

# Business Plan

## 2016–2017

Public Service Commission



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## Message from the Minister of the Public Service Commission

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The Public Service Commission (PSC) provides human resource and employee relations support to government departments, agencies and workers as they deliver the programs and services that Nova Scotians need.

This includes a comprehensive list of services to departments, as well as building analytic frameworks to assist government in decision making processes.

In this report, you will see the actions and performance measures the PSC uses to reach its goals and help government provide the best possible services to Nova Scotians. Core functions such as Client Services, Labour/Employee Relations and Benefits, and Corporate Business Development and Support are integral aspects of the work the PSC does to help government provide a consistent and quality public service.

Using strategies aimed at diversity and inclusion, and employee engagement, the PSC helps to make the Nova Scotia Government a healthy and productive workplace. We want to develop, support and maintain an engaged workforce that provides first-rate client service delivery.

The PSC also plays an important role in government's efforts to attract younger workers to the public service and in building stronger programs and partnerships within, and between, government departments. Through these efforts, the PSC aims to help government meet its business, human resource and service goals and be a youth friendly employer.

This report includes valuable information and insight into the PSC's 2016-2017 business plan. Thank you for taking the time to read it and learn more about our goals, both now and in the future.

Sincerely,

*Original signed by*

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The Honourable Labi Kousoulis  
Minister, Public Service Commission



# The Public Service Commission's Mandate

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As an internal service provider, the PSC plays a corporate support role to government departments and agencies. Our mandate is to ensure that the Nova Scotia Government has the human resources required to manage, create and deliver excellent, high-quality programs and services to citizens. We do this by developing, implementing and evaluating corporate human resource policies, programs, services and standards. In addition, 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.

Specifically, the following functional areas and their corresponding work units form the PSC:

- **Client Service Delivery** (i.e. HR service delivery, occupational health and safety, absence management, recruitment and transition, innovation and service development, workplace conflict resolution and investigations).
- **Labour/Employee Relations and Benefits** (i.e. labour relations, collective bargaining, employee relations and benefits).
- **Corporate Business Development and Support** (i.e. compensation and classification, HR policy and planning, budget and administration, HR systems and information management).
- **Public Service Renewal** (i.e. respectful workplace, corporate diversity and inclusion, organizational effectiveness, psychological health and safety, FlexNS, employee engagement, employee learning and development).

These functional areas are guided by the PSC's two main outcomes: to develop an engaged, productive workforce to support government's priority goals; and to improve client service delivery through accountability and engagement.

The PSC will focus on two key areas to enable its outcomes. First, the development of 'HR by Design' will provide the corporate HR planning to support and enable departments to maximize their human resources through talent management, engagement and succession planning. Secondly, the PSC will focus on public service renewal by continuing to remove barriers to younger workers and those from underrepresented groups so they might find meaningful employment and careers in the Nova Scotia public service.

During the 2016-2017 fiscal year, the PSC will continue in its efforts to achieve these outcomes and support government's priorities by focusing on the actions outlined in this report.

## Supporting Government's Priorities

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Our government's priorities are centered on three main areas: People, Innovation and Education. The PSC will support these priority areas by focusing our departmental goals and objectives on creating work environments that engage our employees, as well as by delivering superior human resource related programs and services that support departments in achieving success.

Government is committed to recruiting the next generation of workers into the Nova Scotia Public Service. In each of the next five years, five per cent of new provincial government hires will be young workers. To help achieve this commitment, the PSC will focus on the attraction and retention of younger worker to the public service and work to remove barriers in order to create a youth-friendly work environment across the public service.

The specific actions that will be taken and performance measures necessary to support the government priorities of People and Education are outlined in the following sections.

### Government Priority: People

The PSC is supporting government's people priority with respect to the goal: enhanced workforce participation of youth, older workers and marginalized communities. We will support government in achieving this goal by completing the following action in 2016-2017.

Action	Input	Performance Measures
In partnership with other government departments, the PSC will attract younger workers to the public service by supporting government's younger worker initiative.	These actions will be funded and resourced from within our existing budget and human resources.	<ul style="list-style-type: none"> <li>- Successfully filling 70 entry level positions within the NS public service.</li> <li>- 5% of all new hires to the public service will be young workers.</li> <li>- 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 (e.g. internships, co-op terms, and government's summer hiring program).</li> </ul>

# Government Priority: Education

The PSC will support government’s education priority with respect to the goal: continually improving opportunities for skills development through post-secondary education, apprenticeship, co-operative education programs and internships. We will support government in achieving this goal by completing the following action in 2016-2017.

Action	Input	Performance Measures
Through our involvement in government’s younger worker initiative, the PSC will build stronger programs and partnerships that encourage government departments to utilize co-operative and internship positions for younger workers.	These actions will be funded and resourced from within our existing budget and human resources.	- 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 (e.g. internships, co-op terms, and government’s summer hiring program).

