



WHERE **IDEAS** WORK

A CORPORATE PLAN
FOR THE BC PUBLIC SERVICE

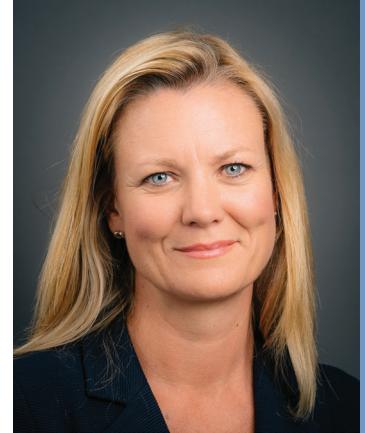
2016

Contents

- 3** Message from the Head of the BC Public Service
- 5** Deputy Ministers' Council
- 6** Introduction: A Decade of Being the Best
- 10** Integrity in the BC Public Service
- 12** Innovation in the BC Public Service
- 16** Goal 1: Building Our Internal Capacity
- 18** Goal 2: Improving Our Competitiveness
- 20** Goal 3: Enhancing Service to Citizens
- 22** Conclusion: Integrity and Innovation



Message from the Head of the BC Public Service



We all come to careers in the BC Public Service with talents, aspirations and ideas as diverse as the communities in which we work. Today, there are more than 26,000 individuals serving the government and people of B.C. – each with our own story and having followed our own path to get here.

We do hundreds of different jobs, some with broad skill sets that allow us to move across the organization and others drawing on focused and highly specialized expertise. But despite all those varied ambitions, talents and roles, every one of us shares a unique and remarkable responsibility. Wherever we work in the BC Public Service and whatever our work, we are united by a shared commitment, not just to deliver the services and programs and policies of government but to do so in ways that maintain and enhance the trust and confidence of British Columbians.

No other employer offers that blend of purpose, impact and ethical commitment. It is what makes our careers so rewarding and so challenging. It is woven into the very fabric of who we are as an organization and how we work. It is embedded in the Oath sworn by every one of us when we begin our career, and in the corporate values we bring to our jobs every day. That same responsibility is what also motivates us to evolve and adapt as an organization. The public service has never been able to stand still. It must always be responsive to the world around it – to the priorities of the democratically elected government we serve, to the changing expectations and needs of B.C.'s citizens, and to the broader forces that shape and reshape our communities and world.

That need to adapt is what led to the first-ever corporate human resource plan for the BC Public Service – *Being the Best* – a decade ago. In 2006, we began to anticipate the impact of the intersecting challenges of an aging workforce, an increasingly competitive labour market and rapidly evolving citizen expectations. We recognized that we could be a better, more competitive, more successful organization if we approached that challenge as a single employer. And we knew that we needed to act or we'd risk being unable to meet our obligations to citizens and their government. A number of factors over the years delayed some of the challenges we anticipated in 2006. But they have not gone away. In fact, in some ways, those challenges are now more acute and urgent. That is why our corporate approach is more valuable than ever, and why our commitment to that approach is renewed in this plan.

A decade ago, the idea of adopting a corporate human resource plan for the province's largest employer was a ground-breaking concept. Other public service jurisdictions have followed our lead, but none have sustained it for this long. Our willingness to take a different approach is something we now need to embrace more broadly and more eagerly than ever before – not just in how we chart our course as an

employer but in every aspect of how we do our work as a public service. Like public service jurisdictions around the world, we need to become more innovative in how we design, develop and deliver policies, programs and services. The change demanded of us is accelerating and expanding at an exponential rate. You will see more on this need for innovation set out in this plan, but it is reflected in two significant changes from the corporate human resource plans we have produced since 2006.

First, you will see a change in the goals of this plan. Our original and enduring goals remain: Building Our Internal Capacity and Improving Our Competitiveness. But the third updated goal in this plan is Enhancing Service to Citizens. The commitments under this goal embrace many of the elements in 2010's *Citizens @ the Centre*, which was released as a companion to *Being the Best* and set out a bold vision for transforming the operations of the BC Public Service. With this new goal, we are effectively merging *Citizens @ the Centre* and *Being the Best* in this new plan – a natural evolution. We increasingly recognize the deep-rooted connection between empowering and unleashing the ideas of our workforce, and transforming services to citizens through technology.

Reflecting this convergence of our human resource, operational and technology goals for the BC Public Service, we have also changed the title of the plan. We remain committed to being the very best employer and public service in Canada. But to do so, we must become more open to applying new ideas and approaches to established practices and policies. To reflect that priority, we have adopted the brand of the BC Public Service as the new title of this plan: *Where Ideas Work*. Because our greatest opportunity to maintain and enhance public trust and confidence in our work rests in our ability to develop and apply our ideas.

Innovation is not new to the public service, but we need to more fully embrace a mindset of creativity, experimentation, taking thoughtful risks, trying new concepts and learning from the results. You will see some actions to encourage that shift outlined in the pages of this plan, and you can expect to hear more about them from me and the corporate executive in the months ahead. But, as important as leadership is, we also fully appreciate that innovation is not something that can be delivered by senior leaders alone. We know that often the most compelling and successful ideas for how we can do our work better come from you – from all levels and corners of the public service. As executive, our biggest task is to provide the conditions, the space and the opportunity for you to bring forward, test, adapt and implement your ideas.

Over the next two years, you can expect us to do some new things that significantly change the experience of working in the BC Public Service, and others that significantly improve how we serve citizens. You can expect the leadership of the BC Public Service to challenge you to think differently about your work. And we will expect you to challenge us in return. I look forward to those exchanges.

Kim Henderson
Deputy Minister to the Premier,
Cabinet Secretary and
Head of the BC Public Service

Deputy Ministers' Council

As the executive leaders of the BC Public Service, we share a unique opportunity and obligation to shape both the citizen experience of government and the employee experience of all those who choose a career in the public service. It is our great honour to work alongside the 26,000+ members of the most committed, creative and ethical public service in Canada, all of whom work with such dedication to maintain and enhance the public's trust and confidence every day. The actions set out in this plan are fully endorsed by each of us, and reflect the commitment of the senior leadership teams in every ministry to ensure the BC Public Service is a place where ideas work for the betterment of our province, its citizens, and the people who work with such integrity on their behalf.



