



BC PENSION
CORPORATION



**A THRIVING FUTURE
FOR OUR PEOPLE**

2018–2021

WHY A PEOPLE STRATEGY?

In *From 12 to 21: Our Way Forward*, we set ambitious goals for our organization that were intended to prepare us for the future. We've been deliberately changing to meet the future needs of our members, employers and trustees.

We have put this strategy together for employees to tell you how we'll continue to improve over the next three years, with the objective of enhancing your experience here, enabling you to pursue and achieve personal success and ultimately enabling all of us to achieve our business and transformation goals together.

We're calling it our **people strategy** and it includes four overarching goals.

1	2	3	4
Elevate our people leadership	Grow our skills and capabilities	Cultivate our work environment	Promote an employment destination

WHY NOW?



As we head into the 2018–2021 Operation Phase, we're already two-thirds of the way through the transformation that's changing a lot about our organization: how we work, interact, and meet the expectations of those we serve.

We've been listening to you, and we've heard some great ideas about what we can do to make Pension Corporation an even better place to work. It's time to look inward and make necessary, lasting shifts in how we create an environment that enables your success. Ultimately, we want you to see a place for yourself at the corporation today, and in the future—and we want you to take the initiative to help yourself get where you want to be.



What's shifting?

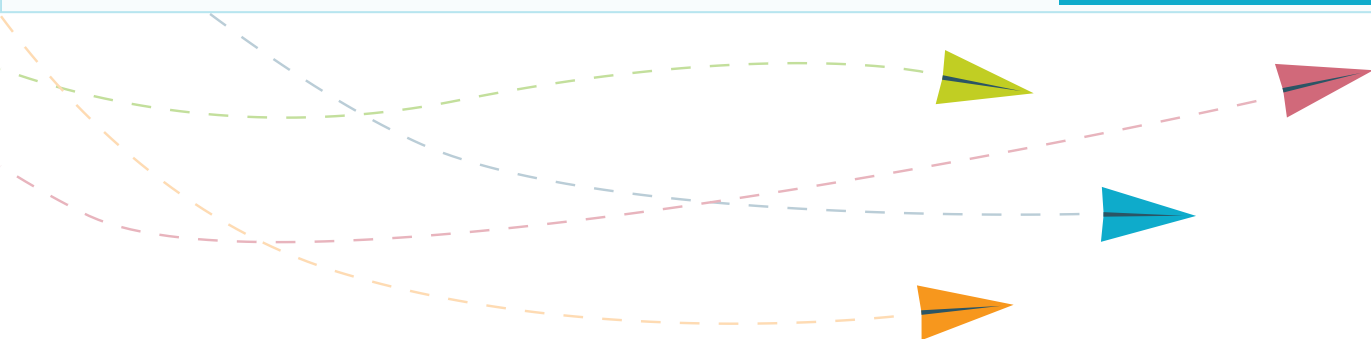
In the 2018–2021 Operation Phase plan, we are deliberate in our intentions to shape our changing workforce and advance a positive employee experience

“We must ensure our workforce has the knowledge, skills and competencies required to perform today and meet future business needs. Leadership plays a critical role in enabling staff to thrive in moving our organization forward. We want our employees to have a positive experience from the time they hear about us and throughout their employment.”

Source: Operation Phase Plan

By 2021, we'll be more agile in the way we work: constantly learning, solving problems, and adjusting our approach to achieve our business goals ● We'll value and recognize performance, new ideas and achievements ● Our decisions will be driven by insights, based on known data rather than past experience or intuition ● We'll each use our own knowledge—and collaborate to benefit from that of others—to guide and constantly improve ● We'll engage with one another through multiple channels and tools ● We'll have formal leadership expectations to maximize development and potential ● Our leaders will be focused on performance—their own, their team's and that of the organization ● Through it all, we'll retain our strong sense of community and make it even stronger.

A GLIMPSE INTO OUR FUTURE WORKPLACE



OUR GOALS AND INITIATIVES

Each of the four goals includes several initiatives. Many of these initiatives are in progress and some have yet to be planned. Here are some highlights of the initiatives and what this means for you.

Elevate our people leadership

GOAL 1

The practice of managing people involves a prescribed set of responsibilities and accountabilities. As part of our people strategy, we'll set standards that leaders will be expected to achieve and we'll ensure that all new leaders understand them. We'll hold all leaders accountable for coaching and inspiring their team members; providing guidance and leadership during periods of change; and for being effective people managers on a day-to-day basis.



What this means for you

Your leader will have the skills necessary to coach you in a way that empowers you to perform at your fullest potential. Through regular one on one meetings and meaningful feedback you will gain a better sense of how you contribute.

We'll develop a set of leadership expectations and put consistent management practices in place, supporting leaders who need to develop additional skills. You can expect to receive support no matter where you move within the organization whether it be on a day-to-day basis or during times of change.

