



Fostering Excellence in Public Service

A Corporate Human Resource Plan for the Public Service of British Columbia

2003/4 - 2005/6



BRITISH
COLUMBIA

Message from the Deputy Ministers

In 2001, British Columbia's public service was facing many changes in its form and functions. At the same time, an aging workforce, changing demographics and anticipation of a future 'war for talent' due to labour market shortages created challenges. To address these issues and create a foundation for long-term success, the Public Service Renewal project was initiated. One of its key deliverables was the first Corporate Human Resource Plan, released in 2002. This plan laid out six key goals, crucial to achieving the public service vision.

The first version of the Corporate HR Plan was transitional and included specific objectives and strategies that would put in place the fundamental building blocks necessary to achieve excellence in a professional public service.

These building blocks included:

- Establishment of a Leadership Centre to support the recruitment, retention and development of senior managers in the public service.
- Delivery of a series of Leadership Change Management programs involving almost 4000 middle managers across the province.
- Implementation of the Leading the Way program to support managers and executives in expanding their leadership competencies.
- Introduction of the Employee Performance and Development Program.
- Establishment of Core and Leadership competency profiles to guide the recruitment, selection and training of employees and managers across the public service.
- Development and implementation of a Corporate Learning Strategy designed to create a learning culture within our organization, to ensure that training meets stakeholder needs and ensures efficient delivery of learning programs to all areas of the province.
- Simplification of policies and practices related to recruitment, selection and classification.

Clearly, our work in this area has just begun. However, as all of the deliverables of the first Corporate HR Plan are now complete, it is time to set our sights on longer-term objectives while maintaining focus on our goals. This version of the Corporate HR Plan provides that longer-term direction and sets out clear accountabilities and expectations for all levels to ensure that we each understand how we will contribute to these goals and objectives.

Each Ministry and Agency will participate in the overall plan in different ways and will develop specific strategies and plans to define their deliverables and performance measures that will be used to track our progress. These plans will be articulated each year in Business Plans and Ministry HR Plans.

As Deputy Ministers, we remain committed to renewal of the public service and to ensure that our actions demonstrate our unwavering support for implementation of the Corporate HR Plan for British Columbia's Public Service.

***Deputy Ministers' Council
Province of British Columbia
April 2004***

Vision

To achieve excellence in public service.

Service excellence:	A professional public service that delivers the highest service quality and value for British Columbians
Work environment excellence:	A dynamic work environment that promotes innovation, learning and results
People excellence:	Passionate people who take pride in making a difference for those they serve

Core Values

Integrity: To conduct ourselves in an ethical, honest, consistent and professional manner	Responsibility: To deliver affordable client-centred service and stewardship on behalf of citizens
Accountability: To enhance efficiency, effectiveness and value in public services	Respect: To treat those we serve, and each other, with courtesy, fairness, dignity and trust
Choice: To foster innovation and creativity in providing quality services	

MANAGERIAL PRINCIPLES

Supporting government to operate in an innovative, enterprising, results-oriented and accountable manner through:

- High standards of accountability, consultation and ethics
- Focussed and efficient delivery of government services
- Social and fiscal responsibility
- Open and transparent government
- An innovative and goal-oriented public service

PUBLIC SERVICE GOALS

Achieving the vision through:

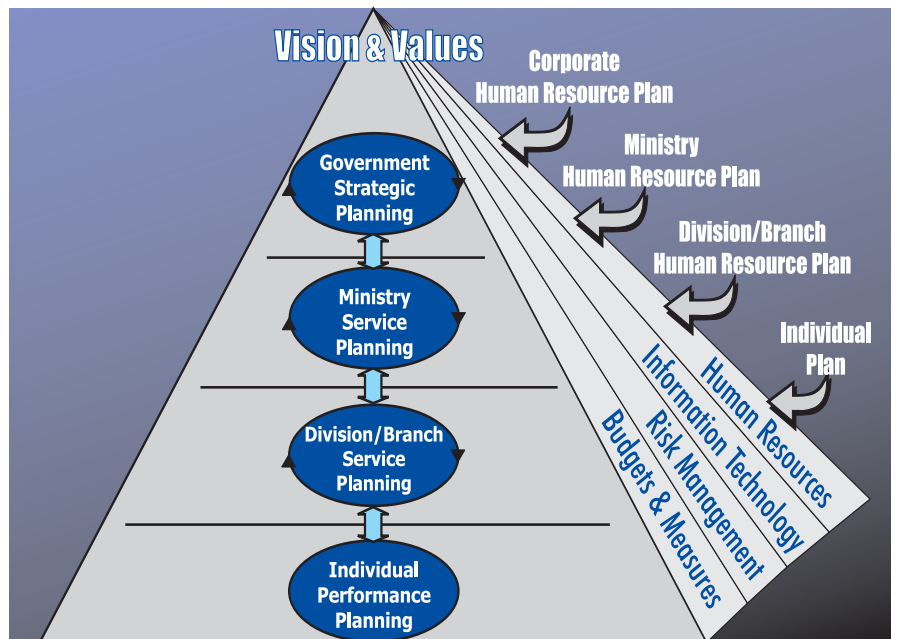
- Effective People Strategy
- Proactive and Visionary Leadership
- Performance Focussed Workforce
- Flexible and Motivating Work Environment
- Learning and Innovative Organization
- Progressive Employee-Employer Relations

Link to Planning Framework

The Corporate Human Resource Plan provides overall guidance for the efforts of individual ministries, agencies and employees covered by the Public Service Act, in terms of managing and developing the workforce to meet the broader goals of government.

This plan serves as a compass to ensure that our individual and collective efforts align to reach the destination we have set for ourselves through the public service vision and values.

This graphic demonstrates how human resource issues will be addressed – as key components of a successful enterprise.



Definitions

Throughout the public service, some planning terms maybe interpreted differently. In order to standardize language when referring to these complicated concepts, this glossary has been included in the Corporate Human Resource Plan to assist in understanding the plan's content and to increase consistency across all strategic planning processes.

Vision:	A snapshot of the preferred future (consistent with the mandate) and usually communicated in the present tense as a desired state.
Goals:	A statement of desired/intended results, in general terms, to be achieved over an unspecified period of time.
Objectives:	Concise, realistic, results-oriented statements of what will be achieved in the short term on the way to accomplishing goals.
Strategies:	Methods or plans needed to achieve a desired future state by enabling the realization of objectives.
Performance Measures:	A gauge of the success of specific actions, policies or programs in achieving goals and/or objectives.
High-level Indicators:	Metrics reported to inform how well the HR management system is working at a high level. Useful for guiding analysis to identify opportunities for improvement.
Accountabilities:	The expectations, roles and responsibilities of each party for contributing to the achievement of objectives.

Performance Measurement

BC's Government is committed to measuring performance in all aspects of its business operations. Human resource management is no different. In this line of business, performance measures or indicators serve two purposes. The first is to ensure accountability for results to both the public and to the public service. The second is to ensure we collect and report key information with which to develop objectives and strategies. This allows HR management to continually improve as the learning, from the results of one period, is used to modify efforts in the next period.

This is the first time in the BC public service that performance indicators have been developed to monitor the progress of our collective efforts. The process to fully develop the indicators will evolve over time. The approach is to start using a limited number of indicators this year and learn from that application. Over a few years the suite of indicators will evolve into a richer set that will serve us for the long term.

This year, we will start with high-level indicators for the management of human resources in the BC public service. At a high level, these indicators reflect the health of the public service from a human resource management perspective. When provided in the context of the historic trend for each result, or when compared to other organizations, these indicators can alert us to potential challenges in need of further analysis. Through this investigation, opportunities for improvement can be identified.

We are accountable for monitoring these high-level indicators and responding to them. At this high level, there are many external factors and government partners, programs and policies impacting the result. Therefore, it would not be fair to attribute the result itself to one party. In addition to these indicators, more detailed performance measures can be found in individual ministry and agency service plans and human resource management plans.

Indicators of Success

High-level Indicators

The following indicators will be tracked to provide a high-level indication of government's success in achieving the goals of the Corporate HR Plan and will serve to refine strategies each year.