Front (left to right): John Jacobson (*Technology, Innovation and Citizens' Services*), Wes Shoemaker (*Environment*), Dave Byng (*Education*), Stephen Brown (*Health*), Kim Henderson (*Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service*), Athana Mentzelopoulos (*Finance*), Becky Denlinger (*Emergency Management*), Shannon Baskerville (*Jobs, Tourism and Skills Training*), Derek Sturko (*Agriculture*)

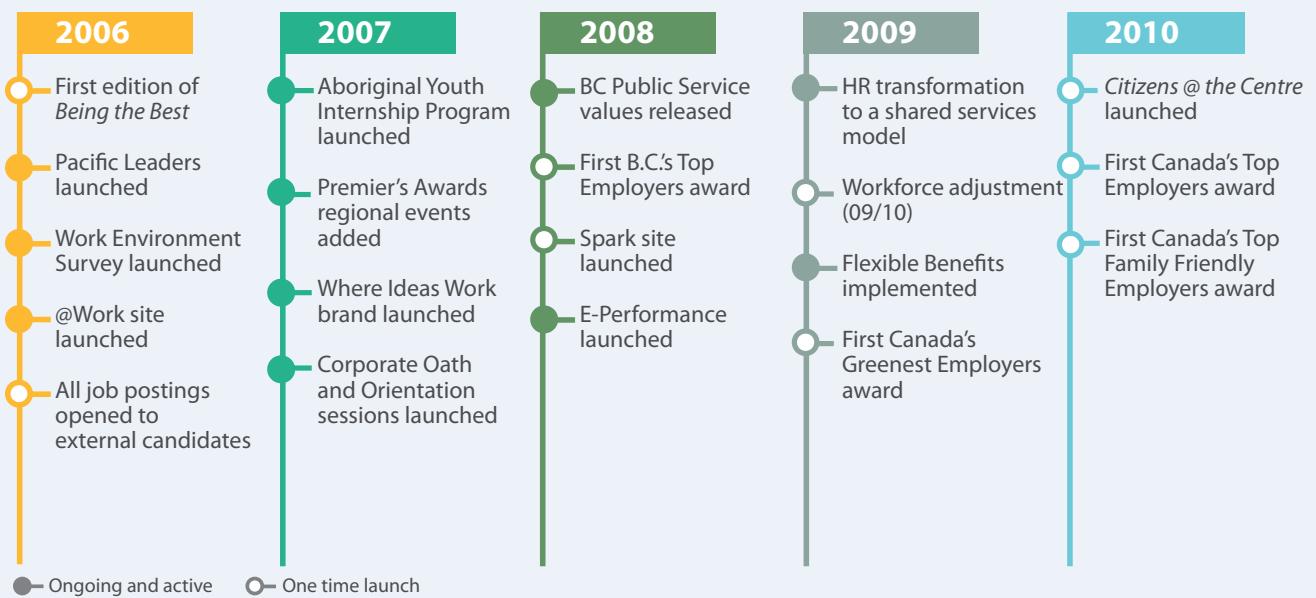
Middle (left to right): Tim Sheldon (*Forests, Lands and Natural Resource Operations*), Bobbi Plecas (*Corporate Initiatives, Office of the Premier*), Doug Caul (*Aboriginal Relations and Reconciliation*), Tim McEwan (*Small Business and Red Tape Reduction*), Mark Sieben (*Public Safety and Solicitor General*), Lori Halls (*BC Public Service Agency*), Sheila Taylor (*Social Development and Social Innovation*), Dave Nikolejsin (*Natural Gas Development*), Sandra Carroll (*Advanced Education*), Richard Fyfe (*Justice and Attorney General*), Fazil Mihlar (*Climate Leadership*)

Back (left to right): Grant Main (*Transportation and Infrastructure*), Jacquie Dawes (*Community, Sport and Cultural Development*), Elaine McKnight (*Energy and Mines*), Sarf Ahmed (*Technology, Innovation and Citizens' Services*), Christina Zacharuk (*Public Sector Employers' Council*), Clark Roberts (*International Trade*)

Missing: John Paul Fraser (*Government Communications and Public Engagement*), Neil Sweeney (*Corporate Policy, Office of the Premier and Intergovernmental Relations Secretariat*), Lori Wanamaker (*Children and Family Development*)

Introduction: A Decade of Being the Best

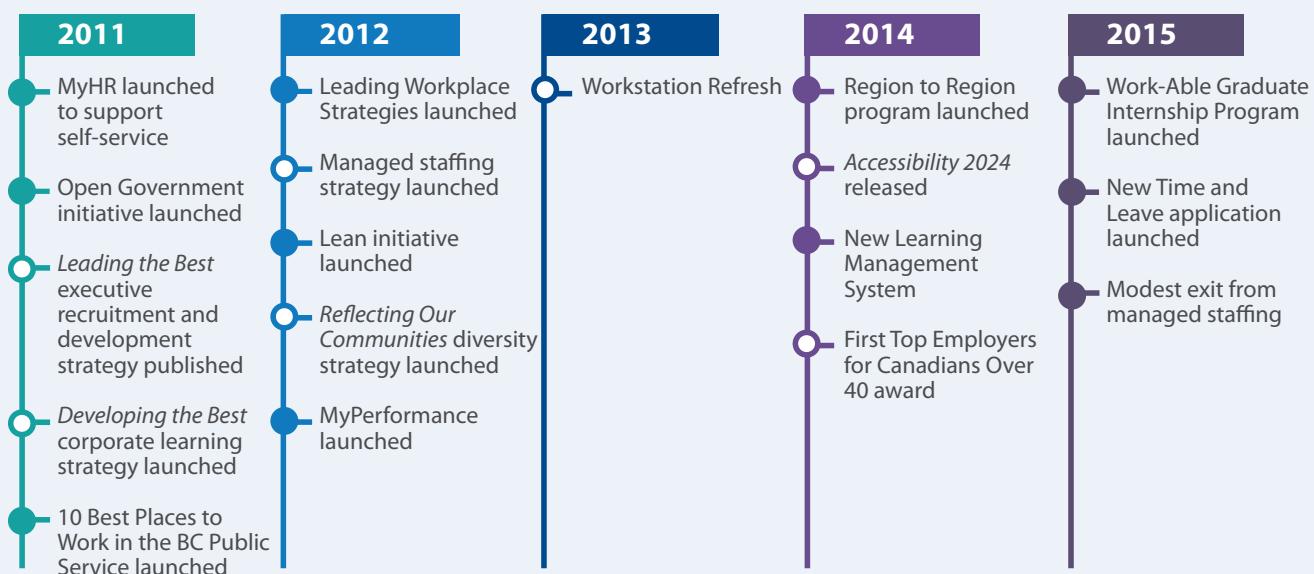
This year is the 10th anniversary of the first corporate human resource plan for the BC Public Service, *Being the Best*. This year's plan, under the title *Where Ideas Work*, continues the corporate approach to setting out actions to improve the employee experience in the BC Public Service to help us better serve the people of B.C.



