministers and senior management</li> <li>Ensure continued and consistent participation in department senior management teams and corporate forums</li> </ul>
CNS employees feel better informed of gov priorities, direction, and policies	Employee survey results Intercom statistics	2011-12			<ul style="list-style-type: none"> <li>Continue to expand and execute the CNS training and development plan and report annually on progress</li> <li>Plan and execute enhanced internal communications, including improved face-to-face, committee, electronic, and educational opportunities</li> </ul>
Clients report understanding a support of communications roles and services	Formal and informal survey of Deputy Ministers  Evaluation of client education sessions	2011-12			<ul style="list-style-type: none"> <li>Continue to enhance and deliver client education programs to ensure early, accessible, and appropriate engagement of communications services through new and existing channels like PSC orientation, Leadership Development Programs, senior team meetings, open houses, and online</li> </ul>
Improve service delivery to news organizations	Survey results	2011-12	Establish baseline data		<ul style="list-style-type: none"> <li>Implement recommendations from media survey, including development of online media room and media relations guidelines</li> <li>Explore video conferencing opportunities for the media room</li> </ul>

## Budget Context

<b>Communications Nova Scotia</b>			
	<b>2010-2011 Estimate</b>	<b>2010-2011 Forecast</b>	<b>2011-2012 Estimate</b>
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
<b>Gross Departmental Expenses:</b>			
Office of the Assistant Deputy Minister	1,064	1,299	878
Client Services	212	228	220
Communications Planning	2,177	1,567	1,992
Communications Services	1,761	1,763	2,273
Communications Technology	483	519	498
Marketing	3,082	2,833	3,492
<b>Total Gross Departmental Expenses</b>	<b>8,779</b>	<b>8,209</b>	<b>9,353</b>
<b>Additional Information:</b>			
<b>Ordinary Recoveries</b>	413	231	392
<b>Provincial Funded Staff (FTEs)</b>	123.0	132.9	107.8