



HUMAN RESOURCE MANAGEMENT PLAN

MINISTRY OF TRANSPORTATION
2006/07 – 2008/09 WORKFORCE PLANNING



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Section 1: Workforce Strategies

*“Our ministry is known for the excellent quality of its people;
for having a “can do” approach and for producing excellent results.
Clearly our people are our most important strength.*

*They make the delivery of our service plan possible and it is our desire to give them the best
possible work environment, the right tools to do their job effectively
and the respect and freedom they need to excel.”
MoT 2005 Recruitment Brochure*

Overview:

The 2001 Ministry of Transportation’s (MoT) Core Services Review transformed the organization’s approach to doing business. Six regions were amalgamated into three, and 24 districts to 11, with a reduction of approximately 61% of our staff. Our 2006/07 staff compliment is 1323 FTEs (see Appendix 1).

British Columbia’s transportation system is a catalyst for economic growth and development. Currently, MoT is delivering the largest capital and rehabilitation infrastructure program in its history. In order to meet our new Service Plan goals, MoT has continued the shift towards alternative service delivery models including public private partnerships and the use of private sector contractors with a focus on the end-product.

We are now considered ‘knowledgeable owners’ and we are working on developing skills in administering procurement processes, quality assurance requirements and managing contracts.

Background:

In 2002, the Human Resources Branch produced a report entitled *Succession Management*. The scope of this paper was broad, encompassing a number of general succession issues and strategies.

In 2004 the Human Resources Branch produced an updated report entitled *Succession Report: Looking Towards the Future*, which focused on specific demographic trends within the ministry. It explored the number of staff eligible to retire, average age of employees and provided a breakdown across job stream and geographic location. The report outlines succession issues common to the transportation sector as well as general succession challenges faced by international, Canadian and British Columbian organizations.

It is this body of work which forms the basis of our HR Management Plan, and it has played a pivotal role in identifying the need for the development of many of the tools and programs that are currently in use.

The Need for Change – Transportation Sector Challenges:

Demographic Pressures:

MoT is facing significant demographic challenges. In five years, 21% of its current employees will be eligible to retire. In ten years, this number will be nearly 50% (see Appendix 2). The ministry's disproportionate number of older workers occurs throughout almost all levels of the organization. Only 8% of MoT employees are below the age of 36. For example, as of November 2004, eight out of the eleven districts had either no employees or only one employee below the age of 36 (see Appendix 3).

Transportation agencies in general tend to have a high proportion of older workers. An estimated 40% of employees in this sector are over 44 years of age. MoT has an even older workforce. Nearly 65% of its current staff are over 45.

Changing Skill Requirements:

Due to the sector's new knowledge-based mode of operations, employees are required to demonstrate a variety of different skills. New delivery mechanisms such as Public/Private Partnerships are requiring skill sets in finance, quality management systems and performance contract development. To help employees cope, the ministry is providing increased access to professional development activities and training opportunities.

Attractive Total Compensation:

Public service wages have not kept pace with local labour markets across the province. Potential employees often seek the highest industry salaries, which are usually found in the private sector. They often do not consider benefits and pension packages, an area where the public sector may have more to offer.

Today's worker is not only interested in monetary compensation. To capitalize on this, the ministry is marketing other work-related rewards such as deferred salary leave programs, work-life balance, challenge, collaboration, concrete recognition and career advancement. These same strategies are being used internally to assist with retention.

The ministry believes government needs to turn its attention to more contemporary compensation strategies. These may include signing, retention, and completion bonuses; relocation incentives; pay-for-knowledge; and pay-for-performance programs. To support this concept, we are examining the potential advantages of creative alternatives to wage increases such as subsidized daycare, elder care, gym memberships, and assistance with transportation costs.

Competition for Talent:

MoT will be competing with numerous provincial agencies, the private sector and international organizations for a limited pool of qualified candidates. Added to this, the transportation sector as a whole is facing an industry-wide labour shortage. This competition does not stop upon recruitment. Today's workers are mobile. If their needs are not met in their current job, they are more likely to leave for other work.

A specific portion of the transportation sector that is directly related to ministry business is 'maintenance'. This encompasses road and bridge maintenance, pavement markings, electrical, and ferry operations. In this sector, competition for the talent pool of BCIT and technology graduates is becoming increasingly fierce.

The mining and forest sectors, as well as the oil and gas industry, and maintenance contractors in BC are all interested in the same group of potential employees as the ministry. This trend appears to be the same for undergraduate or post graduate students in business and related fields.

Retaining Current Employees:

As the trend towards alternative service delivery and contracting-out transportation infrastructure work has increased, ministry employees are being actively courted by private sector organizations. In addition, municipalities are extremely attractive to our employees as they not only offer higher wages, but they also offer similar or better benefits and options to transfer their pensions.

In both cases, our employees are seen as highly talented with valuable training and experience and we find ourselves in the position of competing in order to keep our existing staff.

The transportation industry in BC has expressed concern over the attraction and retention of qualified ministry staff. They question whether MoT can maintain its status as a 'knowledgeable owner'. This could put the transportation infrastructure at risk and lead to a litigious contract environment.

Geographic Challenges:

Another issue affecting many transportation organizations – including the ministry – is geographic dispersion and relocation (see Appendix 4). The ability and desire of our staff to relocate to other locations in the province has been compromised by the current disparity of 'cost of living' in the province. This will become more of an issue, as within ten years, 53% of regional staff will be eligible to retire. This percentage jumps dramatically for several specific districts: Okanagan Shuswap (65%), Fort George (70%) and Vancouver Island (79%). Clearly, recruitment and retention of district employees is a vital issue (see Appendix 5).

