

# Where ideas work

# Five reasons to work for the BC Public Service

1. An unparalleled opportunity to do meaningful work improving the lives of more than 5 million British Columbians and the communities we share.
2. Hundreds of different types of work that allow you to explore different career opportunities and paths while maintaining the benefits of staying with the same employer.
3. A real commitment to building a work environment where everyone feels welcome and a workforce that reflects and celebrates the full diversity of the province we serve.
4. Strong support for remote and hybrid work arrangements in communities throughout B.C. wherever the nature of the job allows for it.
5. B.C. student loan forgiveness and scholarships for you and your children to pursue post-secondary education.



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**Corporate Values**

The BC Public Service acknowledges the territories of First Nations around B.C. and is grateful to carry out our work on these lands. We acknowledge the rights, interests, priorities and concerns of all Indigenous Peoples (First Nations, Métis and Inuit), respecting and acknowledging their distinct cultures, histories, rights, laws and governments.



# Message from the Head of the BC Public Service



Since I took on this role less than a year ago, I've had the wonderful opportunity to connect with thousands of public service employees across government. You've shared your perspectives, your experiences, your ideas and your aspirations with me, and I continue to enjoy learning from all you have to offer.

As I have these conversations, I'm consistently inspired by the deep commitment you bring to your work. Each of us begins a career in the public service for different reasons. But what seems to compel so many of us to stay is a deep and abiding sense of caring about the work we do, about the institutions we uphold and, more than anything, the people and communities we serve.

We are so fortunate to work in the BC Public Service. We grapple with some of the most complex problems our province has ever faced. Yet it is the very things that make our work so challenging that also make it so rewarding. A career in the public service provides an unparalleled opportunity to make a deep and meaningful impact in the communities and province we call home.

As we move beyond the impact... how we do our work. We have learned many valuable lessons about ourselves, individually and collectively, and what we can achieve. We also learned where we could and should change and evolve. Now comes the opportunity to build on that experience. It's time to reflect on what we have learned, to reset expectations and to refocus on priorities and possibilities for the future.

One example of this is the shift in our adoption of hybrid work. While many employers are now restricting access to remote and hybrid work, the BC Public Service is embracing it more than ever. Today, more than half of employees have telework agreements in place that allow them to work from home up to and including full-time. Meeting our obligations to the public and government is always our first priority. But we also know the more successful we are at attracting, engaging and retaining the skilled people we need, the more successful we will be in meeting the needs of people in British Columbia.

So we will continue building on the significant steps we've taken in our approach to flexible work. We will continue to support the safety of our workplaces and the health and wellbeing of our workforce. And we will expand our efforts to strengthen our reputation as an inclusive, competitive employer so we continue to attract, develop and retain the talented people who are the heart of the public service.

Thank you for all you have done and continue to do every day for the province and its people. I look forward to working with you to seize this unique opportunity to carry the public service further together.

**Shannon Salter**  
Deputy Minister to the Premier,  
Cabinet Secretary and Head of the BC Public Service

## Introduction:

# A trusted, talented and modern BC Public Service

In the BC Public Service, our job is to loyally, ethically and impartially serve the people of British Columbia through their democratically elected government. Each of us takes an oath committing to fulfil this purpose, and we do in a myriad of ways every day in every community throughout the province. It's how we make B.C. better.

As an employer, our challenge is how we continually strive to make the BC Public Service better. This 10th edition of our corporate human resource plan sets out a two-year path forward with concrete actions to renew the public service. Even for those who have worked with the public service since the first corporate plan in 2006, it can be easy to forget how much we have changed and how far we have come. It is thanks to our collective hard work, dedication and ability to change that we have been named one of B.C.'s Top Employers every year for the past 15 years and one of Canada's Top Employers every year for more than a decade.

There is always more we can do. And that is what this plan is about: continuing our commitment to reassess how we can adapt and improve so we remain the trusted, talented and modern public service people in British Columbia need and depend on.



This edition of the corporate human resource plan is built around three goals:

Goal 1

## Recruitment

We are a competitive employer that successfully competes for the skilled, diverse talent we need.

Goal 2

## Retention

We offer a positive, inclusive and rewarding employee experience that meets the needs and aspirations of our employees.

Goal 3

## Results

We show results that demonstrate our progress as an employer and inform future actions.

Pursuing these goals enables us to be the best public service we can be, not for our own benefit but for the benefit of British Columbians. Achieving that outcome depends on more than policies and processes. It depends on the people who make the choice to pursue a career with us. It depends on the more than 38,000 professionals trusted every day to build and maintain the essential physical, social and economic infrastructure our province needs. Together we have built a public service that has proven it can achieve remarkable things. And together, we will make it even better in the years ahead.

