



Accountability Report 2019–20

Public Service Commission



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Accountability Report 2019–2020

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1.0 Accountability Statement

The Accountability Report of the Nova Scotia Public Service Commission for the year ended March 31, 2020 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the NS Public Service Commission Business Plan for the fiscal year just ended. The reporting of the NS Public Service Commission outcomes necessarily includes estimates, judgements, and opinions by NS Public Service Commission management.

We acknowledge that this Accountability Report is the responsibility of NS 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 NS Public Service Commission 2019-2020 Business Plan.

NS Public Service Commission

Original Signed By:

The Honourable Tony Ince,
Minister of the Public Service Commission

Laura Lee Langley,
Public Service Commissioner

2.0 Message from the Minister and Public Service Commissioner

We are pleased to present the Public Service Commission's (PSC) 2019-20 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.

Meaningful action on diversity, inclusion, and equity remains a priority in our public service. In March, we introduced our new strategy, *All Together: An Action Plan for Diversity and Inclusion in the Public Service*.

We know that to really succeed in having a diverse, inclusive, and equitable workplace, we must focus on ensuring our leadership is accountable, developing our current and future leaders, identifying barriers and solutions, and measuring our progress. As part of this strategy, each department is setting tangible goals to move us forward through action and accountability. The PSC's diversity and inclusion team is working with leadership teams in all departments to explain the new strategy, set goals, and create action plans.

We continue our focus on recruiting and retaining younger workers. During the 2019-20 fiscal year, there were over 2,000 job competitions in departments across the public service, representing over 3,000 job openings. I am pleased to report that over 40 per cent were younger workers aged 35 and under, including the hundreds of interns, co-op, and summer students we hire each year.

In October, we held our second career fair to showcase the public service as an employer to younger workers, greeting more than a thousand attendees. That's more than four times the attendance compared to our first year.

Another major focus has been on employee engagement. Our cross-departmental initiative iNSpire: Mentorship and MicroMissions, 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 our employees at the PSC who work to support all government employees and departments to create a public service that represents all the Nova Scotians we serve.

Minister Ince

Minister of the Public Service Commission

Laura Lee Langley

Public Service Commissioner

3.0 Introduction

The Nova Scotia Public Service Commission (PSC) currently consists of five divisions, and the Office of Workplace Mental Health. The PSC's dedicated staff develop corporate human resource policies, programs, services, and standards for more than 11,000 provincial employees (and applicants for job openings within the public service) each year. The PSC also supports the government in collective bargaining, in addition to delivering training and development opportunities for public servants.

This year's accountability report is based on the PSC's 2019-2020 business plan, which is available at: <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 delivered to the public through Nova Scotia's Departments, Agencies, Commissions, and Crown Corporations. Five key divisions make up the PSC: People and Culture; Corporate Services; Labour Relations; Employee Relations, Benefits, and Absence Management; and Client Service Delivery. Every day, employees in these divisions 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 interesting facts about Nova Scotia's Public Service and the PSC:

- The Province of Nova Scotia employed **11,158** people on March 31st, 2020 (the end of the fiscal year). Employee numbers fluctuate throughout the year however (due to seasonal demands) and the average number of employees for the 2019-2020 fiscal year was **11,601** people, including provincial employees who are apart of the NSGEU, CUPE, and those in Excluded Classification positions.
- Within the last fiscal year **1,090** younger workers were hired with the help of the PSC for full-time, part-time, casual, and seasonal employment. At year-end (March 31st, 2020) younger workers made up 18% of provincial employees.
- Between April 1st, 2019 and March 31st, 2020 there were **2,054** job competitions in departments across the public service, this equated to **3,057** job openings in permanent, seasonal, and casual employment.
- Lifelong learning and professional development are important values within the PSC. The Corporate Learning Centre and Leadership Development Programs facilitated **358** courses and programs this fiscal year where **5,872** people were trained, **198** of whom completed certificate programs.

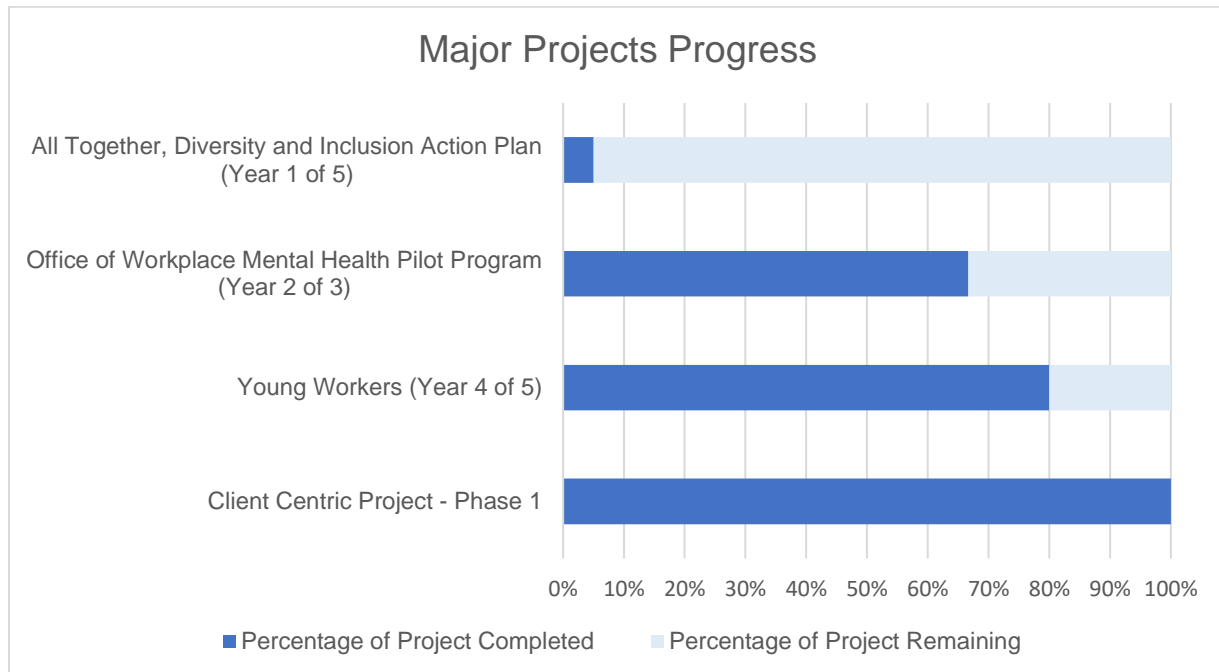
- The Corporate Learning Calendar also included *55* distinct courses (excluding the courses offered within the Leadership Development Programs for Supervisors, Middle Managers, and Executives), and eight certificate programs (including the Administrative Professionals Certificate which served *33* employees).
- The PSC connected with potential employees, current employees, and other users more than *1.7 million* times through the jobs.novacotia.ca website this year. *103,390* applications were processed through the website, furthering PSC's commitment to adopting digital, client-centred approaches to recruitment and client satisfaction.

