



Workers' Compensation Board of British Columbia
Corporate and Health Care Purchasing

Request for Information & Qualification (RFIQ)

Leadership Development Process Services

RFIQ #025-2009

Issue Date: Sept.18, 2009

WorkSafeBC is seeking submissions to provide leadership development services.

WorkSafeBC requests that responses be submitted by:

2:00 PM Pacific Time on Oct. 8, 2009

Delivery Instructions:

Mail / Courier / By Hand:
Worker and Employer Services – Main Entrance/Security Desk WorkSafeBC 6951 Westminster Highway Richmond, BC V7C 1C6 Attn: Corporate and Health Care Purchasing
Electronically
Electronic copies of the RFIQ may be submitted in accordance with the BC Bid instructions for e-bidding. Only pre-authorized e-bidders registered on the BC Bid system will be able to submit electronic bids.
Email & Fax responses will NOT be accepted.

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SECTION I - INSTRUCTION TO RESPONDENTS

1.0 INTRODUCTION

Workers' Compensation Board of BC herein referred to as "WorkSafeBC".

- 1.1 This RFIQ is an inquiry and Request for Information & Qualification only and does not imply a commitment by WorkSafeBC to proceed with the work or to purchase any product(s) and/or solution(s). WorkSafeBC will advise **only** the Respondent(s) it decides to proceed with further, as defined herein.
- 1.2 Until such time as a contract is awarded, WorkSafeBC reserves the right in its sole discretion not to proceed with the work, or purchase any product(s) or solution(s), to proceed by way of a Request for Proposal (RFP), to issue one or more further requests for information by a Request for Information (RFI), Request for Information & Qualification (RFIQ) or Request for Additional Information (RAI) or otherwise, or to negotiate a contract individually with any Respondent to this RFIQ for all or part of the work, product(s), or solution(s).
- 1.3 WorkSafeBC reserves the right to conclude any or all of the processes relating to this requirement should it be in the best interest of WorkSafeBC as determined by WorkSafeBC. WorkSafeBC is not bound to enter into a contract with any qualified Respondent.
- 1.4 If WorkSafeBC elects to proceed by way of an RFP, or if WorkSafeBC elects to request more information by way of a further RFI, RFIQ, or RAI or by any other method, WorkSafeBC may in its sole discretion create a Respondent list using any or all Respondents to this RFIQ; may rank responses based on the evaluation and/or requirements defined herein and select a shortlist of one or more of those which ranked most highly; or if deemed in WorkSafeBC's best interest, it may include additional Respondents.
- 1.5 This RFIQ should not be considered a request for or an authorization to perform any work or to supply any goods or services. Any development work undertaken by the Respondent and any costs and/or expenses involved in the preparation of replying to this RFIQ, and for subsequent presentations and/or demonstrations and/or negotiations will be the sole responsibility of the Respondent, including any travel.
- 1.6 WorkSafeBC is subject to the *Freedom of Information and Protection of Privacy Act (FIPPA)* and as such all submissions to this RFIQ will become the property of WorkSafeBC and as such will be held in confidence by WorkSafeBC subject to the FIPPA disclosure provisions. Any clauses in a document received in response to this procurement process which purports to limit WorkSafeBC's obligations under FIPPA will be considered void and severable from the response. By answering this RFIQ the Respondent will be deemed to have accepted this term.
- 1.7 WorkSafeBC reserves the right to modify this RFIQ at any time and at its sole discretion. This includes the right to cancel this RFIQ at any time without entering into a contract with any Respondent.

2.0 RFIQ SUBMISSION AND DELIVERY INSTRUCTIONS
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- 2.1 It is the Respondents' responsibility to ensure that they have received a complete set of documents as listed by the page numbers. By submitting a Response, the Respondent has verified that they have received a complete set of RFIQ documents including any and all addenda.
- 2.2 WorkSafeBC requests that Respondents complete and return all the following by **2:00 PM Pacific Time on Oct. 8, 2009:**
- **Signed WorkSafeBC RFIQ Response Form contained in Section IV of this RFIQ**
 - **RFIQ Response**
 - **Any appendixes and information requested including;**
 - **Appendix A References**
- 2.3 WorkSafeBC requests that responses be delivered by **one** of the following methods:

Hardcopies:

- **One (1) original plus two (2) copies of the response in hardcopy, and**
- **An electronic copy of the response on CD in Microsoft Office 2003 (or earlier versions) e.g. MS Word, Excel, PowerPoint or Adobe PDF;**
- Please ensure responses are delivered in an envelope identified with the name and address of the Respondent, **addressed to WorkSafeBC, Attn: Corporate and Health Care Purchasing;** with the **RFIQ number and closing date** clearly identified on the outside of the package to the following address:

**Worker and Employer Services – Main Entrance/Security Desk
WorkSafeBC
6951 Westminster Highway
Richmond, BC V7C 1C6**

Attn: Corporate and Health Care Purchasing

Electronically through BC Bid:

- a. An electronic copy of the response will only be accepted in MS Word or Adobe PDF format, Microsoft Office 2003 or earlier.
 - b. 6 MB maximum file size.
 - c. Please ensure that the entire proposal is submitted as a single file, except for the RFIQ Response Form which requires a signature, digital signatures are acceptable.
 - d. ZIP or like files will not be accepted.
 - e. WorkSafeBC will NOT accept any responsibility for failure to receive or the inability to read any submission for any reason including technical issues, data corruption, failure as a result of BC Bid security system, or failure for any other reason.
- 2.4 **Email & Fax responses will NOT be accepted.**

3.0 REQUESTS FOR ELECTRONIC COPY OF RFIQ

- 3.1 It is the responsibility of the Respondents who retrieve or download this RFIQ document from the BC Bid website (www.bcbid.gov.bc.ca), or the WorkSafeBC website (www.worksafebc.com) to ensure they monitor this site for any addendum to the RFIQ document issued up to and including the closing date.
- 3.2 For requests of electronic copies of this Request for Information & Qualification, please contact Jason Lin at 604-604-276-3344 and provide the appropriate RFIQ number, your name, phone number and email address.
- 3.3 Respondents who have obtained the RFIQ electronically shall not alter any portion of the document, with the exception of adding the information requested.

4.0 CLARIFICATION

- 4.1 Please direct any question related to the RFIQ to the Purchasing Officer whose name appears below. Respondents shall not ask questions of the WorkSafeBC department for which the contract is being procured or any other department of WorkSafeBC, unless so directed elsewhere in this document.

RFIQ INQUIRIES:

Cathie Herbert, Senior Purchasing Officer
Corporate and Health Care Purchasing
Phone #: (604) 276-3285
Fax #: (604) 276-3260
Email: purchase@worksafebc.com

- 4.2 Respondents are asked to submit in writing any questions regarding this RFIQ to the attention of WorkSafeBC not less than three (3) working days before RFIQ Response closing date.
- 4.3 The questions will be reviewed, and where information sought is not already clearly indicated, WorkSafeBC shall issue an addendum to all Respondents which shall become part of the RFIQ documents.
- 4.4 Other than a member of the Corporate and Health Care Purchasing, no employee or agent of WorkSafeBC is authorized to change the content of this RFIQ and/or any addenda.

5.0 GOVERNING LAW / JURISDICTION

- 5.1 This Request for Information & Qualification shall be governed by and construed in accordance with the laws of the Province of British Columbia which shall be deemed to be the proper law hereof and in so doing the Courts of British Columbia shall have exclusive jurisdiction to determine all disputes and claims arising out of or in any way connected with this RFIQ.

6.0 AGREEMENT FOR INTERNAL TRADE

- 6.1 If the value of any response(s) resulting from this Request for Information & Qualification exceeds the cost thresholds stipulated in Annex 502.1A of the Agreement on Internal Trade then all provisions of Annex 502.1A of the Agreement on Internal Trade will apply.
- 6.2 The language used in all responses to this Request for Information & Qualification shall be English.

SECTION II – BUSINESS OBJECTIVES

1.0 PURPOSE

- 1.1 WorkSafeBC is seeking proposals from Respondents regarding Leadership Development Services for their Education and Development Services Division as, but not limited to, outlined in this document. Although the scope of services described herein will be provided to the Education and Development Services exclusively, it may provide future opportunities of service provision in other areas of WorkSafeBC.
- 1.2 The services may be offered to all leadership role employees of WorkSafeBC which total approximately 500, but have the potential to impact all employees throughout British Columbia.

