



Accountability Report

2018–2019

Public Service Commission



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1.0 Accountability Statement

The Accountability Report of the Public Service Commission for the year ended March 31, 2019, is prepared pursuant to the *Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the Public Service Commission Business Plan for the fiscal year just ended. The reporting of the Public Service Commission outcomes necessarily includes estimates, judgments, and opinions by Public Service Commission management.

We acknowledge that this Accountability Report is the responsibility of Public Service Commission 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 2018-2019 Business Plan.

Public Service Commission

Original signed by

The Honourable Tony Ince
Minister

Original signed by

Laura Lee Langley
Commissioner

2.0 Message from the Minister and Public Service Commissioner

We are pleased to present the Public Service Commission's (PSC) 2018-19 Accountability Report. This report highlights the PSC's achievements from the past year that have reinforced our commitment to diversity and inclusion, employee engagement, hiring younger workers, and service delivery.

We remain committed to becoming a more equitable, diverse and inclusive public service. We were proud to again be named one of Canada's Best Diversity Employers in 2019, and we know there is much more work to do. We remain committed to diversity and inclusion in the public service and we will keep moving forward.

Over the past year, we have been researching and consulting extensively to develop our next diversity and inclusion strategy, which will launch in fall 2019. The new strategy will focus on senior leadership and accountability, both developing the capacity of current leaders to support diversity work and diversifying the hiring and promotion of new leaders. The strategy will also have a strong focus on identifying barriers and solutions and measuring and evaluating our progress and efforts.

We continue our focus on recruiting and retaining younger workers. During the 2018-19 fiscal year, there were over 2,100 job competitions in departments across the public service, representing over 4,400 job openings. We are pleased to report that approximately one quarter of the new hires were younger workers aged 35 and under. This is in addition to the hundreds of co-op and summer students and interns we hire each year. In October, we held our first career fair to showcase the public service as an employer to younger workers and will continue to grow this event in the coming years.

Another major focus has been on employee engagement. This year we introduced iNSpire: Mentorship and MicroMissions, a cross-departmental initiative that supports informal talent growth and mobility across the organization by connecting individuals through mentorship and short-term project opportunities.

Finally, we continue to evaluate the effectiveness of the PSC's client services by refining HR processes using lean practices, creating internal service standards and measures, and advancing technology solutions to assist client service delivery.

We are proud of the work of our team at the PSC. We remain committed to supporting all government employees and departments and to creating a public service that represents all the Nova Scotians we serve. We look forward to seeing the lasting benefits of our many initiatives over the past year.

Original signed by

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Minister

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Commissioner

3.0 Introduction

As an internal service provider, the Nova Scotia Public Service Commission's (PSC) responsibility is to ensure that the Nova Scotia Government has the human resources (HR) required to manage, create and deliver excellent, high-quality programs and services to citizens. We achieve this by developing and implementing corporate human resource policies, programs, services and standards that help government departments meet their HR goals. Also, the PSC is the government's agent for collective bargaining with unions that represent direct government employees and provides advice to government on collective bargaining in the broader public service.

This year's accountability report is based on the progress made toward achieving our ministerial mandates and outcomes as identified in the PSC's 2018-2019 business plan, which is available at this link: <https://novascotia.ca/government/accountability/>.

3.1 Interesting Facts about the Public Service Commission

The work of the PSC is diverse, exciting, and vital to the programs and services that the government delivers to the public. Four key units make up the PSC: People and Culture, Corporate Services, Employee/Labour Relations and Benefits, and Client Service Delivery. Every day, employees in these units encourage and sustain innovative thinking and creativity so that managers and employees are given the human resource support they need to provide citizens with the best client service possible.