Many of the actions taken since 2006 are now deeply embedded in the public service experience. Over the last decade, the Pacific Leaders program has continued to support ongoing learning and career development for employees and their families. More than 3,330 public service employees have been approved for scholarships through the Pacific Leaders Scholarships for Public Servants program. Over 600 children have been awarded scholarships in the Pacific Leaders Scholarships for Children of Public Servants program and over 2,000 employees have had the B.C. portion of their outstanding student loans forgiven through the Pacific Leaders B.C. Loan Forgiveness program. The Leading Workplace Strategies initiative allows thousands of employees to work in more flexible and collaborative ways, taking advantage of mobile technology. In 2015, 79 per cent of employees completed the Work Environment Survey, which helps shape corporate and ministry-level actions to improve employee engagement.

The @Work corporate intranet provides opportunities to communicate with and collaborate between employees that did not exist until it was launched a decade ago. This year we welcomed our 10th cohort of Aboriginal Youth Interns across the public service. Our corporate values are now integrated into the culture of the organization. And we have been named one of Canada's top employers every year since 2010.

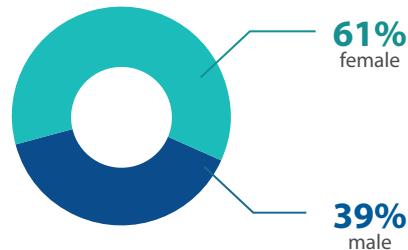
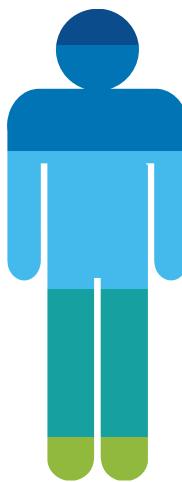
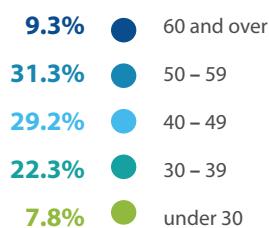
During that same decade, we have also seen significant changes in how the BC Public Service approaches its work. It is sometimes easy to forget how much our context has changed in recent years. Social media is now so much a part of our daily lives, but just a handful of years ago we became the first public service jurisdiction in Canada to provide guidelines for the use of social media in our workplace. We adopted a whole new mindset and approach to citizen engagement, now giving the



public a more active, accessible and transparent role in helping to shape major government policy decisions. There are now more than 3,600 data sets in the DataBC portal, giving citizens, and private and public-sector agencies access to a wealth of opportunities to generate new value and insights from the data we share. And across the public service, innovative minds are applying new approaches like agile development and Lean to rethink how we serve the government and people of B.C.

Where do we go from here in our continued efforts to be not just a better employer but also a better organization that can better fulfil our obligations to the province? This year we invited members of the BC Public Service to help answer that question and provide direct input into this plan through our Region to Region events. Many of the commitments you will read about are a direct result of the ideas shared by hundreds of employees in those sessions and in online discussions. Some commitments continue to build upon the progress made in past years, and others reflect new steps in our continued evolution as an employer and as an organization.

WHO WE ARE



The impetus for our continued evolution is more compelling and more urgent than ever before. In the early years of *Being the Best*, detailed actuarial forecasts looked at our workforce and trends in the broader labour force. Those forecasts indicated that by 2016 the BC Public Service would become a significantly smaller organization – not by choice, but because of increased retirements and a more competitive labour market. The economic downturn that began in late 2008, combined with other factors, resulted in those forecasts not coming to fruition. But the factors at play have not gone away. They have only been delayed and, in some ways, amplified.

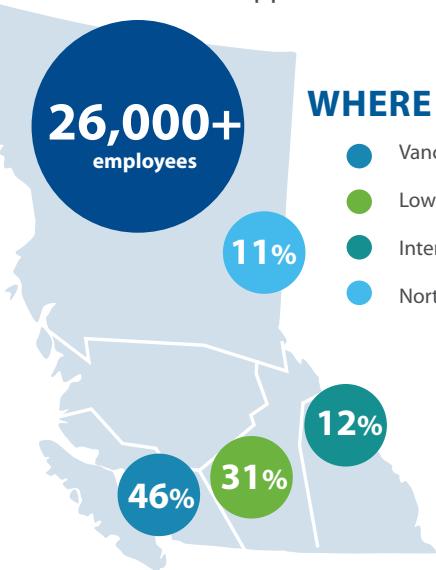
The size of the BC Public Service workforce has remained relatively the same over the last decade, and it remains one of the leanest public service jurisdictions in Canada, based on the ratio of employees to citizens. But we are an older workforce than we were a decade ago. Today, the average BC Public Service employee is over 46 years old. Approximately 70 per cent of our employees are age 40 or older – a significantly higher proportion than the population we serve. And we have almost three times as many employees over age 60 as there were in 2006.