2.0 PROCESS

- 2.1 Responses to this RFIQ may be used to qualify Respondents and to identify Providers who have the expertise, availability and reputation to deliver to WorkSafeBC the services as, but not limited to, outlined in this document, in the future and as required by WorkSafeBC.
- 2.1 If a Provider(s) is selected, WorkSafeBC expects to award contracts using this RFIQ for project initiatives to the Provider(s) for a period of two (2) years, at which time the services which have been provided will be reviewed. Based on this review, WorkSafeBC reserves the right to continue using the Providers for four (4) additional one (1) year renewals without issuing a new RFIQ.
- 2.2 Based on the responses received for the RFIQ, WorkSafeBC may:
 - Decide not to proceed with the project, work, product or solution;
 - Decide to defer the project, work, product or solution;
 - Request further information using an Request For Information (RFI) or Request For Additional Information (RFAI);
 - Develop and issue a formal Request for Proposal (RFP); or
 - Shortlist one (1) or several Respondents to formally present their proposed solution and/or approaches to the WorkSafeBC Selection Committee, or negotiate a contract directly with a Respondent(s).
- 2.3 WorkSafeBC reserves all rights defined herein Section I, Instructions to Respondents, “1.0 Introduction”, as deemed in the best interest of WorkSafeBC.
- 2.4 If WorkSafeBC requests presentations, short-listed Respondent(s) will be notified after the RFIQ closing of the specific time, date and location for a presentation of their submission. All costs incurred in the preparation of the responses and the presentation, including all travel costs, are the responsibility of the Respondent and are not chargeable to WorkSafeBC. WorkSafeBC will try to accommodate the availability of all Respondent(s). However, WorkSafeBC reserves the right not to continue with Respondent(s) who are not available for a presentation.

3.0 OVERVIEW

WorkSafeBC (the Workers' Compensation Board) is an independent statutory agency that serves nearly 2.3 million workers and about 197,000 employers throughout British Columbia. It is funded through insurance premiums paid by registered employers and through investment returns. For a complete corporate profile, please see Appendix C.

WorkSafeBC employs in excess of 2,500 people to serve the workers and employers of BC. Approximately 500 of these people are in leadership roles. These leadership roles include bargaining unit team leads and supervisors, front line managers, middle managers, directors and executive.

There are 12 satellite offices located around the province, but the majority of staff are located at WorkSafeBC's head office at 6951 Westminster Highway, in Richmond, B.C.

Leadership development and building a strong and sustainable pipeline is one of WorkSafeBC's key strategic priorities. In creating the leadership development strategy, the leadership competency model guides development activities and includes shared values, overarching developmental goals and four broad areas of leadership competencies.

3.1 The shared leader values that form the foundation of the WorkSafeBC leadership competency model are:

- Honesty and integrity to engender trust and credibility in others
- Strong initiative and personal drive to persevere in the face of difficult
- Positive and optimistic attitude to support individual and group efficacy
- Personal responsibility and accountability for actions, behaviours and results
- Commitment to quality service to our internal and external customers

3.2 The overarching leadership development goals are:

- Develop leaders who are caring and committed to supporting their team and passionate about customer care and service
- Encourage innovation, risk taking and entrepreneurship within the parameters of WorkSafeBC mandate
- Develop leaders who are clear about the desired direction and their role in achieving corporate goals

3.3 The four broad leadership competency areas and supporting competencies are:

Strategy – this includes thinking and acting strategically, thinking creatively, balancing competing demands and initiating and planning change.

System – this includes practicing effective management skills, implementing change, employing systems thinking and demonstrating continuous improvement.

Social – this includes building and maintaining relationships, building effective workgroups, communicating effectively and developing others.

Self – this includes self-awareness, self-management, continuous learning and demonstrating the WorkSafeBC leader values.

Refer Appendix D for the WorkSafeBC Leadership Competency Model.

4.0 REQUIREMENTS

WorkSafeBC is looking to partner with Providers who have the expertise, availability and reputation to provide leadership development services. These services would include but not be limited to customization where necessary to ensure relevance to WorkSafeBC's needs, as well as process management, measurement, evaluation, quality assurance and reporting processes. Providers should have expertise, experience and a proven track record in one or more of the following topics:

- a. 360 Degree Feedback Services
- b. Leadership Coaching Services
- c. Leadership Potential and Competency Assessment Services
- d. Leadership Style Preference Assessment Services
- e. Succession Management Services

Customized programs and services must reflect and reinforce the values, development goals and competencies described in the WorkSafeBC leadership competency model.