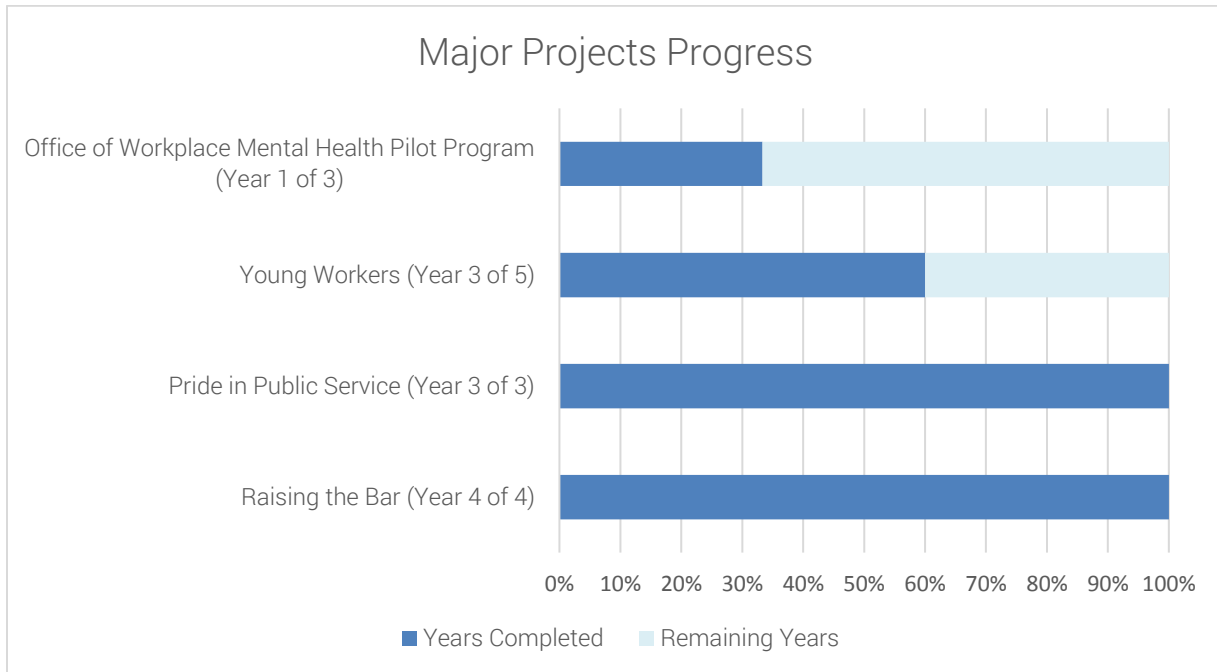
Here are some more interesting facts about our department:

- For a second year in a row, the Nova Scotia Government was recognized as one of Canada's Top Diversity employers for 2019. Having a public service that is representative of the public we serve continues to be one of the PSC's highest priorities.
- In Fall 2018, PSC hosted the third biennial Public Service Diversity Conference with the theme, "Breaking Barriers towards Equity".
- In January 2018, PSC launched "Be the Change", a Public Service Corporate Campaign developed to promote pride in the public service. This social media campaign included "100 Days of Public Servants" that celebrated the work of 100 public servants.
- The first-ever Public Service Innovation Week was held in January 2019 to promote a culture of innovation in the workplace.

- Lifelong learning and professional development are important values within the PSC. The Corporate Learning Centre and Leadership Development Programs facilitated 400 courses this fiscal year where 3,428 people were trained, 273 of whom completed certificate programs.
 - The Corporate Learning Calendar included 58 distinct courses (excluding the courses offered within the Leadership Development Programs for Supervisors, Middle Managers, and Executives), and eight certificate programs (including the Administrative Professionals Certificate, which served 42 employees).
- Between April 1st, 2018 and March 31st, 2019 there were 2,160 job competitions in departments across the public service, which equated to 4,399 openings. In that time period 1,096 unique younger workers were hired with the help of the PSC, which supports all provincial employees (13,313 this past fiscal year).
- The PSC connected with potential employees, current employees, and other users more than 1.6 million times through the jobs.novacotia.ca website this year. 106,238 applications were processed through the website furthering PSC's commitment to adopting digital, client-centred approaches to recruitment and client satisfaction.

4.0 Summary of our Performance

Work continued to advance our department's priorities during the fiscal year 2018-2019. Priorities were shaped by the [Minister's Mandate](#) and included a list of strategic actions that detailed the initiatives to be completed during the fiscal year. The mandate is made up of four distinct categories: younger workers, diversity and equity, psychological health and safety, and human resource and employee relation solutions.



The Public Service Commission had four major projects/strategies in progress throughout the 2018-2019 fiscal year.

Two of the strategies came to completion in the 2018-2019 fiscal year, "Raising the Bar", the province's Diversity and Inclusion Strategy, as well as "Pride in the Public Service", a corporate employment engagement strategy

Through our commitment to younger workers, we continue to identify and encourage the removal of entrance barriers, such as experience requirements, for younger and less-experienced workers.

The Office of Workplace Mental Health continues to create a positive culture of mental health and wellness, help employees access the supports they need in a timely way, and help leaders and managers create supportive workplaces.

These are just a few of the many initiatives that demonstrate the PSC's progress in advancing our department's priorities and the Minister's mandate. The remainder of this report will outline the specific progress made on each strategic action and their performance results.

