



# WORKFORCE PLAN 2022-2025

Government Communications and Public Engagement

MAY 2023



Government Communications  
and Public Engagement



## TERRITORIAL ACKNOWLEDGEMENT

*We acknowledge all Indigenous peoples on whose territories we live, learn, work and play. We honour their connection to the land and respect the importance of the diverse teachings, traditions, and practices within these territories. Specifically, we honour and acknowledge the Lekwungen territory – known today as the Esquimalt and Songhees Nations – and the traditional territories of the Musqueam, Squamish, and Tsleil-Waututh Peoples upon which this plan was created.*

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# Message from our Deputy Minister

Government Communications and Public Engagement (GCPE) provides strategic communications advice and leadership across the British Columbia Public Service (BCPS). That work is made possible by the people who make up our organization. Our organization is in an era of transformation, and we have withstood significant changes to our workforce, weather emergencies, political change, and a global pandemic over the past few years. GCPE continues to work for and collaborate with our ministry colleagues to keep the people of British Columbia informed, safe and well-served. Our organization has proven we can continue to be agile, adapting and pivoting to continuously meet the needs of the people of British Columbia.

I am pleased to share our first 2022/23- 2025/26 Workforce Plan. Created with a people-first approach, our workforce plan aligns with the strategic direction and goals that shape GCPE's workforce. The people of GCPE (our colleagues, our friends, our trusted advisors) are our most important asset. This plan builds on the work we have done over the past few years through our strategic framework and action plan to continue strengthening our workforce.

The plan will focus on programs and initiatives designed to bolster several components of our organization. The components include culture and engagement, equity and belonging, attraction and recruitment, health and safety, learning and leadership development, and succession management. These programs and initiatives were identified through numerous staffing engagements such as all staff feedback surveys, strategic engagement sessions and 2022 Work Environment Survey results.

The actions we take as a result of this plan are an investment in you, the people of GCPE. They will shape the future of our organization's culture, growth and success. On behalf of the entire executive team, I want to extend my appreciation for your continued dedication and contributions to making GCPE a great place to work. I look forward to providing regular updates on our progress and accomplishments.



Marie Della Mattia  
Deputy Minister, GCPE



## Introduction and Summary

Workforce planning is the strategic alignment of an organization's talent management activities with its business goals and objectives. It is a process of analyzing the current workforce, determining future workforce needs, identifying gaps in our organization, ensuring the organization is adapting to business transformation, and implementing solutions to ensure the organization reaches its strategic goals.

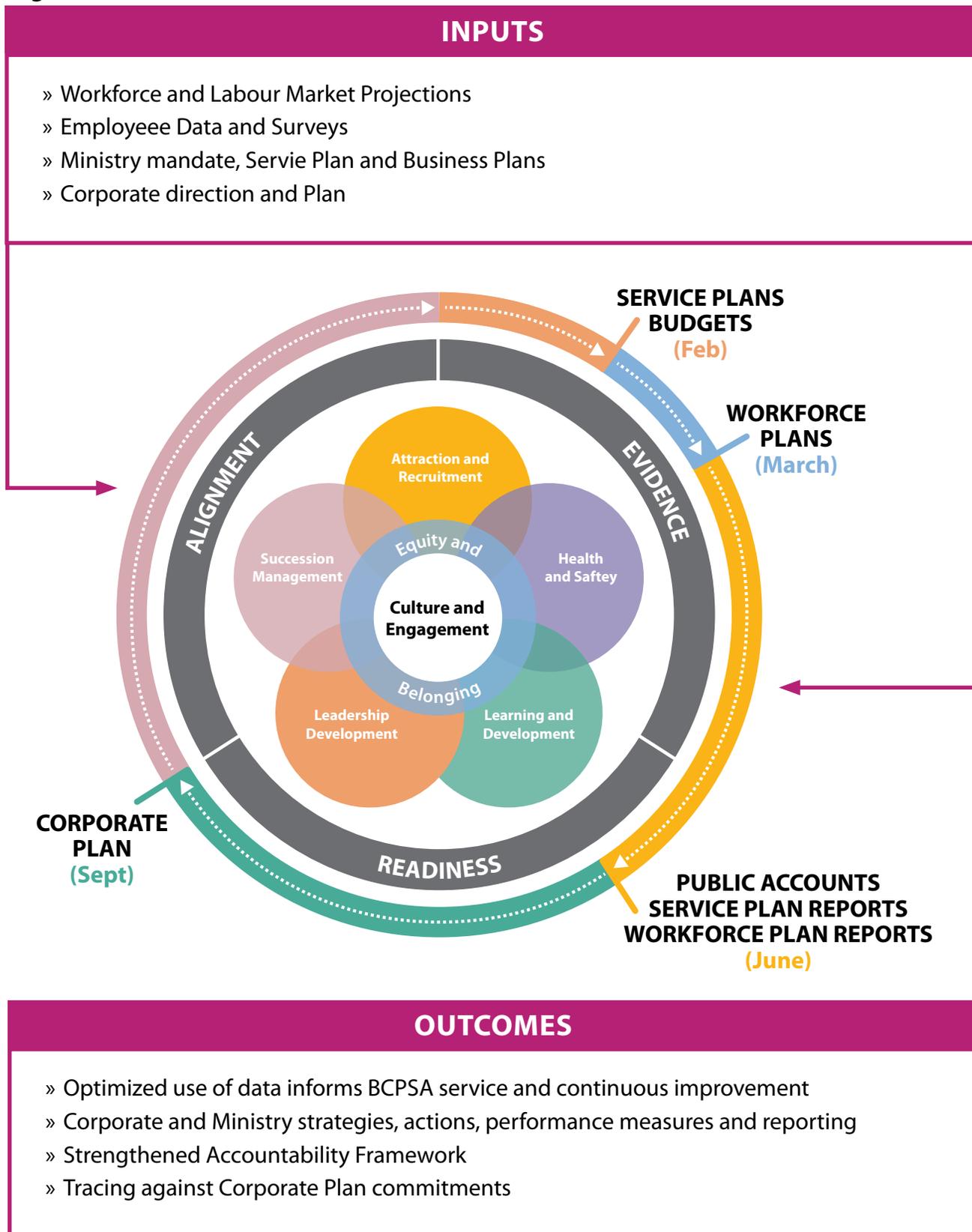
This plan aims to establish the workforce planning structure of Government Communications and Public Engagement (GCPE) and ensures our workforce strategies are aligned with corporate priorities, organizational objectives, and legislative requirements.

The Annual Workforce Planning Cycle (**Figure 1**) illustrates the timeline and expectations from the Public Service Agency (PSA). Every ministry and organization within core government is required to submit a workforce plan to the PSA. This information is used to inform PSA services.

This plan seeks to address the gaps within the workforce through the lens of seven components (culture and engagement, equity and belonging, attraction and recruitment, health and safety, learning and development, leadership development, and succession management). The aim is to have the outcomes of our workforce planning process positively impact these components.