- Engagement Index from the Auditor General Office's Work Environment Survey based on employee perceptions of their contribution, their department as a place to work, and their desire to remain with the public service
- Annual number of hours of delivered training per employee
- Percentage of managers and supervisors who believe they have adequate knowledge and skills to fulfill their HR management responsibilities
- Percentage of employees who agree that employee performance and development plans help focus their work efforts
- Cost of employee absence due to illness as a percentage of payroll
- Voluntary Turnover of Regular Staff, i.e., the number of voluntary departures during the year divided by the average employee population

Goals, Objectives and Strategies

The Public Service Renewal Project identified six main goals for human resource management in the public service in the first Corporate Human Resource Plan. The graphic below demonstrates how the six goals are linked and form public service renewal. This update further defines the goals, identifies key performance measures, and provides key objectives and accountabilities for each.



Goal 1: Effective People Strategy

Human resource planning is integrated into the existing service and budget planning cycle to ensure the ability of the workforce to successfully deliver the government's short and long-term objectives.

OBJECTIVES

- A. Human Resource planning processes across the BC Public Service are linked to ensure that HR planning supports business planning at all levels.**

Strategy	Accountability
Maintain the Corporate Human Resource Plan to support government's overall strategic direction and to provide guidance to ministries and agencies in the development of their human resource plans.	BC Public Service Agency
Target specific human resource issues which will impact executive and senior management recruitment, retention, and development across the public service and develop strategies to address needs	BC Leadership Centre
Address Corporate Human Resource Plan goals and objectives in ministry plans.	Ministries and Agencies
Take action on the strategies identified in the Ministry's Human Resource Management Plan.	Managers and Supervisors
Link individual Employee Performance and Development Plan (EPDP) goals, objectives and strategies to business unit, Ministry and Corporate Human Resource plans.	Employees

- B. Workforce Planning ensures the public service is appropriately staffed to meet its short and long-term strategic goals.**

Strategy	Accountability
Collect and report public service demographic data and Canadian labour market data, highlighting potential issues and challenges.	BC Public Service Agency
Analyze demographic and labour market data and identify strategies to address issues that will impact the recruitment, retention and development of senior leaders in the public service.	BC Leadership Centre
Analyze ministry demographics, labour market trends, and identify human resource strategies to ensure the organization will have a workforce able to meet strategic and operational objectives.	Ministries and Agencies

Strategy	Accountability
Identify and address business-unit specific workforce requirements– both short and long term.	Managers and Supervisors
Through the Employee Performance and Development Planning process, increase awareness of public service workforce requirements and trends and align professional and developmental goals accordingly.	Employees

C. Succession Planning improves leadership capacity and continuity by creating a corporate pool of candidates with broad-ranging experience and competencies.

Strategy	Accountability
Provide the tools and supports to ensure succession planning is successfully implemented across the public service.	BC Public Service Agency
Ensure leadership continuity through the implementation of a succession plan for key leadership positions.	BC Leadership Centre
Identify and support developmental opportunities within the organization to contribute to corporate succession efforts. Identify high potential candidates for inclusion in public service succession planning process.	Ministries and Agencies
Through the Employee Performance and Development Planning process, ensure senior management is aware of leadership career goals.	Managers and Supervisors
Through the Employee Performance and Development Planning process, discuss long-term career goals with immediate supervisor.	Employees

Goal 2: Proactive and Visionary Leadership

Leadership will be actively and openly demonstrated throughout the public service.

OBJECTIVES

A. Leadership recruitment, selection, and assessment processes place a priority on people management skills and competencies.

Strategy	Accountability
Develop tools and training to facilitate competency-based recruitment, selection, and assessment of individuals skilled in people management.	BC Public Service Agency
Provide strategic direction and consulting services to recruit, select, and retain the best senior management and executive leaders for today and for the future.	BC Leadership Centre
Set standards and expectations for recruitment, selection and assessment of all managers and supervisors that include human relations skills to meet specific organizational needs.	Ministries and Agencies
Identify and develop potential leaders.	Managers and Supervisors
Through the Employee Performance and Development Planning process, identify willingness and desire to undertake leadership development.	Employees

B. Leaders have the opportunities and supports necessary to develop to their full potential.

Strategy	Accountability
Identify and/or develop tools and programs to support leadership development in ways that meet varying individual needs.	BC Public Service Agency
Continually improve leadership competence through strategic development initiatives linked to corporate and ministry goals.	BC Leadership Centre
Identify leadership opportunities and support assignments that satisfy ministry/agency business requirements while supporting the development of potential leaders.	Ministries and Agencies
Identify specific requirements for personal leadership development through the Employee Performance and Development Planning process.	Managers and Supervisors
Strengthen understanding of leadership skills and competencies and address these through Employee Performance and Development Planning process where appropriate.	Employees

Goal 3: Performance Focussed Workplace

Organizational performance is driven by aligned employee performance, accountability and rewards.

