

Accountability Report 2017–2018

Public Service Commission

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Accountability Report 2017–2018

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1.0 Accountability Statement

The Accountability Report of the Public Service Commission for the year ended March 31, 2018, 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 2017-2018 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

Thank you for taking the time to read the Public Service Commission's (PSC) 2017-18 Accountability Report. We are pleased to highlight 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 welcoming and inclusive public service. This year, we were recognized as one of Canada's Best Diversity Employers for 2018, a reflection of the hard work on behalf of our employees who are determined to make our workplace more diverse and inclusive, and the great initiatives we've implemented under our "Raising the Bar" diversity and inclusion strategy, which is in its final year.

We continue to focus efforts on recruiting and retaining younger workers and are pleased to report that during the 2017-18 fiscal year, almost 40 per cent of all those hired or rehired in the public service have been 35 or younger and almost 60 per cent of the initial group of 70 entry-level positions hired in 2015 still work in government, many of whom have moved into permanent positions and been promoted. We continue to hire younger workers year-round by reducing barriers to entry, discovering innovative ways to advance our hiring processes, and improving the marketing and visibility of government opportunities through various social media channels.

Another major focus has been on employee engagement, through our corporate engagement strategy, Pride in the Public Service. We're now offering solutions for our employees who need more flexibility in their careers, we're creating the Office of Workplace Mental Health to promote and support mental health and wellness in our government workplaces, and we've relaunched our internal website, now called TheHUB, to better connect employees around the province by sharing informal stories.

We continue to evaluate the effectiveness of PSC client services by refining HR processes using lean practices, creating internal service standards and measures, and advancing technology solutions to assist client service provisions (e.g. MyHR, SuccessFactors).

We are committed to supporting all government employees and departments and we look forward to seeing the improvements that will develop as a result of our hard work over the past year.

Sincerely,

Original signed by

The Honourable Tony Ince
Minister

Original signed by

Laura Lee Langley
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 2017-2018 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 Business Development and Support, 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:

- We have about 200 employees who provide human resource related services to over 10,000 government employees across the province.
- Between April 1, 2017 and March 31, 2018 there were 2,452 opportunities for employment in departments across the public service. The PSC helped fill 954 of those opportunities with a younger worker (i.e., those 35 years of age and under), which equates to 39% of all opportunities within that fiscal year, surpassing our initial target of 5%.
- The Nova Scotia Government is recognized as one of Canada's Top Diversity employers for 2018. Having a public service that is representative of the public we serve remains to be one of the PSC's top priorities.
- The Nova Scotia Government remains committed to workplace mental health. With the support of all departments across government, Nova Scotia was the first province in Canada to adopt the Mental Health Commission of Canada's Psychological Health and Safety Standards. In keeping with this commitment, the PSC launched a three-year pilot to

open a new Office of Workplace Mental Health on April 1, 2018. The office will aim to promote and support mental health and well-being in government workplaces.

- We were the first civil service in Canada to release and implement guidelines to support trans and gender variant employees, which included the creation of gender-neutral bathroom signage for workplaces across government.
- Our new job search website (<https://jobs.novascotia.ca>) generated more than 460,000 hits and received more than 22,000 applications within the first four months of launching. Adapting to the needs of citizens by adopting digital, client-centered approaches to online services that use safe and secure shared platforms and protect privacy is crucial to our work.

4.0 Summary of our Performance

Work continued to advance our department's priorities during the fiscal year 2017-18. 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 fiscal year 2017-18 was year-three of government's five-year commitment to younger workers. During the past year, the PSC continued to focus on recruitment and retention efforts. Between April 1, 2017 to March 31, 2018, 39% of government workforce hires or rehires were younger workers, which equates to 18% of the total government workforce. We continue to identify and encourage the removal of entrance barriers, such as experience requirements, for younger and less-experienced workers. We have also made improvements to our career website (<https://jobs.novascotia.ca>) for people seeking employment opportunities with the Province of Nova Scotia.

