

Workforce Planning Guidelines

2023/24 – 2025/26:



From Strategy to Action

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Overview and Purpose

The BC Public Service Agency (BCPSA) leads the cross-government workforce planning process, a process aligned with the Corporate Plan and corporate talent-related strategies, commitments, ministry mandates, service plans, business plans and in accordance with the established government planning cycle.

This document serves as a guide for those developing workforce plans (WFP) on behalf of their respective BC Public Service (BCPS) organizations.

Section 1: Context and Setting the Stage

Provides definitions and information regarding desired outcomes, deliverables, input and alignment, submission requirements and timeframes.

Workforce Planning Definition

Strategic workforce planning is the analytic, forecasting, and planning approach and process which aligns business objectives and connects and directs talent management activities to ensure the organization can execute its business strategy. Workforce planning positions the organization to have the right people in the right place at the right time, at the right cost (source: Conference Board of Canada).

Effective workforce planning addresses and builds required capacity through the identification of workforce needs, gaps and development required to achieve current and future business priorities. It also provides a framework for identifying workforce strategies, actions, measures, and targets to support ministry and corporate priorities.

Workforce Planning Desired Outcomes

- Established workforce planning structure _strengthened human resource (HR) governance, accountability, and reporting mechanisms.
- Identified workforce needs _BCPSA priorities and services informed by workforce plans.
- Aligned workforce strategies_ align BC Public Service and ministry-specific strategies, actions, and performance measures.

- Evidence-informed workforce plans _ optimized use of data to inform and report on strategies, actions, and performance measures.
- Improved business outcomes _ BC Public Service business continuity informed by comprehensive workforce plans.
- Increased employee engagement and retention.

Workforce Planning Background

Workforce planning is an accountability of the Head of the BCPSA and deputy ministers. In 2020 a corporate approach to workforce planning was endorsed by the Deputy Ministers' Committee on Public Service Renewal. There was an identified need for increased coordination of workforce planning efforts and processes based on informed decision-making, alignment with corporate priorities and the one-employer approach. These WFP guidelines outline a robust planning process intended to build on the strengths of previous efforts and plans, ensure alignment with corporate direction and focus on the unique business needs of each ministry and the broader public service.

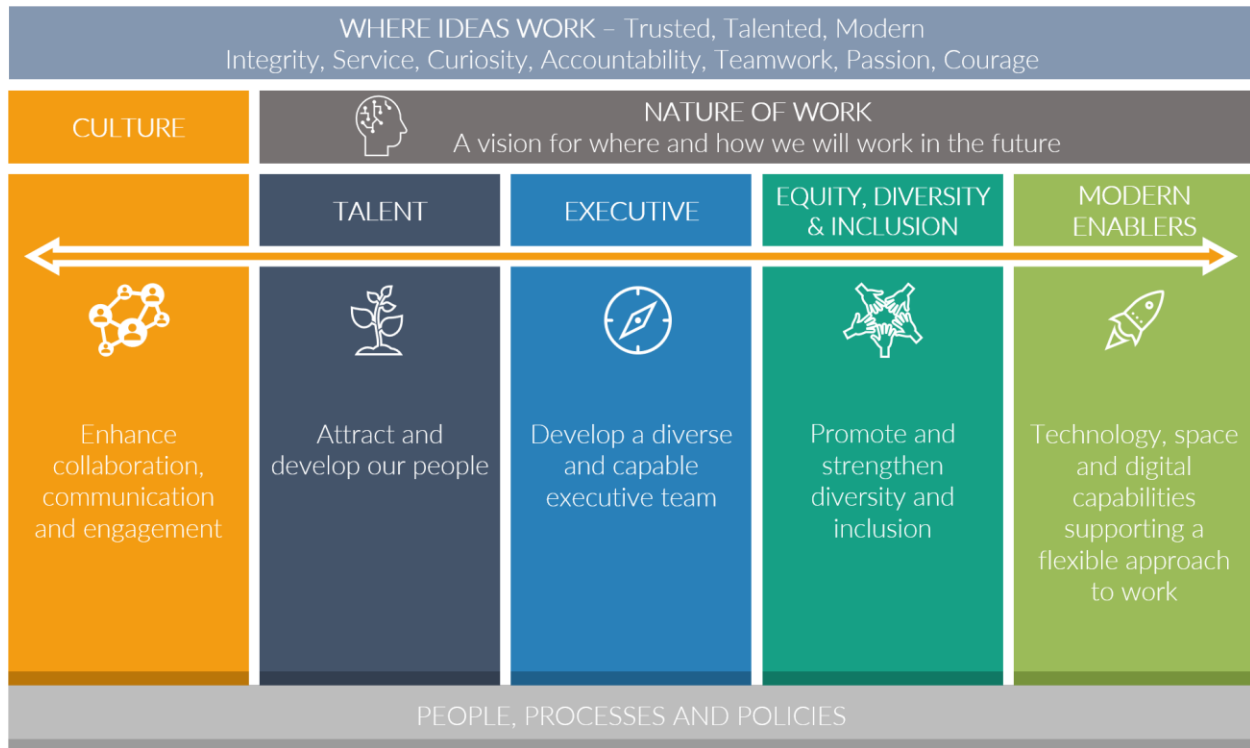
Public Service Renewal and the Corporate Plan

In 2021 the Deputy Ministers' Committee on Public Service Renewal approved a framework to achieve the Where Ideas Work 2020 Corporate Plan goals. Known as Public Service Renewal, this framework identifies priorities and guides actions to contribute to a Trusted, Talented and Modern public service.

