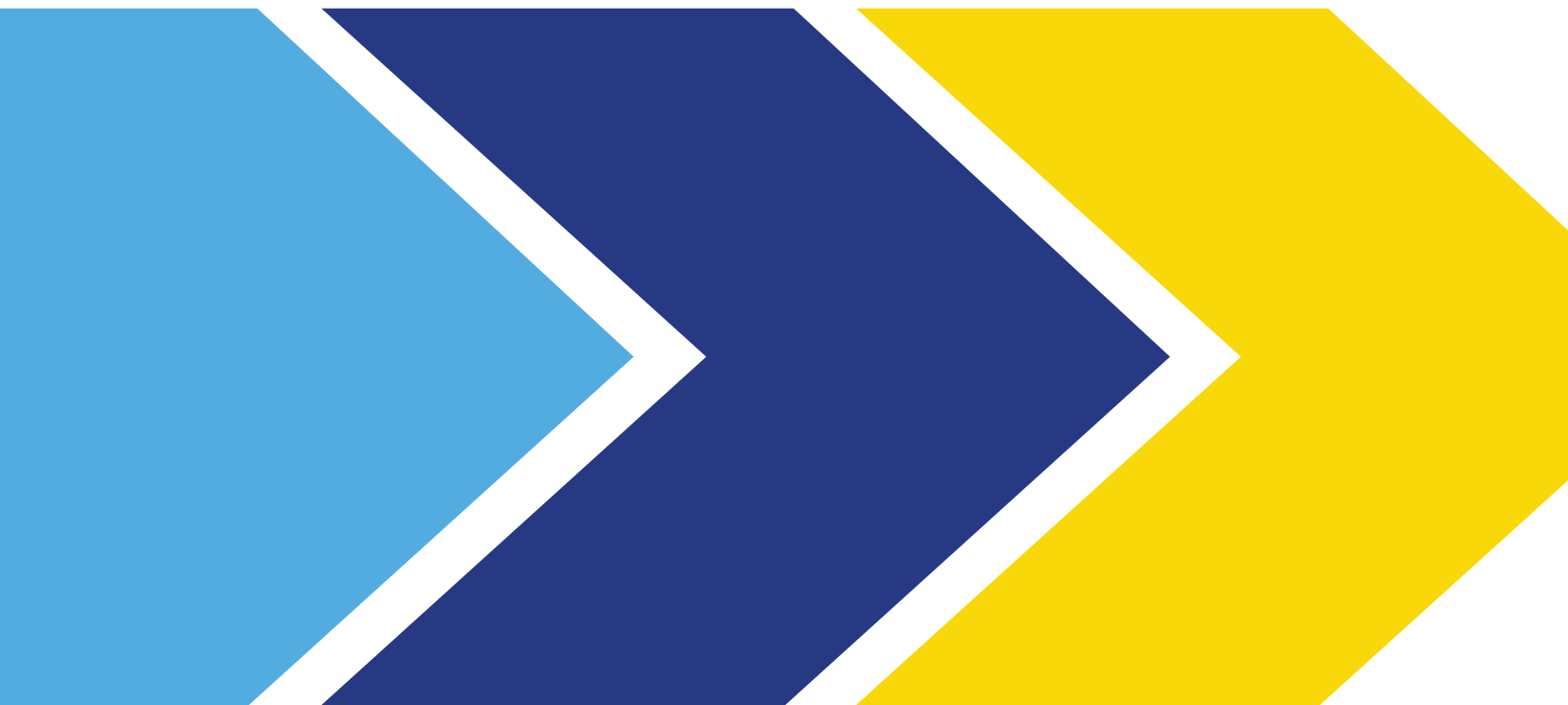


BUSINESS PLAN

2022-23



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Message from the Minister of the Public Service Commission (PSC)

Helping government to meet our goals to fix healthcare and rebuild our economy will require committed leadership, a willingness to take bold action, and a strong and innovative public service.

It's our job at the Public Service Commission (PSC) to support our client departments to achieve government's vision and deliver the programs and services Nova Scotians need.

To do this, we must ensure we have the right human resources management policies, programs, standards and procedures necessary to attract and retain a talented, diverse and inclusive workforce.

