



ACCOUNTABILITY REPORT

2024-25

Public Service Commission

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Accountability Report 2024–2025

ISBN: 978-1-77448-804-1

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Accountability Statement

The Accountability Report of the Nova Scotia (N.S.) Public Service Commission (P.S.C.) for the year ended March 31, 2025, is prepared pursuant to the *Finance Act* and government policies and guidelines. The reporting of the N.S. Public Service Commission outcomes necessarily includes estimates, judgments, and opinions by N.S. Public Service Commission management.

We acknowledge that this Accountability Report is the responsibility of N.S. 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 N.S. Public Service Commission 2024-25 Business Plan.

Public Service Commission

Original Signed By

Honourable Twila Grosse

Minister Public Service Commission

Original Signed By

Melissa MacKinnon

Commissioner

Introduction

The Public Service Commission (P.S.C.) works to ensure that departments have the human resources (H.R.) required to manage, create, and deliver programs and services to Nova Scotians. The work of the P.S.C. supports welcoming and inclusive workplaces, employee physical and psychological health and well-being, and integral H.R. programs, policies, practices, and infrastructure. In 2024-25, the department continued to align its work with the priorities of government, including a diverse and modern public service.

Measuring Performance

This section of the accountability report restates the priorities and performance measures outlined in PSC's [2024-25 Business Plan](#) and demonstrates our progress and achievements for this fiscal year.

Employee mental health and well-being

Progress in 2024-25 includes:

- Collaborating with the Office of Workplace Mental Health (O.W.M.H.) to prioritize the psychological well-being and mental health of provincial employees.
 - Continued to offer workplace mental health training, group support and navigation services. 83% of participants reported value to their mental health, learning ways to support their mental health and well-being; and 87% felt better able to seek help because of these programs.
 - Supported the creation of 3 new Peer Support programs in partnership with Employee Networks and department teams. There are now 11 programs, up from 8 programs in 2023-24, serving over 2,000 employees.
- Provided support to managers and employees in keeping with best practices that are foundational to a workplace culture that prioritizes health and safety.
 - Provided individual, confidential W.M.H. navigation services to over 230 managers and employees (21% increase from 2023-24). Follow-up surveys found that 88% of participants took positive steps to support their mental health (4% increase), as a result of these sessions.
 - Coordinated corporate health and dental programs. Employees accessed services over 270,000 times, while family members accessed services over 234,000 times.
 - Promoted the Employee and Family Assistance Program (E.F.A.P.) which offers counselling, digital toolkits and services such as legal, financial and health. Approximately 16% of employees and family members accessed E.F.A.P. services (comparable to last year) and 91% of users were satisfied with the services provided (12% increase).
 - Promoted continuous learning in health and safety. 36 managers completed Workplace Psychological Health and Safety for Managers training in its first full year of implementation.

- Logged 1,672 incidents in the Occupational Health and Safety incident management system. 568 of these were proactive near misses and safety observations which allowed issues to be addressed, before resulting in workplace injuries.
- Completing the procurement process for the corporate group health, dental and life insurance plans.
 - Negotiated and implemented new contracts and service level agreements on January 1, 2025 with two service providers, resulting in reduced fees for services, reduced premiums for the Optional Life Insurance for Spouse and Child, simplified processes, fewer limitations under the Group Life Insurance plan, and enhanced coverage for Travel Health Insurance.

Talent attraction, development, and retention

Progress includes:

- Assessing and updating training and leadership development programs offered to provincial employees, as a key feature of our retention efforts.
 - Began using new software to create eLearning modules, cutting eLearning development time by up to 75%.
 - Offered over 50 e-learning modules (30% increase from last year).
 - Offered 181 instructor-led virtual or in-person training sessions with 4,084 participants (10.2% increase) and delivered leadership, management and professional development programs to 414 participants (1% increase).
 - Began the design of a new corporate onboarding approach based on employee and manager input.
 - Conducted a review of the Leadership Development Programs (L.D.P.) to inform a multi-year Learning and Development Strategy.
- Supporting implementation of HR policies, practices, and guidelines (focusing on equity, inclusive workplaces, and bias-free hiring throughout departments).
 - Continued to support departments in H.R. planning with advice from across the P.S.C.
 - Continued implementation of the 2022-23 Employment Systems Review recommendations resulting in improved collaboration and partnerships with provincial departments and offices to address equity, diversity, inclusion and accessibility outcomes.
 - Updated H.R. policies to foster safe, inclusive, and culturally responsive workplaces - to be implemented next fiscal year.
- Enhancing outreach and engagement activities to support recruitment and retention.
 - Designed the [Future Opportunity Stream](#) (F.O.S.) hiring pilot for policy positions. The F.O.S. allows the candidate to apply to multiple positions in one application, and the hiring manager to access pre-screened and/or interviewed candidates to fill vacancies quickly.