The public service renewal priorities are:

- Nature of Work – a vision for where and how we will work in the future
- Culture – enhance collaboration, communication, and engagement
- Talent – attract and develop our people
- Executive – develop a diverse and capable executive team
- Diversity and Inclusion – promote and strengthen diversity and inclusion
- Modern Enablers – technology, space and digital capabilities supporting a flexible approach to work.

This framework will guide modernization and change within B.C.'s workforce and workplaces. It will foster an environment within which the public services that British Columbians depend upon can be delivered in a timely, efficient, and effective manner.



The priority areas are directly linked to the workforce plan components, and the themes and requirements are woven throughout the workforce plan guidelines. The workforce planning process invites ministries to identify initiatives and create linkages that are focused on achieving the Corporate Plan goals or are related to the public service renewal priorities.

Workforce Planning Assumptions

This workforce planning process builds on work that is already underway. Existing ministry WFPs provide a foundation for the 2023/24 to 2025/26 workforce planning process.

- Many WFP components may be addressed through existing ministry plans, strategies, and actions
- WFPs will reflect:
 - priorities in the Corporate Plan
 - current and future business needs
 - current data and evidence (available through the Workforce Analytics Dashboards and other information sources)
- New strategies and actions may be required

WFP components may be identified as separate sections or priorities based on business needs. They may also be embedded in strategies and actions throughout the plan.

Workforce Planning Maturity Model Approach

Recognizing that ministries are at varying levels of maturity and readiness in terms of planning and analysis, it is expected that collective planning efforts will improve and become more sophisticated over time. It is also expected that the workforce planning process itself will evolve. This document provides planning guidance and will be updated to reflect changes as the planning approach matures and opportunities for improvement are identified. Ongoing feedback is encouraged.

Workforce Planning, Legislation, Governance and Accountabilities

- Accountability for workforce planning is addressed in the [Public Service Act Part 2, Section 5 \(3\)\(k\)](#)
- The workforce planning requirement of ministries is also outlined within the [Accountability Framework for Human Resource Management](#). Refer to the Framework for Deputy Minister workforce planning and Corporate Plan accountabilities

Executive Accountabilities

Deputy Ministers' Committee on Public Service Renewal (DMCPSR)

- Set direction and provide strategic guidance for workforce planning across government
- Confirm corporate HR priorities

BC Public Service Agency Head

- Provide corporate and organization-level reporting on HR matters
- Lead corporate workforce planning on behalf of government and approve corporate workforce planning strategy

Deputy Ministers (HR Accountability Framework)

- Develop workforce plans for their organizations and manage employee engagement
- Implement the Corporate Plan and related initiatives

Organizational Accountabilities

BCPSA

- Corporate Plan and corporate priorities
- Corporate workforce planning strategy, guidance, and direction
- Corporate level reporting

Ministries

- Ministry plans and priorities
- Alignment to Corporate Plan and corporate priorities
- Guidance and direction at a ministry level
- Ministry level reporting

Committees

- Deputy Ministers' Council on Public Service Renewal (DMCPSR)
- Assistant Deputy Ministers on Corporate Services and Transformation (ADM CST)
- Human Resource Leadership Council (HRLC)
- HR Analytics Working Group (HRAWG)

