



Business Plan

2020–21

Public Service Commission


NOVA SCOTIA

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Budget 2020–21: Business Plan
Finance and Treasury Board
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Message from the Minister of the Public Service Commission

The Public Service Commission (PSC) supports government departments, agencies and employees as they deliver the programs and services Nova Scotians need.

This report outlines the path to help the PSC achieve our goals, so government can provide the best possible services to Nova Scotians. Client Service Delivery, Labour/Employee Relations, Benefits and Absence Management, Corporate Services, and People and Culture guide the PSC's work and help government offer a top-notch public service. The PSC also provides support to the Office of Workplace Mental Health in partnership with the Nova Scotia Government and General Employees Union (NSGEU).

The PSC will continue to strengthen diversity and inclusion in the public service as we introduce a new strategy that focuses on accountability of senior leaders, leadership development, barrier identification and solutions, and measurement of progress. We are working with all departments to set goals and create implementation plans that will move us forward through action and accountability.

The PSC will continue to focus on attracting and retaining younger workers by leveraging social media, reducing barriers in the hiring process, and creating student employment opportunities. This includes building on the success of our annual government career fair, which promotes careers in the public service to younger workers and all job seekers.

We will also continue to work with our partners to support the Office of Workplace Mental Health to promote a positive and proactive approach to mental health for employees.

We look forward to putting our 2020-21 business plan into action and continuing to evolve all our priorities as we build a stronger, more diverse, and innovative public service.

Sincerely,

The Honourable Tony Ince
Minister, Public Service Commission

Introduction

The PSC is an internal service provider which supports government departments and agencies. Our department 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 achieve this by developing, implementing and evaluating corporate human resource policies, programs, services and standards. The PSC is also 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.

The PSC collaborates and holds partnerships across the public sector. The Office of Workplace Mental Health established in partnership with the NSGEU is providing mental health navigation service that is being used by employees and managers across the organization. The PSC has also developed strong networks and partnerships with post secondary educational institutions across the province to attract and retain younger workers to public service employment opportunities. We work closely with organizations such as Easter Seals and Immigrant Services Association of Nova Scotia (ISANS), who provide training and work placement opportunities for their community members. Additionally, the PSC participates on various Canada-wide inter-jurisdictional committees centered on recruitment and development, engagement and analytics, classification, compensation, and labour relations.

Minister's Mandate

The PSC continues to focus on four key deliverables as outlined in the [Ministerial Mandate Letter from the Premier](#):



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



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.