OBJECTIVES

A. Performance is a key factor in all human resource management and development practices.

Strategy	Accountability
Ensure the public service has an employee performance management framework that supports enhanced employee performance across the public service.	BC Public Service Agency
Ensure performance goals of senior management are aligned and linked to corporate and ministry goals through an effective performance management program.	BC Leadership Centre
Implement employee performance management programs and processes.	Ministries and Agencies
Provide employees with clear performance expectations and feedback on a regular basis. Address poor performance in a timely, effective and constructive manner.	Managers and Supervisors
Communicate with supervisor around personal requirements for strong performance. Take accountability for own work and performance.	Employees

B. Competencies are integrated into all HR practices to improve individual and organizational performance.

Strategy	Accountability
Maintain a current public service competency framework and associated tools.	BC Public Service Agency
Integrate senior management and executive leadership competencies to build leadership capacity.	BC Leadership Centre
Identify competency profiles needed to support organizational performance.	Ministries and Agencies
Identify job-specific competency profiles needed to support team and individual performance where appropriate.	Managers and Supervisors
In consultation with supervisor, develop key work related competencies through the Employee Performance and Development Planning process.	Employees

C. Career Development opportunities are identified and available to encourage and motivate performance.

Strategy	Accountability
Identify the barriers affecting employee movement throughout the BC Public Service and develop strategies to address them.	BC Public Service Agency
Develop corporate senior management and executive talent by a deliberate and planned movement of successors through a diverse range of leadership specialties and initiatives.	BC Leadership Centre
Create ministry/agency specific development opportunities, positions and/or programs (coaching, mentoring, exchanges, etc.) to meet long-term workforce and succession requirements.	Ministries and Agencies
Work with employees to identify strategies and opportunities to match their career goals and interests with organizational needs.	Managers and Supervisors
Through the Employee Performance and Development Planning process, identify career aspirations and developmental needs.	Employees

Goal 4: Learning and Innovative Organization

The public service has a culture in which learning is continuous and innovation is welcomed and championed at all levels of the organization.

OBJECTIVES

- A. Create a culture that encourages learning, innovation and the acquisition, transfer, and use of knowledge.

Strategy	Accountability
Incorporate the principles and practices of organizational learning into the human resource strategic planning process.	BC Public Service Agency
Continually identify best practices in executive development to build leadership capacity.	BC Leadership Centre
Develop ministry/agency learning plans and goals that address unique learning issues to support organizational goals and objectives. Encourage and support creative solutions to existing business issues from a risk management perspective and recognize mistakes as learning opportunities.	Ministries and Agencies
Work with employees to develop learning plans that support the organization's short and long-term objectives as part of the Employee Performance and Development Planning process.	Managers and Supervisors
Identify job and career-related learning needs through the Employee Performance and Development Planning process. Continually look for opportunities to improve existing business practices.	Employees

B. Employees have access to a wide range of learning opportunities, both formal and informal, that meet government strategic priorities, ministry business objectives and requirements.