We benefit greatly from the experience that so many of our long-serving employees offer, but as more and more of them approach well-earned retirement we are significantly at risk if we do not do more to identify, attract and develop the next generation of the public service. Right now, one out of every four members of the BC Public

Service is eligible to retire, including one in three members of our executive leadership cohort. At the same time, less than eight per cent of our employees are under 30, even though under-30s make up a quarter of the B.C. labour force. This imbalance was amplified by the global economic downturn and its impact on hiring over several years. But, with the province's stronger economic and fiscal position, hiring has returned as an important focus.

This plan includes a number of actions designed to develop and retain current employees, while also increasing our recruitment of younger candidates with the skills and commitment the public service needs. It also includes actions to help transform the operations of the public service, recognizing that traditional approaches are often inadequate to meeting the challenges we face. We must empower all our employees – wherever they stand in their public service careers – with the opportunities and environment to take innovative approaches to work that is

26,000+
employees

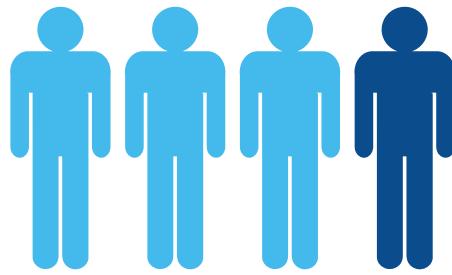


WHERE WE WORK

- Vancouver Island/Coast
- Lower Mainland
- Interior
- North



% of workforce identifying themselves as belonging to diversity groups



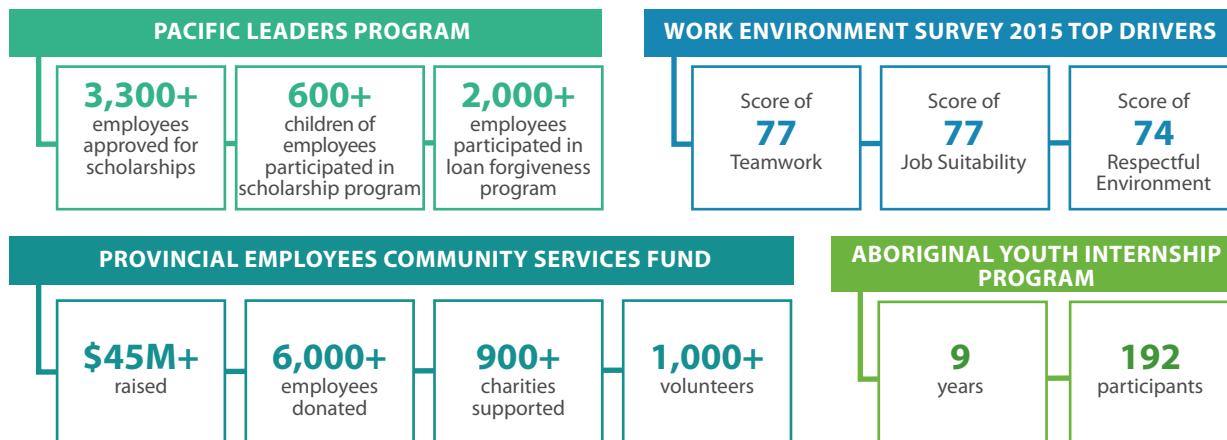
1/4 of the workforce is eligible for retirement

often as complex and challenging as it is important and rewarding. The steps we take and decisions we make as an employer and as an organization have lasting impacts on our ability to meet the needs of British Columbians. That is why, despite challenges, the BC Public Service has remained committed to the original intent and goals of this corporate plan for the past decade.

This new edition retains the first two goals from *Being the Best* and introduces an important updated third goal:

1. **Building Our Internal Capacity:** Actions focused on developing and retaining the talented people we have across the province.
2. **Improving Our Competitiveness:** Actions focused on ensuring the BC Public Service is the kind of employer that attracts and recruits new employees at all stages of their careers.
3. **Enhancing Service to Citizens:** Actions focused on enhancing innovation in the BC Public Service to meet the changing expectations of citizens.

WHAT WE'VE ACCOMPLISHED



The commitments outlined in this plan are not necessarily an exhaustive list of every corporate initiative anticipated in the next two years. Other opportunities will arise and, where it makes sense, they will be vigorously pursued. Some of the commitments here are specific and work on them is already underway. Others are broader and will take more time to fully design and implement. But all the actions committed to are fully endorsed by the Deputy Ministers' Council, which is accountable for realizing the guiding vision and goals for the future of the BC Public Service. And all of these actions are steps toward ensuring the BC Public Service, with its ongoing commitment to the people and government of B.C., continues to be a place where ideas work, thanks to the exceptional people who make those ideas possible.



INTEGRITY

IN THE BC PUBLIC SERVICE

10

In the rotunda of the provincial Parliament Buildings in Victoria, alongside a copy of the Canadian Charter of Rights and Freedoms, hangs a framed copy of the BC Public Service Oath of Employment. Its placement at the heart of our provincial parliamentary democracy reflects the importance of the Oath, and of the role and values of the professional public service.

Within the first 90 days of their careers, every member of the BC Public Service is required to swear the Oath. It's a unique requirement of the job that highlights how different a public service career is from working with any other employer. The Oath reinforces the significance and special trust placed in public service employees by the citizens of British Columbia. It also highlights the importance of ethics, impartiality and integrity in all that we do as members of the BC Public Service.

By taking the Oath, we each promise to:

- ▶ Be loyal to the government as our employer.
- ▶ Give service to the government of the day.
- ▶ Perform our work duties in a way that will not bring the public service into disrepute.
- ▶ Respect confidential information that we receive through our employment.
- ▶ Faithfully abide by the Standards of Conduct.

Alongside the Oath, the Standards of Conduct define how we go about fulfilling our obligations to citizens and government. These guiding documents help all of us understand the intersection between our lives as private citizens and our responsibilities as public servants, setting out expectations on issues such as conflict of interest, loyalty, confidentiality, political involvement and other aspects of our ethical approach to our work.

The idea of professional integrity contained in the Oath and Standards of Conduct is embraced by all BC Public Service employees. In fact, when we asked them to help define the values of the BC Public Service, integrity was the single word most often put forward by employees to define their work. Today courage, passion, service, accountability, teamwork and curiosity are the accepted values of the BC Public Service, and above them all is the belief that true public service cannot exist without an individual and shared commitment to integrity.

