



*BC Public Service Agency
and BC Leadership Centre*

**SERVICE PLAN
2004/05 – 2006/07**



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BC Public Service Agency and BC Leadership Centre



Premier Gordon Campbell and I strongly believe that excellence in the public service plays a vital role in the life of our province. Directly or indirectly, the people who work for the provincial government touch the lives of every British Columbian. Professional, dedicated public servants contribute, fundamentally, to the well being of the people of this province.

Our citizens depend on an innovative and responsive public service to help them succeed in their personal, academic and business lives. A dynamic and productive public service is crucial to our province's

success on the national and international stages.

The strength of our public service depends on employees who are motivated and supported to reach their highest potential. In April 2003, the BC Public Service Agency and the BC Leadership Centre were established to achieve that objective.

This document outlines the strategies the BC Public Service Agency will implement to bring public service renewal to life. As the Minister responsible, I believe this plan will help to create a public service that exemplifies the highest standard of excellence.

A handwritten signature in black ink, appearing to read "JM", with a long horizontal stroke extending to the right.

Honourable Joyce Murray
Minister of Management Services

February 4, 2004

Message from the Deputy Minister

The people who comprise the Public Service of BC have shown their true dedication in a year of phenomenal change.

First steps were taken towards the Renewal of the Public Service in 2003. Strategic supports to the Renewal initiative were the launch of the BC Public Service Agency and the BC Leadership Centre which marked a substantial shift in the way human resource programs and services are delivered; with an emphasis on excellence and service quality. The outcome of these changes has led to significant cost savings and service delivery efficiencies.

For the first time, human resource initiatives will be viewed both from a ministry-specific perspective, and also with a government-wide lens. The emphasis will continue to focus on public service renewal, building collaborative relationships with our clients, offering exemplary service, improving individual accountability and ensuring sound governance of the human resource functions to our key stakeholders.

The BC Public Service Agency and the BC Leadership Centre will continue to foster leadership capability and provide the tools and programs designed to support the people of the public service in their quest for excellence.

We are very conscious of the fact that quality service to the public is highly reliant upon having talented and committed employees at every level and in every Ministry and Government Agency. To this end, I look forward to working with everyone in the public service as we continue to forge new ground, serve the needs of our constituents, and prepare for the opportunities of the future.



Diane Rabbani
Deputy Minister

February 4, 2004

Accountability Statement

The 2004/05 – 2006/07 British Columbia Public Service Agency Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Joyce Murray
Minister of Management Services

February 4, 2004

Agency Overview

In the fall of 2001, the Government of B.C. mandated a change to the way common services were delivered, including human resource management. The goal was to be more cost-effective. After extensive consultation and consideration at many levels, the BC Public Service Agency was created as a way of consolidating human resource services across the BC public service into one organization for all of Government. When it opened in April 2003, the Agency replaced the Public Service Employee Relations Commission (PSERC).

The BC Public Service Agency provides human resource management services to ministries and public service organizations in British Columbia. It incorporates the BC Leadership Centre that provides development services for executive and senior managers from a corporate-wide perspective. The Centre is also responsible for learning services. The Agency works in partnership with a small group of Strategic Human Resource Units within public service ministries and organizations. This group is referred to as the human resource organization. The human resource organization creates a shared service for which the Agency is accountable to the Province's Deputy Ministers' Council through a Memorandum of Understanding, and to individual ministries through Service Level Agreements. The Agency is a client-centred organization with its sights set on the retention, motivation, recognition and attraction of the workforce needed for public service excellence.

The Agency's headquarters is in Victoria where there are approximately 280 employees; 100 of those work for the Client Services Division in Victoria. An additional 100 staff work for Client Services in regionalized locations that are close to its clients in Prince George, Nelson, Kamloops, Abbotsford, Burnaby, Vancouver and Nanaimo.