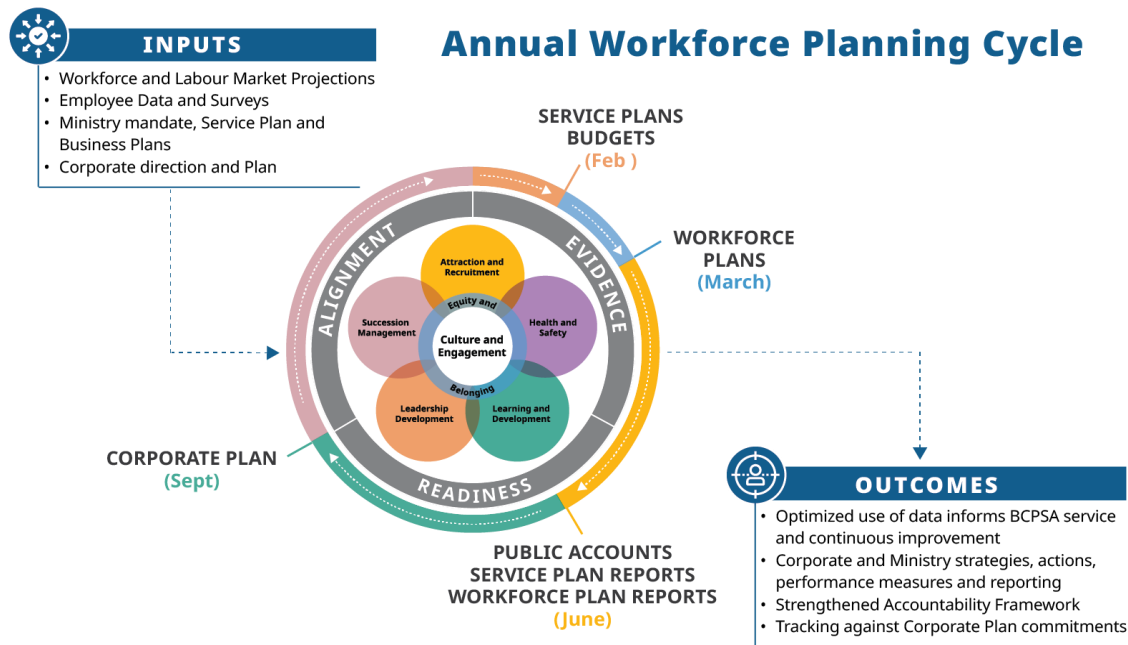
Deliverables

Workforce plans will:

- Cover the time period of 2023/24 to 2025/26
- Address the WFP required components, and BC Public Service renewal and Corporate Plan priorities
- Align with ministry mandate, service plan and business plans, as per the planning cycle
- Address ministry business priorities for the plan period
- Include clearly identified and evidence-informed actions, measures, and targets
- Provide context as to why and how actions will support the ministry to achieve business priorities

Workforce Planning Submission and Timeframe

- Specific delivery instructions will be provided in winter/spring 2023
- Ministries will develop workforce plans, manage, and facilitate executive approval and sign-off
- Deputy Minister-approved workforce plans will be submitted to the BCPSA electronically on or before June 30, 2023



Section 2 – Data and Evidence

Information about data sources, tools, and standards to support evidence-informed strategies as part of workforce planning.

Availability of and access to quality data are critical for workforce planning. Data inform current business decisions and guide planning and effective risk management. The BCPSA will continue to develop tools and resources to support the integration of business data and knowledge with HR data. These are required to inform and establish sustained, effective workforce planning. The development of tools and data products is achieved through collaboration with ministry HR/SHR and BCPSA program areas via the [HR Analytics Working Group](#) (HRAWG). The HRAWG provides regular updates to the HR data analyst community.

Workforce Plan Requirements

- Evidence-informed priorities, strategies and actions are developed
- Evidence-based performance measures and progress indicators are established (to be updated annually)
- Ministry succession priority positions (SPPs) are refreshed

Current Resources

The Corporate Workforce Strategies and Data and Insights Office teams provide up to date [resources](#), including established data standards and measures, a glossary of terms, data sources and labour market data links.

Workforce Analytics

BCPSA Workforce Analytics dashboards provide data pertaining to headcount, movement, workplace health and safety, compliance courses and more. Information on the Workforce Analytics dashboards is accessible through the wiki. Dashboards and data are updated regularly. Development of new dashboards is informed by and communicated through the HRAWG.

Section 3 - Workforce Plan Components

This section provides guidance as to what a BC Public Service WFP includes and how this information may be organized.

Evidence-informed Strategies and Actions

Informed by:

- Corporate plan and renewal priorities
- Ministry service plan, business plans and priorities
- Employee data and surveys
- Data and analytics
- Stakeholder consultation
- Organization culture and engagement



Required Workforce Plan Components

- Reference and show alignment to current and future business goals
- Identify current and future workforce requirements to meet business goals
- Analyze current workforce against current and future business requirements
- Identify and align measures, targets and actions and associated review and reporting requirements
- Identify gaps, develop strategies and actions that address:
 - Equity and belonging
 - Attraction and recruitment
 - Health and safety
 - Learning and development
 - Leadership development
 - Succession management
 - Culture and engagement

