



Where ideas work

# **BC Public Service Agency**

## **Minister of Finance Transition Binder**

### **October 2020**

## Minister's Transition Binder – 2020

### BC Public Service Agency

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**Prepared For:** **Minister of Finance**  
For Information

**Issue:** **Accountabilities of the Head of the BC Public Service Agency**

**Background:**

The BC Public Service Agency (the Agency) is responsible for leading a strategic government-wide human resource (HR) agenda and supporting the operational business needs of government ministries and agencies through the provision of HR services, policies and programs.

The Head of the BC Public Service Agency (also referred to as the Agency Head) is a deputy minister responsible for system-wide human resource management in the BC Public Service (BCPS), leading the Agency in delivering human resource programs and services that are aligned with government's corporate direction and priorities.

The Agency Head also acts as the Province's representative at the Federal-Provincial-Territorial Public Service Commissioners' table and works closely with the Deputy Minister to the Premier and deputy minister committees in meeting human resource management responsibilities under the Public Service Act.

**Discussion:**

The bulk of the Agency Head's main accountabilities are established by three authorities: the Public Service Act, the Standards of Conduct for Public Service Employees, and the Accountability Framework for Human Resource Management.

Public Service Act

Under the Public Service Act, the Agency Head has broad responsibility for personnel management in the public service including:

- advising the minister, ministries and other government organizations regarding policies, standards, regulations and procedures;
- providing for the recruitment and appointment of persons to the public service;
- acting as bargaining agent for the government;
- developing and establishing training and education programs, occupational health and safety programs, and other tools, processes and systems; and
- recommending to the minister that a policy be issued or amended, and performing other duties assigned by the minister.

### Standards of Conduct for Public Service Employees

Under the Standards of Conduct for Public Service Employees, the Agency Head is responsible for coordinating the development of awareness, training and communication programs in support of the Standards of Conduct and ethics related issues, and for providing advice to senior executives and others regarding the application of the Standards.

### Accountability Framework for Human Resource Management

The Accountability Framework for Human Resource Management establishes that deputy ministers, executives, senior officials, supervisors and human resource professionals are all accountable for carrying out certain human resource management functions to ensure effective human resource management in the BC Public Service. Under the Framework, the Agency Head is responsible for:

- establishing and maintaining effective human resource management policy;
- monitoring and providing corporate and organizational-level reporting on human resources matters;
- representing the employer at the corporate wide level; and
- ensuring that human resource management responsibilities are carried out in a manner consistent with applicable legislation, collective agreements, terms and conditions of employment and the corporate human resources policy framework.

Other responsibilities of the Agency Head include overall administrative responsibility for the Terms and Conditions of Employment for Excluded Employees/Appointees and making determinations regarding employee eligibility for indemnity coverage and other matters under the Excluded Employees (Legal Proceedings) Indemnity Regulation.

### **Approved By:**

Rueben Bronee  
Executive Lead - Policy, Innovation and Engagement  
250 213-6614

## **BC Public Service Agency - Legislation, Regulations and HR Accountability Framework**

### **Legislation**

- [Public Service Act](#)
- [Public Service Benefit Plan Act](#)
- [Public Service Labour Relations Act](#)

### **Regulations**

#### **Regulations under the Public Service Act:**

- [Definition Regulation - 279/98](#)
- [Employment Insurance Regulation - 401/98](#)
- [Excluded Employees Indemnity Protection Regulation - 72/2012](#)
- [Hours of Service Regulation - 154/78](#)
- [Political Staff Oath Regulation - 66/2014](#)
- [Public Service Oath Regulation - 228/2007](#)
- [Resignation Regulation - 132/77](#)
- [Review of Staffing Decisions Regulation - 443/2003](#)
- [Standards of Conduct for Political Staff Regulation - 67/2014](#)
- [Vacation Entitlement for Re-Employed Appointees Regulation - 6/2009](#)

#### **Regulations under the Public Service Benefit Plan Act:**

- [Long Term Disability Fund Interest Regulation - 51/2017](#)
- [Extended Health Care and Dental Plans Regulation - 403/97](#)
- [Group Life Insurance Regulation \(No. 1\) - 408/97](#)
- [Long Term Disability Plan Regulation - 409/97](#)
- [Group Life Insurance Regulation \(No. 3\) - 426/76](#)

#### **Regulations under the Public Service Labour Relations Act:**

- [Public Service Labour Relations Regulations - 22/74](#)

#### **Accountability Framework for HR Management:**

- [Accountability Framework for HR Management](#)

# Resource Summary

Core Business Area	2019/20 Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
<b>BC Public Service Agency</b>	56,545	54,381	54,628	54,628
<b>Benefits and Other Employment Costs</b>	1	1	1	1
<b>Long Term Disability Fund Special Account</b>	24,784	26,548	26,548	26,548
<b>Total</b> .....	<b>81,330</b>	<b>80,930</b>	<b>81,177</b>	<b>81,177</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>BC Public Service Agency</b> .....	10	10	10	10
<b>Total</b> .....	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

\*Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates.](#)

## Resource Summary per Estimates

BC Public Service Agency				
Operations Vote				
Operating Expense (\$000's)				
Core Businesses	Budget 2019/20	2020/21	2021/22	2022/23
Service Operations	15,309	13,990	Advice/Recommendations; Government Financial Information	
People and Organizational Development	9,728	8,801		
Policy, Innovation and Engagement	1,508	1,424		
Employee Relations	4,664	4,084		
Corporate Services	25,336	26,082		
<b>Total</b>	56,545	54,381	54,628	54,628

**BC PUBLIC SERVICE AGENCY  
Agency Operations Vote (Vote 27)  
IMPLICATIONS OF 2020/21 FUNDING**

Compared to the 2019/20 budget of \$56.545M, the 2020/21 budget for the BC Public Service Agency (Vote 27) decreased by \$2.164M or 3.83% to \$54.381M (see Resource Summary per Estimates).

Highlights of changes include:

- Agency expenditures decrease by \$4.075M due to financial adjustments.
- Increase of \$1.430M for Telus Employer Solutions Payroll Contract.
- Increase of \$0.477M in salaries & benefits for Sustainable Services Negotiating Mandate (Appendix 1).
- Employee Benefits Chargeback Rate remains unchanged at 25.4%.

**CRF Capital Budget**

Compared to the 2019/20 budget, the capital budget in 2020/21 remains the same at \$0.010M. The capital budget is for minor capital equipment needs in technology under the Workplace Health & Safety program and audio-video equipment used by the Agency to support the Premier's Awards ceremonies.

The capital budget in 2019/20 was \$0.010M.

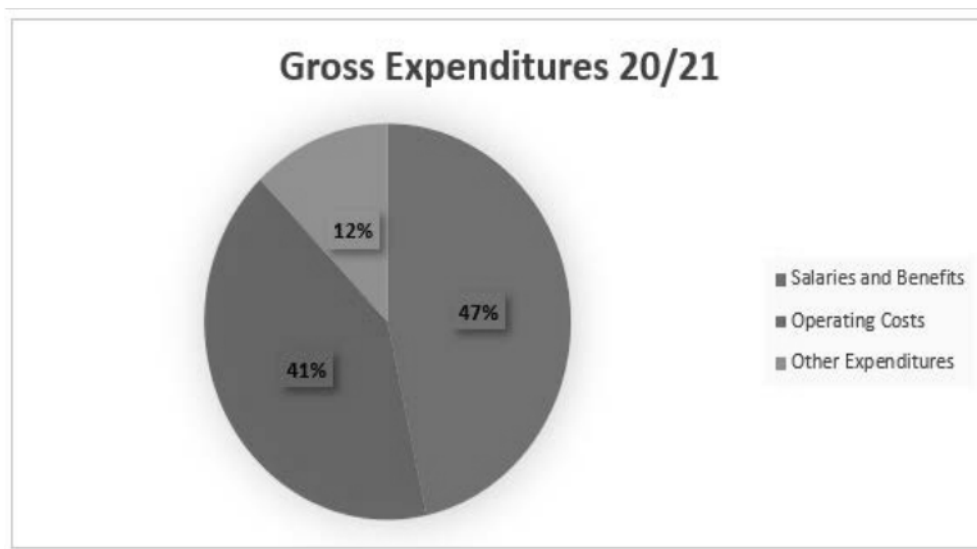
**Reductions/Increases for 2021/22 and 2022/23**

Compared to the 2020/21 budget of \$54.381M, the 2021/22 budget will increase by \$0.247M or 0.005% to \$54.628M due to salaries & benefits for Sustainable Service Negotiated Mandate.

Compared to the 2021/22 budget of \$54.628M, the 2022/23 budget remains the same at \$54.628M.