OUR CORPORATE VALUES



The values and integrity of the public service are not just something we bring to our jobs. The values are also reflected in how employees see themselves in their communities. This is evident in our individual and collective support for initiatives like the annual Public Service Blood Donor Drive, which sees hundreds of employees donate blood each summer. Another example is the BC Public Service's partnership with BC Transplant to actively encourage employees to register as organ donors. Our commitment to unique opportunities like our partnership with CUSO International, which allows employees to take on overseas volunteer assignments for up to two years while maintaining their benefits coverage and a job on their return.

But nowhere is the integrity and community commitment of the BC Public Service and its employees more evident than in the annual Provincial Employees Community Services Fund (PECSF) campaign. Started by a group of employees over 50 years ago, each year more than 1,000 employees volunteer their time to help PECSF coordinate donations from more than 6,000 of their colleagues. The BC Public Service absorbs the administrative costs so that 100 per cent of employee donations go directly to more than 900 charitable organizations in communities across the province. To date, employees have donated more than \$45 million through PECSF, including \$1.7 million last year alone.

The BC Public Service attracts people who believe deeply in work that matters and rewards them with an opportunity to do work defined by our duties to the citizens of B.C., and to maintaining their trust and confidence. We are people who care about our work and care about how we do it. We believe in keeping our commitments and in the values of courage, passion, service, accountability, teamwork, curiosity and, above all, integrity – and we believe in applying these values to make our province and our communities better.



INNOVATION

IN THE BC PUBLIC SERVICE

12

The context in which we work continues to shift at a more rapid pace than at any period in the history of the public service. Social, economic and technological changes present a new set of complex problems to which we must respond. Like many organizations and public service jurisdictions around the world, the BC Public Service has made significant changes to adapt to these dynamics. Pockets of innovative practice and policy are emerging across government, but there is a clear and compelling need to embed the spirit and practice of innovation more consistently in the culture of the BC Public Service.



Traditional ways of working are inadequate to solving today's complex public policy challenges. It is the role of the public service to solve those challenges, and so we must adopt and apply new approaches to tackle them. In recent years, the BC Public Service found success in adopting Lean practices, with hundreds of skilled practitioners now applying the practice and philosophy of continuous improvement across government. But Lean is only one example of the kind of different approaches that can be brought to bear in a more innovative public service.

Emerging practices like agile development, behavioural insights, design thinking and advanced data analytics have the potential to help the public service tackle public policy, service and program development and design in ways that yield significantly better results for citizens – often faster and more efficiently than traditional solutions.

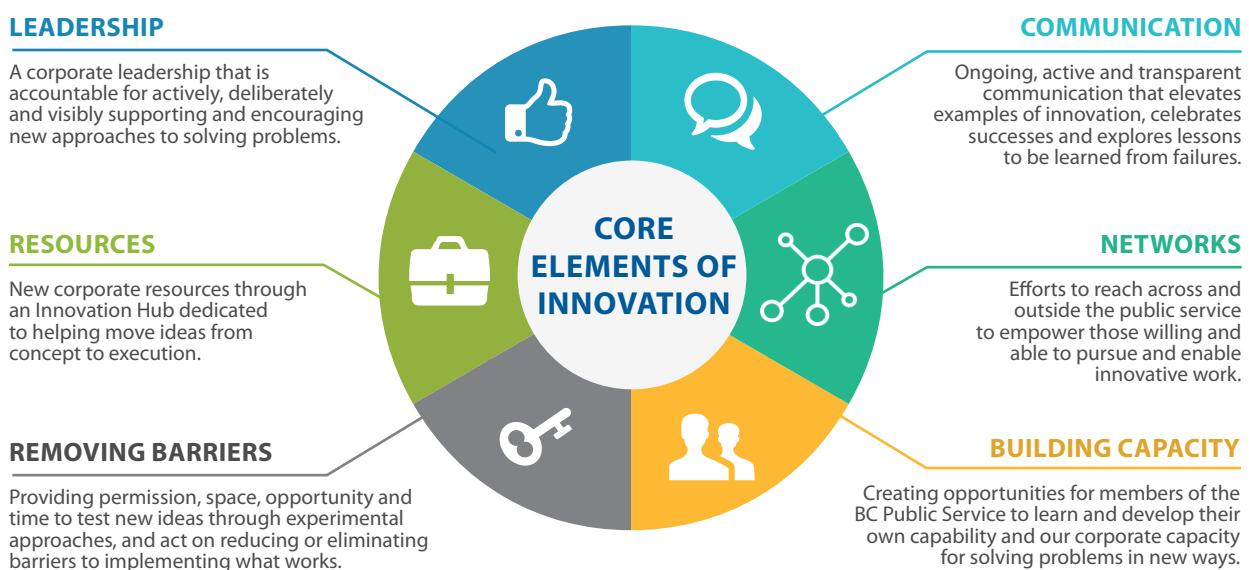


Shifting to a more innovative culture means rebalancing how we work. We need to become less risk averse and more experimental while also respecting our obligation to be accountable and prudent. We need to be more responsive and adaptable while ensuring stability and continuity of service. We need to deliver a simpler experience for citizens despite the often deeply complex nature of our work. We need to deliver services that are shaped more by the needs of citizens than by our own administrative priorities. We need to work more collaboratively despite our traditionally siloed accountability models. We need to be more open even as we maintain our obligation to security and privacy protection.

On the surface, these dynamics may seem incompatible. But they are not. It is entirely possible for the public service to uphold its responsibilities to the public while also changing how we deliver on our obligations to citizens and government. In fact, it would be irresponsible and unethical not to seek a more effective balance.

To do so, we need to also apply the same perspective to our internal processes. We cannot deliver better, simpler, more secure and more relevant public services if we are operating under outdated processes, policies and practices. In part that may require new tools, but more than anything it requires a new mindset – one in which all members of the BC Public Service feel both the confidence and the expectation to rethink how we do our work.

To help encourage the adoption and advancement of a more innovative mindset across the public service, a renewed focus on innovation is underway, built around a number of core elements: leadership, communication, resources, networks, removing barriers and building capacity.