Summary:

In the years to come the above-noted succession challenges will contribute to the development of a 'seller's market.' MoT has begun to examine how generational differences affect employee expectations in order to become more appealing to recent graduates, previously downsized employees, retirees and other potential workers.

Through our ongoing trend analysis and implementation of succession strategies, MoT is working to position itself to recruit and retain the workers of tomorrow.

The ministry is presently recruiting directly out of schools as a way of finding new talent. This practice needs to be expanded. To ensure recent graduates have the necessary skills the ministry has also begun to partner with educational institutions to create programs that meet our needs. Also, the ministry is considering providing scholarships or bursaries to students interested in transportation careers.

Workforce Issues:

In order to best serve the citizens of British Columbia, our ministry and government as a whole need to examine its human resource practices to address the needs of our changing workforce. Some of the internal and external drivers that will impact our workforce include:

Workforce Issue	Description	Strategies
Evolving Job Requirements	Technology and the change in the ministry's approach to business have required an evolution in employee skill sets and competencies from being 'hands-on' to managing functions performed by others.	<ul style="list-style-type: none"> Partner with post-secondary institutions to develop ministry-specific training programs (i.e. Area Manager BCIT Certification) Support employee training and development opportunities, including moves from non-traditional roles Encourage the use of the EPDP process to identify staff training and development needs, including the development of generic EPDPs by occupational stream (i.e. Area Managers) Support corporate training initiatives
Geographic Challenges	Expectations around work-life balance are increasing. As well, housing markets and varying costs-of-living across the province impede the ability of the ministry to direct moves.	<ul style="list-style-type: none"> Advocate the updating of relocation strategies to include real estate equalization Explore the potential to offer relocation incentives or bonuses Advocate for expanded isolation and/or urban allowances Support corporate and ministry-specific wellness initiatives
Social and Cultural Shifts	The issue of a qualified labour shortage is looming. In order to compete, we will need to focus on marketing the provincial government as a compelling employer, and on creating competitive compensation strategies.	<ul style="list-style-type: none"> Investigate potential to draw from international talent pool Develop an annual hiring manager recruitment survey to assess whether our staffing processes are effective Develop an applicant survey to assess a candidates experience with ministry recruitment activities Ensure succession program mentors (i.e. MDP, EIT, TELP) are positioned to provide a positive development experience to participants Increase focus on preparing and training supervisors to orient new staff to the workplace, including supporting corporate orientation initiatives

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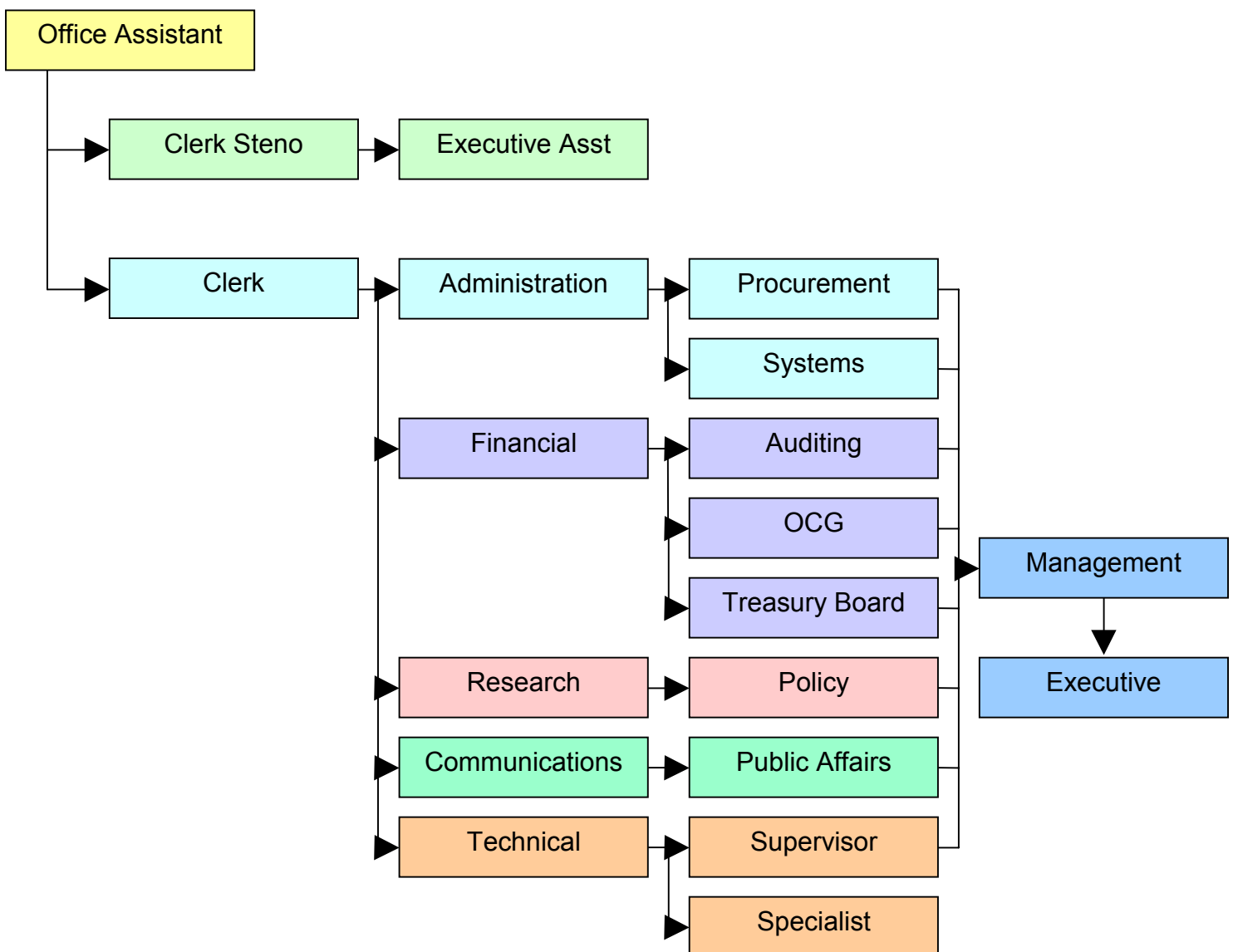
Labour Policy	The move away from a mandatory retirement age will impact our recruitment and retention strategies.	<ul style="list-style-type: none"> • Advocate for 'phased retirement' options • Investigate potential to draw from retiree talent pool • Investigate potential for knowledge transfer by contracting back expert retirees
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Gap Analysis:

In order to determine which occupational streams were in need of the most immediate attention, the Human Resources Branch conducted a gap analysis which identified 'At Risk' streams.

Feeder Groups:

As a first step, consideration was given to the types of employees that might fill the vacancies and where they might come from, or the 'feeder groups'. For example, an individual that starts out in an administrative capacity could end up in a number of different roles in the organization:



This analysis was done in order to understand our internal feeder groups, knowing that external hires can and will enter into any of the given career paths. When combined with the demographic data, our 'At Risk' streams became clear.

'At Risk' Streams:

'At Risk' stream	Description	Strategies
Engineering	<p>The biggest challenge facing the ministry in this occupational stream is direct competition from private sector organizations. There is already significant unrest in the ministry due to the inequities between private and public sector salaries. Salary comparisons are distributed regularly by the licensing body, APEGBC.</p> <p>As a direct result of this trend we have already lost several key engineers to private sector organizations or municipal governments.</p> <p>Traditionally, this stream has been a strong feeder group for our management roles. However, as public sector salaries have become compressed, our current professional engineers see little advantage in taking on management roles once they factor in the 7% Overtime, Shift, and Standby (OSS) compensation.</p>	<ul style="list-style-type: none"> • Engineer-in-Training Program • Technical Youth Employment • Cooperative Education • Trading Places Program • MoT external recruitment website • On-campus recruitment • Job Fairs • Competency Tools • Foreign-trained engineers
Management	<p>One of the greatest challenges of the future will be recruiting managers to locations that are either isolated or where the competition for talent is fierce and the Public Service cannot compete effectively in terms of wages and benefits.</p> <p>We have already lost several difficult-to-replace management staff to private sector organizations. Compensation, isolation and cost-of-living (i.e. housing prices, etc.) have been identified as contributing factors that also impact our ability to recruit to these positions.</p>	<ul style="list-style-type: none"> • Management Development Program - Internal and external strategies • Internship Program • MoT external recruitment website • On-campus recruitment • Job Fairs • Competency Tools