Some of the Public Service Commission News Releases for the 2018-2019 fiscal year also included:

- [Jobs for Students](#)
April 10, 2018 - Government is now hiring students across the province for the spring and summer.
- [Slow Down, Move Over Campaign in Advance of Long Weekend](#)
June 29, 2018 - In advance of the Canada Day weekend, one of the busiest travel times of the year, the Nova Scotia Government and General Employees Union (NSGEU) and the Public Service Commission are partnering on a social media campaign to raise awareness of the need to slow down and move over for public service vehicles at the side of the road.
- [Government Raises Pride Flag in Halifax](#)
July 12, 2018 - Government employees, 2SLGBTIQ+ community members, allies and supporters were in attendance as the Pride flag was raised at the Maritime Museum of the Atlantic, in Halifax, July 12.
- [Premier Recognizes Excellence and Dedication in Public Service](#)
September 25, 2018 - An individual, two teams and an entire office were honoured with the Premier's Award of Excellence, today, Sept. 25, in recognition of their exceptional efforts.
- [Province Hosts First Career Fair](#)
October 2, 2018 - The Government of Nova Scotia will showcase the public service as an employer to younger workers at its first career fair today, Oct. 2 from 10 a.m. to 3 p.m.
- [Office of Workplace Mental Health Open to Government Employees](#)
October 3, 2018 - The Nova Scotia Government and General Employees Union (NSGEU) and the Public Service Commission today, Oct. 3, officially opened the Office of Workplace Mental Health.

5.0 Measuring our Performance

Each strategic action listed in the 2018-2019 business plan is linked to a specific performance measure that provides evidence that an activity/program is achieving its intended outcomes. This section restates the strategic actions and measures listed in the 2018-2019 Business plan, along with the progress the PSC has made in fulfilling the Minister’s mandate and addressing our department’s priorities.

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
1. Younger Workers ➤ <i>Continue to champion youth hiring and participation of younger workers aged 35 and under in the public service.</i>	1a. Continue to support the Department of Labour and Advanced Education as the lead department for youth initiatives by participating in the Senior Officials Youth Working group and other related subcommittees.	<ul style="list-style-type: none"> The PSC representative continues to actively participate in scheduled meetings of the Senior Officials Youth Working Group supporting the horizontal government collaboration on youth. A meeting was held in mid-December 2018 and the group requested, and was given, information regarding the progress of the Younger Worker Initiative. 	<p>5% of all new hires to the public service will be younger workers.</p> <p>Progress: 1,177 of the 2,925 new hires or rehires to the public service, were younger workers = 40%.</p> <ul style="list-style-type: none"> Of these, 22% were hired into full-time jobs and 71% were hired for casual, seasonal or relief work. At year end, younger workers made up 18% of the provincial government workforce, 2,148 employees.
	1b. Lead a working group with the Departments of Community Services, Transportation and Infrastructure Renewal, and Lands and Forestry (formerly Natural Resources) to pilot summer employment opportunities for youth at risk as identified by the departments.	<ul style="list-style-type: none"> The PSC co-leads the Public Service Opportunities for Youth at Risk Group, a sub-committee of the Youth Senior Officials Working Group. The sub-committee launched a pilot project 'Inspiring Success', which successfully matched participants (with connections to the Department of Community Services) with summer work opportunities in seven departments. 	<p>Increase in participation of younger workers (aged 35 and under) who are gaining public service experience through the various enhanced employment opportunities under the government’s younger worker initiative.</p> <p>Progress: 1,177 young workers were hired (or rehired) this fiscal year, an increase from the 954 young workers hired (or re-hired) last year, including 24 participants in the “Inspiring Success” pilot program.</p>
	1c. Proactively recruit younger workers throughout the province by increasing our involvement in career fairs and building partnerships with other government agencies, post-secondary	<ul style="list-style-type: none"> Recruitment Services focused efforts in building meaningful connections with post-secondary institutions and students across the province by attending career days, networking 	

