



Effects of working from home

REPORT

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Executive Summary

- The BC BIG team sought research on any effects of working from home.
- Only studies that compared work-from-home versus office work were included.
- We found evidence of positive effects of working from home on job satisfaction.
- We did not find conclusive evidence of positive or negative effects on individual and team performance, work-life balance, health, and gender equality.
- We did not find studies assessing team dynamics or sense of community.
- Overall, evidence may have limited relevance to the BCPS, because studies were either conducted in countries with very different work cultures or in different circumstances (e.g., before or at the beginning of the COVID-19 pandemic).

Recommendation

- If the BCPS pursues a hybrid model of work, we recommend using objective metrics (e.g., STIIP claims, retention, and promotion) to establish a historical baseline and measure the impact.

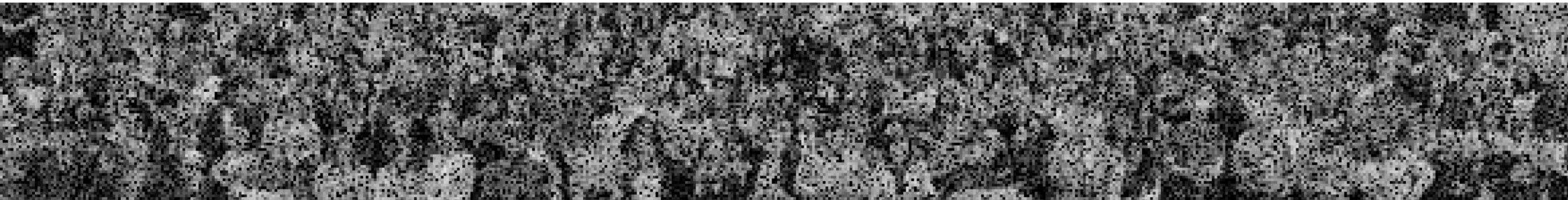
An abstract geometric diagram on a dark gray background. It features several white dots connected by thin white lines, forming a series of interconnected triangles and polygons. The lines extend across the left and bottom portions of the slide, creating a sense of depth and structure.

Background & context

BACKGROUND & CONTEXT

The Nature of Our Work

- Are hybrid models of working from home “the way of the future” or the next “big bad Idea”?
- Can science help BCPS leadership sift through the sea of opinions by experts, employees, and the top 100 companies?
- We set out to find peer-reviewed publications that used scientific methods to shed light on this questions.



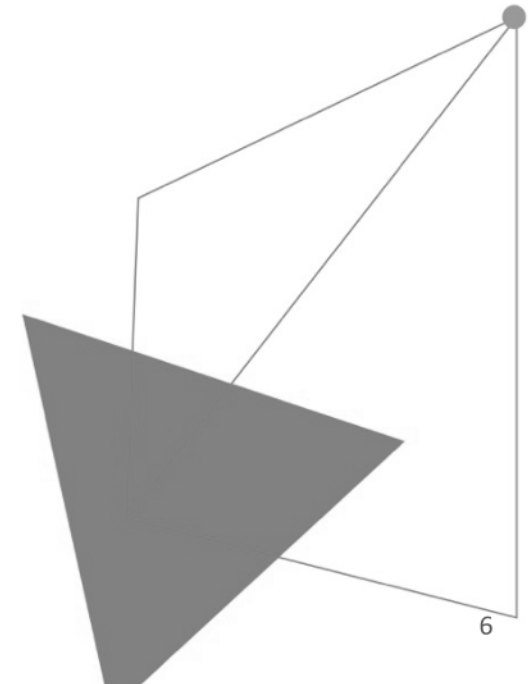


Objectives & approach

OBJECTIVES & APPROACH

Objectives of this work

- To identify and summarize studies on the effects of working from home on:
 - Individual performance
 - Teamwork
 - Job satisfaction
 - Work-life balance
 - Health
 - Gender roles at home
- To provide scientific evidence that informs conversations about the implementation of work-from-home models in the BCPS.



OBJECTIVES & APPROACH

How studies were identified and selected

- In May 27th and 28th, the project team collected **peer-reviewed academic literature** on the effects of working from home.
- Key search terms: Work from home, RCT, Randomized, Effects

Inclusion criteria:

1. Empirical studies comparing office work versus working from home (full-time or some of the time).
2. Any study design.
3. Any effect.
4. Deemed to be **scientifically rigorous**
5. Provided **quantitative data**, statistical significance and/or effect size
6. Accessible in **English**
7. Studies with a GBA+ component were preferred

Exclusion criteria:

1. Surveys on people's perspectives and preferences.
2. Generic organizational research.
3. Theory or opinion.



Summary of evidence

SUMMARY OF EVIDENCE

List of studies

- We found six studies comparing working from home versus working at the office.

Study	Type of evidence	Work from home cut off	Outcomes
1. Chinese experiment (pre-pandemic)	Causation	4 days a week	Worker performance, job satisfaction
2. European Union Study (pre-pandemic)	Correlation	Seven categories of work from home from 1 day per month to 4 or 5 days per week	Worker performance, team performance
3. German (pre-pandemic)	Correlation	Not described	Job satisfaction, work-life-balance
4. Japanese food (early-pandemic)	Correlation	More time working from home than at the office	Consumption of vegetables, fruits, snacks, meat, alcohol
5. Japanese physical activity (early-pandemic)	Correlation	4 categories of work from home in 24% increments	Time spend sitting, standing, and engaging in vigorous physical activity
6. Japanese gender roles (early-pandemic)	Correlation	Five categories of voluntarily working from home from 1 to 5 days per week.	Correlation between time working from home and child age

SUMMARY OF EVIDENCE

Does working from home affect individual performance?

Studies and results

- Chinese experiment: working from home improved performance (more calls received overall, more calls per minute, and more time spend on calls during a shift).
- European Union study: working from home was correlated with poorer job performance.

Summary of evidence

- Evidence is mixed.
- One study has positive results and one study has negative results.

SUMMARY OF EVIDENCE

Does working from home affect team performance?

Studies and results

- European Union study: working from home negatively affected team performance.

Summary of evidence

- Evidence is insufficient.
- Only one study establishing correlation, but no causation.

Does working from home affect job satisfaction?

Studies and results

- Chinese experiment: working from home increased employee satisfaction.
- German study: employees working from home had a higher job satisfaction.

Summary of evidence

- Evidence that working from home increases job satisfaction is reliable.
- Two different studies with similar results; one of them a randomized control trial.

Caveats

- Findings may not be relevant: sample is from a different work culture and none of the studies account for recent remote work technologies (e.g., MS Teams).

SUMMARY OF EVIDENCE

Does working from home affect work-life balance?

Studies and results

- German study: working from home was associated with worse work-life balance.

Summary of evidence

- Evidence is insufficient.
- Only one study establishing correlation, but no causation.

Does working from home affect health?

Studies and results

- Japanese food study: working from home increased consumption of fruit, vegetables, dairy, and decreased consumption of seaweed, meats, and alcohol. Consumption of snacks increased.
- Japanese physical activity study: the more hours people work from home the more sedentary they were.

Summary of evidence

- Evidence is mixed.
- Two studies: one with mixed results and one with negative results.

Does working from home affect gender inequity?

Studies and results

- Japanese gender study: working from home worsens gender inequality around child care at home.

Summary of evidence

- Evidence is insufficient.
- Only one study establishing correlation, but no causation.

Cautionary notes

- Most studies establish correlations, but not causation.
- Findings may not be relevant to the BCPS, because:
 - Circumstances before pandemic were different: technology to support remote work has changed drastically in the past year.
 - Working from home circumstances during the pandemic will not be the same in the future (e.g., children will return to schools)
 - Four out of the six studies found, were conducted in Japan and China; two countries with work cultures that are vastly different than ours.
- Each study used a different definition of work from home (e.g., four days a week, 50% of the time).

CONCLUSIONS

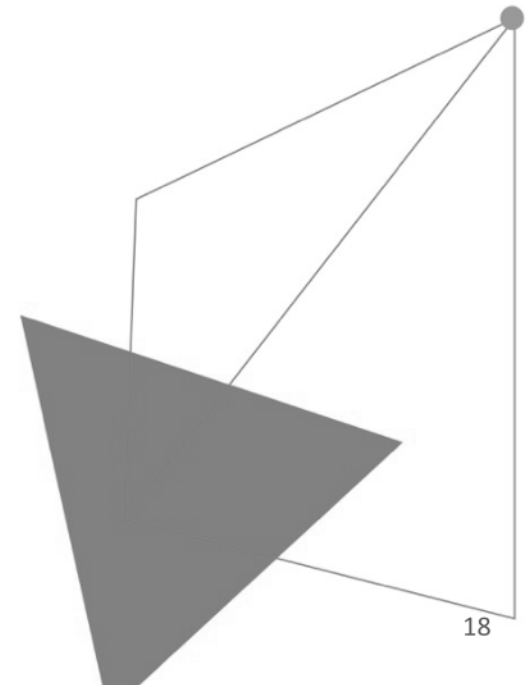
General conclusions

- There is reliable evidence that working from home improves job satisfaction; however, this finding may not be relevant to the current circumstances of the BCPS.
- Evidence of other effects of working from home is inconclusive:
 - There is contradictory evidence regarding individual performance and health.
 - There is insufficient evidence regarding team performance, work-life balance, and gender equality.
- Overall, evidence may have limited relevance to the BCPS, because studies were either conducted in countries with very different work cultures or in different circumstances (e.g., before or at the beginning of the COVID-19 pandemic).
- If the BCPS pursues a hybrid model of work, we recommend using objective metrics (e.g., STIIP claims, retention, and promotion) to establish a historical baseline and measure the impact.

Thank You!



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Cross-jurisdictional collaboration on productivity in the public service

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Sent: September 8, 2021 10:17:39 AM PDT
Attachments: Wellbeing and Productivity - Final (1).docx, Organizational Design Paper FINAL.docx, Organizational Culture and Productivity - Final (2).docx, image001.jpg, Paper - Performance and Productivity FINAL (1).docx, Technology and Productivity Paper_v2.docx, Unpacking and Measuring Productivity Paper (6).docx

Hello team!

As I mentioned last week, BIG recently engaged in a cross-jurisdictional collaboration on productivity. We reviewed literature to inform executive decisions regarding working from home, either full- or part-time. BIGâ€™s contributed to the paper on unpacking and measuring productivity.

Here are the documents that this â€œtask forceâ€ produced.

Cheers!

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Where ideas work

PROBLEM

Employee wellbeing is central to the productivity and health of organizations. It is associated with higher job satisfaction, better organizational outcomes, and greater creativity in solving problemsⁱ. In response to COVID-19, there has been increased attention to both the physical and psychological wellbeing of employeesⁱⁱ. When employee wellbeing is compromised, productivity is negatively impacted by a combination of absenteeism, presenteeism, and employee turnoverⁱⁱⁱ. The following paper explores the intersections between wellbeing and productivity across three domains:

- (1) Burnout, Stress, and Psychological Health and Safety
- (2) Belonging, Inclusion, and Interpersonal Relationships
- (3) Workplace Conditions and the Design of Work

DEFINITIONS

Employee Wellbeing – Wellbeing is a measured state of being, encompassing how people feel and how they function, both on a personal and a social level, and how they evaluate their lives as a whole.

Employee Engagement - Engagement is a psychological construct that goes well beyond satisfaction: employees who are engaged with their job are positively absorbed by what they do and committed to advancing their organisation's interests; they identify themselves with their organisation's mission and values, and represent it even outside formal working hours^{iv}.

KEY FINDINGS

Burnout, Stress, and Psychological Health and Safety

- Employee burnout is a key driver of employee well-being and productivity, impacting organizational commitment, job performance and absenteeism^v. It is also increasingly conceptualized as an organizational phenomenon (rather than an individual one) that can have individual health implications (e.g. insomnia, anxiety, depression)^{vi}.
- Employers within Canada have an established duty to protect employees and provide psychological safety within the workplace (in addition to physical safety). This includes addressing working conditions that contribute to chronic stress or harassment^{vii}.
- Mental health leaves account for an increasingly large share of medical leaves across the public service^{viii}, and while it is estimated that billions of dollars each year could be saved by attending to the mental health of employees, FPT partners currently do not track the duration of mental health leaves or their costs^{ix}.

Belonging, Inclusion, and Interpersonal Relationships at Work

- Social isolation within the workplace reduces productivity and negatively impacts employee health and wellbeing^x. When workers feel they belong, there is better job performance, lower turnover risk, and fewer sick days^{xi}.

- Discrimination and bias in the workplace also reduce employee wellbeing and organizational productivity^{xii}. Interpersonal relationships have a significant effect on job satisfaction and engagement (with relationships between employees and managers having the most significant effect)^{xiii}.

Working Conditions and the Design of Work

- Studies have found that lighting, ventilation rates, access to natural light and the acoustic environment are significantly related to workers' satisfaction, wellbeing, and productivity^{xiv}. Improving the physical design of the workplace can result in a 5-10 percent increase in employee productivity^{xv}.
- Poor work conditions decrease the performance of organizations leading to lower productivity and higher costs^{xvi}. Workspace stress (the stress caused by functionally uncomfortable/unsupportive workspaces results in higher levels of stress at work, and is correlated with insomnia, anxiety, depression, job dissatisfaction, decreased organizational commitment, reductions in job performance, and absenteeism)^{xvii}.
- In 2020 COVID-19 accelerated the HR shifts already underway toward more flexible work options. This shift was accompanied by reports of greater wellbeing and greater productivity among employees (with 80% of people surveyed for Deloitte's Global HR Trends report indicating increases in both)^{xviii}.

IMPLICATIONS FOR PEOPLE MANAGEMENT

Burnout, Stress, and Psychological Health and Safety

- Leaders and managers who fail to acknowledge their organizations' role in well-being are more likely to place the mental health and safety of their employees at risk, and miss opportunities to address conditions that contribute to employee burnout.
- Canadian employers are expected to recognize psychological hazards and address them within the workplace, if they are not addressed, employers are subject to human rights lawsuits, increased workman's compensation claims associated with psychological hazards, and additional human resource costs associated with absence management and employee relations.
- In the absence of data related to mental health leaves and durations, it is difficult for FPT partners to collaborate on policy initiatives and solutions that have cross-jurisdictional implications. A recent example related to mental health leaves is the introduction of presumptive PTSD legislation across jurisdictions in alignment with the federal PTSD framework.

Belonging, Inclusion, and Interpersonal Relationships at Work

- Supporting inclusivity and belonging results in better employee wellbeing, and benefits such as greater innovation, creativity, fewer absences, and more voluntary performance (e.g. helping others, volunteering for tasks, and mentoring)^{xix}.
- Organizations that do not address discrimination and bias will have less success hiring and retaining diverse candidates and lower overall employee engagement due to poor organizational climate. Not attending to interpersonal challenges between employees

and managers (in relation to perceived bias and discrimination) can increase the need for human resources interventions and lower team morale.

Working Conditions and the Design of Work

- Workers waste both time and energy coping with poorly designed workspaces, which reduces the time and energy they have to invest in work^{xx}.
- When workspaces do not to meet the needs of employees (including the provision of accessible and collaborative spaces), costs associated with the physical and mental stressors of poor workspace design increase, while individual performance decreases^{xxi}.
- Embracing greater employee flexibility can decrease employee downtime, improve talent attraction and retention, and positively impact organizational agility.

RECOMMENDATIONS

Employee Mental Health and Emotional Wellbeing

- Develop and invest in culturally responsive employee wellness programs within workplaces that focus, not only on the individual, but also on organizational climate factors (e.g. workload, communication, and organizational culture) which contribute to burnout.
- Adopt the National Standard for Psychological Health and Safety in the Workplace in all FPT jurisdictions. This standard helps leaders identify psychological hazards within workplaces, mitigates legal risks, and promotes more wholistic Occupational Health and Safety. Sharing regional best practices might also improve implementation and evaluation of the standard once adopted.
- Track mental health leave requests for public servants within and across jurisdictions to identify emerging trends and best practices regarding mental health leaves (and return to work support). This data can then be utilized as legislation and collective agreements are drafted or amended.

Belonging, Inclusion, and Interpersonal Relationships at Work

- Address inclusion within the workplace by fully implementing existent diversity and inclusion strategies, following through on action planning associated with employee engagement questionnaires to address employee belonging, and actively enforcing Respectful Workplace and/or Anti-racism policies.
- Design workplaces that anticipate the impact of discrimination and bias (conscious or unconscious), by incorporating social equity analysis into all corporate policy reviews, reviewing hiring and performance management policies/procedures for bias, and funding employee networks that can offer peer support for navigating discriminatory interpersonal interactions with managers and/or team members to improve employee engagement and productivity.