This renewed innovation agenda will not be driven by mandate but by harnessing the capacity, capability and commitment of employees already pursuing new ideas and ways of working. You can expect to see it emerge in new corporately supported initiatives, including:

1. The **CENTRE FOR DATA INNOVATION**, which is working to harness and access data in new ways to support evidence-based policy, program and service design.
2. The **CONTINUOUS SERVICE IMPROVEMENT LAB**, which is joining with internal and external partners to support accelerated solutions to service improvement.
3. The **BEHAVIOURAL INSIGHTS GROUP**, which is drawing on the experience of other jurisdictions to demonstrate and develop the potential for applying behavioural insights to policy and service design.

These and other initiatives across government will provide new opportunities for BC Public Service employees to explore innovation and expand the range of skills they can apply in their own work.

Like everything we do, these efforts are motivated by an overriding commitment to doing the work of the BC Public Service better through innovation that enhances the employee experience and simplifies, modernizes and streamlines the citizen experience.



GOAL

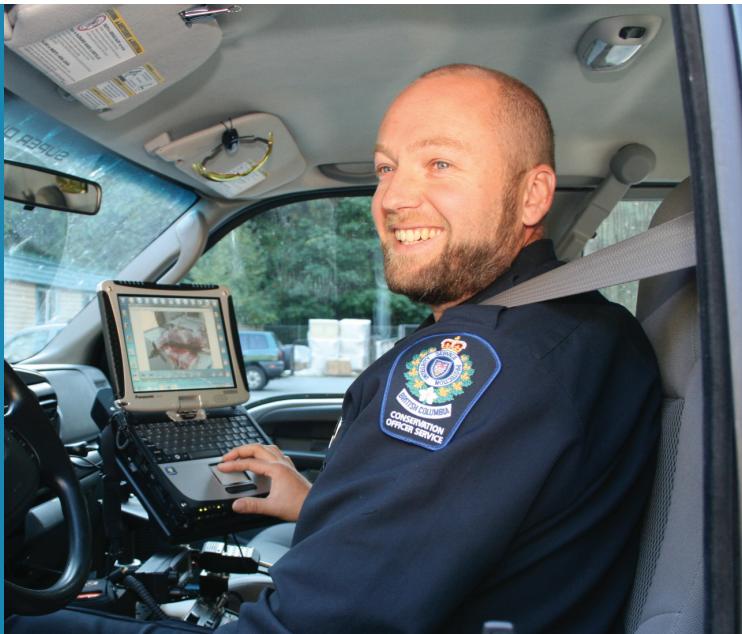
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BUILDING OUR INTERNAL CAPACITY

The BC Public Service is and always will be an organization dependent on the capacity, capability and commitment of the people who bring their talents, skills and passion to work for government every day in hundreds of communities across the province. There are approximately as many people working in the public service today as there were in the 1970s, even though the provincial population has grown significantly in the last four decades. Technology and other advances have allowed us to keep pace with the ever-growing range of services we provide to citizens. But our continued evolution requires us to redouble our efforts as an employer both to develop our employees and ensure they can be successful in our modern context. At the same time, an increasingly competitive labour market and our aging workforce requires us to better prepare and

support employees in building lasting careers in the public service.

We know from our own data that the most important factor for many employees in deciding whether to continue their career with us is the extent to which they see a career future and opportunities in the public service. With more than 200 different types of jobs, we offer a range of experiences no other employer can match. Our challenge is to ensure every employee with the talent and commitment to grow a career with us has the opportunity to do so. Moreover, as our work changes and the needs of citizens and government change, we need to provide support for employees to shift their careers, taking on the new roles and opportunities that exist in today's public service.



TO CONTINUE BUILDING OUR INTERNAL CAPACITY, OVER THE NEXT TWO YEARS WE WILL:

1. INTRODUCE A NEW AND CONSISTENT APPROACH TO SUCCESSION MANAGEMENT, INCLUDING:

- New mechanisms to promote mobility and experiential learning opportunities.
- A new career advisor model to help employees map their future with the public service.
- An initial focus on key streams like IM/IT, finance and senior leadership where we face our most urgent pressures, but with a commitment to implement succession management in all corners, at all levels of the organization.
- A new knowledge transfer strategy with tools and resources to ensure continuity as more of our workforce approaches retirement.
- Potential new flexible work arrangements targeted at employees approaching retirement.
- A new retention strategy that draws on exit and new employee survey data to identify critical actions we can take to retain new hires.

2. ENABLE NEW OPPORTUNITIES TO SUPPORT EMPLOYEE PROFESSIONAL DEVELOPMENT, INCLUDING:

- Encouraging greater supervisor support for temporary assignments with clearly defined criteria under which supervisors can deny a temporary assignment opportunity.
- Developing potential employee exchange partnerships with the broader public sector and other public service jurisdictions.
- Fully implementing the Aboriginal Relationship Behavioural Competencies to help BC Public Service employees better understand working with Indigenous people and increase awareness to improve opportunities for Aboriginal recruitment in the BC Public Service.
- Improving e-learning resources, better mobile access to e-learning, and introduction of a new Managing in the BC Public Service workshop to better support excluded managers and improve their knowledge on the fundamentals of government and its operations.
- Continuing enhancements to the Region to Region program to provide valuable professional development opportunities to employees across the province.
- Reviewing the Pacific Leaders employee scholarship program to identify potential enhancements that better support employee professional development and alignment with the current and future needs of the BC Public Service.

17

3. EXPLORE MORE OPTIONS TO SUPPORT FLEXIBILITY, REFLECTING THE INTERTWINED RELATIONSHIP BETWEEN WORK AND LIFE, INCLUDING:

- The potential for elder care leave support and the creation of a new elder care advisor within the BC Public Service Agency to help employees access supports to care for aging family members.
- Re-establishment of a parental advisor within the BC Public Service Agency as a dedicated resource to help new parents prepare for parental leave or return to work when they are ready.

