



Nova Scotia

Office of the Ombudsman

**Business Plan
2008-2009**

Final Report
April 21, 2008



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Office of the Ombudsman

Message from the Ombudsman

This document has been prepared in keeping with our legislative mandates and government priorities. This planning cycle will focus on increasing our capacity to conduct systemic reviews and formal investigations in a more timely and effective manner. We will work to develop the expanding needs of Disclosure of Wrongdoing responsibilities, and our capacity to have Ombudsman Representatives primarily dedicated to adult offender inquiries and complaints. We remain committed to making our services known and available to all Nova Scotians, inclusive of Seniors and Youth, and will continue to increase our community awareness and outreach efforts.

A handwritten signature in black ink that reads "Dwight Bishop". The signature is written in a cursive style with a large, stylized initial "D".

Dwight Bishop
Ombudsman

Mission

Fostering confidence in the public service by promoting the principles of fairness, integrity and good governance.

Link to the Corporate Path (The New Nova Scotia)

The New Nova Scotia: A Path to 2020
 Opportunities for Sustainable Prosperity and Social Prosperity
 Weaving the Threads: A Lasting Social Fabric
 The Corporate Path’s Direction and Priorities

(1) Creating Winning Conditions	(2) Seizing New Economic Opportunities	(3) Building for Individuals, Families and Communities
1.1 Globally Competitive Business Climate	2.1 Leader in Information Technology [as an enabler of innovation]	3.1 Healthy, Active Nova Scotians
1.2 Globally Competitive Workforce Priority 3 Public Service Administration and Good Governance	2.2 Leader in R&D and Innovation Priority 4 Complaint Prevention and Reduction	3.2 Accessible Services Priority 1 Complaint Processing Priority 2 Education
1.3 Globally Competitive Connections [infrastructure]	2.3 Leader in Clean & Green Economy	3.3 Safe Communities 3.4 Vibrant Communities

Opportunities for Sustainable Prosperity	Social Prosperity Framework
<p>Educating to Compete</p> <p>Priority 3 Public Service Administration and Good Governance</p> <p>Priority 4 Complaint Prevention and Reduction</p> <p>Protecting our Environment</p> <p>Priority 1 Complaint Processing</p> <p>Priority 3 Public Service Administration and Good Governance</p> <p>Priority 4 Complaint Prevention and Reduction</p> <p>Better Roads and Infrastructure</p> <p>Priority 1 Complaint Processing</p> <p>Priority 3 Public Service Administration and Good Governance</p> <p>Priority 4 Complaint Prevention and Reduction</p>	<p>Safer, Healthier Communities</p> <p>Priority 1 Complaint Processing</p> <p>Priority 3 Public Service Administration and Good Governance</p> <p>Priority 4 Complaint Prevention and Reduction</p> <p>Shorter Wait Times</p> <p>Priority 1 Complaint Processing</p> <p>Priority 4 Complaint Prevention and Reduction</p>

Planning Context

The Ombudsman is established as an Officer of the House of Assembly, a commissioner for investigations. The Office of the Ombudsman investigates complaints arising from the administration of provincial or municipal laws within Nova Scotia. The Office of the Ombudsman may also initiate investigations of administrative activities and practices, referred to as Own Motion Investigations or matters referred to it by a committee of the House. The Ombudsman has focused responsibility with respect to youth, seniors, adult offenders, and Disclosure of Wrongdoing.

We will continue to work with the Public Service Commission to increase awareness of the Civil Service Disclosure of Wrongdoing Regulations among civil servants. We noted an increase in disclosure complaints and inquiries in 2006-2007 and anticipate that this trend will continue. A three year work plan has been developed along with internal procedures and practices for conducting investigations. Amendments to the Regulations and training needs for staff responsible for conducting Disclosure of Wrongdoing investigations have been identified, including further education regarding the wrongdoing process and obligations for government officials required to respond to allegations of wrongdoing.