# Annual Workforce Planning Cycle

Figure 1

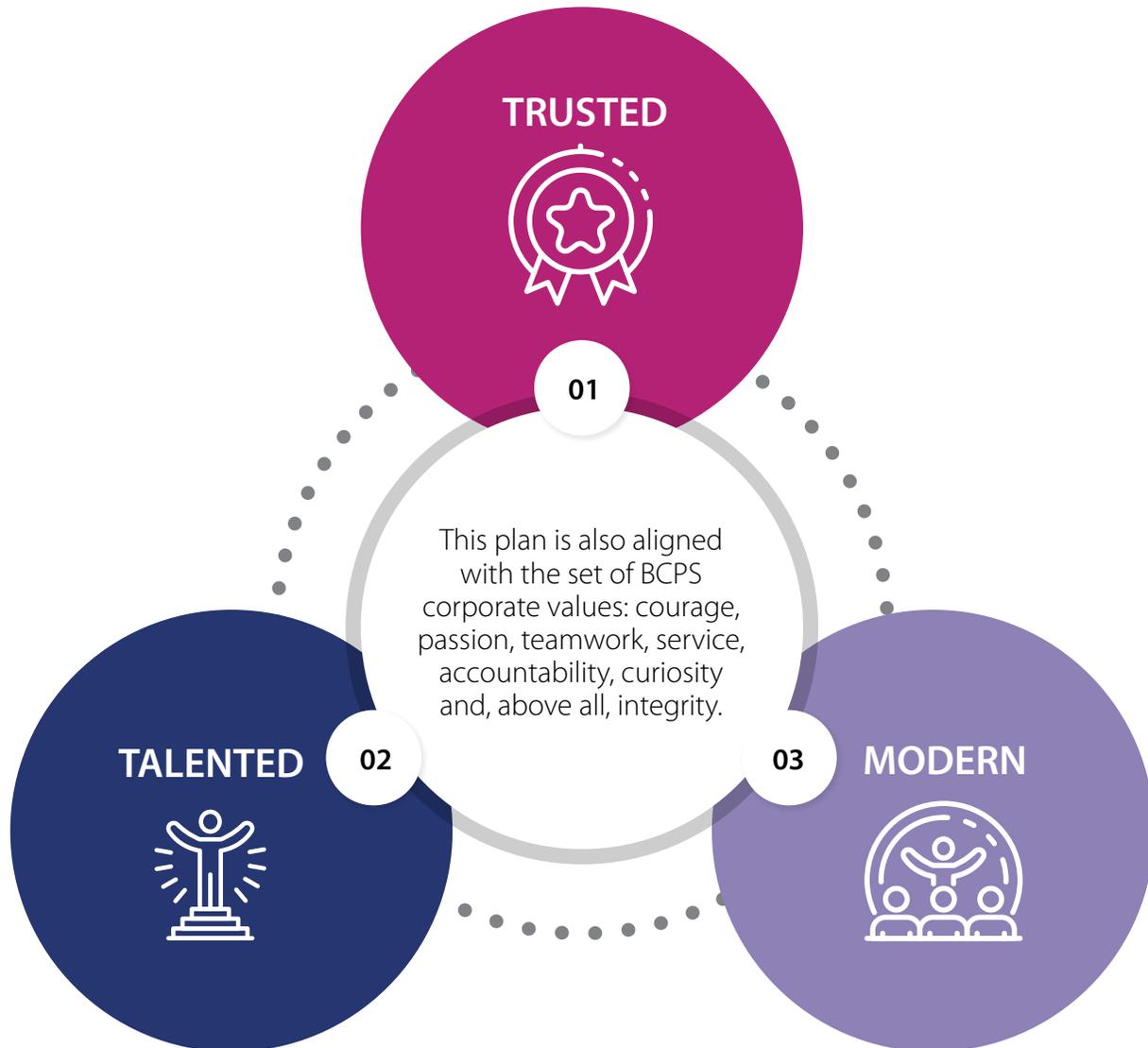


# Corporate Alignment

GCPE's workforce plan has been created in alignment with the BCPS [Corporate Plan: Where Ideas Work](#). This edition of the corporate plan is built around three themes outlining the type of public service we are striving to be for British Columbians:

## A TRUSTED PUBLIC SERVICE

A highly professional institution trusted by citizens, elected government and its employees.



## A TALENTED PUBLIC SERVICE

An inclusive employer that attracts, develops and retains the people we need, to meet the current and future needs and expectations of British Columbians and their government.

## A MODERN PUBLIC SERVICE

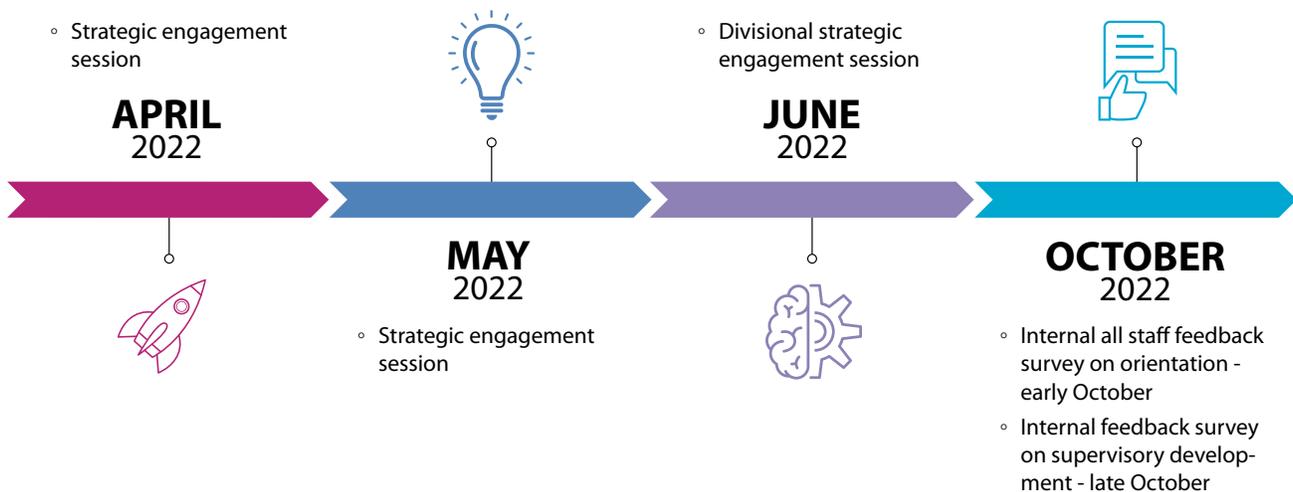
An organization with the policies, practices and tools needed to effectively and nimbly respond to the evolving needs of the province and its people.