The successful Respondents will work with the WorkSafeBC leadership development team to further define development needs, customize programs and services where necessary to ensure relevance, create implementation plans, and develop evaluation and reporting strategies. WorkSafeBC expects the successful Respondent(s) to have continuity in their personnel for a minimum of 2 days per month, per program, and ideally 2-5 days per month, per program.

Delivery of programs could take place at either onsite at WorkSafeBC or at the provider's site.

All designed and customized training materials will remain the property of WCB. The copyright in the Material will belong exclusively to the WCB and the successful Respondent will execute any assignments of copyright required by the WCB to give this provision effect. For all minor customized training materials from the successful Respondent's off-the-shelf materials, WCB will be authorized to duplicate for its own use within WCB.

A contract for two (2) years, with the option for renewing for four (4) additional one (1) year periods, will be established with successful Respondents. It is expected that these suppliers would be available to deliver products and services as needed during the contract period.

Successful Respondents must clearly demonstrate that they meet the following requirements. Submissions not scoring well on Company Capability, and on Approach and Methodology will not receive further consideration:

- a. Demonstrated ability to provide services proposed in a way that is relevant, but not limited to, the needs, environment and culture of WorkSafeBC.
- b. Personnel that will be dedicated to partner with WorkSafeBC staff to ensure business relevance and continuity of relationships.
- c. Capacity to ensure continuity of personnel for a minimum of 2 days per month, per program.

5.0 EVALUATION

- 5.1 Evaluation and short-listing of Respondents shall be based on WorkSafeBC's evaluation of the responses using criteria that include, but are not limited to:

Criterion	Weight
Company Capability and Resources	40%
Approach and Methodology	30%
Value Added Service	10%
Fee Structure	20%
Total:	100%

- 5.2 WorkSafeBC may invite Respondent(s) to make a presentation to WorkSafeBC. At the discretion of WorkSafeBC, the evaluation for the second phase, if required will be based on the following consideration, in addition to those listed above, and award determined by total overall score:
- Interview/Presentation: 25%
- 5.3 Any awarding of a contract will be subject to satisfactory reference checks and protection of privacy assessment, in the sole opinion of WorkSafeBC.
- 5.4 Respondents that score highly in the initial evaluation process will be assessed to determine their ability to comply with the Protection of Information and Personal Privacy. WorkSafeBC reserves the right not to award a contract to Respondents that score unsatisfactory on Appendix B, Protection of Privacy Assessment.
- 5.5 If WorkSafeBC requests presentation(s) the Respondent will be responsible to ensure that staff representatives attending the presentation are able to respond to detailed business and/or technical questions.

SECTION III - RESPONSE FORMAT

Respondents are invited to be creative and address any other approaches and other deliverables that may achieve the goals. WorkSafeBC requests that you include the following minimum information in your response, in the order as it presented below. Any additional information on alternative approaches can be listed after addressing each question.

RESPONSE FORMAT

- Please enclose the **signed Section IV. RFIQ Response Form ON TOP of your submission package.**
- Please provide your response in the same sequence of topics as listed below (see 1.0 to 4.0).
- Please provide a Table of Contents for your submission.

1.0 COMPANY CAPABILITY AND RESOURCES

1.1 Please include the following: (Maximum 2 pages).

- Letter of introduction with an overview of your company background and profile.
- How long you have been in business, and in particular, how long your firm has been providing Leadership Development Process Services?
- State the location of the head office and the address of the local office where the account will be serviced from.
- What is your core business? Describe the range of services and products you provide.

1.2 Please provide a list of personnel who you propose to assign to this work, who will be dedicated to partner with WorkSafeBC staff to ensure business relevance and continuity of relationships. Include bios and resumes for each which demonstrates expertise, experience and a proven track record in one or more of the following topics:

- a. 360 Degree Feedback Services
- b. Leadership Coaching Services
- c. Leadership Potential and Competency Assessment Services
- d. Leadership Style Preference Assessment Services
- e. Succession Management Services

1.3 Please indicate your commitment and capacity to ensure continuity of personnel for a minimum of two days per month, per program. Please indicate if you can commit to more, and if so, how many?

