



# Business Plan

2021–22

*Public Service Commission*



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Departmental Business Plans  
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 its goals, so government can provide the best possible services to Nova Scotians. Core function areas such as the Office of Workplace Mental Health; Client Service Delivery; Labour Relations; 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.

As an internal government department, we will continue to improve our service to our client departments and help to ensure our workforce is aligned with government's overall priorities.

This means being a leader in diversity and equity through the implementation of our *All Together* strategy. Corporately, this includes actions such as helping to diversify senior leadership, developing an anti-racism action plan, offering mandatory virtual training for all employees, and prioritizing growth and development of equity employees, while providing guidance and support to departments as they implement their diversity and action plans.

It also means focussing on recruitment and retention, and developing an inclusive, flexible and transparent system to attract top talent, including younger workers and people from equity-seeking groups to our public service.

This past year has been a difficult one on many levels, and public servants across government have stepped up in remarkable ways. We will continue to recognize their outstanding work, and support their physical and psychological wellbeing through mental health supports such as the Office of Workplace Mental Health, and occupational health and safety management.

I am proud to represent this department, as we begin a new fiscal year. We look forward to rolling out the 2021-22 business plan and all the exciting, important work that will evolve in the year ahead.

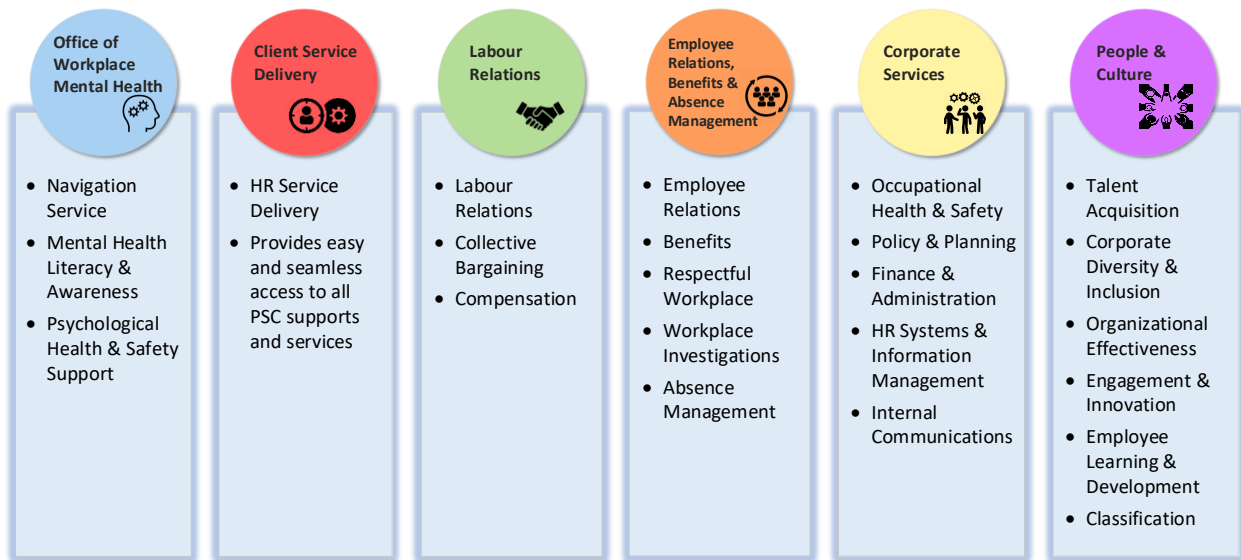
Sincerely,

The Honourable Benjamin Jessome  
Minister, Public Service Commission

## Introduction

The Public Service Commission (PSC) is an internal service provider which supports government departments and agencies. Our legislative 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 partners across the public sector and is structured into five divisions and the Office of Workplace Mental Health. In addition to partnerships within the province, the PSC also continues to partner with various Canada-wide inter-jurisdictional committees centered on recruitment and development, classification, compensation, labour relations, and, engagement and analytics.



Departmental Structure: Office of Workplace Mental Health and five divisions: Client Service Delivery; Labour Relations; Employee Relations, Benefits & Absence Management; Corporate Services; and, People & Culture.

## *Public Service Commission Goals*

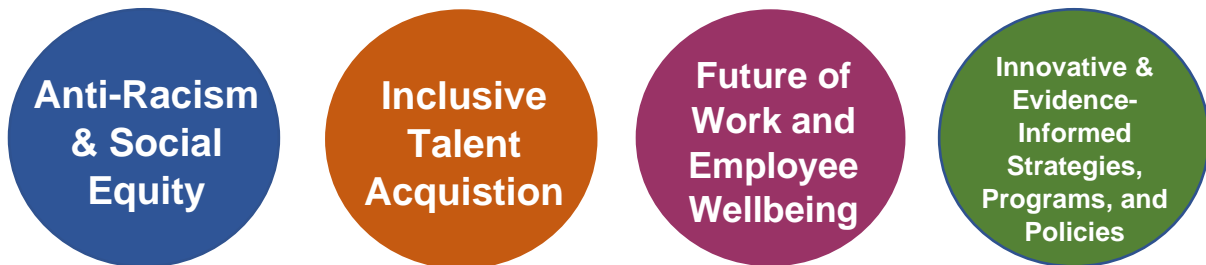
During the 2021-2022 fiscal year, the PSC will focus on three key goals. These goals reflect priorities identified by the current government and the PSC's legislated mandate within the Civil Service Act.