# Methodology

Qualitative	Quantitative
<p>GCPE's workforce plan was created based on a number of resources provided by the PSA and strategic plans. These include:</p> <ul style="list-style-type: none"> <li>» GCPE HR Plan 2020/21</li> <li>» GCPE Work Environment Survey (WES) 2022</li> <li>» GCPE WES Comment Report 2022</li> <li>» GCPE Organizational Review Implementation Plan 2021/22</li> <li>» BCPS Workforce Analytics Working Group</li> <li>» Internal Workforce Planning Archives</li> <li>» GCPE Exit Interviews</li> <li>» <a href="#">Where We All Belong: Diversity &amp; Inclusion Strategy</a></li> <li>» <a href="#">BC Public Service Diversity and Inclusion Three-Year Action Plan</a></li> <li>» <a href="#">PSA Workforce Plan Guidelines 2022</a></li> </ul>	<p>This workforce plan is also informed by quantitative data pulled from these locations:</p> <ul style="list-style-type: none"> <li>» HR Workforce Analytics reports and dashboards</li> <li>» HR Workforce Analytics Working Group</li> <li>» GCPE Workforce Environment Survey (WES) 2022</li> <li>» WES Demographic Respondent Data 2022</li> <li>» GCPE DEI Survey 2019</li> <li>» <a href="#">Labour Market Outlook 2022</a></li> </ul>

This plan was heavily informed by all-staff engagement events including:

- » Three strategic engagement sessions from April 2022 to June 2022
- » Internal all staff feedback surveys on topics such as orientation and supervisory development



## Overview

In alignment with Corporate Services Divisional Business Plans released in October 2022 and [CPPM Policy Chapter 22: Communications and Public Engagement](#), the purpose and goals of GCPE are:

### **Purpose statement:**

GCPE provides strategic advice and communications leadership across government. Through a multi-faceted and integrated communications practice, GCPE ensures British Columbians are meaningfully connected to the information, programs and services that matter to them, and that government has the insight and support needed to advance and communicate its priorities.

## GOALS:

### **Clear, Responsive Public Communication**

The people of BC have timely access to the information they need in the way they need it, and their perspectives and expectations are shared with government.

### **Diverse and Well-Supported Teams**

We are a diverse, collaborative and empowered team of highly skilled professionals who embrace continuous learning and actively share expertise within and across work units.

### **Trusted Advisors**

Our clients and partners value our advice and our commitment to public service values, and rely on our cohesive, timely and professional communications expertise to deliver on their sensitive and complex business priorities.

GCPE's work is guided by various strategic drivers. A list of these drivers is included in **Appendix 1**.

## UNEMPLOYMENT



» In 2021, the unemployment rate reduced to 6.5%, lower than the national average rate of 7.5% (BC Gov News, 2021).

» Averaging the official monthly unemployment rate from January 2022 to November 2022, the annual unemployment rate is currently 4.7% (Statistics Canada, 2022).

### Annual Official Unemployment Rate in BC

2018	4.7
2019	4.7
2020	8.9
2021	6.5

## LABOUR MARKET OUTLOOK



- » Of the 1M job openings expected in the next ten years, 37% will be new jobs and the other 63% will replace workers leaving the labour force.
- » Job vacancies will be filled by young people entering the labour market (48%) and immigrants (34%).
- » Nearly 80% of job seekers will need some form of post-secondary education or training.

## POLITICAL AND LEGISLATIVE



- » In 2022, David Eby became Premier which resulted in structural and staffing changes to the BCPS, including GCPE.
- » **Appendix 2** is a list of legislation which influences the work of the BCPS and GCPE.

## TREATIES AND AGREEMENTS



- » The BC Public Service's relationship with Indigenous People and the creation of modern treaties have an indirect impact on GCPE.
- » GCPE staff need to be aware of finalized agreements and ongoing negotiations in their work across the province.

## WEATHER EMERGENCIES



- » Temporary Emergency Assignment Management System (TEAMS) is a group of employees who support all operations during provincial emergencies and disasters.
- » TEAMS training is a requirement of all GCPE staff upon hire as the organization needs to be prepared to deploy employees during emergencies at all times.

## GLOBAL PANDEMIC

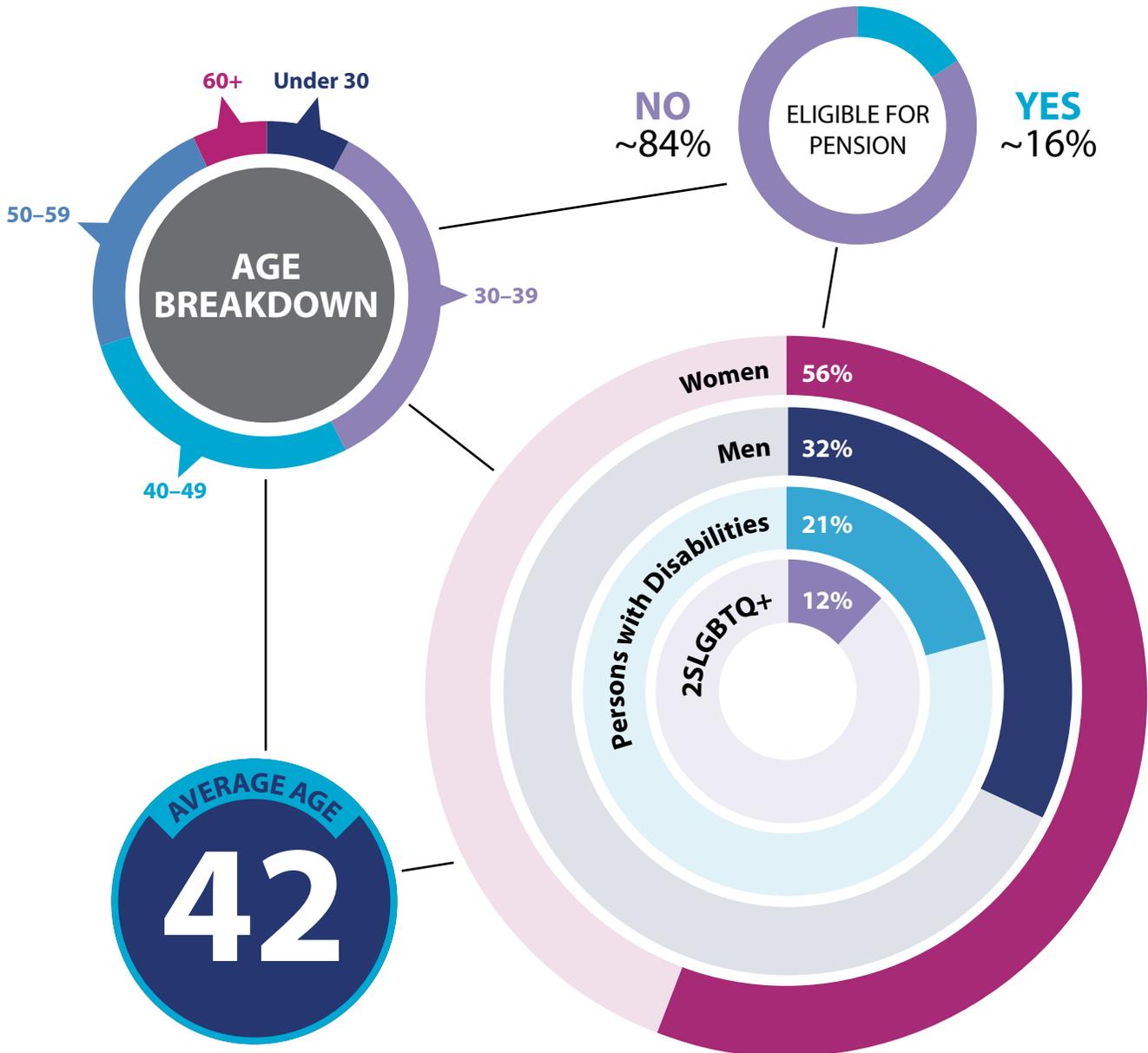


- » As the province's primary communications consultants, significant resources have been allocated to support the government in its COVID-19 communications efforts to the public.
- » The pandemic has significantly contributed to the transformation of GCPE's workforce structure, staffing needs, and internal resourcing.

