

A man with a grey beard and mustache, wearing a light blue button-down shirt and a high-visibility yellow and orange safety vest, is smiling and looking towards the left. He is standing in a bus depot with several buses in the background. The scene is brightly lit, suggesting daytime.

BC TRANSIT'S

# People and Culture Plan

2020 – 2025





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# INTRODUCTION

Hello BC Transit employees,

This plan was written for you, and with you. It will serve as our roadmap for how the organization will grow, support, lead and engage with you over the next five years.

BC Transit believes it's time to redefine the relationship between employer and employee; between people leader and team – not only when we interact with each other, but how and with what tools, programs and services. We're calling this a transformation to a people first organization.

Within this plan, you will find three overarching goals that consciously move us towards becoming a people first organization:

- Inspiring Employee Growth and Development
- Streamlining Communication & Growing Employee Engagement
- Elevating HR Technology

Also, the goals and transformative actions included here are not insignificant; many will take collaborative, cross-departmental effort, some will require additional resources, and all will take time. The tracking and measurement of

these goals and actions will be included in BC Transit's Divisional Priorities so they can be kept at the forefront of our business decisions.

Perhaps the first example of this transformation is in the name of this refreshed plan. HR Action Plan, our 2012 plan, inferred that it was a plan for the human resources department, and that department alone. For this 2020 revision, it was important to choose a name that resonated with the direction we're headed and one that empowered the entire organization to join the journey.

BC Transit has bold, new leadership with a fresh perspective on our direction, our people, and our business actions. Our goals are big and rooted in a desire for our people to thrive in this period of transformation, collectively building on the strong BC Transit culture that already exists. Changes that come as a result of this plan will not be successful without support from BC Transit employees and people leaders so we encourage you to get involved, be engaged, speak up and help make this plan succeed in reality for all of us.



# LINK TO BC TRANSIT'S STRATEGIC PLAN

BC Transit has embarked on a strategic planning process to define our strategic roadmap for the next five to 10 years. Our last update to the strategic plan occurred in 2009 and with current and expected future changes, this plan has been updated for 2020 and beyond.

The strategic planning process has defined our collective Vision, Mission, Values and Objectives and will be driven by our corporate culture. The outcome of this process is an updated Strategic Plan called Transforming Your Journey to guide our future decision making and direct our actions based on real and measurable goals.

With this Strategic Plan refresh, it made sense to also update the sub-plan that guides our actions as they relate to BC Transit employees for the next five years – this People and Culture Plan. The two plans were created in a collaborative means and on a mirrored timeline to ensure alignment. Why? Because an organization's strategy is only as effective as the people bringing it to life.

There are five overall objectives set out for BC Transit in the Strategic Plan and from those, the actions and overall vision of this People and Culture Plan are inherently linked to the Engaged People objective: *We will support our people to achieve success.* In other words, this People and Culture Plan is the people side of the Strategic Plan.



Always Safe



Engaged People



Satisfied Customers



Thriving Communities



Responsible Stewardship

# VISION FOR A PEOPLE FIRST CULTURE

We believe that growing a people first culture needs to be a foundational consideration of employee programs, services and interactions moving forward. It's time to consciously integrate this approach into recruitment, performance and development planning, employee engagement – all aspects of supporting people within our organization. To start, let's be clear on what we mean by 'people first'.

Not unlike BC Transit's overall vision statement as a provincial Crown agency providing public transportation services throughout the province, we created a vision statement for the entire organization to refer to while we move through the work outlined in this plan.

**WE BELIEVE IN CREATING an organizational people culture where employees feel empowered to not only do their best work but also take ownership in growing and developing their careers. We embrace differences, value diversity and inclusion, and support the notion that not everything has to be perfect the first time around. Safety, physical wellbeing, mental health and wellness are prioritized. People are trusted, respected and have clear purpose. Putting people first means we consider people in every business decision we make.**

# OUR PURPOSE

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It's not a secret that people want to believe that the work they do has meaning. When that exists, the result is more engaged, innovative, and productive people who identify with their own, and therefore the organizational, purpose. It's not an easy thing to measure but it's something we know that just happens.