Resource Summary

Core Businesses	2003/04 Restated Estimates ¹	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenses (\$000's)				
Governance and Strategy				
Gross Expense	6,552	6,790	6,790	6,790
Recoveries	0	0	0	0
Net Expense	6,552	6,790	6,790	6,790
Client Services				
Gross Expense	22,933	21,417	21,417	21,417
Recoveries	(21,835)	(18,315)	(18,315)	(18,315)
Net Expense	1,098	3,102	3,102	3,102
Pension, Employee Benefits and Corporate Programs				
Gross Expense	369,595	366,791	366,791	366,791
Recoveries	(369,594)	(366,790)	(366,790)	(366,790)
Net Expense	1	1	1	1
Leadership Centre				
Gross Expense	981	1,001	1,001	1,001
Recoveries	980	(1,000)	(1,000)	(1,000)
Net Expense	1	1	1	1
HR Executive and Support Services				
Gross Expense	1,465	1,525	1,525	1,525
Recoveries	(656)	(1,403)	(1,403)	(1,403)
Net Expense	809	122	122	122
Total	8,461	10,016	10,016	10,016

¹ Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2004/2005 *Estimates*.

BC Public Service Agency and BC Leadership Centre

Core Businesses	2003/04 Restated Estimates	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Full-time Equivalents (FTEs)				
Governance and Strategy	69	60	60	60
Client Services	232	212	212	212
Pension, Employee Benefits and Corporate Programs	66	78	78	78
Leadership Centre	0	9	9	9
HR Executive and Support Services	17	14	14	14
Total	384	373	373	373
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Total	4,167	3,300	476	476

Note: the BC Public Service Agency has no financing transaction.

Capital funding note: During the transition year of the Agency and through 2004/05, the decision has been made to consolidate the information systems' capital budget. This is in response to technology priorities identified in support of our core business, our clients, and the Information Resource Management Plan (IRMP). Therefore, the Agency's capital budget is not presented by core business.

FTE note: Variations in FTEs between 2003/04 and 2004/05 are based on estimates in 2003/04 prior to final organization design for the Agency. FTEs for 2004/05 represent final organization design.

Core Business Areas

The BC Public Service Agency has five core human resource (HR) businesses:

1. Governance and Strategy
2. Client Services
3. Pension, Employee Benefits and Corporate Programs
4. BC Leadership Centre
5. HR Executive and Support Services

1. Governance and Strategy

This core business is carried out by the Corporate HR Strategy and Planning Division and the Employee Relations Division.

Corporate HR Strategy and Planning

This division is responsible for government-wide human resource strategy and planning, including excluded compensation and classification, the design and development of corporate-wide HR programs and the development of contemporary legislation and policy. This area is also responsible for monitoring the effectiveness of the Public Service Agency and the overall health of the public service.

Employee Relations

Services delivered from a corporate-wide or “one employer” perspective by this division include: contract negotiation and administration; position exclusion negotiations; grievance processing; dispute resolution; workforce adjustment; and employee benefits program management.

2. Client Services

Client Services support the operational business needs of our client ministries, agencies and organizations across the province. Services are delivered on both a regional and centralized basis and are available to ministries through Service Level Agreements.

Regional Services include services such as consulting and advice on: recruitment and selection; compensation and classification; employee performance and development; HR reporting (including management information, illness and injury, etc.); disability case management; and occupational health and safety.

3. Pension, Employee Benefits and Corporate Programs

The Agency is responsible for disability program management and benefits administration, occupational health and safety administration and workers' compensation support.

4. BC Leadership Centre

The BC Leadership Centre provides or coordinates a wide range of human resource policies, programs and services.

The Centre is responsible for learning services and is responsible for the design, development, administration and delivery of corporate training programs and career development supports for all employees.

The Centre manages corporate human resource services for senior management levels in the areas of recruitment, succession planning, performance management and executive development. The BC Leadership Centre is also responsible for Leadership Forums and the Premiers' Awards.

The Centre is supported by expert advice from an advisory board appointed from both the public and private sectors.

5. HR Executive and Support Services

The deputy minister of the BC Public Service Agency has responsibility for ensuring the human resource requirements of the public service are aligned with current and future requirements of government. The deputy works with colleagues from all ministries to ensure the products and services provided by the Agency and Leadership Centre are meeting the on-going needs of government and positioning the staff and management of the public service to achieve excellence.