# Internal Environmental Scan

## Demographic Data

This section provides a snapshot of GCPE’s demographic data. Please note the data presented below is a reflection of the organization at the time of reporting.<sup>1</sup>



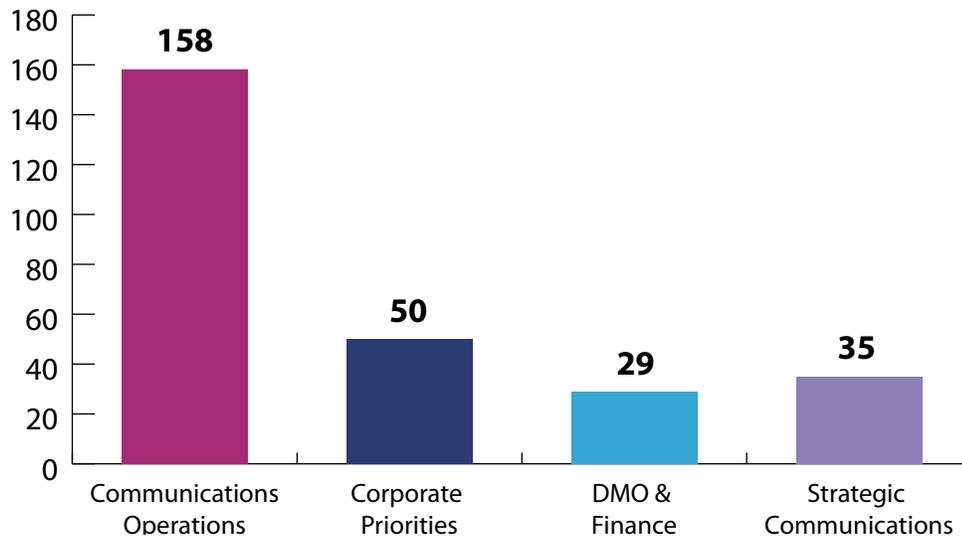
<sup>1</sup> GCPE’s average age data was retrieved from the Workforce Dashboard in HR Analytics, updated on February 8, 2023. Data on disability status and gender identity was collect by the Work Environment Survey (WES) of 2022. The data available for disability status was calculated by the percentage of WES respondents from the 2022 survey cycle. Age breakdown and pension eligibility data retrieved from Headcount Report on HR Analytics, updated February 10, 2023.

## Workforce Data

### Headcount

- » As of February 10, 2023, the total employee headcount at the GCPE branch is **272**.<sup>2</sup>
- » The **average** employee headcount in GCPE is **275**.<sup>3</sup>

**Figure 2: Current Headcount by Division**



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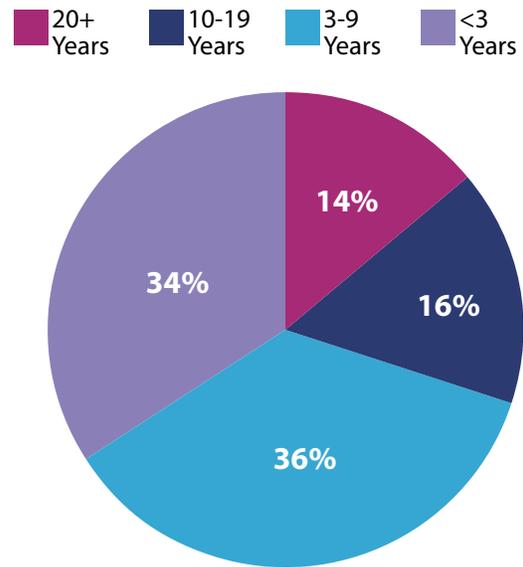
2 Retrieved from the Headcount Report on HR Analytics, updated on February 10, 2023. This only includes regular staff headcount and does not include auxiliary.

3 Retrieved from the MyOrg Movement and Deep Dive, updated on February 10, 2023.

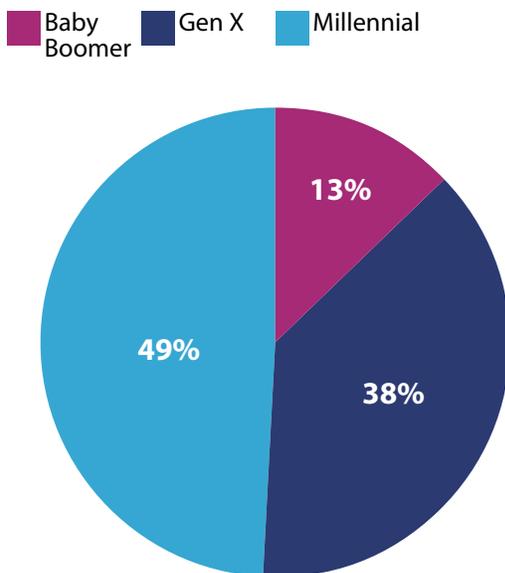
### Estimated Years of Service

- » 46 staff (the highest number of staff) have under 1 year of service within GCPE while 39 staff have 1-1.9 years of service.<sup>4</sup>
- » The average estimated years of service in GCPE from 2012 to 2022 is **8.3 years**.<sup>5</sup>
- » The average estimated years in position in GCPE from 2012 to 2022 is **2.3 years**.

**Figure 3: Years of Service (%)**



**Figure 4: Employees by Generation (%)**



### Generation

- » As defined by BCPS HR Analytics generational groups are 1946-1965 (Baby Boomers), 1966-1981 (Gen X), 1982-2004 (Millennial).
- » 13% of our organization are in the Baby Boomer generation, 38% in Gen X, and 49% Millennials (**Figure 4**).<sup>6</sup>

<sup>4</sup> Retrieved from Workforce Dashboard, updated on February 10, 2023.

<sup>5</sup> Retrieved from Workforce Dashboard, updated on February 10, 2023.

<sup>6</sup> Retrieved from Workforce Dashboard, updated on February 10, 2023.

**Location**

» There are currently 250 GCPE staff (91.9%) located in Victoria and 22 staff (8.1%) located in Vancouver.<sup>7</sup>

**Figure 5: Employees by Location**



<sup>7</sup> Retrieved from internal SHR employee count, updated February 10, 2023

## Work Environment Survey

From January to February 2022, 212 GCPE employees participated in the Work Environment Survey (WES) (87% of the total number of employees in our organization). WES is administered by the BCPE and analysed by BC Stats. At time of the Work Environment Survey of 2022, GCPE consisted of three division, the Deputy Minister's Office (DMO) including Executive Services division, the Communications Operations division, and the Strategic Communications division. In April 2022, the Corporate Priorities division was created. Work units and staff were subsequently moved to different divisions after the WES survey was administered so the divisional results of the survey may not be reflective of today's workforce.

The organization's 2022 overall engagement score was 61, a six-point drop from the 2020 WES scores. Significantly, this survey was released during the COVID-19 pandemic when most of GCPE's staff continued working in-office to support the emergency communications, as well as at a time of substantial change within in the organization which could have had an impact on this result. Compared to the overall BCPS score of 67 in 2022, GCPE scored below average in overall engagement.