1.4 Complete Appendix B – Protection of Privacy Assessment.

2.0 APPROACH AND METHODOLOGY

- 2.1 On Appendix A: Provide three (3) references where you delivered services similar in scope and value to WorkSafeBC’s requirements, and which were for large organizations that are similar to WorkSafeBC which you have completed in the past two (2) years. Provide accompanying documentation in which you describe in detail, the products and services delivered in each case.
- 2.2 In addition, please provide documentation for a further three (3) detailed examples of relevant work you have previously done in the past five (5) years, for large organizations, who may or may not be the same as those stated in 2.1, similar to WorkSafeBC. (Maximum half (1/2) page per example).
- 2.3 Please briefly describe your general approach to projects in any of the subject areas identified in Section II: 3.0, 4.0 and 5.0; including any methodologies you would normally use and the type of deliverables that would normally be produced. (Maximum 1 page).

Please attach any documentation to Appendix A and attach to the RFIQ Response Form.

3.0 VALUE-ADDED SERVICES

- 3.1 Please describe any innovative services you can deliver that haven’t been mentioned or that we may have not thought of, but may prove to be an added value for our organization.

4.0 FEE STRUCTURE

- 4.1 Please provide your estimated rate for:

Description	Charge
1. Service	
a. Daily cost for facilitation/ instruction	\$ /per day
b. Consultation Fee	\$ /per hour
c. Coaching Fee	\$ /per hour
2. Materials	
a. Participant evaluation or report	\$ /per pkg.

- 4.2 Please provide details of any other charges if applicable.

Costs are requested for budgetary purposes and must not be construed as a form of commitment on behalf of WorkSafeBC.

SECTION IV - RFIQ RESPONSE FORM – RFIQ #025-2009

WORKERS' COMPENSATION BOARD OF BRITISH COLUMBIA (WORKSAFEBC)
6951 WESTMINSTER HIGHWAY, RICHMOND, BC V7C 1C6

<i>Company Name:</i>

I/We hereby offer the information in our response to WorkSafeBC for review. I/We understand that this information is provided in response to a Request for Information & Qualification and that nothing in the RFIQ document should be construed as binding on WorkSafeBC or that a contract need be awarded.

APPENDIX(ES) TO RFIQ:

WorkSafeBC requests that any appendixes as called for in the RFIQ be completed and attached to this RFIQ Response form. All appendixes form an integral part of this response. I/We enclose:

Appendix A	References
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ADDENDA

I/We acknowledge receipt of the following applicable Addenda to the RFIQ:

ADDENDUM:	DATE OF ADDENDUM	FROM PAGES	TO PAGES
Addendum No. 1			
Addendum No. 2			

Authorized signing officer

<i>Legal / Business Name:</i>	
<i>Other names under which your Company operates:</i>	
<i>Address:</i>	<i>Telephone Number:</i>
<i>City, Province, Postal Code:</i>	<i>Fax Number:</i>
<i>Signature:</i>	<i>Title:</i>
<i>Print Name:</i>	<i>Date:</i>
<i>Official Email Address:</i>	
<i>WorkSafeBC Registration Number:</i>	

Any clauses in a document received in response to this procurement process which purports to limit WorkSafeBC's obligations under FIPPA will be considered void and severable from the response. By answering this RFIQ the Respondent will be deemed to have accepted this term.

APPENDIX A - REFERENCES

<i>Company Name:</i>	
<i>Address:</i>	<i>Telephone Number:</i>
<i>City, Province, Postal Code:</i>	<i>Fax Number:</i>

Provide three (3) projects your organization has completed in the past three (3) years that are similar in scope and value to WorkSafeBC's requirements.

1 COMPANY NAME & ADDRESS	
Contact Name	
Telephone No.	
Brief Description of Project	
2 COMPANY NAME & ADDRESS	
Contact Name	
Telephone No.	
Brief Description of Project	
3 COMPANY NAME & ADDRESS	
Contact Name	
Telephone No.	
Brief Description of Project	

APPENDIX B – PROTECTION OF PRIVACY ASSESSMENT
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The Freedom of Information and Protection of Privacy Act (FIPPA) requires that WorkSafeBC and any Service Provider to it, ensures personal information in its custody or under its control is stored or accessed only in Canada except in limited circumstances. Further information is available regarding this requirement at: www.msar.gov.bc.ca/privacyaccess.