Your experience with new leaders will be more predictable: newly promoted or newly hired leaders will receive onboarding around our leadership practices and expectations.

Grow our skills and capabilities

GOAL 2

As our organization adapts to new ways of working, you may need to develop new skills. Through our people strategy, we'll help you upskill so you'll be able to do your job more effectively today and as we continue to transform. We need to become more performance-driven; we'll recognize those who perform well against our business goals. Striving for excellence also means having plans in place at all times so we can fill critical roles in the event of staff departures.



What this means for you

Performance planning (goal setting, annual reviews, and more) will become more streamlined and meaningful through improved processes and practices to make the entire experience better for everyone.

You'll work with your supervisor to identify the skills, competencies and training you'll need to develop to do your job in the future whether your role may support a newly automated business process, new technology or involve delivering an enhanced service experience to others.

We'll help you figure out your career options and how you can take control to get there. You'll learn about career paths and how you can map your progression to drive the direction and success of your own career.

Workforce planning is and will continue to be an important ongoing activity, ensuring we understand the skills needed to fill leadership and other critical positions and can fill knowledge gaps to ensure smooth transitions tapping into our internal talent and also through new recruits.

Cultivate our work environment

GOAL 3

Whether you're logging on from home or coming to the office, we want you to feel supported and to have the tools you need to do your work effectively. Together we're creating a modern, flexible workplace that takes into account your physical, mental and social health.

What this means for you

Your health, wellness, and safety are of utmost importance to us—and they're key to our success. We're putting together a strategy so you can drive towards your wellness goals and ensure safety and security practices are understood and advanced across the organization.

We've already opened our minds to new ways of working, such as compressed work weeks, part-time schedules, teleworking and mobility (i.e., not having individually dedicated workspaces). We'll continue to explore ways of working that enhance your employment experience, while providing an outstanding experience to those we serve. We acknowledge that we'll all have to adjust how we retain our sense of community while working in different ways.

As we continue to redesign our space, we aim to offer work environments that are suited to every style of working, such as purpose-built spaces to collaborate, dedicated quiet working zones, mobile work areas and areas that are great for individual coaching discussions.

Face-to-face interactions will always remain part of who we are, but technology connects us to our work and our internal community. We'll redesign our communication, engagement and feedback channels to enable you to find the information you need and learn what's happening within the organization.

We will enable continuous engagement up, down and across the organization—grounded in a shared commitment to helping each other grow and improve.



Promote an employment destination

GOAL 4

We have a lot to offer and we need to share that with others to attract and retain the workforce required to achieve success. Our people are our greatest asset and you are part of telling that story.

What this means for you

Developing our future workforce starts with us. We'll recruit in new ways and continue to build external partnerships and student work experience opportunities for secondary, undergraduate, and graduate students. To do this, we need your help; each of us is a role model with our own knowledge, experience and story to share.

We'll use technology to modernize and enhance our recruitment and selection process, both for the hiring manager and the new recruit. We want to make a great impression on new employees from the very beginning—even before their first day on the job.