**Appendix 3** illustrates the 2020 and 2022 GCPE WES results in a house model.

## Movement Trends

### **Recruitment: Time to Hire**

- » The organization's average time to hire (TTH) a position is approximately 3.5 months.<sup>8</sup>
- » GCPE provides a unique level of support to hiring managers within all four divisions across the organization on recruitment activity including the staffing of a designated cost-recovery recruiter from the PSA.

### **Retention**

- » From January 2020 to February 2023, GCPE saw a retention rate of approximately 53.4%.<sup>9</sup>
- » The total cost of employee turnover to the organization can vary depending on the difficulty to recruit, the time and cost of hiring, training, and resources.
- » The conservative estimate for cost of turnover within GCPE is ~\$30K per position, which means in this fiscal year, the 45 exits of GCPE staff may have cost the organization approximately \$1.4M.<sup>10</sup>

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<sup>8</sup> Determined by averaging the time to hire of four points in the fiscal year 2021/22. Data was pulled from internal recruitment tracker and collected manually.

<sup>9</sup> Retrieved from Retention/New Staff Report on HR Analytics, updated February 10, 2023.

<sup>10</sup> This is a conservative estimate per position based on an internal calculation ((average salary/average TTH) + estimated training costs x total number of exits).

## Hires

- » GCPE saw a 152% increase in total external hires from the 2021/22 fiscal year (38 additional external hires).<sup>11</sup>
- » While the external hire rate dipped slightly at the beginning of the COVID-19 pandemic in 2020, the rate increased by 0.13% in 2022.

### Trend of Overall Entry Rate by Fiscal Year

Fiscal Year	Hire	Rehire	External Hires Rate
2020	20	9	0.11
2021	17	8	0.10
2022	50	13	0.23

## Exits

- » In the fiscal year 2022, 45 of GCPE's staff left the BCPS.<sup>12</sup> Of these exits, 80% resigned from the BCPS, 11% retired, <1% departed due to Long Term Disability (LTD), and 3 were term conclusions (0.07%).
- » In the fiscal year 2021, 11 of GCPE's staff left the BCPS, 9 of which were resignations.
- » In 2022, there were 230 internal moves within the BCPS, 150 in 2021, and 158 in 2020.<sup>13</sup>

### Trend of Overall Exit Rate by Fiscal Year and Count of Exits by Reason

Fiscal Year	Job Ends/ End of Recall Limit	Redundant	Resignation	Retired	Exit Rate
2020	3	6	13	1	0.10
2021	0	2	9	0	0.04
2022	3	0	36	5	0.16

<sup>11</sup> Retrieved from MyOrg Movement Trends Dashboard on HR Analytics, updated February 10, 2023.

<sup>12</sup> Retrieved from MyOrg Movement Trends Dashboard on HR Analytics, updated February 10, 2023.

<sup>13</sup> Retrieved from MyOrg Movement Trends Dashboard, BCPS Internal, updated February 10, 2023.

### ***Internal Exit Surveys***

Exit surveys can provide information to reduce turnover, remove barriers for employees, and show organizational areas of improvement or opportunity.

Based on **64 exit surveys** completed from January 2020 to December 2022, four themes emerged about why employees left the organization:

- » Stress and workload, especially around work-life balance and heavy workloads
- » Organizational structure, including frequency of staffing movements and need for stability
- » Compensation
- » Professional development, including training and onboarding

## Gap Analysis and Workforce Goals

Based on the external and internal environmental analysis, the following gaps are identified:

- » There is a lot of movement and opportunity for growth within GCPE, however, there is no structured career pathway plan for staff.
- » Develop a change management strategy to support GCPE through its current transformation.
- » Develop training to supervisors on knowledge transfer and succession management. This will aid the organizations in smooth transitions when people retire or exit the organization.
- » GCPE does not have a Policy and Procedures Manual to define standard operating procedures within the organization. This will support smooth transitions when people retire or exit the organization and support new employees in their work.
- » Shorter job tenures in the organization require increased employee development. GCPE does not have training and development support for new supervisors and management positions.
- » Develop training to support supervisors in leading the hiring process for their teams.
- » Offer more recruitment incentives to remain competitive in this job market.
- » Based on WES scores and engagement sessions, GCPE currently does not provide adequate support on work-life balance to its employees. Increasing flexible work arrangements and aligning with BCPS flexible work framework is a priority.
- » Increase executive-level internal communications within the organization, especially during this time of change.

# **Workforce** Plan **Goals**

## **GOAL 1**

**GCPE has an engaged, skilled,  
and well-supported workforce**

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## **GOAL 2**

**GCPE is a competitive  
and innovative employer**

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## **GOAL 3**

**GCPE has a culture of  
understanding, collaboration,  
and equity and belonging**

## Workforce Planning Components

The seven workforce planning components intertwine and overlap. **Appendix 4** provides a matrix of our strategic framework strategies and demonstrates how the strategic framework outcomes align with the workforce plan component areas. **Appendix 5** is an overview of all the programs and initiatives GCPE is set to accomplish. Each program and initiative is listed under one of the three goals identified in this plan. The numbers associated with each one represents the specific goal it is tied to. Please see **Appendix 5** for the full numbered list.



## Culture and Engagement

An Employee Advisory Forum (EAF) has been established to provide staff with the opportunity to contribute to the organization's goals. Initiatives related to topics such as culture, engagement, growth and development will be forefront in the conversations amongst this forum. This group will be encouraged to collaborate, experiment, and innovate and see their work reflected in strategic and business planning and reporting efforts.

Through the development of an internal communications strategy, GCPE will be better equipped to provide employees with timely, relevant information about their work and the organization. Improved internal communications across GCPE will increase engagement and awareness, particularly surrounding corporate and organizational goals. GCPE will also implement a recognition program to increase employee appreciation and recognition across the organization.

GCPE currently supports flexible work with a telework agreement aligned with the BCPS flexible work policy. One of GCPE's priority initiatives will be exploring flexible work arrangements to adopt a strategy which suits the needs of our workforce. GCPE will develop specific training and resources around managing remote/hybrid staff to ensure supervisors are prepared and well-supported through flexible work arrangements.

During GCPE's transformation, we will develop and promote learning opportunities around self-awareness as well as a change management strategy to support staff during significant changes.

GOAL	Program/Initiative	
	GCPE has an engaged, skilled and well-supported workforce	1.1 Employee Advisory Forum (EAF)
		1.2 Internal Communications Strategy
	GCPE has a culture of understanding, collaboration, equity and belonging	3.1 Team Appreciation/ Recognition Program

## Equity and Belonging

Our organization strives to incorporate equity and belonging in all areas of work. Staff are required to complete and renew diversity and inclusion training offered by the BCPS on an annual basis. Introduction to Gender-Based Analysis Plus (GBA+), Ethics for Everyone, Building a Respectful Workplace, and Indigenous and Canadian Histories 101 are essential courses for new employees.

The 2019 Diversity and Inclusion (D&I) Survey reported positive work environments and relationships. Two recommendations were identified for GCPE:

1. Develop an executive led GCPE diversity, equity, and inclusion employee advisory committee.
2. Review the hiring process to attract diverse candidates through an unbiased, accessible, equitable and inclusive process.