The 2019-2020 fiscal year also including the following events and initiatives.

- May 6 – 10th, 2019, the PSC hosted our First Annual Celebrating Physical and Mental Health at Work Week. Events were focused on creating supportive workplaces, building resilience within the workplace, and included a health and safety expo.
- In Spring 2019, the PSC launched its iNSpire and MicroMissions program, which provide mentorship opportunities and the chance to collaborate and innovate across the public service in short term projects.
- July 4, 2019, the PSC hosted a Co-Op Student Networking Event, that brought dozens of students completing work terms within the public service together with senior officials to learn about the opportunities and benefits of choosing to work for the people of Nova Scotia upon completion of their programs.
- November 12-14, 2019, the PSC hosted Diversity and Inclusion Days that invited in speakers and offered opportunities for PSC staff to interact with and engage representatives from Nova Scotia's employee networks. The event also included a workshop on unconscious bias, and an opportunity to participate in the KAIROS blanket exercise.
- This fiscal year the PSC moved into the next phase of "Be the Change", "Do Big Things". This initiative seeks to highlight the creativity and impact of public servants by shining a light on innovative processes and practices throughout the public service which improve the experiences of people living and working within our province.
- The year also included the launch of a new Occupational Health and Safety incident Management System, a new PSC Intranet Site, the introduction of standardized job descriptions in certain positions, a new leadership development framework called LEADS, and the launch of the most recent round of organizational strategic planning.

4.0 Summary of our Progress

Work continued to advance our department’s priorities during the 2019-2020 fiscal year. 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 2019-2020 fiscal year.

- Phase One of the Client Centric Project concluded, and after many months engaging client departments, and consulting units within the PSC, the project team laid out a framework for reinforcing a client centric culture within the PSC, as well as a path forward to address the most important concerns of clients and staff, in addition to recommendations for greater collaboration within the organization.
- 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 manner, and help leaders and managers create supportive workplaces. This past fiscal year included the introduction of additional multi-media resources and the continuation of regular feedback on performance through quarterly reports.
- The young worker’s project completed year four of five, with further progress and efforts directed at improving access to employment within the public service by Nova Scotians

under the age of 35. These actions included events like the co-op student networking event, as well as targeted efforts within recruitment.

- All Together, an Action Plan for Diversity and Inclusion in the Public Service was also launched this fiscal year. It succeeds Raising the Bar, the diversity and inclusion strategy for 2014-2018. All Together includes lessons learned from the 2014 to 2018 strategy, a focus on senior leadership accountability, barrier identification, and measures of progress.

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 more specific progress made on each strategic action and their performance results.

5.0 Measuring our Performance

This section of the accountability report restates the priorities and performance measures outlined in the PSC's 2019-2020 Business plan, *a full list of strategic actions and progress on those actions* can be found in Appendix A.

Ministerial Mandate: Younger Workers

Priority: Continue to champion youth hiring and participation of younger workers aged 35 and under in the public service.

Progress Highlights:

The PSC continued its commitment to making provincial employment accessible to younger workers throughout the 2019-2020 fiscal year. Activities included broad outreach at career days, networking events, information sessions, employer panels, and career fairs, as well as targeted initiatives like networking events for students completing co-op work terms within the public service.



Figure 1: Summer, Co-op and Intern Students 2019 at a PSC Networking Event

Progress on Performance Measures:

5% of all new hires to the public service will be younger workers (aged 35 and under).

As of March 31, 2020, 41% of people hired were younger workers. In total 2632 people were hired and 1090 of them were younger workers.

Increased 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.

41% of hires (or rehires) within the public service were younger workers in the 2019-2020 fiscal year, compared to 40% in the 2018-2019 fiscal year, an increase of 1%.

- 21% of younger workers were employed on a full-time basis, 1% were employed on a part time basis, and the remaining 78% percent were students.
- Of the permanent full time/part time younger workers, 96% continue to be active and 4% withdrawn.
- 77% of younger workers were employed on a casual, seasonal, relief, temp or contract basis.
- 74% worked in 5 departments: Transportation and Infrastructure Renewal (23%), Lands and Forestry (16%), Justice (13%), Department of Community Services (11%) and Service Nova Scotia & Internal Services (11%).

Ministerial Mandate: Diversity & Equity

Priority: Lead efforts to attract, retain, and celebrate diversity and equity within the public service and maintain focus on attracting, hiring, and promoting workers from diverse backgrounds.

Progress Highlights:

On March 9, 2020 the PSC launched the new Diversity and Inclusion Strategy. This strategy describes the strategic vision for advancing diversity and inclusion throughout the public service, and includes a framework for measuring progress. Activities completed alongside the development and implementation of the strategy include:

- Revamping the Diversity and Inclusion training modules for provincial employees,
- Assisting departments in developing action plans to address diversity and inclusion,
- Supporting senior leaders in making diversity and inclusion a priority throughout the public service, and
- Assisting in the creation of designated positions for individuals from employment equity groups.