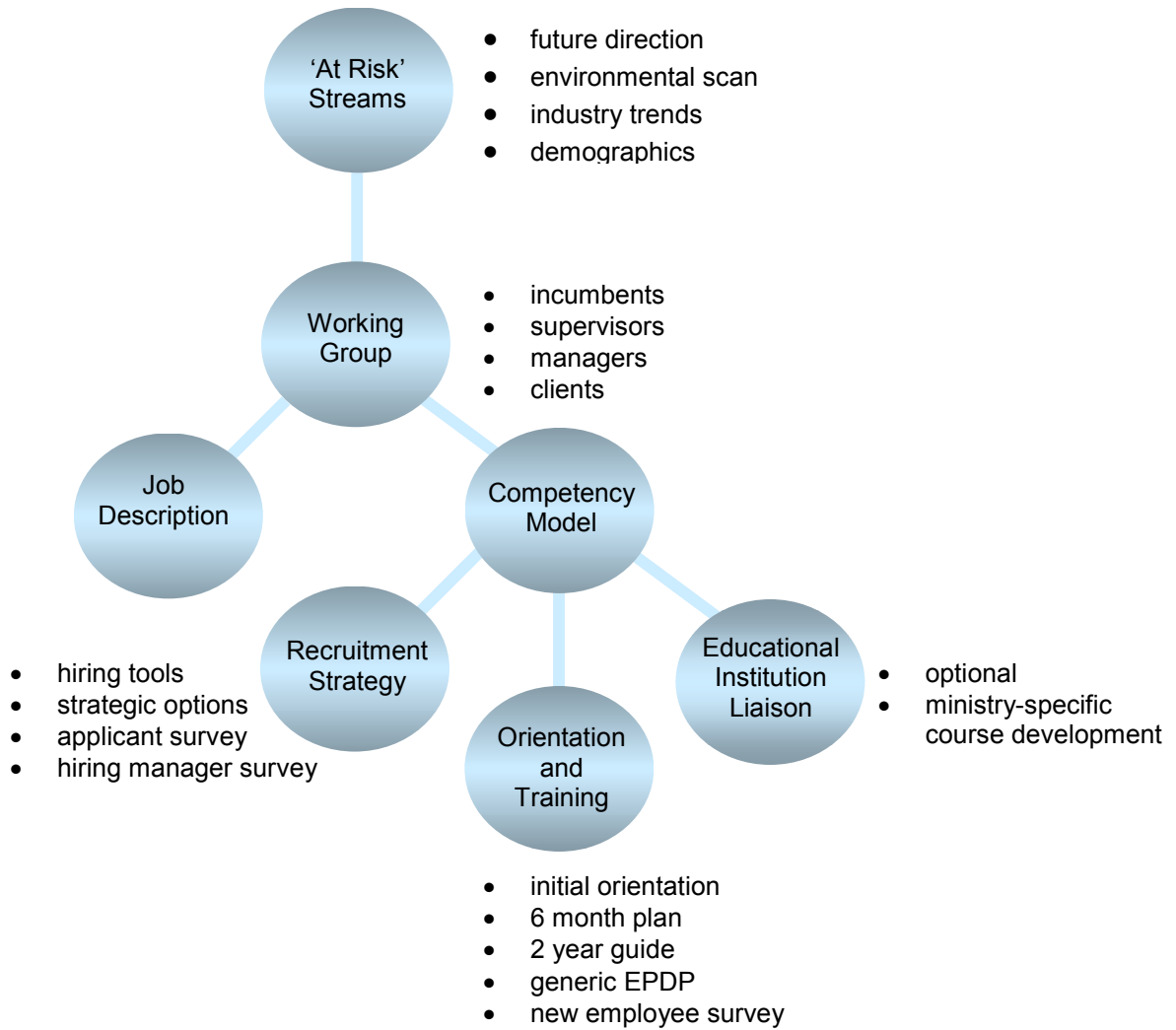
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<p>Technical</p>	<p>The technical stream will face significant demographic challenges in the future. In addition to being the largest occupational group in the organization, the technical stream has the greatest percentage of employees who could retire within the next five to ten years (63%) compared to the ministry as a whole (50%).</p> <p>Also concerning is the lack of younger employees (only 4% under the age of 36) who could fill the soon-to-be vacant technical positions.</p>	<ul style="list-style-type: none"> • Technician Entry Level Program • Technical Youth Employment • Cooperative Education • Non-traditional labour pools • MoT external recruitment website • On-campus recruitment • Classroom visits • Job Fairs • Competency Tools • Foreign-trained technicians
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'At Risk' Streams continued:

'At Risk' stream	Description	Strategies
Area Managers	<p>The Area Managers have been specifically identified as an 'At Risk' occupational sub-stream. These positions are tightly tied to MoT business strategies. In most communities across the province, employees in these roles are the 'face of the ministry'.</p> <p>Recruitment to these positions is challenging, as there is a relatively small pool of available internal and external candidates. There is often only one position in the area and the geographic spread and isolated locations can lead to a high cost of training new employees.</p> <p>The succession strategy that has been developed for this occupational sub-stream (see the diagram on the following page) will be used as a model for future succession initiatives.</p>	<ul style="list-style-type: none"> • Competency model • BCIT Area Manager Certification Program • Targeted Recruitment Strategies • Non-traditional labour pools • Recruitment Tools for hiring managers will be available on the web in December 2005 • Area Manager orientation and training plan (under development) • MoT external recruitment website
Policy	<p>Our most recent analysis of succession data has indicated that policy positions are of concern in our organization.</p> <p>The scope of policy work is broad and touches all departments. The recent challenges that have been encountered in recruiting to our senior policy positions is a trend that has been recognized government-wide.</p> <p>As the number of positions per ministry is small, it will be challenging for individual organizations to address this issue.</p>	<ul style="list-style-type: none"> • Support corporate succession program development including establishing partnering relationships with post-secondary institutions • Continue Job Description and Competency Model development • Encourage internal exposure to policy roles through temporary assignments from non-traditional labour pools

Succession Model for 'At Risk' Streams



Career Development Programs:

The ministry has three specific programs that are intended to address some of our current succession challenges. Both the Technician Entry Level Program and the Management Development Program were modeled on the existing Engineer-in-Training Program.

The diagram on the next page shows the common structure of all of the programs developed and managed by the ministry.

Engineer-in-Training Program (EIT):

Since the 1960s, the EIT program has been bringing top-quality engineers into the public service. Our program is unique in two ways:

- it offers freshly graduated students an opportunity to gain experience in several types of jobs at different sites throughout the ministry and the province; and
- it offers three to four assignments over the four-year program, affording each engineer an opportunity to train, develop, obtain challenging work assignments and grow professionally.

The program provides early-career opportunities to experience the diversity of the ministry leading towards a clear career path within the organization. It offers a way to build a solid record of accomplishments and a broad-based perspective of our organization. Finally, it offers the flexibility to work at several locations before determining where a participant's talents best suit our business needs.

Management Development Program (MDP):

The MDP program was created in 2003 to develop the future managers and leaders of the ministry. The program provides an opportunity for both internal and external participants to develop their management skills over a two to four-year period. The program does not replace traditional advancement methods, but provides another avenue for development in preparation for future management vacancies.

The ministry has established mutually beneficial relationships with post-secondary institutions throughout the province in order to market this program to talented individuals. External participants have relevant backgrounds typically in the fields of public and business administration, at a Bachelor or Master's level.

Both internal and external participants are provided with education, training and practical work experience while increasing responsibilities and complexity of assignments over their time in the program.

Participants are exposed to a variety of management projects in regions, districts and headquarters. They are partnered with a mentor throughout the duration of the program, providing a solid foundation for their competency development. The program is expected to produce candidates who have the required experience, knowledge, skills and abilities to apply for future management vacancies.