Working Conditions and the Design of Work

- Adopt a universal design approach to new office construction, with a focus on accessibility, natural light, and accommodation of individual employee's needs and preferences (e.g. low sensory zones and ergonomic furniture).
- Workspace stress levels can be reduced by incorporating more opportunities for environmental control by employees. Specific interventions include: providing access to information about workspace decisions, allowing opportunities for participation in the workspace design process, and greater access to mechanical features like light switches and thermostats.
- Implement greater workplace flexibility including advancing flexible work options (e.g. remote and/or hybrid work places, four-day work weeks, job-sharing, etc.) and implementing leadership strategies that support organizational outcomes, autonomy, and curiosity. Risk to workspace stress (mentioned in the previous recommendation) is also mitigated by greater access to remote work, although flexible work options must be pursued alongside a commitment to ensuring social belonging and inclusion.

ⁱ Employee Wellbeing, Productivity, and Firm Performance Christian Krekel (London School of Economics), George Ward (MIT), Sloan Jan-Emmanuel De Neve (Saïd Business School, University of Oxford), 2019.

ⁱⁱ <https://www.willistowerswatson.com/en-US/Insights/2021/08/pandemic-and-remote-work-challenges-underscore-importance-of-employee-wellbeing>

ⁱⁱⁱ The missing link of employee health and productivity. Julie Bevacqua. September 17, 2019

^{iv} Employee Wellbeing, Productivity, and Firm Performance Christian Krekel (London School of Economics), George Ward (MIT), Sloan Jan-Emmanuel De Neve (Saïd Business School, University of Oxford), 2019.

^v Ibid

^{vi} According to the Mental Health Commission of Canada (National Standards for Psychological Health & Safety) and the World Health Organization (WHO).

^{vii} [https://www.mentalhealthcommission.ca/sites/default/files/Workforce Psychological Safety in the Workplace ENG 0 1.pdf](https://www.mentalhealthcommission.ca/sites/default/files/Workforce_Psychological_Safety_in_the_Workplace_ENG_0_1.pdf)

^{viii} From a Nova Scotian context, certain departments like Community Services and Justice (which includes Corrections Officers) see mental health leave as the main reason for medical leaves.

^{ix} [https://www.mentalhealthcommission.ca/sites/default/files/Workforce Psychological Safety in the Workplace ENG 0 1.pdf](https://www.mentalhealthcommission.ca/sites/default/files/Workforce_Psychological_Safety_in_the_Workplace_ENG_0_1.pdf)

^x https://hero-health.org/wp-content/uploads/2020/03/HERO_SDoH_EmployerActionSteps_032420.pdf

^{xi} <https://hbr.org/2019/12/the-value-of-belonging-at-work>

^{xii} <https://www.prnewswire.com/news-releases/discrimination-at-work-prevalent-yet-subtle-workplace-bias-erodes-productivity-and-engagement-300426635.html>

^{xiii} Chapter 5 Work and Well-being: A Global Perspective, Jan-Emmanuel de Neve Saïd Business School, Oxford University

^{xiv} Vischer, J. C., & Welf, M. (2015). Handbook of Environmental Psychology and Quality of Life Research. Springer International Publishing. DOI: 10.1007/978-3-319-31416-7_21

^{xv} Massoudi, D. A., & Hamdi, D. S. (2017). The consequence of work environment on employees productivity. IOSR Journal of Business and Management, 19(01), 35–42. <https://doi.org/10.9790/487x-1901033542>

^{xvi} Shobe, K. (2018). Productivity Driven by Job Satisfaction, Physical Work Environment, Management Support and Job Autonomy. Business and Economics Journal, 9(2), 1-9. <https://doi.org/10.4172/2151-6219.1000351>

^{xvii} Vischer, J. C., & Welf, M. (2015). Handbook of Environmental Psychology and Quality of Life Research. Springer International Publishing. DOI: 10.1007/978-3-319-31416-7_21

^{xviii} https://www2.deloitte.com/content/dam/insights/us/articles/6935_2021-HC-Trends/di_human-capital-trends.pdf

^{xix} Employee Wellbeing, Productivity, and Firm Performance Christian Krekel (London School of Economics), George Ward (MIT), Sloan Jan-Emmanuel De Neve (Saïd Business School, University of Oxford), 2019.

^{xx} Massoudi, D. A., & Hamdi, D. S. (2017). The consequence of work environment on employees productivity. IOSR Journal of Business and Management, 19(01), 35–42. <https://doi.org/10.9790/487x-1901033542>

^{xxi} Jetha, A., Gignac M. A. M., Ibrahim, S., & Ginis, M. A. K. (2020). Disability and sex/gender intersections in unmet workplace support needs: Findings from a large Canadian survey of workers. *American Journal of Industrial Medicine*, 64, 149-161.

Page 25 of 52 to/à Page 36 of 52

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PERFORMANCE MANAGEMENT AS AN ENABLER OF PRODUCTIVITY

PROBLEM

Many organizations, including governments, are contemplating a permanent shift towards a larger remote (primarily work from home) and hybrid (alternating between office and home) workforce following learnings throughout the COVID-19 pandemic and expressions of interest from employees to continue working in this way. In addition to creating or revising policies and processes to support shifts in the work location, there is also a need to consider the various human resource programs that support employee experience and individual, team and organizational productivity regardless of where work happens.

This paper focuses on the performance management process as an area of opportunity to support employee productivity. Specific actions or activities that appear to have a linkage to productivity and could be integrated into the process are identified.

DEFINITIONS

The Society for Human Resource Management (SHRM) describes performance management as a tool to align individual efforts to achieve organizational goals and outlines performance requirements as behavioural (e.g., client service, collaboration) and objective standards (e.g., quotas, response times) to which an employee is compared.¹ Additional performance factors include the quality of work and impact to the organization².

Common elements of performance management across Canadian jurisdictions include performance conversations (usually three times per year), goal setting, professional development, coaching and feedback, and evaluation of performance through an annual performance appraisal. Where jurisdictions differ at times is in the use of rating systems, obtaining 360 degree feedback, and the methods by which annual performance appraisals are completed (i.e., paper-based or online).

For the purpose of the paper, employee productivity is considered as “a measurement of the desired output of employees in proportion to the employees’ inputs, which include time and efforts.”³ Examples of productivity measures are activity metrics, such as number of screen hours, or outcome metrics, such as lines of code per day or average time spent with a client⁴. When considering knowledge workers specifically, the literature identifies the following productivity dimensions⁵:

¹ [Performance Management That Makes A Difference: An Evidence-Based Approach](#). The Society of Human Resource Management (SHRM). Accessed August 4, 2021.

² [Measuring Performance of a Hybrid Workforce](#). Gartner, July 2020. Accessed August 4, 2021.

³ [Measuring Performance of a Hybrid Workforce](#). Gartner, July 2020. Accessed August 4, 2021.

⁴ [Measure the Employee Productivity of a Remote Workforce](#). Gartner October 2020. Accessed, August 14, 2021.

⁵ Yuri Ramirez “Measuring Knowledge Worker Productivity: A Taxonomy.” *Journal of Intellectual Capital*, 2004, 5-4.

- quantity (accounts for outputs and outcomes)
- costs and profitability
- timeliness (accounts for meeting deadlines)
- autonomy (accounts for independence and multitasking)
- efficiency (accounts for the task being done according to the standards of time, quality, etc.)
- quality (accounts for how good the work is)
- effectiveness (accounts for “doing the right things”)
- customer satisfaction, innovation/creativity
- project success (accounts for the overall result of the work)
- responsibility/importance of work
- knowledge worker’s perception of productivity
- absenteeism (helps interpret the results of average productivity measures)

KEY FINDINGS

While some organizations are shifting from performance ratings to behavioral-based feedback, others value the structure that ratings provide. Regardless of what type of performance management system the organization relies on, becoming coaching organizations that implement ongoing feedback is a move in the right direction.⁶

Three actions have been identified to support employee productivity within the performance management process:

1. Regular conversations/check-ins with employees that include real time coaching and feedback
 - a. Organizations such as Deloitte and General Electric have implemented regular check-ins^{7,8}. In the Alberta Public Service, at least four performance conversations are recommended each year in order to discuss goals and make adjustments if required.
 - b. Creating opportunities for coaching and feedback can drive higher performance when done correctly (poor delivery of feedback can do more harm than good).⁹ (See below in #2 for information about laying the right foundation for effective coaching and feedback).
 - c. In relation to remote workers, more frequent, smaller evaluations such as semi-annual or quarterly check-ins provide opportunities for managers to provide feedback and for employees to adjust.¹⁰ It was also suggested that using video during check-ins is important in order to build greater rapport in the remote or hybrid work environment.

⁶ [Trends in Performance Management: From Forms to Feedback](#). Canada Conference Board September 2018. Accessed August 31, 2021.

⁷ [Reinventing Performance Management](#). Harvard Business Review April 2015. Accessed August 5, 2021.

⁸ [The Performance Management Revolution](#). Harvard Business Review October 2016. Accessed August 9, 2021.

⁹ [Performance Management That Makes A Difference: An Evidence-Based Approach](#). The Society of Human Resource Management (SHRM). Accessed August 4, 2021.

¹⁰ [How to do performance reviews remotely](#). Harvard Business Review June 2020. Accessed August 9, 2021.

- d. Check-ins provide an opportunity to proactively identify and address what Gartner refers to as “work friction” which can negatively impact productivity¹¹. Examples of work friction include increasing volume of tasks, decisions take longer than they should, and processes are out of date or don’t exist.
- 2. Emphasis on the employee and manager relationship
 - a. SHRM explored steps to developing a high performance culture and identified that employees and managers who have established trust are more likely to communicate effectively and exchange feedback¹². They describe leader behaviours to build trust and associated employee responses which include increased innovation, creativity and effectiveness and also higher satisfaction.
 - b. SHRM also discusses a training model for performance management where initial training be in person and that it incorporates hands-on exercises and interactive discussion to explore desired behaviours like giving feedback. The idea of training of training all members of a team together (manager and employees) is also raised as an opportunity to provide a level of comfort around what to expect in the performance management process.
 - c. In addition to training, SHRM touches on tools and job aides to drive and sustain desired behaviours. Some examples include at-a-glance fact sheets, automated performance management systems that are accessible and easy to use, a performance management hotline, and implementation of a community of practice.
 - d. The Workplace Performance Innovation Network similarly identifies perceived supervisory support and trust as key factors in knowledge worker productivity.¹³ The Manager/supervisor sets the tone within the team and is best positioned to support an employee in achieving their best. Work environments with low trust can affect willingness to share information and co-operate, which can then reduce productivity.
- 3. Awareness about potential biases¹⁴
 - a. Gartner encourages the use of outcome-based parameters in performance management. This ensures that managers focus on the work completed rather than visible effort of an employee. This is particularly important for employees working in a remote or hybrid model who are not “seen” putting in extra hours for example. Similarly, employee presence in the office does not necessarily equate to being productive.
 - b. In addition, relying solely on the manager when assessing performance can also introduce bias. “Obtaining frequent feedback from collaborators provides managers with a fuller picture of performance and helps them understand how employees collaborate and impact their networks.”

IMPLICATIONS FOR PEOPLE MANAGEMENT

Preliminary thoughts related to people management include:

¹¹ [Measuring Performance of a Hybrid Workforce](#). Gartner, July 2020. Accessed August 4, 2021.

¹² [Building a High Performance Culture: A Fresh Look at Performance Management](#). The Society of Human Resource Management (SHRM). Accessed August 15, 2021.

¹³ [The 6 factors of knowledge worker productivity ... that change everything](#). Accessed August 4, 2021.

¹⁴ [Measuring Performance of a Hybrid Workforce](#). Gartner, July 2020. Accessed August 4, 2021.

- Frequent check-ins between employees and managers allow for timely review of expectations, monitoring priorities, and presents opportunities for course corrections, all of which provide an opportunity for higher performance and productivity. In remote and hybrid work models, managers and employees may need to be intentional in planning time together as spontaneous in-person interactions about work and performance may not be as common.
- The employee and manager relationship is critical for effective performance conversations. Without trust, constructive and developmental feedback may not come across as is intended (supportive) and leave an employee disengaged and unproductive. Support for managers to build communication and coaching skills may be necessary to foster effective delivery of feedback and build relationships and trust with employees and across the team. Training and job aides are two ways that could support the development of desired behaviours within the performance management process and promote increased productivity.
- There is a potential for bias in the performance management process. Integration of unconscious bias as an explicit consideration for managers and they assess employee performance and productivity, in particular when employees are not directly observable. Using an outcomes model and seeking multiple sources of feedback can assist in addressing bias in the process.

RECOMMENDATIONS

Preliminary research and findings suggests organizations may see benefit, such as increased performance and productivity, using the following strategies:

- Regular check-ins between employee and manager to communicate clear expectations and direction, and provide feedback as well as establish human connection and trust.
 - Consider supports that will help to foster relationship building in the organization, in particular between employee and manager.
 - Consider supports that help managers cultivate environments of empathy and trust to help boost employee engagement and cultivate intrinsic desire to improve performance.
- Focus on outcomes and gather information from a variety of sources to validate measures of performance and productivity and eliminate potential bias, in particular related to direct observation.

Potential Experiment related to enabling productivity through performance management:

- Attempt to determine whether more frequent check-ins and implementation of supports for managers have an impact on employee performance and productivity.
- Identify a control group with no interventions, business as usual.
- Identify three variable/trial groups:
 - a) formalize more frequent interactions, for example bi-weekly or once per month, between employees and managers whereby they discuss goals, priorities, development and exchange feedback
 - b) provide managers with training and job aides that support relationship building in the organization and develop coaching and feedback delivery skills

- c) a combination of more frequent interactions and training/supports for managers.
- Using productivity metrics or dimensions listed earlier in the paper, do a baseline measure and then follow up in three or six months to determine whether there have been productivity gains as a result of the shifts in practice.
- There may also be qualitative elements of the experiment such as employee and manager perceptions of conversations and/or supports.

Additional research is recommended in the following areas:

- Exploration of similarities and differences between performance and productivity. This is an interesting area for consideration by organizations in terms of whether they place equal or different value on performance and productivity.
- A cross-jurisdictional review of promising practices related to enhancing performance and/or productivity through the performance management process e.g., changes to forms/templates to capture additional parameters, implementation and review of metrics during performance conversations, etc.
- Training and job supports that would support managers in fostering high performance and productivity of employees.
- How software/apps or a digital performance management system may foster higher performance and/or increased productivity.
- Performance management approaches and organizational productivity.
- Understand the drivers and motivators of performance, such as employee value proposition, purpose behind one's work, and meaningful accomplishments, to design a performance management system that removes barriers to employee performance and productivity.

TECHNOLOGY AND PRODUCTIVITY

PROBLEM

Technology is constantly shaping organizations and their workforces. Organizations including governments are grappling with the changing dynamics of the future workplace and employees are also faced with shifting skillsets, fluctuating work environments, and new processes and systems. The demand for employers and employees to remain agile is ever-increasing. Many organizations struggle to select, implement and use technology to achieve productivity benefits. Confusion over technology-related goals, rigid organizational structures and culture, limited resources, weak motivation and limited expertise are barriers to successful application of technology.¹ How organizations including governments and their workforces can leverage technology for increased productivity rather than hinder it is a crucial topic in this changing work environment.

DEFINITIONS

Academic literature on productivity has defined it in three ways: (1) as efficiency (output/input); (2) as a combination of efficiency and effectiveness (output/input + output/goal); (3) as everything that makes an organization function better.²

In this report, the third definition was adopted because it is sufficiently general to encompass all activities in the public service, including those that are not directly linked to outputs. Furthermore, this definition can also be applied to all levels of the public service: individual, team, and organizational. It follows that measuring productivity is about assessing activities that make the organization function better.

This paper focuses on the relationship between technology and productivity in three areas: digital and work friction, data privacy and security, and artificial intelligence (AI) and changing skillsets. Since the impact of technology on productivity is a broad topic, the information contained in this paper does not fully examine all potential aspects of technology. Further research could take a deeper dive into the complexities of each of the sub-areas contained in this paper as well as related areas.