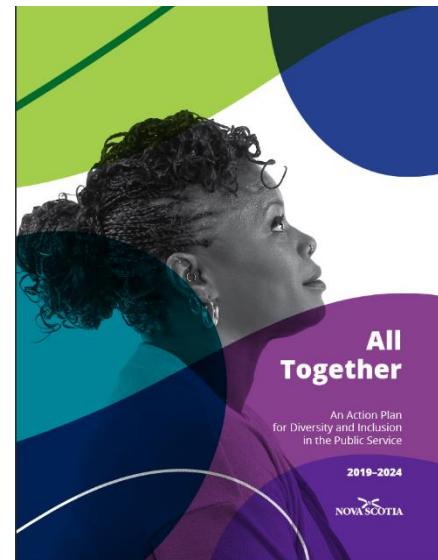


Figure 2: Cover for new Diversity and Inclusion Strategy, All Together

Progress on Performance Measures:

Percent increase in participation in the Count Yourself In census tool.

54% of Public Servants participated in the Count Yourself In census in 2016. 45% participated in 2018. Planning for the 2020 Count Yourself In census began in the 2019-2020 fiscal year with renewed focus on communication and clarity about why employees should participate and how the information will be used to better support the provincial workforce.

Percent increase in the representation of designated employment equity groups within the public service using the Count Yourself In census tool.

Although the participation rate was lower in 2018, each employment equity group that is measured through Count Yourself In demonstrated an increase in representation. Women in underrepresented positions are currently not captured within CYI.

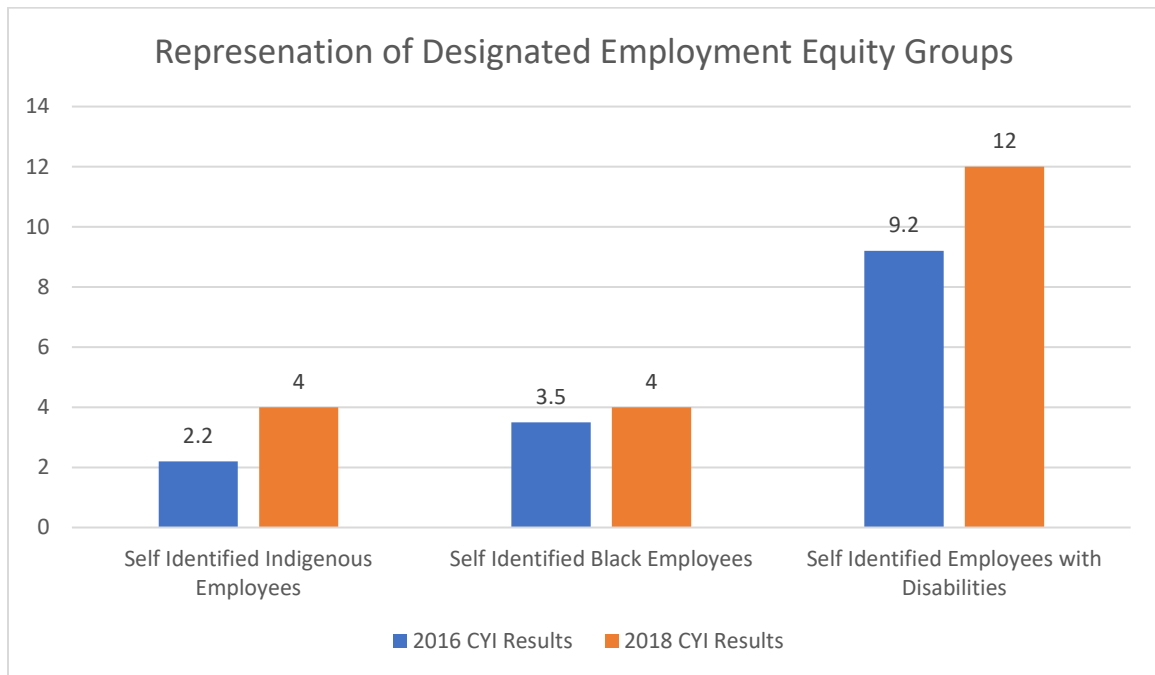


Figure 3: Count Yourself In census tool comparison for the representation of employees from equity seeking groups.

Increase in the number of positions designated under the Employment Equity Policy.*

In 2018 – 13 designated positions

In 2019 – 17 designated positions

In 2020 – 10 designated positions

* The numbers each year represent individuals hired between January 1st and December 31st. The 2020 figure therefore only accounts for hires between January 1st and June 30th.

Ministerial Mandate: Psychological Health & Safety

Priority: Continue to support the psychological health and safety of the Nova Scotia public service.

Progress Highlights:

Through collaboration and dedication to employee well-being, the Office of Workplace Mental Health and units across the PSC have partnered to deliver support and resources to public

servants throughout the province. Activities and initiatives from the 2019-2020 fiscal year include:

- Hosting more than 1500 people at Celebrating Physical and Mental Health at Work Week,
- Answering 299 Navigation requests to help employees connect to the resources they need,
- Hosting 12 province-wide mental health talks,
- Delivering 180 presentations, and
- Continuing to support departments in promoting Psychological Health and Safety through the Occupational Health and Safety team.



Figure 4: Certified therapy dog who works alongside the Office of Workplace Mental Health staff

Progress on Performance Measures:

Measures to demonstrate the success of the Office of Workplace Mental Health were developed as part of a broader evaluation framework in 2019-2020.

The Office is centred around a unique Navigation Service designed to connect employees with appropriate services and resources to support their mental health and well-being. Ten (10) Key Performance Indicators are collected around the use, satisfaction and impact of the Navigation Service.

At least 75% of Departments will have their own OHS policy and OHS Management System that specifically articulate Psychological Health and Safety in their workplaces.

At least 75% of departments currently have their own OHS policy, which includes Psychological Health and Safety (PHS), and approximately 50% of departments currently have an OHS Management System with PHS incorporated. Work to implement an OHS Management System is in progress for at least 8 of the remaining departments.

Ministerial Mandate: Human Resource & Employee Relation Solutions (Part 1)

Priority: Continue to lead public service innovation by providing human resource and employee relation solutions.

Progress Highlights:

In 2019-2020, the PSC continued work to improve human resource programs and services by refining HR processes to add value for our client departments and improve the systems that support provincial employees. A sample of the work toward this priority includes:

- The Client-Centric project,
- Over 500 enhancements made to SuccessFactors and the SAP programs
- Significant efforts to refine the processes and data collected through the Workmen's Compensation Board, and
- Collaborating with managers within departments to identify the best methods to help employees return to work after an injury.

