

2024/25 Updated Workforce Plan

Requirements for the BC Public Service

Introduction

Workforce planning is a priority for the BC Public Service. Workforce planning is the process of analyzing workforce supply and demand and making adjustments as necessary to meet business needs and goals. [Workforce Planning: Definition & Best Practices, Forbes April, 2023.](#)

This document outlines the updated requirements for workforce planning for 2024/25. Resources for each section are available in the [Focus Area Resources](#).

Requirements

Please note the following requirements when compiling your responses:

- Please complete each section addressing the specified criteria noted in the sections below. Focus area resources are available [here](#).
- Responses should be evidence-based and in alignment with corporate priorities, including [Where Ideas Work](#), the 2023 Corporate HR plan for the BC Public Service.
- Ministries should not share any personal information in the WFP requirements

responses.

- All submissions must be Deputy Minister approved and received by the BC Public Service Agency (PSA) Workforce Intelligence and Planning team by June 28, 2024, using the electronic form.
 - WFP working drafts can be created in the Word document version of the form. Final submissions are only accepted in the Alchemer electronic form.

Workforce planning program contacts

For information specific to workplace planning please reach out to [Martha Wood](#), Director, Workforce Planning and Succession or [Emma Bennett](#), Lead, Workforce Forecasting, in the PSA.

Organization Information

Please enter the name of your organization: [Click or tap here to enter text.](#)

Please enter the name of your organization's workforce planning contact: [Click or tap here to enter text.](#)

Section one: Workforce challenges

Please identify the top 3 workforce challenges to meet your ministry's business requirements. In your context/rationale provide supporting data. For example, Work Environment Survey (WES) scores, staffing gaps, employee movement, labour market outlook or other data specific to your ministry. Please also refer to the [Environmental Scan](#) resource.

Workforce challenge one (1)

1a. What is the workforce challenge and desired outcome?

Click or tap here to enter text.

1b. Provide the context/rationale for this challenge, including any quantitative and qualitative data you have used to identify the challenge.

Click or tap here to enter text.

1c. If developed, what is your strategy to mitigate this risk?

Click or tap here to enter text.

Workforce challenge two (2)

2a. What is the workforce challenge and desired outcome?

Click or tap here to enter text.

2b. Provide the context/rationale for this challenge, including any quantitative and qualitative data you have used to identify the challenge.

Click or tap here to enter text.

2c. If developed, what is your strategy to mitigate this risk?

Click or tap here to enter text.

Workforce challenge three (3)

3a. What is the workforce challenge and desired outcome?

Click or tap here to enter text.

3b. Provide the context/rationale for this challenge, including any quantitative and qualitative data you have used to identify the challenge.

Click or tap here to enter text.

3c. If developed, what is your strategy to mitigate this risk?

Click or tap here to enter text.

Section two: Attraction and recruitment

The PSA is working with ministries to facilitate recruitment modernization. The recently launched [Corporate HR Plan, Where Ideas Work](#), is built around three goals, including goal 1: “We are a competitive employer that successfully competes for the skilled, diverse talent we need”.

The 2024/25 attraction and recruitment focus area provides an opportunity to:

- Gather consistent information across government to capture current status, ministry strategies, and inform attraction and recruitment strategies.
- Build strategies and actions that include current labour market information as an input.

- Pilot the collection of standardized data that identifies progress on priority actions and [performance measures](#) developed through the PuMP approach to performance measurement.

Attraction and recruitment questions

1a. Identify the staffing gaps most important for delivering your ministry mandate and the current or anticipated hard to fill vacancies related to your business. Please provide position types, classifications or skill sets rather than individual position numbers.

Click or tap here to enter text.

1b. For the positions noted above, what does labour market information indicate for the ability to hire these positions externally?

Click or tap here to enter text.

2. Identify your ministry specific challenges recruiting for these positions, from posting to onboarding. Consider areas of ministry influence and accountability versus PSA responsibilities.

Click or tap here to enter text.

