

## **APPLICATION FOR TRANSFORMATION FUND**

The "special opportunities" item of the transformation fund is designed to ensure that the current economic situation facing the province does not have a detrimental impact on the future of our workforce. As such, DMCPs has determined priority funding be given to ministries to invest in those human resource projects and priorities that continue to invest in the recruitment and retention of key streams and in growing the future of our workforce.

Applications will be reviewed by the Future of Work Steering Committee, who will vet the proposals and provide recommendations to the Deputy Ministers Committee on the Public Service (DMCPs) for approval. Applications should be no more than 5 pages total.

The application must meet the following required criteria:

- Measureable outcomes to be demonstrated in 2 years.
- Clear diagnostic evaluation that illustrates that the funds supports key streams at risk thereby building knowledge capacity and reducing recruitment efforts in the future supported by evidence of forecasted future need and supply and demand assumptions;
- No ongoing costs beyond 2011/12.
- Proposals that have already been to Treasury Board, in the 12 months prior to the submission date, will not be considered.
- Applications must be received by email by 4:30 pm on June 1, 2009 or September 14, 2009.

Applications that meet the required criteria will be prioritized according to:

- Greenhouse opportunities where ministries can demonstrate the growing of talent in key streams for the future potential of the BC Public Service as a whole;
- Coop and internship or like-programs for recruiting and growing talent in key streams (note, the Aboriginal Internship Program is being considered separately);
- The targeted recruitment or retention of employees in positions defined either corporately or by a ministry as an area at-risk; and
- Re-training opportunities for employees placed in new positions as a result of job re-assignment and re-prioritization.

Closing dates - June 1, 2009 @ 4:30 pm and/or September 14, 2009 @ 4:30 pm

## **APPLICATION FOR TRANSFORMATION FUND**

Given demographic projections that the BC Public Service will be 30 to 57% smaller within the next 10 years, we need to plan to deliver services with a shrinking labour force, which makes transformation of services and modernizing our work processes essential. To that end, a Public Service Transformation Fund for 2009/10 and 2010/11 has been established with approvals resting with the Deputy Ministers Committee on the Public Service (DMCPs). The fund will be used for transformation opportunities where the approach to work can be re-tooled to deliver quality services to citizens with fewer staff.

The Future of Work Initiative supports the transformation of the Public Service by the promotion of a culture of innovation, support for the modernization of operations and infrastructure, and transformation of internal business

and service delivery approaches, leveraging technology to do so. The Future of Work Initiative is asking Ministries for proposals regarding service transformation opportunities that may require funding, based on specific criteria.

Applications will be reviewed by the Future of Work Steering Committee, who will vet the proposals and provide recommendations to the Deputy Ministers Committee on the Public Service (DMCPS) for approval. Applications should be no more than 5 pages total.

The application must meet the following required criteria:

- Measureable outcomes to be demonstrated in 2 years.
- \* Sustainable outcomes must include ability to deliver program, service or function with fewer FTEs or productivity Return on Investment.
- No ongoing costs beyond 2011/12.
- Proposals that have already been to Treasury Board, in the 12 months prior to the submission date, will not be considered.
- Applications must be received by email by 4:30pm on June 1, 2009 or September 14, 2009.

Applications that meet the required criteria will be prioritized according to:

- The degree to which the proposal links to impacted work streams as outlined in the workforce planning data OR the degree to which the proposal demonstrates a return on investment that will streamline business processes or service delivery models that allow government to deliver same or more service with less FTEs ;
- The degree to which the proposal demonstrates an enterprise model, or cross - ministry integration, regarding information, technology, resources, or practices, and can demonstrate that the initiative will provide benefit in more than one business/service area;
- The degree to which the "lean infrastructure" approach is quantified cost/benefit;
- Alignment with government priorities.

#### *Attachment C*

#### **BACKGROUND: KEY STREAMS @ RISK**

A key stream is a strategic role which is critical to driving long-term strategic advantage for the business of government in terms of impact on desired objectives/innovation and delivery. It has demonstrated demand issues (shortage of workers) as well as supply issues (shortage of available labour pool and difficulty recruiting).

