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*BC Public Service
Agency*

2007/08 – 2009/10 SERVICE PLAN

February 2007



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Message from the Minister and Accountability Statement

It is my pleasure to present the 2007/08–2009/10 Service Plan for the BC Public Service Agency. The BC Public Service Agency aspires to be known for public service excellence by providing leadership in people management.

Premier Gordon Campbell and I strongly believe that excellence in the public service is critical as the people who work for the provincial government affect the lives of every British Columbian. Public service excellence is also a cornerstone of making British Columbia the best place in the world to live.

Similar to other jurisdictions we must confront the challenges imposed by an aging workforce, shortages in specific professions and an ever increasing demand for talent in both the public and private sector. By working in partnership with its ministry/agency clients I am confident the BC Public Service Agency will meet those challenges, and will build and position the government's workforce for the future.

The BC Public Service Agency is committed to attracting, recruiting and retaining the highest caliber employees to our public service. It is also committed to ongoing professional development of its employees to ensure they are able to attain their highest potential while delivering efficient and effective government programs and services. Through our corporate human resource plan we are setting out a roadmap that includes modernized employment policies and practices. We continue to be more agile in recruitment, and are re-shaping the organization towards making BC's public service an employer of choice.

Government has recently raised the profile on education, health care, safer communities and other priority services. The Agency will continue to assume a critical leadership role to fulfill the human resource challenges associated with this enhanced focus. Our citizens can depend on a knowledgeable, innovative, and responsive public service that assists them in achieving successful and productive lives, essential to our province's success on local, national and international stages.

This Service Plan outlines the strategies the BC Public Service Agency will implement over the next few years to lead and support public service excellence.

As Minister Responsible, I believe this plan will contribute to a public service of the highest standard. The 2006/07–2008/09 BC Public Service Agency Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal

assumptions and policy decisions as of February 12, 2007 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in black ink that reads "Ida Chong". The signature is written in a cursive, flowing style.

Honourable Ida Chong
Minister of Community Services

February 12, 2007

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Agency Overview

Purpose of Agency

The BC Public Service Agency provides leadership and services in people management.

The Agency was formed in 2003 to provide a consolidated human resource service to the public service. As established in the *Public Service Act*, the Agency supports its clients (government ministries, agencies, etc.) in achieving their human resource needs and improving overall effectiveness of the public service through the provision of human resource management policies and frameworks and a variety of human resource services, products and programs.

The Agency has six core business areas that contribute to developing an innovative and responsive public service whose employees are motivated and supported to reach their highest potential. The core businesses include: Business Transformation, Client Services, Talent Management, Employee Relations, Compensation, Benefits and Policy and Executive and Support Services.

In response to the looming succession challenge faced by the public service and in support of ministries delivering government's Five Great Goals, the Agency's service plan is focused on an integrated approach to talent management within a supportive human resource policy, labour relations and client services environment. The corresponding goals and objectives in this service plan are reflective of the stewardship role played by the Agency on behalf of ministries. The achievement of results will be in partnership with ministries and will provide a better yardstick for assessing how the public service as a whole is doing in relation to human resource management.

Vision, Mission and Values

Vision

To be the leader in Canada and recognized internationally for public service excellence.

Mission

The BC Public Service Agency provides leadership and services that support public service excellence.

Values

Fulfillment of our mission depends on a skilled workforce operating in an innovative and accountable culture, an integrated approach to service delivery and an emphasis on providing the tools and programs to support the public service to achieve their highest

potential. Our values below guide us in attaining our goals and are related to our objectives and the measures we have developed to gauge our success in meeting them.

- We provide professional, cost-effective and accountable service.
- Our relationship with our clients is respectful, open and collaborative.
- Through teamwork, we trust and support each other and work across organizational boundaries.
- We model the human resource practices that we wish to see throughout the public service.

Strategic Context

Planning Context and Key Strategic Issues

The government strategic plan calls for the achievement of Five Great Goals for a Golden Decade in order to realize the long-term vision for British Columbia as a prosperous and just province, whose citizen's achieve their full potential and have confidence in the future. The British Columbia Public Service is vital to making government's goals a reality.

To ensure success, the public service needs to have the right people in the right place at the right time, and we must do so in the face of significant challenges.