Progress on Performance Measures:

Baseline client satisfaction ratings will be established in 2019-2020 following analysis of 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.

Results from the Client Satisfaction Survey were analyzed, and preliminary results identified the following PSC resources as most critical to achieving business objectives (within the next three years):

- MyHR, Recruitment Services, HRBP Consulting, Absence Management, the Learning Centre, and Employee Career Development and Performance Management.

The results also suggested the most frequently used resources were:

- MyHR, Recruitment Services, Absence Management, and HRBP Consulting.

Decrease the number of days between client creation of Hiring Requisition and competition posted on Recruitment Services site (Success Factors).

The average time from the submission of a Hiring Requisition to posting, prior to 2019, was 22 business days. For FY 2019-20, the average is 7 business days. The median is 5 business days. The service standard is 10 business days.

Decrease in duration of absences (i.e. includes increase in percentage of employees returning via regular and Transitional Return to Work)

An accurate measure for this outcome is not available at this time, due to the continuing issues with the WCB systems upgrade throughout the fiscal year.

Ministerial Mandate: Human Resource & Employee Relation Solutions (Part 2)

Priority: Continue to lead public service innovation by providing human resource and employee relation solutions.

Progress Highlights:

In 2019-2020, the PSC also continued work to improve human resource programs and services by supporting employee engagement and internal communications. Efforts toward this priority included:

- Administering and analyzing data from the 2019 How's Work Going survey,
- Delivering innovation strategy development sessions,
- Designing and facilitating 3 cross-governmental policy design sprints,
- Providing guidance and support on internal communications (e.g. deputy minister videos and newsletters), and
- Maintaining key internal communications portals like the HUB and the newly designed PSC Intranet site.

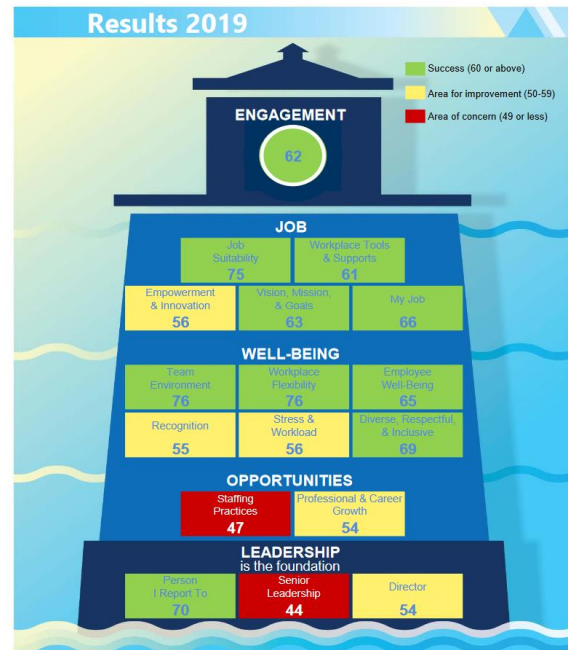


Figure 5: Snapshot of How's Work Going Results. Visit <https://novascotia.ca/psc/employeeCentre/employeeSurvey/> for results for each department.

Progress on Performance Measures:

Improvement in employee engagement indices over multiple surveys.

The overall engagement score has increased to 62 (from 57 in 2017), with improvements in most areas, including empowerment and innovation, and employee well-being.

Sustained or increased Corporate participation in the How's Work Going? Survey.

More than 6900 employees participated in the survey representing 67% of the workforce, up from 64% in 2017.

Increased participation in innovative programs.

Participation in Innovation programs included more than 500 participants across several programs/initiatives including:

- 80 participants at the innovations burst to support GoverNext,
- 170 participants - 53% employees/47% executive/senior/managers at innovation strategy development sessions,
- 48 participants at Public Sector Innovation training (two 2-day sessions),

- 120 participants at custom capacity building sessions for departmental manager forums,
- And 125 participants at three cross-government design sprints.

Enhanced internal and cross-departmental communications.

The PSC has enhanced internal and cross-departmental communications through reviewing and providing strategic advice and direction on several key programs being launched across the public service. More specifically that work has included communicating and supporting the delivery of the following programs: TEAMs, How's Work Going employee engagement survey, iNSpire Mentoring and Micromissions, Do Big Things – Be the Change, COVID-19 support and recovery.

Improved access to corporate information for all public service employees.

TheHUB was utilized to support employee networks, departments and individuals who wish to communicate for information sharing purposes or promotion of events. Some of these include Flag Raisings, Lunch-n-Learns, Annual General Meetings, network engagement sessions, Mental Health, Accessibility and Innovation Weeks.

An agreement has also been created with Nova Scotia Digital Service (formerly ICTS) to embed TheHUB News into all new issued communication style SharePoint sites providing further reach and alignment for this key employee/internal communications platform.

Increased regular two-way communication between leadership and employees.

TheHUB benefited from working with the Internal Communications Network to source and generate content from across the public service, content that is representative of the public service at large. This includes submissions for campaigns (Be the Change/Do Big Things, 100 days of Public Servants and COVID Chronicles. This has accounted for approximately 10 submissions a month.

Through TheHUB, the Corporate Internal Communications Unit also partnered with Communications Nova Scotia to introduce the Nova Scotia Government Twitter feed to the homepage of TheHUB to better blend internal (public service) /external information (Government) for public servants.

Baseline readership levels for TheHuB to be established.

From 2019 to 2020 TheHUB engagement increased by 34%. (i.e. all public servants have accessed TheHUB for a collective of 600K + visits.). The goal had been to expand by 10%.

6.0 Financial Results

	2019-2020 Estimate	2019-2020 Actual	2019-2020 Variance
Program & Service Area	<i>(\$ thousands)</i>		
Departmental Expenses¹			
Client Service Delivery	8,084	5,599	(2,485)
Employee Relations	2,112	3,114	1,002
Office of the Commissioner	402	249	(153)
People and Culture	2,801	3,795	994
Corporate Services	6,378	6,998	620
Total: Departmental Expenses	19,777	19,755	(22)
Additional Information			
Ordinary Revenue	0	0	0
Fees and Other Charges	0	0	0
Ordinary Recoveries	101	20	(81)
Total: Revenue, Fees and Recoveries²	101	20	(81)
TCA Purchase Requirements			
	-	-	-
Provincial Funded Staff (FTEs)³	189.4	185.0	(4.4)

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 2019-2020, the Public Service Commission did not receive any disclosures of wrongdoing.