**BC PUBLIC SERVICE AGENCY**  
**Operations Vote (Vote 27)**  
**Supplement to the Estimates by STOB**

	2019/20 Estimates \$000	2020/21 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) \$000
Salaries and Benefits	34,624	35,405	781	2.26%
Operating Costs	26,790	30,403	3,613	13.49%
Government Transfers	0	0	0	0.00%
Other Expenditures	6,368	9,030	2,662	41.80%
<b>Expenses Sub-Total</b>	<b>67,782</b>	<b>74,838</b>	<b>7,056</b>	<b>10.41%</b>
Recoveries Internal to CRF	-9,497	-16,237	-6,740	70.97%
Recoveries External to CRF	-1,540	-4,020	-2,480	161.04%
Recoveries from LTD Special Account	-200	-200	0	0.00%
<b>Recoveries Sub-Total</b>	<b>-11,237</b>	<b>-20,457</b>	<b>-9,220</b>	<b>82.05%</b>
<b>Total</b>	<b>56,545</b>	<b>54,381</b>	<b>-2,164</b>	<b>-3.83%</b>
<b>Capital</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0.00%</b>



## **Appendix 1 – Sustainable Services Negotiating Mandate**

### **Sustainable Services Negotiating Mandate**

The Sustainable Services Negotiating Mandate balances is about improving the delivery of services for people in B.C., and balancing the need for fair and reasonable wage increases with outcomes that are affordable and managed within the fiscal plan.

The Mandate is designed to support government's core priorities and enhance and modernize the delivery of services that British Columbians rely on.

It ensures the fiscal sustainability of our province while providing fair compensation.

A three-year agreement with the BCGEU was ratified on August 26, 2018. BCGEU employees will receive a salary increase of 2.0% effective April 01, 2019 and expiring March 31, 2022.

### **Schedule A Employees**

The BCGEU Sustainable Services Negotiating Mandate also applies to Schedule A employees. The Agency has 236 Schedule A employees, 209 of whom are paid through the Operations Vote.



## Resource Summary per Estimates

BC Public Service Agency				
Benefits and Other Employment Costs Vote				
Operating Expense (\$000's)				
Core Businesses	Budget 2019/20	2020/21	2021/22	2022/23
Pension Contributions & Retirement Benefits	340,680	336,884	Advice/Recommendations; Government Financial Information	
Employer Health Tax	48,160	48,800		
Employee Health Benefits	110,300	122,845		
Long Term Disability	43,005	40,405		
Other Benefits	6,436	8,522		
Benefits Administration	9,581	9,643		
Recoveries	(558,161)	(567,098)		
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**BC PUBLIC SERVICE AGENCY**  
**Benefits and Other Employment Costs (Vote 28)**  
**IMPLICATIONS OF 2020/21 FUNDING**

The 2020/21 net budget for the Benefits Vote (Vote 28) increased by \$8.937M or 1.60% to \$567.099M compared to the 2019/20 budget of \$558.162M (see Resource Summary per Estimates).

The 2020/21 gross budget for the Benefits Vote (Vote 28) increased by \$4.646M or 0.73% to \$642.227M compared to the 2019/20 budget of \$637.581M (see Supplement to the Estimates by STOB below).

Highlights of changes include:

- \$3.796M decrease in pension contributions and retirement benefits due to higher TBS adjustment in Budget 2019 more than requested.
- \$0.640M increase in Employer Health Tax.
- \$12.545M increase in Employee Health Benefits mainly due to higher employee extended health claims and WCB liability.
- \$2.600M decrease in Long Term Disability costs as the contribution rate for the Province decreased from 1.99% to 1.84%.
- \$2.086M increase in Other Benefits costs due to increase in leave liability and legal services costs.
- \$0.062M increase in Benefits Administration costs mainly due to TBS lift for increase for the Sustainable Service Negotiating Mandate.
- \$8.937M increase in internal recoveries from the benefits chargeback rate, due to requirement to balance to budgeted expenditures.

**CRF Capital Budget**

Compared to the 2019/20 budget, there is no change to the capital budget in 2020/21. There is no capital budget for the Benefits Vote.

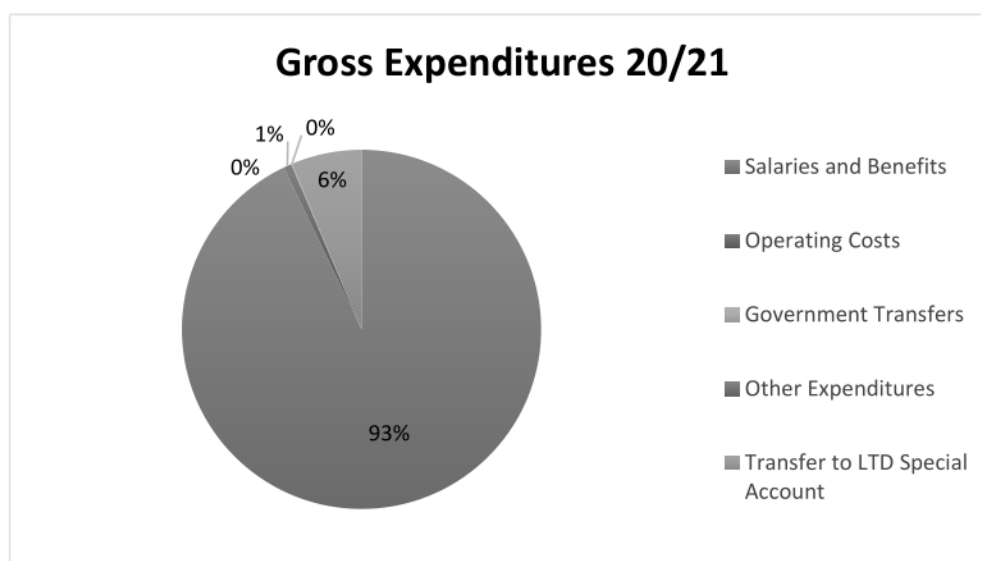
**Reductions/Increases for 2021/22 and 2022/23**

In terms of net expenditures, the 2021/22 budget for the Benefits Vote (Vote 28) will increase by \$9.819M or 1.73%, to \$576.918M, compared to the 2020/21 budget of \$567.099M and the 2022/23 budget will increase by \$11.710M or 2.06%, to \$578.809M, compared to the 2020/21 budget of \$567.099M.

In terms of gross expenditures, the 2021/22 budget for the Benefits Vote (Vote 28) will increase by \$9.819M or 0.73%, to \$652.046M, compared to the 2020/21 budget of \$642.227M and the 2022/23 budget will increase by \$11.710M or 1.82%, to \$653.937M, compared to the 2020/21 budget of \$642.227M.

**BC PUBLIC SERVICE AGENCY**  
**Benefits and Other Employment Costs (Vote 28)**  
**Supplement to the Estimates by STOB**

	2019/20 Estimates \$000	2020/21 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) %
Salaries and Benefits	601,352	608,387	7,035	1.17%
Operating Costs	4,674	4,885	211	4.51%
Government Transfers	350	350	0	0.00%
Other Expenditures	201	201	0	0.00%
<b>Expenses Sub-Total</b>	<b>606,577</b>	<b>613,823</b>	<b>7,246</b>	<b>1.19%</b>
Transfer to LTD Special Account	44,005	41,405	-2,600	-5.91%
Recoveries from LTD Special Account	-13,000	-13,000	0	0.00%
<b>Special Account Transfer Sub-Total</b>	<b>31,005</b>	<b>28,405</b>	<b>-2,600</b>	<b>-8.39%</b>
Recoveries Internal to CRF	-558,209	-567,146	-8,937	1.60%
Recoveries External to CRF	-79,372	-75,081	4,291	-5.41%
<b>Recoveries Sub-Total</b>	<b>-637,581</b>	<b>-642,227</b>	<b>-4,646</b>	<b>0.73%</b>
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.00%</b>
<b>Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>



## Appendix 1 – Employee Benefits Chargeback Rate

The Benefits Vote provides for the costs of employee benefits for the public service. In addition to the direct benefit plan costs there is an administrative component consisting of the costs of managing and administering the benefit plans on behalf of government.

The Vote is fully recoverable through a chargeback to all ministries, plus recoveries from a number of external entities participating in the benefits plans (e.g. Royal BC Museum, Pension Corporation of BC). The 2020/21 employee benefits chargeback rate will stay at 25.4% as in fiscal year 2019/20.

The chargeback rate is a function of the estimated benefits costs for a year in relationship to the salary base for government. The basic process is:

1. Agency gathers data on the estimated costs for provided benefits, including statutory rate/salary driven benefits (e.g. provincial pension, CPP, EI) usage driven benefits (e.g. extended health, dental, WorkSafe BC, Employer Health Tax) and other benefits (e.g. group aviation insurance, legal services).
2. Treasury Board Staff compiles information regarding estimated salary budgets for ministries and agencies receiving benefits.
3. Finally, Treasury Board Staff calculates the chargeback rate for the coming fiscal year by dividing the estimated total costs into the estimated salaries.

### Example:

Estimated benefits cost	\$400,000,000 (divided by)
Estimated salary base	\$1,680,000,000 (equals)
Employee benefits chargeback rate	24%

4. The chargeback rate is applied automatically to public service salaries via the PeopleSoft payroll system, with charges and recoveries flowing through an interface to the general ledgers of the ministries and Agency respectively.