We will continue to collaborate with the Department of Community Services regarding their client service delivery. After successfully piloting an evaluation survey project for youth in custody at the Nova Scotia Youth Facility, we will begin conducting surveys on a routine basis, along with expanding surveys to youth in other areas of care and custody. We will continue to conduct ongoing site visits to all residential child-caring facilities and youth custodial facilities throughout the province. We will continue exploring a role for our Office in the potential establishment of a pediatric death review committee, and we will continue communicate with key stakeholders throughout the process. We will assess our pilot outreach complaint resolution process at the Central Nova Scotia Correctional Facility, female unit. We anticipate increasing our capacity to have Ombudsman Representatives primarily dedicated to the increasing demand of adult offender inquiries and complaints, and visits to correctional facilities throughout the province. We will continue to provide reports to the Department of Justice outlining issues brought to our attention from youth and adult female offenders; and to the Department of Community Services on issues brought forward by youth in residential child-caring facilities. We will assess our pilot outreach and visitation process to senior residential care facilities in Cape Breton, completed in late 2007-2008.

During the first eight months of 2007-2008, this Office addressed 836 jurisdictional complaints, met with 204 youth in care and custody and provided 419 referrals to non-jurisdictional inquiries. Of these complaints and inquiries, 66% were completed within one week, 16% were open for less than four weeks, and 18% were open in excess of four weeks. We will continue to focus increasing the number of jurisdictional versus non jurisdictional complaints and inquiries received, and resolving jurisdictional complaints in an efficient and timely manner.

In 2006-2007, 2,711 individuals received information about the Office through 489 presentations, site visits and information booths. During the first eight months of the 2007-2008 fiscal year, our outreach efforts have reached 2,651 individuals via 374 presentations, site visits, and information booths, which included attendance at the Seniors' 50+ Expo. We will continue to reach out to the public, government officials and a variety of students attending private career and community colleges providing programs such as policing and corrections foundations, youth care workers, and seniors continuing care programs.

Strategic Goals

In accomplishing its mission, the Office of the Ombudsman contributes to the Government's priority of providing responsible, accountable government. We investigate complaints relating to the administration of the laws of the provincial and municipal governments which may include issues relating to any of the priorities identified by Government. This provides an opportunity for consultation, to make recommendations and provide feedback to Government on how to improve the delivery of services, and by working collaboratively. Our responsibilities under the Civil Service Disclosure of Wrongdoing Regulations also provides us with a mechanism to improve the delivery of services.

In order to accomplish its mission, the goals of the Office of the Ombudsman in 2008-2009 are:

1. Quality complaint resolution process.

This goal is consistent with, and supports the Government's priorities of economic and social prosperity through improved governance, confidence, and accountability of government in the delivery of programs and services.

2. Awareness, access, and understanding of the Office of Ombudsman.

This goal is consistent with, and supports Government priority of social prosperity by educating citizens and the Public Service on the principles of administrative fairness in the delivery of programs and services.

3. Fairness and accountability in public sector administration.

This goal is consistent with, and supports Government priorities of economic and social prosperity by enhancing accountability in the delivery of programs and services. Our role with the Civil Service Disclosure of Wrongdoing regulations further enhances our ability to promote fairness and accountability.

4. Promote initiatives such as government policy development and review, as well as initiatives focusing on youth, seniors, and cultural diversity.

This goal is consistent with, and supports Government priority of social prosperity by increasing the knowledge of citizens and the Public Service and by reaching out to designated stakeholders (youth, seniors, families, and Nova Scotians in need).

Core Business Areas

1. *Complaint Processing*

Ensure citizen complaints are addressed in a timely, comprehensive, objective, and independent manner through:

- investigation, assessment, and referrals
- utilization of alternate dispute resolution (ADR) processes
- formal investigations
- recommendations to improve the delivery of government services
- provide feedback and consultation on proposed strategies and initiatives

2. *Education*

Promote citizen and government awareness and understanding of the Office of the Ombudsman. Our communications strategy clarifies our role and mandate, and increases citizens' accessibility through:

- presentations/information sessions
- meetings
- pamphlets/brochures/posters
- community outreach visits
- group targeting (i.e. youth and seniors)
- increased media contact and coverage
- committee participation/consultation

3. *Public Service Administration and Good Governance*

Promote fairness and accountability in public sector administration through:

- identification of specific and systemic issues
- research and investigate systemic issues
- issuance of recommendations and monitoring compliance
- education/training
- providing a mechanism to address allegations of wrongdoing

4. *Complaint Prevention/Reduction*

Promote a problem-solving model that embraces prevention, early identification, consultation, collaboration and effective resolution of issues through:

- increasing Office of the Ombudsman presence, particularly with respect to target groups
- building relationships within government and segments of the community
- participating in policy development, consultation, research and review committees/processes
- utilizing ADR processes

Priorities and Performance Measures

1. *Complaint Processing*

Receive and investigate complaints filed by citizens against provincial and municipal government departments, agencies, boards, and commissions; and work with departments and agencies to improve the delivery of services to citizens and communities for the long term interests of people, communities, the environment, infrastructure and the province.