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	<p>institutions, and community-led organizations.</p>	<p>events, information sessions, and employer panels.</p> <ul style="list-style-type: none"> ○ The 1st Annual Government of NS Career Fair for post secondary students was held in October 2018. Exhibitors from all departments of government shared diverse job opportunities available within the public service. ○ School recruitment drives for summer opportunities began in January this year. Hiring for summer students, co-op placements and internships is underway using a new “Simplified Summer Student hiring process” that is quicker and easier for hiring managers and students. Feedback on this new process will be solicited in the Fall of this year. 	<p>Note: Reporting for student hiring is done on the calendar year (rather than the Apr-Mar fiscal year) to be more aligned with school-year activities:</p> <p>2018 Student Opportunities:</p> <ul style="list-style-type: none"> • Summer Student 244 • Co-op placements 59 • Apprenticeships 13 • Internships 16 • Inspiring Success 26 <p>At the end of 2018, 309 of these positions were filled.</p>
	<p>1d. Assess and implement current online recruitment marketing strategies to strengthen our outreach efforts through social media.</p>	<ul style="list-style-type: none"> ○ Recruitment Services and Communication Nova Scotia (CNS) have identified opportunities to improve visual appeal, usability, and site accessibility to our government jobs website for people with disabilities. ○ Recruitment Services and CNS continued to utilize and expand on the “Do Big Things” advertising campaign. Profiles of five young public servants initially hired as part of the November 2016 Younger Worker recruitment initiative were shared at many venues and events. 	

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	<p>1e. Apply a diversity lens that will focus on improving hiring processes and reducing barriers for younger workers and employment equity candidates.</p>	<ul style="list-style-type: none"> ○ Recruitment training for managers has been updated to include more details related to diversity, employment equity and accessibility. ○ Recruitment Services and NS Immigration presented information on the Atlantic Immigration Pilot to the PSC Executive Leadership and sought support to the application process to become a Designated Employer under the Pilot. Being a designated employer under the pilot will support our efforts to attract & hire new immigrants and international students. ○ As noted in 1d – Recruitment is working with CNS to identify recommended changes to the government jobs website to increase accessibility for disabled applicants. 	
<p>2. Diversity & Equity</p> <p>➤ <i>Lead efforts to attract, retain, and celebrate diversity and equity within the public service and maintain focus on attracting,</i></p>	<p>2a. Continue the review of the Respectful Workplace and Employment Equity policies and design their implementation.</p>	<ul style="list-style-type: none"> ○ An updated Respectful Workplace Policy has been drafted and the supporting guidelines and forms are currently under development. 	<p>Percent increase in representation of designated employment equity groups within the public service using the Count Yourself In census tool.</p> <p>Progress: Participation rates increased for racialized persons, Indigenous & Mi'kmaq persons, and persons with disabilities between the previous Count Yourself In census administered in 2016 and the census administered in 2019.</p>
	<p>2b. Host the Nova Scotia Government's third biennial Diversity Leadership Conference.</p>	<ul style="list-style-type: none"> ○ The conference was held on October 30, 2018 with over 350 attendees. ○ Feedback received about the conference will be incorporated in planning for the next conference. 	

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<p><i>hiring and promoting workers from diverse backgrounds.</i></p>	<p>2c. Promote diversity across the public service by designating more positions, engaging diverse hiring panellists, and advertising government as one of Canada's top diversity employers for 2018.</p>	<ul style="list-style-type: none"> ○ The PSC supported the designation of positions as restricted to Employment Equity candidates by departments. ○ Encouraged hiring managers to include an Employment Equity member on all hiring panels. ○ Implemented a new tracking log. ○ Publicized Nova Scotia's designation as a top diversity employer in recruitment materials. 	<ul style="list-style-type: none"> ○ Racialized Persons increased by 1% ○ Indigenous & Mi'kmaq Persons increased by 2% ○ Persons with Disabilities increased by 3% <p>Increase in the number of designated positions.</p> <p>Progress: PSC assisted with 21 job designation requests from departments. 14 requests for Bargaining Unit positions, with 7 approved by the NSGEU, and 7 requests for Excluded Classification (non-bargaining unit) positions, with all 7 approved.</p> <p>Note: <i>The Public Service Commission will be launching a new Diversity and Inclusion Strategy in the 2019-2020 fiscal year. Performance measures will therefore be updated and adapted to align with that strategy. Primary goals of the strategy will include:</i></p> <ul style="list-style-type: none"> ○ <i>Senior Leader Accountability</i> ○ <i>Leadership Development</i> <ul style="list-style-type: none"> ● <i>Capacity building for current leaders</i> ● <i>Diversifying leadership</i> ○ <i>Measurement of progress and effort</i> ○ <i>Barrier Identification /solution</i>
	<p>2d. Continue to implement the Trans and Gender Variant Guidelines.</p>	<ul style="list-style-type: none"> ○ Guidelines to support Trans and Gender Variant Employees were implemented and distributed in 2017. ○ Consultations and discussion have been ongoing to identify opportunities for additional updates. 	
	<p>2e. Continue to evaluate, enhance and advance the Pathways program to support the career development of employees across all regions who identify as a member of the designated groups.</p>	<ul style="list-style-type: none"> ○ Career advancement and development have been dominant themes in our consultations for the new strategy for diversity and inclusion. 	
	<p>2f. Review status of action items from the Raising the Bar diversity and inclusion strategy and determine next steps.</p>	<ul style="list-style-type: none"> ○ Reviewed outstanding action items and priorities from the "Raising the Bar" strategy and conducted consultations in 2014 and 2017. 	