Various actions in our business plans have been based on multi-year corporate workplace strategies. The fiscal year 2017-18 was year three of the four-year "Raising the Bar" diversity and inclusion strategy, and year two of the three-year "Pride in the Public Service" employee engagement strategy. Progress made on these strategies during the past year included the development of a Diversity Training Certificate program for employees who complete a suite of diversity workshops. This certification supports the development of employees' cultural competency to help serve all citizens. Government departments also continued to support and implement flexible work options for employees in various departments across government. Supporting this program results in the modernizing of workplaces and promotion of innovation in the public service.

Work began during the fiscal year 2017-18 to develop and pilot a new Office of Workplace Mental Health, further demonstrating our commitment to psychological safety. The office was developed in partnership with the Nova Scotia Government and General Employees Union (NSGEU) and with sponsorship support from the Nova Scotia Public Service Long Term Disability Plan Trust Fund, the Canadian Union of Public Employees (CUPE), and the Crown Attorneys Association. The new office will 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. Funding for the initiative will be approximately \$1.3 million annually for the first three-years of the pilot program, which will come from the Employment Insurance Rebate Program that the province receives from Service Canada. This new funding will have no net impact on the government's budget.

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.

5.0 Measuring our Performance

Each strategic action listed in the 2017-18 business plan is linked to specific performance measures that provide evidence an activity/program is achieving its intended outcomes. This section describes these measures along with the progress the PSC has made for each strategic action as they relate to our department's priorities and the Minister's mandate.

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
<p>Younger Workers</p> <p>(Core function: Client Service Delivery)</p>	<p>1. Continue to focus on the attraction and retention of younger workers to the public service by discovering innovative ways to advance our hiring processes, reducing barriers to entry, improving the marketing and visibility of government opportunities through various social media channels, and building stronger programs/partnerships that encourage government departments to utilize career-fairs, co-operative/internship positions, and other youth-friendly employment initiatives within the public sector.</p>	<ul style="list-style-type: none"> ○ There were 954 hire or rehire events of employees aged 35 and under this past fiscal year. Of those 954 people, 32 individuals were hired for a work term (e.g., summer student or co-op), completed their term, and then were re-hired to work in a new term assignment. ○ Of the hires, 19% were permanent full-time hires, 49% were casuals, 12% were seasonal, and 12% were relief employees. While there is the ongoing intake for summer student, intern and co-op positions being posted, as of March 31, 2017, there were 128 summer student, intern and co-op opportunities posted for approximately 177 positions. ○ This year's summer student recruitment was conducted earlier than previous years and was aligned with post-secondary institution career fairs and recruitment activities. ○ The Recruitment Services Team participated in several career fairs, "mock interviews" (Dalhousie University), career judging panels (St. Mary's University), hiring panel training and feedback sessions and other activities with post-secondary institutions as we continued to build our relationships and networks with these, and other, partners. ○ The Recruitment Services Team is actively developing networks and partnerships with organizations such as NS Business Inc., Halifax Partnership (Hire Me Now events), Aboriginal Career Fairs, and all NS post-secondary institutions. 	<p>5% of all new hires to the public service will be younger workers.</p> <ul style="list-style-type: none"> ○ Progress: During the fiscal year 2017-18, 39% of government hires or rehires were younger workers (954). Of those hires, 19% were hired on a permanent full-time basis, and 73% combined were hired as seasonal, casual or relief employees. <p>Participation of younger workers (aged 35 and under) who are gaining public service experience through the various enhanced employment programs under the government's younger worker initiative.</p> <ul style="list-style-type: none"> ○ Progress: As of March 31, 2018, there were 128 summer student, intern, and co-op student opportunities posted for up to 177 positions. <p><i>These measures continue to demonstrate positive results for younger workers in government. Both measures have been carried forward to the fiscal year 2018-19.</i></p>