Our priorities for 2008-2009 are to continue to improve complaint resolution processes to identify methods to provide more timely and effective administrative review investigations and formal investigations, to increase the number of resolutions obtained using alternative dispute resolution processes, and to maintain the number of policy and systemic reviews.

Strategic Goal Orientation: quality complaint resolution process					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET	TARGET YEAR 2010-2011	strategic Actions to achieve target
An efficient and effective complaint resolution process.	Timely completion of administrative review investigations.	2005-2006 (Base Year) 1-7 days 55.9% 8 days - 4 wks 14.8% 4 weeks + 29.2% 2006-2007 1-7 days 60.6% 8 days-4 wks 17%* 4 weeks + 22.4%*	2008-2009 1-7 days 55 % 8 days - 4 wks 25% 4 weeks + 20%	2010-2011* Maintain 2008-2009 targets. * Target refined from 2007-2008 Business Plan to reflect time frame resolution capacity.	Update performance appraisals, work plans, education, and training initiatives. Maintain percentage of jurisdictional and non-jurisdictional matters being brought to our attention.

Strategic Goal Orientation: quality complaint resolution process					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET	TARGET YEAR 2010-2011	strategic Actions to achieve target
	Timely completion of formal investigations & system reviews.	<p>2005-2006 (Base Year) Complete 60% of formal investigations and system reviews within 12 months (from date moved from administrative review investigation).</p> <p>2006-2007** 29 formal investigations or system reviews were closed during the year. 17 of these were closed within 12 months. On average, the formal investigations/ system reviews closed during the year were open less than 10 months. 9 formal investigations or system reviews carried over into 2007-2008.</p>	2008-2009 - Maintain time frame of completing 70% of formal investigations and system reviews within 12 months.	<p>2010-2011* Maintain time frame of completing 70% of formal investigations and system reviews within 12 months.</p> <p>* Target refined from 2007-2008 to reflect time frame resolution capacity.</p>	<p>Review quality assurance process and monitor progress. Conduct regular management meetings focusing on files in excess of 3 months and the use of mandatory notification letters.</p> <p>Obtain computer tracking database that incorporates entire Office functions.</p>

** Although the number of complaints resolved within eight days to four weeks was 2.2% higher than target, this is compensated by a 6.8% reduction in the number of complaints taking longer than four weeks to resolve, and a 4.7% increase in the number resolved in one to seven days. In total, this means 9.3% of the complaints and inquiries received during 2006-2007 were resolved earlier than the 2005-2006 targets.

Strategic Goal Orientation: quality complaint resolution process					
OUTCOME (immediate or inter- mediate)	MEASURE	DATA	TARGET	TARGET 2010-2011	Strategic Actions to achieve target
Increased awareness of the role and mandate of the Office, including the Civil Service Disclosure of Wrongdoing process, to achieve a higher percentage of resolutions via the administrative review investigation process, contributing towards less formal investigations; towards increased public confidence and accountability of government.	Maintain a lower percentage of formal investigations compared to administrative review investigations.	2004-2005 Formal investigations 14 (1%) 2005-2006 Formal investigations 36 (3.6%) 2006-2007 Formal investigations 16 (1.4%)	2008-2009 The % of formal investigations conducted at 8%.	2010-2011 Maintain the % of formal investigations conducted at 8%.	Educate government officials and public servants on the role and mandate of the Office of the Ombudsman. Educate government about the Civil Service Disclosure of Wrongdoing process. Increase use of Alternative Dispute Resolution processes.

2. Education

Advise citizens of their right and opportunity to access internal departmental, and external complaint mechanisms, and of their right to access the Office of the Ombudsman and the Civil Service Disclosure of Wrongdoing complaint mechanism.

One of our priorities in 2008-2009 is to maintain awareness of citizens, officials, and employees of the Public Service of the role of the Ombudsman. A second priority is to increase awareness of the availability of our independent, transparent, objective review/complaint resolution mechanisms which are based on the principles of administrative fairness and good governance.