Ministry WFP components and alignment resources are informed directly and indirectly by legislation, policy, strategies, and related resources.	Equity and Belonging	Attraction and Recruitment	Health and Safety	Learning and Development	Leadership Development	Succession Management	Culture and Engagement
LEGISLATION							
Public Service Act	X	X	X	X	X	X	X
Declaration on Rights of Indigenous Peoples Act	X	X	X	X	X	X	X
BC Human Rights Code	X	X	X				X
OHS Regulation and Workers Compensation Act			X		X		X
Freedom of Information and Protection of Privacy Act	X	X	X	X	X	X	X
Accessibility legislation	X	X	X	X	X	X	X
POLICY							
Hiring and Deployment Policy		X					
Accountability Framework for HR Management	X	X	X	X	X	X	X
Occupational Safety and Health Policy	X	X	X		X		X
Management Compensation and Classification Framework		X					
Standards of Conduct and Oath of Employment	X	X	X	X	X	X	X
Core Policy and Procedures (Chapter 12, Information Management)	X	X	X	X	X	X	X
Privacy Management and Accountability Policy	X	X	X	X	X	X	X
Managing Government Information Policy	X	X		X	X	X	X
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STRATEGIES AND FRAMEWORKS							
Corporate Plan	X	X	X	X	X	X	X
Corporate Learning Strategy	X			X			X
Corporate Leadership Development Framework (CLDF – pilot)	X			X	X	X	X
Where We All Belong (Equity and Belonging)	X	X	X	X	X	X	X
Ethics Management Framework	X	X	X	X	X	X	X
RELATED RESOURCES							
Budget	X	X	X	X	X	X	X
Ministry Organization Mandate, Service and Strategic Plans	X	X	X	X	X	X	X
Collective Agreements	X	X	X	X	X	X	X
Work Environment Survey	X	X	X	X	X	X	X
Safety, Health and Well-Being Resources	X	X	X	X	X	X	X
Good Privacy Practices	X	X	X	X	X	X	X
Corporate Values	X	X	X	X	X	X	X

EQUITY AND BELONGING

The BC Public Service is committed to reflecting the demographic profile and values of the citizens it serves. Legislation and human resource policies reflect and support equity and belonging, including the Standards of Conduct and the Public Service Act, which states part of its purpose is to “recruit and develop a well-qualified and efficient public service that is representative of the diversity of the people of British Columbia.”

Equity and belonging are foundational to our workplace, to how we show up and feel comfortable and fully participate and contribute to the goals of the organization.

Workforce Plan Requirements

Actions to support equity and belonging should be included in each component of the workforce plan.

Please address the following:

- Articulate how the ministry will incorporate the goals of the [Where We All Belong: Diversity and Inclusion Strategy](#) including:
 - Support an increasingly diverse workforce
 - Enhance inclusion in the workplace
 - Build a strong foundation for lasting and meaningful reconciliation
 - Remove barriers to accessibility in the workplace

Please consider (where appropriate):

- What is the ministry already doing to advance equity and belonging in the workplace?
- How are you implementing ministry-specific diversity and inclusion training, including unconscious bias training? (NEW)
- What is the ministry doing to advance reconciliation in the workplace (Declaration Act, UN Declaration, TRC Calls to Action, Declaration Act Action Plan, and the 10 Draft Principles)?
- How can current priorities be aligned with diverse and inclusive practices?
- Data and trends from ministry WES, D & I survey and learning statistics
- Are there additional supports needed to achieve the ministry’s equity and belonging goals?
- Examples of specific strategies and actions could include:
 - expanded utilization of tools and supports (for example: IRBCs, GBA+)

- collaboration with BCPSA (for example: Learning Centre, Hiring Operations, or Equity, Diversity, and Inclusion branch) and other partners
- removing barriers to accessibility in the workplace

Glossary of Terms

The following glossary of terms has been provided as a helpful guide. These are not formal corporate definitions or the only way of thinking about these terms but are considerations to support you in developing strategies to support equity and belonging in the workplace.

EQUITY – Equity is about removing barriers that stop people from reaching their full potential. It is the outcome of diversity, inclusion, and anti-oppression actions to support all people in receiving fair treatment, access to opportunity, ability to participate, resources and power to thrive. (NEW)

BELONGING – Belonging entails being respected, feeling safe to bring our whole selves to the workplace and feeling like we are part of the community. This impacts how we can show up, participate and be able to contribute to the goals of the organization. (NEW)

DIVERSITY – The BC Public Service defines diversity according to legally protected differences such as Indigenous identity, race, colour, ancestry, place of origin, religion, marital status and family status, age, physical or mental disability, sexual orientation, and gender identity and expression. Diversity also includes such non-visible qualities as diversity in thought, perspectives, education, socio-economic status, and life experiences.

INCLUSION – The BC Public Service defines inclusion as creating work environments in which employees feel—and are—involved, respected, valued, and connected. The BC Public Service leverages the diversity of experiences, skills, and talents of all our employees and strives to create respectful workplaces in which individuals are encouraged to bring their ideas, backgrounds, and perspectives to the team and to providing service to citizens.

RECONCILIATION – Reconciliation is about establishing and maintaining a mutually respectful relationship between Indigenous and non-Indigenous peoples in this country (definition based on the Truth and Reconciliation Commission of Canada).

Training and Other Resources

- [Diversity and Inclusion Essentials](#)
- [Building Capacity in Indigenous Relations](#)
- [Indigenous Learning offerings](#)
- [Hiring Certification Training](#)

- [Diversity and Inclusion Resource Centre](#)
- [Accessibility and Inclusion Toolkit](#)

Program Contacts

For more information, please reach out to **Priscilla Sabbas-Watts**, Executive Director, Equity, Diversity, and Inclusion; **Stephanie Peter**, Indigenous Initiatives Lead; or **Rishma Thomas**, Manager, Equity, Diversity and Inclusion, People and Organizational Development, BCPSA.