## **Appendix 2 – Sustainable Services Negotiating Mandate**

### **Sustainable Services Negotiating Mandate**

The Sustainable Services Negotiating Mandate balances the need for fair and reasonable wage increases with outcomes that are affordable and managed within the fiscal plan. It includes the ability to negotiate conditional and modest funding that can be used to drive tangible service improvements for British Columbians.

A three-year agreement with the BCGEU was ratified on August 26, 2018. BCGEU employees will receive a salary increase of 2.0% effective April 01, 2019 and expiring March 31, 2022.

### **Schedule A Employees**

The BCGEU Sustainable Services Negotiating Mandate also applies to Schedule A employees. The Agency has 236 Schedule A employees, 27 of whom are paid through the Benefits Vote.

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Advice/Recommendations; Government Financial Information

## Resource Summary per Estimates

BC Public Service Agency				
Long Term Disability Fund Special Account				
Operating Expense (\$000's)				
Core Businesses	Budget 2019/20	2020/21	2020/21	2021/22
LTD Fund Special Account	24,784	26,548	26,548	26,548
<b>Total</b>	24,784	26,548	26,548	26,548

**BC PUBLIC SERVICE AGENCY  
LTD Fund Special Account  
IMPLICATIONS OF 2020/21 FUNDING**

Compared to the 2019/20 budget of \$24.784M, the 2020/21 budget for the LTD Fund Special Account increased by \$1.764M or 7.12% to \$26.548M (see Resource Summary per Estimates).

Highlights of changes include:

- Increase of \$3.000M in Benefit Costs due to \$2.000M for year two of ERIP and \$1.000M increase in claims costs.
- Increase of \$3.836M in recoveries due to increased salary bases for external entities.
- Decrease of \$2.600M in Transfer from Ministry Operations Vote for decrease in provincial government's LTD premiums due to lower premium rate.

**CRF Capital Budget**

Compared to the 2019/20 restated budget, there is no change to the capital budget in 2020/21. There is no capital budget for the LTD Fund Special Account.

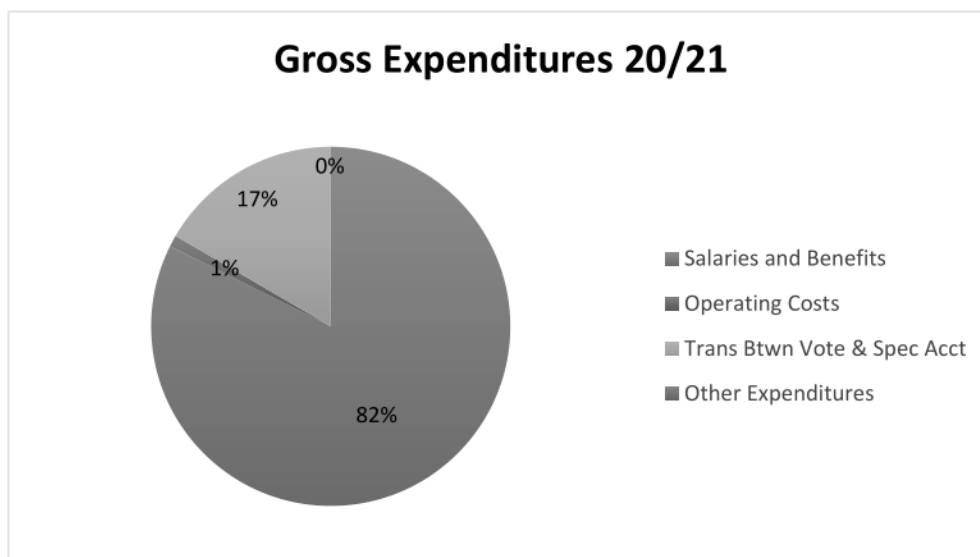
**Reductions/Increases for 2021/22 and 2022/23**

Compared to the 2020/21 budget of \$26.548M, the 2021/22 and 2022/23 budgets remain the same at \$26.548M.



**BC PUBLIC SERVICE AGENCY  
LTD Fund Special Account  
Supplement to the Estimates by STOB**

	2019/20 Estimates \$000	2020/21 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) \$000
Salaries and Benefits	62,700	65,700	3,000	4.78%
Operating Costs	840	840	0	0.00%
Trans Btwn Vote & Special Account	13,200	13,200	0	0.00%
Other Expenditures	35	35	0	0.00%
<b>Expenses Sub-Total</b>	<b>76,775</b>	<b>79,775</b>	<b>3,000</b>	<b>3.91%</b>
Recoveries Internal to CRF	-247	-433	-186	75.30%
Recoveries External to CRF	-7,739	-11,389	-3,650	47.16%
Transfer from Ministry Operations Vote	-44,005	-41,005	2,600	-5.19%
<b>Recoveries Sub-Total</b>	<b>-51,991</b>	<b>-53,227</b>	<b>-1,236</b>	<b>2.38%</b>
<b>Total</b>	<b>24,784</b>	<b>26,548</b>	<b>1,764</b>	<b>7.12%</b>
<b>Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>



## **Long Term Disability Plan Special Account**

### **Questions and Answers**

#### **1) What is the LTD Plan?**

The LTD Plan provides members with income continuation in the event that an eligible employee becomes totally disabled due to illness or injury for a period of time greater than six months. The Plan also pays for services and costs associated in supporting individuals returning to work from LTD claims.

#### **2) Why is the LTD Plan now a special account?**

Budget 2016 included legislation that enabled the transition from a Trust to a special account. This change was made to provide stability to the Plan, increase transparency, reduce taxpayer-supported debt, and administration costs. The change in structure was effective April 1, 2017.

#### **3) Why did government make these changes to the Plan?**

Consolidation of cash balances across government, including the LTD Plan investments, supported government's debt management strategy. Proceeds of liquidation of LTD Plan investments were used to reduce taxpayer-supported debt beginning in 2017/18. Reduced taxpayer-supported debt-to-GDP ratio helps protect government's triple-A credit rating.

#### **4) How did this change impact beneficiaries?**

Not at all. Benefits under the Plan did not change.

#### **5) Did this change impact participating employers?**

No. Participating employer contributions and interest income continue to fund the LTD Plan. The LTD Plan is funded through contributions from participating employers as well as investment income earned on the contributions received by the Plan, less costs of providing benefits, services and administration of the Plan.

**6) How are contribution rates established?**

Contribution rates are determined through actuarial valuation of the LTD Plan. Actuarial valuations of the LTD Plan Special Account are conducted twice a year, March 31 and September 30. There are no changes to the method of calculating contribution rates as a result of the governance change.

**7) How is interest income earned?**

Interest is credited to the special account based on its opening spending authority balance. The initial rate was set at 6%, consistent with long standing earnings expectations. Moving to a set interest rate instead of relying on fluctuating investment returns provides participating employers with greater certainty in relation to their annual LTD costs.

**8) How is the LTD Plan governed?**

The LTD Plan is governed by the Deputy Minister, BC Public Service Agency and supported by Disability Benefits Administration Branch and the Financial Management Office of the Agency.

**9) Who administers the LTD Plan? Will there be any changes to these roles?**

The BC Public Service Agency is responsible for administering the LTD Plan. Great-West Life is under contract to adjudicate LTD claims and manage claimants who are eligible for benefits.

**10) What is the reporting for the LTD Plan?**

The BC Public Service Agency produces a Long Term Disability Annual Report for participating employers.

**11) What is the value of the LTD Plan?**

As of March 31, 2020, the spending authority available was \$723.16M.

**12) Who participates in the LTD Plan? How many employees are covered by the LTD Plan?**

The LTD Plan consists of government reporting entities such as ministries, offices of the legislature, Liquor Distribution Branch and various crown corporations, agencies, boards and commissions. There are currently 18 outside organizations who have all signed participation agreements with the Province. As of March 31, 2020, there were approximately 38,200 employees covered by the LTD Plan.

**13) How many employees are currently receiving LTD benefits?**

As of September 30, 2020, there were 1,879 employees on LTD.

**14) What happens to LTD Plan surplus or deficit?**

Surpluses are reinvested in the LTD Plan, protecting the benefits for members. Any deficit position of a participating employer is eliminated through an increase in the employer's contribution rate over the next 5 years.

**15) Who owns the surplus or deficit of the LTD Plan?**

Under the terms of participation agreements with the Plan, two employers own their surplus or deficit positions in the Plan – Liquor Distribution Branch and BC Ferry Services. All other surplus and deficit positions are the responsibility of government.

**Prepared For:** **Minister of Finance**  
For Information

**Issue:** **Public Service Innovation Fund**

**Background:**

The Public Service Innovation Fund (PSI Fund) is administered by the BC Public Service Agency and, for more than a decade, has been used as a mechanism to fund corporate initiatives that support the goals of the BC Public Service as an employer. All ministries contribute to the fund annually on a per-FTE basis.