Drivers of Change

Three years ago it was important for the Agency to drive down costs and improve transactional services. Today, the Agency is faced with an additional set of expectations and performance measurements driven by factors such as demographics, global competition for talent and changing customer demands.

- One-third of all public sector employees are expected to retire by 2015.
- Thirty-five per cent of all senior executives in the BC Public Service will be eligible for retirement by 2010. Almost the same number of middle managers is positioned to leave the organization within the same timeframe.
- The projection of skills needed for the future is shifting. The number of public servants employed in more senior positions is increasing.
- Recruitment, talent identification, engagement and flexibility in responding to employee needs and leadership succession are routinely reported as top priorities by executives across the country.
- With regard to human resource services, clients are demanding choice and the ability to pick and choose their services and the means to access them. Clients are interested in 24/7 service and better phone access to routine enquiries. Ninety per cent of the Agency's customers accessed the BCPSA website in the past year and sixty-one per cent said they would prefer to receive information directly by email.

Strategic Direction

To address the challenges facing the public sector, the Agency's efforts over the next three years will focus on four broad, integrated areas:

- 1) Talent Management — a strategy to acquire, deploy, develop, engage and retain human resources across the public service in order to achieve outstanding results.
- 2) Modernizing Human Resource Policy — implementation of modern human resource policies that support the recruitment, motivation, development and retention of a high performing public service.

- 3) Labour Relations — seeking creative ways of labour planning and bargaining to facilitate the strategic changes necessary to achieve public service excellence and by making specialized labour relations knowledge available to enable managers to manage their operations effectively.
- 4) Client Services — a client-centred service delivery strategy to ensure improved human resource services that position our clients and customers to be successful in the management of their human resources and to realize their business objectives.

Core Business Areas

The BC Public Service Agency has six core business areas.

1. Business Transformation

The Business Transformation core business facilitates transformative change within the human resource function in order to continue to enhance client satisfaction, improve efficiency, reduce costs and increase innovation.

2. Client Services

The Client Services core business provides a full range of day-to-day human resource consulting and related human resource services and programs delivered on a regional basis to assist clients in meeting their business goals. This core business also provides for the delivery of the Disability Management and Occupational Safety programs.

3. Talent Management

The Talent Management core business provides for leadership and services in the areas of workforce and succession planning, hiring and deployment, employee development and integration and incentives for recruitment into the public service. In addition, this core business provides for the services of the Leadership Centre, which exists to recruit, deploy and develop senior leaders across the public service. This core business also provides a suite of learning services and employee rewards and recognition.

4. Employee Relations

The Employee Relations core business delivers a full range of labour relations and workforce adjustment services including negotiation and administration of collective agreements, labour relations advice and dispute resolution.

5. Compensation, Benefits and Policy

The Compensation, Benefits and Policy core business provides services in compensation, health, benefits, terms and conditions of employment for excluded staff, related policy and program development for these business lines, and the Agency's policy coordination and legislation. This core business also provides for the management of the Community Services Fund, a public service-wide annual drive for and disbursement of charitable donations.

6. Executive and Support Services

The Executive and Support Services core business provides for the executive direction of the BC Public Service Agency, administrative support services policy and program development, communications, strategic planning, performance management and provides support to independent offices. Other administrative services – including financial, human resources, information systems, facilities management and freedom of information and protection of privacy, planning and performance management – are provided by the Ministry of Finance.

Goals, Objectives, Strategies and Results

Overview

Agency Goals

The Agency's strategic direction over the next three years is based on five goals:

- Goal 1: Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives.
- Goal 2: The public service promotes a safe and healthy workplace that supports the well-being of employees.
- Goal 3: The public service is a versatile workforce that can adapt to meet changing needs.
- Goal 4: Public service employees understand their roles, how their work contributes to achieving the goals of government and are focused on results.
- Goal 5: Public Service employees exhibit the highest standards of conduct.

Linkage to the Five Great Goals

The government's strategic plan calls for the achievement of Five Great Goals that are intended to achieve a long term vision for British Columbia — a prosperous and just Province, whose citizen's achieve their full potential and have confidence in the future. The Five Great Goals include the following:

1. Make British Columbia the best-educated, most literate jurisdiction on the continent.
2. Lead the way in North America in healthy living and physical fitness.
3. Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.
5. Create more jobs per capita than anywhere else in Canada.