ATTRACTION AND RECRUITMENT

Effective attraction and recruitment are critical to supporting ministry business priorities by ensuring we have the talent we need at the right time. The BCPSA's Talent Acquisition and Classification Services (TACS) professionals collaborate directly with ministry partners to recruit top talent reflecting the diversity of the people of British Columbia. TACS is a fully integrated and active partner in ministry hiring by dedicating services by sector. Ministries benefit by being proactive in connecting with TACS early in the planning phase.

Workforce Plan Requirements

Please address the following:

- Provide ministry assessment of staffing and recruitment needs specific to business priorities
- Identify gaps, propose strategies and actions to address recruitment priorities and efficiencies

Please consider (where appropriate):

- What actions are you taking to ensure that the hiring experience is equitable for diverse candidates? (For example: expanding education and experience qualifications, anonymous screening, and assessment, reducing geographic restrictions on postings, considering part-time options, job-share or flexible work) (NEW)
- How are you ensuring managers and supervisors are trained in inclusive hiring practices? (NEW)
- Consider how your internal hiring practices (TA's, internal postings, hiring locations) support effective filling of vacancies.
- How are you using consolidated hiring practices to create efficiencies in your hiring practices and providing a one-employer approach?
- Are there any changes to the operational plans, service delivery models, or design and purpose of programs or services which impact ministry structure and staffing needs?
- When projecting staffing needs, consider:
 - vacancies versus exits, critical non-discretionary frontline essential positions versus discretionary ones
 - key work streams or positions that are in high demand where targeted recruitment strategies may be identified in the succession component of the workforce plan

- if hiring needs are one-time, cyclical, ongoing, or if any specific corporate support might be required (for example: extensive applicant screening and testing requirements such as conservation officers, sheriffs, social workers)
- geographic locations, exclusions, position classification, and job qualifications
- How does the ministry plan to build and sustain recruitment capacity?
- Are there opportunities to work across sectors to collaboratively recruit for common positions?
- How will the ministry ensure inclusive recruitment principles are embedded in staffing plans (for example: Hiring Manager Certification)?
- Does the ministry have a baseline understanding of the state of readiness, including up-to-date role profiles, exclusion status, and organizational structure? If not, what are the plans to build baseline understanding?
- Is the adoption of a flexible work model enhancing the ministry's ability to attract and retain staff?

Training and Other Resources

- Hiring Manager Certification for ministry hiring managers
- BCPSA MyHR [Hiring Manager Guidelines and Resources](#) which includes information on job profile writing, classifications, exclusions, and other topics.

Program Contacts

For more information, please reach out to **Kim Steinmetz**, Executive Director, Talent Acquisitions and Classification Services (TACS), Human Resources and Service Solutions.

TACS professionals have the expertise to collaborate with ministry staff to build recruitment strategies to address challenges. TACS applies evidence-based approaches in addressing recruitment challenges (applying proven techniques to increase applicants on job postings through targeted and inclusive advertising to top talent).

HEALTH AND SAFETY

The BC Public Service is committed to safety-oriented cultures that support psychological health and employee well-being in the workplace. The workplace can influence the health outcomes of employees which in turn impacts performance and organizational outcomes.

Workforce Plan Requirements

Please address the following:

- What health and safety management strategies or priorities are in place or planned to support business needs and legislated responsibilities?
- How will people leaders broaden their understanding of health and safety, including psychological health and safety? (NEW)

Please consider (as appropriate):

- How might safety, health and well-being be captured in a way that is genuine, inclusive, and responsive?
- What is the status of the safety plan, and how will psychological health and safety risks be integrated into the safety plan? (NEW)
- What is needed to advance a safety-oriented culture and psychological health and safety? (NEW)

Training and Other Resources

- [Safety, Health, and Well-Being Resources](#)
- Access safety and health expertise via an AskMyHR service request

Program Contacts

For information specific to safety, health and well-being please reach out to **Kristin Vanderkuip**, Director, Workplace Health and Safety or any of the Health Planning Consultants in the Public Service Agency.

LEARNING AND DEVELOPMENT

Learning and development plays a key role in ensuring employees can effectively deliver services to the public and achieve corporate priorities now and in the future. In 2022, a quarter of regular employees have been in their current role for less than a year*. This level of mobility combined with rapid changes in technology and our social environment demonstrates how strategic and aligned investments in learning and development equip employees to best perform in their roles.

Focused learning and development opportunities support career development, contribute to employee engagement, and foster a modern, talented, and trusted public service.