KEY FINDINGS

Digital and Work Friction

According to a 2020 Gartner survey of approximately 5,000 employees, 94% of employees “need to exert unnecessary effort when using or producing digital solutions for work.”³ Employee engagement, productivity and growth are negatively affected by this digital friction. Outdated views of technology that “IT is the job of the IT department” ignores that data and technology

¹ <https://www.conferenceboard.ca/docs/default-source/network-public/navigating-brochure-web.pdf?sfvrsn=0>

² [Defining and measuring productivity in the public sector: managerial perceptions](#)

³ <https://www.gartner.com/document/3993322?ref=solrResearch&refval=297821335>

are produced across the organization.⁴ Employee engagement is higher in organizations where employees experience minimal digital friction, and lower where increased digital friction is present.⁵

Similarly, work friction— the result of deficient work design, causes employees to work around formal processes and complete tasks outside of their job description to meet requirements. This results in organizational risk and wasted productivity and hinders employee responsiveness. According to a 2020 Gartner Workforce Responsiveness survey, employees working in environments of high friction spend an average of 1.9 additional hours per day on routine tasks. In an organization with 10,000 employees this translates into 3.1 million wasted hours a year.⁶ Work friction is the result of misaligned work design, overwhelmed teams, trapped resources (rudimentary or absent workforce planning), and rigid processes.⁷

A responsive workforce understands client's priorities and challenges well and how to deliver products and services designed to meet business needs. They anticipate changes and adapt to evolving needs by reallocating resources and shifting direction when required. According to a 2020 Gartner Workforce Responsiveness survey, when teams are responsive, they perform 20% better against key goals (e.g. client satisfaction, productivity and innovation) and are more engaged, resulting in 30% higher effort on average.⁸ Digital and work friction limit the ability for teams to be responsive, highlighting the importance of leveraging technology to reduce these types of friction.

Data Privacy and Security

Technology impacts the daily work of employees and their interactions. Technology impacts productivity, shapes employee experience, and enhances and supports human resource functions. Alongside the benefits of technology are the associated risks of data privacy, security and ethical use of technology. In a 2021 survey by Gartner, 48% of chief human resource officers stated that current HR technology solutions hinder, rather than improve, employee experience.⁹ Data privacy and security should support technology use rather than act as limitations in order to actualize productivity benefits.

Employees continue to function in a higher cyber-risk environment and data security models and technology infrastructure need to evolve to support the future of the workplace.¹⁰ In a 2018 State of Privacy Functions survey by Gartner, unauthorized third-party access to corporate systems and data is stated as one of the most significant privacy-related risks.¹¹ This is an example of how data privacy and security policies must be updated to reflect the changing way employees work. When these policies limit employees' ability to access, share and leverage information, employee productivity is negatively impacted.

As discussions surrounding hybrid and remote work continue to be prominent, employee productivity also has heightened attention. Employee productivity data including screen time, browsing history and targeted click rates raise privacy concerns. This data erodes employee

⁴ Ibid.

⁵ Ibid.

⁶ <https://www.gartner.com/document/code/727387?ref=authbody&refval=3991780>

⁷ Ibid.

⁸ Ibid.

⁹ <https://www.gartner.com/document/4000158?ref=solrResearch&refval=297821305>

¹⁰ Ibid.

¹¹ Ibid.

trust in an organization and can give inaccurate signals regarding expectations.¹² Some tools are able to provide more specific insights into software use,¹³ highlighting the significance of identifying data that can drive improved employee use of technology to increase productivity.

Artificial Intelligence and Changing Skills

AI is amplifying the pace of changing skills needed in current and future work. Roles with repetitive tasks are replaced by AI, while new skills are needed to augment AI. Skills such as creativity, digital dexterity and social interaction tend to be more stable into the future.¹⁴ Organizations that replace workers through automation miss the full potential of AI.¹⁵ Automation substitutes both physical and intellectual human labour. AI uses algorithms or machine learning to find patterns in large data sets. Rather than the more routine tasks that automation can replace, AI can potentially substitute for more interpersonal skills such as planning, perception and problem-solving.¹⁶ Strategic redesigning of roles can work to cultivate agile future skillsets rather than planning for static skills for static roles. The degree to which a role will be impacted by AI is dependent on the type of skills currently required in the role.¹⁷ Marketing automation as a way to improve employee productivity can encourage adoption by employees as it replaces more “tedious tasks”. According to Gartner, outside of IT, 71% of employees that produce technology-related outputs felt that a quarter of their work activities could be performed better or faster by machines.¹⁸ To maximize the benefits of AI, organizations should consider how machines and automation can enhance human behaviours and skillsets and how humans can leverage and augment machines. AI and skill development should act in tandem as a collaborative approach to future work.¹⁹ This area should be explored in further research to examine broader considerations within the Canadian labour market.

IMPLICATIONS FOR PEOPLE MANAGEMENT

Digital and Work Friction

- Methods to minimize digital and work friction to improve technology use and increase productivity include:
 - Misaligned work design: embed work design assessments into broader talent management activities.²⁰
 - Overwhelmed teams: clarify boundaries and improve prioritization.²¹
 - Trapped resources: move resourcing decisions closer to the end user.²²
 - Rigid processes: formalize how processes can be flexible.²³
- Align leadership views on digital goals and communicate how employee roles and skills need to adjust as part of a digital business strategy.²⁴

¹² Ibid.

¹³ <https://www.k2e.com/tech-tips/microsoft-productivity-score/>

¹⁴ <https://www.gartner.com/document/3984442?ref=lib>

¹⁵ <https://hbr.org/2018/07/collaborative-intelligence-humans-and-ai-are-joining-forces>

¹⁶ <https://www.brookings.edu/blog/the-avenue/2020/01/29/automation-and-artificial-intelligence-sound-similar-but-may-have-vastly-different-impacts-on-the-future-of-work/>

¹⁷ <https://www.gartner.com/document/3984442?ref=lib>

¹⁸ Ibid.

¹⁹ <https://hbr.org/2018/07/collaborative-intelligence-humans-and-ai-are-joining-forces>

²⁰ <https://www.gartner.com/document/code/727387?ref=authbody&refval=3991780>

²¹ Ibid.

²² Ibid.

²³ Ibid.

²⁴ <https://www.gartner.com/document/3993322?ref=lib>

- Organize teams around business and client outcomes, pool digital talent including technical and governance experts across the organization to support an enterprise-wide technology model.²⁵

Data Privacy and Security

- Safeguard the collection of employee productivity data and establish best practices to measure and assess productivity.²⁶

Artificial Intelligence and Changing Skills

- Reimagine business processes, embrace employee involvement and experimentation, actively direct AI strategy, collect data responsibly, and redesign work to incorporate AI and cultivate employee skills.²⁷
- Depending on the impact of AI on a given role, there are alternative options to replacing the role including acquiring new roles, broadening or downsizing roles, orienting the role towards future stable skills or redeploying the role where it is needed most.²⁸

RECOMMENDATIONS

Recommendation #1: *Further research*

Technology is a broad area encompassing remote and hybrid work to artificial intelligence and robotics, internet of things, cyber security, data privacy, software applications, and workforce planning. In the short-term, further exploration of these topics would support the development of specific policy recommendations. Research should be examined holistically alongside other “future of work” topics to ensure an integrated and effective approach to productivity. An inter-jurisdictional scan of “information management and technology” strategies across Canada could provide further insight into any technology-related priorities of each jurisdiction.

Examples of suggested related topics for future research include:

- Gamification models;
- Technology considerations for diversity, equity and inclusion;
- Technology use in learning, development and training;
- Software use and related tools and training for:
 - Performance Management and Employee Engagement;
 - Reduction of tedious tasking;
 - Information sharing and presentation of data
 - Collaboration and team building;
 - E.g. Qualitrix, Capterra, Microsoft Access, Tableau (data visualization), Grammarly (editing platform), Nvivo (qualitative analysis), Adobe Creative Suite (presentation/document design)
- Strategic workforce planning;

²⁵ Ibid.

²⁶ <https://www.gartner.com/document/3991780?ref=lib>

²⁷ <https://hbr.org/2018/07/collaborative-intelligence-humans-and-ai-are-joining-forces>

²⁸ <https://www.gartner.com/document/3984442?ref=lib>

- Data collection, information sharing, data security and privacy;
- Advanced analytics, robotics, and machine learning.

Recommendation #2: *Ensure technology acts as a productivity support rather than a limitation*

Develop updated data privacy and security policies to support the future of work as part of an integrated human-centered technology strategy. Data privacy and security policies can act as a limitation to the adoption or successful implementation of technology in an organization. In order to maximize potential productivity benefits from technology, data privacy and security policies ought to support rather than limit technology use.

- Determine and assess limitations of technology use in the organization
- Enhance employee data privacy and adopt adaptive access management strategies to increase the security of remote work environments.²⁹
- **Support a culture of digital risk management.**
 - Promote awareness, training and education to encourage technology innovation and manage data security risks as traditional security approaches may not fully protect digital assets.³⁰
- **Consider barriers to internet openness which can limit digitalization.**
 - Equitable access to high-speed internet and technology infrastructure are crucial. However, legal and security concerns should also be considered.³¹
- **Promote the responsible use of individual personal data to prevent privacy violations.**
 - Increased transparency of data processes, promotion of privacy-enhancing technologies and data portability are options to support data privacy.³²
- **Examine technical and legal obstacles to the reuse, sharing and linkage of data.**
 - Obstacles such as machine readability of data across platforms and legal barriers around data can prevent data reuse and sharing. Open access through data commons, enables users to leverage the full potential of data. However, data access, security and privacy considerations should be weighed against benefits.³³
- **Develop coherent data governance frameworks.**
 - An organization-wide approach should balance increased data access with privacy, security and intellectual property rights.³⁴

Recommendation #3: *Take an intentional, deliberate and collaborative approach to adoption of new technologies to reduce digital and work friction and maximize potential productivity gains*

Focus on long-term strategic planning and adopt a proactive rather than reactive approach to technology adoption. Embed technology and labour as key considerations of strategic and corporate business planning. Leverage employee insights on technology and innovative approaches that would support increased productivity. Successful adoption of any new technology should consider training and time for employees to learn and fully leverage its capabilities in order to maximize potential increases to productivity. Assess long-term trends

²⁹ <https://www.gartner.com/document/4000158?ref=lib>

³⁰ <https://www.oecd-ilibrary.org/sites/9789264271036-en/1/2/1/index.html?itemId=/content/publication/9789264271036-en&csp=6b2c7c52d2f3d104155af16eb59cf393&itemIGO=oecd&itemContentType=book#chap00001>

³¹ Ibid.

³² Ibid.

³³ Ibid.

³⁴ Ibid.

and evaluate data collection and analysis capabilities to leverage data to inform technology and productivity decisions.³⁵

- Embed technology and workforce planning into strategic and departmental plans
- Develop strategic goals for technology adoption and use
- Develop metrics to measure and assess each technology's impact on productivity within the organization
- Engage with employees on technology use, opportunities for improvement and specific programs, software or technological innovations that would better support their work

³⁵ <https://www.gartner.com/document/4000158?ref=lib>

DEFINING AND MEASURING PRODUCTIVITY

PROBLEM

COVID-19 has prompted a shift in the public sector towards remote work, which has heightened the interest in measuring productivity. As the workplace and people management continues to evolve and transform, it is necessary to measure productivity to make sure organizational changes are likely to drive productivity in the public service. Without productivity measures, it is difficult to assess the effects of remote work and other transformations on productivity.

DEFINITIONS

Academic literature on productivity has defined it in three ways: (1) as efficiency (output/input); (2) as a combination of efficiency and effectiveness (output/input + output/goal); (3) as everything that makes an organization function better.ⁱ

In this report, the third definition was adopted because it is sufficiently general to encompass all activities in the public service, including those that are not directly linked to outputs. Furthermore, this definition can also be applied to all levels of the public service: individual, team, and organizational. It follows that measuring productivity is about assessing activities that make the organization function better.

KEY FINDINGS

Research shows there is a need for a combination of productivity measures. Focusing on only one measure may create adverse incentive effects where individuals, teams and organizations only focus on that measure.ⁱⁱ This combination of measures should consider:

- Micro approaches: Measures that can extend down to the individual; and,
- Macro approaches: Measures that can only provide aggregate information at the level of the organization, sector or the whole public service.ⁱⁱⁱ

A combination of measures should allow for the use of triangulation.^{iv} A lot of research focused on measuring inputs (e.g., salaries, skills, learning) and outputs of activities (e.g., activities completed, collaborations, service delivery factors), but research shows that enablers such as psychological and cultural factors, employee wellbeing, organizational design, communication practices and decision-making processes also affect productivity and should be measured.^{v,vi}

Individual level

Many studies and people management recommendations measure inputs and outputs through individual and managers' perceptions of performance.^{vii,viii}

When measuring inputs, research shows that there is a strong link between pay and productivity.^{ix} For outputs, the World Bank notes that individual measures should focus on process, project and task completion.^x In the public sector, individual productivity is measured through performance management plans and processes, which according to Gartner should translate into specific actions for employees to measure both the "what" and the "how".^{xi,xii}

In addition to these traditional measures of inputs/outputs, enabling factors drive individual productivity, and should also be measured. For example, ideas to improve productivity often focus on "better investment in staff and technology, structural and management improvements,

and helping people develop their skills set.”^{xiii} Other factors that influence individual productivity include psychological (mental) health and safety,^{xiv,xv} as well as happiness.^{xvi}

Team

Team level productivity is not measured to the same extent as individual productivity and research is lacking in this field. Research found that for the most robust view of productivity at the team level, indicators should be specific to the goals of the work unit, and stem from the broader work goals of the organization. Team-level productivity measures must not be overly broad, otherwise, it can be challenging to track smaller increments of change in productivity over time.^{xvii}

Deloitte proposes a model for measuring the productivity of teams based on three pillars:

1. Work Effectiveness

- Measures assess outputs and enabling factors such as whether a team has the clarity, capacity, and commitment to deliver on work outcomes.
- Example indicators include: Organizational effectiveness KPIs (e.g., customer / employee retention), Cost of quality measures, % product and/or service outages

2. Work Efficiency

- Measures assess outputs and enabling factors such as whether systems and practices are in place that enable teams deliver on outcomes efficiently
- Example indicators include: # of approval levels for key decisions, # of completed high-value tasks vs low-value tasks, # of communication interactions between teams

3. Workforce Empowerment

- Measures assess enabling factors such as levels of wellbeing and engagement that can help drive sustainable productivity over time.
- Example indicators include: % of employees that feel they can balance work and life obligations, % of employees that feel they have a productive work environment (e.g., ergonomics, privacy), % of employees that feel they are staying connected to their leaders and the organization.^{xviii}

Organizational level

Measuring organizational effectiveness and efficiency is often accomplished through program evaluations.^{xix} The recent World Bank publication that recommends a combination of micro and macro measurements, found that output measurements representing effectiveness and efficiency may include cost-weighted outputs,^{xx} service delivery indicators, and budget execution rates.^{xxi} Atkinson (2005) outlines the cost-weighted output method that identifies core organizational activities and defines unit costs for each. After calculating total input expenditures and cost-weighted outputs, they are converted into a productivity metric for the organization or service by dividing cost-weighted outputs by total input expenditure.^{xxii}

Measuring enabling factors related to organizational design and culture can provide a broader understanding of productivity. Cultural factors that can negatively impact productivity include: long meetings without clear objectives, unnecessary consensus-seeking for reversible, non-consequential decisions, switching between tasks constantly and suffering cognitive switching penalty as a result i.e., to get tasks completed the brain requires more time if one switches between them than if done one at a time.^{xxiii} A ten year study led by McKinsey on flow (i.e., the state of full immersion in an activity, referred to as “the zone.”) found that top executives are up to 500% more productive when they’re in the zone.^{xxiv}

IMPLICATIONS FOR PEOPLE MANAGEMENT

Public sector organizations should implement a framework, such as the one below, that provides indicators to measure the different facets of productivity across various levels. Some of these indicators may already exist, but when this data is compiled, organizations can benchmark, compare and link individual, team and organizational productivity.