Strategic Goal Orientation: Awareness, access and understanding of the Office of Ombudsman					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET	TARGET 2010-2011	Strategic Actions to achieve target
Increased awareness of the principles of administrative fairness and the Disclosure of Wrongdoing process.	The number of individuals receiving information on the role of the Office	Individuals reached 2004-2005 - 1710 2005-2006 - 1975 2006-2007 - 2711	2008-2009 2900 individuals reached.	2010-2011 Maintain 2008-2009 target.	Enhance our communication strategy by targeting government officials, civil servants, seniors, youth, and other designated groups. Distribute education packages containing information regarding the Civil Service Disclosure of Wrongdoing process. Distribute communication materials in French. Distribute pins depicting our logo. Monitor visits to the web site.

3. Public Service Administration and Good Governance

Make recommendations and monitor amendments to policies, procedures, and legislation arising from investigations and reviews based on research and consultation. Through the recommending and monitoring component, the Office of the Ombudsman advises and educates citizens, elected officials, and government employees about the principles of administrative fairness and good governance. Overall this will assist with ensuring fairness, good governance and access to quality programs, services, education, healthcare, environmental protection and better roads and infrastructure.

A priority in 2008-2009 is to build on the successes of 2006-2007 regarding the development of mutual relationships, by building bridges of understanding and respect with government authorities and among individuals within our communities through meaningful and inclusive consultations. These improved collaborative relationships are resulting in more timely and effective administrative review investigations with the resolution of concerns being obtained by Ombudsman Representatives and the staff of municipal and provincial governments; and increased transparency, accountability and public confidence in processes, giving Nova Scotians a greater voice in decisions that affect them.

Strategic Goal Orientation: Fairness and accountability in public sector administration					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET	TARGET 2010-2011	Strategic Actions to achieve target
Accountability in the delivery of government programs and services.	Number of administrative review investigations, formal investigations and system reviews with positive outcomes.	2006-2007 Administrative Review investigations: percentage with positive outcomes 82%. Assistance rendered to the complainant 575, resolved for the complainant 221, resolved for the public body 114, settled between the parties 4. Total with positive outcomes 914. Discontinued/withdrawn (negative outcomes) 201.	2008-2009 Maintain the percentage of administrative review investigations with positive outcomes.	2010-2011 Increase the percentage of administrative review investigations with positive outcomes to 85%	Enhance relationship with government. Increase public awareness of the role of the Office. Participate in consultation with government relating to the delivery of programs and services provided.
		2006-2007 Formal investigations and system reviews: number of changes to policies and procedures: - 5 resolved in favour of the complainant, 3 resulted in changes to policies and procedures. - 4 resolved with assistance rendered to the complainant , 3 resulted in changes to policies and procedures, and 1 with input on legislation. - 0 resolved in favour of the public body.	2008-2009 Maintain the number of changes to policies and procedures.	2010-2011 Maintain the number of changes to policies and procedures.	

4. Complaint Prevention/Reduction

Provide a service that promotes early intervention while maintaining independence from government.

Our priority in 2008-2009 is to expand our capacity to receive requests from government officials to review and comment on proposed and existing legislation, regulations, policies, and procedures. As well as achieving and maintaining substantial and measurable priorities and outcomes. We will continue to make recommendations which improve and clarify existing legislation, regulations, policies, procedures and co-ordinate the delivery of programs and services, by working to break down silos and promote accessibility, equity, and inclusion in keeping with government's five immediate priorities for social and sustainable prosperity.

Strategic Goal Orientation: Promote initiatives such as government policy development and review, as well as initiatives focusing on youth, seniors, and cultural diversity					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET	TARGET 2010-2011	Strategic Actions to achieve target
Increase the number of requests from government for reviews of legislation, regulations and policies.	Number of requests for reviews by government.	2004-2005 - 6 2005-2006 - 2 2006-2007 - 2	2008-2009 Conduct 2-4 reviews.	2010-2011 Conduct 3-6 reviews.	Communicate to government officials our willingness to participate in requests for reviews.
Conduct reviews of legislation, regulations and policies associated with investigations.	System reviews & own motion investigations.	2005-2006 - 6 2006-2007 - 5	2008-2009 Conduct 4-6 system reviews & own motion investigations.	2010-2011 Conduct 5-7 system reviews & own motion investigations.	Establish a mechanism to identify opportunities for such reviews.
Increase presence within communities, areas relating to youth, seniors and cultural diversity and government.	Number of site visits conducted.*	2005-2006* 89 Youth 3 Seniors 7 Adult Offenders total - 99 2006-2007- 110 Youth 4 Seniors 7 Adult Offenders Total - 121	2008-2009- Increase total number of site visits to 125.	2010-2011 Increase total number of site visits to 130.	Increase presence and provide accessibility to seniors, youth, and other designated groups through site visits and education initiatives.