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		<ul style="list-style-type: none"> ○ The review resulted in a list of priorities for discussion to include in the new strategy. ○ These priorities were condensed to 10 key priorities, used in 16 facilitated consultations to prioritize themes for the upcoming Diversity and Inclusion strategy. 	
<p>3. Psychological Health & Safety</p> <p>➤ <i>Continue to support the psychological health and safety of the Nova Scotia public service.</i></p>	<p>3a. Establish the Office of Workplace Mental Health to promote a positive approach to mental health and provide proactive supports and services to government employees.</p>	<ul style="list-style-type: none"> ○ The Office of Workplace Mental Health, in partnership with the Nova Scotia Government & General Employees Union (NSGEU) is established, and its mental health navigation service is being used by employees and managers across the organization. ○ The Office is communicating widely about its services and the importance of mental health in the workplace and listening to what employees and managers need. ○ Initial feedback from the navigation service is positive (95% would recommend it and have increased their knowledge of mental health resources and support as a result of using the service). ○ The Office has hosted 5 province-wide mental health talks with over 1,000 participants in total. ○ The Office has reached 3,000 employees through presentations, 	<p>3,300 or more public servants have received the Working Mind and Road to Mental Readiness training programs by the end of fiscal 2018-2019.</p> <p>Progress: 4,403 public servants have received the Working Mind or The Working Mind First Responder (formerly Road to Mental Readiness) training programs.</p> <p>Every department will have a commitment statement recognizing psychological and physical health and safety by April 1, 2019.</p> <p>Progress: The majority of departments had a commitment statement recognizing psychological and physical health and safety developed by April 1, 2019.</p> <p>Note: <i>This performance measure will not be carried forward into the 2019-2020 Business Plan.</i></p>

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		events and webinars and collected 2,500 feedback surveys.	
	3b. Support the broad implementation of the new Workplace Health and Safety Promotion Policy that broadens the Province of Nova Scotia's commitment to the physical and psychological health and safety of its employees.	<ul style="list-style-type: none"> ○ The Workplace Health and Safety Promotion (WHSP) Policy Departmental Ambassador Program that was established spring/summer 2018 continues to meet and support departments in staying on track with the policy's implementation timeline and managing benchmark tasks to meet new directives under the policy. ○ Members of the PSC OHS team supported the broad implementation of the new WHSP Policy through numerous presentations to departments combining information and updates related to the new Environmental Health & Safety Management (EHSM) system and the new Learning Management System (LMS) project work with policy reinforcement. 	
	3c. Focus on providing additional support and services to human resource staff, managers, employees, and government departments to raise awareness and address psychological health and safety in the workplace.	<ul style="list-style-type: none"> ○ The Office of Workplace Mental Health partners with groups across the public service to host events, develop resources and educate employees. <p>Some of the actions taken include:</p> <ul style="list-style-type: none"> - The Office's mental health navigators have a regular presence in provincial correctional facilities; - The Office is planning ways to involve employees (from the Department of Justice, Department of Community Services, Transportation and 	

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		<p>Infrastructure Renewal and other key clients) in developing psychological health and safety;</p> <ul style="list-style-type: none"> - Working with other PSC partners to plan annual Celebrating Physical and Mental Health at Work week; - Working with PSC Occupational Health and Safety unit to support implementation of corporate Psychological Safety policy; - Developing resources, tools and guides for employees and managers. 	
	<p>3d. Continue to host educational sessions for managers and employees (e.g., the Working Mind and Road to Readiness), and encourage participation in other related training such as Respectful Workplace and Diversity and Employment Equity.</p>	<ul style="list-style-type: none"> o The office hosted The Working Mind train-the-trainer week (May 2019) to grow capacity to provide mental health support in the workplace. 	
<p>4. Human Resource & Employee Relation Solutions</p> <p>➤ <i>Continue to lead public service innovation by providing human resource and employee</i></p>	<p>4a. Refine HR processes using lean practices and evaluate opportunities for service innovation.</p>	<ul style="list-style-type: none"> o On January 28, 2019 the new streamlined hiring approval process was implemented across government. A Hiring Notice e-mail is now generated in SuccessFactors and is sent out directly to the stakeholders who need to be made aware when a vacancy needs to be filled. Initial statistics have been analyzed. 	<p>The number of service standards defined.*</p> <p>Progress: Work on the service standards began, with two new standards introduced:</p> <ul style="list-style-type: none"> o When a job needs to be filled, a Hiring Notice which contains approvals and position information is sent out to those involved in the process to review the notice within two business days, before a job is posted.
	<p>4b. Work with partners to develop and finalize internal service standards and measures to assess service effectiveness and client satisfaction.</p>	<ul style="list-style-type: none"> o The draft internal service standards were transitioned to a new division for final review and implementation, as the stabilization of the service delivery units, 	