We believe purpose lies in the story. Consider BC Transit's Vision, Mission, Values and Objectives – they form a story about what it means to community members to have public transportation available to them. Then, consider your own story as a BC Transit employee; how does your work contribute to the overall purpose of the organization?

The goals in this People and Culture Plan will not only create opportunities for employees to develop within the organization, but also to establish a common language about what it means to put people first. Identifying with each other's stories and sharing in a common organization-wide purpose is necessary for us to achieve these goals.

## OUR VALUES



**Safety**



**Innovation**



**Community**



**Customer Service**



**Teamwork**



**Trust & Respect**

# EMPLOYEE ENGAGEMENT

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Some say it is the journey, not the destination that matters. This is fitting, for a public transportation organization, and especially in the context of this plan. We took this to heart by making employee involvement a key part of the process.

Throughout 2019, various employee groups were engaged in several different styles of sessions – organic, open-ended conversations where ideas were scribbled on white boards; half-day, off-site workshops to brainstorm new ideas; and structured, facilitated sessions with people leaders to validate previously gathered data. Though different in format, all shared a key goal; to seek employee feedback about their experiences with human resources and how they see people support at BC Transit moving forward. This collective feedback is what shaped the goals and actions in this People and Culture Plan.



# OUR GOALS AND ACTIONS

Working towards a people first organization is the direction we're headed, but we also know that we can't successfully do everything at once. On the following pages are the three goals related to our people we have set out to achieve, with specific action items under each. Aligning with the Strategic Plan, the action items here are divided into three categories:

**BASE:** The actions that we are already doing, and which we need to continue to do well, in order to plan and deliver services and run our organization.

**BASE PLUS:** The priority actions that should be implemented to enable us to undertake our base activities more efficiently and effectively and streamline coordination and communication.

**INNOVATION:** The priority actions that we should implement in the future to our organization and services forward.

**Are you ready? Join us on this journey towards a people first organization.**

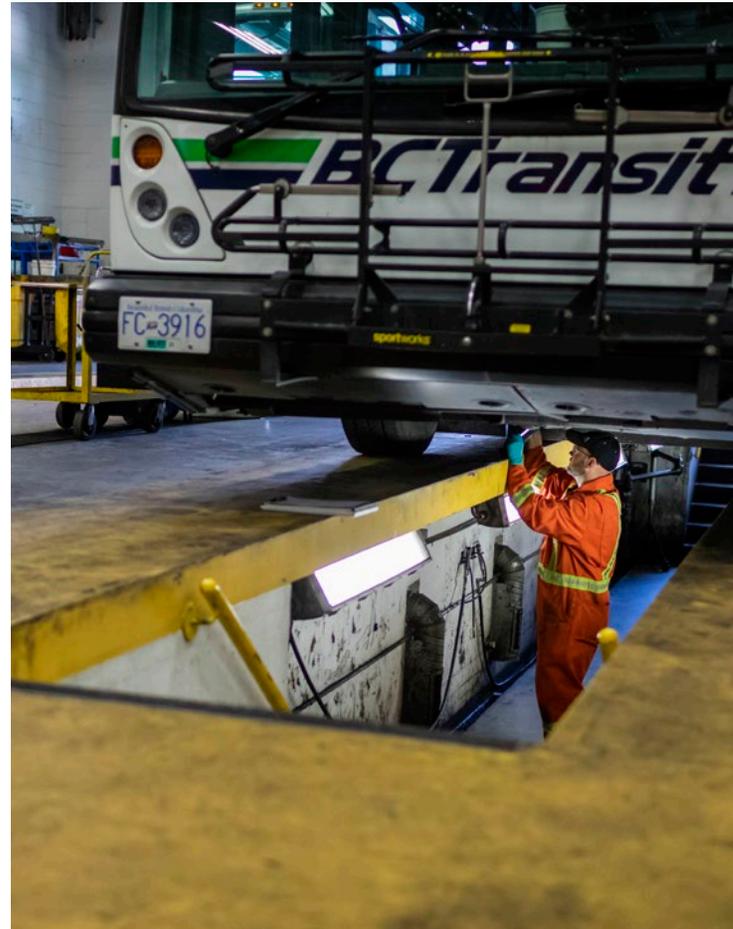
## Goal 1: Inspiring Employee Growth and Development

### OUTCOME

Employees have the knowledge, skills and abilities to do their job well and are inspired to grow within the organization. Leaders, both current and future, are confident in having regular and honest two-way feedback conversations with their team members as well as setting clear expectations for both themselves and others. Trust and empowerment are the foundation.