**Source: HR Trends in the BC Public Service, Data, and Insights Office, BCPSA*

Workforce Plan Requirements

Please address the following:

- Identify learning priorities which reflect ministry business needs and associated knowledge, skills gaps, and areas for development
- Identify links to corporate initiatives such as diversity and inclusion, respectful workplaces, and others
- Identify corporate and ministry specific learning and development strategies and actions to address learning and development priorities

Please consider (as appropriate):

- Resources required to support learning and development priorities
- How employees are supported in taking the time to learn
- Training the ministry currently offers (or is planning to offer) that might benefit others across government. The Learning Centre may be able to support ministry priorities through partnerships
- Resources and other supports required to support employees to learn online in facilitated sessions and self-directed e-courses

Glossary of Terms

CORPORATE LEARNING – learning applicable to public servants regardless of ministry or entity. Supervisory development is an example.

MINISTRY-SPECIFIC LEARNING – training developed or acquired by and applicable to specific ministry needs including statutory training obligations. Firearms training is an example.

DEVELOPMENTAL LEARNING – programs, courses and other activities identified as part of the career development and performance management processes to enhance employees’ skills and abilities in their current role or to prepare them for future career opportunities.

Training and Other Resources

The BCPSA, via the Learning Centre, is responsible under the BC Public Service Act to support learning and career development of employees. The Learning Centre does this in partnership with ministries and invites staff to reach out to discuss how the Learning Centre might partner to support the organization and learners. Specific resources include:

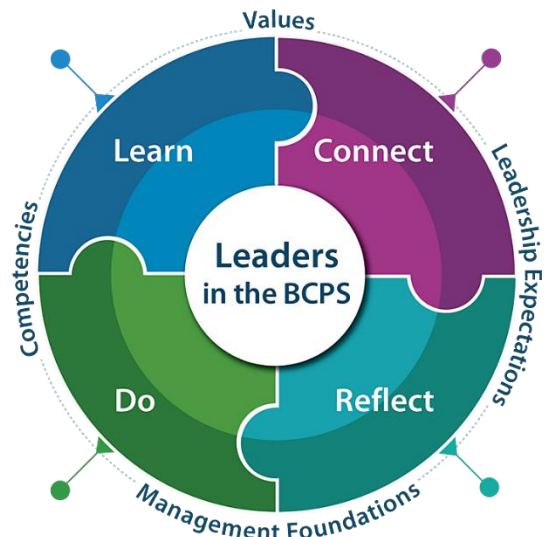
- Corporate learning offered through the [Learning Hub](#)
- Developmental learning opportunities leading to a certificate, diploma or degree may be supported by the Pacific Leaders Scholarship for BC Public Servants
- Subject matter learning opportunities offered through:
 - Learning Centre Learning Streams
 - Communities of practice
 - Ministry-based government-wide offerings (for example: CITZ Privacy, Digital; GDX)

Program Contacts

For more information, please reach out to **Colleen Rose**, Director, Learning Delivery, People and Organizational Development, BCPSA.

LEADERSHIP DEVELOPMENT

The role of leaders as catalysts for engagement, innovation, inclusivity, and organizational culture change is well established. A leader’s ability to motivate and inspire colleagues, teams, executives, vendors, and contractors, and collaborate with complex networks of service delivery partners has an immediate and direct impact on the services provided to citizens. Achieving our vision of a trusted, talented, and modern public service is dependent on the effectiveness of our existing and future leaders.



Corporate Leadership Development Framework

A Corporate Leadership Development Framework (CLDF) was developed in collaboration with the HR community to guide and support leadership development activities in the BC Public Service. The CLDF was being piloted in the fall of 2021 to align efforts and strengthen the BC Public Service commitment to the one-employer experience.

Workforce Plan Requirements

Please address the following:

- What are the leadership development priorities for the ministry?
- What strategies and actions are underway or planned to address these priorities?
- Which employee groups are being targeted for leadership development and why?

Please consider (as appropriate):

- How will your leadership development strategies support equity and belonging in the workplace? (NEW)
- What are you doing to ensure that diverse leaders feel a sense of belonging in your organization? (NEW)
- How are you increasing senior leader participation in diversity and inclusion-related activities and resource groups? (NEW)
- How are corporate learning supports integrated in your leadership development framework?

- How do the ministry's leadership development activities and programs align with the CLDF?
- What leadership development learning tools, initiatives, programs or supports are currently offered?
- What are the priorities for leadership development over the next three years? What informs these priorities? What is the desired outcome?
- How will the ministry evaluate program effectiveness and what measures will be used (for example: employee movement, career pathing, indicators of psychological health and safety)?
- How is the ministry supporting leaders to succeed and develop in a flexible work model?
- How will leadership development outcomes (for example: internal coaching and training capacity) be sustained?

Glossary of Terms

CLDF Components

LEARN – Formal learning, training, and self-directed learning

Formal learning includes corporate learning programs and courses offered through the Learning Centre, ministry learning offerings and self-directed learning from a variety of sources.

CONNECT – Relationships with others

Formal and informal relational learning supports leadership development through coaching, mentoring, communities of practice, networks, etc.

REFLECT – Reflection

Common methods of reflection include self-reflection, development conversations and conversations throughout the MyPerformance cycle. Psychometric and 360 assessments are examples of formal processes that provide information for reflection.