The organization's strategic framework and action items align with these initiatives as well as those of the [Where We all Belong: Diversity and Inclusion Strategy](#). The recommendations from the 2019 GCPE D&I Survey provide the basis for the workforce plan goals linked to equality and belonging. GCPE will create a diversity, equity and inclusion (DEI) advisory committee, which will make recommendations designed to support a more diverse and inclusive work environment. The second initiative is to assess how diverse groups of people may experience policies, programs, and initiatives by developing learning resources for GBA+.

To address the second recommendation above, GCPE will also be developing a recruitment marketing strategy to ensure equity and belonging from the beginning of the recruitment cycle.

GOAL	Program/Initiative	
	GCPE has a culture of understanding, collaboration, equity and belonging	3.2 DEI Employee Advisory Committee
		3.3 Develop learning resources for GBA+

## Attraction and Recruitment

Recruitment is one of the top priorities for GCPE. Our organization provides a unique level of recruitment support to hiring managers. GCPE has a designated PSA cost recovery recruiter for recruitment activity and to ensure recruitment processes are consistent, equitable, and meritorious. A functional review of the recruitment process began in Fall 2022 to optimize workflow. GCPE is developing a training opportunities, tools, and resources to empower hiring managers to take on the recruitment processes for their work unit.

To optimize the recruitment process at GCPE, expand recruitment activity, and attract diverse, skilled talent, our organization will develop a recruitment marketing strategy. A refreshed flexible workplace strategy aligned with the BC Public Service’s framework will broaden our candidate pool and make the organization more attractive and accessible to people working across the province.

GCPE utilizes the BC Public Services’ Management Classification and Compensation Framework (MCCF) which provides a consistent approach to management compensation that differentiates the diversity of work.<sup>14</sup> The framework aligns compensation with the BCPS standard, the Standards of Conduct and the Public Service Act which state the need to “recruit and develop a well-qualified and efficient public service that is representative of the diversity of the people of British Columbia”.<sup>15</sup>

All three of these initiatives will build and sustain recruitment capacity, particularly regarding the high volume of recruitment within the Communications Operations division. These initiatives will also support our strategic divisions attract and recruit talent requiring unique and specialized industry skills.

GOAL	Program/Initiative	
	GCPE is a competitive and innovative employer	2.1 Recruitment Marketing Strategy
		2.2 Flexible Workplace Strategy
		2.3 MCCF (Management Compensation & Classification Framework) learning opportunities

<sup>14</sup> BC Public Service Management Classification and Compensation Framework Rules, 1 July 2021.

<sup>15</sup> Public Service Act, Part 3, 8 (3)(a), 2022.

## Health and Safety

GCPE is committed to supporting the health and safety of employees. A Joint Occupational Health and Safety (JOHS) committee regularly convenes at GCPE headquarters in Victoria. This committee, chaired by the Ministry of Finance and comprised of staff members and an employer representative, meets monthly. The office has a designated occupational first aid staff member on site. GCPE's intranet also includes a section dedicated to health and safety in the workplace including emergency preparedness and first aid resources and procedures, as well as the JOHS meeting minutes. In addition to this, GCPE will develop psychological safety training and resources for staff.

Through the Strategic Human Resources branch, GCPE will offer health, wellbeing, and resilience resources and workshops to support our staff. This also includes training and resources around psychological safety in the workplace. These initiatives will contribute to GCPE having a culture of understanding, collaboration, equity and belonging.

### GOAL



GCPE has a culture of understanding, collaboration, equity and belonging

### Program/Initiative

3.4 Health, wellbeing, and resilience resources and workshops

3.5 Psychological Safety Training

## Learning and Development

To address ministry business needs, knowledge, skills and areas for development, GCPE will deliver several learning and development initiatives for employees and supervisors. These initiatives are also linked to BCPS corporate initiatives of diversity and inclusion and recruitment and retention.

The employee and supervisory development programs will offer a variety of learning opportunities such as change management, diversity, inclusion, and equity, onboarding and orientation training and resources for staff and supervisors, MyPerformance training, supervising hybrid/remote teams, and hiring manager development training.

Based on the number of new staff and the amount of internal movements, GCPE has much room for growth. A mentorship program and career path transition and pathways program will provide staff with career development support. Additionally, employees at all stages of their careers will benefit from the development of a defined approach to project management.

GOAL	Program/Initiative	
	GCPE has an engaged, skilled and well-supported workforce	1.3 Supervisory Development (Including Hiring Manager Development) 1.4 Supervising Hybrid/Remote Teams 1.5 Onboarding/Orientation 1.6 MyPerformance Training
	GCPE is a competitive and innovative employer	2.4 Defining Approach to Project Management 2.5 Career Path Transition/Pathways Program
	GCPE has a culture of understanding, collaboration, equity and belonging	3.6 Mentorship Program

## Leadership Development

At GCPE everyone is a leader, no matter their job title. Leadership development priorities are to support staff in obtaining leadership and behavioural competencies that are aligned with our organization and BCPS. We will be developing a leadership development program for all staff. This initiative aims to ensure GCPE has an engaged, skilled and well-supported workforce.

Aside from addressing behavioural competencies, a leadership development program will foster equity and belonging in the workplace through an alignment with human resource policies that reflect and support equity and belonging including the BCPS Standards of Conduct and the Public Service Act. Equity and belonging are foundational to an inclusive workplace, and a leadership development program will help ensure our staff feel comfortable to fully participate and contribute to the goals of the organization by providing inclusive and accessible training, and resources on various leadership topics.

As the organization continues to evolve, a change management strategy will be developed to help ensure our staff are well supported through transitions, career moves and organizational changes. This initiative will help ensure GCPE has a culture of understanding, collaboration, equity and belonging.

GOAL		Program/Initiative
	GCPE has an engaged, skilled and well-supported workforce	1.7 Developing and promoting learning opportunities around self-awareness
		1.8 Leadership Development Program
	GCPE has a culture of understanding, collaboration, equity and belonging	3.7 Change Management Strategy

## Succession Management

Succession management is a process that ensures organizations have a backup plan in place for when team members leave or retire. Through consultation with the PSA, GCPE has identified a list of succession priority positions (SPPs). These are positions within GCPE which require urgent planning and preparation to fill. In a competitive labour market, where job seekers have ample options, GCPE must prepare in advance to fill these roles. Given the low retention rate, knowledge transfer is crucial to maintain business operations. As more young workers enter the organization, effective knowledge transfer and succession management practices are required to ensure our organizational goals are met.

GCPE will develop a succession management strategy to ensure pertinent operational information is collected, stored and easily accessible. By implementing succession management and knowledge transfer procedures, employees will be well equipped to change or take on new positions within GCPE.

Cross-training employees will also support knowledge transfer within GCPE. The development of a formalized cross-training plan and a manual for standard operational procedures will establish opportunities for employees to explore and gain experience in other areas of the organization.

GOAL		Program/Initiative
	GCPE has an engaged, skilled and well-supported workforce	1.9 Cross Training Plan
	GCPE is a competitive and innovative employer	2.6 Knowledge Transfer and Succession Management Strategy
		2.7 Classifications Review
		2.8 GCPE Manual for Standard Operating Procedures

# Timeline for Implementation

GCPE has developed a multi-year workforce plan to meet each goal.

Each of the programs and initiatives below will be accompanied with an integrated internal communications plan and evaluation plan. Throughout the year, these initiatives will be monitored, assessed, and adjusted as required to fulfill the workforce’s needs and to accommodate for changes to the workforce impacted by internal or external environmental factors.