Inspiring you to grow your career at BC Transit is a foundational part of growing a people first organization — not only the current role you're in, but also as you look ahead to explore future career opportunities at BC Transit.

There are many ways that this can transpire; it may be in specific job opportunities you choose to consider or in the framework to have valuable conversations with your leader about your performance, development and goals. The specific actions here focus on empowering employees to identify what their career path options are, developing both current and future leaders through a specific and customized program that will create a common understanding of what it means to be a leader at BC Transit and launching new opportunities for employees to learn, in-house, from their colleagues.



Below are the specific actions BC Transit will take over the next five years towards Inspiring Employee Growth and Development.

Access to Learning		Goal 1: Action 1
BASE	<ul style="list-style-type: none"> <li>Continue to invest in the growth and development of employees by reviewing Learning and Development programs regularly, along with any associated policies and processes to ensure our current and future needs are met</li> </ul>	
BASE PLUS	<ul style="list-style-type: none"> <li>Allocate funds directly to business units to manage aspects of learning, creating a simplified process for employees to access funds</li> <li>Adjust tuition reimbursement program to increase transparency and better meet the needs of employees</li> <li>Corporate Learning and Development delivers training required across the organization based on needs</li> </ul>	
INNOVATION	<ul style="list-style-type: none"> <li>Re-evaluate Succession Planning and High Potential programs</li> </ul>	
Revise Employee Performance Review Program		Goal 1: Action 2
BASE PLUS	<ul style="list-style-type: none"> <li>Reinvent the performance review process to look ahead, include candid feedback and ensure strong development plans</li> <li>Provide training for people leaders to develop skills and add to their toolbox on having meaningful conversations with employees</li> </ul>	
People Leader Development		Goal 1: Action 3
BASE PLUS	<ul style="list-style-type: none"> <li>Build a competency framework</li> <li>Build and launch training programs, focused on the people leader level</li> <li>Design and launch a customized people leader onboarding program focused on internal programs, policies and processes important for people leaders to know early in their new role</li> </ul>	
Experiential Development		Goal 1: Action 4
BASE PLUS	<ul style="list-style-type: none"> <li>Improve and increase our use of the Insights program</li> <li>Determine strategies to increase informal learning throughout the organization (e.g. mentorship, job shadowing, "skip level" meetings, opportunities to work on low-risk projects that are outside of current role, knowledge sharing)</li> </ul>	
INNOVATION	<ul style="list-style-type: none"> <li>Implement mentor and coaching programs to build skills and promote the use of these tools</li> </ul>	

## Goal 2: Streamlining Communication and Growing Employee Engagement

### OUTCOME

Our people have streamlined access to information and strong relationships both with their colleagues inside the organization and with community and charitable organizations externally. Differences are embraced and diversity and inclusion are considered in all business and people-related decisions.



We recognize a reinvention of our internal communication process is necessary in order for our people to feel informed and empowered. When done effectively, our people can become not only ambassadors in the community but also feel fully engaged inside the organization.

Actions within this goal are centered around streamlining internal communication, such as a review and update of the communication process for Divisional Priorities, not only as a way to track People and Culture Plan actions housed there, but also so all employees have a resource to keep up to date with what all Divisions are working on.

Actions here also support the continued growth of employee engagement as part of BC Transit's culture. This is done through the Engagement and Culture Group (ECG), a cross-section of employees whose collective purpose is to act as a voice for the entire employee population through the Work Environment Survey (WES), the Employee Suggestion Program and conversations with employees and leaders at the team and department level.

Embracing differences that are inherent between people, through active steps towards diversity and inclusion will also become part of the foundation we are building: creating recruitment practices that support a diverse employee group, brainstorming formal and informal programs that create space for people to learn about and celebrate each other's differences will be integral to BC Transit's growth as a people first organization.