	Enabling indicators	Input indicators	Output indicators
Individual	<ul style="list-style-type: none"> Employee perceptions of key enablers (e.g. satisfaction,^{xxv} empowerment,^{xxvi} health,^{xxvii} digital enabled-ness^{xxviii}) Absenteeism (types of leave used)^{xxix} 	<ul style="list-style-type: none"> Learning and development hours and \$^{xxx} Salaries^{xxxi} % of employees with skills gaps^{xxxii} (could be self-reported or assessed organizationally) 	<ul style="list-style-type: none"> Performance plans and reviews (individual, team and manager perception of level of performance in terms of skills and competencies)^{xxxiii} Process, project or task completion rates^{xxxiv}
Team	<ul style="list-style-type: none"> Employee perceptions of isolation, communication, belonging, trust, social bonding^{xxxv} Team wellness indicators Meta-data (Microsoft Productivity Score,^{xxxvi} calendar data) 	<ul style="list-style-type: none"> Cost of turnover (turnover rates, time to staff, onboarding)^{xxxvii} Cost of quality measures 	<ul style="list-style-type: none"> Team process, project or task completion rates^{xxxviii} Efficiency indicators specific to teams
Organizational	<ul style="list-style-type: none"> Organizational culture indicators (time in meetings per week, number of interruptions per week, layers of authority/delegation)^{xxxix} 	<ul style="list-style-type: none"> Units of inputs (salaries, operations)^{xl, xli} Aggregate learning and development hours and \$^{xlii} 	<ul style="list-style-type: none"> Efficiency indicators for specific functions^{xliii} (service delivery standards^{xliv}, client satisfaction surveys) standards, client sat Outcome based on indicators (e.g., cost-weighted outputs^{xlv}, employee retention, budget execution rates^{xlvi})

RECOMMENDATIONS

It is recommended that the FoW working group:

- Hold discussions and consultations with key stakeholders on the framework and indicators
- Identify 3 jurisdictions willing to pilot its use over 6 months
- Share lessons learned and, if successful, use to benchmark productivity across and within jurisdictions

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Page 01 of 23 to/à Page 23 of 23

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FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
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			0		100-3513	Policy & Research	VICTORIA	810 Blanshard St	3	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	3	2021-08-31	Active
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			0		100-3543	Innovation Hub	VICTORIA	563 Superior St	1	2021-08-31	Active

s.22

NOTE: should anyone working 5 days a week telework be listed as no office-fully remote? Or just the people that don't live in Victoria?

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	0		00-3543	Innovation Hub	VICTORIA	563 Superior St	1	2021-08-31	Active	
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	0		00-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	0	2021-08-31	Active	

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement
		s.22		s.15,	100-2653		Victoria	810 Blanshard St	3	2021-09-08	active
				s.22	100-2655		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-3532		Victoria	810 Blanshard St	5	2021-09-08	inactive
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-2655		Vancouver	865 Hornby St	1	2021-09-08	inactive
					100-2655		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	0	2021-09-08	active
					100-3498		Victoria	810 Blanshard St	5	2021-09-08	inactive
					100-0064		Nelson	333 Victoria St	0	2022-06-07	active
					100-2655		Vancouver	865 Hornby St	5	2021-09-08	inactive
					100-2655		Victoria	810 Blanshard St	5	2021-09-08	inactive
					100-2655		Victoria	810 Blanshard St	2	2021-09-08	active
					100-2656		Victoria	810 Blanshard St	5	2021-09-08	Inactive
					100-2655		Victoria	810 Blanshard St	3	2021-09-08	Active
					100-3498		Victoria	810 Blanshard St	5	2021-09-08	Inactive
					100-2656		Victoria	810 Blanshard St	2	2021-09-08	active
					100-3532		Vancouver	865 Hornby St	0	2022-06-07	Active
					100-0064		Prince George	1011 4th Ave	5	2021-09-08	Inactive
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-2655		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-2653		Vancouver	865 Hornby St	0	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-2655		Kamloops	167 Lorne St	5	2021-09-08	inactive
					100-0064		Victoria	810 Blanshard St	0	2021-09-08	active
					100-0064		Prince George	1011 4th Ave	3	2021-09-08	active
					100-2655		Victoria	810 Blanshard St	3	2022-06-07	active
					100-3504		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	2	2021-09-08	Active
					100-0064		Vancouver	865 Hornby St	3	2021-09-08	active
					100-2655		Victoria	810 Blanshard St	0	2021-09-08	Active
					100-0064		Vancouver	865 Hornby St	5	2022-06-07	inactive
					100-3532		Victoria	810 Blanshard St	3	2021-09-08	Active
					100-2655		Vancouver	865 Hornby St	2	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	1	2022-06-07	Active
					100-2655		Vancouver	865 Hornby St	0	2021-09-08	active
					100-3504		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	3	2021-09-08	Active
					100-3498		Victoria	810 Blanshard St	2	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-2656		Victoria	810 Blanshard St	2	2021-09-08	active
					100-0064		Kamloops	167 Lorne St	0	2021-09-08	active
					100-3498		Victoria	810 Blanshard St	2	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	2	2022-06-07	Active
					100-2655		Victoria	810 Blanshard St	5	2022-06-07	inactive
					100-3504		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	2	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-2655		Nanaimo	6475 Metral Dr	5	2021-09-08	inactive
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-3498		Victoria	810 Blanshard St	5	2021-09-08	inactive
					100-2653		Victoria	810 Blanshard St	2	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	3	2022-06-07	active
					100-2653		Victoria	810 Blanshard St	2	2021-09-08	active
					100-2655		Victoria	810 Blanshard St	0	2021-09-08	active
					100-2653		Victoria	810 Blanshard St	2	2021-09-08	active
					100-2655		Victoria	810 Blanshard St	3	2021-09-08	inactive
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-2655		Victoria	810 Blanshard St	3	2021-09-08	Active
					100-2653		Victoria	810 Blanshard St	2	2021-09-08	active
					100-2653		Victoria	810 Blanshard St	2	2021-09-08	active
					100-2653		Prince George	1011 4th Ave	5	2021-09-08	Inactive

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active	Notes
		s.22	0	s.15	100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	3		Active	s.22
			0	s.22	100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	5		Active	
			0		100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	5		Active	
			0		100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	5		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	5		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-0058	Contract Management	VANCOUVER	865 Hornby St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			1		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St			Inactive	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VANCOUVER	865 Hornby St	2		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	4		Active	
			0		100-0058	Contract Management	VICTORIA	865 Hornby St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VANCOUVER	865 Hornby St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	865 Hornby St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	NANAIMO		0		Inactive	

	A	B	C	D	E	F	G	H	I	J	K	L
	FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
1												
2			s.22	0	s.15;	100-3503	POD ADMs Office	VICTORIA	810 Blanshard St	5	2022-06-23	
3				0	s.22	100-3503	POD ADMs Office	*NO OFFICE (FULLY REMOTE)	NA	0	2022-06-23	Active
4				0		100-3503	POD ADMs Office	VICTORIA	810 Blanshard St	3	2022-06-23	Active
5				0		100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3	2022-06-23	Active
6				0		100-3535	Strategy Management Office	VICTORIA	810 Blanshard St	3	2022-06-23	Active
7	Org Effectiveness											
8			s.22	0		100-3511	Business Consultants	VICTORIA	810 Blanshard St	3	2022-06-23	Active
9				0		100-3511	Business Consultants	VICTORIA	810 Blanshard St	3	2022-06-23	Active
10				1		100-3511	Business Consultants	VICTORIA	810 Blanshard St	3	2022-06-23	Active
11				0		100-3527	Performance and Conflict Mgmt	PRINCE GEORGE	Moving to Vic - 810 Blanshard	3	2022-06-23	Active
12				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
13				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
14				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
15				0		100-3527	Performance and Conflict Mgmt	VICTORIA	810 Blanshard St	3	2022-06-23	Active
16				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
17				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
18				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
19				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
20				0		100-3527	Performance and Conflict Mgmt	VICTORIA	810 Blanshard St	3	2022-06-23	Active
21				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
22				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
23				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
24				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
25						100-3527	Organizational Effectiveness	VICTORIA	810 Blanshard St	3	2022-06-23	Active
26						100-3527	Organizational Effectiveness	VICTORIA	810 Blanshard St	3	2022-06-23	Active
27	CWS											
28			s.22	0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
29				0		100-3538	Corporate Workforce Strategies	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
30				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
31				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
32				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
33				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
34				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
35				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
36						100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
37				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
38				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
39				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
40				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active

	A	B	C	D	E	F	G	H	I	J	K	L
41		s.22		0	s.15;	100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
42				0	s.22	100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2022-06-23	Active
43	EDI											
44			s.22	0		100-3541	Diversity & Inclusion	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
45				0		100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2022-06-23	Active
46				0		100-3541	Diversity & Inclusion	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
47				0		100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2022-06-23	Active
48				0		100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2022-06-23	Active
49				0		100-3541	Diversity & Inclusion	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
50						100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2022-06-23	Active
51						100-3541	Diversity & Inclusion	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	
52				0		100-3533	Indigenous Youth Internship Pr	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
53				0		100-3533	Indigenous Youth Internship Pr	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
54						100-3533	Indigenous Youth Internship Pr	VICTORIA	716 Courtney St	3	2022-06-23	Active
55						100-3533	Indigenous Youth Internship Pr	VICTORIA	716 Courtney St	3	2022-06-23	Active
56				0		100-3537	HoIL	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
57				0		100-3537	HoIL	VICTORIA	716 Courtney St	3	2022-06-23	Active
58				0		100-3536	Work-Able	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
59						100-3536	Work-Able	VANCOUVER	865 Hornby St	3	2022-06-23	Active
60						100-3536	Work-Able	VICTORIA	810 Blanshard St	3	2022-06-23	Active
61												
62				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2022-06-23	Active
63				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2022-06-23	Active
64				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2022-06-23	Active
65				0		100-3501	Executive Talent Management	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
66				0		100-3501	Executive Talent Management	VICTORIA	N/A	3	2022-06-23	Active
67				0		100-3501	Executive Talent Management	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
68				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2022-06-23	Active
69						100-3501	Executive Talent Management	VICTORIA	811 Blanshard St	3	2022-06-23	Active
70						100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2022-06-23	Active
71	Integrated HR										2022-06-23	
72		s.22				100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
73						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
74						100-3546	Integrated HR	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
75						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
76						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
77						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
78						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Inactive
79						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Inactive
80						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	5	2022-06-23	Inactive
81						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
82						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active

	A	B	C	D	E	F	G	H	I	J	K	L
83		s.22			s.15;	100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
84					s.22	100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
85						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
86						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	-	2022-06-23	-
87						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
88						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
89						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
90						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	5	2022-06-23	Active
91						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
92						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
93						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
94						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
95						100-3546	Integrated HR	NO OFFICE/FULLY REMOTE	N/A	0	2022-06-23	Active
96						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2022-06-23	Active
97	Learning Centre											
98		s.22		0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
99				0		100-0051	Learning Centre Operations	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
100				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
101				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
102				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
103				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
104				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
105				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
106				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2022-06-23	Active
107				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Inactive
108				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Inactive
109				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
110				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
111				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
112				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
113				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
114				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-23	Active
115				0		100-3534	Learning Development	VICTORIA	716 Courtney St	3	2022-06-23	Active

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active	Notes
		s.22	0	s.15;	100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	3		Active	s.22
			0	s.22	100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	5		Active	
			0		100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	5		Active	
			0		100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	5		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	5		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VANCOUVER	865 Hornby St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			1		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St			Inactive	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VANCOUVER	865 Hornby St	2		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	4		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3547	Strategy Management Office	VANCOUVER	865 Hornby St	3		Active	
			0		100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	NELSON	333 Victoria St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	0		Inactive	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	865 Hornby St	0		Inactive	
			0		100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	VICTORIA	810 Blanshard St	3		Active	
			0		100-3524	Planning & Portfolio Mgmt	NANAIMO	6475 Metral Dr	0		Inactive	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	
			0		100-0058	Contract Management	KAMLOOPS	167 Lorne	3		Active	
			0		100-0058	Contract Management	VANCOUVER	865 Hornby St	3		Active	
			0		100-0058	Contract Management	NANAIMO	6475 Metral Drive	3		Active	
			0		100-0058	Contract Management	VICTORIA	810 Blanshard St	3		Active	

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100-0058	Contract Management	VANCOUVER	865 Hornby St	3	Active
100-0058	Contract Management	VANCOUVER	865 Hornby St	3	Active
100-0058	Contract Management	NANAIMO	6475 Metral Drive	3	Active
100-0058	Contract Management	VANCOUVER	865 Hornby St	3	Inactive
100-0058	Contract Management	NANAIMO	6475 Metral Drive	3	Active
100-0058	Contract Management	VICTORIA	810 Blanshard St	3	Inactive
100-3530	BP - Exec Director's Office	VICTORIA	810 Blanshard St	5	Active
100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3	Active
100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3	Active
100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3	Active
100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3	Active

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FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
		s.22	0	s.15; s.22	100-3500	PSA DMO Office	VICTORIA	810 Blanshard St	5	2021-09-07	Active
			0		100-3500	PSA DMO Office	VICTORIA	810 Blanshard St	5	2021-09-07	Active
			0		100-3500	PSA DMO Office	VICTORIA	810 Blanshard St	5	2021-09-07	Active

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
		s.22	0	s.15; s.22	100-3500	PSA DMO Office	VICTORIA	810 Blanshard St	5	2021-09-07	Active
			0		100-3500	PSA DMO Office	VICTORIA	810 Blanshard St	5	2021-09-07	Active
			0		100-3500	PSA DMO Office	VICTORIA	810 Blanshard St	5	2021-09-07	Active
			0		100-3500	PSA DMO Office	VICTORIA	810 Blanshard St	3	2022-03-22	Active

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active	
		s.22	0	s.15; s.22	100-3518	HR Specialist Interp Services	VICTORIA	810 Blanshard St	0	2021-09-01	Active	s.22
			0		100-3531	Recruitment Services	PRINCE GEORGE	1011 4th Ave	3	2021-09-01	Active	s.22
			0		100-3539	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive	
			1		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	5	2021-09-08	Inactive	
			0		100-3531	Recruitment Services	NELSON	333 Victoria St	2	2021-09-01	Active	
			0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	5	2021-09-01	Active	
			0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2022-05-25	Active	
			0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2022-05-27	Inactive	
			0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	5	2022-06-21	Inactive	
			0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	0	2022-05-27	Inactive	
			0		100-3539	Operational Strategies and Integration Services	KAMLOOPS	167 Lorne St	2	2022-05-30	Active	
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Inactive	
			0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	0	2021-09-01	Active	
			0		100-3510	Contact Centre	NELSON	333 Victoria St	5	2021-09-01	Inactive	
			0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2022-05-27	Active	
			0		100-3515	Human Resource Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
			0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	0	2021-09-01	Inactive	
			0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
			0		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2021-09-01	Active	
			0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
			0		100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Inactive	
			0		100-3515	Human Resource Specialist Serv	NELSON	333 Victoria St	2	2021-09-01	Active	
			0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
			0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive	
			0		100-3539	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	0	2021-09-01	Active	
			0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
			0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive	
			0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	3	2022-05-25	Active	
			0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
			0		100-3510	Contact Centre	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active	
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2022-05-25	Active	
			0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	2	2022-05-25	Active	
			0		100-3515	Human Resource Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
			0		100-3518	HR Specialist Interp Services	VICTORIA	810 Blanshard St	5	2022-05-27	Inactive	
			0		100-3539	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive	
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2022-06-09	Inactive	
			0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
			0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	3	2022-05-30	Active	
			0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Inactive	
			0		100-3518	HR Specialist Interp Services	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive	
			0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	0	2021-09-01	Active	
			0		100-3510	Contact Centre	NELSON	333 Victoria St	3	2022-06-09	Inactive	
			0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	5	2021-09-01	Inactive	
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
			0		100-3520	Classification Specialist Serv	NANAIMO	6475 Metral Dr	2	2022-05-25	Active	
			0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
			0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	4	2022-05-25	Active	

s.22	0	s.15; s.22	100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive	
	0		100-0069	Marketing & Talent Strategies	VICTORIA	810 Blanshard St	4	2021-09-01	Inactive	s.22
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	5	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	0	2021-09-01	Inactive	
	0		100-3510	Contact Centre	KAMLOOPS	167 Lorne St	3	2022-05-25	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-3531	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	3	2021-09-08	Inactive	
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	0	2021-09-08	Inactive	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	VANCOUVER	865 Hornby St	3	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	3	2022-05-27	Active	
	0		100-0069	Marketing & Talent Strategies	VICTORIA	940 Blanshard St	2	2022-05-25	Active	
	1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	5	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	KAMLOOPS	167 Lorne St	3	2021-09-01	Active	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	NANAIMO	6475 Metral Dr	3	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	5	2021-09-01	Active	
	0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2022-05-27	Active	
	1		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive	
	0		100-3510	Contact Centre	KAMLOOPS	167 Lorne St	3	2022-05-25	Active	
	0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	3	2022-05-25	Active	
	0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	0	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Inactive	
	1		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Inactive	
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	0	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
	0		100-3510	Contact Centre	NELSON	333 Victoria St	0	2021-09-01	Inactive	
	0		100-3510	Contact Centre	Victoria	810 Blanshard St	5	2022-06-20	Inactive	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive	
	0		100-3520	Classification Specialist Serv	NANAIMO	6475 Metral Dr	2	2022-05-25	Active	
	0		100-3539	Operational Strategies and Integration Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	VANCOUVER	865 Hornby St	3	2022-05-25	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2022-05-25	Active	
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Inactive	
	0		100-3518	HR Specialist Interp Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive	
	0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	3	2021-09-01	Inactive	