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
<p>Human Resource / Employee Relation Solutions</p> <p>(Core function: Client Service Delivery)</p>	<p>2. Continue work to support the human resource needs of departments by implementing "HR by Design," with a focus on improving access to relevant human resource data, talent mobility, and succession planning initiatives.</p>	<ul style="list-style-type: none"> • A PSC Roadshow called "Doing Business with PSC" that incorporated "HR by Design" content was developed and delivered to client departments throughout the fiscal year. The topics included HR Demographics, Dashboard, Diversity, Engagement, Learning & Development, Short Term Illness (STI) Support, Absence Management, FlexNS, Online Tools, Recruitment Services, and Success Factors. The content was also made available on MyHR for use by any member of the PSC team in their interactions with department management groups. • Human Resource Business Partners in line departments have been providing human resource data to their clients to assist them in the development of their departmental HR plans. • The Information Management and HR Systems unit has been working with client departments and PSC colleagues to provide enhanced access to HR related data. • The Talent Mobility Policy is under development with plans to obtain approval and begin implementation in the fiscal year 2018-19. 	<p>Percent increase in the corporate Talent Capacity Index as per the "How's Work Going?" employee survey and other similar survey tools.</p> <ul style="list-style-type: none"> ○ Progress: In 2017, the Talent Capacity Index was 49, a two-point increase from the 2015 results. This index provides a measure of how employees feel the organization invests in their professional learning and development. Due to the availability of other relevant data, this measure has not been carried forward to the fiscal year 2018-19.
<p>Human Resource / Employee Relation Solutions</p> <p>(Core function: Client Service Delivery)</p>	<p>3A. Continue evaluating the effectiveness of PSC client services, refine HR processes using lean practices, create internal service standards and measures, and advance technology solutions to assist client service provisions (e.g. MyHR, SuccessFactors).</p>	<ul style="list-style-type: none"> • The second external evaluation of the STI Support Program was completed along with the first gap analysis of the Injury on Duty (IOD) program with Worker's Compensation Board (WCB). The action plans incorporating recommendations from this evaluation are under development. Action plans and a summary of the evaluation will be shared with the PSC Executive Leadership Team in the 2018-19 fiscal year. • We continue to make enhancements to the STI Support Program and have developed departmental specific data reports to be shared with the larger departments on a quarterly basis. • The PSC also worked with the staff from the Corporate Service Initiatives group of Finance and Treasury Board to develop key performance indicators to be used to assess ongoing STI Support Program performance. 	<p>The number of service standards defined.</p> <ul style="list-style-type: none"> ○ Progress: Three broad service standards were defined for Absence Management, Recruitment Services, and General Standards of Service for the PSC, each of which encompasses several detailed service offerings. This measure has been carried forward to the fiscal year 2018-19. <p>Percentage of clients who describe their service as "satisfied."</p> <ul style="list-style-type: none"> ○ Progress: The Client Satisfaction Survey was not completed in the fiscal year 2017-18 due to other operational priorities. This measure has been

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
		<ul style="list-style-type: none"> The Absence Management Team continued to work with departments and our Human Resource Business Partners to review the departmental data and assist with the development of strategies and action plans to address departmental specific issues. Work on the finalization of Service Standards for Absence Management and Recruitment Services has been postponed until the fiscal year 2018-19 as related service delivery units, processes, and systems are still under development. Once the above-noted work has been implemented, the draft service standards will be finalized. 	<p>carried forward to the fiscal year 2018-19.</p> <p>The number of days between client's decision to fill a vacancy and competition posted on new recruitment website (SuccessFactors).</p> <ul style="list-style-type: none"> Progress: The average number of days between the client creation of the hiring requisition and the competition posted was 6.22 days during the fiscal year 2017-18. This result includes client requests and other delays. However, this rate continues to improve. For the first three quarters of the 2017-18 fiscal year, 56% of the competitions were posted in six days or less, and in the 4th quarter, 72% of the competitions were posted in six days or less. This performance measure will carry forward to the fiscal year 2018-19, but will be updated to read, "Number of days between recruiter's receipt of Hiring Requisition and competition posted on the internal Recruitment Services site." <p>The number of HR and WCB processes refined and documented.</p> <ul style="list-style-type: none"> Progress: Approximately 25 processes were refined and documented for Absence Management (STI, WCB, Long Term Disability and Accommodations), and approximately five processes for Recruitment Services. This measure has been carried forward to the fiscal year 2018-19.
	<p>3B. Work with government partners (LAE, ISD) to increase collaboration with the Worker's Compensation Board (WCB) to refine processes, better manage WCB related issues, increase injury prevention opportunities with client departments, improve the Return to Work rate for employees in receipt of WCB benefits, improve WCB data reporting and share with client departments, and develop a Service Level Agreement between WCB and the province.</p>	<ul style="list-style-type: none"> Six major themes were identified for this project work: <ol style="list-style-type: none"> Government Account Modernization Data Exchange/Data Access Programs and Processes Sharing Operational Information Governance Visibility Significant progress was made in all six major areas, including: <ul style="list-style-type: none"> Development of clear & consistent processes to establish information & document flow; Consolidation of the WCB government accounts to permit better alignment with government structure and more streamlined process and efficiencies in the WCB Accounts Payable function; Leveraging technology to improve data transfer & secure messaging; Establishment of Executive Steering Committee and collaborative working groups to facilitate continuous improvement; and, Improving key performance indicators to measure efficiency and effectiveness of the service. Work progressed to establish an updated Service Level Agreement between the Province of NS and WCB along with a review and possible revision of the Administration 	