Information Required under Section 18 of the Act	Fiscal Year 2019-2020
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

Appendix A – Detailed progress for each strategic action

This section of the accountability report restates the strategic actions and measures listed in the 2019-2020 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
<p>1. Younger Workers</p> <p>Priority: Continue to champion youth hiring and participation of younger workers aged 35 and under in the public service.</p> <p><i>In 2019-2020, the PSC will be in year four of our five-year commitment to provide younger workers with opportunities through various employment initiatives. We will focus on the following actions:</i></p>	<p>1a. Proactively recruit younger workers throughout the province by increasing our involvement in career fairs, external recruitment activities and building partnerships with other government agencies, post-secondary institutions, and community-led organizations.</p>	<ul style="list-style-type: none"> ○ Recruitment Services continued to focus efforts on building meaningful connections with post-secondary institutions and students across the province by: <ul style="list-style-type: none"> - Attending career days, networking events, information sessions, and employer panels, including 22 jobs/community career fairs; and - Hosting the 2nd Annual Government of NS Career Fair for post-secondary students on November 6, 2019.
	<p>1b. 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) identified opportunities to improve visual appeal, usability, and site accessibility to our government jobs website for people with disabilities; in addition to drafting a strategic recruitment plan focused on marketing activities and increased community outreach.
	<p>1c. Implement strategies that will focus on improving hiring processes and reducing barriers for younger workers and employment equity candidates.</p>	<ul style="list-style-type: none"> ○ A decision was made to assign a Talent Acquisition recruiter who will focus on Younger Worker Initiatives in the coming fiscal year. Areas of focus include: <ul style="list-style-type: none"> - Career Fair (virtual & In-person), - Simplified Summer/Co-op hiring process, - Targeted recruitment marketing, - Public service young leaders’ program, - Improved & automated onboarding process for students, - Creation of a knowledge transfer framework.
	<p>1d. Continue to support Labour and Advanced Education as the lead department for youth initiatives by participating in the Youth Senior Officials</p>	<ul style="list-style-type: none"> ○ The PSC representative continued to actively participate in scheduled meetings of the Senior Officials Youth Working Group supporting the

Ministerial Mandate	Strategic Action	Accomplishments and Progress
	<p>Working Group and other related subcommittees.</p> <p>1e. Under the PSC's Younger Worker Project: -Implement initiatives and improve existing programs & processes. The focus is on three key areas: <ul style="list-style-type: none"> • Attraction & Recruitment • Orientation & Onboarding • Engagement & Retention -Complete a Younger Worker Strategic Plan.</p>	<p>horizontal government collaboration on youth. A Talent Acquisition recruiter will also join the team in the 2020-2021 fiscal year.</p> <p>○ School recruitment drives for summer opportunities began in January 2020. A new "Simplified Summer Student hiring process" was instituted to facilitate quicker and easier hiring for managers and students. Feedback on this new process will be solicited in the Fall of 2020.</p>
<p>2. Diversity & Equity</p> <p>Priority: Lead efforts to attract, retain, and celebrate diversity and equity within the public service and maintain focus on attracting, hiring, and promoting workers from diverse backgrounds.</p> <p><i>In 2019-2020, the PSC will focus on the following diversity and equity activities:</i></p>	<p>2a. Complete development of, and implement the new corporate Diversity and Inclusion Strategy.</p> <p>2b. Increase senior leadership engagement and responsibility for diversity and inclusion.</p> <p>2c. Review diversity and inclusion training content and delivery to support priorities identified under the new strategy and ongoing competency development.</p> <p>2d. Complete the review and implementation of the Employment Equity Policy, reflecting direction and priority areas identified in the new Diversity and Inclusion Strategy.</p>	<p>○ In March 2020, All Together, An Action Plan for Diversity and Inclusion in the Public Service was launched. Implementation is ongoing.</p> <p>This fiscal year, the PSC:</p> <ul style="list-style-type: none"> ○ Conducted 11 training sessions with 350 leaders throughout various departments including Communities, Culture and Heritage (CCH), the Department of Justice (DOJ), the Department of Community Services (DCS), Fisheries and Aquaculture (DFA), as well as the Department of Agriculture (DAG). ○ Supported self-assessments by leaders in CCH, and the development of 3-year action plans to address diversity and inclusion (championed by senior leadership within the DOJ), ○ Revamped the Moving Towards Equity report to include sections on leadership accountability, leadership development, and measurement of progress. <p>○ Specialized training was developed for managers and senior leadership on unconscious bias and hiring, in line with a focus on senior leadership accountability.</p> <p>○ Diversity & Inclusion training was also updated for all provincial employees.</p> <p>This action is ongoing/in progress:</p> <ul style="list-style-type: none"> ○ The interjurisdictional scan was completed, Nova Scotia's policy is currently the most advanced in Canada. ○ Review of the language and processes in the guidelines are a priority, and underway, as are discussions about who will move the review forward in the 2020-2021 fiscal year.