s.22	0	s.15; s.22	100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	3	2021-09-01	Active	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	s.22
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	5	2021-09-08	Active	
	0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	5	2022-06-21	Inactive	
	1		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-3514	HRSS - ADMs Office	KAMLOOPS	167 Lorne St	4	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active	
	0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
	0		100-3518	Human Resource Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	3	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	KAMLOOPS	167 Lorne St	2	2022-05-25	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	3	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active	
	1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	5	2022-06-21	Inactive	
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Inactive	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	5	2022-06-21	Inactive	
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	VICTORIA	940 Blanshard St	1	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	VANCOUVER	865 Hornby St	0	2022-05-30	Active	
	0		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	4	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	NELSON	333 Victoria St	2	2021-09-01	Inactive	
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	3	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	810 Blanshard St	4	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	VICTORIA	940 Blanshard St	2	2022-05-25	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	NANAIMO	6475 Metral Dr	3	2022-05-30	Active	
	0		100-3531	Recruitment Services	MERRITT	2194 Coutlee Ave	2	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	PRINCE GEORGE	1011 4th Ave	0	2021-09-01	Inactive	
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	0	2021-09-01	Active	
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Inactive	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Inactive	
	0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	5	2021-09-01	Inactive	
	0		100-3518	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-0069	Marketing & Talent Strategies	VICTORIA	940 Blanshard St	2	2022-05-25	Active	
	0		100-0069	Marketing & Talent Strategies	NANAIMO	6475 Metral Dr	3	2021-09-01	Active	
	0		100-3531	Recruitment Services	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	3	2021-09-08	Inactive	

s.22	0	s.15; s.22	100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	5	2021-09-01	Active	s.22
	1		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	4	2021-09-08	Inactive -	
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive -	
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Inactive -	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	0	2021-09-01	Inactive -	
	0		100-3518	Human Resource Specialist Serv	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive -	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	3	2021-09-01	Inactive -	
	0		100-3520	Classification Specialist Serv	NELSON	333 Victoria St	0	2021-09-01	Inactive	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Inactive -	
			100-3531	Recruitment Services	VICTORIA	100-940 Blanshard St	2	2022-05-27	Active	
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active	
	0		100-3514	HRSS - ADMs Office	VICTORIA	810 Blanshard St	4	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	NELSON	333 Victoria St	0	2021-09-01	Active	
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	0	2021-09-01	Active	
	1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive -	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
	1		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
			100-3510	Contact Centre	KAMLOOPS	167 Lorne St	3	2022-06-09	Inactive -	
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	1		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	3	2021-09-01	Active	
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	0	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	5	2022-05-07	Inactive	
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive -	
	0		100-0069	Marketing & Talent Strategies	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive -	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	5	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2022-05-27	Active	
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active	
	0		100-3518	Human Resource Specialist Serv	NELSON	310 Ward St	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	5	2022-05-27	Inactive	
	0		100-0069	Marketing & Talent Strategies	VANCOUVER	865 Hornby St	0	2021-09-01	Active	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2022-05-25	Active	
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	3	2021-09-01	Active	
	1		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	5	2021-09-01	Active	
	0		100-3515	Human Resource Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Inactive -	
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive -	
	0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	4	2021-09-08	Inactive -	
	1		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	3	2021-09-01	Active	
	0		100-3517	HR & Payroll Solutions	KAMLOOPS	167 Lorne St	3	2021-09-01	Active	
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	0	2021-09-01	Inactive -	

s.22	0	s.15; s.22	100-3531	Recruitment Services	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Inactive	s.22
			100-3510	Contact Centre	Victoria	810 Blanshard St	3	2022-06-09	Inactive	
0			100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2022-05-27	Active	
0			100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2022-05-27	Active	
0			100-3531	Recruitment Services	VICTORIA	940 Blanshard St	1	2021-09-01	Active	
0			100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
0			100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Active	
1			100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	2	2021-09-01	Active	
0			100-3510	Contact Centre	ABBOTSFORD	1767 Angus Campbell Rd	2	2021-09-01	Active	
0			100-3531	Recruitment Services	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive	
0			100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	2	2022-05-25	Active	
0			100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
0			100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	5	2022-06-21	Inactive	
0			100-3510	Contact Centre	KAMLOOPS	167 Lorne St	5	2021-09-01	Inactive	
0			100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
			100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2022-06-09	Inactive	
0			100-3510	Contact Centre	VANCOUVER	865 Hornby St	5	2021-09-01	Active	
1			100-3518	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	5	2022-05-27	Inactive	
0			100-0069	Marketing & Talent Strategies	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive	
0			100-3539	Operational Strategies and Integration Services	KAMLOOPS	167 Lorne St	5	2022-05-30	Inactive	
0			100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
1			100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active	
0			100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Inactive	
1			100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active	
1			100-3510	Contact Centre	VANCOUVER	865 Hornby St	4	2021-09-01	Active	
0			100-3531	Recruitment Services	VICTORIA	940 Blanshard St	3	2021-09-01	Active	
0			100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active	
0			100-3531	Recruitment Services	VICTORIA	940 Blanshard St	1	2021-09-01	Active	
0			100-3539	Operational Strategies and Integration Services	VANCOUVER	865 Hornby St	0	2021-09-01	Active	
0			100-3517	HR & Payroll Solutions	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
0			100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active	
0			100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active	
			100-3539	Operational Strategies and Integration Services			0	2022-06-21	Inactive	
0			100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	5	2021-09-01	Active	
0			100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
0			100-3531	Recruitment Services	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active	
0			100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2021-09-01	Active	
0			100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2022-05-27	Active	
1			100-3517	HR & Payroll Solutions	VANCOUVER	865 Hornby St	3	2021-09-01	Active	
			100-3531	Recruitment Services	VICTORIA	100-940 Blanshard St	2	2022-05-27	Active	
0			100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2022-05-27	Active	
0			100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Active	
0			100-3510	Contact Centre	NANAIMO	6475 Metral Dr	5	2021-09-01	Inactive	
0			100-3515	Human Resource Specialist Serv	VICTORIA	940 Blanshard St	4	2021-09-01	Inactive	
0			100-3539	Operational Strategies and Integration Services	NANAIMO	6475 Metral Dr	3	2021-09-01	Active	
0			100-3510	Contact Centre	VANCOUVER	865 Hornby St	2	2021-09-01	Active	
0			100-3531	Recruitment Services	VICTORIA	940 Blanshard St	4	2021-09-01	Active	
0			100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	
0			100-0069	Marketing & Talent Strategies	VANCOUVER	865 Hornby St	2	2021-09-08	Inactive	
0			100-0069	Marketing & Talent Strategies	VICTORIA	100-940 Blanshard St	2	2022-05-25	Active	

s.22	0	s.15; s.22	100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active	s.22	
	0		100-3531	Recruitment Services	NELSON	333 Victoria St	3	2021-09-01	Inactive		
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive		
	0		100-3531	Recruitment Services	NANAIMO	6475 Metral Dr	2	2021-09-01	Inactive		
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2022-05-25	Inactive		
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2022-05-27	Active		
			100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2022-06-09	Inactive		
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	0	2021-09-01	Active		
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Active		
	1		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active		
	0		100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	5	2022-06-21	Inactive		
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	2	2021-09-01	Active		
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-07	Inactive		
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	3	2021-09-01	Inactive		
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active		
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active		
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active		
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	2	2021-09-01	Active		
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Active		
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	810 Blanshard St	2	2021-09-01	Inactive		
			100-3531	Recruitment Services	VICTORIA	100-940 Blanshard St	2	2022-05-27	Active		
	0		100-0069	Marketing & Talent Strategies	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive		
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	0	2021-09-01	Active		
	0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	3	2022-06-20	Active		
	0		100-3520	Classification Specialist Serv	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active		
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Inactive		
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive		
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	5	2022-06-21	Inactive		
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	2	2021-09-01	Active		
	0		100-3531	Recruitment Services	NELSON	333 Victoria St	5	2021-09-01	Active		
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active		
	0		100-3520	Classification Specialist Serv	NANAIMO	6475 Metral Dr	2	2022-05-25	Active		
	0		100-3539	Operational Strategies and Integration Services	VICTORIA	940 Blanshard St	0	2021-09-01	Active		
	0		100-3531	Recruitment Services	KAMLOOPS	167 Lorne St	0	2021-09-01	Active		
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active		
	1		100-3531	Recruitment Services	VICTORIA	810 Blanshard St	2	2021-09-01	Active		
	0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active		
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Active		
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Inactive		
	0		100-3531	Recruitment Services	VANCOUVER	865 Hornby St	2	2021-09-01	Active		
	0		100-3531	Recruitment Services	VICTORIA	940 Blanshard St	0	2021-09-01	Active		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active							
2			s.22	0	s.15,	100-3503	POD ADMs Office	VICTORIA	810 Blanshard St	5	2021-09-07	s.22							
3				0	s.22	100-3503	POD ADMs Office	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
4				0		100-3503	POD ADMs Office	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
5				0		100-3547	Strategy Management Office	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
6				0		100-3535	Strategy Management Office	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
7				0		100-3511	Business Consultants	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
8				0		100-3511	Business Consultants	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
9				1		100-3511	Business Consultants	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
10				0		100-3527	Performance and Conflict Mgmt	PRINCE GEORGE	Moving to Vic - 810 Blanshard	3	2021-09-07	Active							
11				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
12				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
13				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
14				0		100-3527	Performance and Conflict Mgmt	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
15				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
16				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
17				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
18				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
19				0		100-3527	Performance and Conflict Mgmt	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
20				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
21				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
22				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
23				0		100-3527	Performance and Conflict Mgmt	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
24				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
25				0		100-3538	Corporate Workforce Strategies	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
26				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
27				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
28				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
29				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
30				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
31				0		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
32				2		100-3538	Corporate Workforce Strategies	VICTORIA	810 Blanshard St	TBC	TBC	Sept 13 start							
33				0		100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
34				0		100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
35				0		100-3541	Diversity & Inclusion	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
36				0		100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
37				0		100-3541	Diversity & Inclusion	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
38				0		100-3541	Diversity & Inclusion	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
39				0		100-3533	Indigenous Youth Internship Pr	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
40				0		100-3533	Indigenous Youth Internship Pr	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
41				0		100-3537	HoIL	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
42				0		100-3537	HoIL	VICTORIA	716 Courtney St	3	2021-09-07	Active							
43				0		100-3536	Work-Able	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
44				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
45				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
46				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
47				0		100-3501	Executive Talent Management	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
48				0		100-3501	Executive Talent Management	VICTORIA	N/A	3	2021-09-07	Active							
49				0		100-3501	Executive Talent Management	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
50				0		100-3501	Executive Talent Management	VICTORIA	810 Blanshard St	3	2021-09-07	Active							
51						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
52						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
53						100-3546	Integrated HR	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
54						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
55						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
56						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
57						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
58			s.22		s.15;	100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active	s.22						
59					s.22	100-3546	Integrated HR	VICTORIA	1515 Blanshard St	5	2021-09-07	Active							
60						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
61						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
62						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
63						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
64						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	3	2021-09-07	Active							
65						100-3546	Integrated HR	VICTORIA	1515 Blanshard St	TBC	TBC	TBC							
66				0		100-3537	Corp Learn Strat & Key Streams	VICTORIA	716 Courtney St	3	2021-09-07	Active							
67				0		100-3537	Corp Learn Strat & Key Streams	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
68				0		100-3537	Corp Learn Strat & Key Streams	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
69				0		100-3537	Corp Learn Strat & Key Streams	VICTORIA	716 Courtney St	3	2021-09-07	Active							
70				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2021-09-07	Active							
71				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2021-09-07	Active							
72				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2021-09-07	Active							
73				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2021-09-07	Active							
74				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2021-09-07	Active							
75				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2021-09-07	Active							
76				0		100-0051	Learning Centre Operations	VICTORIA	716 Courtney St	3	2021-09-07	Active							
77				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
78				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
79				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
80				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
81				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
82				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
83				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
84				0		100-3534	Learning Development	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
85				0		100-3534	Learning Development	VICTORIA	716 Courtney St	3	2021-09-07	Active							
86				0		100-3537	Corp Learn Strat & Key Streams	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
87				0		100-3537	Corp Learn Strat & Key Streams	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
88				0		100-3537	Corp Learn Strat & Key Streams	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
89				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
90				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
91				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
92				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
93				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
94				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
95				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
96				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
97				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
98				0		100-3535	Learning Delivery	VICTORIA	716 Courtney St	3	2021-09-07	Active							
99				0		100-3535	Learning Delivery	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-09-07	Active							
100						100-3535	TES Secondee	VICTORIA	716 Courtney St	5	2021-09-07	N/A							
101						100-3535	TES Secondee	VICTORIA	716 Courtney St	5	2021-09-07	N/A							
102						100-3535	TES Secondee	VICTORIA	716 Courtney St	5	2021-09-07	N/A							
103						100-3535	TES Secondee	VICTORIA	716 Courtney St	5	2021-09-07	N/A							

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
		s.22	0	s.15; s.22	100-3542	Behavioural Insights Group	VICTORIA	563 Superior St	5	2022-06-15	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	3	2022-06-15	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	3	2021-08-31	Active
			0		100-3513	Policy & Research	VICTORIA	810 Blanshard St	3	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	3	2022-06-15	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	3	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	3	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	3	2022-06-15	Active
			0		100-3513	Policy & Research	VICTORIA	810 Blanshard St	3	2021-08-31	Active
			0		100-3543	Innovation Hub	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2022-06-15	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2022-06-15	Active
			0		100-3542	Behavioural Insights Group	VICTORIA	563 Superior St	2	2022-06-15	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3542	Behavioural Insights Group	VICTORIA	563 Superior St	2	2021-08-31	Inactive
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2022-06-15	Active
			0		100-3542	Behavioural Insights Group	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3545	Internal Communications	VICTORIA	563 Superior St	2	2021-08-31	Inactive
			0		100-3542	Behavioural Insights Group	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	2	2022-06-15	Active
			0		100-3548	Corporate Priorities	VICTORIA	563 Superior St	2	2022-06-15	Active
			0		100-3543	Innovation Hub	VICTORIA	563 Superior St	1	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	1	2021-08-31	Active
			0		100-3543	Innovation Hub	VICTORIA	563 Superior St	1	2022-06-15	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	1	2021-08-31	Active
			0		100-3543	Innovation Hub	VICTORIA	563 Superior St	1	2021-08-31	Active
			0		100-3548	Corporate Priorities	VICTORIA	563 Superior St	1	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	VICTORIA	563 Superior St	1	2022-06-15	Active
			0		100-3545	Internal Communications	VICTORIA	563 Superior St	1	2022-06-15	Active
			0		100-3542	Behavioural Insights Group	VICTORIA	563 Superior St	1	2021-08-31	Active
			0		100-3543	Innovation Hub	VICTORIA	563 Superior St	1	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-15	Active
			0		100-3543	Innovation Hub	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-08-31	Active
			0		100-3513	Policy & Research	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-08-31	Active
			0		100-3513	Policy & Research	VICTORIA	810 Blanshard St	0	2021-08-31	Active
			0		100-3543	Innovation Hub	VICTORIA	563 Superior St	0	2021-08-31	Inactive
			0		100-3543	Innovation Hub	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-15	Active
			0		100-5206	Prov Employee Comm Serv Fund	VICTORIA	810 Blanshard St	0	2021-08-31	Active
			0		100-3513	Policy & Research	VICTORIA	810 Blanshard St	0	2021-08-31	Active
			0		100-3543	Innovation Hub	*NO OFFICE (FULLY REMOTE)	N/A	0	2022-06-15	Active
			0		100-3528	PS Engage & Corp Initiatives	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-08-31	Active
			0		100-3548	Corporate Priorities	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-08-31	Active
			0		100-3528	PS Engage & Corp Initiatives	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-08-31	Active
			0		100-5206	Prov Employee Comm Serv Fund	VICTORIA	810 Blanshard St	0	2021-08-31	Active
			0		100-3543	Innovation Hub	*NO OFFICE (FULLY REMOTE)	N/A	0	2021-08-31	Active

FIRST NAME	LAST NAME	IDIR	Empl ID	Empl Record	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active	Endorsed by Supervisor	Comments
		s.22 s.15; s.22	s.22		0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	s.22
					0 100-3540	Budgets	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3540	Budgets	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3540	Budgets	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3540	Budgets	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3540	Budgets	Victoria	716 Courtney	2	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	5	2021-08-20	Active	Yes	I
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	I
					1 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	5	2021-08-20	Active	Yes	I
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	1	2021-08-20	Active	Yes	