## Performance Measurements

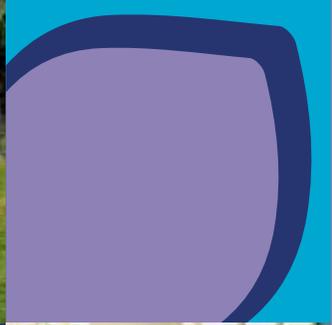
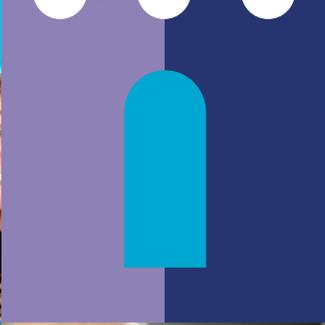
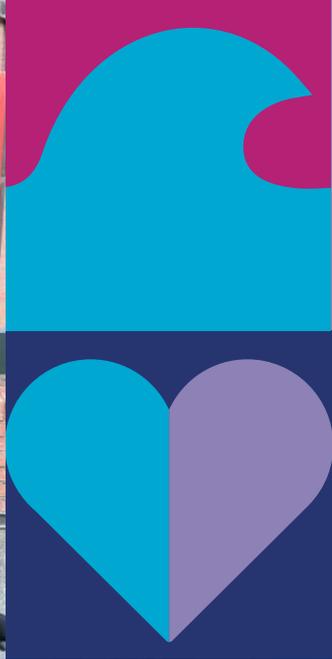
To assess the success of the programs and initiatives, key performance indicators (KPIs) have been identified. KPIs will also provide us with insight on where we need to make adjustments moving forward.

WFP Component	Key Performance Indicators (KPIs)
Culture and Engagement	<ul style="list-style-type: none"> <li>» Increased retention rate</li> <li>» Increase WES scores (Overall engagement score, Executive-Level Communication driver, vision, mission, and values driver, Recognition driver)</li> <li>» Diverse and well established, engaged EAF</li> <li>» EAF temperature checks on Team Appreciation/ Recognition Program</li> <li>» Positive feedback from BCPS Week survey</li> <li>» Strategic Framework temperature checks on Internal Communications Strategy</li> </ul>
Equity and Belonging	<ul style="list-style-type: none"> <li>» Increased retention rate</li> <li>» Increase WES scores (Overall engagement score, Respectful Environment driver, stress and workload, Recognition driver)</li> <li>» Diverse and well established, engaged DEI advisory committee</li> </ul>
Attraction and Recruitment	<ul style="list-style-type: none"> <li>» Flexible workplace strategy completed</li> <li>» Flexible workplace strategy created and well received from staff, EAF temperature check</li> <li>» Increased retention rate</li> <li>» Decreased time to hire (TTH)</li> <li>» Increased WES scores (Visions, Mission, and Goals driver, Staffing Practices driver, Pay &amp; Benefits driver)</li> <li>» Increased candidate pools</li> <li>» New staff hired across the organization, outside of Victoria</li> <li>» Recruitment Marketing Strategy created</li> <li>» Temperature check from EAF on Hiring Manager Development</li> <li>» Less time spent on recruitment for PPWD team, assessing team workload</li> </ul>

WFP Component	Key Performance Indicators (KPIs)
Health and Safety	<ul style="list-style-type: none"> <li>» Increased WES scores (Respectful Environment driver, Stress &amp; Workload driver, Supervisory-level Management driver, Tools and Workplace driver)</li> <li>» EAF temperature checks on Resilience Training and Psychological Safety Training</li> <li>» Increased retention rate</li> <li>» Uptake and direct feedback from Not Myself Today (NMT) sessions and resources</li> </ul>
Learning and Development	<ul style="list-style-type: none"> <li>» Increased retention rate</li> <li>» Increased WES scores (Tools and Workplace driver, Professional Development driver, Empowerment driver, Job Suitability driver)</li> <li>» Diverse and well established, engaged EAF</li> <li>» Increased retention rate</li> <li>» EAF temperature checks on Learning and Development programs and initiatives</li> </ul>
Leadership Development	<ul style="list-style-type: none"> <li>» Increased WES scores (Professional Development driver, Empowerment driver, Job Suitability driver, Vision, Mission, and Goals driver, Respectful Environment driver, Executive-Level Management driver, Supervisory-Level Management driver)</li> <li>» EAF temperature checks on Self-Awareness training, Change Management program, and Leadership Development Program</li> <li>» Increased retention rate</li> <li>» Decreased time to hire (TTH)</li> </ul>
Succession Management	<ul style="list-style-type: none"> <li>» Increased WES scores (Stress and Workload driver, Job Suitability driver, Tools and Workplace driver, Supervisory-Level Management driver)</li> <li>» Priority positions identified</li> <li>» EAF temperature checks on Cross Training plan, Knowledge Transfer and Succession Management Strategy, Classifications Review, and GCPE Manual for Standard Operating Procedures</li> <li>» Increased retention rate</li> </ul>

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# Appendix 1

GCPE work is guided by strategic directives including:

- » [Ministry of Finance 2020/21-2022/23 Service Plan](#)
- » [Province of British Columbia Strategic Plan 2018/19 to 2021/22](#)
- » [GCPE Divisional Business Plans](#)

We are also guided by:

- » [Corporate Plan: Where Ideas Work](#)
- » [BC Public Service Diversity and Inclusion Strategy](#)
- » [Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples](#)
- » [Gender Equity in B.C.](#)
- » [United Nations Declaration on the Rights of Indigenous Peoples](#)
- » [Truth and Reconciliation Commission of Canada: Calls to Action](#)
- » [BC Public Service Act](#)
- » [BC Public Service Core Policy Objectives and Human Resources Policies](#)
- » [Accountability Framework for Human Resource Management](#)