3. The recruitment process from posting to onboarding is easy to navigate, has been identified as a goal for attraction and recruitment in the BC Public Service through the performance measure development process. Successful applicant satisfaction scores have been identified as a performance measure for this goal.

It is recognized that some factors influencing scores are within a ministry's accountabilities and others are the responsibility of the PSA. To learn more about the process regarding performance measure identification, please refer to the [Attraction and Recruitment Performance Measure resource](#).

Review your ministry New Job Survey scores for the past 3 years of available data for the questions listed below, and identify strategies and actions that fall under the ministry's accountabilities to improve the applicant experience of recruitment.

The New Job Survey information is available from the Employee Research and Analysis Program ([ERAP Results portal](#)). The hiring process is defined as the time from when a job posting is created to when the applicant receives an offer letter. Survey questions used for this measure include:

- i. Throughout the hiring process, the communication I received from the BC Public Service was sufficient.
- ii. The hiring process required an appropriate amount of effort on my part as a candidate.
- iii. Overall, the assessments used evaluated the job requirements well (for example, interview, written assignment and/or test).
- iv. Overall, I was satisfied with the hiring process.

Click or tap here to enter text.

4. From the list below, what are the actions you are or will be taking to support an equitable hiring experience for diverse candidates? (Select all that apply)

- Promoting collaborative postings and combined hiring processes
- Pulling from established eligibility lists
- Expanding the range of accepted education and experience qualifications
- Anonymous screening and assessment
- Reducing/minimizing geographic restrictions on postings and promoting remote work options, expanding the areas positions are open to
- Ensuring competitions are posted corporately and available to all
- Maximizing options for part-time work, job-share or flexible work
- Other – please explain [Click or tap here to enter text.](#)

5. Position Vacancy Length of Time has been identified as a performance measure for the BC Public Service from the performance measurement process. This measure monitors our collective effectiveness at filling positions. It is recognized some factors influencing scores are within a ministry's accountabilities, and others are the responsibility of the PSA. To learn more about the process regarding performance measure identification, please refer to the [Attraction and Recruitment Performance Measure resource](#). Measure data will be provided for your ministry.

5a. Identify your attraction and recruitment strategies and actions to support a decrease in the average length of time that positions are vacant.

Click or tap here to enter text.

Attraction and recruitment program contact

For more information, please reach out to [Kim Steinmetz](#), Executive Director, Recruitment and Classification Services, HR Operations.

Section three: Equity and belonging

The BC Public Service is committed to ensuring we are reflective of British Columbia and inclusive of Indigenous Peoples, minority communities, immigrants, persons with disabilities and members of the 2SLGBTQ+ community. The vision of [Where We All Belong](#), the Equity, Diversity and Inclusion (EDI) Strategy is the BC Public Service is an inclusive organization where all employees are supported to reach their full potential.

The BC Public Service is committed to advancing reconciliation with Indigenous Peoples. The BC Public Service works with Indigenous partners (First Nations, Metis and Inuit Peoples) in a consultative and collaborative way upholding the human rights of Indigenous Peoples. Reconciliation is everyone's responsibility, and all ministries are responsible for creating workforce plans to promote the representation and career advancement of Indigenous employees.

Ministries are expected to incorporate EDI and reconciliation with Indigenous Peoples into their work design and operational planning.

The 2024/25 equity and belonging focus area provides an opportunity to:

- Gather consistent information across government to capture current status, ministry strategies, and inform EDI strategy updates
- Pilot the collection of standardized data that identifies progress on priority actions

Equity, diversity and inclusion questions

For the following questions, 'ministry-specific communications' may refer to onboarding materials, the ministry's intranet page, executive messages, all-staff calls or by other means.