# Goal 1: Recruitment

We are a competitive employer that successfully competes for the skilled, diverse talent we need.

Our ability to continually meet the expectations of people in British Columbia and their government is directly dependent on the quality of people who embrace the challenge and rewards of a public service career. But a career in the public service isn't for everyone. It's for those willing to dedicate their professional lives to something greater than themselves. For those who care about the province we have and the province we aspire to build and who are willing to do the hard work this requires. It's for those who believe in what is possible when smart and talented people commit themselves to being the best by doing their best to help B.C. realize its full potential.

The unique nature of our work offers a depth of meaning and purpose few other employers can match. The great breadth of work offers a scope of career paths and opportunities that make it possible to shift and change careers and career locations without changing employers. More than ever before, opportunities are available in communities throughout B.C., with more than half allowing for remote or hybrid work arrangements.

Yet, particularly in a competitive and rapidly shifting labour market, we need to always refine and renew what we offer as an employer to attract and recruit the skilled and dedicated people government needs to support the people of British Columbia and our communities.



**With that in mind, over the next two years we will implement a new recruitment modernization initiative including actions to:**

- Further enable adoption of flexible work arrangements where the nature of jobs allows for it.
- Significantly increase the availability of jobs outside of Victoria and the Lower Mainland.
- Expand the use of more efficient and timely hiring processes to expedite recruitment, particularly for entry-level and high-demand jobs.
- Introduce a new marketing strategy to increase recognition of the BC Public Service as an attractive employer.
- Encourage greater use of part-time and other options to attract candidates seeking greater flexibility.
- Modernize our recruitment technology platform to provide candidates and hiring managers with a more efficient and user-friendly experience.
- Establish more consistent and inclusive qualifications in job profiles and further strengthen accessible, inclusive hiring practices.
- Increase hiring of co-op students and expand marketing of career options to recent high school graduates.
- Improve our onboarding processes so employees are equipped with the tools, information and resources they need to start working on day one of a new job.

## Goal 2:

# Retention

We offer a positive, inclusive and rewarding employee experience that meets the needs and aspirations of our employees.

The extent to which the public service is trusted as an institution depends on the calibre of the people who work here. More than ever, the public service needs competent, qualified and dedicated people applying their skills and ideas to solving the most challenging problems faced by society. From those in entry-level roles to the most senior executive positions, everyone who works here has a chance to make our province better. That's a unique privilege and opportunity not offered by any other employer. Due to the wide range of career paths available, the meaningful nature of and impact of our work, and a competitive compensation and benefits package, many employees build long and lasting careers with the public service.

As an employer, we provide the opportunities, resources and positive work environment all public servants need to be successful and engaged in their work. By ensuring individuals of diverse backgrounds and identities feel welcome and included, funding scholarships to pursue career-related training and providing safe and modern work environments and tools, we are continuously adapting to ensure the best possible employee experience.



**To achieve this goal, over the next two years we will support and empower BC Public Service employees by:**

- Updating and implementing the Where We All Belong diversity and inclusion strategy to sustain our commitment to building a BC Public Service that benefits from a work environment where all employees feel and are involved, respected, valued and connected.
- Implementing a new Future Workplace Strategy to modernize our physical workplaces to support and capitalize on our embrace of hybrid work.
- Making it easier for co-op students and interns to transition to permanent public service positions.
- Introducing improvements to the Pacific Leaders program to enhance access to employer-funded learning opportunities that align career development with public service skill needs.
- Implementing a new people leader development program to grow diverse leaders able to manage and lead with confidence, purpose, passion and integrity.
- Introducing modern cloud-based tools to support performance and productivity in a hybrid workforce.
- Launching an engagement with all employees seeking their views on how best to ensure a continued strong BC Public Service culture in today's work context.
- Maintaining and enhancing measures to ensure ministries and supervisors can lead workplaces that operate safely, effectively support workforce wellbeing and build workplace psychological health and safety.
- Building, aligning and integrating respectful workplace programs and services that foster a respectful and ethical workplace with an inclusive, healthy, productive and conflict competent culture.

## Goal 3: Results

We show results that demonstrate our progress as an employer and inform future actions.

Individual ministries across government set their own performance measures to ensure they are fulfilling their obligations to the people of British Columbia. As an employer, the BC Public Service also needs to demonstrate it is making a tangible impact in our goal of providing an excellent employee experience that translates into better performance and service delivery for the public.