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
		s.22	0	s.15; s.22	100-3514	HRSS - ADMs Office	KAMLOOPS	167 Lorne St	4	2021-09-01	Active
			0		100-3514	HRSS - ADMs Office	VICTORIA	810 Blanshard St	4	2021-09-01	Active
			1		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	3	2021-09-01	Active
			0		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			1		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			1		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			0		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	4	2021-09-01	Active
			1		100-3517	HR & Payroll Solutions	VICTORIA	810 Blanshard St	3	2021-09-01	Active
			0		100-3517	HR & Payroll Solutions	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
			1		100-3517	HR & Payroll Solutions	VANCOUVER	865 Hornby St	3	2021-09-01	Active
			0		100-3517	HR & Payroll Solutions	KAMLOOPS	167 Lorne St	3	2021-09-01	Active
			0		100-3517	HR & Payroll Solutions	MERRITT	2194 Coutlee Ave	2	2021-09-01	Active
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
			0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	3	2021-09-01	Inactive
			0		100-3510	Contact Centre	KAMLOOPS	167 Lorne St	5	2021-09-01	Inactive
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	0	2021-09-01	Inactive
			1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
			1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Inactive
			0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	3	2021-09-01	Active
			0		100-3510	Contact Centre	NELSON	333 Victoria St	5	2021-09-01	Active
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	3	2021-09-01	Active
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
					100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-07	Inactive
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
			1		100-3510	Contact Centre	VANCOUVER	865 Hornby St	4	2021-09-01	Active
			0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			1		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
			1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
			0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	2	2021-09-01	Active
			1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Inactive
			1		100-3510	Contact Centre	VICTORIA	810 Blanshard St	2	2021-09-01	Active
			0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
			0		100-3510	Contact Centre	VANCOUVER	865 Hornby St	5	2021-09-01	Active
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	5	2021-09-01	Active
			0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	5	2021-09-01	Active

Avg Office Days:

553
2.414847

s.22	0	s.15; s.22	100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
	0		100-3510	Contact Centre	NELSON	333 Victoria St	0	2021-09-01	Inactive
	0		100-3510	Contact Centre	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active
	0		100-3510	Contact Centre	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
	0		100-3510	Contact Centre	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2021-09-01	Active
	1		100-3510	Contact Centre	VANCOUVER	865 Hornby St	5	2021-09-01	Active
	0		100-3510	Contact Centre	ABBOTSFORD	1767 Angus Campbell Rd	2	2021-09-01	Active
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	3	2021-09-01	Active
	0		100-3510	Contact Centre	VICTORIA	810 Blanshard St	5	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Inactive
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	940 Blanshard St	4	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	1		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	1		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3515	Human Resource Specialist Serv	NELSON	333 Victoria St	2	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	4	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	0	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	0	2021-09-01	Active

s.22	0	s.15; s.22	100-3539	Service & Technology Integrati	NELSON	310 Ward St	2	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	5	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	0	2021-09-01	Inactive
	0		100-3539	Service & Technology Integrati	VANCOUVER	865 Hornby St	3	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	2	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	3	2021-09-01	Active
			100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	5	2021-09-08	Active
	0		100-3539	Service & Technology Integrati	VICTORIA	810 Blanshard St	3	2021-09-01	Active
	0		100-3539	Service & Technology Integrati	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	PRINCE GEORGE	1011 4th Ave	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active
			100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	0	2021-09-08	Active
	0		100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Inactive
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	5	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	5	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	PRINCE GEORGE	1011 4th Ave	0	2021-09-01	Inactive
	0		100-3520	Classification Specialist Serv	NANAIMO	6475 Metral Dr	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	NELSON	333 Victoria St	0	2021-09-01	Inactive
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VANCOUVER	865 Hornby St	0	2021-09-01	Inactive
	0		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active
	1		100-3520	Classification Specialist Serv	KAMLOOPS	167 Lorne St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	VICTORIA	940 Blanshard St	3	2021-09-01	Active
	0		100-3520	Classification Specialist Serv	NELSON	333 Victoria St	0	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	VICTORIA	940 Blanshard St	1	2021-09-01	Active
			100-0069	Empl Prog & Corp Initiatives	VANCOUVER	865 Hornby St	2	2021-09-08	Active
			100-0069	Empl Prog & Corp Initiatives	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	VICTORIA	940 Blanshard St	2	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	VICTORIA	810 Blanshard St	4	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	VICTORIA	940 Blanshard St	2	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	VICTORIA	940 Blanshard St	2	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	NANAIMO	6475 Metral Dr	3	2021-09-01	Active
	0		100-0069	Empl Prog & Corp Initiatives	VANCOUVER	865 Hornby St	2	2021-09-01	Active
	0		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	0	2021-09-01	Active
	0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	3	2021-09-01	Active
	0		100-3531	Talent Acquisition and Operati	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active
	0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive

s.22								
0	s.15; s.22	100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	1	2021-09-01	Active
		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	3	2021-09-08	Inactive
0		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	3	2021-09-08	Inactive
0		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	2	2021-09-01	Inactive
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	5	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	0	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	5	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	0	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	PRINCE GEORGE	1011 4th Ave	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive
0		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	0	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
1		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	0	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	3	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	0	2021-09-01	Inactive
0		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	0	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	NELSON	333 Victoria St	5	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Inactive
0		100-3531	Talent Acquisition and Operati	NELSON	333 Victoria St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	NANAIMO	6475 Metral Dr	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	4	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	NELSON	333 Victoria St	3	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	2	2021-09-01	Active
		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	4	2021-09-08	Inactive
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	5	2021-09-01	Inactive
0		100-3531	Talent Acquisition and Operati	VICTORIA	940 Blanshard St	3	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	NELSON	333 Victoria St	2	2021-09-01	Active
0		100-3531	Talent Acquisition and Operati	KAMLOOPS	167 Lorne St	2	2021-09-01	Active

[illegible]

s.22		s.15; s.22	100-3531	Talent Acquisition and Operati	VANCOUVER	865 Hornby St	2	2021-09-01	Active
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FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
		s.22		s.15; s.22	100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	2	2021-09-08	Active
					100-0064		Vancouver	865 Hornby St	3	2021-09-08	Active
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	5	2021-09-08	inactive
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	0	2021-09-08	active
					100-0064		Vancouver	865 Hornby St	3	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Nanaimo	6475 Metral Dr	0	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	2	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	0	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	0	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Victoria	810 Blanshard St	3	2021-09-08	active
					100-0064		Kamloops	167 Lorne St	0	2021-09-08	active
					100-0064		Prince George	1011 4th Ave	5	2021-09-08	Inactive
					100-0064		Prince George	1011 4th Ave	3	2021-09-08	active
					100-3498		Victoria	810 Blanshard St	2	2021-09-08	active
					100-3498		Victoria	810 Blanshard St	5	2021-09-08	inactive
					100-3498		Victoria	810 Blanshard St	5	2021-09-08	Inactive
					100-3498		Victoria	810 Blanshard St	2	2021-09-08	active
					100-3498		Victoria	810 Blanshard St	5	2021-09-08	inactive

s.22	s.15; s.22	100-2655	Kamloops	167 Lorne St	5	2021-09-08	inactive	s.22
		100-2655	Vancouver	865 Hornby St	0	2021-09-08	active	
		100-2655	Vancouver	865 Hornby St	1	2021-09-08	active	
		100-2655	Vancouver	865 Hornby St	2	2021-09-08	active	
		100-2655	Victoria	810 Blanshard St	0	2021-09-08	Active	
		100-2655	Victoria	810 Blanshard St	3	2021-09-08	inactive	
		100-2655	Victoria	810 Blanshard St		2021-09-08	inactive	
		100-2655	Victoria	810 Blanshard St	5	2021-09-08	inactive	
		100-2655	Victoria	810 Blanshard St	3	2021-09-08	Active	
		100-2655	Victoria	810 Blanshard St	3	2021-09-08	Active	
		100-2655	Victoria	810 Blanshard St		2021-09-08	inactive	
		100-2655	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-2655	Victoria	810 Blanshard St	3	2021-09-08	active	
		100-2655	Nanaimo	6475 Metral Dr	0	2021-09-08	active	
		100-2655	Nanaimo	6475 Metral Dr	5	2021-09-08	inactive	
		100-2653	Victoria	810 Blanshard St	3	2021-09-08	active	
		100-2653	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-2653	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-2653	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-2653	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-2653	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-2653	Prince George	1011 4th Ave	5	2021-09-08	Inactive	
		100-2653	Vancouver	865 Hornby St	0	2021-09-08	active	
		100-2656	Victoria	810 Blanshard St	5	2021-09-08	Inactive	
		100-2656	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-2656	Victoria	810 Blanshard St	2	2021-09-08	active	
		100-3504	Victoria	810 Blanshard St	3	2021-09-08	active	
		100-3504	Victoria	810 Blanshard St	3	2021-09-08	active	
		100-3504	Victoria	810 Blanshard St	3	2021-09-08	active	
		100-3532	Victoria	810 Blanshard St	3	2021-09-08	Active	
		100-3532	Victoria	810 Blanshard St	5	2021-09-08	inactive	

FIRST NAME	LAST NAME	IDIR	Empl ID	Empl Record	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active	Endorsed by Supervisor	Comments
		s.22		s.22	0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	s.22
		s.15; s.22			0 100-3540	Budgets	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3540	Budgets	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3540	Budgets	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	5	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					1 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	5	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	1	2021-08-20	Active	Yes	
					0 100-3505	Benefits Finance	Victoria	716 Courtney	3	2022-05-16	Active	Yes	
					0 100-3540	Budgets	Victoria	716 Courtney	3	2022-01-11	Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	5		Active	Yes	
					0 100-3503	Financial Services	Victoria	716 Courtney	5		Active	Yes	

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
		s.22	0	s.15	100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	3		Active
			0	s.22	100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	5		Active
			0		100-3526	Corporate Health Programs	Kamloops		0		Active
			0		100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	1		Active
			0		100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	3		Active
			0		100-3526	Corporate Health Programs	Kamloops	167 Lorne Street	1		Active
			0		100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	5		Active
			0		100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	3		Active
			0		100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
			0		100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
			0		100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
			0		100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
			0		100-3512	Health Planning	Vancouver	802 - 865 Hornby Street	3	19-Mar	Active
			0		100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
			0		100-3512	Health Planning	Vancouver	802 - 865 Hornby Street	1		Active
			0		100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
			0		100-3512	Health Planning	Victoria	2 - 810 blanshard street	5		
			0		100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	5		
			0		100-0059	Occupational Health	Victoria	4-810 BLANSHARD ST	1	21-Sep	Active
			0		100-0059	Occupational Health	Kamloops	167 Lorne Street	5		
			0		100-0059	Occupational Health	Victoria	#201 - 3200 Shelborne Street	3	21-Sep	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3	21-Sep	Active
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	0	21-Sep	Active
			0		100-0059	Occupational Health	Kamloops	235 First Avenue	5	21-Sep	Active
			0		100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	3	21-Sep	Active
			0		100-0059	Occupational Health	Kamloops	167 Lorne Street	5	21-Sep	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	1	21-Sep	Active
			0		100-0059	Occupational Health	Vancouver	#707 - 808 Nelson Street	5		
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	3	21-Jan	Active
			0		100-0059	Occupational Health	Vancouver	#718 - 808 Nelson Street	3	21-Sep	Inactive
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	1	17-Nov	Active
			0		100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	3	20-Mar	Active
			0		100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	1	20-Mar	Active
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	3	19-Mar	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	2	20-Jun	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	5		
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	1	17-Sep	Active
			0		100-0059	Occupational Health	Victoria	#201 - 3200 Shelborne Street	2.5	19-Dec	Active
			0		100-0059	Occupational Health	Kamloops	235 First Avenue	1	20-Mar	Active
			0		100-0059	Occupational Health	Vancouver	#718 808 Nelson Street	3		Active
			0		100-0059	Occupational Health	Vancouver	Vancouver - 808 Nelson St - Suite 718	2	20-Jun	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	2	18-Nov	Active
			0		100-0059	Occupational Health	Victoria	2 - Blanshard Street	2	20-Jun	Active
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	3	20-Jun	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3		Active
			0		100-0059	Occupational Health	Kamloops	167 Lorne Street	0	19-Jun	Active
			0		100-0059	Occupational Health	Kamloops	167 Lorne Street	0		Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3		Active
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	0	19-Mar	Active
			0		100-0059	Occupational Health	Vancouver	#718 - 808 Nelson street	2	19-Feb	Active
			0		100-0059	Occupational Health	Victoria	4-810 BLANSHARD ST	2	19-May	Active
			0		100-0059	Occupational Health	Victoria	#201 - 3200 Shelborne Street	3	20-Nov	Active
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	1	18-Mar	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3		Active
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	5		
			0		100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	0	17-Oct	Active
			0		100-0059	Occupational Health	Vancouver	#718 - 808 Nelson Street	1	20-Mar	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3	19-Dec	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	4		Active
			0		100-0059	Occupational Health	Kamloops	Kamloops - 235 First Ave	3	18-Nov	Active
			0		100-0059	Occupational Health	Victoria	2 - 810 blanshard street	5	20-Mar	Active
			0		100-0059	Occupational Health	Vancouver	#707 - 808 Nelson Street	3		Active
			0		100-0059	Occupational Health	Vancouver	#707 - 808 Nelson Street	5		
			0		100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	0	18-Mar	Active
			0		100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	2	17-Sep	Active
			0		100-2659	Safety	Kamloops	167 Lorne Street	5	21-May	Active
			0		100-2659	Safety	Vancouver	2nd Flr., 815 Hornby Street	5		
			0		100-2659	Safety	Vancouver	2nd Flr., 815 Hornby Street	3		Active
			0		100-2659	Safety	Vancouver	2nd Flr., 815 Hornby Street	3		Active
			0		100-2659	Safety	Vancouver	802-865 HORNBY STREET	3		Active
			0		100-2659	Safety	Victoria		3		Active
			0		100-2659	Safety	Victoria	3 - 810 Blanshard Street	0		Active
			0		100-2659	Safety	Vancouver	802 - 865 Hornby Street	3		Active
			0		100-2659	Safety	Victoria	3 - 810 Blanshard Street	5		
			0		100-2659	Safety	Vancouver	802 - 865 Hornby Street	3		Active
			0		100-2659	Safety	Victoria	2 - 810 blanshard street	5		
			0		100-2659	Safety	Victoria	2 - 810 blanshard street	3		Active
			0		100-2659	Safety	Prince George	Suite 500, 1011 4th Avenue	5		