Ministerial Mandate	Strategic Action	Accomplishments and Progress
	<p>2e. Plan and implement a campaign to raise awareness among employees across government about the importance of self-identification.</p>	<p>This action is ongoing/in progress:</p> <ul style="list-style-type: none"> ○ An in-depth communication campaign within departments to increase participation is being planned, in addition to a review of the language used for self-identifying in the most recent Count Yourself In survey.
	<p>2f. Advance commitments made in Access by Design 2030: Achieving an Accessible Nova Scotia. This will include:</p> <p>-Strengthening capacity within departments to champion diversity and inclusion, including accessibility and disability issues across government. This work will align with development and implementation of the PSC's new diversity and inclusion strategy.</p> <p>-Reviewing recruitment and selection training materials for hiring managers and ensuring that content reflects topics specific to the recruitment, selection and hiring of persons with disabilities into the public service of Nova Scotia.</p>	<ul style="list-style-type: none"> ○ The new diversity strategy was launched, focusing on senior leadership accountability for championing diversity and inclusion and improving the employee experience of members of employment equity seeking groups. ○ Updated content was also introduced into Recruitment & Selection Training Modules. - All 4 modules of that training are now relevant and include content specific to hiring persons with disabilities. <p>Activities begun in the 2019-2020 fiscal year and carried forward into the 2020-2021 fiscal year include:</p> <ul style="list-style-type: none"> ○ A Senior Diversity Consultant presently working as the lead in accessibility and disability issues, collaborating with various stakeholders, and working on accessibility and disability related projects; and ○ Employment goal setting and implementation plan sessions with departments (including department deliverables and projections for hiring/advancing EE employees for each of the groups - including people with disabilities).
	<p>2g. Promote the use of diversity hiring tools such as designation of positions under the Employment Equity Policy and use of the diverse hiring panel pool.</p>	<ul style="list-style-type: none"> ○ The PSC supported departments seeking to designate positions as restricted to employment equity candidates, in addition to launching the new diversity and inclusion strategy which calls for goal setting and progress reports on the hiring of employees from equity seeking groups.
	<p>2h. Initiate planning for the next biennial Diversity Conference, to be held in Fall 2020.</p>	<ul style="list-style-type: none"> ○ Planning for the conference is underway. The decided upon theme is Inclusion + Intersectionality – 'No one has a single identity'. ○ Activities will include 1.5-hour small virtual sessions over four days, opening remarks by the Public Service Commissioner, a keynote speaker, and a panel at the end of the week.
	<p>2i. Develop an integrated tool to support measurement of diversity and inclusion/employment equity outcomes and their impact on key deliverables and strategic priorities.</p>	<ul style="list-style-type: none"> ○ The All Together Action Plan for Diversity and Inclusion uses the Global Diversity and Inclusion Benchmarks to assess progress over 14 categories of Diversity and Inclusion assessment. In line with the action plan, departments will begin to conduct self assessments and create benchmarks for assessments in the 2020-2021 fiscal year.

Ministerial Mandate	Strategic Action	Accomplishments and Progress
		<ul style="list-style-type: none"> ○ Dashboards based on the How's Work Going survey and employment statistics have been shared with departments to support a clear understanding of the current state, as employment equity efforts continue.
<p>3. Psychological Health & Safety</p> <p>Priority: Continue to support the psychological health and safety of the Nova Scotia public service.</p> <p><i>In 2019-2020, the PSC will continue the implementation of the Psychological Health and Safety Standards. Specifically, the PSC plans to complete the following actions:</i></p>	<p>3a. Support the Office of Workplace Mental Health in promoting a positive approach to mental health and provide proactive supports and services to government employees.</p>	<ul style="list-style-type: none"> ○ The Office partnered with others at the PSC to host the first annual Celebrating Physical and Mental Health at Work Week. There were over 1,500 participants in the week's events. ○ Navigators have responded to 299 Navigation requests. 87.5% of those surveyed agreed that their interaction with the Navigator increased their awareness of available mental health resources and supports. 98% of respondents say they would recommend the navigation service to others. ○ To increase awareness of the navigation service, the Office released an overview video which received over 720 views in the first 2 months.
	<p>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. This includes continuing to work with a government-wide Departmental Ambassador Program that was established to support the Policy's implementation across all regions of the province.</p>	<ul style="list-style-type: none"> ○ This work has been completed. The policy was launched April 1, 2018. The Departmental Ambassador Program/Committee was put in place at that time and their work was wrapped up on April 11, 2019. Every department was given the Welcome package with information on developing their own internal OHS policy. The Ambassador committee continued its work with all departments until April 1, 2019, when the policy became effective.
	<p>3c. Continue to provide support and services to human resource staff, managers, employees, and government departments to raise awareness and address psychological health and safety in the workplace.</p>	<ul style="list-style-type: none"> ○ The Office of Workplace Mental Health (OWMH) distributed 2,500 guides (Managers' Guide: Creating a Mentally Healthy Workplace) to managers & HR professionals. 87% of survey respondents agreed the guide would support them in their role. ○ The OWMH also launched a Mental Health Matters Podcast series to expand access to mental health information for NS Public Servants.
	<p>3d. Continue to host educational sessions for managers and employees (e.g., the Working Mind and The Working Mind for First Responders) and encourage participation in other related training such as Respectful Workplace and</p>	<ul style="list-style-type: none"> ○ 5293 public servants have participated in The Working Mind or The Working Mind First Responder program. 24 new trainers were certified to deliver the program during the 2019-2020 fiscal year. ○ The Office has hosted 12 province-wide mental health talks and delivered 180 presentations. 82% of participants say they learned new information at an OWMH talk or event.