The achievement of all of these goals requires a strong and nimble public service that strives to be the leader in Canada and recognized internationally for public service excellence.

The drive toward service excellence requires every employee to challenge the status quo, to look for ways to improve performance in the organization and to turn good ideas into action. Improving the way the public service operates requires a workforce that is engaged, an ability to attract and retain top talent, flexibility to adjust to emerging priorities, an ability to grow and share knowledge freely and collaboration across various business units.

Public servants are more likely to recommend the public service as a great place to work and be prepared to move beyond the status quo if they feel energized, inspired by their leaders and valued for the contributions that they make.

Cross Ministry Initiatives

This service plan identifies goals and strategies that support government's vision for a strong public service and include many corporate initiatives that support recruitment, motivation, development, and retention of a high performing public service. The Agency is also leading a number of cross government priority initiatives.

Labour Bargaining — A comprehensive and coherent labour strategy that addresses current and emerging labour relations issues, and supports ministries' plans for future change as well as government's vision for the public service.

New Relationship — The Government of British Columbia is leading the nation in developing a New Relationship with First Nations and Aboriginal people. Guided by principles of trust, and by recognition and respect of First Nations' rights and title, we are building a stronger and healthier relationship between government and Aboriginal people. By working together, we will bring tangible social and economic benefits to Aboriginal people across the Province and narrow the gap between Aboriginal people and other British Columbians. One of the priorities identified in the February 2006 Speech from the Throne includes the establishment of an Aboriginal internship program to provide learning opportunities in the public service. The BC Public Service Agency is supporting the development of this program in collaboration with the Ministry of Aboriginal Relations and Reconciliation.

Regulatory Reform

In efforts to modernize and streamline core government human resource policies and procedures, the Agency is replacing 30 years of prescriptive rules-based practices with a new principle-based policy framework that will provide client ministries with the flexibility needed to manage their specific needs.

Client-Centred Service Delivery

The delivery of government programs and services is contingent on a strong and diverse public service that is able to respond to changing public expectations. This service plan is designed to support client-centred service delivery by helping ministries to recruitment, retain, develop and motivate a high-performing public service.

Performance Plan

Performance Plan Summary Table

Five Great Goals	BC Public Service Agency Mission		
	The BC Public Service Agency provides leadership and services that support public service excellence.		
	Agency Goals	Agency Objectives	Performance Measures
The Agency provides leadership in human resource management services to enable ministries to realize all of the Five Great Goals.	1. Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives.	1.1 The recruitment policy, process and tools in the BC provincial government facilitate hiring of highly competent employees.	← % of competition audits that confirm individuals were appointed to the public service based on merit.
		1.2 The BC provincial government is recognized as an attractive employer.	
	2. The public service promotes a safe and healthy workplace that supports the well-being of employees.	2.1 Safe workplaces.	← % of employees who say that a safe and healthy workplace exists in my work unit.
		2.2 Safe and timely returns to work for individuals who are ill or injured.	
		2.3 Healthy and productive work environments.	
	3. The public service is a versatile workforce that can adapt to meet changing needs.	3.1 Refocus our investments in learning to accelerate the development of people for key roles across the organization.	← % of managers who report their employees have the skills to meet current and future needs.
		3.2 Provide structured means to share knowledge across the organization.	
		3.3 Foster continuous learning across the organization.	
	4. Public service employees understand their roles, how their work contributes to achieving the goals of government and is focused on results.	4.1 Employee engagement is measured, addressed and improved.	← Employee engagement in the public service. ← % of employees who understand how their work contributes to achieving Service Plan objectives. ← % of employees who have had a formal performance review in the last year.
		4.2 Employees receive strong orientation to their jobs and the public service.	
		4.3 Facilitate performance management best practices.	
	5. Public service employees exhibit the highest standards of conduct.	5.1 Ensure all employees fully understand their roles and obligations as public servants.	← % of employees who understand their responsibilities and obligations as a public servant.

Agency Goals

Goal 1: *Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives.*

The BC public service faces a potential labour shortage brought on by an aging population and increasing competition in the marketplace. At the same time, the public service is undergoing significant transformation and will need to ensure the right skills are available in the right place at the right time to deliver critical public services. The Agency will improve and streamline hiring policy, process and tools for hiring managers across government to facilitate faster and better hiring decisions. To attract high-quality applicants, the BC public service must be not just visible in the labour market but considered an attractive employer.