Public Service Transformation Fund eligibility criteria stipulate that applications must support retention or recruitment efforts in key streams at risk which will:

- 1) support training or repositioned employees; and
- 2) develop greenhouse opportunities & co-op & internship programs particularly aimed at under 30 labour market which are opportunities also linked to a key stream.

High priority key streams are currently defined as: Corrections & Enforcement, Finance, IM/IT, Science & Technical Officers & Project Management. Within these key streams or critical functions the applied, business, and strategic leadership band and news hires (within the first three years) are the most vulnerable.

Other key streams will be considered if they are diagnostically supported and identified in the applicant's current workforce plan.

## **KEY STREAMS SNAPSHOT PROFILES**

### **Corrections & Enforcement**

Community Corrections and Corporate Programs operate more than 50 community corrections offices across the province. Corrections & Enforcement are anticipating vacancies of 80 2009 and 79 for 2010. This classification has one of the highest turnover rates in the BC Public Service (5.98%). Recruiting and retaining new talent in a financially competitive marketplace is key.

### **Finance**

Finance is a strategic and core government function. Coupled with the need to implement a new vision and business model, the financial community is at risk due to large numbers of staff retiring in the next 5 to 10 years and competition with the greater public and private sector for talent. Overall, the Finance Stream contributes 28% of the overall BC Public Service employees, with 3% of staff holding auxiliary status. The proportion of employees under the age of 30 is 4.0% for the finance stream as compared to 8.3% for the overall public service. With no interventions over the next 10 years, finance will be operating at 49% capacity, 45% of staff will be over the age of 55; 1/3 of stream will have less than 5 years service, less than 6% will under age of 30. Cultivating young talent and retaining existing talent are critical for ongoing financial viability.

### **Information Technology**

Government services and internal operations are critically dependent on information and technology and will continue to do so into the future. While the private sector provides many of the services that would have been delivered by government employees in the past, there remains an operational and strategic dependency on internal information and technology management and staff. To maintain this capacity, up to 1100 new information technology (IT) staff will need to be recruited in the next 10 years, in the context of strong demand, increasing turnover and declining university enrollment in these disciplines. Today, a quarter of the IT workforce have less than five years service experience, in ten years this will have grown to one third. The loss of knowledge presents a direct and growing risk to government operations and transformation. Efforts to retain existing workers and recruit young workers to build capacity is key.

### **Project Management**

One of the major ways organizations both in the public and private sectors are achieving strategic objectives is through project management. The ability of the BC Public Service to develop its capacity in project management is deemed critical. Specifically, the need for more senior project managers at the strategic level who can lead complex/mission critical projects was identified. Most of these projects are currently outsourced to external vendors. In order to bring more of this work internally, government needs to build internal capacity through further development of existing project managers and the recruitment of senior project managers.

### **Science & Technical Officers**

The disparity between public and private sector compensation, combined with a very competitive labor market and small labor pool challenge the BC Public Service's ability to attract and retain qualified employees in the robust resource sector particularly for the science and technical officers and some licensed science offices (i.e. petroleum & mineral geologist; professional engineers - mining, petroleum; as well as specialists such as geophysicists, geochemists, & geoscientists).

In some ministries such as the Ministry of Energy, Mines, Petroleum & Resources, 41% of regular employees in scientific and technical positions are currently eligible to retire. A further 19% will be eligible to retire within 5 years.

### **DIAGNOSTIC TOOL TO EVALUATE A KEY STREAM**

Diagnostic Questions to Identify Key Streams at Risk:

- 1) Strategic Roles - Is it a role critical to driving long-term strategic advantage for the business of government in terms of impact on desired objectives/innovation and delivery?
- 2) Core Roles - Is it an essential and core to consistently deliver quality products & services to our customers?
- 3) Business & External Drivers - Have you considered anticipated changes in the business or government service delivery changes which might impact the business?
- 4) Demand Forecast (5 years) - Is the nature of the sector/industry changing? Are there critical gaps between supply and demand? What is historical and projected pre-retirement turnover and retirements?
- 5) Strategy Development - What kinds of solutions make sense? i.e. green housing, co-op, intern, discontinuing, restructuring, technology, different model.

Posted by Sean Holman at 11:02 AM