DO – Experience

Experiential learning is an essential part of leadership development. Opportunities to learn through experience include stretch assignments, temporary assignments, project work and knowledge transfer.

Program Contacts

For more information, please reach out to **Jodi Little**, Lead, Leadership Development, Corporate Workforce Strategies, People and Organizational Development, BCPSA.

SUCCESSION MANAGEMENT

The BC Public Service, like most employers, faces a competitive labour market where current and prospective employees have employment choices. The BC Public Service is also a place where employees change positions as they develop the knowledge and skills to progress in their careers. Succession management is a critical business function. It ensures continuity of key functions, focuses on building bench strength for critical positions and supports knowledge transfer. Succession management efforts build organizational capacity and resiliency.

Workforce Plan Requirements

Please address the following:

- Update Succession Priority Positions (SPPs) in consultation with ministry business leaders and submit the list of SPPs to the BCPSA on a BCPSA provided spreadsheet by June 30, 2023
- Identify strategies and actions to manage the risk associated with SPPs and other key roles that may include:
 - senior leadership succession
 - ministry-specific succession challenges

Please consider (as appropriate):

- How your succession strategies and actions support equity and belonging in the workplace (NEW)
- How you are incorporating diversity and inclusion learning in annual performance and career planning conversations and documentation (NEW)
- Knowledge transfer practices, gaps, and development needs
- Linkages with Corporate Key Work Stream priorities
- How a flexible work model can support succession management

Note: Identification of ministry SPPs is a separate process outlined in the SPP Identification Guidelines. Executive SPPs are identified through a separate process.

Glossary of Terms

SUCCESSION PRIORITY POSITIONS (SPPs) are those positions which pose an unacceptable risk to the business if unencumbered or left unencumbered **and** where the position is or would be hard to fill if vacated. Additional information is available in the SPP Identification Guidelines.

CORPORATE KEY WORK STREAMS (CKWS) A collaborative cross-ministry initiative in partnership with the BCPSA focused on current and future talent needs in critical government-wide business functions. CKWS support employee career development, succession management, and risk mitigation. Additional information is available in the CKWS Resources on MyHR

KNOWLEDGE TRANSFER is the process of distributing knowledge that's been developed in an organization with one or more specific individuals to other parts of the organization or individuals. Knowledge transfer happens regularly, from informal conversations to formal knowledge transfer programs. Additional information is available in the [Knowledge Transfer Resources, MyHR](#).

Training and Other Resources

- SPP Identification Guidelines
- [Knowledge Transfer Guide](#) and succession plan template

Program Contacts

For more information, please reach out to **Emma Bennett**, Lead, Workforce Forecasting, Corporate Workforce Strategies, People and Organizational Development, BCPSA.

CULTURE AND ENGAGEMENT

Organization culture is commonly defined as “how we do things.” In the BC Public Service, we see this as the sum of all parts of the day-to-day experience of being a public servant—our expectations of employees, the policies and rules that shape how we work, the physical experience of the workplace, the relationships we share and, perhaps most of all, our sense of attachment to a common purpose.

The core elements of workforce planning—equity and belonging, attraction and recruitment; health and safety, learning and development; leadership development and succession management— help define our culture but are also shaped by it.

The public service has an obligation to be responsive to the broader social and economic context in which we work, which means we are constantly reassessing how we work to ensure we are effectively meeting the expectations and needs of British Columbians and their government.

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

Workforce Plan Requirements

Please address the following:

- Articulate how the ministry will support continued development of positive culture and engagement
- How do workforce strategies align with the renewal priorities and the Corporate Plan pillars of a Trusted, Talented, and Modern Public Service to support a one-employer experience?
- How do workforce strategies align with corporate values?
- How will/does the ministry support flexible work as part of organizational culture?
- Identify other culture and engagement strategies that are foundational to the organization (for example: employee advisory initiatives, recognition, learning)

Please consider (as appropriate):

- How might the organization focus on and nurture positive culture?
 - how might employees be engaged in this work?
 - how might the topics of culture, engagement, one employer, connection, purpose, service, and learning, growth and development be at the forefront for these conversations?

- How might the corporate values be made to feel real and alive to employees and woven into the day-to-day employee experience?
- How might the organization support employees to safely examine and shift existing values and beliefs to better align with desired culture shifts?
- What corporate, government-wide services or offerings is the ministry leveraging?
- How might an iterative and growth approach to nurturing employees be promoted, where employees are encouraged to connect often and with purpose and model cultures of collaboration, experimentation, and innovation?
- What is needed to support healthy conflict resolution?
- What training is or will be offered to support collaboration and a positive team culture in a flexible work model?

Training and Other Resources

The items below are intended to encourage the use of resources to help build engagement and a positive culture in the ministry and across the BC Public Service.