The Deputy Ministers' Committee on Public Service Renewal (DMCPSR) is responsible for oversight of the PSI Fund and it reviews and approves annual allocations. All initiatives currently funded are delivered by the BC Public Service Agency except for the Pacific Leaders Student Loan Forgiveness program and the Pacific Leaders Scholarships for Children of BC Public Service Employees program, which are administered by StudentAid BC.

**Discussion:**

Currently funded programs and initiatives include:

- Pacific Leaders Loan Forgiveness and Scholarship for Children of BC Public Service Employees programs.
- Welcome to the Public Service oath and orientation events for new employees.
- The Work Environment Survey and related employee engagement research projects.
- Corporate recruitment marketing and advertising.
- Corporate communications and engagement initiatives, including:
  - Premier's Innovation and Excellence Awards.
  - Long Service Awards.
  - @Work corporate intranet and related corporate internal communications resources.
- The Innovation Hub and the Behavioural Insights Group, which support capacity-building for public service innovation.

Government Financial Information

**Approved By:**  
Rueben Bronee  
Executive Lead – Policy, Innovation and Engagement  
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Withheld pursuant to/removed as

Advice/Recommendations; Government Financial Information

## MINISTRY PROFILE

### Ministry:

Established under the *Public Service Act*, the BC Public Service Agency (BCPSA) provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government.

### Ministry Mandate:

The BCPSA was formed in April 2003 as a central agency to provide a consolidated human resource management service to the BC Public Service. The organization is responsible for leading a strategic government-wide human resource agenda and supporting the operational business needs of government ministries and agencies through providing human resource management policies, frameworks and guidelines, and a variety of human resource services, products, and programs.

The BC Public Service is one of the largest employers in the province, serving all communities across B.C. The BCPSA is mandated to support this workforce by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, learning and development, workforce planning, and employee engagement supports. The BCPSA also leads corporate human resource strategy and the development of a corporate plan for the BC Public Service that supports a “one-employer” approach to ensure government continues to have the skilled professional public service needed to meet the evolving needs of British Columbians.

As a central agency, the BCPSA most recently fell within the responsibility of the Minister of Finance as the minister responsible for the *Public Service Act*. The Deputy Minister (or Head of the BCPSA) reports to the Minister. Like all deputy ministers, the Head of the BCPSA also has a reporting relationship to the Deputy Minister to the Premier, who is the Head of the BC Public Service. The BCPSA is accountable to government ministries and agencies through its relationship with ministry executives.

### Budget:

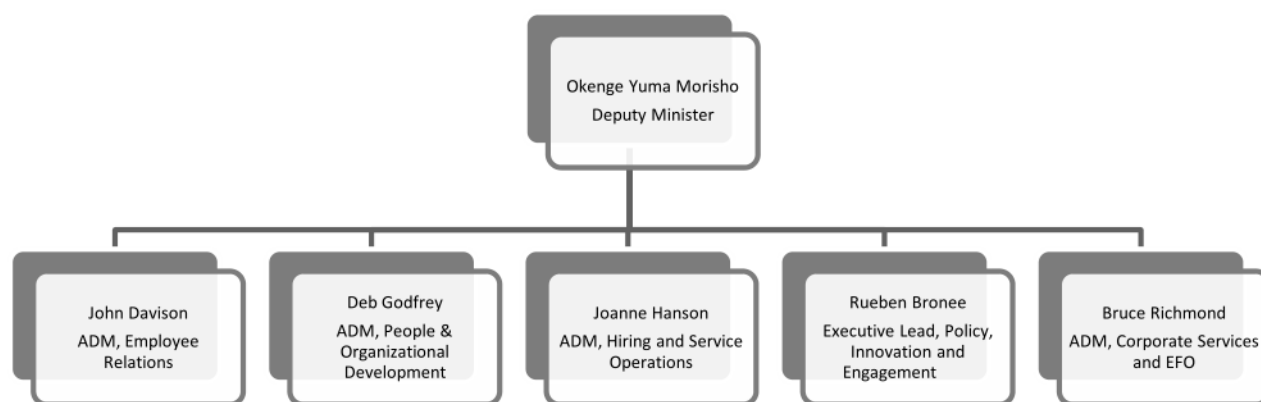
Core Business Area	2019/20 Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
<b>BC Public Service Agency</b>	56,545	54,381	54,628	54,628
<b>Benefits and Other Employment Costs</b>	1	1	1	1
<b>Long Term Disability Fund Special Account</b>	24,784	26,548	26,548	26,548
<b>Total</b>	<b>81,330</b>	<b>80,930</b>	<b>81,177</b>	<b>81,177</b>

Core Business Area	2019/20 Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>BC Public Service Agency</b>	10	10	10	10
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

Full Time Equivalents (FTEs):

<b>FTE SUMMARY TO SEPT 30/20</b>	
<b>Core Businesses</b>	<b>YTD AVG BURN</b>
Hiring and Service Operations	211.0
People and Organizational Development	91.7
Policy, Innovation & Engagement	53.0
Employee Relations & Workplace Health	140.7
Corporate Services	71.6
<b>Total</b>	<b>568.0</b>

Executive Organizational Chart:





## EXECUTIVE MEMBER BIOGRAPHY



### **Okenge Yuma Morisho - Deputy Minister**

Okenge Yuma Morisho was appointed Deputy Minister of the BC Public Service Agency on January 29, 2019. Before joining the Agency, Okenge was the Deputy Minister of the Intergovernmental Relations Secretariat (IGRS) since 2017. Prior to this assignment, Okenge served as Assistant Deputy Minister and Associate Deputy Minister with the Ministry of Jobs, Tourism and Skills Training.

Before joining the BC Public Service in April 2015, Okenge worked 15 years in the federal Public Service. During his time in Ottawa, Okenge had the opportunity to work on complex domestic and international policy issues (notably with the Privy Council Office) and led the development and implementation of key stakeholder engagement strategies (notably with Environment Canada).

Okenge holds a Law degree (LL. L) and a M.B.A. from the University of Ottawa, as well as an Executive Certificate in Negotiation from the University of Notre Dame.

## EXECUTIVE MEMBER BIOGRAPHY



### **Joanne Hanson - Assistant Deputy Minister, Hiring and Service Operations**

Joanne Hanson was appointed Assistant Deputy Minister of Hiring and Service Operations on May 24, 2016. She began her career with the BC Public Service in northern B.C. in 1999 after leaving the federal government. Her first BC Public Service position was with the Ministry of Social Development and Social Innovation, where she had a variety of roles and responsibilities contributing to projects and initiatives to benefit serving the public both within the public service and with external stakeholders. There, she also became the first regional recipient of the Emerging Leader Premier's Award and went on with her teams to receive several additional Premier's Awards in a variety of categories.

Prior to coming to the Agency, Joanne was the Executive Director of the Northern Region Court Services Branch with the Ministry of Justice where she led her team through a variety of service delivery innovations and transformations, most notably the Virtual Probate process to streamline processes and positively impact client outcomes.

Joanne is a Certified Practitioner in Human Resources (CPHR) and Senior Certified Professional in HR. She is also a Certified Provincial Instructor and taught at the college of New Caledonia in the Human Resources Post Diploma program for four years. With a passion for leadership, Joanne is also a Certified Insights Practitioner and coaches and delivers training throughout the province.

## EXECUTIVE MEMBER BIOGRAPHY



### **Deb Godfrey - Assistant Deputy Minister, People & Organizational Development**

Deb Godfrey was appointed Assistant Deputy Minister of People and Organizational Development on September 10, 2018. Prior to joining the Agency, Deb was the Assistant Deputy Minister of the Change and Transformation Division at the Ministry of Health.

In Deb's current role, her accountabilities include understanding emerging trends and leading the public service workforce planning and associated workforce strategies, such as diversity and inclusion, learning and development, and key workstream areas of focus. Her accountabilities also include supporting organizational effectiveness through business consulting, coaching and conflict management services.

Deb's range of leadership experience has been extensive, including at the Public Service Agency and in two high-profile ministries. As a member of the Ministry of Health Executive, Deb was instrumental in providing leadership and direction for a new path forward to revitalizing the culture following the Ombudsperson Misfire Report and for the strategic management of the Health Sector planning and change agenda.

Deb is a forward-thinker, focused on improving organizational culture. She brings a wealth of public service, strategic planning, change management, organizational development and human resource experience.

As an avid supporter of lifelong learning, Deb holds a Master's degree in Leadership with a Health Specialty, Executive Management Certification with the UBC Sauder School of Business, Chartered Professional in Human Resource designation, and is certified in both Change Management and Strategic Human Resource Management.