* In 2005-2006 site visits tracking expanded to include adult correctional facilities, and visits associated with reviews and investigations

Human Resource Strategy

Office Demographics

As of March 31, 2007, the Office of the Ombudsman had 15 full time employees, one student placement and one person hired through the Career Starts Internship Program. A Records Analyst position was filled in June 2007. The Office also continues to rely on a casual roster of qualified candidates to supplement our investigative and administrative services. The average age of permanent staff is 44, with casual staff and students included, the average age is 42 years. Of the permanent employees, 71% are female and 29% are male. The total office is comprised of 63% females and 37 % males. The percentage of self-identified Affirmative Action (permanent) employees is 29% (4 individuals).

An Ombudsman Representative, Youth and Senior Services, has been on secondment with the Youth Secretariat since November 2006.

The Office has no reports of occupational health and safety incidents in the past fiscal year.

The Office of the Ombudsman has, or will, take the following steps to reach the goals contained in Nova Scotia's Corporate Human Resources Plan:

1. To make a difference through a skilled, committed, and accountable public service.

The Corporate Plan's objectives include:

- fairness and access
- service excellence
- public opinion
- consistent policy application

The Office of the Ombudsman strives to promote these objectives. Our role is to promote accountability and fairness in the way municipal and provincial governments services are delivered to the public. These objectives are evident in our logo which represents the arms of the public, the government, and the Office of the Ombudsman raised for fairness, integrity, and good governance. Given that our role includes reviewing government entities in these areas, we strive to ensure our internal policies, procedures, and practices incorporate these objectives.

An internal employee survey was conducted again in 2006-2007. Sixteen surveys were distributed, with a 100% return rate. Similar to last year, the results were positive. The feedback received enables the Office of the Ombudsman to identify our strengths, as well as to identify and address any areas requiring improvement. This process will continue to be conducted on an annual basis.

Performance appraisals were completed for all permanent MCP staff and we will continue to conduct these annually. Our objectives include completing the appraisals within the first 3 months of each fiscal year. A second objective is to augment the appraisals, with office and individual work plans, for all staff in the upcoming years.

Self assessment questionnaires and performance targets were completed within the first three months of this fiscal year. Work plans are being developed to address the increasing needs of Disclosure of Wrongdoing responsibilities, seniors, and adult offenders.

We will work on developing succession management planning. During the first eight months of this fiscal year, several staff have participated in GoverNEXT sponsored events, including the Mentorship Pilot Program, as both mentors and mentees.

2. To be a Preferred Employer

The Office of the Ombudsman has a staff training/orientation program for all permanent and casual staff. Each new placement receives an orientation program which includes an introduction to the Office of the Ombudsman outlining our services, role, and mandate as well as presentations and job shadowing with Ombudsman staff. A staff training/orientation binder is also provided to all staff. The binder is updated on a regular basis. In 2006-2007, we provided an orientation session to the individuals on our Ombudsman Representative casual roster, and Intake Officer/Administrative Support casual roster, and we will continue to do so with all new staff.

The Office hires students on a regular basis through Career Starts (diversity, mentorship and co-op programs), and provides students with experience through work placements. In 2006-2007, nine students had placements with this Office. We also had an individual from the Career Starts Internship Program for a one year term. These placements provide an excellent opportunity for students to gain a better understanding of the functions of government and to acquire valuable work experience. They also provide Ombudsman Representatives with opportunities to gain supervisory and mentoring skills.

3. To be a safe and supportive workplace

The Office has an OH&S representative and committee and is committed to being a healthy and safe workplace. The formation of the committee surpasses the OH&S regulations because our staff complement is below the twenty employees required to establish a committee. This committee is also responsible for encouraging and implementing healthy workplace initiatives. Further training will be provided this fiscal year that will be mandatory for all staff. One of the OH&S representatives is a member of the Healthy Workplace Committee.