- Advertised positions and conducted outreach recruitment with 4 employment equity communities and attended 25 in-person/virtual job and career fairs.
- Recruited 75% of Dalhousie University's Master of Public Administration (M.P.A.) first year class through the M.P.A. Recruitment Program, a 14–18-week internship/co-op program.
- Received 150,135 applications to job postings (2% increase from last year), of those 41% self-identified as employment equity candidates (1% increase from last year).

Welcoming and inclusive workplace cultures

Progress includes:

- Coordinating recruitment for 3,149 accepted job offers. 34% were filled by individuals who self-identified as an employment equity candidate (6% increase).
- Hiring or re-hiring 1,411 younger workers (3% increase). 30% were employed on a permanent basis (2% increase).
- Working in partnership with the Office of Equity and Anti-Racism and the Accessibility Directorate to offer a new educational opportunity called Accessibility Confident Leadership.
- Enabling closed captioning during instructor-led virtual training, in partnership with the Accessibility Directorate.
- Hosting the Provincial Diversity Conference in collaboration with the Office of Equity and Anti-Racism. Registered over 4,500 employees. On average, 500 employees participated in each of the sessions.

Client-focused, modernized approaches to H.R. services

Progress includes:

- Implementing improvements to digital employee H.R. resources, aimed at improving the employee and manager experience throughout the employee lifecycle.
 - Worked with cross-departmental partners to design and support digital client experiences and Systems Application and Products (S.A.P.) Modernization Program activities.
 - Digitized approximately 70% of paper employee personnel records as of March 31, 2025.
 - Worked on a mandatory upgrade of the Onboarding module of SuccessFactors. This will allow further enhancements to support better job candidate experiences.
- Providing updated self-service tools for data analysis, to improve client service delivery and data understanding.
 - Launched an updated analytics platform to create internal dashboards and infographics to highlight H.R. metrics.
 - Piloted a Data Literacy course with Human Resource Business Partners. The course was reviewed by Cyber Security and Digital Services partners.
 - Piloted an Excel course to 12 P.S.C. staff to support improved data literacy in the department.

- Participated in a successful pilot test of Microsoft Copilot Artificial Intelligence (A.I.) features to support the work of the department.
- Began testing several A.I. features in H.R. systems.

Financial Results

Departmental Expenses Summary			
(\$ thousands)			
Programs and Services:	2024-2025 Estimate	2024-2025 Actuals	2024-2025 Variance
Client Service Delivery	8,696	8,545	(151)
Strategic Advisory and Support Services	4,405	4,334	(71)
Office of the Commissioner	535	507	(28)
Recruitment, Compensation, and Classification	3,855	3,534	(321)
Corporate Services	6,342	6,778	436
Total: Departmental Expenses	23,833	23,698	(135)
Additional Information:			
Ordinary Revenue	-	-	-
Fees and Other Charges	-	-	-
Ordinary Recoveries	102	101	(1)
Total: Revenue, Fees and Recoveries	102	101	(1)
T.C.A. Purchase Requirements	-	-	-
Provincial Funded Staff (F.T.E.s)	191.4	180.9	(10.5)
Departmental Expenses Variance Explanation:			
Actual expenses are less than estimate due to vacancy savings.			
Provincial Funded Staff (F.T.E.s) Variance Explanation:			
Actual F.T.E.s are less than the estimate F.T.E.s due to temporary F.T.E. vacancies.			

Report of 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 Labor Board.

A wrongdoing for the purposes of the *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 counselling someone to commit a wrongdoing.

The following is a summary of disclosures received by the N.S. P.S.C. in 2024-25:

Information Required under Section 18 of the Act	Fiscal Year 2024-2025
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