This goal is vital to ensure the continuation of a high quality public service.

Core Business Area: *All*

Objective 1: *The recruitment policy, process and tools in the B.C. provincial government facilitate hiring of highly competent employees.*

Key Strategies

- Facilitate workforce planning activities across government and lead the implementation of the corporate human resource plan.
- Facilitate targeted recruitment campaigns.
- Provide training and tools to support managers to make sound hiring decisions.

Objective 2: *The B.C. provincial government is recognized as an attractive employer.*

Key Strategies

- Implement a marketing and branding program to raise the visibility and appeal of government as an employer.

Performance Measures and Targets

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target	2009/10 Target
% of competition audits that confirm individuals were appointed to the public service based on merit. ¹	97.1% ²	100%	100%	100%	100%

¹ Merit means that appointments will be non-partisan and based on an assessment of competence and ability to do the job.

² Reported results are based on audits of appointments to, and from within, the public service conducted by the Office of the Merit Commissioner. In 2005/06, 70 appointments were audited. Compliance with the merit principle was confirmed in 68 of the investigations (97.1%). In the other two remaining audits, insufficient documentation was retained in the competition file to support a conclusion.

Goal 2: *The public service promotes a safe and healthy workplace that supports the well-being of employees.*

Core Business Area: *Compensation, Benefits and Policy Division*

Objective 1: *Safe workplaces.*

Key Strategies

- Develop an occupational safety strategic plan for the public service.
- Provide client organizations the direction, knowledge, tools and support necessary to implement and maintain effective safety management programs.
- Enhance safety reporting.

Objective 2: *Safe and timely returns to work for individuals who are ill or injured.*

Key Strategies

- Reposition the Disability Case Management function so that specialized expertise is available to clients and employees as needed.
- Implement enhanced reporting for clients.

Objective 3: *Healthy and productive work environments.*

Key Strategies

- Evaluate needs and develop a health strategy proposal for the public service.
- Develop and implement appropriate workplace programs and tools that are available to help reduce health risks.
- Assess needs and implement regular reporting.

Performance Measure and Targets

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target	2009/10 Target
% of employees who say that a safe and healthy workplace exists in my work unit. ¹	56% ²	65%	75%	85%	100%

¹ Government is committed to creating and maintaining a work environment that is safe for all of its employees all of the time. We are also committed to improving workplace health and the health of our employees. Every ministry in government is promoting and providing opportunities for employees to learn more about their health and to take steps to healthier living. From our corporate flu vaccine program to the ActNow strategies that ministries are pursuing we expect to see results from more employees focused on their health and on improving the health of their workplace.

² Results for 2005/06 are based on the following question in the BC Public Service Work Environment Survey, “% of employees who agree that a healthy atmosphere exists in their work unit.”

Goal 3: *The public service is a versatile workforce that can adapt to meet changing needs.*

Core Business Area: *Talent Management*

Objective 1: *Refocus our investments in learning to accelerate the development of people for key roles across the public service.*

Key Strategies

- Target learning to key and critical roles, such as in the finance and management streams.
- Implement a comprehensive succession management program to prepare employees for new assignments across the organization.
- Target developmental assignments to areas of highest need. This approach is a key component of accelerated leadership development used to broaden skill sets and develop executive competencies.

Objective 2: *Provide structured means to share knowledge across the organization.*

Key Strategies

- Implement initiatives designed to improve the transfer of knowledge and the sharing of best practices, such as “Communities of Practice” — a forum used by staff to learn from the experiences of colleagues.

Objective 3: *Foster continuous learning across the organization.*

Key Strategies

- Balance the focus of employee learning between formal and informal opportunities to learn job-related skills.

Performance Measures and Targets

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
% of managers who report their employees have the skills to meet current and future needs.	New Measure ¹	75%	75%	75%

¹ Data for this measure is not currently available. Future reporting will be based on an appropriately worded question in the Client and Customer Satisfaction Survey conducted by the Agency.

Goal 4: *Public service employees understand their roles, how their work contributes to achieving the goals of government, and are focused on results.*

A public service striving for service excellence and innovation requires a workforce that is engaged, flexible to adjust to emerging priorities and supported to get the right results. Performance management practices vary widely across government and better tools to support ministries in managing performance across the public service are required. This goal is intended to ensure employee understanding of their roles and to focus their contributions to most effectively support the organization’s goals and objectives.