## EXECUTIVE MEMBER BIOGRAPHY



### **Rueben Bronee - Executive Lead, Policy, Innovation and Engagement**

Rueben Bronee was appointed Executive Lead for Policy, Innovation and Engagement with the BC Public Service Agency in 2016. He is responsible for corporate human resources policy, internal communications, employee engagement and promoting a culture of innovation in the BC Public Service. He serves as secretary to the Deputy Ministers' Committee on Public Service Renewal, which sets the corporate vision and strategy for the BC Public Service as one of the province's largest employers. He also leads the BC Public Service's engagement with the FPT Public Service Commissioners of Canada committee.

Prior to joining the Agency, Rueben worked in stakeholder and intergovernmental relations and policy roles with the Ministry of Advanced Education and the Ministry of Education. Before that, he served as Executive Director for the Public Service Initiative in

the Office of the Deputy Minister to the Premier, establishing government's first dedicated corporate internal communications and employee engagement team to support the Corporate Human Resource Plan for the BC Public Service.

Rueben began his career in the BC Public Service as a co-op student in the communications branch of the Ministry of Employment and Investment in 1997. In 2001 he was appointed the Manager of Writing and Editorial Services with the Public Affairs Bureau, serving as the senior speechwriter for government.

## EXECUTIVE MEMBER BIOGRAPHY



### **John Davison - Assistant Deputy Minister, Employee Relations**

John Davison has been with the Public Service Agency since 2006 and was appointed Assistant Deputy Minister, Employee Relations, on September 26, 2014 after acting in the role since June 2013 and previously as Director, Labour Relations.

John has extensive collective bargaining experience and represents the province as the lead negotiator in bargaining with the public service's largest union, the BC Government and Service Employees' Union (BCGEU).

Before coming to the Agency, John worked for five years at the Public Sector Employers' Council Secretariat, the last two years of which were as Director, Labour Relations Policy and Research. While working at the PSEC Secretariat, John was appointed as a trustee of the College Pension Plan in 2002 and he later served as a trustee on the Public Service Pension Plan from 2007 to 2018.

John holds a Master of Public Administration degree and a B.A. in Political Science from the University of Victoria.

## EXECUTIVE MEMBER BIOGRAPHY



### **Bruce Richmond - Assistant Deputy Minister and Executive Financial Officer, Corporate Services**

Bruce Richmond currently holds the position of ADM and Executive Financial Officer, Corporate Services. He has broad based experience, supporting seven different ministries over his 29-year career. He is specialized in both the finance and systems communities of government.

In a financial capacity, he has held various positions, beginning early in his career as a member of the central budgeting section within the Ministry of Transportation and Highways, working closely with senior executive and Treasury Board staff. He then became the Director of Finance and Administration for the Ministry of Attorney General's Information Systems Division, having responsibility for contract management, facilities, budgeting, financial forecasting and human resource issues. To continue to round out his financial acumen, he also spent three

years with the Office of the Comptroller General as a Director within Internal Audit, acquiring a central agency perspective.

With respect to IM/IT, Bruce has spent 20 years focused on the development and support of government computer systems. To date, he has overseen more than 100 successful application development and technical infrastructure projects and has played a significant role in managing and negotiating Alternate Service Delivery Agreements, including the contract with TELUS Sourcing Solutions Inc. for Human Resource and Payroll delivery systems which he manages in his current role.

Bruce has been with the BC Public Service Agency for over eight years as part of the Agency's executive team. In addition to finance and computer systems, Bruce has responsibility for the Agency's facility needs and reporting services accessed from the Agency's data warehouse. He also works closely with BC Stats to produce the Work Environment Survey results for government and contributes in supporting strategic government initiatives, including expanding services to the broader public sector in support of the shared services mandate for government as it relates to payroll and human resource services.

Bruce holds a degree in Economics from the University of Victoria and has a graduate certificate in Leadership from Royal Roads University.

## HIRING AND SERVICE OPERATIONS

ADM Responsible: Joanne Hanson

### Core Business/ Program Area Description/ Critical Business Processes:

Hiring and Service Operations Division is responsible for providing human resource services that support the employee lifecycle across the BC Public Service. The division has three branches and provides core HR services in the areas of advising supervisors on a wide range of foundational HR matters, recruitment, policy and interpretation services, payroll, benefits, personnel records, classification and exclusion preparation, corporate project initiatives, marketing, outreach and employment program initiatives.

These services are delivered through a multi-channel, technology-enabled service model. The division's mandate includes governance and stewardship of six significant IT platforms: PeopleSoft (which includes Employee Self-service and Manager Self-service), Time and Leave, telephony, the Customer Relationship Management (CRM) system and the CRM knowledgebase (which is used by PSA staff to respond to client service requests accurately and consistently), Recruitment Management Services (RMS), and the Careers & MyHR website. The division also manages the MyHR Contact Centre, which enables clients to submit service requests via the CRM or by phone. In fulfilling its mandate, the division aligns its work with the Office of the Chief Information Officer's (OCIO) strategy for IT infrastructure and World Wide Web (W3C) Guidelines on Accessibility.

Ministry employees use many services provided by this division directly as clients in their day-to-day work, including applying on hiring competitions; inquiring about their payroll, parental leave, or retirement; and accessing information about HR policies, legislation or collective agreements. Ministry supervisors also draw on these services at key moments, such as managing probation, attendance or behavioural issues and preparing to respond to grievances and questions from or challenges with their employees; recruiting new employees; and requesting the classification of employees' positions. In turn, employees benefit from the direction, guidance, and information their supervisors receive from experts in this division. For example, employees who approach their supervisors with concerns about respectful workplace issues benefit from the advice and guidance that supervisors receive from the HR specialists in this division. HR experts that clients regularly interact with in this division include marketing and recruitment experts, recruiters, HR specialists, classification specialists, and contact centre representatives answering questions directly or connecting clients with the right specialist to help them.

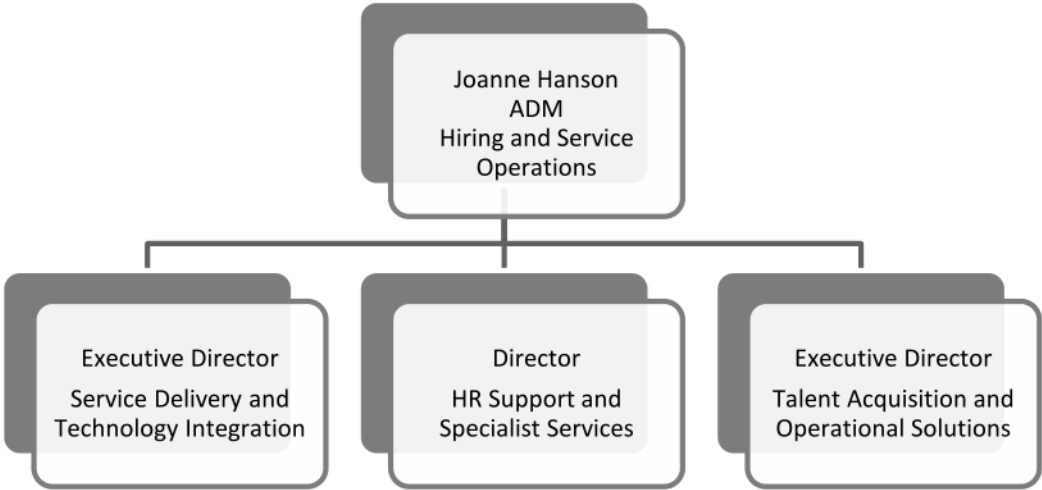
Government Financial  
Budget: Information

Full Time Equivalents (FTEs): 211

### Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:





## PEOPLE AND ORGANIZATIONAL DEVELOPMENT

ADM Responsible: Deb Godfrey

Core Business/ Program Area Description/Critical Business Processes:

People and Organizational Development (POD) is accountable for the development and implementation of human resources programs and systems related to workforce and workplace performance, planning, and learning, growth and development. This division's core business provides leadership, program delivery and services in the areas of employee learning and development; human resources planning and associated corporate workforce strategies; conflict management; coaching solutions; business consulting; and diversity and inclusion.

POD is accountable for programs and activities related to talent management, including:

- Developing and delivering core and corporate learning as a legislated accountability under the *Public Service Act*;
- Utilizing human resources data, trends and knowledge to ensure corporate programs, projects and services meet the BC Public Service requirements for a robust, sustainable, inclusive and optimized public sector workforce now and in the future;
- Facilitating BC Public Service human resources planning in alignment with corporate direction and implementing key workforce strategies;
- Providing business consulting services to identify and address complex and sensitive human resources and business issues;
- Leading the integration of diversity and inclusion into our human resources practice and employee experience;
- Optimizing performance through coaching, conflict management and system support services;
- Championing and integrating UNDRIP, TRC Calls to Action and 10 Draft Principles into planning and the BC Public Service Agency's work; and,
- Piloting a new service model in partnership with the Ministry of Health aimed at providing a unified human resources experience for clients.