4. DEVELOP NEW WAYS TO SUPPORT INCREASED WORKPLACE MOBILITY, INCLUDING:

- Improving resources and training for supervisors to help them successfully lead mobile and distributed teams.
- Establishing Leading Workplace Strategies as the default approach for workspaces to support mobility and flexibility.
- Shifting to a “mobile first” approach for technology provisioning wherever possible and appropriate for the nature of the work.

5. TAKE STEPS TO ENSURE NEW EMPLOYEES HAVE THE BEST START IN THEIR PUBLIC SERVICE CAREERS THROUGH A NEW CORPORATE ONBOARDING PROCESS TO ENSURE A CONSISTENT AND POSITIVE EXPERIENCE FOR EVERY EMPLOYEE IN THEIR FIRST YEAR.

6. IMPROVE OUR MANAGEMENT CLASSIFICATION AND COMPENSATION APPROACH SO IT BETTER DIFFERENTIATES EXCLUDED MANAGER ROLES, ALLOWS FOR COMPENSATION RANGES MORE IN-LINE WITH THE MARKET AND PUTS US ON A MORE SOLID FOOTING FOR ANNUALLY ASSESSING COMPENSATION IN THE CONTEXT OF PERFORMANCE.

7. TAKE FURTHER STEPS TO ENSURE GREATER ALIGNMENT OF HUMAN RESOURCE PRACTICES ACROSS THE PUBLIC SERVICE TO DELIVER A MORE CONSISTENT EMPLOYEE EXPERIENCE AND LEVEL OF SERVICE.

GOAL

2

IMPROVING OUR COMPETITIVENESS

Developing the talented people already in the public service isn't enough to meet our current and future needs. As our workforce continues to age and more and more experienced employees move to retirement, and as the expectations of the public service continue to shift, we need to be able to compete for new talent. While this is not solely an issue of demographics, attracting younger and more diverse new employees is an essential component. The BC Public Service lags behind other employers in attracting and retaining younger talent, in part due to our response to the economic pressures in recent years. But with a more positive fiscal outlook, we are now able to redouble our efforts to recruit more of those early career candidates in search of an employer that offers a wide range of options, increasing flexibility and meaningful work that has the kind of impact no other employer can offer. We know that more and more people look for a career that takes its corporate social responsibility seriously, and no other employer can compare with the BC Public Service in terms of our commitment

and contribution to improving our communities and our province.

We also continue our commitment to becoming a truly inclusive employer that reflects the diversity of the communities we serve. This is not only motivated by our workforce needs. The BC Public Service has a unique responsibility both to be more inclusive as the largest employer in the province and also to set an example for other employers. It is an opportunity and responsibility we take seriously. Real progress depends on consistently demonstrating our commitment to inclusiveness and embracing all our differences, including sexual orientation, gender identity, ability, ethnicity or religion. This pledge is fully aligned with the values we uphold as a public service, and it is also an important part of how we can ensure we have the people we need to meet the expectations of the people we serve. As a public service that takes its ethical commitment to government and citizens seriously, we must make this shift or risk failing in our obligations to them.



TO CONTINUE IMPROVING OUR COMPETITIVENESS, OVER THE NEXT TWO YEARS WE WILL:

1. EXPAND OPPORTUNITIES TO RECRUIT NEW TALENT INTO THE BC PUBLIC SERVICE, INCLUDING:

- Re-opening all job postings to external applicants, as we committed to do when government returned to a positive fiscal footing.
- A new corporate co-op and intern strategy to promote recruitment of young employees through experiential opportunities.
- Exploring the potential to become the first provincial public service to introduce the Science Policy Fellowship program in partnership with Mitacs.
- Targeted recruitment for key talent communities, including a northern recruitment strategy.
- A new Ambassador Program to give employees the opportunity to actively support recruitment by representing the BC Public Service as an employer.
- Making job opportunities open to working from any part of the province by default, unless there is a clear necessity for a position to be located in a particular community.
- A renewed emphasis on supporting flexible work options, including the potential for job-sharing and other part-time options for individuals returning to the workforce.

2. ENHANCE OUR EFFORTS TO EMBRACE AND EXPAND THE INCLUSIVENESS OF THE BC PUBLIC SERVICE AS A DIVERSE EMPLOYER, INCLUDING:

- Launch of a new Being Accessible Strategy to position the BC Public Service as a leading employer in alignment with the Accessibility 2024 strategy.
- Enhancements to the Work-Able Graduate Internship Program, which provides 12-month paid work experience opportunities for recent graduates with disabilities.
- Enhancements to the Aboriginal Youth Internship Program, which provides 12-month paid internships for up to 25 Aboriginal youth residing in British Columbia, ages 19 to 29.
- Steps to ensure the BC Public Service is a leader in inclusion of LGBTQ2S (lesbian, gay, bisexual, transgender, queer, two-spirited) employees.

3. SIMPLIFY THE FLEXIBLE BENEFITS PROGRAM FOR EXCLUDED EMPLOYEES TO MAKE IT EASIER TO UNDERSTAND WHILE STILL MAINTAINING CHOICE AND FLEXIBILITY.

4. ENHANCE THE PROVINCIAL EMPLOYEES COMMUNITY SERVICES FUND (PECSF) PROGRAM TO FURTHER DEMONSTRATE THE CORPORATE SOCIAL RESPONSIBILITY COMMITMENT OF THE BC PUBLIC SERVICE AS AN EMPLOYER.

5. IMPLEMENT THE HEALTH 2.0 STRATEGY, BUILDING ON OUR ESTABLISHED REPUTATION AS A LEADER IN SUPPORTING EMPLOYEE HEALTH AS A KEY BUSINESS DRIVER, INCLUDING A FOCUS ON MUSCULOSKELETAL AND MENTAL HEALTH.

6. INITIATE A REVIEW OF BC PUBLIC SERVICE HUMAN RESOURCE POLICIES AND LEGISLATION TO ENSURE THEY FULLY SUPPORT EMPLOYEE AND EMPLOYER EXPECTATIONS IN OUR MODERN CONTEXT.

7. USE WORK ENVIRONMENT SURVEY RESULTS AND OTHER SOURCES OF EMPLOYEE DATA TO BETTER INFORM OUR WORKFORCE PLANNING, INCLUDING TARGETED SURVEYS TO INFORM SUCCESSION MANAGEMENT EFFORTS.