Ministerial Mandate	Strategic Action	Accomplishments and Progress
	Diversity and Employment Equity.	<ul style="list-style-type: none"> ○ 98% of those that attended the Let's Talk event in January 2020 rated their experience as good or very good.
<p>4. Human Resource & Employee Relation Solutions</p> <p>Priority: Continue to lead public service innovation by providing human resource and employee relation solutions.</p> <p><i>In 2019-2020, the PSC will continue work on improving our human resource programs and services. Specifically, we will:</i></p>	<p>4a. Refine HR processes using lean practices and evaluate opportunities for service innovation.</p>	<ul style="list-style-type: none"> ○ During the 2019-2020 fiscal year, Client Service Delivery focused on processes that would add value for the client including: <ul style="list-style-type: none"> - Streamlining the Off-Boarding process (from the retirement or resignation acceptance letter, to the Exit Check List and the Exit Survey), - Assessing and updating the HR Planning process.
	<p>4b. Implement a client centric framework for service delivery.</p>	<p>In 2019-2020, the PSC concluded the first phase of a Client-Centric Project that:</p> <ul style="list-style-type: none"> ○ Engaged stakeholders about client-centricity and identified the need to clarify PSC core services for clients; ○ Presented a finalized framework to senior leaders for ongoing work; and ○ Established working groups (which continue in the current fiscal year) focused on: client feedback, continuous improvement, and cross collaboration. <p>Implementation of the client centric framework for service delivery has included building consensus on a set of organizational commitments to client centricity, sharing the results from stakeholder engagement with clients, and integrating client centric principles into the PSC Strategic Planning process.</p>
	<p>4c. Implement the updated Respectful Workplace Policy.</p>	<ul style="list-style-type: none"> ○ This action is currently underway in the 2020-2021 fiscal year, the revised Respectful Workplace Policy was approved by Cabinet June 2020 and guidelines and training materials are forthcoming.
	<p>4d. Improve and refine our current technology and self-service solutions to assist client service delivery across multiple systems (e.g., MyHR, SuccessFactors – Recruitment and Learning Management System (LMS), and the Environmental Health & Safety Management (EHSM) Project).</p>	<ul style="list-style-type: none"> ○ In partnership with Service Nova Scotia & Internal Services, a User Experience Review was completed for MyHR. Leveraging the feedback from this review, and the experience of the Service Design team, improvements to the MyHR interface were implemented, along with new templates for content. ○ Over 500 enhancements were implemented in the SAP and SuccessFactors systems, including a new module, SuccessFactors JAM. This module was introduced, along with a mobile application, enabling Corporate Learning Centre program participants to participate in out-of-classroom collaboration. ○ The EHSM functionality continued to evolve and improve, including the deployment of a mobile application. ○ The Records Digitization project began in 2019-20. In this initiative, the Province of Nova Scotia is only the second Canadian jurisdiction to look to digitizing employee records. In Fiscal Year 2019-20, a design and prototype was finalized, along with a privacy impact assessment, legal review, and technology threat risk assessment.

Ministerial Mandate	Strategic Action	Accomplishments and Progress
	<p>4e. Improve Injury on Duty (IOD) outcomes by collaborating with government partners and Worker's Compensation Board (WCB) to refine processes, better manage WCB related issues, increase injury prevention efforts with client departments, and improve WCB data reporting.</p>	<ul style="list-style-type: none"> ○ Key Performance Indicators to be met and reported on regularly by WCB were discussed. These Key Performance Indicators are closely aligned with those developed for the Short Term Illness Support Program, as both programs deliver case management services for employee absences due to illness and/or injury. ○ Our request for improved data sharing and trend reporting was further delayed due to issues related to the systems upgrades at WCB, which were not resolved by fiscal year end. Productive discussions regarding expectations of the data to be delivered continued despite the inability for WCB to produce the actual data reports. ○ 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 and the NS Workers Compensation Board ○ Regular case management conferences continued throughout the fiscal year which provided improved opportunities to reduce the duration of the Injury on Duty Absences ○ The Specialized Adjudication Unit at WCB has established new programs for PTSD and Concussion Injury claims. By working closely with the PSC Absence Management Team and the provincial departments impacted (with most PTSD claims coming from the Department of Justice), there have been improvements in the Return to Work and Transitional Return to Work outcomes for these claims.
	<p>4f. Improve Return to Work outcomes through the injury on Duty (Direct Access) program to be piloted with TIR initially and later with Department of Justice.</p>	<ul style="list-style-type: none"> ○ 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 during the last fiscal year. This was 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. ○ Regular monthly case conferences have been established with TIR managers, WCB case managers and PSC Absence Management to increase communication and provide improved opportunities to reduce the duration of the Injury on Duty Absences. ○ Plans to commence the WCB Direct Access program work for Justice, now that the TIR project is underway, saw some progress, though not as much as was planned. Work on this initiative will continue into the 2020/2021 fiscal year.

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<p>5. Human Resource & Employee Relation Solutions</p> <p>Priority: Continue to lead public service innovation by providing human resource and employee relation solutions.</p> <p><i>In 2019-2020, the PSC will focus on the following priority actions in support of employee engagement and internal communications:</i></p>	<p>5a. Develop and support leaders in the implementation of a multi-year Employee Engagement Strategy.</p>	<ul style="list-style-type: none"> ○ A holistic, multi year Employee Experience Strategy Implementation Framework and Plan has been drafted. ○ Implementation of Phase 1 and 2 (of 3 phases) will be completed in fiscal 2020-2021.
	<p>5b. Continue to develop, implement and evolve programs to modernize workplace and leadership practices that positively influence employee experience and address the unique challenges of middle management.</p>	<ul style="list-style-type: none"> ○ Achieved through improvements within results listed below: in 5c regarding the Results Guide and action planning strategy, and in 5d regarding the Manager Forum sessions and Innovation Time. ○ Completed a full FlexNS program review and made recommendations for next steps in scaling flexibility across the public service, with the goal of transitioning to a culture of flexibility.
	<p>5c. Lead the delivery, reporting and action planning for the results of the 2019 How's Work Going (HWG)? Employee Engagement Survey and supporting pulse surveys.</p>	<ul style="list-style-type: none"> ○ The 2019 HWG Survey was redesigned and administered in Fall 2019. ○ Survey delivery was outsourced to Narrative Research to provide improved turnaround, transparency and robust internal analytics capabilities for our internal HR Analytic project partners. ○ Following analysis of the data a new HWG Results Guide was created including action planning templates, best practices checklists, department results presentation decks, and HR partner training. ○ A cross-departmental approach was implemented to share results and begin action planning. Client Service Delivery and People & Culture team members worked together to gather input from employees, supervisors, and managers, in addition to facilitating training and offering clients coaching.
	<p>5d. Develop and support implementation of innovative programs to address opportunities identified in the 2019 How's Work Going Survey? and by leaders.</p>	<ul style="list-style-type: none"> ○ Designed and delivered innovations burst to support GoverNext AGM priorities. ○ Delivered Innovation strategy development sessions. ○ Designed and delivered Introduction to Public Sector Innovation training. ○ Delivered custom capacity building sessions to departmental manager forums. ○ Designed Innovation Time workshop/worked with Organizational Development Consultant on new Performance and Planning Development forms. ○ Developed and facilitated Problem Framing Workshops to PSC stakeholders as part of the Client Service Feedback Strategy.
	<p>5e. Build innovation capacity across government through facilitation of sprints and design labs.</p>	<p>Within the 2019-2020 fiscal year, the following was designed and delivered:</p> <ul style="list-style-type: none"> ○ Multiple problem framing sessions ○ 3 cross-government design sprints ○ Sprint Master training, with the goal to scale capacity for sprints as a larger problem-solving tool for the public service <p>○ In addition, a Design Team for Innovation Time was created; A concept that was pitched during the Younger Workers project. The goal of the Design Team</p>