The deputy minister of the Agency also acts as the province's merit commissioner.

The Agency and Leadership Centre are supported by two groups:

- Corporate Services provides budget, financial, administrative, and infrastructure support to the Agency and Leadership Centre. A wide range of financial and administrative support services are also provided for clients' employee benefit programs.
- Communications is responsible for building awareness and understanding of Agency and Leadership Centre programs and services within the public service.

Goals, Objectives, Strategies and Results

During the next three years, the BC Public Service Agency will focus on achieving the goals and objectives presented in this section. Achievement of these goals and objectives is intended to move the Agency forward in realizing our vision: *Connecting with our clients to provide excellence in human resource service that achieves results.*

The BC Public Service Agency has four key goals:

Goal 1: *Clients respect the Agency as a trusted and critical business partner.*

Goal 2: *Clients receive seamless, efficient and innovative products and services from the human resource organization.*

Goal 3: *All public service managers have human resource knowledge, tools and supports to deliver the highest quality service.*

Goal 4: *As one employer, the province of British Columbia's interests are preserved and supported.*

The integrated nature of the Agency's service delivery model and approach means each goal is linked to all core business areas within the Agency.

Goal 1: *Clients respect the Agency as a trusted and critical business partner.*

- Objectives:**
1. *Human resources are delivered by a shared services organization that is customer-centric.*
 2. *The Agency has a profound understanding of our clients' business requirements and best practices in human resource management.*
 3. *Human resource professionals have the business literacy skills required to serve the business needs of ministries.*
 4. *Deputy Ministers' Council is supported to achieve their Corporate HR Plan.*
 5. *Line management accepts ownership of human resource management.*
 6. *Human resources staff exhibit professionalism and are recognized for demonstrated competence, depth and high-calibre knowledge in all human resource disciplines.*
 7. *The Agency has strong partnerships and relationships with managers and executives.*

- Strategies:**
1. *Increase movement of human resource staff to line management and program areas and bring line management and program staff into the human resource organization.*
 2. *Engage and involve line management and ministry strategic human resources personnel in the development of policies and programs.*
 3. *Use ministry service plans as a foundation for developing human resource priorities.*
 4. *Build business knowledge, problem diagnosis and consultation skills capacity in human resource staff.*
 5. *Implement action plans to address service issues identified in the Client Satisfaction Survey.*
 6. *Benchmark human resource processes, practices and systems against best practices to ensure the Agency and Leadership Centre are offering "best in class" to our clients and partners.*
 7. *Capitalize on expertise from the Leadership Advisory Board to broaden the use of best practices in human resource management.*

Performance Measures

Performance Measures	Baseline	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of clients satisfied with overall service from the Agency. ¹	53.9% in 2002/03	6% increase from 02/03 baseline	16% increase from 04/05 baseline	20% increase from 05/06 baseline
Percentage of organizations under the <i>Public Service Act</i> who receive full services from the Agency. ²	57% in 2003/04	75%	80%	80%

¹ The Agency's annual Client Satisfaction Survey is the source for this measure. It is administered by BC Stats and is based on a statistical sample of managers and supervisors across government. This measure is relevant to the goal because in order to be a trusted business partner with our clients, they must be satisfied with the service we provide. Readers should be aware that the baseline is an assessment of the old HR service delivery model. The survey from which it was derived was conducted in February 2003. The targeted increases for the next three years will lead to satisfaction rates of 57%, 66% and 79%, respectively.

² This measure indicates the degree to which potential clients of the Agency choose to receive services from the Agency. If the Agency is indeed a trusted and critical business partner, the percentage for this measure will be high today and, even more telling, will remain high in the future when clients have more flexibility with regard to its HR service provider. Full services are day-to-day advisory and transactional HR services. Clients receiving full service as of January 1, 2004 include government Ministries and the following Agencies, Boards or Commissions: Land and Water BC, Environmental Appeal Board and Forest Appeals Commission, Forest Practices Board, Product Services, Provincial Capital Commission, Worker's Advisor, Employers' Advisor, Workers' Compensation Appeal Tribunal, Fresh Water Fisheries, Citizen's Assembly, Partnership BC Inc., and Oil and Gas Commission. The Agency clients who receive specialty services have been excluded from this measure. The source for this data is the government payroll system and the Agency's Client Services Division.