FIRST NAME	LAST NAME	EMPLID	EMPL RCD	IDIR	DEPTID	DEPTID DESCR	Office City	Office Address	Days In Office	Data Collection Date	Telework Agreement Active
		s.22		s.15	100-3526	Corporate Health Programs	Victoria	2 - 810 blanshard street	5		N/A
		0		s.22	100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	3		Active
		0			100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	5		Active
		0			100-3526	Corporate Health Programs	Kamloops	N/A	0		Active
		0			100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	3		Active
		0			100-3526	Corporate Health Programs	Kamloops	167 Lorne Street	1		Active
		0			100-3526	Corporate Health Programs	Victoria	4-810-BLANSHARD ST	5		s.22
		0			100-3526	Corporate Health Programs	Victoria	4-810 BLANSHARD ST	3		Active
		0			100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
		0			100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		s.22
		0			100-3512	Health Planning	Vancouver	802 - 865 Hornby Street	3	19-Mar	
		0			100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
		0			100-3512	Health Planning	Victoria	2-810-blanshard-street	3		s.22
		0			100-3512	Health Planning	Victoria	2 - 810 blanshard street	3	21-Sep	Active
		0			100-3512	Health Planning	Vancouver	802 - 865 Hornby Street	1	22-Sep	Active
		0			100-3512	Health Planning	Victoria	2 - 810 blanshard street	3		Active
		0			100-3512	Health Planning	Victoria	2-810-blanshard-street	5		s.22
		0			100-3512	Health Planning	Victoria	1 - 810 blanshard street	3		Active
		0			100-3512	Health Planning	Vancouver	718-808 Nelson St	3		Active
		0			100-3512	Health Planning	Victoria	2-810 BLANSHARD ST	1		Active
					100-3512	Health Planning	Victoria	2-810 Blanshard SL	5		Active
		0			100-3512	Health Planning	Vancouver	718-808 Nelson St	5		N/A
		0			100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	5		N/A
		0			100-0059	Occupational Health	Victoria	4-810 BLANSHARD ST	1	21-Sep	Active
		0			100-0059	Occupational Health	Kamloops	167 Lorne Street	5		N/A
		0			100-0059	Occupational Health	Victoria	#201 - 3200 Shelborne Street	3	21-Sep	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3	21-Sep	Active
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	0	21-Sep	Active
		0			100-0059	Occupational Health	Kamloops	235 First Avenue	5	21-Sep	Active
		0			100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	3	21-Sep	Inactive (on leave)
		0			100-0059	Occupational Health	Kamloops	167 Lorne Street	5	21-Sep	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	1	21-Sep	Active
		0			100-0059	Occupational Health	Vancouver	#707 - 808 Nelson Street	5		N/A
		0			100-0059	Occupational Health	Kamloops	167 Lorne Street	5		N/A
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	3	21-Jan	Inactive (mat leave)
		0			100-0059	Occupational Health	Vancouver	#718 - 808 Nelson Street	2	21-Sep	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	1	17-Nov	Active
		0			100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	3	20-Mar	Active
		0			100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	1	20-Mar	Active
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	3	19-Mar	Moved to another ministry
		0			100-0059	Occupational Health	Kamloops	700 - 235 1st Avenue	5		s.22
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	2	20-Jun	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	4		Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	5		N/A
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	1	17-Sep	Active
		0			100-0059	Occupational Health	Victoria	#201 - 3200 Shelborne Street	2.5	19-Dec	Active
		0			100-0059	Occupational Health	Kamloops	235 First Avenue	1	20-Mar	Active
		0			100-0059	Occupational Health	Vancouver	#718 808 Nelson Street	3		Active
		0			100-0059	Occupational Health	Vancouver	Vancouver - 808 Nelson St - Suite 718	2	20-Jun	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	2	18-Nov	Active
		0			100-0059	Occupational Health	Victoria	2 - Blanshard Street	2	20-Jun	Active
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	3	20-Jun	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3		Active
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	3		Active
		0			100-0059	Occupational Health	Kamloops	167 Lorne Street	0	19-Jun	Active
		0			100-0059	Occupational Health	Kamloops	167 Lorne Street	0		Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3		Active
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	0	19-Mar	Active
		0			100-0059	Occupational Health	Vancouver	#718 - 808 Nelson street	2	19-Feb	Active
		0			100-0059	Occupational Health	Victoria	4-810 BLANSHARD ST	2	19-May	Active
		0			100-0059	Occupational Health	Victoria	#201 - 3200 Shelborne Street	3	20-Nov	Active
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	1	18-Mar	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3		Active
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	5		N/A
		0			100-0059	Occupational Health	Victoria	2 - 810 blanshard street	5		N/A
		0			100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	0	17-Oct	Active
		0			100-0059	Occupational Health	Vancouver	#718 - 808 Nelson Street	1	20-Mar	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	3	19-Dec	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	4		Active
		0			100-0059	Occupational Health	Kamloops	Kamloops - 235 First Ave	3	18-Nov	Active
		0			100-3526	Corporate Health Programs	Victoria	2 - 810 blanshard street	5	20-Mar	N/A
		0			100-0059	Occupational Health	Vancouver	#707 - 808 Nelson Street	3		Active
		0			100-0059	Occupational Health	Vancouver	#707 - 808 Nelson Street	5		N/A
		0			100-0059	Occupational Health	Victoria	#201 3200 SHELBOURNE STREET	0	18-Mar	Active
		0			100-0059	Occupational Health	Vancouver	#707 808 Nelson Street	2	17-Sep	Active
		0			100-2659	Safety	Vancouver	7th floor - 865 Hornby Street	5		N/A

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s.22

100-2659	Safety	Prince George	Suite 500, 1011 4th Avenue	5	N/A
100-2659	Safety	Victoria	3 - 810 Blanshard Street	3	Active
100-2659	Safety	Victoria	3 - 810 Blanshard Street	0	Active
100-2659	Safety	Vancouver	7th floor - 865 Hornby Street	3	Active
100-2659	Safety	Victoria	3 - 810 Blanshard Street	5	N/A
100-2659	Safety	Kamloops	167 Lorne Street	4	21-May Active
100-2659	Safety	Vancouver	7th floor-865 HORNBY STREET	3	Active
100-2659	Safety	Vancouver	7th floor - 865 Hornby Street	3	Active
100-2659	Safety	Vancouver	7th floor - 865 Hornby Street	3	Active
100-2659	Safety	Vancouver	7th floor - 865 Hornby Street	3	Active
100-2659	Safety	Victoria	2 - 810 blanshard street	5	N/A
100-2659	Safety	Victoria	2 - 810 blanshard street	3	Active
100-2659	Safety	Vancouver	7th floor - 865 Hornby Street	4	Active

Executive Message from Bobbi Sadler: Update on Telework Agreement Implementation

From: BCPSA Internal Communications PSA:EX <BCPSA.Internal.Communications@gov.bc.ca>
To: BCPSA Agency All Agency Staff <PSAAS@Victoria1.gov.bc.ca>
Sent: February 18, 2022 9:01:43 AM PST
Attachments: image002.png, image001.jpg



BC Public Service
Agency

BOBBI SADLER
Deputy Minister,
BC Public Service Agency



BC PUBLIC SERVICE AGENCY | EXECUTIVE MESSAGE

February 18, 2022

Good morning,

Earlier this week, Dr. Bonnie Henry announced the province is beginning to ease some COVID-19 restrictions, a decision informed by current case data. This positive direction positions the BC Public Service in a place to revisit the implementation of telework agreements.

As you read in [Lori Wanamaker's update](#), the BC Public Service is beginning the implementation of telework agreements beginning March 1, with all approved telework schedules fully in effect by Monday, April 4.

Some of you, of course, have been working in the office throughout the pandemic. But for those who have been working remotely, we are taking a staged approach to implementation in the PSA between now and April 4.

On March 1, the PSA executive team will return to their regular workplace and PSA senior leaders (executive directors and directors reporting directly to an ADM) will begin implementing their telework agreement schedules. All other supervisors should start the schedule set out in their telework agreement the week of March 21 to prepare for teams returning April 4.

For those not in a leadership or supervisory role, you can begin following your telework agreement schedule at any point in March but must fully follow the schedule as of April 4. If you have been using BC Public Service office equipment at home (e.g. monitor, computer chair), in accordance with the BC Public Service direction on telework, those items are to be returned to the office by April 4. If you want to continue some level of remote work but don't yet have an approved telework agreement, you will need to discuss an agreement with your supervisor by April 4.

Our colleagues are working on updating the corporate guidance on what workplace safety measures will remain in place as we make this transition, and we will update you on those between now and March 1. A reminder there are many resources available to support you with telework, workplace etiquette and COVID-19 concerns. See [Flexible workplaces for BC Public](#)

[Service employees](#) and [COVID-19 information for BC Public Service employees](#) on MyHR for more information.

For many of you who worked from home full-time for the last two years, returning to the office is a big change. The executive team acknowledges there may be some apprehension and anxiety about this shift and we know there will be a period of transition as everyone settles back into their routine. As Dr. Henry mentioned in her update, everyone in the province has varying comfort levels as restrictions begin easing. It's important to continue following hygiene etiquette and remember this does not mean we just go back to how things were pre-COVID. Please be kind and patient with your colleagues as everyone adjusts to the new way of working and living and speak with your supervisor or executive if you have concerns.

Sincerely,

Bobbi Sadler
Deputy Minister
BC Public Service Agency



Where ideas work

Purpose

- To support the digital telework agreement rollout.

Background

- The telework agreement, which has existed in paper form for many years, is being rolled out in digital form on MyHR in early August.
- It is the first form released as part of the new Digital Journeys project led by HR Services and Solutions

Audience/Partners

- BC Public Service employees
- Managers/supervisors
- Union representatives: BCGEU, PSEC etc.
- Ministry SHR

Key Messages

- All employees working from home on a regular basis must have an approved telework agreement in place and the agreement must be reviewed annually by the employee and their supervisor.
- Every employee who has requested a telework agreement must have completed all mandatory training, including the [Fraud Awareness and Prevention](#) course.
- The digital telework agreement is a convenient online form available on MyHR that will take the place of the current Microsoft Word version of the form.
- The digital form is user-tested and is a seamless transition from the paper form.
- Instructions are provided to help you complete the form, understand the approval process and know what steps to take prior to filling out the form.
- Additional supports are available to help with the new process, including a checklist and Frequently Asked Questions.
- Your ministry may have additional requirements. Ensure you contact your supervisor prior to filling out a new digital telework agreement.
- This form aligns with a commitment in the 2020 Corporate Plan: Where Ideas Work to “develop new self-service applications and automated forms so employees can access the HR information, programs or services they need quickly and easily.”
- The BC Public Service Agency is working on updating and modernizing several HR forms to make them easier to use and more accessible.

Tactics Calendar

DATE	TACTIC	AUDIENCE	PURPOSE/DESCRIPTION
July 11	Demo of new form	PSA Executive	To demo new form to members of exec
July TBD	Update of FAQs and MyHR materials	All employees	To align all materials
July 12	Email from DM Sadler to Exec	Corporate Exec	To notify of upcoming change to form
July 19 (or TBC)	July LW Message	All staff	Foreshadowing launch, details to come from your ministries
July 19	Demo of new form	HRLC	To demo new form to HRLC
July 20	People Leaders email	Supervisors	To notify of upcoming change to form
July 21	Template message for ministries to launch form	Ministry SHR	To help ministries announce the change to their employees
July 28	Demo of new form (not-essential, meeting likely cancelled)	Comms council	To demo new form to comms council
August 2	Compass article	All employees	To announce new form
August 5	Comms council newsletter	Comms council/HRLC	To announce new form

DATE	TACTIC	AUDIENCE	PURPOSE/DESCRIPTION
August 3	Compass Points newsletter	All employees	To announce new form
August 2	Program area to ensure contact centre has information	Contact Centre staff	To ensure the contact centre staff have what they need for the announcement

Appendix:

Additional content if required.

November 26, 2021

CLIFF # 6852

PREPARED FOR **Bobbi Sadler, Deputy Minister, BC Public Service Agency**
For Decision

ISSUE

BC Stats is seeking approval for telework-specific questions for WES 2022

BACKGROUND

The Work Environment Survey (WES) is a regular opportunity to obtain opinions from all eligible BC Public Service employees. Most questions are targeted towards engagement, although the survey has included small numbers of topic-specific questions in the past. For example, Leading Workplace Strategies questions in WES 2015 and 2018.

DMCPSR is interested in understanding how telework status is related to employee engagement. This relationship can be investigated using existing telework data gathered by the PSA, or by including questions in the upcoming WES.

From the employee perspective, BC Stats conducted focus groups in September 2021 to assess potential WES improvements. Focus group discussions and feedback indicated strong interest in questions related to telework. Although some telework topics would be out-of-scope for WES and better suited for a topic-specific survey, some topics could be captured in WES.

DISCUSSION

In examining the relationship between telework and employee engagement, there are two methods for determining employee telework information. First, limited telework information can be derived from the manually-entered data collected by the PSA in fall 2021. Alternatively, a small number of telework-related questions can be added to the WES, which allows for:

- Ability to capture teleworking patterns that are in-practice at the time of the survey.
- Targeted focus on days worked from home, versus days in the office, as some employees have on-premises work locations that are neither office nor home (e.g., courts, home visits, inspections, etc.).
- If approved, ability to differentiate between employees who work from home as a matter of preference (i.e., telework), versus need (i.e., workplace accommodations).

In summer 2021, DMCPSR supported asking one question about average number of days worked from home on the upcoming WES. While additional telework-related questions were not supported at that time, the telework and return to the workplace approaches have evolved since then, which may have subsequently impacted desires for more nuanced information. While days

worked from home will be informative as a census question, its relationship with engagement will be limited without additional context.

In analyzing the relationship between telework and engagement, we would expect some mix of engaged and disengaged employees, no matter how many days they work from home (e.g., 0, 1, 2, 3, 4, or 5 days). What drives the relationship is the relative percentage of engaged and disengaged employees in each of those days. However, the ability to find a relationship will be constrained because of external factors that influence the ability to work from home, such as operational needs, area policy, and nature of work.

The ability to control for the factors that impact working from home will ultimately provide better quality and more nuanced information. Questions on the following topics would be particularly helpful in analyzing the relationship between telework and engagement:

1. Workplace accommodations.
2. Preferred work from home frequency (more, less, or same than current).
3. Factors that influence the current work arrangement (e.g., operational constraints, approval guidelines).

OPTIONS

Option 1: Include Telework Questions in WES (see Appendix for question-specific approvals)

Pros:

- Information on telework usage collected at same time as WES results
- Ability to include additional contextual information in subsequent analyses

Cons:

- Approving only the 'number of days worked from home' question, and not additional contextual questions, will limit the analytical utility of the relationship with engagement
- Will capture information needed for analysis, but not necessarily information of high priority to employees

RECOMMENDATION:

Option 1: Include Telework Questions in WES (see Appendix for question-specific approvals)

APPROVED / NOT APPROVED OPTION 1




Bobbi Sadler
Deputy Minister, BC Public Service Agency

December 14, 2021

Date



Recommended By
Dean Skinner
ADM, Corporate Services Division



Reviewed By
Ian Busby
Director, Planning and Portfolio
Management

WORK ENVIRONMENT SURVEY (WES) 2022
Recommended Telework-Related Questions

s.13

Please review the information on telework ("working from home") on MyHR prior to completing this agreement, including information about options for mobile work, information security, safety and health, and learning resources.

Section 1: Summary Information

Effective Date:

Agreement between:

(Branch/Division)

AND

Employee:

Manager/Employer:

Section 2: The Employer and the Employee agree to the following:

1. Work Duties and Responsibilities	The employee's work duties and responsibilities while teleworking will include:
2. Telework Location	Address: City, Postal Code: Personal Phone: Business Phone: Fax: E-mail:
3. Official Office Work Location	Address: City, Postal Code: Personal Phone: Business Phone: Fax: E-mail:
4. Date/Duration of Agreement	The employee's telework schedule will be implemented starting on (mm/dd/yy) : The arrangement may be terminated by either the employee or the employer provided written notice is given within 30 or fewer days. Reasonable notice of the change may be influenced by employee performance, existing space in the office, or hazards to the employee.
5. Schedule	The employee's telework schedule and hours will be as follows: The employee will make necessary adjustments or changes to schedule for meetings etc. as required. The schedule is subject to change with mutual agreement of employee and supervisor.

6. Employee Status, Benefits and Entitlements	<p>Employee status, benefits and leave entitlements, eligibility for authorized overtime and employee salary are not altered by this agreement and will be arranged/dealt with through existing practices/directives.</p>
7. Conditions of Employment, Legislation, Policy and Guidelines, Collective Agreements etc.	<p>The provisions of all relevant workplace policies and guidelines, legislation, Terms and Conditions of Employment and/or relevant Collective Agreement provisions will continue to apply.</p>
8. Occupational Safety and Health	<p>The employee agrees to maintain a designated and dedicated workspace that meets occupational safety standards for the home office and office ergonomics. <u>The employee has read and implemented the precautions outlined on the Safety Inspection for Telework page</u>, and understands the additional responsibilities in each of the following areas that are assumed when working from a home office:</p> <p>Ergonomic Considerations; Working Alone Call-In Procedures; and Emergency Preparedness.</p> <p>WCB liability for work related accidents will continue to apply during the telecommuting work schedule as defined in this agreement.</p> <p>The Employer will not be responsible for any non-work related injuries that may occur at home. Compensation will be limited to the approved telework times only and will be limited to designated telework workspace.</p> <p>The employee agrees to follow safe work practices and to promptly report any work-related accident that occurs at the telework (home) office to their supervisor and/or appropriate employer representative.</p>
9. On-Site Visits	<p>The employee agrees that joint on-site safety and suitability visits by the employer and OSH Committee Representatives may be performed prior to the commencement of telework and then on a regular basis, with advance notice. These visits will be to ensure that the home office meets basic safety standards and the designated home office is suitable for the tasks to be performed by the employee.</p> <p>Other on-site visits may also be made for the purpose of retrieving equipment and other Employer property in the event of the employee's illness, termination, or any other extraordinary circumstances.</p>
10. Technology, Equipment, Materials and Supports	<p>The employee and Employer have consulted the information about <u>mobile work options</u> on MyHR, including the technology useful for supporting each work style, and have</p>

	<p>agreed on what equipment will be used to support the telework arrangement.</p> <p>All software used by the employee on Employer computers must be legally acquired and licensed by the Employer, and installed by appropriate Employer personnel.</p> <p>All the equipment provided for teleworking shall remain the property of the employer and must be returned should employment or the telework agreement terminate.</p> <p>Equipment and supplies provided by the Employer are to be used only for the purpose of carrying out the Employer's work - employer owned equipment shall not be employed for personal use.</p> <p>The employee will be responsible for all assets belonging to the Employer and will be responsible for the replacement value of those assets that cannot be accounted for.</p>
11. Costs	<p>The cost of all equipment and supplies provided by the Employer will be paid for and maintained by the Employer including the following:</p> <p>LIST: (eg. Phone lines, long distance calls for work etc.).</p> <p>Employees are expected to maintain the teleworkplace including items such as homeowner or tenant insurance, heat and hydro.</p> <p>Employees are responsible for any costs linked to home renovations required to have a home office.</p> <p>Employees are responsible for maintenance of their own equipment.</p>
12. Insurance	<p>The Employee will ensure that teleworking (i.e. operating a home office) does not breach the terms of their household insurance policies.</p>
13. Confidentiality/Security Standards	<p>Employee will be responsible to secure and protect the property, documents and information belonging to the Employer. The employee has read and implemented the precautions outlined on the Flexible Workplaces & Information Security page, including those in the Appropriate Use Policy and the Tip Guide: How to Protect Your Home Computer.</p> <p>Information must be managed and disposed of in accordance with BC government guidelines.</p>

	Employee will promptly report to their supervisor, any circumstances or incidents which may compromise the confidentiality of any property, documents or information in connection with their employment.
14. Childcare/Family care	The Employee must ensure that dependant care arrangements are in place and that personal responsibilities are managed in a way which allows them to successfully meet their job responsibilities. Telework is not a substitute for dependant care.
15. Tax implications	Working from home, and/or having a home office may have tax implications for the Employee. The Employee is responsible for working with the Canada Revenue Agency to get the information they need.
16. Municipal/Regional/District Requirements	<p>The employee must ensure that the telework arrangement is consistent with all municipal or regional district bylaws and regulations. The onus is on the employee to determine.</p> <p>The employee must ensure that the telework arrangement does not contravene any rental or lease agreements. The onus is on the employee to determine.</p>

Section 3: Comments
Employee's Comments
Manager's Comments
Section 4: Signatures* (see note at bottom of page)

Agreed to by Employee:

I have read and agree with the above telework Agreement. I fully understand the duties, responsibilities, obligations and conditions for telework expressed in this document. I also understand that these are in addition to my normal duties, responsibilities and obligations as a Public Service Employee.