It is also essential we use available evidence and data to inform the decisions we make to strengthen the public service workforce, so we can ensure we get the best value possible from the resources we invest in supporting more than 38,000 trusted professionals across government.



### To ensure we assess progress and make informed decisions for the future, over the next two years we will:

- Introduce an effective governance and measurement framework as part of the refreshed Where We All Belong diversity and inclusion strategy, including targets where appropriate.
- Fulfil our obligations as an employer under the Declaration on the Rights of Indigenous Peoples Act Action Plan.
- Reinforce leadership accountability for action in response to the Work Environment Survey as our primary tool for assessing employee engagement.
- Introduce new tools to enhance the performance assessment and development of executives.
- Improve existing new employee and exit surveys so they provide more timely and relevant insights to better inform human resource policy and program design.
- Reduce the time it takes to hire a new employee, including additional resources for supervisors to help them complete their steps in the hiring process more efficiently and effectively.
- Establish regular publicly available reporting of key public service human resource data to provide increased transparency on our performance as an employer.
- Partner with other federal and provincial jurisdictions to explore research into the long-term talent needs of the public service in Canada.
- Establish the necessary data and reporting requirements to meet our obligations under the Anti-Racism Data Act, the Pay Transparency Act, the Accessibility Act and the Declaration on the Rights of Indigenous Peoples Act.
- Explore the potential to create a regular mechanism to assess public perception of the public service and satisfaction with our performance.

# Reflecting our province

The BC Public Service is one of the largest employers in the province, with talented people working in hundreds of different jobs. We provide financial, legal and technical expertise ensuring a stable, accountable system of government. We deliver frontline services protecting public safety, communities, the environment, natural resources and our most vulnerable. We support the success of the broader public sector, including education, health care and local governments. And we help lay the groundwork for the economic and social prosperity of everyone who calls B.C. home.

In the 2022 Work Environment Survey, 82 percent of employees said they feel their workplace values diversity in people and backgrounds, and 79 percent say their workplace is free from discrimination, bullying and harassment. Of course, we would like to see these numbers rise even higher. In 2021, we released our updated diversity and inclusion strategy, Where We All Belong. It set out a three-year plan for ensuring the BC Public Service is an inclusive organization where all employees are supported to reach their full potential as we pursue four goals:

1. Support an increasingly diverse workforce
2. Enhance inclusion in the workplace
3. Build a strong foundation for lasting and meaningful reconciliation
4. Remove barriers to accessibility in the workplace

Complementary to this, we are also undertaking a series of significant initiatives to strengthen the

representation and inclusion of Indigenous employees in the BC Public Service, reflecting government's commitments to respect and uphold the human rights of Indigenous Peoples as set out in the Declaration on the Rights of Indigenous Peoples Act Action Plan.

In June 2021, the Accessible B.C. Act became law. It provides a framework to identify, remove, and prevent barriers to accessibility. Implementing this law helps create a more inclusive and accessible BC Public Service.

In 2021, we also updated our discrimination, bullying and harassment policy to ensure employees feel

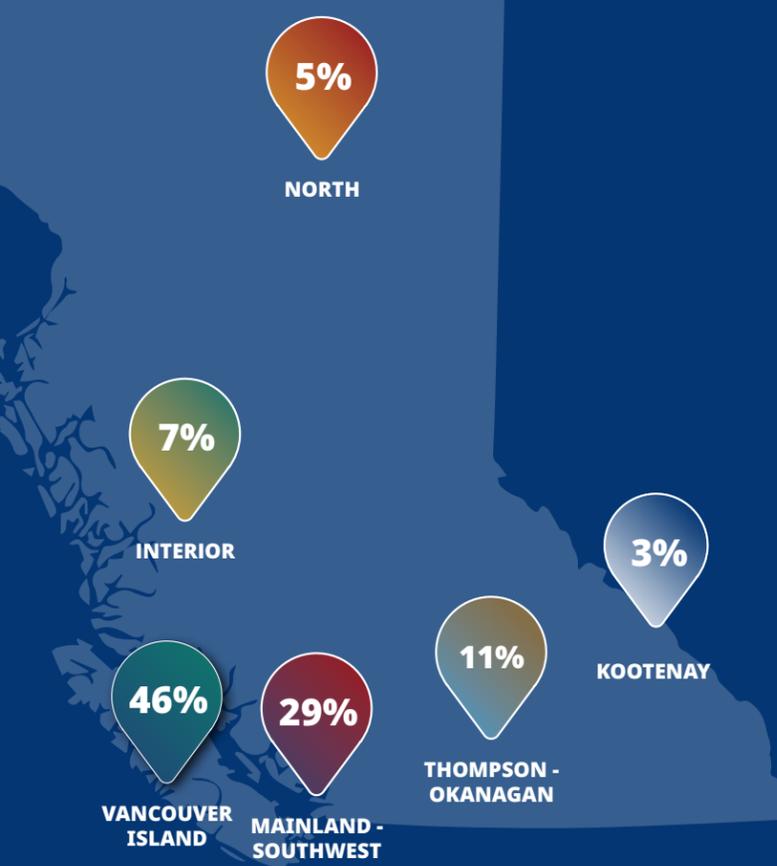
## Regional representation of the BC Public Service