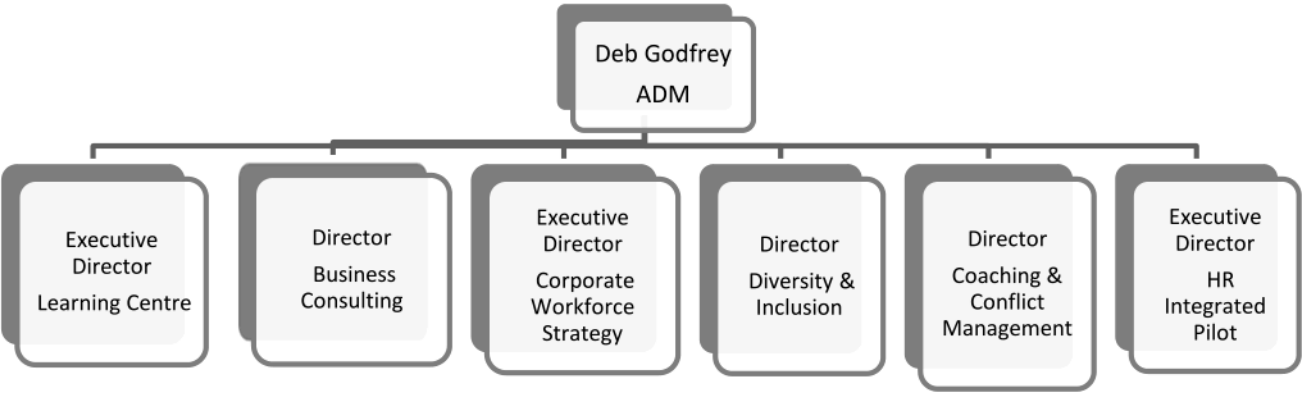
Operations Vote Budget: Government  
Financial

Full Time Equivalents (FTEs): 92

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



## POLICY, INNOVATION AND ENGAGEMENT

Executive Lead Responsible: Rueben Bronee

Core Business/Program Area Description/Critical Business Processes:

The Policy, Innovation and Engagement division is responsible for corporate human resources policy and legislation for the BC Public Service, including the Standards of Conduct and the *Public Service Act*. This includes leadership in promoting ethical conduct in the professional public service through support for the network of executive-level ministry ethics advisors across government and providing direct ethics advice to employees.

The division is also responsible for corporate employee engagement initiatives, including:

- Corporate internal communications, including strategic communications advice and support for the Deputy Minister to the Premier in their capacity as Head of the BC Public Service.
- Development of the corporate plan for the BC Public Service, under the direction of the Deputy Ministers' Committee on Public Service Renewal.
- Initiatives to promote a more innovative culture in the public service, including capacity building in disciplines such as behavioural insights.
- Corporate recognition programs, including the Premier's Innovation and Excellence Awards and the Long Service Awards.
- The Provincial Employees' Community Services Fund (PECSF), the employee charitable giving program supporting hundreds of charitable organizations across B.C.

Operations Vote Budget: <sup>Government</sup>Financial

Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits

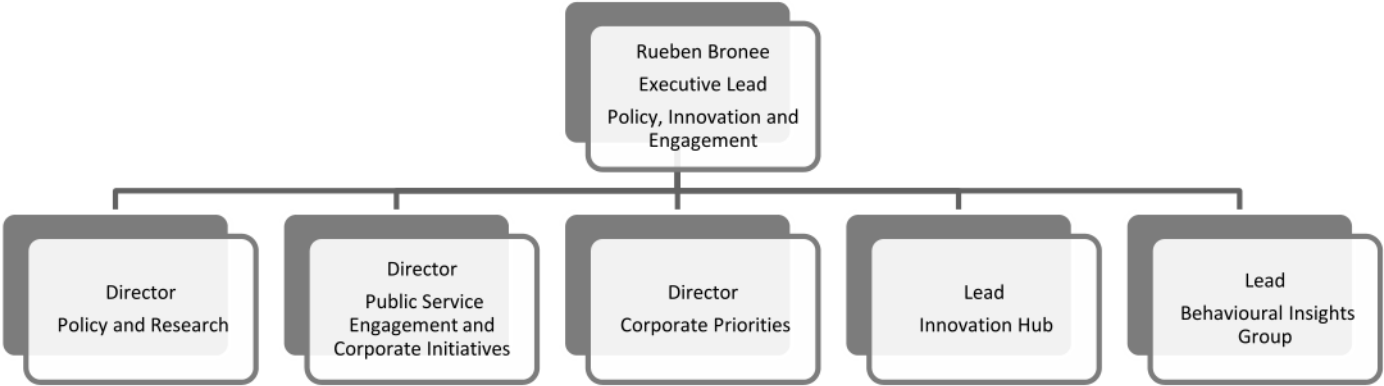
Administration budget of <sup>Government</sup>Financial in the Benefits Vote

Full Time Equivalents (FTEs): 53

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



## EMPLOYEE RELATIONS

ADM Responsible: John Davison

Core Business/ Program Area Description/Critical Business Processes:

The Employee Relations division provides a range of vital employee relations services, including negotiation and administration of collective agreements, and human resources investigations, advice and dispute resolution. The division also provides leadership for employee compensation and benefits.

The Employee Relations division has three branches with the following accountabilities:

- The Labour Relations branch is responsible for providing negotiation and employee relations services across the public service while remaining within the scope of labour and employment law, regulations and policies. Labour Relations represents the employer on grievances filed to arbitration and hearings before administrative tribunals involving bargaining unit employees. The team is responsible for the interpretation of the various collective agreements and provides support and recommendations to supervisors, managers and executives on the application of the collective agreement and other employment-related legislation.
- The Employee Relations branch works to create a productive and effective public service centered on a thriving employee/employer relationship driven by proactive workforce practices. The team provides specialized advice and expertise to supervisors, managers and ministry executives in responding to complex employee relations issues involving both included and excluded employees.
- The Total Compensation branch is responsible for employee benefits, compensation and classification governance. For benefits, this encompasses the health, dental, and life insurance plans for employees as well as contract management for our service providers. This team is also responsible for classification governance for included and excluded employees as well as classification appeals for included employees. For compensation, this team focuses on the development and application of compensation and classification plans for excluded management and executives, salary administration and labour market research. Finally, this team supports the collective bargaining process, which is led by Labour Relations.

Operations Vote Budget: <sup>Government</sup>Financial

Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits

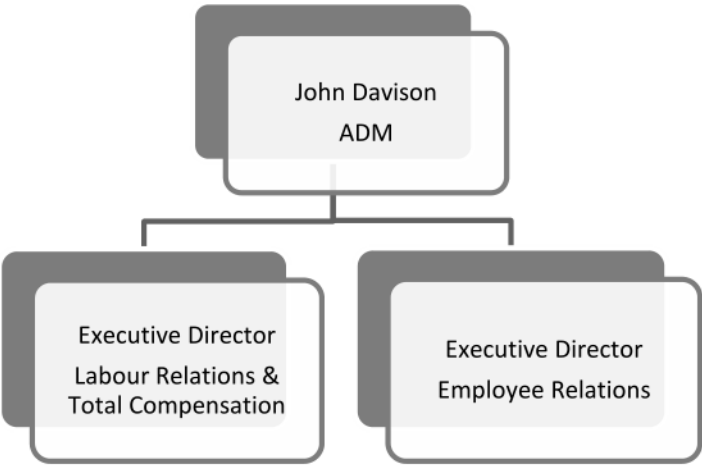
Administration budget of <sup>Government</sup>Financial in the Benefits Vote

Full Time Equivalents (FTEs): 62

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



## CORPORATE SERVICES

ADM Responsible: Bruce Richmond

### Core Business/Program Area Description/Critical Business Processes:

Corporate Services acts as a support function for the BC Public Service Agency, providing expertise to deliver on new products and process and to continuously improve the Agency's ability to deliver services to the BC Public Service as an employer. The division has two primary business units: the Financial Management Office (FMO) and Business Performance.

The FMO is the central financial team for the BC Public Service Agency, responsible for financial management strategies and the overall financial management framework, including ensuring finances are effectively managed and fiscal targets are met. Services include budgeting and forecasting, corporate activities and reporting, core financial operations, financial policy advice and contract management. The FMO is also responsible for the financial management of the government-wide Benefits Vote, the Provincial Employees Community Services Fund (PECSF) and delivery of the leave liability program for government.

Business Performance ensures that the Agency has a robust and secure technology infrastructure that meets the business needs and remains compliant with government policies and standards. The governance and management of government's alternate service delivery contract for payroll operations and all human resource technology delivery is a key component in ensuring this success. In addition, Business Performance is responsible for facilities management (12 locations), freedom of information, information privacy & security, emergency preparedness, strategic planning, project management, performance measurement & reporting, corporate surveys most (notable the biennial work environment survey) and business intelligence activities.