Below are the specific actions BC Transit will take over the next five years towards Streamlining Communication and Growing Employee Engagement.

Internal Communications Strategy		Goal 2: Action 1
BASE PLUS	• Establish a standard internal communication strategy that includes employees (whether key stakeholders or not) having the opportunity to be consulted and/or involved in projects in the initial stages	
	• Review and update internal communication process for Divisional Priorities, not only as a way to track People and Culture Plan actions, but also so all employees have a resource to keep up to date with what all Divisions are working on	
	• Improve functionality of The Hub (or alternate tool) as an employee communication tool and information resource	
	• Identify spots in high traffic areas of all offices/locations to be used as communication spaces	
	• Establish an up to date facility map/department directory listing locations of employee's desks	
	• Create a weekly 'key organizational highlights' communication piece for leaders to share with teams	
Corporate Policies and Standards		Goal 2: Action 2
BASE	• Clarify for employees and people leaders that corporate policies, procedures and forms can be found on The Hub	
	• Continue to review all policies and provide updates to Board of Directors and employees on an annual basis	
BASE PLUS	• Engage with people leaders to provide clarity on corporate policies, procedures and applications thereof	
	• Empower people leaders to discuss relevant corporate policies with their employees at team meetings, tool box talks and other opportunities	
INNOVATION	• Introduce a policy management and administration software system to streamline the creation, approval, distribution and monitoring of corporate policies, procedures and forms	

Employee Engagement Surveys		Goal 2: Action 3
BASE	<ul style="list-style-type: none"> <li>• Increase Work Environment Survey (WES) from occurring every two years to annually in order to seek employee feedback and measure foundational employee engagement areas more regularly</li> <li>• Continue to involve the Engagement and Culture Group (ECG) to translate survey results into prioritized recommendations for Senior Leadership consideration and implementation</li> </ul>	
BASE PLUS	<ul style="list-style-type: none"> <li>• Research and implement one, organization-wide survey tool for all employee surveys (Work Environment Survey, Onboarding, Stay and Exit Surveys, etc)</li> <li>• Using a holistic lens, review all current employee surveys and revise to ensure we are asking the right questions, that the questions are tied to what we want to know and that there is a consistent tone, language and branding</li> <li>• Introduce Stay Surveys (AKA Stay Interviews) as a way to mitigate the risk of resignations and reduce employee turnover</li> <li>• Introduce Pulse Surveys as short, 3-5 question, department and/or project-focused surveys in between annual Work Environment Surveys</li> </ul>	
INNOVATION	<ul style="list-style-type: none"> <li>• Become more data-driven and use survey results to effect positive change in the organization by identifying the most valuable metrics for our organization to measure, implementing a consistent metrics reporting schedule and involving people leaders in the process</li> </ul>	

Stay Onboard		Goal 2: Action 4
BASE	<ul style="list-style-type: none"> <li>• Stay Onboard Phase 1: Process map has been updated, outlining responsibilities of individual responsibilities and time frames</li> <li>• Stay Onboard Phase 1: Capture employee's overall experience with the program to date via an online survey</li> <li>• Stay Onboard Phase 1: Include injured employees in the planning/selecting of modified duties and development of individualized at-work plans</li> <li>• Stay Onboard Phase 1: Prepare for transition to address mental health and wellbeing in the workplace (Phase 2)</li> </ul>	
BASE PLUS	<ul style="list-style-type: none"> <li>• Stay Onboard Phase 2: Upload updated process map to The Hub and incorporate into training plan with employees and people leaders</li> <li>• Stay Onboard Phase 2: Release on-line confidential survey to participants of the program</li> <li>• Stay Onboard Phase 2: Actively improve coordination and participation with employees, maintaining regular contact and follow up</li> <li>• Stay Onboard Phase 2: Evaluate the strength of the foundation to implement phase 2 of Stay Onboard Program, to augment injuries, mental health, and wellness; identify learning needs and resources to support planning for implementation</li> </ul>	