Core Business Area: *Talent Management, Business Transformation*

Objective 1: *Employee engagement¹ is measured, addressed and improved.*

Key Strategies

- Implement annual Work Environment Survey, which measures employee engagement and develop strategies to address issues that arise out of the survey results.
- Benchmark employee engagement across Canada.
- Identify best practices and disseminate a toolkit to assist ministries with improving employee satisfaction and commitment.

Objective 2: *Employees receive a strong orientation to their jobs and the public service.*

Key Strategies

- Implement a corporate orientation program.

Objective 3: *Facilitate performance management best practices.*

Key Strategies

- Provide tools to improve how government manages employee performance.
- Align employee performance management processes with government strategic and business planning processes.

¹ Employee engagement describes the level of employee satisfaction and commitment that exists within organizations. Engaged employees are satisfied with their job and organization, and are committed to the BC Public Service. Employee engagement strategies are an interaction of initiatives, actions, organizational supports and relationships that inspire and motivate employees to contribute their maximum effort on a consistent basis.

Performance Measures and Targets

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target	2009/10 Target
Employee engagement in the public service. ¹	58	Improvement	Further Improvement	85	85
% of employees who understand how their work contributes to achieving service plan objectives. ²	58%	65%	70%	75%	75%
% of employees who have had a formal performance review in the last year. ²	62%	100%	100%	100%	100%

¹ Each year, the BC Public Service measures employee engagement through the Work Environment Survey. Ratings for each element of engagement (commitment, organization satisfaction and job satisfaction) are averaged based on a 100-point scale. Results are not expressed as a percentage.

² Results are based on the BC Public Service Work Environment Survey conducted by BC Stats.

Goal 5: *Public Service employees exhibit the highest standards of conduct.*

The public service is held to a high standard due to its responsibility to the citizens of British Columbia. In order to ensure the standard is met, individual public servants must be keenly aware of the expectations of them in terms of their work and conduct on the job.

Core Business Area: *All*

Objective 1: *Ensure all employees fully understand their roles and obligations as public servants.*

Key Strategy

Implement an annual program for all employees to ensure their understanding of and commitment to the standards expected of all public servants.

Performance Measure and Targets

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
% of employees who understand their responsibilities and obligations as a public servant.	New Measure	100%	100%	100%

¹ Data for this measure is not currently available. Future reporting will be based on an appropriately worded question in the BC Public Service Work Environment Survey starting in calendar 2007.

Resource Summary

Core Business Areas	2006/07 Restated Estimates ¹	2007/08 Estimates	2008/09 Plan	2009/10 Plan
Operating Expenses (\$000)				
Business Transformation	74	9	41	74
Client Services	1,526	4,866	5,166	5,484
Talent Management	1,212	1,749	1,851	1,956
Employee Relations	208	260	335	411
Compensation, Benefits and Policy	2,786	4,275	6,548	8,950
Executive and Support Services	3,640	1,074	1,105	1,137
Total	9,446	12,233	15,046	18,012
Full-time Equivalents (FTEs)				
Business Transformation	10	10	10	10
Client Services	187	187	187	187
Talent Management	18	18	18	18
Employee Relations	35	35	35	35
Compensation, Benefits and Policy	108	108	108	108
Executive and Support Services	5	5	5	5
Total	363	363	363	363
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Business Transformation	984	1,299	1,299	1,299
Executive and Support Services	270	270	270	270
Total	1,254	1,569	1,569	1,569
Capital Plan (\$000)				
Business Transformation				
Information Systems	984	1,299	1,299	1,299
Executive and Support Services				
Vehicles, Specialized Equipment, Office Furniture and Equipment	270	270	270	270
Total	1,254	1,569	1,569	1,569

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2006/07 *Estimates*. Schedule A of the *Estimates*, presents a detailed reconciliation.

Appendices

Appendix 1: Glossary

Agency: refers to the BC Public Service Agency.

Client: refers to the Deputy Ministers or the heads of agencies entering into individual Service Level Agreements with the BC Public Service Agency.

Customer: refers to the actual users of the services of the BC Public Service Agency including executives, managers, employees and employee representatives that interact with or receive services from the Agency.