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		<p>was a to investigate how Innovation Time could be leveraged as a recruitment and retention tool.</p> <ul style="list-style-type: none"> ○ A tailored workshop around outcome management and leading/communicating in a virtual work environment was produced. ○ Based on increased departmental interest in the program, results, and evaluations of the sprints/policy design labs, work is underway to establish a three-tiered service model for these services including options for: <ul style="list-style-type: none"> - Self-serve, - Guided processes, or - Partnership with the innovation and engagement team.
	<p>5f. Support the ongoing implementation of iNSpire, a self-directed program that brings mentors and mentees together to support individualized career growth and professional development and enables employees to share and build on already established skills outside of their existing role.</p>	<ul style="list-style-type: none"> ○ A sustainability plan for the iNSpire initiative was created with goals and activities to the end date of May 2020. The 4 goals of this plan were (1) Build knowledge and awareness, (2) build an iNSpire community where users are engaged, (3) ensure iNSpire meets user functions and (4) develop long-term program management and sustainability. At the end of the fiscal year, 3 objectives were completed, and 3 objectives were still in progress. ○ In relation to Goal 4, transfer of program management to the Learning and Development unit is expected to be completed by Q2 of 2020-2021.
	<p>5g. Create, support and guide the work of the government-wide Internal Communications Network.</p>	<ul style="list-style-type: none"> ○ The Corporate Internal Communications Unit leads the corporate direction of the Internal Communications Network, managing its focus and priorities. ○ The Network updated its mission and mandate in 2019 and its core priorities in 2020 to the following four (4): <ol style="list-style-type: none"> 1) Corporate Support, which includes reviewing ‘to-be-launched’ corporate programs and plans, allowing for diverse and department specific feedback. Presentations have included MS Teams; How’s Work Going – survey launch and action planning; and iNSpire. 2) Departmental Support – assisting in the development of departmental internal communications plans and supporting their use within departments. 3) Resources: Development of an Internal Communications SharePoint site with resources and examples curated by the Network that departmental Leads support in their departments. 4) Outreach and Awareness: Building awareness throughout the organization about the Network; sharing and guiding the use of new and existing employee communications tools, TheHub, PSC SharePoint, Manager’s Service Centre and MyHR.
	<p>5h. Lead further development and evolution of government’s key internal/employee communication tool, TheHub.</p>	<ul style="list-style-type: none"> ○ TheHUB is the official corporate intranet SharePoint site of the Nova Scotia Public Service. TheHUB is a social intranet, a digital community, and space to share stories of who we are, what we do, and why. The platform is constantly

Ministerial Mandate	Strategic Action	Accomplishments and Progress
		<p>evolving due to the user interest and experience and priorities of the organization.</p> <ul style="list-style-type: none"> ○ TheHUB is fundamental for providing information to employees on key initiatives including the How's Work Going, employee engagement survey; the launch of the NS Government's new diversity strategy, All-Together; Be the Change and Do Big Things and Untied Way Campaigns, iNSpire mentor and mircomission program, and updates, tools, stories and other resources for employees during the COVID-19 Pandemic.
	<p>5i. Guide and support corporate internal/employee communications projects, programs and campaigns including Managers Service Centre, Be the Change, United Way, Corporate Recognition Programs (e.g., Premier's Award of Excellence and Long Service Awards).</p>	<ul style="list-style-type: none"> ○ The Province of Nova Scotia is committed to recognizing dedicated public servants doing extraordinary things with their everyday work. The Corporate Internal Communications Unit coordinates the delivery of the corporate programs and events that recognize significant achievements within the public service and the community and the celebration of these outstanding individuals. The Unit does this through the various campaigns, programs and platforms it leads or guides including Be the Change, Do Big Things, and corporate recognition programs like the Premier's awards.
	<p>5j. Develop internal/employee communication resources and tools for cross-governmental use supporting leaders in sharing information.</p>	<ul style="list-style-type: none"> ○ The PSC SharePoint site is a direct and modern way for the commission to communicate and promote its programs, services and information across the public service via the service directory. ○ A core priority of the Internal Communications Network is the digital (SharePoint) Internal Communication Tool Kit. It has been in development over the past year and will launch in the late summer 2020. It will provide leaders and employees with tools and tips to assist in better, more frequent, and coordinated communication, using best practice examples taken from departments.
	<p>5k. Guide and support departmental teams on individual internal communication projects to better communicate to employees.</p>	<ul style="list-style-type: none"> ○ Provided guidance and support on projects to communicate to employees including deputy minister videos and newsletters.

8.1 Appendix B – MyHR Data

MyHR Data for the Period April 1, 2019 to March 31, 2020

The information below has captured, by month, the number of Users that have had at least one session on MyHR within the selected date range. Please note that if a User logs onto MyHR multiple times or with different devices, they will be counted multiple times (i.e. if they logged in on a desktop and a phone they would be counted twice).

Month	Number of Users
April 1 st – 30 th , 2019	9,430
May 1 st – 31 st , 2019	10,215
June 1 st – 30 th , 2019	8,823
July 1 st – 31 st , 2019	9,134
August 1 st – 31 st , 2019	9,739
September 1 st – 30 th , 2019	10,041
October 1 st – 31 st , 2019	10,144
November 1 st – 30 th , 2019	9,110
December 1 st – 31 st , 2019	8,307
January 1 st – 31 st , 2020	11,449
February 1 st – 28 th , 2020	9,876
March 1 st – 31 st , 2020	10,410

8.2 Appendix C – Public Service Commission Commonly Used Acronyms

Acronym	Meaning
CNS	Communications Nova Scotia
DCS	Department of Community Services
ICTS	Information Communications and Technology Services <i>(currently called the Nova Scotia Digital Service)</i>
LMS	Learning Management System
OHS	Occupational Health and Safety
PSC	Public Service Commission
TIR	Transportation and Infrastructure Renewal
WCB	Workers' Compensation Board

8.3 Appendix D – 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.

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.