Goal 2: *Clients receive seamless, efficient, and innovative products and services from the human resource organization.*

- Objectives:**
1. *Agency products and services meet clients' needs and provide good value for money.*
 2. *Services are timely and relevant.*
 3. *Clients appreciate the ease of doing business they experience with the Agency.*
 4. *Services are differentiated based on client need.*
 5. *Partnerships with ministry strategic human resource staff facilitate integrated service delivery.*
 6. *Solutions are innovative and based on best practices in human resource management.*

- Strategies:**
1. *Benchmark the cost of core services with both public and private sector human resource organizations.*
 2. *Identify high cost areas and reduce costs through process improvement, changes in policy, standards or outsourcing.*
 3. *Research, design and implement a sustainable and practical costing model.*
 4. *Affect major improvements in recruitment by reducing steps and improving flexibility.*
 5. *Leverage and focus the overall spending on “training and development” in ways that are targeted to high priority areas.*
 6. *Develop standards for service delivery in core human resource service areas.*
 7. *Capitalize on technology to improve service delivery and reduce costs.*
 8. *Structure the service delivery model to provide integrated services; use cross-functional teams to design solutions.*
 9. *Capitalize on the knowledge and experience of BC Public Service Agency and BC Leadership Centre staff to foster innovation and learning.*
 10. *Develop common database systems to ensure maximum integration within the Agency.*
 11. *Increase economies of scale by adding new clients currently under the Public Service Act.*

Performance Measures

Performance Measures	Baseline	2004/05 Target	2005/06 Target	2006/07 Target
Costs of HR services per FTE. ¹	\$1,120 in 2001/02	\$827	\$827	\$786
Service standards developed. ²	—	Complete and set baseline	—	—
Per cent of time that the Agency meets its service standards. ²	—	—	80%	85%
Number of regulatory requirements removed. ³	1,464 in 2002/03 and 2003/04	345	—	—

¹ In December 2002, the Ministry of Finance's Internal Audit and Advisory Services issued its Report on the Human Resource Organization Baseline Survey. The 2001/02 baseline of \$1,120 for this measure was calculated from that report. It is the average cost of human resource functions per FTE. Baseline and target amounts exclude corporate governance functions.

² The service standards are being developed in 2003/04. The baseline will be set once the standards are in use.

³ The 2004/05 target represents 6 per cent of the original baseline of 5,760 HR regulations. This is the final portion that the Agency must achieve in order to meet its overall target of reducing regulatory requirements by one third. The deregulation initiative will conclude on June 5, 2004.

Goal 3: *All public service managers have human resource knowledge, tools and supports to deliver the highest quality service.*

- Objectives:**
1. *Line managers have the capacity and "know-how" to successfully manage human resources.*
 2. *Information, tools, products and services are easily accessed and easy to use.*
 3. *Agency communications raise awareness of expertise, products and services delivered by the Agency.*
 4. *The Agency is focused on delivering "only what we do best".*
 5. *Access to services through multiple platforms including e-business.*

- Strategies:**
1. *Develop tools and training to facilitate competency-based recruiting that selects managers with well-honed people and interpersonal skills.*
 2. *Target training to high priority areas to ensure that training assists line managers to successfully manage their human resources.*
 3. *Deliver tailored training advice, support and coaching.*
 4. *Highlight areas of expertise within the agency by using effective marketing techniques.*
 5. *Leverage Government's position as one of the largest employers in BC in the procurement of goods and services from the human resource supplier community.*
 6. *Tailor communication methods to clients' needs.*
 7. *Encourage employees and managers to be self-reliant and utilize self-service tools.*