Technician Entry Level Program (TELP):

The TELP program was created in 2004 to recruit recent technical school graduates. Participants are provided with supervised work experience and increasing responsibilities until they reach the full working level of the position. Through exposure to a variety of technical problems, solutions and techniques, participants are provided with a solid career foundation for the future.

The two-year program consists of three parts: 1) recruitment and six-month probation period; 2) training and performance assessment; and finally 3) placement into permanent regular positions.

During the orientation and training periods, trainees work directly for a supervising senior technician whose role is to act as a host, mentor, career counsellor, and performance evaluator.

Section 2: Work Environment Strategies

Background:

In 2002, the ministry Executive appointed a Renewal Team to champion Public Service Renewal. Each business unit was given the opportunity to nominate a Renewal Delegate. These delegates took the six Public Service Renewal Goals and developed our '[People Plan](#)'. This plan set out the vision, mission and goals for our Renewal Initiative:

OUR PEOPLE VISION

Our ministry is the best place to work in government. We are a well-recognized and well-equipped team with excellent leadership. We work in a goal-oriented environment with opportunities for growth, learning and innovation. We lead healthy and balanced lives as we deliver a safe, efficient and reliable transportation system to British Columbians.

OUR PEOPLE VALUES

<i>Respect:</i>	To treat those we serve, and each other, with courtesy, fairness, dignity and trust.
<i>Integrity:</i>	To conduct ourselves in an ethical, honest, consistent and professional manner.
<i>Diversity:</i>	To honour other perspectives, personalities and communication styles.
<i>Balance:</i>	To encourage a healthy balance of work and life activities.

GUIDING PRINCIPLES:

We are a team.
We treat individuals with dignity and respect.
We foster and embrace change as opportunity.
We respect individual initiatives in support of team goals.
We try new ideas and learn from our mistakes.
We encourage open, creative debate.
We foster a safe and healthy working environment.
We make things happen.
We cut through bureaucracy.

In each subsequent year, the ministry has hosted a Provincial Renewal Delegates Conference to review action plans, report on accomplishments, and revisit and update the People Plan goals.

Staff across the province responded to the message delivered through the Renewal Initiative in many ways. The results, although supported by the Renewal Team and the Delegates, were really the accomplishments of our staff. This cultural shift was made even more significant by the fact that our Renewal Initiative began in the middle of our first year of workforce adjustment, when the majority of our staff cuts were made.

Accomplishments:

The accomplishments reflective of this initiative and the efforts of staff across the province included:

[Career Development Tools and Programs](#)

- *Career Pathing* – this tool helps employees identify anticipated future employment opportunities that best fit their individual values, attributes and limitations. This information can then be integrated into an Employee Performance and Development Planning (EPDP) Session.
- *Skills Inventory* – this tool allows employees the opportunity to identify skills that they possess and wish to utilize on projects within the organization. Managers and supervisors can then search for employees with the skills that they are looking for when selecting a project team or work group.
- *Mentorship Guidelines* – this website provides guidelines on mentorship including responsibilities of the mentor and protégé, and tips on establishing an effective mentoring relationship.

[Annual Employee Engagement Survey](#)

- Conducted three consecutive years.

[Annual Customer Satisfaction Survey](#)

- Conducted four consecutive years.

[Road Runner](#)

- Revitalization of employee-oriented and written newsletter.

[Wellness initiatives](#)

- Increased focus on wellness at the Employee Advisory Forum.
- Partnered with the Ministry of Forests to adapt their wellness website to the needs of the Ministry of Transportation.

[Orientation Website](#)

- Developed a new orientation website that will include an automated messaging component.
- Compliments government-wide orientation efforts.

[Rewards and Recognition](#)

- Promotion throughout the organization, including our own [Deputy Minister's Awards](#).
- Developed and circulated a brochure and marketing presentation.

Looking to the Future:

An Employee Advisory Forum has been established to revitalize our Renewal Initiative and build on the good work done by the Renewal Team by providing staff with a central place to raise any issue, develop solutions, and work with the results of our ministry's annual Employee Engagement Survey.

Strategy	Description
Maintain EPDP participation	In response to the corporate EPDP initiative, MoT committed to 100% participation of all staff in the first and subsequent years.
Celebrating our People Expand Our Recognition Programs	Employee Recognition has been shown to be one of the most effective ways to improve performance, support objectives and retain top performers. 'Celebrating our People' is aimed at marketing and promoting rewards and recognition programs that are available at both the corporate and ministry-specific level.
Establish Employee Advisory Forum Working Groups	Seven working groups have been formed based on the driver analysis from the 2004 Employee Engagement Survey. These working groups are tasked with identifying and recommending specific actions that will contribute to our corporate culture as defined in our 'People Plan'.
Establish a Succession Management Review Board	<p>In order to take a holistic approach to succession management in the ministry, we are proposing the formation of a Review Board to discuss these issues and provide corporate direction. The role of this committee would be to review the data gathered by HR, validate the occupational streams that are 'At Risk', assign priorities and provide input into strategies for mitigating our risk.</p> <p>Some examples of occupational streams that could be evaluated are policy/program and property acquisition positions. As well, in June 2005 the ministry acquired the Commercial Vehicle Safety and Enforcement program. This occupational group will need to be reviewed for potential succession challenges.</p>
Provide Opportunities for Mentor Orientation	In all of our succession management programs, mentors are assigned to participants to guide their progress and ensure they get a positive and value-added experience. Mentors will be invited to attend an annual 'Mentor Orientation' session to discuss the requirements of the programs, the expectations of the mentors and any specific licensing body regulations. The pilot version of this session will be held in December 2005 with the mentors of the EIT Program.