As part of the governments Workplace Violence Initiative, this fiscal year the Office completed a Risk Assessment Checklist and a Workplace Violence Risk Assessment Tool. We will continue to monitor and review the checklist and risk assessment tool on an ongoing basis to enhance our action plan for reduction and prevention of any identified risks.

The Office developed a draft Business Continuity Plan. Representatives from the Office regularly attend Business Continuity Management (BCM) Co-ordinators meetings and training opportunities. In the first eight months of this fiscal year the Office submitted a Program Status Report to the BCM Project Office.

In 2006-2007 the Office began an employee recognition program, and recognized two employees with 25 and 35 years of service with the government. In the first eight months of this fiscal year, an additional employee was recognized for 25 years of service. Other employees have been recognized both formally and informally, for their professional and personal accomplishments.

4. To be a diverse workforce

In 2006-2007, four employees or 29% self-identified as Affirmative Action and Diversity employees. Our continued objective is to increase this percentage to a minimum of 30%. In the first eight months of this fiscal year staff have participated in training provided by the Public Service Commission, Evaluation and Audit, on conducting a workforce analysis. We remain committed to being an organization that is representative of the people we serve. We will also work with the Public Service Commission to establish a position within our Office for qualified members from designated groups.

All job postings include the following statement:

Note: The Office of the Ombudsman values diversity in the workplace and encourages applications from African Nova Scotians and other members of the visible minority community, Aboriginal peoples, persons with disabilities and women. Applicants from these designated groups wishing to self-identify may do so in their cover letter.

We also send notification of any positions posted on the Nova Scotia Employment Opportunities website to diversity organizations.

The Office of the Ombudsman encourages expressing oneself creatively and culturally. Last year we reported that the majority of staff have taken the Affirmative Action and Employment Equity training and 50% have taken the Aboriginal Perceptions course. In 2006-2007 three additional staff members attended Aboriginal Perceptions, five attended Diversity and Employment Equity training and seven attended Respectful Workplace. An additional staff member attended training through the Metropolitan Immigrant Settlement Association (MISA).

The Office of the Ombudsman's annual report and information brochures are available in both official languages. The Youth Services poster *We Have to Talk* is available in English, French and Mi'kmaw. Business cards for all staff have information in braille. This Office has arranged interpretive services through the Metropolitan Immigration Settlement Association and the Office of Acadian Affairs. In addition, staff from this Office began participating on the French-Language Services Coordinating Committee and in 2008-2009 we will have a French-Language Services Plan in effect.

5. To be a learning organization

The Office of the Ombudsman believes strongly in lifelong learning creating opportunities for learning, skills upgrading, and personal development. All staff have prepared individual training plans in order to address specific training requirements. The areas identified as important for the Office Training and Development Plan include investigation techniques, interviewing skills, administrative justice and ethics, report writing and analysis, presentation skills and leadership development. A number of staff have taken, or continue to take, leadership development training. An ongoing objective is to increase the

number of employees participating in this type of training. The Executive Director is currently on a wait list to participate in the leadership training for executive directors, provided by the PSC.

The Office of the Ombudsman encourages and accommodates staff who enroll in university programs. We are also represented on the GoverNEXT steering and task committees, and encourage staff participation in GoverNEXT sponsored events. The Ombudsman Representative on secondment to the Youth Secretariat has been extended to November 2008.

The Office of the Ombudsman is a unique working environment which allows staff to become knowledgeable of legislation and regulations, government policies, and procedures. The nature of the work requires staff to continually be aware of and to assist the implementation of best practices. The Office has attracted high quality employees from within and outside of government. An objective is to increase the number of high caliber individuals employed with this Office, and in turn to prepare these individuals to pursue various employment opportunities within government as part of their career development. This exchange of employees will also increase the awareness and implementation of the principles of Ombudsmanship throughout the provincial and municipal government entities within Nova Scotia.

Budget Context

Office of the Ombudsman			
	2007-2008 Estimate	2007-2008 Forecast	2008-2009 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Gross Expenses	1445	1445	1567
Net Program Expenses	1445	1445	1567
Salaries and Benefits	1190	1190	1361
Staff (FTEs)	16	16	17