Performance Measures	Baseline	2004/05 Target	2005/06 Target	2006/07 Target
Engagement rating for BC public servants. ¹	59% in 2001/02	10% increase from baseline	15% increase from baseline	20% increase from baseline
Per cent of clients who agree that Agency on-line tools are useful. ²	Baseline not yet established	65%	70%	75%
Per cent of managers and supervisors who believe they have adequate skills and resources to fulfill their human resource management responsibilities. ³	Baseline not yet established	65%	70%	75%

¹ This index is derived from the Office of the Auditor General's Work Environment Survey. The engagement rating indicates the level of commitment or intellectual and emotional involvement in one's work and organization. This measure is relevant to the goal in that the degree to which public servants are engaged in their work is a reasonable indicator of the overall quality of the public service. Targeted increases for the next three years will lead to satisfaction rates of 65, 68 and 71 per cent, respectively.

^{2,3} The Agency's annual Client Satisfaction Survey is the source for these measures. It is conducted by BC Stats and is based on a statistical sample of managers and supervisors. The baseline for these measures will be established in late 2003/04. Targets for these measures in 2005/06 and 2006/07 are subject to change depending on the baseline.

Goal 4: *As one employer, the Province of British Columbia's interests are preserved and supported.*

- Objectives:**
1. *Proactive and visionary leadership talent capacity developed in the public service.*
 2. *Collaborative relationships with formal bargaining units that optimize productivity and build a climate of trust.*
 3. *Employment rights and obligations are understood and consistently applied.*
 4. *A consistent employee experience across the government of British Columbia through strengthened accountabilities for human resource management.*
 5. *Risk is managed and mitigated.*
 6. *Sound governance is provided.*
 7. *The overall needs of government are balanced with client and customer needs.*

- Strategies:**
1. *Recognize excellence in the public sector through the Premier's Awards.*
 2. *Accelerate development of leadership talent across government.*
 3. *Develop and deliver annual leadership forums.*
 4. *Articulate accountabilities in all policies, plans and delegations.*
 5. *Complete a policy review to ensure policies support "government as one employer".*
 6. *Assess and report on compliance with legislation and policy; report on major trends and issues to the Deputy Ministers' Council.*
 7. *Increase understanding among senior executives and managers of their role as employer.*
 8. *Move towards a market-based management compensation system that is performance based while ensuring cost containment.*
 9. *Ensure cost containment and risk mitigation is well planned in areas such as Workers' Compensation Board/Occupational Health and Safety, Compensation, Job Evaluation and Labour Relations.*

Performance Measures

Performance Measures	Baseline	2004/05 Target	2005/06 Target	2006/07 Target
Number of policy compliance reviews. ¹	0	2	4	6
Number of individuals identified as ready or near-ready for future leadership roles. ²	75	90	120	150
Per cent of individuals identified for corporate succession who are promoted or assigned new roles. ²	0	25%	25% increase from 04/05 target	25% increase from 05/06 target

¹ We have used an output measure for this area because the compliance review function will be new in 2004/05. Once it is established the Agency will develop an outcomes-based measure.

² These measures relate to our objective: *Build capacity in developing visionary and proactive leadership talent; accelerate and fast-track growth of new leaders and managers.* This in turn contributes to goal 4 in that strong leaders can manage the interests of the province while maintaining a positive work environment. Deputy ministers and assistant deputy ministers identify potential leaders. Because leadership succession is a new process in the BC public service, during 2004/05 the Agency will need to review the above targets set for 2005/06 and 2006/07.

Appendix 1. Strategic Context

Vision, Mission and Values

Vision

The BC Public Service Agency is driven by a vision of:

- Connecting with our clients to provide excellence in human resource service that achieves results.

Mission

We achieve this vision by focusing on a mission of:

- Providing leadership in people management and human resource services to support achieving excellence in public service

Values

The Agency performs its business guided by the following values:

- We provide professional and high-quality service and are accountable for our performance;
- Our relationship with our clients will be respectful, open and collaborative;
- Through team work, we trust and support each other and work across divisional boundaries;
- We model the HR practices that we wish to see throughout the public service; and
- Our clients' success is our success.