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		<p>Fee Calculation model. Completion of these performance measures is anticipated for the fiscal year 2018-19.</p> <ul style="list-style-type: none"> The external third party review/gap analysis of the Injury on Duty (IOD) program with WCB identified some additional opportunities for improvement which the Absence Management Team has begun to address. The Client Services Unit is initiating work to expand the Direct Access Program with WCB for injuries on duty more widely across government, with the first phase being a collaboration with departmental representatives, incorporating their input into process development and education initiatives. With the signing of the Safety Charter by the Premier and the Minister of Labour and Advanced Education (LAE), the Client Services Unit is planning to continue working collaboratively with LAE staff to promote and strengthen a safety culture across government. 	<p>Increase in the number of employees Returning to Work.</p> <ul style="list-style-type: none"> Progress: The average rate of Return to Work (RTW) and Transitional Return to Work (TRTW) for this fiscal year was 85% of STI absences (an increase of 3% over the previous fiscal year). This measure has been carried forward to the fiscal year 2018-19. <p>Real-time reporting of an employee's absence by the manager.</p> <ul style="list-style-type: none"> Progress: Compared to the fiscal year 2016-17, there was an improvement of 4.4% in the length of time taken to report an STI absence. This measure has been carried forward to the fiscal year 2018-19. <p>The number of client users of MyHR as a client self-service channel.</p> <ul style="list-style-type: none"> Progress: On average, there were 5,500 client users of MyHR per month during the fiscal year 2017-18, indicating that more than half of our government employees are regularly using the site to access information. This measure has been carried forward to the fiscal year 2018-19.
Human Resource / Employee Relation Solutions	4A. Continue to implement the provincial labour relations strategy through direction, support and advice to employers.	<ul style="list-style-type: none"> An additional eight collective agreements were settled in 2017-18. The Civil Service agreement was resolved by interest arbitration with the award issued December 7, 2017. 	<p>The number of negotiated and ratified collective agreements that align with the public service sustainability mandate.</p> <ul style="list-style-type: none"> Progress: More than 24 agreements have been concluded to date under the