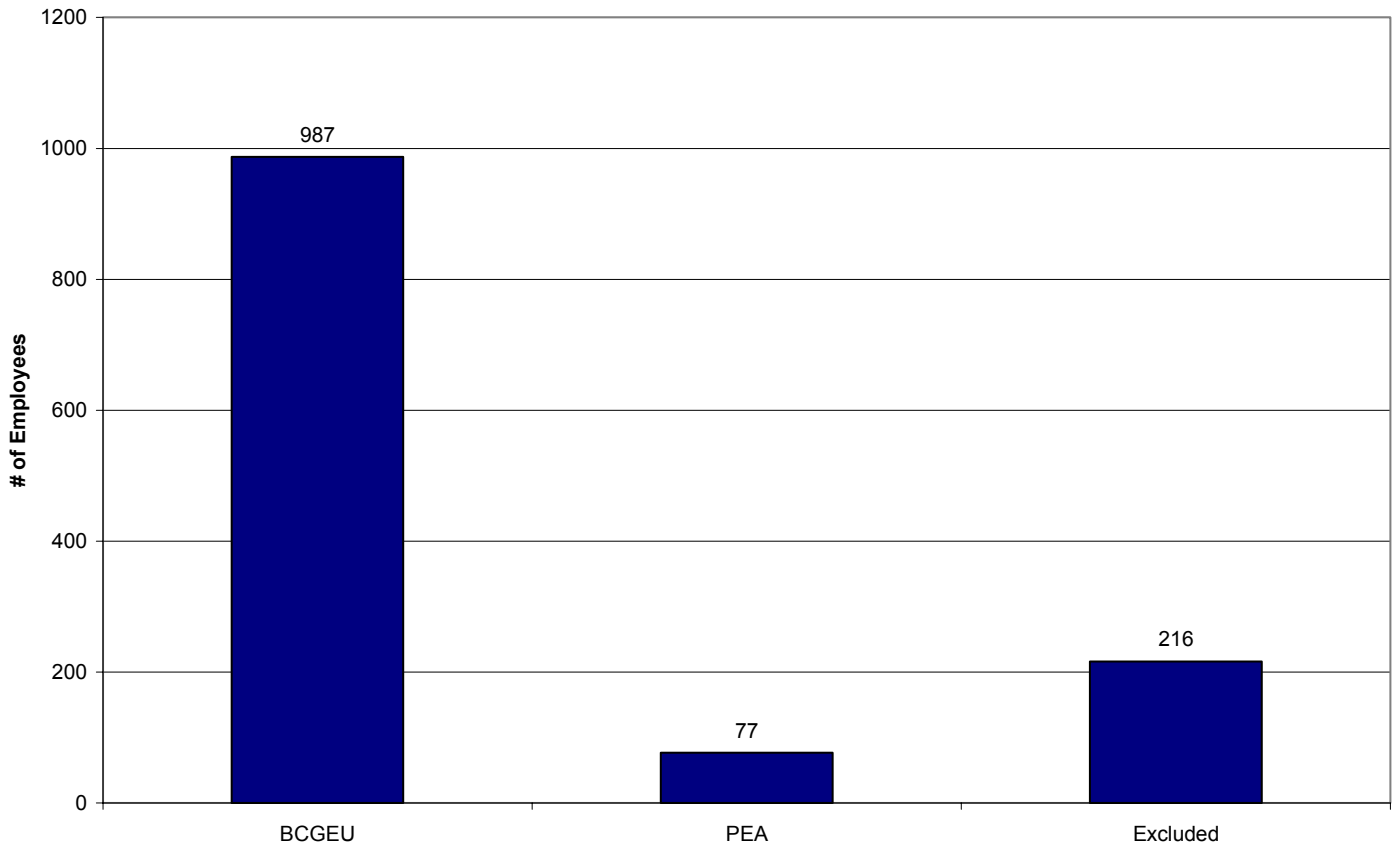
Section 3: Performance Measures

In accordance with the standards detailed in the Service Plan guidelines, the following performance measures will be used by the Ministry of Transportation to evaluate the effectiveness of its human resource strategies:

Performance Measure (Source of Measurement)	Benchmark	2006/07 Target	2007/08 Target	2008/09 Target
1. Engagement index (Employee Satisfaction/Engagement Survey)	64%	67%	70%	72%
2. Turnover (BC PSA Report)	n/a	Establish benchmark	Establish target	Establish target
3. Retention rate of succession program participants on completion of program (MDP, EIT, TELP, etc... statistics)	n/a	Establish benchmarks	Establish targets	Establish targets