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

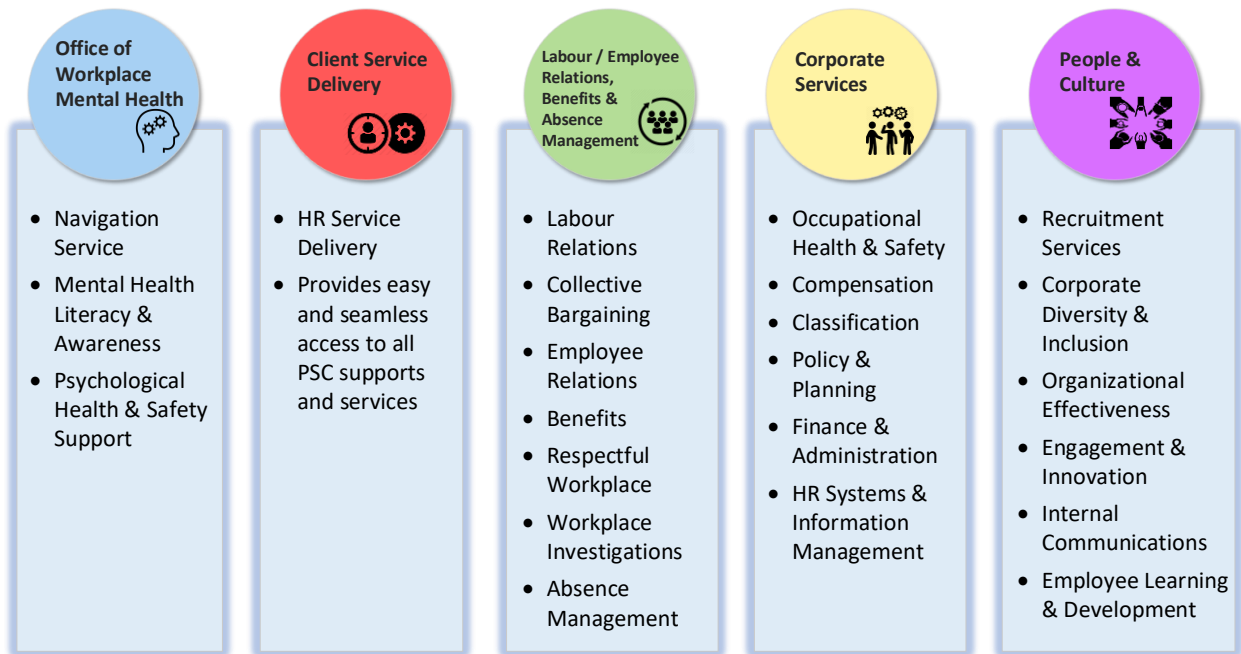


Continue to lead public service innovation by providing human resource and employee relation solutions.

A multitude of strategic actions (i.e., projects and initiatives) are identified that align with the Minister's mandate. Many of these actions are ongoing and span multiple years. Collectively, our strategic actions represent the PSC's continuing work toward achieving our goals. Through regular monitoring by our executive leadership and the sharing of status reports with our employees, we are ensuring accountability and progress, as we advance government's key public service deliverables.

Public Service Commission's Core Functions

In addition to our Minister's mandate, the PSC is guided by two main internal organizational outcomes based on our core functions. The first is to "develop a diverse, engaged workforce to support government's priority goals." The second is to "improve client service delivery through a client centric focus." To attain these outcomes, the PSC's core functional areas and their corresponding work units undertake a variety of innovative projects. These include developing key corporate workplace strategies and providing day-to-day human resource solutions that departments and employees rely on to effectively deliver programs and services to the citizens of Nova Scotia.



During the 2020-2021 fiscal year, the PSC will work to advance our Minister's mandate and the outcomes that support our core functions by completing the strategic actions outlined in the next section of this plan.

Strategic Actions for 2020-2021

This section will provide an outline of the initiatives, programs, and services that will be undertaken in fiscal year 2020-2021 to advance our Minister’s mandate. These actions are funded and resourced within the Public Service Commission’s existing budget and human resources.



<i>Continue to champion youth hiring and participation of younger workers aged 35 and under in the public service.</i>	
Strategic Actions	Performance Measures
<p>In 2020-2021, the PSC will be in its final year of a five-year commitment to provide younger workers with opportunities through various employment initiatives. Specifically, the PSC plans to complete the following actions:</p> <ul style="list-style-type: none"> • Implement the Younger Worker Strategic Plan, an ongoing strategy focused on: Attraction & Recruitment, Orientation & Onboarding, and Engagement & Retention. • Leverage social media to recruit more younger workers. • Reduce barriers for younger workers and employment equity candidates in the hiring process. • Continue to support the Department of Labour and Advanced Education by participating in the Youth Senior Officials Working Group and other related subcommittees. • Co-Lead a working group with Community Services to continue to provide summer employment opportunities for youth at risk referred by the Employment Support & Income Assistance (ESIA) program. 	<ul style="list-style-type: none"> • Improved ability to attract younger workers (aged 35 years and younger) to the public service • Improved understanding of the barriers to youth hiring • Increased retention of younger workers (aged 35 and under)

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.

Strategic Actions	Performance Measures
<p>In 2020-2021, the PSC will focus on the following diversity and equity activities:</p> <ul style="list-style-type: none"> • Implementation of the new Diversity and Inclusion Strategy, which will promote increased engagement and responsibility for diversity and inclusion among senior leadership. • Hosting the province’s fourth biennial Diversity Leadership Conference. • Strengthening the capacity within Departments to champion diversity and inclusion, including accessibility and disability issues (in accordance with Access by Design 2030 commitments). • Reviewing recruitment and selection training materials for hiring managers and ensuring the content reflects topics specific to recruiting, hiring, and retaining persons with disabilities within the Nova Scotia public service in alignment with Access by Design 2030. • Promoting diversity and inclusion through adoption of the new Employment Equity Policy and employment equity tools (e.g. designated positions and diverse hiring panels). • Continue to evaluate, enhance and advance programs to support the career development of employees across all regions who identify as a member of the designated groups. • Commence planning for the next Count Yourself In public service census. 	<ul style="list-style-type: none"> • Improved ability to attract employment equity groups to the public service • Improved retention of employment equity groups in the public service • An evaluation framework is being created for the Diversity and Inclusion Strategy which will identify measures and outcomes that will be included in this Business Plan.