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<i>relation solutions.</i>		<p>processes and systems took longer than anticipated.</p>	<ul style="list-style-type: none"> Recruitment Services works with the hiring manager to create a job posting and advertise the job within an average of 10 business days. This goal has been surpassed, as the average time has been 6.5 business days.
	<p>4c. Improve and refine our current technology and self-service solutions to assist client service delivery across multiple systems (e.g., MyHR, SuccessFactors, Learning Management System (LMS), and the Health, Safety, Environment and Incidents (HSEI) Project).</p>	<ul style="list-style-type: none"> Continuous improvement on all technology and self-service solutions continues. The LMS is now the corporate Learning Management System for all internal government related training. The SAP (a Human Resource software) "JAM" module, which will allow for collaboration between leadership development program participants, is in the final stages of being added to the LMS. Enhancements were completed to the SuccessFactors Recruitment modules in January 2019. These enhancements were made to eliminate duplications in the approvals required to post a job competition. In this project, the Job Requisition process in SuccessFactors was enhanced, and one of the SAP Manager Self-Service PHP scenarios was decommissioned, as it was no longer required. 	<p>Percentage of clients who describe their service as satisfactory.*</p> <p>Progress: Feedback received from clients have been very positive, and they like the new streamlined process.</p> <p>The number of days between client decision to fill vacancy and competition posted on new recruitment website (SuccessFactors).*</p> <p>Progress: 70% reduction in the amount of time to process a decision.</p> <ul style="list-style-type: none"> After a shift in protocol in January 2019, the average to process a decision is now 6.5 days, which used to take an average of 22 days. <p>The number of HR and WCB processes refined and documented.*</p>
	<p>4d. Improve worker's compensation efforts by collaborating with government partners and Worker's Compensation Board (WCB) to refine processes, better manage WCB related issues, increase</p>	<ul style="list-style-type: none"> Work is continuing on the development of a mutually agreed upon Service Level Agreement/Contract, including a new Administrative Fee calculation model, between the Province of Nova Scotia 	<p>Progress: The majority of processes related to Absence Management (Short Term Illness, WCB, Long Term Disability and Accommodations) were refined and documented during the previous fiscal</p>

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	<p>injury prevention efforts with client departments, and improve WCB data reporting.</p>	<p>and the NS Workers' Compensation Board.</p> <ul style="list-style-type: none"> ○ Our request for improved data sharing and trend reporting has been delayed due to systems upgrades at WCB. ○ The working group from TIR, WCB and PSC Absence Management completed a new process focused primarily on Injury on Duty (IOD) prevention and improved the Return to Work experience for TIR. This will be accomplished by expanding the WCB Direct Access program, identifying Transitional Return to Work duties, streamlining processes for Injury on Duty reporting and claims submission, and providing employee training and raising awareness. ○ Plans are underway to commence the WCB Direct Access program work for Justice, now that the TIR project is underway. 	<p>year. Additionally, two processes related to student recruitment were refined, documented, and implemented this fiscal year.</p> <p>Increase in the number of employees returning to work.</p> <p>Progress: There was a 1% decrease in the number of employees returning to work (presently 84%, previously 85%).</p> <p>Real-time reporting of an employee's absence by the manager.</p> <p>Progress: Real-time reporting improved for Employment Insurance by 11%, decreasing from an average of 4.6 days in the previous fiscal year, to an average of 4.1 days. Short-term illness reporting improved by 24%, decreasing from an average of 5 days to 3.8 days.</p> <p>The number of client users of MyHR as a client self-service channel.*</p> <p>Progress: MyHR was accessed more than 6000 times each month between April 1st 2018 and March 31st 2019. Please see Appendix A for month by month access rates and further details.</p>