# The Public Service Commission's Core Responsibilities and Services

The PSC's mandate includes providing the human resources required for government departments to create and deliver the programs and services citizens rely on. In order to achieve this mandate, the PSC focuses its core responsibilities and services on two main outcomes: to develop an engaged, productive workforce to support government's priority goals; and to improve client service delivery through corporate HR planning, accountability, and engagement. We will support government's core responsibilities by completing the following actions in 2016-2017.

Actions	Inputs	Performance Measures
Support the workforce planning and human resource needs of departments by creating "HR by Design," which is a workforce planning initiative that focuses on two main elements: a comprehensive HR planning framework; and a corporate HR plan.	These actions will be funded and resourced from within our existing budget and human resources.	<ul style="list-style-type: none"> <li>- Percent increase in the corporate Talent Capacity Index as per the "How's Work Going?" employee survey and other similar survey tools.</li> </ul>
Implement the recommendations outlined in the HR Policy Review Action Plan and initiate work to update, streamline, and modernize policy content based on the feedback gathered from policy content owners and consultations held in 2015-2016.	These actions will be funded and resourced from within our existing budget and human resources.	<ul style="list-style-type: none"> <li>- Number of policies reviewed, updated and streamlined based on the HR Policy Review Action Plan.</li> </ul>
Through client consultation, evaluate effectiveness of PSC client services and refine HR processes with a specific view on lean practices (e.g. applying Six Sigma methodology), create service standards and measures, and apply technology solutions to assist client service provision (e.g. MyHR, SuccessFactors).	These actions will be funded and resourced from within our existing budget and human resources.	<ul style="list-style-type: none"> <li>- Percent reduction in estimated time to complete client service processes (where Lean principles have been applied).</li> <li>- Number of service standards defined.</li> <li>- Percent of clients who describe their service experience as "satisfied."</li> <li>- Number of days between client decision to fill vacancy and selection process completed.</li> </ul>

Actions	Inputs	Performance Measures
<p>Continue the implementation of the corporate diversity and inclusion strategy, "Raising the Bar," by focusing on the following priority areas for improvement: diversity and inclusion training; collection of employee diversity demographics; related policies; and awareness of various diversity and inclusion programs in the public service.</p>	<p>These actions will be funded and resourced from within our existing budget and human resources.</p>	<ul style="list-style-type: none"> <li>- Percent increase in representation of equity groups within the public service using the "Count Yourself In" census tool.</li> <li>- Increased awareness and enrollment in diversity and inclusion related training.</li> <li>- Number of positions filled by equity group applicants.</li> </ul>
<p>Continue the implementation of the 2015-2018 corporate employee engagement strategy, "Pride in the Public Service," by: working with managers and leaders in government to develop and enhance transformational leadership skills and behaviours most associated with successful engagement outcomes; continuing to work on anti-stigma/self-awareness mental health training; incorporating Psychological Health and Safety (PH&amp;S) into corporate policy; implementing test cases for workplace flexibility (FlexNS).</p>	<p>These actions will be funded and resourced from within our existing budget and human resources. Internal Services Department (ISD), Communications Nova Scotia (CNS) and other departmental human resources as required.</p>	<ul style="list-style-type: none"> <li>- 2,000 public servants receive "The Working Mind" training by the end of fiscal 2016-17.</li> <li>- Percent increase in corporate Leadership Index as per the "How's Work Going?" employee survey and other similar survey tools.</li> </ul>
<p>Develop an efficient, effective and streamlined approach to public sector bargaining that will innovate and enhance labour relations throughout the public sector.</p>	<p>These actions will be funded and resourced from within our existing budget and human resources.</p>	<ul style="list-style-type: none"> <li>- Number of negotiated and ratified collective agreements that align with the public service sustainability mandate.</li> <li>- Reduction in time to settle collective agreements.</li> </ul>

## Department Expenses Summary

Programs and Services	2015-2016 Estimate*	2015-2016 Forecast*	2016-2017 Estimate*
Client Service Delivery	9,342.0	9,001.0	7,936.0
Employee Relations	1,259.0	1,192.0	1,926.0
Office of the Commissioner	492.0	461.0	490.0
Public Service Renewal	2,983.0	2,767.0	2,821.0
Corporate Business Development & Support	4,915.0	5,175.0	6,043.0
<b>Total - Departmental Expenses</b>	<b>18,991.0</b>	<b>18,596.0</b>	<b>19,216.0</b>
<b>Ordinary Recoveries</b>	<b>(19.0)</b>	<b>(32.0)</b>	<b>0.0</b>
<b>Funded Staff (# of FTEs)</b>			
<b>Department Funded Staff</b>	<b>189.4</b>	<b>184.6</b>	<b>192.4</b>

\*\$ thousands

**Note:**

For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2

For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1