Planning Context

Shared Services or consolidated models for HR service delivery have been widely used in the private sector to reduce costs and increase the effectiveness of HR support to business operations. Few comparative models exist in the public sector. Although no public or private sector organization provides a perfectly comparable model, lessons can be learned from the experiences of all the organizations that were studied in the development of this organization.

The Internal Audit Division, Ministry of Finance, conducted a baseline study in 2002 to assess the costs for HR programs and services in Government. This was the first time that the cost of HR service delivery was assessed across government. Funding for HR programs and services varied widely across government from \$847 to \$1,450 per FTE for an average \$1,120 per FTE. This variance in funding also resulted in varying practices and HR service levels among ministries.

The transition to one standard for service levels and costs of services across the public service continues to be a difficult transition; some ministries face increased costs while others face a decrease in service levels. The new HR Agency is required to balance the tension between services levels, the costs of services, the clients' ability to pay and client satisfaction.

The implementation of the new HR Agency for the BC Public Service ensured the achievement of one of the three goals established for the previous Public Service Employee Relations Commission. By April 2003, the second goal of workforce adjustment was substantially completed. The last goal — to rebuild and sustain a professional public service capable of providing quality services that meet the needs of British Columbians — will be compromised if proposed funding of the new Public Service Agency cannot be sustained. Most significantly, the Agency supports key government initiatives targeted at increasing overall leadership capacity, enhancing employee performance and monitoring and reporting on organizational health and performance across the public service.

British Columbia's Public Service will face increasing people management challenges over the next few years brought on by an aging workforce and increasing competition for talent in the market. These challenges require forward-thinking, proactive futuristic development of new responses by the Agency to assist in positioning the government's workforce for the future.

As the government moves towards Alternative Service Delivery and other programming changes, the demand for adequate HR resources that align human resources with these key initiatives will increase. The success of these objectives depends on an adequate HR support structure.

The HR Agency initially provided services to a core group of ministries. Following the initial transition, the Agency successfully pursued and engaged several other public service entities. This expanded the client base and will ultimately result in economies of scale and reduced costs.

Business Process Reviews were conducted on all major lines of business for HR. Recommendations have been made that will improve process and technology thereby increasing efficiency. Capital funding for development is required to realize these efficiencies. Detailed business cases are being developed to provide a cost/benefit analysis for the proposed recommendations.

Following the transition year (2003/04), and in the second year of operation (2004/05), the BC Public Service Agency will benchmark its services against other public and private sector organizations to identify opportunities to increase efficiencies and reduce costs. Benchmarking has been completed on other support services in government and has identified opportunities to improve business processes and develop variable pricing methods based on service needs and resource requirements. The Agency will be moving to more sophisticated service agreements and pricing methods that will result in reduced costs and increased client satisfaction.

Highlights of Strategic Shifts and Changes from the Previous Service Plan

This is the first service plan for the BC Public Service Agency. For 2003/04 the Agency was guided by the service plan of the Public Service Employee Relations Commission (PSERC). That plan had been prepared knowing the BC Public Service Agency and the BC Leadership Centre would both be operational on April 1, 2003. It served as a transitional document with some short-term goals required to take human resource services from the business approach of the old organization to that of the new.

The goals of the PSERC Service Plan for 2003/04 to 2005/06 focused on workforce adjustment, public service renewal, and initiatives designed to quickly transition the public service to contemporary workplace and business practices. These transitional strategies were completed in 2003/04. The Agency is now in a position to plan for the longer term. The structure is established so the related objectives, strategies and performance measures of the last service plan have not been carried forward.

This service plan introduces new goals for a new Agency. The objectives for the first three years are ambitious, however, sound strategies will ensure the BC Public Service Agency and BC Leadership Centre's success.

Consistency with Government Strategic Plan

The Government Strategic Plan focuses on positive impacts that programs will have on the economy, people and environment of the province. The goals of the BC Public Service Agency and the BC Leadership Centre focus on achieving positive results for their ministry clients by building human resource programs and tools that increase efficiency and capacity in human resources. The greater the success in achieving these goals, the greater the ability of government programs to achieve their goals for British Columbians. In that respect, the Agency and Leadership Centre Service Plan is supportive of the Government Strategic Plan.