Please provide the following information:

- 1.1 State if your company is a subsidiary and/or has any affiliation of any type with any entity outside of Canada, if yes, state their names and relationships.
- 1.2 State the legal status of your company. E.g. Sole proprietor, partnership, limited company or incorporated.
 - 1.2.1 If the business is a partnership, state the countries where the partners reside.
 - 1.2.2 If the business is a limited company, state the countries where the directors reside.
- 1.3 State if your company is wholly owned by a Canadian entity or not, if not state the nature of the foreign ownership.
- 1.4 State if your company is controlled and operated by a Canadian entity or not, if not state the nature of the foreign control and operations.
- 1.5 State the location where personal information is currently stored, by whom and who would have access to this information.
- 1.6 State the location and how you propose to store and access personal information (both hard and soft copies) you obtain from WorkSafeBC, if successful.
- 1.7 State who provides systems and equipment maintenance and the data recovery services for your data systems and state their location. If it is not an employee, answer 1.1 to 1.10 in relation to the proposed subcontractor.
- 1.8 Provide a description of current employee procedures and rules relating to disclosure, access and control of personal information. (E.g. levels of access, circumstances, frequency and familiarity with FIPPA, security clearance requirements, etc.).
- 1.9 Provide a description of an existing operational privacy plan in the event of a security or privacy breach relating to personal information (E.g. email breach, home invasion, theft).
- 1.10 If you propose to subcontract any portion or all of the work under the contract, if you are successful, state where and to whom you intend to subcontract with, and answer 1.1 to 1.10 in relation to the proposed subcontractor.

APPENDIX C – WORKSAFEBC OVERVIEW CORPORATE PROFILE

WorkSafeBC (the Workers' Compensation Board) is an independent statutory agency that serves nearly 2.3 million workers and about 197,000 employers throughout British Columbia. It is funded through insurance premiums paid by registered employers and through investment returns. The *Workers Compensation Act* empowers WorkSafeBC to enforce occupational health and safety standards, provide legislated compensation and rehabilitation benefits to injured workers or their dependents, and collect funds from businesses to operate the workers' compensation system. In administering the Workers Compensation Act, WorkSafeBC remains separate and distinct from government. However, WorkSafeBC is accountable to the public through the provincial government, which is responsible for protecting and maintaining the overall well-being of the workers' compensation system.

WorkSafeBC is dedicated to:

- Working with our partners to achieve our vision: keeping workers and workplaces safe and secure from injuries, disease and fatalities.
- Rehabilitating injured workers and returning them to productive, safe employment.
- Providing sound financial management for a viable workers' compensation system.
- Protecting the public interest.

Most of WorkSafeBC's head office operations are located at 6951 Westminster Highway, in Richmond, B.C.

Major regions throughout B.C. are represented by area offices in Abbotsford, Courtenay, Kamloops, Kelowna, Nanaimo, Nelson, Prince George, Terrace, and Victoria. Four Lower Mainland offices are located in Burnaby, Coquitlam, North Vancouver, and Surrey.

WorkSafeBC currently employs in excess of 2,500 people; approximately 2,000 work in the head office facilities, with the balance located in regional centres.

Our mandate to provide insurance coverage to employers and rehabilitation/compensation to injured workers and their families is just the beginning of our commitment. Our mission is to assist the workers and employers of BC to create and sustain a culture of health and safety in the workplace through our compassionate and supportive services, sound decisions and advice, and solid financial stewardship.

Our commitment is to make a difference one human being at a time.

APPENDIX D – WORKSAFEBC LEADERSHIP COMPETENCIES
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WorkSafeBC has identified those Leader Values and Leader Competencies that are critical success factors for effective leaders at WorkSafeBC and which will be applied to the identification, development, recognition and rewarding of leaders in this organization.

The **Leader Values** that guide the way we work as a management team and as leaders in this organization:

- Honesty and integrity** to engender trust and credibility in others
- Strong initiative and personal drive** to persevere in the face of difficulty
- Positive and optimistic attitude** to support individual and group efficacy
- Personal responsibility and accountability** for actions, behaviours and results
- Commitment to quality service** to our internal and external customers.

The **Leader Competencies** are framed within four general perspectives:

Strategy

WorkSafeBC leaders must possess a deep understanding of the organization's vision and goals to set and reset the direction for those they work with and to ensure that their teams' work and behaviours are properly aligned. Having a big-picture perspective allows leaders to manage priorities and oversee change in ways that move the organization closer to its goals.