Recruitment and Retention		Goal 2: Action 5
BASE	• Continue to attend career fairs to promote current and upcoming career opportunities	
	• Continue offering co-op and internship opportunities to students as a way to provide valuable work experience and invite new talent to try our organization on for size	
	• Strengthen strategic relationships with educational institutions and community organizations	
	• Further engage and address needs of hiring managers in all aspects of the recruitment process	
BASE PLUS	• Strategically approach recruitment by: developing and implementing an Indigenous Recruitment Strategy; identify specific approaches to increase women in our trades positions; and, focus on hard to fill roles in IT	
	• HR and Customer Experience and Public Affairs collaborate to identify specific employer awards for BC Transit to enter (e.g. Top 100 Employers) taking into account branding, consistent language/voice, to promote BC Transit as an employer of choice	
INNOVATION	• Establish relationships with legacy staff	
Diversity & Inclusion Program		Goal 2: Action 6
BASE PLUS	• Assess current level of diversity and inclusion at BC Transit through data collection (e.g. employee demographics, current culture assessment regarding diversity and inclusion) and build awareness through employee engagement and outreach	
	• Research, write and seek SLT approval on a Diversity & Inclusion Program proposal for BC Transit	
	• Launch approved Diversity & Inclusion Program to BC Transit employees	
	• Conduct annual program review via employee engagement sessions, team meetings, and from WES and/or other employee surveys; report on results annually	
	• Integrate with annual policy review; determine which policies are priorities to update in terms of integrating diversity and inclusion values and practices	
Positive Workplace Culture		Goal 2: Action 7
BASE	• Continue collaborative work between Engagement and Culture Group (ECG) and senior leaders to grow employee engagement	
	• Establish ways to increase visible leadership at all locations through informal gatherings and connections with employees	
	• Initiate opportunities for cross-departmental social events to facilitate team building	
	• Create spaces for employees to gather during breaks; establish more meeting spaces, comfortable break-out spaces for small groups	

Workforce Planning		Goal 2: Action 8
BASE PLUS	<ul style="list-style-type: none"> <li>Initiate baseline conversations with people leaders around needs analysis and workforce planning process tool</li> <li>Research and implement workforce planning tool; write process</li> </ul>	
INNOVATION	<ul style="list-style-type: none"> <li>Include workforce scenario planning into people leaders' annual people resource planning</li> </ul>	
Flexible Work Arrangements		Goal 2: Action 9
BASE PLUS	<ul style="list-style-type: none"> <li>Research other successful approaches to flexible working in both public and non-public sector organizations</li> <li>Engage employees to assess interest for flexible working, seek input on parameters of what flexible working means at BC Transit</li> <li>Propose and seek approval from senior leaders on flexible working pilot project</li> </ul>	
Employee Recognition		Goal 2: Action 10
BASE	<ul style="list-style-type: none"> <li>Maintain our current culture of employee recognition by continuing to grow BC Transit's Recognizing Excellence and Values program (REV)</li> <li>Through the work of the REV Committee, continue to hold Annual REV Week events to recognize employees for core value awards, length of service, safe driving and safe working milestones</li> </ul>	
INNOVATION	<ul style="list-style-type: none"> <li>Improve online employee recognition tool by streamlining data integration from HRIS, enabling smartphone functionality and other technological features to support ease of use and increase participation</li> </ul>	
Fundraising and Community Involvement		Goal 2: Action 11
BASE	<ul style="list-style-type: none"> <li>Continue work of Employee Charitable Fundraising Campaign efforts to support Help Fill A Dream and United Way</li> <li>Promote fundraising efforts through our corporate and HR social media channels in order to maintain online connection to those charities and to share our efforts with our followers</li> </ul>	
BASE PLUS	<ul style="list-style-type: none"> <li>Seek employee feedback on new initiatives to support employees becoming involved in fundraising and community support (e.g. a corporate community volunteer policy and program)</li> <li>Seek approval/implementation of new initiative(s) based on employee feedback</li> </ul>	

## Goal 3: Elevating HR Technology

### OUTCOME:

Employees and people leaders are empowered with the tools and people data they need to enable rich conversations.