One of the key themes underlying the Government Strategic Plan is that government operations must adopt “an innovative and goal-oriented public service”. The strategies of the BC Public Service Agency and BC Leadership Centre directly enable that future and at the same time model an integrated and efficient shared service.

Appendix 2. Summary of Related Planning Processes

Human Resources Management Plan

The Agency has fulfilled its requirement for a human resource management plan in partnership with the Ministries' Strategic HR Units. This group is referred to as the HR Organization and its human resource management plan is entitled the HR Plan for HR. As strategic and business partners with our clients, we believe that the human resource function is critical to the overall success of the public service. A holistic people management and development plan for the human resource community is required to support our evolving roles.

We have undertaken significant work to date on a comprehensive human resource management plan for our community. Considerable time has been spent leading the development of the revised 2004/05 to 2006/07 Corporate HR Plan that will guide the management and development of the public service workforce. This was followed up by extensive consultations with representatives from across the human resource community to identify focus areas for our own human resource management plan. During the course of these consultations, participants were asked how they would recognize the goals set out in the Corporate HR Plan, the barriers to achieving them, and steps that would move us forward towards them. Lastly, a review of the HR Community demographics was carried out to augment our qualitative research.

As a result of the activities outlined above, the HR Community will be placing a priority on four of the goals detailed in the Corporate HR Plan. They are:

- **Proactive and Visionary Leadership:** Leadership styles that focus on people management skills and competencies will increase the community's effectiveness, enhance the community's ability to attract and keep talented people and support the personal and organizational transition of the HR function.
- **Flexible and Motivating Work Environment:** A key factor for motivating employees is the ability to balance work and personal life, including manageable workloads.
- **Learning and Innovative Organization:** Learning strategies include a wide variety of activities such as job enrichment and exchange in addition to formal training/education and must be supported at all levels.
- **Performance Focused Workplace:** Clarity of purpose, goals, roles, and responsibilities at the organizational and individual level is fundamental to strong performance.

Over the next few months, we will continue developing detailed strategies and actions that will be undertaken to achieve the goals we have set for the HR Community.

Information Resource Management Plan

Solutions BC and the BC Public Service Agency seek to extend the business process and software application benefits achieved by Payroll Shared Services to the Agency's and Leadership Centre's people management needs. A joint Information Resource Management Plan (IRMP) including the requirements for both Solutions BC and the Agency has been prepared to leverage government's information technology investments in support of a broader human resource vision.

Strategic Direction

Applications and technology infrastructure, governance, workflow and collaboration must combine to allow internal and client resources to work and be managed virtually using ebusiness management tools and information resources. The target information management/information technology environment is a robust architecture designed to support the shared services model of the Agency, Leadership Centre and Solutions BC. This environment is outlined in the eBusiness Strategy that will determine how services can be delivered in support of government's ebusiness goals.

Information management/information technology plays a crucial support role in the high-volume requirements of both payroll and human resources. Expansion of the information management/information technology environment is a cornerstone of the automation and streamlining strategy.

The vision for the future supports competitive payroll and human resource services tailored to clients' needs and expandable to the broader public sector. For the end user, the future application architecture will be focused on the delivery of government's payroll vision, its evolving human resources vision and will centre on the Employee Portal.

Major Initiatives

Payroll Shared Services and the Agency have identified two streams of initiatives. The first stream must be adopted government-wide. The second stream relates to Agency or Payroll/Shared Services-specific initiatives.

Government-wide initiatives:

1. Identity Management: Security services that ensure people can be authenticated and have the right access to the right applications; and
2. Design and implementation of inter-governmental governance for the Employee Portal.

Agency and Payroll/Shared Services-specific initiatives:

1. Human Resource Self-Service, including instructional content for managers, knowledge base for human resource practitioners and services and information for employees;
2. Information technology/information management governance between the Agency and Payroll Shared Services;
3. Business Intelligence;
4. Employee Portal Implementation;
5. PeopleSoft enterprise resource planning upgrade;
6. Completion of Payroll Vision.