Systems

These are the skills and perspectives that enable leaders to facilitate the day-to-day work of the organization. WorkSafeBC leaders support individuals and groups to work interdependently to accomplish WorkSafeBC's goals and objectives and facilitate the implementation, coordination and integration of our work.

Social

Leadership roles are social by their very nature and require meaningful interactions with others. The ability to work effectively with others both inside and outside the organization is a fundamental capacity for all WorkSafeBC leaders.

Self

The capacity for self-management enables leaders to develop positive and trusting relationships and to take initiative - important aspects in WorkSafeBC leadership roles that help people work together in productive and meaningful ways.

STRATEGY	
Think and act strategically	<ul style="list-style-type: none"> ▪ Demonstrate a clear sense of future vision and strategies for WorkSafeBC ▪ Accomplish day-to-day work in the context of broad organizational objectives that support the vision, mission and strategies of WorkSafeBC ▪ Make decisions, set priorities and support initiatives that bring the current reality in line with the desired future
Think creatively	<ul style="list-style-type: none"> ▪ See new possibilities, find connections between disparate ideas and reframe the way of thinking about an issue ▪ Innovate by using new ideas or perspectives to solve difficult problems ▪ Demonstrate comfort with an element of risk taking in going into new territory and leaving the familiar behind
Balance competing demands	<ul style="list-style-type: none"> ▪ Ensure conflict and/or work demands do not paralyze or overwhelm ▪ Understand the nature of the conflicts ▪ Develop effective strategies for balancing or addressing conflicts and work demands
Initiate and plan change	<ul style="list-style-type: none"> ▪ Establish the need for change, influence others to participate in change ▪ Plan for change
SYSTEMS	
Practice management skills	<ul style="list-style-type: none"> ▪ Facilitate and coordinate day-to-day work to achieve results ▪ Set goals, devise plans for achievement of goals, monitor progress, develop systems to accomplish work, solve problems, and make effective decisions. ▪ Manage financial and business aspects within policy and effective management practices
Implement change	<ul style="list-style-type: none"> ▪ Make changes in systems, practices, etc. where required ▪ Support others in successfully transitioning through changes ▪ Institutionalize new ways of working
Employ systems thinking	<ul style="list-style-type: none"> ▪ Demonstrate an understanding of the complex interdependence of processes, principles, methods/procedures and planning required to achieve organizational excellence
Demonstrate continuous improvement	<ul style="list-style-type: none"> ▪ Identify and recommend/implement improvements to business processes

SOCIAL	
Build and maintain relationships	<ul style="list-style-type: none"> ▪ Develop and maintain cooperative and positive relationships with many different types of people ▪ Demonstrate respect for people from varying backgrounds and understand the perspectives that they bring ▪ Take responsibility for building and maintaining constructive relationships
Build effective work groups	<ul style="list-style-type: none"> ▪ Facilitate the development of positive and productive relationships among others who work together ▪ Create synergy, motivation and a sense of empowerment in work groups
Communicate effectively	<ul style="list-style-type: none"> ▪ Communicate information, thoughts and ideas clearly in different contexts ▪ Listen carefully and understand what others are saying, thinking and feeling
Develop others	<ul style="list-style-type: none"> ▪ Demonstrate skill at developing others in ways that allow people to work together in increasingly productive and meaningful ways ▪ Help others identify development needs ▪ Provide appropriate feedback and learning opportunities ▪ Coach and encourage productive changes in behaviour ▪ Recognize and reward improvements and achievements
SELF	
Be self-aware	<ul style="list-style-type: none"> ▪ Demonstrate awareness of personal strengths and address areas where development is required ▪ Demonstrate an openness to personal feedback from others ▪ Understand the impact of your strengths and weaknesses on others and on your own effectiveness in reaching goals
Demonstrate continuous learning	<ul style="list-style-type: none"> ▪ Recognize when new or changed behaviours, skills or attitudes are needed ▪ Accept responsibility for personal development and focus on areas requiring development ▪ Engage in learning opportunities and seek learning opportunities to acquire required skills and/or behaviours
Demonstrate Leader Values	<ul style="list-style-type: none"> ▪ Demonstrate WorkSafeBC Leader Values ▪ Align personal actions and behaviours with WorkSafeBC Leader Values ▪ Encourage, support and coach others in 'living the values'