Options include:

- [Corporate Plan for the BC Public Service](#)
- [Flexible Workplaces for BC Public Service Employees](#)
- Innovation Survey (2019 and 2020) and other research conducted by Corporate Priorities and Innovation
- Welcome to the BCPS sessions and Oath of Employment
- [Working in the BC Public Service](#) content – encouraging the use of these pages for all new employees
- [Innovation](#) – contact directly or browse the Innovation page to learn more about the [Framework for Change](#) and other supports related to a culture of innovation and change
- Corporate learning offerings through the [Learning Hub](#) and other organizations (for example: CITZ: GDX; Exchange Lab; BCPSA: BIG, Coaching Services)
- [Corporate Values](#) - use as a base for conversations about culture and engagement
- Corporate onboarding webpages and available resources and supports for new employees navigating the BCPS, and managers and supervisors to help with onboarding new staff

Program Contacts

For more information regarding culture and engagement and the Corporate Plan please reach out to **Carly Paulsen**, Director, Corporate Priorities and Innovation, PSA.

Section 4 – Sample Workforce Plan Outline

This Workforce Plan Outline is a guide only. Workforce plans take many forms to best address ministry priorities. The critical piece is to connect current state to anticipated future needs and to identify actions, measures and targets which are evidence-informed to support achievement of business priorities.

Title Page or Cover Page

Territorial Acknowledgement

Message from Deputy Minister or Organization Head

Ministry or Organization Overview

- Vision, mission, goals
- Core business functions, business priorities and deliverables, as per service plan, mandate letters, ministry business documents, corporate plan linkages, legislation
- Demographic summary of organization (workforce composition)

Approach

- Summary of consultations, sources and processes which inform the plan

Context

- Identify factors which impact business success (for example: current and future workforce requirements, skill availability, labour market, occupational forecasting; anticipated changes to ministry business)
- Assess current state against future requirements (for example: employee skills and abilities which are required to ensure current and future business success; workforce supply and demand; gap analysis)
- Align to evidence and identify sources
- Use standardized measures where appropriate (assistance available from HR Analytics Working Group members)
- Use footnotes or end notes for metrics – how calculated, data sources, data “as at” dates

Identify Priorities

- Provide rationale for identified priorities
- Align to required components

Identify Strategies, Actions and Measures to Address Priorities

- Specific actions to achieve desired outcomes
- Include measures and timeframes

Implementation, Communication and Change Management

- How will the plan be monitored, adjusted, and reported?
- Include related communication and change management information

Section 5 – Workforce Plan Summary

Workforce Planning Requirements

- Ministries will develop workforce plans, manage, and facilitate executive approval and sign-off
- Deputy Minister-approved workforce plans will be submitted to the BCPSA electronically on or before June 30, 2023
- Ministry WFPs will be reviewed and updated annually to include the next three fiscal years
- WFPs will be made available to all ministry partners via the Microsoft Teams WFP site
- An annual WFP report will be required with progress reporting throughout the year as needed
- Ministry succession priority positions will be reviewed and updated annually

Equity and Belonging

Please address the following:

- Articulate how the ministry will incorporate the goals of the Where We All Belong: Diversity and Inclusion Strategy including:
 - Support an increasingly diverse workforce
 - Enhance inclusion in the workplace
 - Build a strong foundation for lasting and meaningful reconciliation
 - Remove barriers to accessibility in the workplace

Attraction and Recruitment

Please address the following:

- Provide ministry assessment of staffing and recruitment needs specific to business priorities
- Identify gaps, propose strategies and actions to address recruitment priorities and efficiencies

Health and Safety

Please address the following:

- What health and safety management strategies or priorities are in place or planned to support business needs and legislated responsibilities?

- How will people leaders broaden their understanding of health and safety, including psychological health and safety?

Learning and Development

Please address the following:

- Identify learning priorities which reflect ministry business needs and associated knowledge, skills gaps, and areas for development
- Identify links to corporate initiatives such as diversity and inclusion, respectful workplaces, and others
- Identify corporate and ministry specific learning and development strategies and actions to address learning and development priorities

Leadership Development

Please address the following:

- What are the leadership development priorities for the ministry?
- What strategies and actions are underway or planned to address these priorities?
- Which employee groups are being targeted for leadership development and why?

Succession Management

Please address the following:

- Update Succession Priority Positions (SPPs) in consultation with ministry business leaders and submit the list of SPPs to the BCPSA on a BCPSA-provided spreadsheet by June 30, 2023
- Identify strategies and actions to manage the risk associated with SPPs and other key roles that may include:
 - senior leadership succession
 - ministry-specific succession challenges

Culture and Engagement

Please address the following:

- Articulate how the ministry will support continued development of positive culture and engagement
- How do workforce strategies align with the renewal priorities and the Corporate Plan pillars of a Trusted, Talented, and Modern Public Service to support a one-employer

experience?

- How do workforce strategies align with corporate values?
- How will/does the ministry support flexible work as part of organizational culture?
- Identify other culture and engagement strategies that are foundational to the organization (for example: employee advisory initiatives, recognition, learning).