**Goal 1:** Develop a diverse, engaged workforce to support government's priority goals.

**Goal 2:** Advance equity and celebrate diversity within the public service.

**Goal 3:** Lead innovation in human resource and employee relations solutions with a client-centric focus.

In pursuit of these goals, the PSC will undertake a number of initiatives and actions in four priority areas: Anti-Racism & Social Equity, Inclusive Talent Acquisition, Future of Work and Employee Wellbeing, and Innovative & Evidence-Informed Strategies, Programs, and Policies. Collectively, these initiatives and actions will advance our work toward a diverse and inspired public service that is responsive and accountable to the people of Nova Scotia.



## Strategic Actions for 2021-2022

This section will provide an outline of the initiatives, programs, and services that will be undertaken in fiscal year 2021-2022. These actions are funded and resourced within the Public Service Commission’s existing budget and human resources.



Anti-Racism & Social Equity	
Strategic Actions	Outcomes
<p>In 2021-22, the PSC will use innovative methods to eliminate racism, promote equity and inclusion, and integrate analysis of barriers faced by equity seeking groups into decision making for provincial policies and programs.</p> <p>Strategic Actions/Initiatives will include:</p> <ul style="list-style-type: none"> <li>• Anti-Racism Action Plan</li> <li>• GBA+ analysis and social equity supports for policy and program development</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness and utilization of anti-racist resources by public servants.</li> <li>• Improved transparency and reporting on Diversity and Inclusion strategy implementation by most departments.</li> <li>• The integration of social equity analysis as a necessary step in the review and development of all corporate policies and programs.</li> </ul>

**Inclusive  
Talent  
Acquisition**

Strategic Actions	Outcomes
<p>In 2021-22, the PSC will advance an inclusive, flexible, and transparent talent acquisition system; monitor hiring; and institute recruitment innovations to address systemic racism and discrimination within the hiring process.</p> <p>Strategic Actions/Initiatives will include:</p> <ul style="list-style-type: none"> <li>• Developing and preparing to launch an equity recruitment strategy</li> <li>• Adapting the Recruitment Service Delivery Model</li> <li>• Continuing to work on incorporating the LEADS framework into leadership hiring practices</li> <li>• Implementing a rigorous approach to internal communications as a critical element to engaging and retaining employees</li> </ul>	<ul style="list-style-type: none"> <li>• Continued hiring and retention of younger workers.</li> <li>• Improved participation and selection of employment equity groups in our applicant pool.</li> <li>• More inclusive and accessible outreach for filling open positions within the public service.</li> </ul>



**Future of Work & Employee Wellbeing**

Strategic Actions	Outcomes
<p>In 2021-22, the PSC will support employees across the public service through a people-centered approach that prioritizes and promotes physical &amp; psychological wellbeing, and occupational health &amp; safety.</p> <p>Strategic Actions/Initiatives will include:</p> <ul style="list-style-type: none"> <li>• Future of Work Strategy</li> <li>• Continued work to develop, implement and evolve programs such as FlexNS to modernize provincial workplaces and leadership practices.</li> <li>• Office of Workplace Mental Health supports/programming</li> <li>• OH&amp;S information sharing automation and advancements in case management.</li> <li>• Development and negotiation of a contract with WCB, as well as the development of a new calculation model for our WCB Administrative Fees</li> <li>• Digital Employee Communication tool kit, public service commissioner campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced tracking of departmental and corporate statistics for workplace safety.</li> <li>• Improved performance standards for external absence management service providers to better support employees.</li> <li>• More engaged employees.</li> </ul>



Innovative & Evidence-Informed Strategies, Programs, and Policies	
Strategic Actions	Outcomes
<p>In 2021-22, the PSC will take a sustainable and evidence-informed approach to the development, analysis, and evaluation of human resource strategies, policies, programs, and procedures.</p> <p>Strategic Actions/Initiatives will include:</p> <ul style="list-style-type: none"> <li>• Development of evaluation or accountability frameworks for corporate strategies</li> <li>• Records digitization and tracking</li> <li>• Advancements in Data literacy for the PSC</li> <li>• Further collaboration with clients to pursue innovative HR solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Improved service delivery and internal communications for workforce surveys.</li> <li>• Enhanced performance measures and metrics to aid in analyzing strategies, internal policies, programs, and procedures.</li> <li>• Improved data literacy that considers private and confidential of information.</li> <li>• Increased evidence-informed decision-making.</li> </ul>

## Departmental Expenses Summary

<b>Departmental Expenses Summary (\$ thousands)</b>			
<b><u>Programs and Services</u></b>	<b><u>2020-2021 Estimate</u></b>	<b><u>2020-2021 Forecast</u></b>	<b><u>2021-2022 Estimate</u></b>
Client Service Delivery	6,194	5,919	6,436
Employee Relations	3,299	3,541	4,028
Office of the Commissioner	404	250	501
People and Culture	4,497	4,529	4,373
Corporate Services	5,789	5,944	5,797
<b>Total - Departmental Expenses</b>	<b>20,183</b>	<b>20,183</b>	<b>21,135</b>
<b>Ordinary Recoveries</b>	<b>101</b>	<b>111</b>	<b>101</b>
<b><u>Funded Staff (# of FTEs)</u></b>			
<b>Department Funded Staff</b>	<b>191.4</b>	<b>185.1</b>	<b>192.4</b>
<b>Note:</b> For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2 For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1			