



Audit at a glance

Why we did this audit

- A diverse and inclusive public service connects policies and services with the perspectives of the people it serves. This is important for groups under-represented in the government workforce.
- The Public Service Agency's *Where We All Belong* diversity and inclusion strategy aims to ensure its workforce of roughly 35,000 reflects everyone, including: "Indigenous people, minority communities, immigrants, people with disabilities, and the LGBTQ2S+ community."
- As the strategy is still underway, we looked at whether the PSA had established strong governance – including clear direction, risk management, roles and responsibilities, and performance monitoring – to ensure that the work happens effectively.

Objective

To determine whether the BC Public Service Agency (PSA) implemented an effective governance framework for the *Where We All Belong* diversity and inclusion strategy.

Audit period

January 2018 to November 2022

Conclusion

The PSA had components of a governance framework in place, but elements were missing. As a result, we concluded that the PSA had not implemented an effective governance framework for its *Where We All Belong* diversity and inclusion strategy.

The PSA has accepted our seven recommendations on managing risk, overseeing work, and monitoring results.

What we found

The PSA established high-level direction for the strategy

- The strategy included goals, objectives, outcomes, and general timelines.
- The strategy lacked detail to support the implementation of the objectives and timelines for completing the objectives.

Recommendation 2

The strategy was informed by consultation and evidence

- The PSA consulted with more than 50 service providers, which informed four recruitment objectives.
- The PSA used evidence to inform objectives related to measuring effectiveness and establishing oversight mechanisms.

No recommendation

Audit at a glance *(continued)*

The PSA identified risks, but did not evaluate or implement strategies to manage risks

- The PSA identified risks to the strategy, such as scope and schedule creep, resource limitations, and resistance to change.
- Risks were not evaluated (e.g., the PSA did not evaluate the resources necessary to deal with the risk of resource limitations).
- Strategies to deal with risks were not implemented.

Recommendation 1

The PSA established staff responsibilities for all but five objectives, and oversaw staff work

- By November 2022, the PSA had documented roles and responsibilities for almost all 20 objectives, but five recruitment objectives remained unclear.
- The PSA oversaw work on strategy implementation through a combination of reports and meetings.
- However, the PSA took eight months from when it began overseeing staff work to initiate action on the five recruitment objectives that remain unclear.

Recommendations 2 and 3

The PSA only established ministry responsibilities for one objective

- Certain objectives need ministry participation to be successful.
- The PSA outlined high-level roles for ministries but only established specific expectations for one objective.
- This increases the risk that certain objectives will not be implemented.

Recommendations 4 and 5

The PSA developed a framework to measure effectiveness that needs targets

- The PSA drafted a measurement framework and confirmed the availability of the data needed to assess effectiveness.
- The framework lacks targets that establish the degree of change the PSA intends to achieve.
- The PSA has not begun analyzing data but expects to start using the measurement framework in the summer of 2023.

Recommendations 6 and 7

After reading the report, you may wish to ask the following questions of government:

1. How will the government ensure the strategy is implemented across ministries?
2. Will the PSA's measurement framework answer government's questions about effectiveness at the end of the strategy in 2024?
3. How will government ensure that risks to the strategy's effectiveness are addressed?