Our 2022-23 business plan outlines our path to help achieve our goals for the next year.

Events from the past year remind us that systemic racism and discrimination are still very present in our daily lives and in our institutions. As Nova Scotia experiences new levels of population growth, our demographics are increasingly more diverse. A public service that is similarly diverse at every level – where people feel safe, included, and able to bring their best ideas forward – will make better decisions and develop more responsive programs and services for all Nova Scotians.

As part of our *All Together* equity, diversity and inclusion action plan for the public service, we are undertaking a complete review of our employment process to identify barriers and challenges faced by employees from equity-seeking groups. This includes reviewing and updating key policies like our fair hiring and employment equity policies to support our new talent acquisition strategy and working internally to support the Office of Equity and Anti-Racism Initiatives as they introduce new legislation for Nova Scotia.

The PSC will build on initiatives to support hiring younger workers, including students and interns, to help young people get the work experience they need and consider careers in the public service. And we will continue to invest in our people through enhanced training, and professional and leadership development opportunities.

The Covid-19 pandemic has been a time of immense challenge and change for us all. It has highlighted the need to support the mental health and well being of our employees. The PSC will continue to support psychological health and safety through our Office of Workplace Health, in collaboration with our union and other partners, and to support creating engaging and inclusive work workplaces.

These are just a few of our priorities for the year ahead. Our 2022-23 business plan will build the capacity of the Province of Nova Scotia to meet the current and future needs of Nova Scotians through a diverse workforce with the necessary talents, experience and skills. I want to thank all civil service employees for their continued commitment. I look forward to working together to put our plans for the public service and our solutions for all Nova Scotians into action.

Hon. Colton LeBlanc
Minister of the Public Service Commission

Ministerial Mandate:

The following Business Plan goals, activities, and outcomes reflect the PSC's strategic priorities and our Ministerial Mandate to:

- Determine the human-resource management policies, programs, standards and procedures necessary for the public service.
- Provide the public service direction, advice and assistance regarding the implementation and application of human-resource management policies, programs, standards and procedures.

Goal 1: Support employee well-being, resilience, and engagement.

Initiatives/Activities:

1. Prioritize the psychological well-being and mental health of employees through Office of Workplace Mental Health (OWMH) supports and programs.
2. Support a workplace culture of health and safety through:
 - Effective management of Absence Management programs, including contract negotiations with the Workers' Compensation Board (WCB) and maintaining strong, active relationships with external case management service providers i.e., Lifeworks, WCB, and Manulife; and
 - Continued adoption of an online Health and Safety Incident Management system.
3. Advance welcoming, healthy, and engaged workplace cultures by:
 - Understanding workforce issues through analysis of workforce data and surveys, including the 2022 How's Work Going bi-annual workforce survey; and
 - Leading an annual Public Service Week corporate engagement campaign to support an informed and engaged workplace.

Outcomes:

- Mental health literacy and reduced mental health stigma within our workplaces.
- Greater awareness of the OWMH services and culturally responsive programs among public servants.
- Identification and monitoring of performance standards of external service providers to support Province of NS employees.
- Improved service delivery and internal communications for workforce surveys.

Goal 2: Support welcoming and inclusive workplace cultures.

Initiatives/Activities:

1. Address systemic racism, barriers, and discrimination in HR processes by updating key employment policies and working with departments to address barriers e.g., through the development and evaluation of Equity Diversity and Inclusion action plans.
2. Collaborate within the PSC and across the public service to create a safe and culturally responsive workplace for all employees including:
 - Developing and updating employee training in collaboration with the Learning Centre e.g., Equity, Diversity, and Inclusion (EDI) courses in all Leadership Development Programs, and online training to increase accessibility for all employees;
 - Supporting the development of a government wide Equity & Anti-Racism Strategy by partnering with the Office of Equity and Anti-Racism (the project lead); and
 - Partnering with the Accessibility Directorate (the project lead) on the development of accessibility standards related to PSC training, policies, and practices.
3. Support recruitment of employment equity groups:
 - Work in collaboration with PSC teams and stakeholders, such as the Office of Equity and Anti-Racism, to implement a Community Engagement Project (CEP) plan, to establish culturally responsive and equitable recruiting, hiring, engagement, and career planning practices, for equity seeking employees.