Operations Vote Budget: Government

Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits

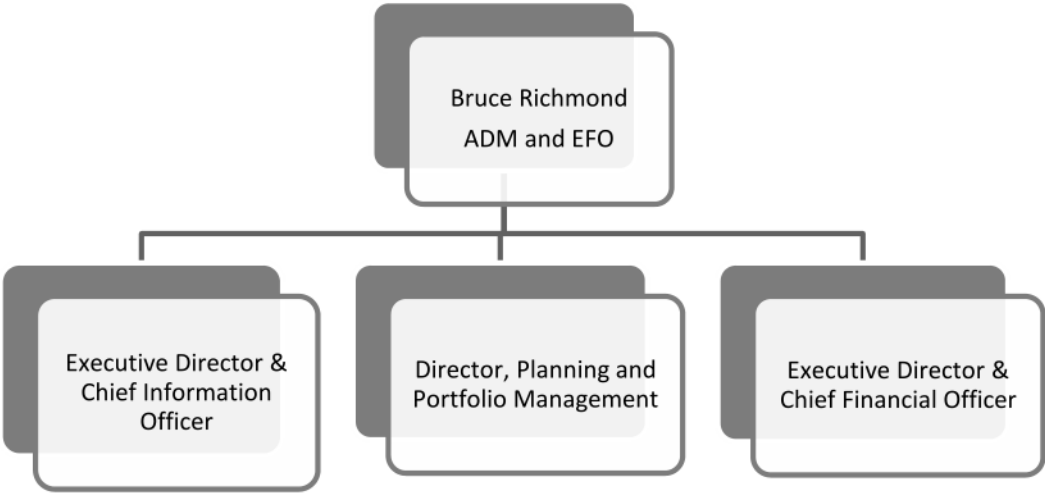
Administration budget of Government in the Benefits Vote  
Financial

Full Time Equivalents (FTEs): 71

### Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:





**Prepared For:** Minister of Finance  
For Information

**Issue:** Election Platform Commitments

## Background:

The NDP election platform includes several commitments that may impact the operations of the Public Service Agency. It is anticipated the Agency will lead implementation of some commitments and will play a supporting role for ministries to support other commitments.

The table below identifies those commitments expected to impact the Agency. As government develops detailed objectives/outcomes, the role the Agency might play or the impact on its operations will become more evident.

### Relevant Platform Commitments

COMMITMENT	AGENCY LEAD/SUPPORT/IMPACT	NOTES
Closing the gender pay gap: We will continue to address systemic discrimination in the workplace and move closer to equal pay for equal work through new pay transparency legislation.	Impact	The BC Public Service is ahead of many other employers in B.C. on closing the gap, especially with lower-wage positions. There is no existing gender pay equity policy or legislation for the public service. Advice/Recommendations
Bringing forward legislation to help reduce systemic discrimination: We will work with BC's new Human Rights Commissioner and other stakeholders to introduce legislation that paves the way for race-based data collection essential to modernizing sectors like policing, health care and education.	Impact	Advice/Recommendations

COMMITMENT	AGENCY LEAD/SUPPORT/ IMPACT	NOTES
Ensuring better representation in the public sector: To create a more representative public sector, we will support increased IBPOC (Indigenous, Black, and People of Colour) representation within government and set targets for IBPOC representation in the public sector.	Support (Assumes PSEC lead) Impact	Advice/Recommendations
Integrating childcare into the broader learning environment: To make sure childcare is brought formally into the learning timeline, we will move responsibility for childcare to the Ministry of Education. It will oversee delivery of all childcare initiatives and funding, manage a capital investment program to build more new spaces, and ensure quality care through ongoing curriculum enhancements.	Support	The Agency enables the administrative transfer of staff and provides organizational design, change and transitions supports. This commitment may also require support for priority hiring of new staff.
Improving Indigenous input on provincial policy and legislation: In consultation and cooperation with Indigenous leadership, our government will create a dedicated Secretariat to ensure new legislation and policies are consistent with the UN Declaration on the Rights of Indigenous Peoples.	Support Impact	Creation of a new secretariat will require Agency support for organizational design, classification and hiring.  May impact the Agency's own policy development process.

COMMITMENT	AGENCY LEAD/SUPPORT/ IMPACT	NOTES
<p>Maximizing government support for workers and communities: We will establish a new Worker Training &amp; Job Opportunity Office to maximize the impact of our Economic Recovery Plan for workers and communities during COVID-19 and beyond – with a focus on retraining workers, supporting resource communities facing job loss, developing higher value goods, and accessing new global markets and opportunities for BC products.</p>	<p>Support</p>	<p>The Agency would provide support for the anticipated hiring of new staff, and may provide organizational design, change and transitions supports.</p>

**Approved By:**

Rueben Bronee

Executive Lead – Policy, Innovation and Engagement

250-213-6614

**Prepared For:** **Minister of Finance**  
For Information

**Issue:** **BC Public Service Response to COVID-19**

### **Background:**

- The BC Public Service operates in compliance with orders and guidance of the Provincial Health Officer (PHO), the BC Centre for Disease Control (BC CDC) and WorkSafeBC in managing employee safety and health during the Provincial Health Emergency declared for COVID-19.
- The BC Public Service is committed to proactively protecting employees and minimizing the risk of spreading the novel coronavirus that causes COVID-19.
- The human resources guidance for the public service workforce, including health and safety for COVID-19, has been led by the BC Public Service Agency (PSA).
- Since January 2020, the PSA has been managing the response through plans, communications, education and support for public service workers and workplaces.
- BC government services are deemed essential services and the PSA response to COVID-19 has allowed public service workers to sustain operations in support of BC citizens.

### **Current Status:**

- As the province implements *BC's Restart Plan*, the PSA and Ministry for Citizens' Services are actively supporting the public service with guidance on workplace operations and supporting ministries in developing safe work procedures.
- Public Services have been maintained through a mix of modified workplace practices and remote work arrangements that are designed to protect public service employees and clients from the spread of COVID-19.
- PSA entered a number of temporary agreements with the BCGEU that modified hours of work agreements in workplaces to address the needs of the ministries in responding and adjusting to COVID-19.
- PSA is actively monitoring orders and guidance from the PHO and evidence and information from the BC Centre for Disease Control (BC CDC), Government of Canada and scientific journals, among others.
- PSA supports Ministries when they contact MyHR or a specialist seeking advice on all areas of health and safety, human resources and labour relations related to COVID-19. Corporate direction to safely increase workplace population has increased demands on supervisors causing service pressures on Human Resources, Employee Relations and Workplace Health and Safety teams. PSA continues to update guidance materials and training with targeted supports for supervisors managing accommodation issues, and responding to COVID-19 positive test employee situations.
- PSA engages in continuous dialogue with the respective unions/employee associations regarding updates to guidance materials and policies and addressing specific concerns.

- Workplace based influenza vaccination and personal hygiene campaigns are underway to build workforce resilience during the coming influenza season.

## Key Facts

- The PHO declared a provincial health emergency in March 2020 in response to the presence in B.C. of the novel coronavirus (SARS-CoV-2) and the incidence of Coronavirus disease (COVID-19).
- The BC CDC says that the novel coronavirus is transmitted via liquid droplets generated when a person talks, coughs or sneezes.
- The coronavirus can enter a person through the eyes, nose or throat, particularly if the person is in close contact with an infected person.
- Standard precautions outlined by the PHO – physical distancing, hand hygiene, no face touching – have reduced the spread of the novel coronavirus within B.C. and will protect public service workers from transmission of the novel coronavirus.
- In March, as part of the response to the public health emergency, and in line with guidance from the PHO, the BC Public Service severely reduced the number of staff in regular workplaces.
- On May 6<sup>th</sup>, the Premier announced *BC's Restart Plan* and the PHO outlined the processes to allow the reopening and restarting of business and community activities that have been restricted or closed due to the provincial health emergency.
- In early June, the PSA published workplace safety guides to assist ministries in developing safe workplace practices and procedures to allow safe partial re-population of workplaces.
- In October, deputy ministers began return to the workplace discussions across ministries to implement corporate re-population direction.
- Public Health staff provide timely follow up on COVID-19 positive employees and identification of close contacts.
- The PSA supports ministries and Public Health in situations of workplace transmission or workplace outbreak.

### Approved By:

Dr. William Lakey  
Medical Director  
604-660-2587

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Withheld pursuant to/removed as

Advice/Recommendations

**Prepared For:** **Minister of Finance**  
For Information

**Issue:** **Public Service Collective Bargaining**

## Background:

- The BC Public Service Agency (BCPSA) is the bargaining agent for the government in negotiations with Public Service unions. The BCPSA receives its authority to act as the government's bargaining agent under s. 3 of the *Public Service Labour Relations Act* (PSLRA).
- There are three bargaining units defined by s. 4 of the PSLRA: Nurses, the Professional Employees Association (PEA) and the British Columbia Government and Service Employees' Union (BCGEU). Two other bargaining units exist outside of the PSLRA: the BC Crown Counsel Association (BCCCA) and Unifor (Queen's Printer).
- As can be seen below, the vast majority of bargaining unit employees in the Public Service are represented by the BCGEU. With the exception of Nurses, all Public Service agreements expire on or after March 31, 2022.