Appendix 1 – Workforce Profile

Employees by Status as of October 4, 2005

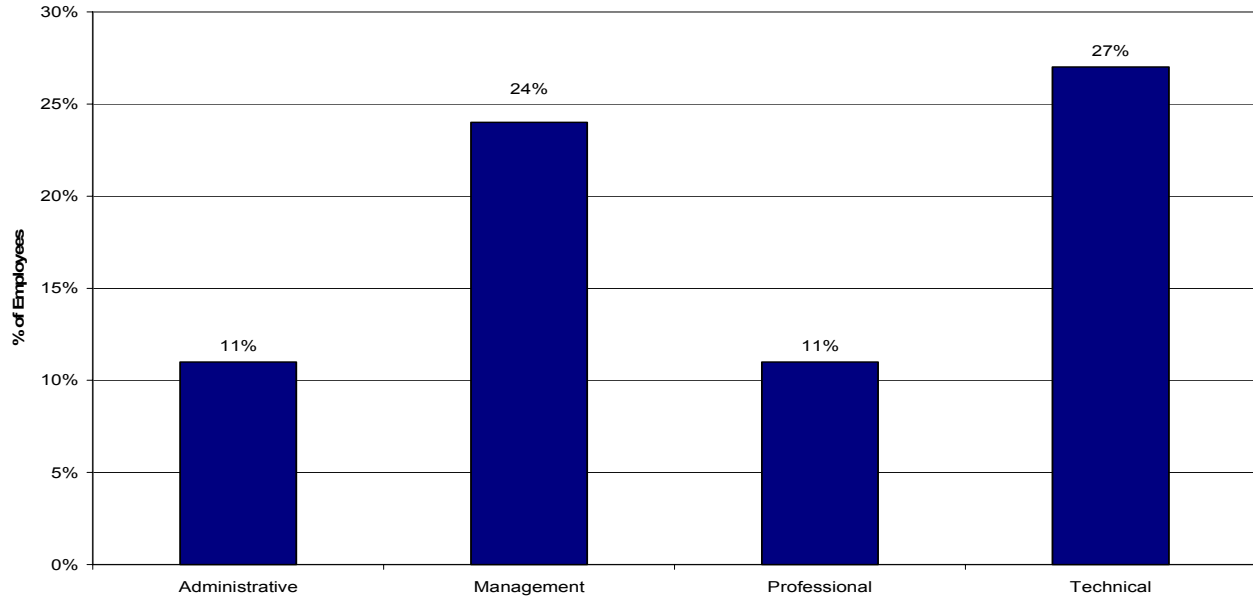


Regular:	1211
Auxiliary:	<u>69</u>
Total # of Staff:	<u>1280</u>

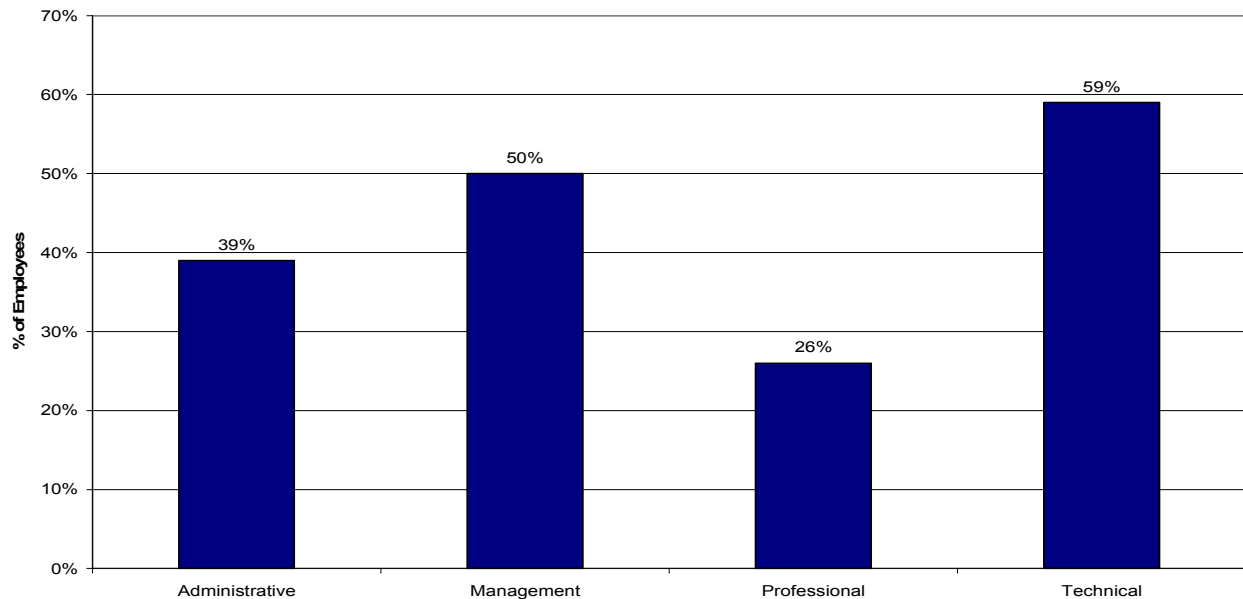
Appendix 2 – Retirement Eligibility Breakdowns