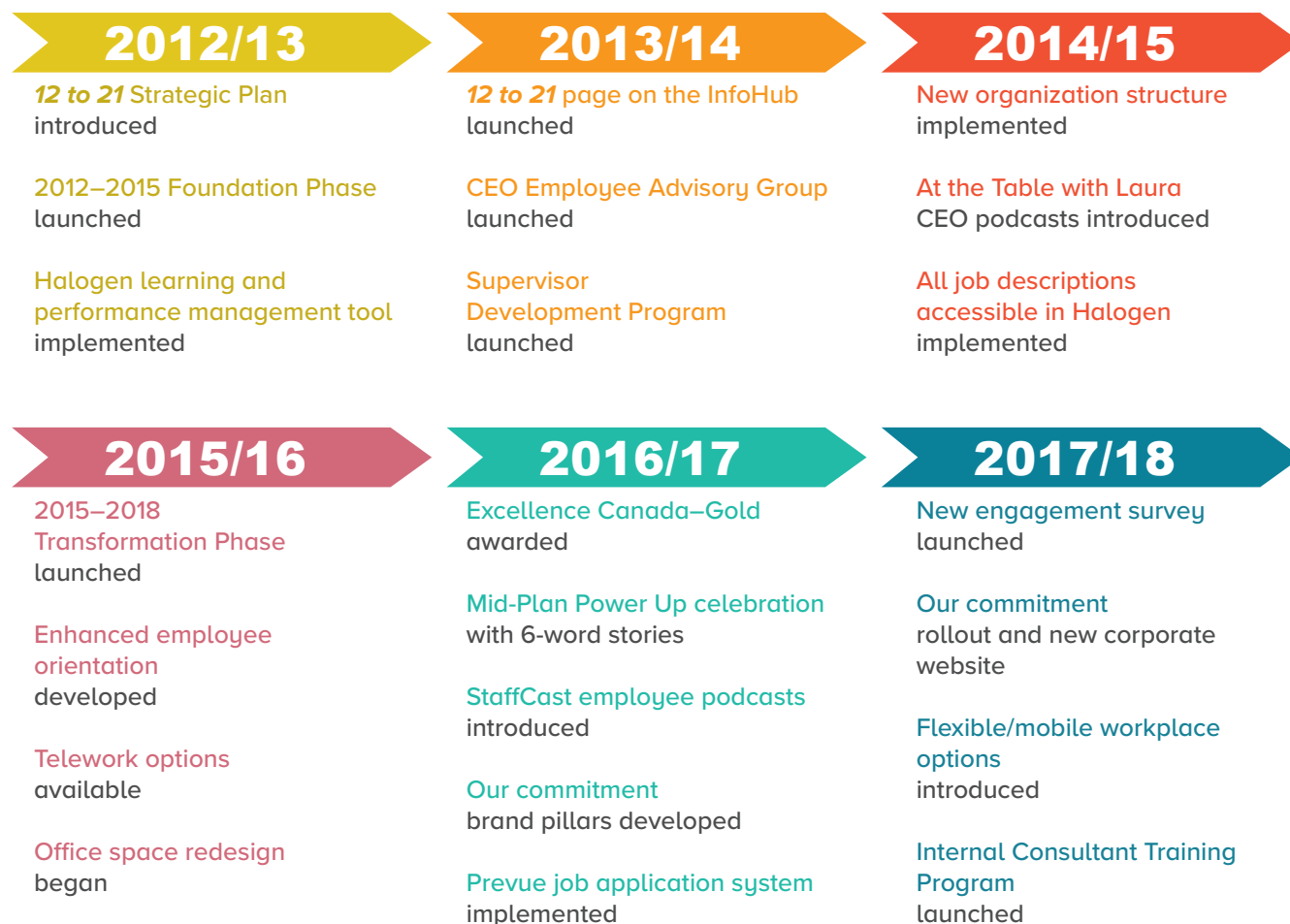
We can use your help in attracting more professional, forward-thinking and community-focused people like you. As a Brand Ambassador you will have the opportunity to represent our organization at job fairs and events and promote what it is like to work at our organization.

You'll experience formal and informal recognition and rewards to acknowledge your contributions and achievements. Inclusion is important to everyone; we'll continue to ensure our workplace and workspace is an inclusive, equitable, accessible and welcoming environment for all. We want everyone to feel like they can be their authentic self at work.



HOW FAR WE'VE COME: 2012 TO TODAY

Although we're introducing this strategy now, we're not starting from scratch—we've already taken steps to improve the employee experience, help leaders support you more effectively and help the organization function more efficiently. As an organization, we have done so much to be proud of and we want to acknowledge the success we've had because of you.



While we continue to transform and evolve, it's important to keep the big picture in mind, remembering that the changes we've been making—and will continue to make—are big cultural shifts from how we were to how we will be. Here are a few concepts that paint a picture of the journey that is well underway:



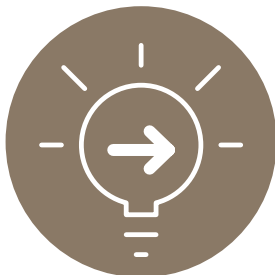
OUR COMMITMENT TO LIVING OUR BRAND

Our commitment lies behind every aspect of our people strategy. It's our story; it's how we think of and speak about ourselves and our work. In 2016 we introduced three brand pillars; we strive to be professional in how we care for members, forward thinking in how we have approached our transformation, and we have a strong sense of community in how we interact with and care for one another.



PROFESSIONAL

We are a professional, independent service organization that offers you meaningful, enriching work in a dynamic, service-driven environment.



FORWARD THINKING

We are a transforming organization with diverse opportunities. We are committed to providing ongoing training and development that enables you to enhance your skills.



COMMUNITY

We have a strong, well-established sense of community. We're inclusive, respectful, motivated and we care deeply about each other and those we serve.

A THRIVING FUTURE

We want this to be a workplace where you can thrive today and into the future. This is something we can only achieve together, because we're all responsible for contributing to our shared successes and continuing to create a workplace we can be proud of. As we move forward, you will:

- Have the skills and tools you need to work in new ways today and in the future
- Be developed in your role and coached to succeed
- Be recognized for achieving success against our business goals
- Have greater flexibility to achieve work-life balance and maximize your productivity
- Be empowered to take the initiative to drive the direction and success of your own career
- Feel a strong sense of health, wellness and community

As we develop these initiatives, we'll use employee feedback to inform our direction and decisions—because your voice matters.

We're glad you are here and let's get moving.