Strategy	Accountability
Identify ongoing and emergent corporate learning requirements of ministries, managers and employees.	BC Public Service Agency
Establish corporate learning goals; evaluate learning and development programs, and report on progress toward achieving objectives.	
Evaluate overall corporate leadership strengths and developmental needs for senior managers and executives to expand the corporate leadership resource.	BC Leadership Centre
Provide job-specific training and resources to meet ministry operational requirements.	Ministries and Agencies
Identify business-unit learning needs, potential gaps and opportunities to address them. Support individual employees in the achievement of their personal learning plans.	Managers and Supervisors
Take responsibility for individual learning and follow through with commitments made in Employee Performance and Development Planning process.	Employees

C. Efficient delivery of training and development programs to employees of all ministries and across all regions.

Strategy	Accountability
Deliver efficient and effective corporate training, development and learning opportunities to employees across the public service.	BC Public Service Agency
Identify and monitor appropriate learning initiatives for executive and senior managers.	BC Leadership Centre
Deliver efficient and effective ministry-specific training to employees within the ministry/agency.	Ministries and Agencies
Identify opportunities for improvements in meeting employee training and development needs.	Managers and Supervisors
Seek both informal and formal learning opportunities to support the achievement of individual learning plans.	Employees

Goal 5: Flexible and Motivating Work Environment

The BC Public Service has an engaged and committed workforce that is able to adapt and respond to change in order to meet business goals and improve the quality of life and morale of employees at all levels.

OBJECTIVES

- A. Engagement in the workplace is increased through collaborative and participative processes that encourage flexibility and innovation.**

Strategy	Accountability
Identify best practices and tools for collaborative and participative processes in the workplace and build a network of champions to promote them.	BC Public Service Agency
Work with senior and executive management to develop leadership abilities that create collaborative environments.	BC Leadership Centre
Implement collaborative approaches to identify and address business issues.	Ministries and Agencies
Seek employee input and involvement in the ongoing management of the business.	Managers and Supervisors
Actively seek opportunities to get involved in planning and decision-making processes at different levels of the organization.	Employees

- B. Managers and employees actively work together to balance the needs of individual employees in a way that maximizes productivity and organizational success.**

Strategy	Accountability
Identify best practices and tools necessary to encourage work/life balance.	BC Public Service Agency
Coach executive and senior managers to support work/life balance as part of the corporate culture.	BC Leadership Centre
Implement flexible work arrangements as a strategic tool to increase productivity through balance in the workplace.	Ministries and Agencies
Support work/life balance in ways that align with organizational culture and business requirements.	Managers and Supervisors
Work with supervisors to identify solutions to balancing unique circumstances around work and personal commitments.	Employees

C. Employees feel recognized for the contribution they make to the public service.

Strategy	Accountability
Provide the tools and supports to encourage formal and informal recognition across the public service.	BC Public Service Agency
Recognize and reward excellence within the public sector through the Premier's Awards.	BC Leadership Centre
Implement ministry-specific recognition initiatives that fit unique cultural and organizational needs.	Ministries and Agencies
Ensure employees receive informal recognition of good performance at both team and individual levels in addition to formal recognition of outstanding achievement.	Managers and Supervisors
Provide ongoing recognition of accomplishments to peers and colleagues.	Employees

Goal 6: Progressive Employer/Employee Relations

The public service has a positive work environment built on respectful and collaborative relationships between employees and their supervisors.

OBJECTIVES

A. Employee and supervisory interpersonal skills and competencies are enhanced.

Strategy	Accountability
Identify barriers to building effective relationships in the workplace and develop solutions. Ensure training for supervisors and employees is available.	BC Public Service Agency
Provide programs that support executive and senior manager competence in creating a positive working environment.	BC Leadership Centre
Set performance expectations for all employees, managers and supervisors to ensure a positive and productive work environment and address training requirements where identified.	Ministries and Agencies
Develop necessary skills to maintain effective working relationships.	Managers and Supervisors
Understand rights and responsibilities and ensure personal capacity to build and maintain effective working relationships at all levels.	Employees

B. Workplace issues are addressed in an increasingly constructive and timely manner.

Strategy	Accountability
Continue to develop new options for resolving disputes based on best practices throughout government and industry.	BC Public Service Agency
Provide leadership development that reflects open, supportive dialogue with employees.	BC Leadership Centre
Ensure managers, supervisors, and employees develop strong skills to manage conflict in the workplace.	Ministries and Agencies
Resolve workplace issues proactively in a non-adversarial manner.	Managers and Supervisors
Understand rights and responsibilities and work with supervisors and managers to resolve issues in a non-adversarial manner. Develop positive and respectful working relationships with colleagues and peers.	Employees

Public Service



Striving for Excellence



Corporate Human Resource Plan



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