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			<p>Note: Performance measures noted with an asterisk(*), have been redefined or not carried forward into the 2019-2020 Business Plan.</p> <ul style="list-style-type: none"> ○ Baseline client satisfaction ratings will be established in 2019-2020 from the results of the PSC's Client Satisfaction Survey (implemented in January 2019). These survey results will also help identify services for which delivery standards will be defined.
<p>5. Human Resource & Employee Relation Solutions</p> <p>➤ <i>Continue to lead public service innovation by providing human resource and employee relation solutions.</i></p>	<p>5a. Continue to develop, implement and evolve programs to modernize workplace and leadership practices that positively influence employee experience.</p>	<ul style="list-style-type: none"> ○ iNSpire Mentorship and MicroMissions initiative launched May 22 to all public servants. To date, the platform includes over 450 users. ○ We continue to implement FlexNS throughout the Internet Communications and Technology Services (ICTS) Division of Internal Services (ISD). 	<p>Improved access to corporate information for all public service employees.</p> <p>Progress: Refreshed and relaunched TheHUB, corporate intranet site.</p> <p>An area on MyHR, the human resources intranet for public service employees, under My Workplace Engagement and Diversity called "Internal Communications Community," continues to be updated with resources and tools/tips to assist departments with their internal communications practices.</p> <p>An Internal Communications Unit within the PSC has been created to provide advice on and support for internal communication practices.</p> <p>Enhanced internal and cross-departmental communications</p>
	<p>5b. Elevate manager engagement throughout the public service by working with managers and senior leaders to address the unique challenges of middle management.</p>	<ul style="list-style-type: none"> ○ Within FlexNS implementation with the ICTS Division of ISD, we are embedding strategies to ensure managers are equipped with the right tools and support to successfully launch FlexNS. ○ Within the iNSpire initiative, workshops have been delivered to managers to support them in leveraging the platform to find/become mentors, post short term project opportunities, and provide learning and growth opportunities to their employees. 	

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		<ul style="list-style-type: none"> Workshops have been designed and continue to be delivered to support managers in embedding the mindset and practice of innovation within their teams. 	<p>Progress: Eight (8) departments have developed and implemented action plans to support internal communication activities within their departments.</p> <p>Employee Networks were also challenged to come up with additional ways to enhance engagement across government.</p>
	<p>5c. Explore alternate ways of delivering the “How’s Work Going?” employee engagement survey and supporting pulse surveys.</p>	<ul style="list-style-type: none"> A cross-functional project team has been established and is charged with determining how to implement the recommendations accepted by PSC’s Executive Leadership Team. Work begins this summer and will reshape how How’s Work Going is delivered in 2021 with an emphasis placed on continuing the conversation around the employee experience. 	<p>Establish baseline readership levels of TheHUB.</p> <p>Progress: 10,309 individual public servants have visited TheHUB for a collective 428,813 times. *This baseline data includes all visits from the fiscal year through June 17, 2019.</p>
	<p>5d. Continue to support departmental action planning initiatives that address results of the 2017 “How’s Work Going?” employee survey and bridge to the 2019 survey.</p>	<ul style="list-style-type: none"> A cross-functional team has been established and work is ongoing to launch How’s Work Going. 	<p>Increased number of departments, business units participating in FlexNS activities.</p>
	<p>5e. Evaluate the impact of the FlexNS program and expand services and support to more government departments.</p>	<ul style="list-style-type: none"> Trends in our 6-month evaluation findings showed additional support was needed around leading a virtual team and establishing new communication processes. A FlexNS Tips and Tricks Information Series was developed in response to this gap. Learning and Development, Internal Communication and Engagement and Innovation worked together to produce a tailored workshop around outcome management, and leading and 	<p>Progress: Successful FlexNS implementations for this fiscal year included:</p> <ul style="list-style-type: none"> - Environment (ICE Kentville) 40 employees, - ICTS (BRSS) 40 employees, - ICTS (CTS) 160 employees. <p>Supported regular two-way communication between leadership and employees.</p>

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
		<p>communicating in a virtual work environment.</p> <ul style="list-style-type: none"> ○ Based on increased departmental interest in the program, and results the evaluations, work is underway to establish a three-tiered service model: <ul style="list-style-type: none"> - Self-serve - Guided - Partnership 	<p>Progress: The Internal Communications Network is curating tools for a tool kit that will be available to departments in several mediums to further support a coordinated approach to employee communications.</p> <p>A monthly executive leadership series was held that supported and encouraged new approaches to solving problems and working across departments.</p>
	<p>5f. Advance internal communications initiatives by improving TheHUB, an internal website for employees, and building capacity by establishing internal communication leaders in all government departments.</p>	<ul style="list-style-type: none"> ○ Successfully featured 101 public servants on TheHub as part of this engagement and internal communications campaign. ○ Interviews from the Cape Breton roadshow are still being featured on TheHub allowing for a regional perspective in the content and engagement. ○ The network has also provided a forum for feedback for various corporate initiatives including iNSpire, the Workplace Health and Safety policy and the Workplace Impairment policy. ○ The Managers Service Centre email continues to consistently inform managers on topics of interest to them, averaging 2-3 messages a month. 	