We expect this regional distribution to shift in the years ahead as we open up more jobs to be done outside the capital and the Lower Mainland. While many employers have begun restricting remote work, the BC Public Service is embracing the potential it offers to support service delivery, employee retention, and recruiting a more diverse workforce across the province.

The demographic profile of the BC Public Service workforce continues to evolve, just like the population of B.C. communities. The median age of the public service has continued to decline to 42 years old in 2022, down from 43 just two years ago. Employees aged 30 to 39 are now the largest age cohort, accounting for more than 28 percent of our workforce. And for the first time in at least a decade, there are more public service employees in their 40s than in their 50s.

supported and know what to do if an issue arises in the workplace. The responsibility for building and maintaining a respectful workplace is shared by everyone in the BC Public Service. We all have the right to be respected, and to work in a positive work environment free from bullying and harassment, racism or any other form of discrimination. Our efforts to strengthen the respectful workplace program continue.

In the BC Public Service, how we treat one another is something we care deeply about. It's why we set clear expectations for workplace behaviour and



Employees identifying as women account for almost 61 percent of the BC Public Service, although this varies across roles. For example, women fill 60 percent of management level positions, more than 52 percent of executive roles, almost 80 percent of administrative support jobs and more than 80 percent of health, education and social work positions.

\* Demographic data from WES2022 was self-reported and reflects only those who chose to answer relevant questions either on the active survey or, if the demographic is comparable, on a previous corporate survey up to and including data from WES 2020.

\*\* In this report, a person is considered to be part of a visible (or ethnic) minority if they identified as belonging to any ethnic group(s) other than solely "White". This includes those that identified as "Indigenous", or those that identified as being from multiple ethnicities.

\*\*\* The definition and response options for the Disability Status variable were revised considerably for WES 2022; comparisons with previously reported results are not recommended.

# Conclusion

As an employer, the BC Public Service will continue to identify ways it can evolve and adapt to the needs and expectations of employees and the priorities of British Columbians and their government.

But there is more to who we are as a public service than the processes, policies, practices and tools we have in place. Like any organization, we shape and are shaped by the culture in our province, in our communities and within the public service itself. Our fundamental purpose and role are enduring. But who we are as a public service, how we approach our work, how we work together and treat one another, and the culture that all creates are all choices we make with our words and actions every day.

As much as this plan sets out some steps to shape our path forward, our ability to be the best public service in Canada also depends on each of us to fully embrace the values that guide our work: courage, curiosity, service, accountability, teamwork, passion and integrity. That's the commitment we have all made, and it's one for all of us to keep.



Who we are as a public service, how we approach our work, how we work together and treat one another and the culture that all creates are all choices we make with our words and actions every day.

# Corporate values

<p><b>INTEGRITY</b></p> <p>To perform with integrity is to uphold both the Standards of Conduct for the BC Public Service and to make the individual choice to do what is right as a professional public servant.</p> <p>True public service cannot exist without an individual and shared commitment to integrity. We will demonstrate the values and we will do so always with integrity above all else.</p>	 <p><b>TEAMWORK</b></p> <p>Collaborate. Seek out and value new ideas and different perspectives. Cultivate trust and respect others.</p>	 <p><b>COURAGE</b></p> <p>Take thoughtful risks. Speak up and empower others to do their best.</p>	 <p><b>SERVICE</b></p> <p>Serve the needs, interests and expectations of the public and each other.</p>
 <p><b>CURIOSITY</b></p> <p>Ask questions. Learn different ways to do things. Be open to new ideas. Work with creativity and imagination.</p>	 <p><b>PASSION</b></p> <p>Take pride in our work. Lead by example. Motivate others to succeed.</p>	 <p><b>ACCOUNTABILITY</b></p> <p>Be responsible. Show tenacity to overcome obstacles. Focus on outcomes. Take ownership of decisions and actions.</p>	



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