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(Core function: Labour/Employee Relations and Benefits)	4B. Continue to consult with employers and unions in the various sectors within the broader public sector to find innovative and efficient approaches for bargaining.	<ul style="list-style-type: none"> Discussions continue with employers and unions in the various sectors. Specifically, the two Health Authorities together with the Council of Health Care Unions have achieved a framework agreement that will allow for the settlement of all outstanding Health Authority agreements within this fiscal year. This process will result in reducing 50 collective agreements to eight. Further work continues across sectors. 	<p>principles of the mandate. Bargaining continues within those parameters.</p> <p>Reduction in time to settle collective agreements.</p> <ul style="list-style-type: none"> Progress: Efforts for efficiencies will continue. Measuring a general reduction in time is challenging given the unique circumstances of each bargaining table. <p><i>Due to the operational nature of this work, these strategic actions and measures have not been carried forward to the fiscal year 2018-19.</i></p>
Human Resource / Employee Relation Solutions (Core function: Corporate Business Development and Support)	5A. Continue implementing the recommendations outlined in the HR Policy Review Action Plan to update, streamline, and modernize corporate human resource policies.	<ul style="list-style-type: none"> This action is a continuation of the corporate HR policy review work initiated in 2016-17. This fiscal year saw the completion of four policy reviews, which included: Employee Recognition Policy (updated in July 2017), Visual Display Terminal Operations Policy (repealed in September 2017), Performance Management Policy (updated in May 2018), and a new Workplace Health and Safety Promotion (WHSP) Policy (in May 2018), replacing the previous OHS policy effective in 2019. The updated policies have been posted to Corporate Administrative Policy Manual for Human Resources Management (Manual 500). This fiscal year also saw active reviews of other policies in Manual 500 as part of the HR Policy Review (e.g., Attendance Management, Respectful Workplace, Moving and Relocation, and Fair Hiring Policy). Work will continue into 2018-19 to move these policies through the corporate policy approval process. 	<p>The percent of completed policies reviews based on the HR Policy Review Action Plan.</p> <ul style="list-style-type: none"> Progress: 9/24 (38%) of policy reviews completed based on the HR Policy Action Plan. A completed policy review is measured as policies that received approval from the Treasury and Policy Board or Deputy Head. <p><i>Given policy review work is captured in other areas, this strategic action and performance measure have not been carried forward to the fiscal year 2018-19.</i></p>

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
	5B. Initiate work on digitizing employee personnel records.	<ul style="list-style-type: none"> • Research into the digitization of records was conducted, in addition to meeting with corporate Transaction Services and the new Digitization Services Unit, Internal Service Department. • Preparation of the high-level project charter and plan on creating an in-house facility for records has been carried forward to the fiscal year 2018-19. The plan will include preliminary costing of project related elements, including consulting, equipment and software. 	<p>Development of a project charter and action plan for digitizing personnel records.</p> <ul style="list-style-type: none"> ○ Progress: The drafting of a high-level project charter and plan has begun and is set to be completed by the end of the fiscal year 2018-19. <p><i>Due to the operational nature of this work, this strategic action and measure have not been carried forward to the fiscal year 2018-19.</i></p>
<p>Diversity and Equity</p> <p>Psychological Health and Safety</p> <p>Human Resource / Employee Relation Solutions</p> <p>(Core function: People and Culture)</p>	6A. Continue the implementation of the corporate diversity and inclusion strategy, "Raising the Bar," by focusing on the following priority areas for improvement: diversity-related learning and development offerings; related policies; implementing the trans and gender variant guidelines; and leveraging opportunities for greater inclusion of designated groups in the public service.	<p>Work on the PSC's corporate three-year "Raising the Bar" diversity and inclusion strategy continued. Activities accomplished during the fiscal year included:</p> <ul style="list-style-type: none"> • Goal 1: We demonstrate and are accountable for our ongoing commitment to diversity and inclusion. <ul style="list-style-type: none"> ○ Hired new Director, Respectful Workplace and Corporate Diversity. ○ Hiring underway for Senior Consultant, Diversity and Inclusion and Diversity Conference Coordinator. ○ As part of the development of a renewed strategy, the Corporate Diversity and Respectful Workplace Unit is gathering and evaluating all the current qualitative and quantitative data available that will support an evaluation of the "Raising the Bar" strategy. • Goal 2: We equitably represent the public we serve at all levels of the workforce. <ul style="list-style-type: none"> ○ Progress continued for the evaluation and writing of the 2017-18 Employment Equity report. ○ As a part of the development of a renewed strategy, assessments continued for the effectiveness of all recruitment, selection, orientation and career 	<p>Percent increase in representation of designated groups within the public service using the "Count Yourself In" (CYI) census tool.</p> <ul style="list-style-type: none"> ○ Progress: CYI was a point-in-time census and was not conducted during 2017-18 fiscal year. The census' launch is planned for Fall 2018. This measure has been carried forward to the fiscal year 2018-19. <p>Increased awareness and enrollment in diversity and inclusion related learning and development offerings.</p> <ul style="list-style-type: none"> ○ Progress: Training enrollments demonstrate increases in most diversity and inclusion related training opportunities between 2016 and 2017. Courses with increased enrollment include Respectful Workplace for Employees, Respectful Workplace for Managers, Diversity and Employment Equity, and Sexual Orientation and Gender Identity 101. Training enrollments vary from year-to-year and