Employee Signature*	(Print Name)
	Date

Agreed to by Manager:

Manager Signature*	(Print Name)
Position Title	Date

Agreed to by Manager/Decision Authority:

Manager / Decision Authority Signature*	(Print Name)
Position Title	Date

***Note:** Agreements on/after March 19, 2020 do not require a physical signature. Digital recognition of this agreement is sufficient until further notice.

SUMMARY OF CURRENT TELEWORK AGREEMENT REQUIREMENTS

Prior to the onset of the COVID-19 pandemic, all remote work arrangements required an approved telework agreement using a corporate template approved by the employer and the BCGEU. Supporting resource for the telework agreement explicitly state:

- Participating in a mobile work arrangement is voluntary and requires the mutual agreement of the employee and supervisor.
- Telework is a privilege, not an entitlement nor a term of employment.
- The employee's work performance history is fully satisfactory.
- The arrangement is operationally feasible and provides benefit to the employee and employer.
- Service standards and employee performance are expected to be maintained or improved.
- The employee must attest that their home office facilities are adequate and meet safety/security/confidentiality requirements.
- Remote work should not significantly increase overall operating costs for the employer.
- The telework agreement must be reviewed annually.

The telework agreement template includes:

- Details of the employee's regular and remote work locations.
- The date and duration of the agreement.
- The employee's telework schedule.
- Acknowledgement that telework results only in a change to the work location of an employee. Other aspects of the employment relationship – including employee benefits, entitlements, responsibilities, salary administration, and the application of terms and conditions of employment, collective agreements and workplace policies – remain unchanged.
- Confirmation the employee understands and agrees to their responsibilities to maintain a designated and dedicated workspace that meets occupational safety standards for the home office and office ergonomics, with links to supporting guides and resources.
- Agreement the employer and OSH representatives may perform on-site safety and suitability visits to the employee's telework location to ensure it meets basic safety standards and is suitable for the employee's work.
- Agreement on technology tools and other equipment or supplies, and related employee and employer responsibilities.
- Agreement on associated costs to be born by the employer and employees.
- The employee's responsibilities to ensure telework does not breach terms of their household insurance.
- Confirmation of employee responsibilities to ensure security and confidentiality.
- Confirmation that telework is not a substitute for childcare.
- Confirmation of the employee's responsibility for any related tax implications.
- Acknowledgement the employee is responsible for ensuring telework is consistent with any municipal bylaws and does not contravene rental or lease agreements for their residence.

The telework agreement must be signed by the employee and the employee's supervisor and/or an additional approval authority at the discretion of the employee's ministry.

January 12, 2022

CLIFF # 6891

PREPARED FOR **Bobbi Sadler, Deputy Minister, BC Public Service Agency**
For Decision

ISSUE

Updates to the telework-specific questions for WES 2022

BACKGROUND

Approval for two telework-related questions was provided December 16, 2021. The approach of this section presumed the 2022 Work Environment Survey (WES) would occur after telework agreements were implemented (i.e., after widespread return of employees to office spaces).

However, on December 15, 2021 the Executive Message from the Head of the BC Public Service (i.e., Lori Wanamaker) stated that telework implementation would be deferred with an update to be provided on January 17, 2022. WES 2022 will launch on January 27, 2022.

DISCUSSION

Given that an update regarding telework implementation is slated for January 17, BC Stats recognizes that implementation may now occur either during or even after WES. As a result, questions that had been framed presuming telework implementation has occurred by time of survey should be adjusted so that they are still applicable under the current guidelines, yet flexible if the work situation changes during the survey. Even if implementation occurs before WES launches, the recent changes to employee working situations may make it harder for some to answer the questions as they are currently worded.

Given the impacts of the COVID-19 omicron variant, BC public servants may be more likely to choose to work from home where possible, even if they normally prefer to work in the office full- or part-time. In these circumstances, there may be too little statistical variability to meaningfully analyze the relationship between working from home and engagement using only the two existing questions. Thus, the survey design team also recommends adding a third question to assist in the analysis; two alternatives are presented for consideration (see Appendix).

OPTIONS

Option 1: Update Telework Questions for WES 2022 (see Appendix for question-specific approvals)

Pros:

- Improved applicability should work situations change during the WES survey window (Jan 27 – Feb 18, 2022).
- Removes presumption of working from the office, which may not be well-received if telework agreements are not implemented when the survey is taken

Cons:

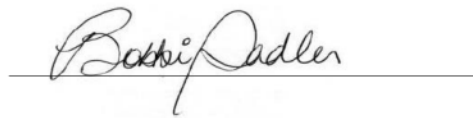
- BC Stats requires sufficient time to program and test changes, which limits full consideration of impacts of these changes.

s.13

RECOMMENDATION:

OPTION 1 is recommended: Update Telework Questions for WES 2022 (see Appendix for question-specific approvals)

APPROVED / NOT APPROVED OPTION 1



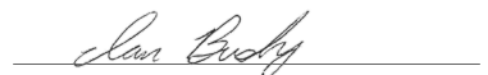
Bobbi Sadler
Deputy Minister, BC Public Service Agency

January 17, 2022

Date



Recommended By
Dean Skinner
ADM, Corporate Services Division



Reviewed By
Ian Busby
Director, Planning and Portfolio
Management

WORK ENVIRONMENT SURVEY (WES) 2022

Updates to Telework-Related Questions

Revisions (1 intro, 2 questions)

Section Introduction	Decision	
<div style="text-align: right;">s.13</div> <p>Revised: This section of the survey contains questions about working from home. These questions, in conjunction with other survey questions, will help the BC Public Service understand the benefits and impacts that working from home has on the work environment.</p> <p>If you have a work from home schedule that is variable or situational (e.g., usually work from home, but sometimes work several days in the office if needed), please respond thinking about how often you currently work from home.</p> <p>Rationale</p> <ul style="list-style-type: none"> Removed presumptions that employees would be working in the office (e.g., references to how often employees work from home, the example were working from home only occurs 'if needed'). Changes made to better reflect the status quo. 	<div style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">Approved</div>	Not Approved

Survey Item & Rationale	Decision	
<p style="text-align: right;">s.13</p> <p>Revised: On average, how many days per week do you currently work from home?</p> <ul style="list-style-type: none">• ____ days [open-ended, numerical responses only]• Not sure <p>Rationale</p> <ul style="list-style-type: none">• Emphasis on 'currently' work from home to clarify it is current state at the time of the survey, not work from home as occurred in the past or near future, to assist employees if telework implementation occurs during WES or a date for implementation is communicated during WES.• Although the example provided in the current wording would be helpful to employees, the example infers telework has already been implemented which may not be received well by employees; similarly, an example that presumes the employee is currently working from home may be inconsistent with any corporate messaging about a future telework implementation.	<div>Approved</div>	Not Approved

<p>s.13</p> <p>Revised: Do any of the following play a role in how often you currently work from home? (select all that apply)</p> <ul style="list-style-type: none">• A workplace accommodation• Job characteristics (e.g., operational needs requiring staff to be on-location, type of job, office availability)• Workplace policies (e.g., current health and safety guidelines)• Another option not listed• Not applicable (e.g., I choose to work from the office full-time) <p>Hover-over definition for “workplace accommodation”:</p> <ul style="list-style-type: none">• Workplace accommodations are needs-based and related to a protected ground (e.g., family status, physical or mental disability, etc.) <p>Rationale</p> <ul style="list-style-type: none">• Replaced reference to approval policies (i.e., presumption of telework implementation) to health and safety guidelines to be more relevant in the here and now.• Added example to the ‘not applicable’ section and expanded a job characteristic example so that response options are more applicable to employees who choose to be in the office full-time or need to be on-location full-time, respectively.	<p>Approved</p>	<p>Not Approved</p>
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Addition (NOTE: BC Stats is seeking approval for only one of these questions, not both)

The additional question will help BC Stats incorporate more variability into the analysis, making the results more meaningful. Without an additional question, there will potentially be too little variability in how much people are working from home by choice, due to outside factors such as the omicron variant, for a relationship to be analyzed.

Survey Item & Rationale	Decision	
	s.13	
<p>Many employees have a work from home plan (i.e., telework agreement or workplace accommodation) that will be in place when the BC Public Service implements a widespread return to the workplace. On average, how many days per week would you work from home with your current plan?</p> <ul style="list-style-type: none">• ____ days [open-ended, numerical responses only]• Not sure• I don't currently have a work from home plan (i.e., telework agreement or workplace accommodation) <p>Rationale</p> <ul style="list-style-type: none">• This question is a minimally sufficient proxy for the information needed.• This question may be more difficult for employees to understand and respond to than the other option (above).	Approved	Not Approved

Page 24 of 29 to/à Page 25 of 29

Withheld pursuant to/removed as

s.13

Korchinski, Jaime PSA:EX

From: Wells, Katrina PSA:EX on behalf of Sadler, Bobbi PSA:EX
Sent: July 13, 2022 9:19 AM
To: BCPSA Agency Corporate Executive
Subject: Digital Telework Agreement Form

Dear Corporate Executive:

I am pleased to advise we will be launching a new digital version of the telework agreement form August 2 on MyHR. This digital form will replace the current Microsoft Word version of the telework agreement and must be used for all new and renewed agreements beginning August 2.

As you know, all employees working from home on a regular basis must have an approved telework agreement in place and the agreement must be reviewed annually by the employee and their supervisor. As last year's mandatory telework agreement came into place on September 7, it's expected many employees will reach their one-year review period in late summer 2022.

Please note every employee who has requested a telework agreement must have completed all mandatory training, and we have now added the [Fraud Awareness and Prevention](#) course to this list of required training.

Communications to support the launch of the digital form will include instructions to help employees complete the form, understand the approval process and know what steps to take prior to filling out the form. Additional supports are also available, although we expect most questions will be funneled through ministry SHR contacts. As some ministries have additional requirements for their telework agreements, the form will direct employees to check with their supervisors on ministry processes prior to completing the form. We will also engage with your ministry SHR teams prior to the launch.

This form aligns with a commitment in the 2020 Corporate Plan: Where Ideas Work to "develop new self-service applications and automated forms so employees can access the HR information, programs or services they need quickly and easily."

The BC Public Service Agency is working on updating and modernizing several HR forms to make them easier to use and more accessible.


Sincerely,

Bobbi Sadler
Deputy Minister
BC Public Service Agency

Korchinski, Jaime PSA:EX

From: Executive Update PSA:EX
Sent: February 17, 2022 2:01 PM
Subject: Updates to the implementation of telework agreements: A message from Lori Wanamaker

BC Public Service Executive Message | February 17, 2022



LORI WANAMAKER
Deputy Minister to the Premier,
Cabinet Secretary and
Head of the BC Public Service

Updates to the implementation of telework agreements

Good afternoon.

As we have from the beginning of the pandemic, the BC Public Service aligns its response to the advice and direction of the Provincial Health Officer. The easing of restrictions announced this week by Dr. Henry is informed by current COVID-19 provincial data, and is an encouraging milestone in B.C.'s ongoing pandemic response.

As a result of this positive direction, we are now able to revisit our plan to implement telework agreements and welcome more of you back to the workplace. We will now begin implementing telework agreements on March 1. You can expect more information from your ministry on how this process will roll out within your workplaces. But all ministries will work to have all telework agreements fully implemented by April 4.

This means any employees who wish to continue working remotely on a part-time or full-time basis longer-term must have an approved telework agreement in place. My thanks to all those who made the effort to have those in place when we initially set out our approach to flexible work arrangements last year. It is clear the COVID-19 pandemic has permanently shifted how the public service works, as we see over 40 percent of employees with telework agreements in place today, a sharp increase since pre-pandemic. If you are new to the BC Public Service or would like to learn more about the flexible work policy, [visit MyHR](#).

This virus has changed greatly over the past two years, and our provincial response has evolved as needed. But throughout, our workplaces have remained open and safe for those who needed to or chose to be there throughout the pandemic. We have continued to adapt our strategy based on public health advice, adding

additional layers of protection such as the [COVID-19 vaccination policy](#), to further enhance the safety of our workplaces. The BC Public Service Agency will update the available resources to provide current guidance on any preventative measures that will remain in place for our workplaces as we enter this next phase. As always, we will continue to align our approach with the advice and direction of B.C.'s public health experts.

Thank you for your continued resilience, professionalism and hard work. And I hope you find the opportunity to enjoy the upcoming Family Day weekend with those who mean the most to you. Take care.

Sincerely,

Lori Wanamaker
Deputy Minister to the Premier,
Cabinet Secretary and Head of the BC Public Service



We acknowledge with respect that the BC Public Service operates throughout B.C. on the traditional lands of Indigenous peoples. The BC Public Service is deeply committed to true and lasting reconciliation with Indigenous peoples in B.C.
Please note: replies to this email will go to Employee News, and will be forwarded to the relevant executive members as appropriate.

We do not have telework data from March 2020. Prior to September 2021, telework agreements in Word format were completed by employees and held by their supervisors.

The Public Service Agency manually collected telework data from all ministries in September of 2021 and again in May 2022. Here is the telework data from those collections:

	Total # of Telework Agreements	% of Employees with a Telework Agreement	Teleworker Average Days in Office	All-Employee Average Days in Office
Sep 2021	14,547	40.6%	2.2	3.9
May 2022	18,328	51.2%	2.3	3.7
Change	3,781		0.1	-0.2

	Telework - Number of Days in the Office					
	0	1	2	3	4	5
Sep 2021	2,782	1,312	2,325	6,312	1,816	21,264
	7.8%	3.7%	6.5%	17.6%	5.1%	59.4%
May 2022	3,454	1,580	2,730	7,089	3,475	17,500
	9.6%	4.4%	7.6%	19.8%	9.7%	48.8%
Change	672	268	405	777	1,659	-3,764

In August 2022, we provided employees with the ability to digitally complete their telework agreement. Some employees have updated their telework agreements since May 2022, but many have not. The numbers below do NOT indicate the total number of telework agreements in the BC Public Service. We do not have a way of combining the manual (above) and digital (below) telework data.

We have a real time dashboard that displays the number of completed digital telework agreements. Since this dashboard continually updates, we don't have numbers from November 2022. Here is the number of employees so far who have DIGITAL telework agreements as of February 2023:

	Total # of Telework Agreements	% of Employees with a <u>DIGITAL</u> Telework Agreement	Teleworker Average Days in Office	All-Employee Average Days in Office
Feb 2023	11,818	31.9%	2.1	4.1

	Telework - Number of Days in the Office				
	0	1	2	3	4
Feb 2023	2,652	1,227	1,826	4,820	1,293
	7.2%	3.3%	4.9%	13.0%	3.5%

The total number of telework agreements in the BC Public Service is expected to increase as employee update their telework agreements in the digital system.