**Psychological
Health &
Safety**

<i>Continue to support the psychological health and safety of the Nova Scotia public service.</i>	
Strategic Actions	Performance Measures
<p>In 2020-2021, the PSC will continue the implementation of the Psychological Health and Safety Standards. Specifically, the PSC plans to complete the following actions:</p> <ul style="list-style-type: none"> • Continue to support the Office of Workplace Mental Health in promoting a positive and proactive approach to mental health for provincial employees. • Support the broad implementation of the Workplace Health and Safety Promotion Policy through the Departmental Ambassador Program (in all regions of the province). • Raise awareness and address psychological health and safety in the workplace through the provision of support and services to human resource staff, managers, employees, and provincial departments. • Host and encourage participation in training for managers and employees (e.g. the Working Mind, The Working Mind for First Responders, and related trainings including Respectful Workplace and Diversity & Employment Equity). 	<ul style="list-style-type: none"> • Improved understanding of mental health in the workplace among all employees • Enhanced mental health supports and services for all employees

**Human Resource
& Employee
Relation
Solutions**

<i>Continue to lead public service innovation by providing human resource and employee relation solutions.</i>	
Strategic Actions	Performance Measures
<p>In 2020-2021, the PSC will continue work on improving our human resource programs and services. Specifically, we will:</p> <ul style="list-style-type: none"> • Refine HR processes using lean practices and evaluate opportunities for service innovation. • Implement a client centric framework for service delivery. • Implement the updated Respectful Workplace Policy. • 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). • Improve Injury on Duty (IOD) outcomes. 	<ul style="list-style-type: none"> • Improved ability to address clients’ needs • Efficiency



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

Strategic Actions	Performance Measures
<p>In 2020-2021, the PSC will focus on the following priority actions in support of employee engagement and internal communications:</p> <ul style="list-style-type: none"> • Develop and support leaders in the implementation of a multi-year Employee Engagement Strategy. • Continue to develop, implement and evolve programs such as FlexNS to modernize workplace and leadership practices that positively influence employee experience and address the unique challenges of middle management. • Lead the delivery, reporting and action planning for the results of the 2019 How's Work Going? Employee Engagement Survey and supporting pulse surveys. • Develop and support implementation of innovative programs to address opportunities identified by leaders and through the 2019 How's Work Going? Survey. • 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. • Create, support and guide the work of the government-wide Internal Communications Network. • Lead further development and evolution of government's key internal/employee communication tool, TheHub. • Guide and support corporate internal/employee communications projects, programs and campaigns including Managers Service Centre, Be the Change and Corporate Recognition Programs (e.g., Premier's Award of Excellence and Long Service Awards). • Develop internal/employee communication resources and tools for cross-governmental use supporting leaders in sharing information. • Guide and support departmental teams on individual internal communication projects to better communicate to employees. 	<ul style="list-style-type: none"> • Improved employee engagement in the public service • Improved access to corporate information for all public service employees • Enhanced internal and cross-departmental communications

Departmental Expenses Summary

Departmental Expenses Summary			
(\$ thousands)			
<u>Programs and Services</u>	<u>2019-2020</u> <u>Estimate</u>	<u>2019-2020</u> <u>Forecast</u>	<u>2020-2021</u> <u>Estimate</u>
Client Service Delivery	8,084	5,497	6,194
Employee Relations	2,112	3,184	3,299
Office of the Commissioner	402	272	404
People and Culture	2,801	3,886	4,497
Corporate Services	6,378	6,938	5,789
Total - Departmental Expenses	19,777	19,777	20,183
Ordinary Recoveries	101	103	101
<u>Funded Staff (# of FTEs)</u>			
Department Funded Staff	189.4	185.0	191.4

Note:
 For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2
 For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1