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
		<p>development initiatives, including the Diversity Hiring Panel Program.</p> <ul style="list-style-type: none"> • Goal 3: We ensure an inclusive and respectful workplace, free of harassment and discrimination. <ul style="list-style-type: none"> ○ Work on the analysis and assessment of women in under-represented roles continued and will conclude with a final report in the fiscal year 2018-19. ○ Collaborated with the Accessibility Directorate through the Accessibility Interdepartmental Committee. ○ The review of the Respectful Workplace Policy continued and will be carried forward into the fiscal year 2018-19. • Goal 4: We are a culturally competent workforce that values diversity and inclusion <ul style="list-style-type: none"> ○ Continued to deliver diversity and inclusion training. Two new training courses were added: “African Nova Scotians: Historical and Contemporary Realities,” delivered by the Office of African NS Affairs, and the KAIROS blanket exercise¹, which has been incorporated into Treaty Education training. The PSC also promoted the Diversity Certificate, which is in high demand and well-subscribed by employees. ○ Engagement of government employees continued through the Diversity Round Table and the various employee networks. ○ Planning for the biennial Diversity Conference continued during the fiscal year 2017-18. The conference is scheduled for October 30, 2018. 	<p>do not accurately demonstrate improvements in employee awareness; therefore, this measure has not been carried forward to the fiscal year 2018-19.</p> <p>The number of positions filled by designated group applicants.</p> <ul style="list-style-type: none"> ○ Progress: This measure has been modified to account for the creation of designated positions in government. During the fiscal year 2017-18, 36 designated positions were created and filled. This measure has been modified in the fiscal year 2018-19 to reflect an increase in the number of designated positions. <p>3,000 public servants have received “The Working Mind” and the “Road to Mental Readiness” (R2MR) training programs by the end of fiscal year 2017-18.</p> <ul style="list-style-type: none"> ○ Progress: 3,736 public servants participated in the abovementioned training programs during the fiscal year 2017-18. Enhancing mental health literacy of Managers and Employees has facilitated connection to the updated Workplace Health and Safety Promotion Policy and the goal to achieve commitment, not just compliance, with preventing harm, promoting health and providing

¹ The Blanket Exercise is a teaching tool to share the historic and contemporary relationship between Indigenous and non-Indigenous peoples in Canada. The Office of Aboriginal Affairs is collaborating with KAIROS Canada to increase awareness and understanding for the NS public service of Indigenous language, history, culture, and contemporary challenges, foster reconciliation and build solidarity between non-Indigenous and Indigenous peoples in Canada. Facilitators of the exercise are trained through this collaboration and all requests can be made through the Office of Aboriginal Affairs.

Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
		<ul style="list-style-type: none"> ○ African Nova Scotians: ○ Historical and Contemporary Realities 	<p>support to employee well-being. This measure has been carried forward to the fiscal year 2018-19.</p>