1. Does your ministry have specific EDI direction, such as a strategy, action plan or another kind of commitment? (if yes or in development, please attach)

- Yes
- In development
- No

[Attachment to be uploaded in electronic form]

2. How is your ministry promoting EDI learning and education? (select all that apply)

- Ministry-specific communications about corporate EDI learning and education

- Developing ministry-specific EDI learning (please provide a description below if applicable)
- Other – please explain [Click or tap here to enter text.](#)

3. How is your organization promoting recruitment and retention of diverse employees? (select all that apply)

- Ministry-specific communications about Hiring Certification Training, offered by the Learning Centre
- Developing ministry supports for diverse employees (for example, mentorship, training or professional development opportunities)
- Ministry specific communications about flexible work options (for example, part-time, remote).
- Ministry-specific communications and/or training around accessibility expectations for job postings and interviews (for example, plain language standards, interview format, accommodation statements, etc.)
- Direct contact with external diverse applicants through attendance at outreach events in coordination with PSA recruitment outreach activities (for example, career fairs, Career Conversations sessions, etc.)
- Reviewing job profiles to identify alternative pathways where candidates can gain equivalent education and experience to perform work (for example, community and volunteer experiences)
- Hiring panels include diverse representation to mitigate unconscious bias
- Other – please explain [Click or tap here to enter text.](#)

4a. How is your ministry organizing your EDI governance and initiatives? (select all that apply)

- Working with an established ministry EDI working group, committee, advisory body or employee resource group
- Developing a ministry EDI working group, committee, advisory body or employee resource group
- Appointing a ministry EDI executive lead or champion
- Other – please explain [Click or tap here to enter text.](#)

4b. Please list the positions in your organization responsible for EDI including classifications (for example, director, manager, HR planner)

[Click or tap here to enter text.](#)

5. What is your organization doing to improve accessibility and remove barriers in the workplace? (select all that apply)

- Ministry-specific communications about corporate accessibility resources (for example, Accessibility and Inclusion Toolkit, Writing for the Web: Plain Language Training)
- Ministry-specific communications about awareness raising events and accessibility-focused initiatives (for example, International Day of Persons with Disabilities, AccessAbility Week, etc.)
- Reviewing current procedures and policies for accessibility
- Developing ministry-specific accessibility guidance and/or training

- Other – please explain [Click or tap here to enter text.](#)

Reconciliation questions

6. What approaches are in place to recruit Indigenous talent in your ministry?

(select all that apply)

- The ministry submits one or more proposals to host Indigenous youth interns
- Hiring managers use preference statements to recruit Indigenous applicants where their lived experience would bring value to jobs
- Hiring managers remove geographic restrictions where possible on postings and encourage remote work
- Job profiles have been reviewed to identify alternative pathways where candidates can gain equivalent education and experience to perform work (for example, community and volunteer experiences)
- Hiring panels include diverse representation when recruiting for Indigenous candidates
- Other – please explain [Click or tap here to enter text.](#)

7. How is Indigenous employee retention supported in your ministry? (select all that apply)

- People leaders let Indigenous employees know about the Indigenous Employee Network and express support for their participation in meetings (for example, in onboarding materials, on the ministry's intranet page, through executive messages, through all-staff calls or by other means)

- Indigenous employees are encouraged to apply for the Indigenous Leadership and Mentorship Program during onboarding or performance development conversations
- People leaders have performance development conversations with Indigenous employees about career development including for jobs that are not Indigenous relations specific (for example, Indigenous employees career development includes pathways not only in Indigenous relations type roles)
- People leaders support Indigenous employees to observe or participate in activities that connect employees to their culture and language making use of [Cultural Leave for Indigenous Employees](#) or other leave provisions
- Other – please explain [Click or tap here to enter text.](#)

8. Goal three in the [Declaration on the Rights of Indigenous Peoples Act \(Declaration Act\) Action Plan](#) aims to eliminate Indigenous-specific racism.

Which of the following actions have been taken in your ministry to ensure people leaders know how to respond to allegations of discrimination, bullying and harassment in the workplace? (select all that apply)

- Ministry-specific communications raising awareness of Indigenous-specific racism and how to respond
- Ensure people leaders understand they are supported and have the information they need to respond to Indigenous-specific racism
- People leaders are encouraged to connect with their ministry Ethics Advisor

- People leaders are encouraged to submit an AskMyHR service request to access the services of a HR specialist, coaching services, or the PSA Conflict Management office
- Unionized employees are encouraged to connect with their shop steward
- People leaders are encouraged to connect with their ministry strategic human resource office for general direction.
- Other – please explain [Click or tap here to enter text.](#)

Equity and belonging program contacts

For information specific to Indigenous initiatives please reach out to [Stephanie Peter](#), Director, Indigenous Initiatives, Public Service Agency. For information specific to Equity, Diversity and Inclusion, please reach out to [Rishma Thomas](#), Director, Equity, Diversity and Inclusion, Public Service Agency.