# Appendix 2

## BC Public Service Legislation

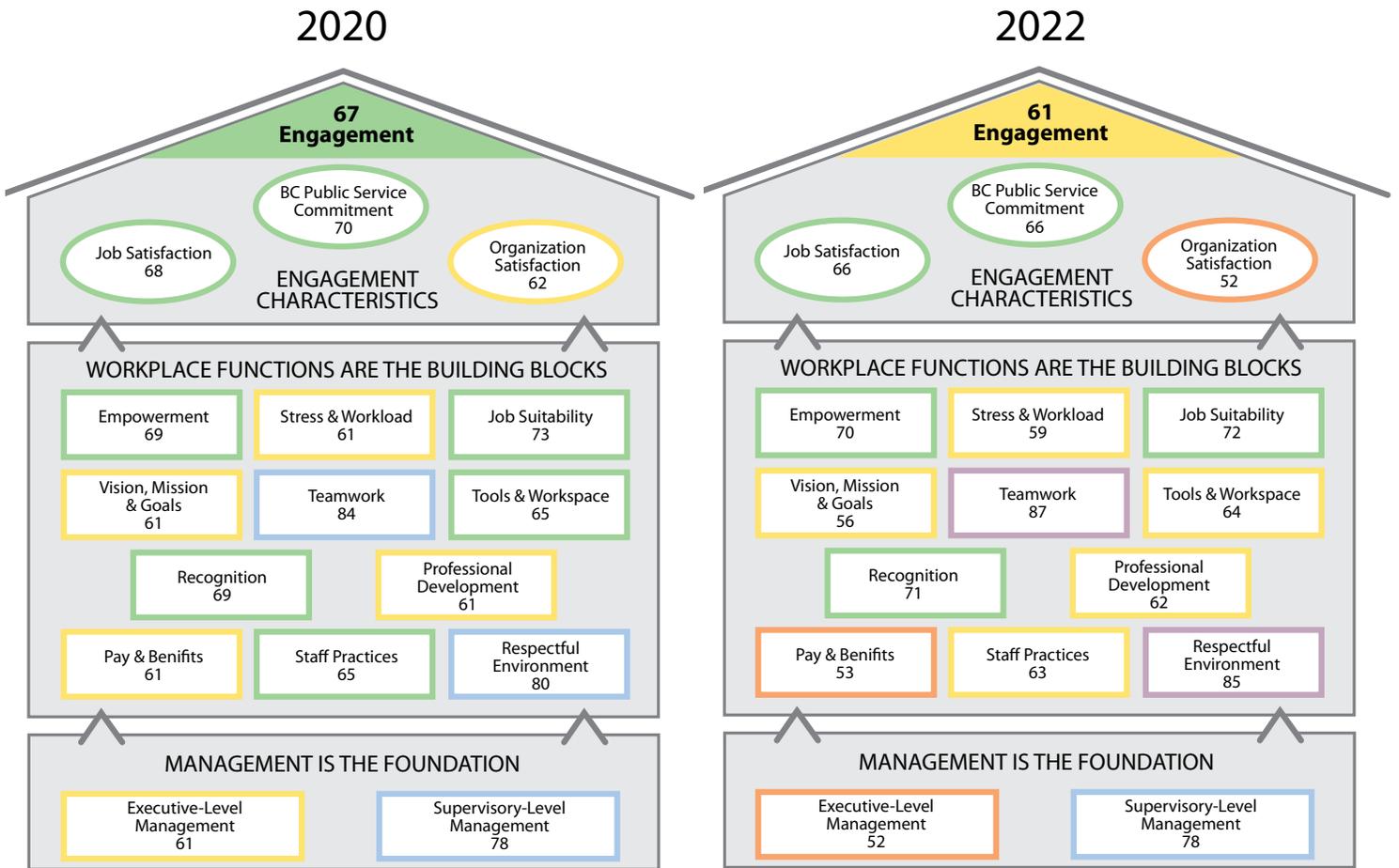
- » [Public Service Act](#)
- » [Public Service Labour Relations Act](#)
- » [Public Service Benefit Plan Act](#)
- » Public Sector Pension Plans Act

## Other Legislation

- » [Workers Compensation Act](#)
- » [Freedom of Information and Protection of Privacy Act](#)
- » [Criminal Records Review Act](#)
- » [Human Rights Code](#)
- » [Employment Standards Act](#)
- » [Public Sector Employers Act](#)
- » Financial Administration Act
- » Information Management Act

# Appendix 3

## GCPE Work Environment Survey (WES) Scores



# Appendix 4 Workforce Planning and Strategic Framework Matrix

Strategic Plan Outcomes	Workforce Planning Components						
	Culture and Engagement	Equity and Belonging	Attraction and Recruitment	Health and Safety	Learning and Development	Leadership Development	Succession Management
<b>STRATEGY A - Work-Life Balance and Flexible Support</b> <i>Action Items Include:</i> <ul style="list-style-type: none"> <li>» Define approach to flexible work arrangements</li> <li>» Define approach to after-hours/urgent approaches</li> </ul>	X	X	X	X	X		
<b>STRATEGY B - Diverse, Skilled and Experienced Workplace</b> <i>Action Items include:</i> <ul style="list-style-type: none"> <li>» Workforce Plan</li> <li>» GCPE Career Pathways Model</li> <li>» Onboarding Program</li> <li>» Mentorship Program</li> <li>» Leadership and Supervisory Program</li> <li>» Cross-training Program</li> </ul>	X	X	X		X	X	X
<b>STRATEGY C - Collaborative and Workplace Culture of Safety and Trust</b> <i>Action Items include:</i> <ul style="list-style-type: none"> <li>» Formalized approach for cross-division collaboration and project profiles</li> <li>» Defined approach for information sharing</li> <li>» Team appreciation and recognition initiative</li> </ul>	X			X	X		X
<b>STRATEGY F - Understanding of skills and responsibilities</b> <i>Action Items include:</i> <ul style="list-style-type: none"> <li>» Responsibility matrices for major projects, issues, and files</li> <li>» Functional organizational chart</li> </ul>	X					X	X

## Appendix 5 Overview of GCPE Programs and Initiatives 2022-2025

Goals	Programs/Initiatives	WFP Component	Project Start
1. GCPE has an engaged, skilled and well-supported workforce	1.1 Employee Advisory Forum (EAF)	Culture and Engagement	Year 1 (2023/24)
	1.2 Internal Communications Strategy	Culture and Engagement	Year 1 (2023/24)
	1.3 Supervisory Development (Including Hiring Manager Development)	Learning and Development	Year 1 (2023/24)
	1.4 Supervising Hybrid/Remote Teams	Learning and Development	Year 1 (2023/24)
	1.5 Onboarding/Orientation	Learning and Development	Year 1 (2023/24)
	1.6 MyPerformance Training	Learning and Development	Year 2 (2024/25)
	1.7 Developing and promoting learning opportunities around self-awareness	Leadership Development	Year 1 (2023/24)
	1.8 Leadership Development Program	Leadership Development	Year 1 (2023/24)
	1.9 Cross Training Plan	Succession Management	Year 1 (2023/24)
2. GCPE is a competitive and innovative employer	2.1 Recruitment Marketing Strategy	Attraction and Recruitment	Year 1 (2023/24)
	2.2 Flexible Workplace Strategy	Attraction and Recruitment	Year 1 (2023/24)
	2.3 MCCF (Management Compensation & Classification Framework) learning opportunities	Attraction and Recruitment	Year 1 (2023/24)
	2.4 Defining Approach to Project Management	Learning and Development	Year 2 (2024/25)
	2.5 Career Path Transition/Pathways Program	Learning and Development	Year 1 (2023/24)
	2.6 Knowledge Transfer and Succession Management Strategy	Succession Management	Year 1 (2023/24)
	2.7 Classifications Review	Succession Management	Year 1 (2023/24)
	2.8 GCPE Manual for Standard Operating Procedures	Succession Management	Year 1 (2023/24)
3. GCPE has a culture of understanding, collaboration, equity and belonging	3.1 Team Appreciation/ Recognition Program	Culture and Engagement	Year 2 (2024/25)
	3.2 DEI Employee Advisory Committee	Equity and Belonging	Year 1 (2023/24)
	3.3 Develop learning resources for GBA+	Equity and Belonging	Year 2 (2024/25)
	3.4 Health, wellbeing, and resilience resources and workshops	Health and Safety	Year 1 (2023/24)
	3.5 Psychological Safety Training	Health and Safety	Year 2 (2024/25)
	3.6 Mentorship Program	Learning and Development	Year 1 (2023/24)
	3.7 Change Management Strategy	Leadership Development	Year 1 (2023/24)