The quality of your employee experience at BC Transit is a critical part of a people first organization and how technology impacts that experience can leave a lasting impression. While navigating processes from application and onboarding to

career development, there are many technology touchpoints where it's important to ensure you have access to the tools and resources you need, when you need them.

By leveraging technology we can increase our sophistication, integration and modernization of our people related tools. From basic functionality of online time entry and pay stubs, to online performance reviews and development plans that are readily accessible, an investment in modern, integrated people related tools and technology will allow employees and leaders to work efficiently and effectively.

Below are the specific actions BC Transit will take over the next five years towards Elevating HR Technology.

SmarterU (Learning Management System)		Goal 3: Action 1
BASE	<ul style="list-style-type: none"> <li>Continue to leverage technology as a critical learning platform, and to support in-person learning and development activities</li> </ul>	
BASE PLUS	<ul style="list-style-type: none"> <li>Curate BC Transit recommended online courses content by role, competency and/or interest</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop custom course content to support People Leader onboarding to BC Transit policies and programs</li> </ul>	
Human Capital Management		Goal 3: Action 2
BASE PLUS	<ul style="list-style-type: none"> <li>Implement Employee Self Service to salary employees within current technology – employees will be able to view pay stubs, personal profile and leave balances online</li> </ul>	
	<ul style="list-style-type: none"> <li>HCM Phase 1: Invest in the talent management suite of HR functionality – performance management, recruitment, onboarding and offboarding, succession planning and learning management</li> </ul>	
	<ul style="list-style-type: none"> <li>HCM Phase 2: Invest in core HR and payroll functionality to support a comprehensive solution that integrates business functions which will enable; automation of procedures, increased efficiencies and streamlined experience for employees from onboarding and throughout career</li> </ul>	
INNOVATION	<ul style="list-style-type: none"> <li>HCM Phase 3: Leverage HCM platform as a single system of record that enables both the mission-critical layers of statutory requirements, collective agreements and policies along with ability to use people analytics strategically in business decisions</li> </ul>	

Total Rewards Program		Goal 3: Action 3
BASE PLUS	• Review exempt employee benefits and compensation on a bi-annual basis to ensure that they are current and transparent	
	• Create a Total Rewards section on The Hub where all employees can see the factors related to compensation and what benefits are available	
	• Create training for people leaders to ensure that they understand how their team is compensated	
Artificial Intelligence Predictive Analytics		Goal 3: Action 4
INNOVATION	• Use predictive analytics to improve and support business decisions with statistical data and predictions to make the employee experience even better within 5 years	
	• Utilize data for employee retention purposes	
	• Identify the correlation between learning and development programs and promotions	
	• Track social capital analytics to identify informal leaders who help move the company forward, small groups of people who have disproportionately large effect, and high potential employees	
Task Automation		Goal 3: Action 5
INNOVATION	• Identify task automation to free up people to do more meaningful work including: implement chat bots to answer easy and repeated questions; implement a compensation module that is integrated with the performance module	

# MEASUREMENT AND SUCCESS

The big question is: how are the actions in this plan going to be implemented?

Establishing Key Performance Indicators (KPIs) is a major component of this People and Culture Plan, not only to provide measurement of our collective success but also to be nimble in order to meet the needs of our people working in the constantly growing transit industry. There are many KPIs that are important for BC Transit as they relate to people, such as: our overall engagement score; recommendations implemented from the Work Environment Survey (WES) or Employee Suggestion Program; retention and absenteeism rates, as well as measurements like the number of people leader positions filled by internal candidates. We will also continue to review what additional KPIs align best with our goals and recognize the necessity to track our actions and review new priorities that emerge.

We will do this in two specific ways:

- 1. Including in Divisional Priorities.** Divisional Priorities are set in April of each year, based on BC Transit's Corporate Business Plan and Strategic Plan. KPIs will be added to Divisional Priorities and will be reviewed quarterly and updated on The Hub for employees to access.
- 2. Regular Review.** Reviewing this People and Culture Plan on a regular basis will be key to success. Employees will be at the heart of these reviews through sessions not unlike the ones held at the start of this process.

We have high aspirations for what the next five years holds for our people and look forward to collaborating with you to create a strong and vibrant people first organization.