GOAL

3

ENHANCING SERVICE TO CITIZENS

The public's expectations of their experience when they interact with public services continue to shift. The opportunities for us to dramatically improve those services are changing even faster. In 2010, we released *Citizens @ the Centre*, which set out a series of actions to ensure the BC Public Service could keep pace with the technological and societal shifts then at play. When *Citizens @ the Centre* was released, the first iPad had only been on the market for a few months. We are all conscious of the rapid advances in technology in the years since and how those advances have changed our daily lives. But for the BC Public Service it is not just a matter of applying new technology for technology's sake. Our approach has become more sophisticated, with a focus that is more citizen-centric than technology-centric. In our approach to enhancing service to citizens, we will start by understanding what people need, including directly engaging citizens in sharing their ideas for improvement through avenues like government's red tape reduction initiative. We will take a design-based approach

that uses the most suitable technology to deliver a service that is accessible, consistent and relevant. We will make better use of the data and resources we have to develop and test new services, learn from the results and feedback, and improve – all with the goal of providing services that are easier to access, simpler to use and relevant to citizens' needs.

This more nimble and open mindset can be a challenge for public sector organizations. We have a vital ethical and legal obligation to respect and maintain the security and privacy of citizens' data and information. At the same time, citizens have an expectation that also drives us to provide better, more convenient, more accessible and more reliable services in a modern context. We recognize that it is our job to respond to and balance these dynamics so we can simplify, modernize and streamline the citizen experience. Drawing on the talents of the members of the BC Public Service, we're doing that more creatively and successfully than ever before.



TO CONTINUE TO ENHANCE SERVICE TO CITIZENS, IN THE NEXT TWO YEARS WE WILL:

1. IMPLEMENT A NEW PERSONALIZED DIGITAL SERVICES STRATEGY TO MODERNIZE AND SIMPLIFY CITIZEN ACCESS TO EXPANDED ONLINE SERVICES, THAT WILL CONSIDER:

- Enabling citizens to conveniently authenticate their identity online.
- Adopting the Service Design Playbook and other citizen-centred service design principles and practices consistently in the development and delivery of public services.
- Giving citizens the option of their preferred choice of service channel and offering accessible services (e.g. mobile, online, call centre, in person).
- Ensuring we maintain citizen trust by adopting new ways of securely handling citizen information in the digital age.

2. CREATE A NEW INNOVATION HUB TO PROVIDE ACCESS TO THE RESOURCES AND EXPERTISE NEEDED TO SUPPORT A CULTURE OF INNOVATION ACROSS THE BC PUBLIC SERVICE, INCLUDING:

- Experiential development assignments to contribute to innovative policy and program development.
- New learning resources and opportunities to increase capacity for innovative approaches to problem solving such as agile development, behavioural insights and design thinking.
- Network and collaboration opportunities with other public, private and academic sector partners to foster innovative solutions.
- Co-locate multi-disciplinary teams on suitable projects to improve innovation, engagement, productivity, collaboration and delivery of value.

3. DEVELOP A CENTRE FOR DATA INNOVATION THAT ESTABLISHES AN UNCOMPLICATED ENVIRONMENT FOR CROSS-GOVERNMENT DATA DISCOVERY AND, IN THE PROCESS, DRIVES EVIDENCE-BASED DECISIONS THAT IMPROVE THE POLICIES, PROGRAMS AND SERVICES WE PROVIDE TO CITIZENS.

4. IMPROVE COLLABORATION WITH THE PRIVATE AND PUBLIC SECTOR TO TAKE ADVANTAGE OF SHARED EXPERTISE AND PARTNERSHIPS, INCLUDING THE PREMIER'S TECHNOLOGY COUNCIL AND THE FEDERAL, PROVINCIAL AND TERRITORIAL VIRTUAL INNOVATION NETWORK.

5. MOVE TO RUN SERVICES ON A FLEXIBLE INFRASTRUCTURE, LIKE CLOUD COMPUTING, SO MINISTRIES CAN QUICKLY AND EASILY PURCHASE RESOURCES ON DEMAND, ONLY PAY FOR WHAT THEY ACTUALLY USE, SCALE UP OR DOWN DEPENDING ON NEEDS AND IMPROVE OVERALL RESILIENCY WHILE MAINTAINING APPROPRIATE PRIVACY PROTECTION.

Conclusion: Integrity and Innovation

The last decade has seen some profound changes in the culture of the BC Public Service. For employees who have joined us in that time, those changes may be less apparent. And even for those who have been here for longer than a decade, it can sometimes be easy to lose sight of how much has changed. The next decade will only see and demand further change at a faster pace. We cannot always predict what lies ahead. The goal for the BC Public Service is to become more nimble and adaptable, so we can be more responsive. Our ability to do that relies heavily on the talent of the people who make up our organization.

22

In the midst of this dynamic environment, our obligations to citizens and their government remain constant. How we approach our work is, and always will be, driven by the expectation that we will meet those obligations with the utmost professionalism, always striving to maintain and enhance the public's trust and confidence in all that we do. There is an inherent tension between our traditional responsibilities and the need for innovation. But our integrity is not at odds with innovation. Our integrity is what compels us to innovate. And that is what makes a career in the public service both more challenging and more exciting than ever.



We will need new people with new skills to choose that career path, and recruiting and retaining them requires us to make some different choices when it comes to our human resource policies and practices. At the same time, our responsibility as an employer that embraces the strength of our employees' diversity is to ensure all those who work with us – long-standing employees and new recruits – have the opportunities and resources to be successful in our modern context. It is not enough that we be an attractive employer, but also that we be an organization that enables our employees to fully deliver on the expectations we and the public have of them. That is what this plan is all about.

Nobody in the BC Public Service has a monopoly on the solutions for how we continue to evolve and adapt. Every member of the BC Public Service should have the opportunity and the confidence to contribute their ideas, expertise and insight to make us better. Through the consultations that helped inform the commitments in this plan, we can see the value of those contributions. Over the next two years, the commitments here will be acted on. At the same time, we will seek further ideas from within and outside the public service to help shape where we go next.



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