6.0 Financial Results

	2018-2019 Estimate	2018-2019 Actual	2018-2019 Variance
Program & Service Area	<i>(\$ thousands)</i>		
Departmental Expenses¹			
Client Service Delivery	7,789	7,251	(538)
Employee Relations	2,097	2,225	128
Office of the Commissioner	392	378	(14)
People and Culture	2,789	2,739	(50)
Corporate Business Development & Support	6,490	6,353	(137)
Total: Departmental Expenses	19,557	18,946	(611)
Additional Information			
Ordinary Revenue	0	0	0
Fees and Other Charges	0	0	0
Ordinary Recoveries	101	4	(97)
Total: Revenue, Fees and Recoveries²	101	4	(97)
TCA Purchase Requirements	-	-	-
Provincial Funded Staff (FTEs) ³	189.4	189.1	(0.3)

¹ **Departmental Expenses Variance Explanation:**

Variance due to salary and operating efficiencies.

² **Revenue, Fees, and Recoveries Variance Explanation:**

Variance due to recoverable salary absorbed by the department.

³ **Provincial Funded Staff (FTEs) Variance Explanation:**

Variance due to vacancy savings.

7.0 Report on Disclosure of Wrongdoing

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 Labour Board.

A Wrongdoing for the purposes of this 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 counseling someone to commit a wrongdoing

During fiscal year 2018-2019, the Public Service Commission did not receive any disclosures of wrongdoing.

Information Required under Section 18 of the Act	Fiscal Year 2018-2019
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing	N/A
Recommendations and actions taken on each wrongdoing	N/A

8.0 Appendixes

8.1 Appendix A – MyHR Data

MyHR Data: April 1, 2018 to March 31, 2019

The information below captured the number of users that had at least one session on MyHR within each month for the 2018-2019 fiscal year. Please note that if a user logged onto MyHR multiple times or with different devices that user may be counted multiple times (e.g. if a user logged in on a desktop and then on a phone they would be counted twice).

Month	Number of Users
April 1 st – 30 th , 2018	7,696
May 1 st – 31 st , 2018	7,548
June 1 st – 30 th , 2018	6,575
July 1 st – 31 st , 2018	6,035
August 1 st – 31 st , 2018	6,404
September 1 st – 30 th , 2018	6,562
October 1 st – 31 st , 2018	7,178
November 1 st – 30 th , 2018	7,048
December 1 st – 31 st , 2018	6,360
January 1 st – 31 st , 2019	9,743
February 1 st – 28 th , 2019	8,199
March 1 st – 31 st , 2019	10,122

8.2 Appendix B – Public Service Commission Commonly Used Acronyms

Acronym	Meaning
CNS	Communications Nova Scotia
DCS	Department of Community Services
HSEI	Health, Safety, Environment and Incidents
ICTS	Internet Communications and Technology Services
ISD	Internal Services Division
LMS	Learning Management System
PHP	Position and Hiring Process
PSC	Public Service Commission
TIR	Transportation and Infrastructure Renewal
WCB	Workers' Compensation Board

8.3 Appendix C – Public Service Commission Program Highlights

Flex NS is a voluntary, management-championed program that considers people, time, space, and technology in designing a modern workplace and enabling an innovative and flexible culture in government.

iNSpire is an initiative that connects individuals across the organization through mentorship and short-term project opportunities. iNSpire enables informal talent growth and mobility and supports a more engaged and innovative public service.

Inspiring Success is a pilot project aimed at providing summer employment opportunities for either high school aged youth whose families are attached to the Department of Community Services (DCS) (either through Child Welfare, Employment Support and Income Assistance, or the Disability Support Program) or DCS sponsored students attending college or university. The PSC Recruitment team members collaborated with DCS representatives to ensure efficient and simplified processes. It continues to grow in 2019-2020 by expanding the program to include recent graduates and inviting more departments to participate.

TheHUB enhances our internal communication and showcases interesting things public servants are doing across the province, and share information and best practices on being the best public service employee one can be. TheHUB is built with space for these stories, and as we evolve, much more.

SuccessFactors is the system used for corporate recruitment and learning management. It includes an external jobs portal (<http://jobs.novascotia.ca>) that candidates use to apply for positions in government, as well as applicant management features, and an onboarding module. It is accessible to all employees and managers in government.