Section four: Health and safety

The workplace can influence the health outcomes of employees which in turn impacts performance and organizational outcomes. The BC Public Service is committed to workplaces that operate safely, effectively support workforce wellbeing, and build workplace psychological health and safety. Deputy Ministers are accountable for health and safety performance in the ministry. Deputy Ministers and their leadership teams are expected to incorporate health and safety

management into work design and operational planning based on ministry metrics.

The 2024/25 health and safety focus area provides an opportunity to:

- Gather consistent information across government to capture current status, ministry strategies, and understand progress towards the [Canadian National Standard for Psychological Health and Safety in the Workplace](#)
- Pilot the collection of standardized data that identifies progress on priority actions.

Health and safety questions

1. How is the organization incorporating health and safety responsibilities into onboarding, training, and leadership development? (select all that apply)
 - Including health resources in onboarding materials and conversations (extended benefits, Employee and Family Assistance Services, and vacation, personal and sick leave)
 - Including safety hazards and safety plans in onboarding materials and conversations
 - Encouraging performance development conversations about the aspects of work that can affect employee health and safety and the plan to address them
 - Increase participation in one or more health and safety courses (select all that apply)
 - Occupational Health and Safety for Supervisors

- Orientation to Psychological Health and Safety
- Early Intervention and Return to Work e-learning series (8 mini-Modules)
- Early Intervention and Return-to-Work: Supporting Employees in the Workplace
- Make completion of one or more health and safety courses mandatory (select all that apply)
 - Occupational Health and Safety for Supervisors
 - Orientation to Psychological Health and Safety
 - Early Intervention and Return to Work e-learning (8 mini e-modules)
 - Early Intervention and Return-to-Work: Supporting Employees in the Workplace
- Other – please explain [Click or tap here to enter text.](#)

2. The BC Public Service has committed to take steps to adopt the Canadian National Standard for Psychological Health and Safety in the Workplace as its mental health framework. What psychosocial factor(s) is ministry prioritizing this year? (select all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Organizational Culture | <input type="checkbox"/> Involvement and Influence |
| <input type="checkbox"/> Psychological and Social Support | <input type="checkbox"/> Workload Management |
| <input type="checkbox"/> Clear Leadership and Expectations | <input type="checkbox"/> Engagement |
| <input type="checkbox"/> Civility & Respect | <input type="checkbox"/> Balance |

- Psychological Demands
- Growth & Development
- Recognition & Reward
- Psychological Protection
- Protection of Physical Safety
- No action is being taken this year

Hint: For assistance with evidence-based priority setting use the [Workplace Mental Health Toolkit](#)

3. What strategies are you using to address the psychosocial factors identified in question two? (select all that apply)
- Onboarding
 - Education
 - People leader development
 - Senior leader development
 - Performance development plans
 - Health and safety management strategies
 - Occupational Health and Safety committees
 - Organizational performance measures
 - Internal communications
 - No action is being taken this year
4. What actions are your ministry executives taking to build health and safety into operational practices to prevent job-related harm to employees' physical and psychological health and safety? (select all that apply)
- Regular review of health and safety performance measures

- Incorporate health and safety leadership into performance development plans
- Require health and safety risk assessment in new program or role design.
- Recognize employees or teams for health and safety innovation or performance
- Lead by example
- Include health and safety topics in communications with employees
- Other – please explain [Click or tap here to enter text.](#)

Health and safety program contacts

For information specific to Workplace Health and Safety please reach out to [Kristin Vanderkuip](#), Director, Workplace Health and Safety Operations in the Public Service Agency.