From the Human Resources Branch 2004 *Succession Report: Looking to the Future*

Percentage of Employees Per Stream Eligible to Retire in 5 Years



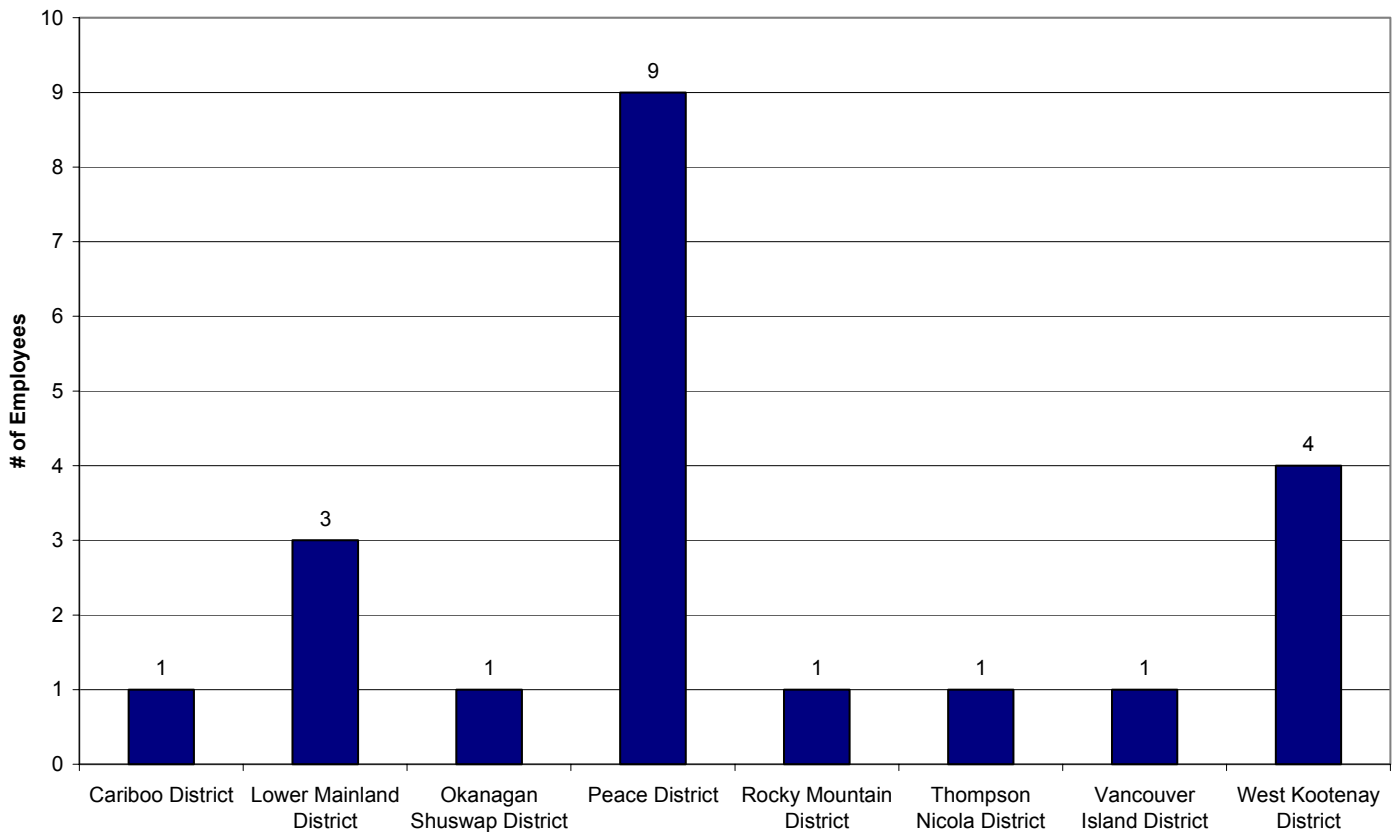
Percentage of Employees Per Stream Eligible to Retire in 10 Years



Appendix 3 – District Breakdown

From the Human Resources Branch 2004 *Succession Report: Looking to the Future*

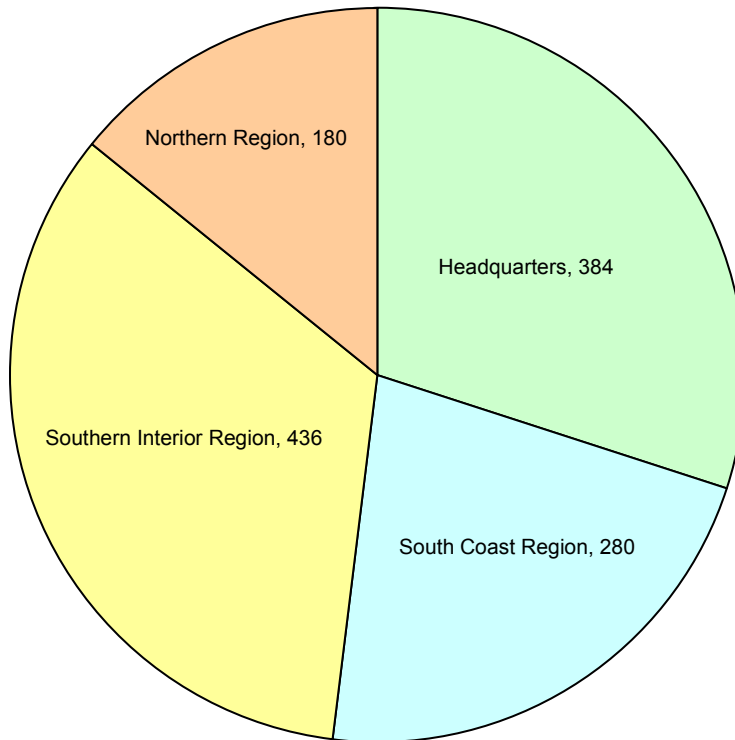
Breakdown of Districts With Employees Below the Age of 36



Note – The Fort George, Bulkley-Stikine and Skeena Districts have no employees under the age of 36.

Appendix 4 – Geographic Profile

Geographic Dispersion as of October 4, 2005



Regular:	1211
Auxiliary:	<u>69</u>
Total # of Staff:	<u>1280</u>

Appendix 5 – District Retirements

From the Human Resources Branch 2004 *Succession Report: Looking to the Future*

Percentage of District Employees Eligible to Retire in 10 Years