Outcomes:

- Updated and revised human resource policies that foster safe and culturally responsive workplaces for all employees e.g., the Employment Equity Policy.
- Greater collaboration with departments and offices across the public service to address systemic racism, barriers, and discrimination within the public service.

Goal 3: Advance the capacity of the Province of Nova Scotia to meet the current and future needs of Nova Scotians through a diverse workforce with the necessary talents, experience, and skills.

Initiatives/Activities:

1. Partner with identified departments to address HR trends through HR planning support, research, strategy, engagement, and communications.
2. Develop and/or launch new talent frameworks, policies, and practices, including:
 - Developing a new Talent Acquisition Policy to modernize and replace the Fair Hiring Policy;
 - Continuing to work on incorporating the LEADS framework into leadership hiring practices;
 - Delivering training and development opportunities for public service employees; and
 - Continuing to offer a suite of virtual/online and eLearning options for the province's employees.

Outcomes:

- Continued hiring and retention of younger workers.
- Improved participation and selection of employment equity groups in our applicant pool.
- More inclusive and accessible outreach for filling open positions within the public service.

Goal 4: Develop client-focused, person-centred approaches to HR service delivery.

Initiatives/Activities:

1. Take an evidence-informed approach to the development, analysis and evaluation of HR strategies, policies, programs, procedures and HR services, including:
 - Code of Conduct review initiated in 2021-22 and continuing throughout 2022-23;
 - PSC Strategic Measurement Framework initiated in 2021-22, continuing in 2022-23; and
 - Ongoing Policy Manual 500 reviews e.g., Employment Equity Policy, initiated in 2021-22, and continuing into 2022-23.

2. Develop responsive HR systems and improve client experience, including:
 - Continued records digitization and tracking;
 - Continuous improvement of HRIS systems;
 - A new analytics platform; and
 - Advancements in Data literacy for the PSC.
3. Better understanding of our corporate employee base through an evidence-informed employee equity data project and an audience mapping/persona creation project. The persona project is fictitious representations (employee personas) created based on motivations, similar goals and behaviours to help inform program and services.
4. Leading and supporting employee understanding and engagement of corporate policy, programs, and services e.g., through the digital engagement/client service toolkit and the National Internal Communications Network of interjurisdictional internal communications offices.

Outcomes:

- Improved data literacy that considers privacy and confidentiality of employee information.
- Enhanced performance measures and metrics to aid in analyzing strategies, internal policies, programs, and procedures.
- Better understanding of our employees, beyond demographics to help inform programs and services.
- Refined, informed, and supportive corporate employee communication, engagement, and client service applications, along with targeted development of policy, programs, and services.

Collaborations

Departmental Collaborations will include partnerships with, but also not limited to:

- Office of Equity and Anti-Racism
- Accessibility Directorate
- Labour, Skills, and Immigration
- Nova Scotia Digital Service
- And ongoing partnerships with all departments, including EDI and Internal Communications Network (ICN) leads, as we explore innovative HR solutions that address the Human Resource needs of Nova Scotia's dedicated employees

Other Important Collaborations will include partnerships with, but also not limited to:

- Employee Networks within the NS public service
- Union partners e.g., NSGEU

Departmental Expenses

Departmental Expenses Summary			
(\$ thousands)			
<u>Programs and Services</u>	<u>2021-2022 Estimate</u>	<u>2021-2022 Forecast</u>	<u>2022-2023 Estimate</u>
Client Service Delivery	6,436	6,201	6,534
Employee Relations	3,025	3,333	3,384
Office of the Commissioner	501	437	475
People and Culture	4,373	4,581	5,049
Corporate Services	5,797	8,913	5,659
Total - Departmental Expenses	20,132	23,465	21,101
Ordinary Recoveries	---	130	98
<u>Funded Staff (# of FTEs)</u>			
Department Funded Staff	186.4	179.5	187.4
Note:			
For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2			
For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1			