	<p>6B. Continue the implementation of the 2015-2018 corporate employee engagement strategy, "Pride in the Public Service," by developing programs for management engagement; administering "How's Work Going?" employee survey; continuing to work on anti-stigma/self-awareness mental health training; supporting the implementation of FlexNS.</p>	<ul style="list-style-type: none"> • The 2017 "How's Work Going?" employee survey was administered. Results were shared with all departments and support for their action planning was provided. • The Internal Communications Network was launched in March 2018, featuring 22 representatives from departments and agencies across the NS public service. The network actively meets to coordinate best practice internal communication strategies within departments across government. These individuals will use their existing departmental committees and teams to ensure corporate, and specific department information is shared in a consistent and timely manner. • TheHub has been successfully relaunched with an updated look/interface. The PSC also hired a Communications Officer to manage TheHub communications. • As part of the Mentoring/Micro Missions project work, a request for proposals was sent out for mentor-mentee matching software. • The creation of the Office of Workplace Mental Health (three-year pilot) was approved, and a Director was hired. Team recruitment, office space, logistics planning will proceed in the fiscal year 2018-19. • Manager engagement training was piloted with three cohorts (130 managers) during the 2017-18 fiscal year. Updates and program planning will continue in 2018-19. • Over 1,200 employees, from 6 Departments, 17 workgroups/divisions participated in the FlexNS Program during the fiscal year 2017-18. The program will be redesigned in Summer 2018. • Continued delivery of The Working Mind and Road to Mental Readiness for this fiscal year. The Mental Health Commission² recognized the PSC for our leadership in implementing the Working Mind training. We also developed an information video and accompanying information resources as additional tools to increase awareness of psychological health and safety as part of occupational health and safety. 	<p>Improved access to corporate information for all public service employees.</p> <ul style="list-style-type: none"> o Progress: An area on MyHR, the human resources intranet for public service employees, under My Workplace Engagement and Diversity called "Internal Communications Community," has been created. Employees will have access to the resources, tools/tips, and departmental leads, to assist them with their internal communications practices. This measure has been carried forward to the fiscal year 2018-19. <p>Enhanced internal and cross departmental communications.</p> <ul style="list-style-type: none"> o Progress: The Internal Communications Network meets monthly to collaborate and share information about corporate projects for support and best practice guidance and to assist in disseminating departmental specific communication throughout government. Program specific documents prepared by one department will be distributed to departmental leads and shared throughout departments to ensure information is disseminated widely. Four meetings have been held, two best practice tools are being reviewed, and eight information emails have been distributed. Additionally, the new Manager's Service Centre email called "HR News for Managers" was created, sending regular communication to over 1,600 managers across government. Since its creation in November 2017,
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Ministerial Mandate	Strategic Action	Accomplishments and Progress	Progress on Performance Measures
			<p>managers have received 15 separate emails on HR related news. This measure has been carried forward to the fiscal year 2018-19.</p> <p>Supported regular two-way communication between leadership and employees.</p> <ul style="list-style-type: none"> o Progress: The Internal Communications Network is reviewing the best practice tools currently used by departments' leadership to support their use, recommend other tools and provide guidance. This measure has been carried forward to the fiscal year 2018-19.

² The Mental Health Commission of Canada: Funded by Health Canada, The Mental Health Commission of Canada (MHCC) leads the development and dissemination of innovative programs and tools to support the mental health and wellness of Canadians.

6.0 Financial Results

	2017-2018 Estimate	2017-2018 Actual	2017-2018 Variance
Program & Service Area	<i>(\$ thousands)</i>		
Departmental Expenses*			
Client Service Delivery	7,675	7,169	(506)
Employee Relations	2,036	2,151	115
Office of the Commissioner	397	355	(42)
People and Culture	2,834	2,699	(135)
Corporate Business Development & Support	6,209	6,462	253
Total: Departmental Expenses	19,151	18,836	(315)
Additional Information			
Ordinary Revenue	0	0	0
Fees and Other Charges	0	0	0
Ordinary Recoveries	28	70	42
Total: Revenue, Fees and Recoveries	28	70	42
TCA Purchase Requirements	-	-	-
Provincial Funded Staff (FTEs)**	189.4	186.3	(3.1)

**Departmental Expenses Variance Explanation: Variance due to vacancy and operating savings.*

***Provincial Funded Staff (FTEs) Variance Explanation: Variance is due to temporary vacancies.*

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 2017-2018, the Public Service Commission did not receive any disclosures of wrongdoing.

Information Required under Section 18 of the Act	Fiscal Year 2017-2018
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