Union/Association	Employees	Expiry Date
BCGEU	25,000	March 31, 2022
PEA	1135	March 31, 2022
Nurses (BCNU)	116	March 31, 2019
Unifor (Queen's Printer)	15	June 30, 2022
Crown Counsel Association	500	March 31, 2019

- The public sector bargaining mandate is established by the Public Sector Employers' Council Secretariat (PSEC) which is responsible for overseeing overall public sector bargaining on behalf of the Minister of Finance. PSEC receives its authority under the *Public Sector Employers Act*.
- The BCPSA must operate within the mandates established by PSEC and works closely with PSEC during bargaining to ensure we comply with the mandate and that any sensitive issues that surface during bargaining are addressed in co-operative fashion.

## Discussion:

- The current public sector bargaining mandate for agreements expiring after March 31, 2019 is the Sustainable Services Negotiating Mandate (SSNM), which is focused on the core principles of improving the services people count on, making life more affordable, and building a strong, sustainable economy in B.C.
- This mandate allows for general wage increases of 6% over the 3-year term of the collective agreements, <sup>Government Financial Information</sup> Currently, 98% of the 430,000 public sector employees covered by the mandate are now covered by a tentative or ratified agreement negotiated under the SSNM.
- The BCPSA has commenced or completed bargaining with all five unions/associations under the mandate. It has ratified agreements with the BCGEU, PEA, and Unifor and is in the middle of negotiations with the BC Crown Counsel Association (BCCCA) and the BCNU.
- The BCGEU and the BCPSA reached tentative agreements under the mandate for the Main Agreement and all component agreements on June 9, 2018. In August 2018, the BCGEU ratified the Main Agreement with a 63% yes vote. Additionally, four of the five component agreements were also ratified. The Correctional and Sheriff Services Component (Component 1) was not ratified.
- The BCGEU and the BCPSA settlement was the first tentative agreement reached in the broader BC public sector under the mandate and it helped to establish the precedent for the successful rollout of the mandate to other sectors.

### Crown Counsel Bargaining

- On March 31, 2019 the unprecedented 12-year Crown Counsel agreement expired. The BCCCA and the BCPSA commenced collective bargaining to renew the collective agreement on January 16, 2019 and negotiations are still underway. <sup>Advice/Recommendations; Government Financial Information</sup>
- <sup>Advice/Recommendations; Government Financial Information</sup>
- As of September 23, 2020, the negotiations between the parties are at an impasse. <sup>Advice/Recommendations; Government Financial Information</sup>

### Public Service Nurses Bargaining

- Negotiations between the BCPSA and the BCNU began on February 5, 2020 and are still ongoing.
- <sup>Advice/Recommendations; Government Financial Information</sup>



Advice/Recommendations; Government Financial Information

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**Summary:**

- The BCPSA has ratified three of its five collective agreements under the SSNM mandate, which represent over 97% of its bargaining unit employees.
- Advice/Recommendations; Government Financial Information

**Approved By:**

John Davison

ADM, Employee Relations

778-698-7877

**Prepared For:** **Minister of Finance**

For Information

**Issue:** **Human Resource Management Systems Procurement**

### **Background:**

The Public Service Agency (the Agency) manages the Human Resource Management Services (HRMS) alternate service delivery contract with our long-time vendor partner TELUS<sup>1</sup>. It is currently estimated that the total value of this contract for the period of 2004 to 2023 will be \$299M. The deal will expire in July 2023 with no option to renew.

As a strategic contract, over the \$10M threshold, future procurement of these services must go through the defined CITZ strategic due diligence process, including End of Term Assessment (EOT), Concept Case, Business Case, and Procurement Execution.

In order to complete these procurement due diligence activities within the time still covered by the existing contract, this process must remain on schedule. Currently the EOT has been developed and is going through formal approval channels to be presented at DMCPSC in early December 2020. The Concept Case is being initiated in October 2020 and must be completed by the end of May 2021.

### **Discussion:**

The Agency was created in 2003 with specific goals to reduce costs and improve user satisfaction by centralizing the existing Human Resource (HR) services from ministries within a central agency and outsourcing certain HR activities.

In support of this vision, the Province entered into an alternate service delivery agreement with TELUS in 2004 to provide centralized payroll, leave management, and time reporting services, as well as hosting and maintenance services for existing talent management applications, and the development of new applications, as identified.

The scope and type of HR services provided by the Agency has expanded over time and the Agency has been able to provide the required supporting technology within the existing contract for essential HR areas of work, such as Workplace Health and Safety, Labour Relations, Hiring, and Learning, while improving client experience with a Customer Relationship

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<sup>1</sup>TELUS is used throughout this document to refer to the current vendor. The Vendor rebranded from TELUS Sourcing Solutions Inc. (TSSI) to TELUS Employer Solutions (TES) in 2018.

Management System (CRM) tool and reinforcing IT infrastructure with a data warehouse.

The Agency also made a significant effort to bring Broader Public Sector clients onto the contract to benefit from cost sharing and tool modernization. The Agency successfully onboarded 130 entities, of which eight are major organizations including the Vancouver School Board, the Liquor Distribution Branch, and BC Pension Corp., among others. Onboarding these clients proved to be a labour-intensive endeavour.

The original HRMS Master Services Agreement (MSA) had a 10-year term (to 2014) with the option to renew for an additional five years (to 2019). Prior to the end of the contract term, an external benchmarking exercise was undertaken to determine whether government was receiving good value for money and to support further negotiation activities.

Deloitte was contracted in 2012 and in 2016 to complete benchmarks on behalf of the Agency. Both reviews indicated the contract was performing favourably, and both times it was decided to extend the contract. Of note, the 2016 review indicated that service quality was exceptional while contract pricing was 34% below market value.

#### Advice/Recommendations

### **Next Steps:**

An initial small procurement team has been established. This team has completed the EOT report which is in the final approval stages between the Agency and SPO (CITZ). This item is on the agenda of the November 3, 2020 ADM Peer Review and tentatively scheduled to go to the DMCPSC for early December 2020.

Advice/Recommendations

**Approved By:**

Bruce Richmond

Assistant Deputy Minister, Corporate Services

778 698-7972

# WHERE IDEAS WORK

## 2020 Corporate Plan FOR THE BC PUBLIC SERVICE



Where ideas work



**The BC Public Service exists to serve the needs of more than five million British Columbians through a wider and more diverse set of programs and services than any other organization in the province.**

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# MESSAGE FROM THE DEPUTY MINISTERS' COUNCIL



Thank you. To all members of the BC Public Service: thank you for all you do on behalf of the people of British Columbia and their elected government. As Deputy Ministers, every one of us is conscious of how lucky we are to lead an organization comprised of so many talented, committed and passionate public service colleagues.

Your dedication to your work has never been more evident than in the public service's response to the COVID-19 pandemic. It is inspiring to see how quickly you adapted to ensure continued services to the people of B.C., while also adopting entirely new ways of working. We have seen the very best of what it means to be a public servant, and the impact of the pandemic validates the direction set out in this plan.

**We consistently strive to uphold the trust  
placed in us by government and the people of B.C.**



What all of us in the public service do is more important than ever, and so is how we do it. It matters that we all take an oath to put the public interest ahead of our own when we come to work every day. It matters that we remain an organization grounded in ideas like integrity, loyalty, and service. It matters that we consistently strive to uphold the trust placed in us by government and the people of B.C., delivering the services people depend on and providing the objective, honest and impartial advice government needs. It's not always easy work. And in a sense, it shouldn't be easy – because it's too important. It matters too much.

The BC Public Service continues to be looked to by other jurisdictions for its leadership in adapting to the changing context in which we all pursue our important work. As an employer, we continue to be ranked one of the best not only in B.C. but across Canada. And that continues to attract thousands upon thousands of people seeking to join us and build their careers with one of the leading public service jurisdictions in the country.

### **We need to respond to the priorities of the government we serve and to the economic and social context around us.**

This edition of our corporate plan sets out how we will continue supporting you in your work, whether you are established in your career here or just joining us. As always, we need to respond to the priorities of the government we serve and to the economic and social context around us. Where that requires us to apply different perspectives to our work – like GBA+ or the principles of reconciliation – you'll have continued support in doing so. Where it requires us to adjust to evolving fiscal pressures and changing priorities, you will have our commitment to manage that as thoughtfully and transparently as possible. Where it requires us to listen and adapt, you can expect us to be open to your ideas and input. That is our job: to provide the direction, conditions and support you need to do your job as effectively as possible.

We know that the more effectively you are supported to do your work, the better the public service will be in meeting the needs, expectations and aspirations of British Columbians. As always, we welcome the opportunity to explore that path together with you.

# INTRODUCTION



**“As a member of the BC Public Service, I do solemnly swear that I will loyally serve the people of British Columbia through their democratically elected government.” – BC Public Service Oath of Employment**

This is why we’re here. This is what sets us apart from every other employer in the province. This is the commitment we make as public servants. The BC Public Service exists to serve the needs of more than five million British Columbians through a wider and more diverse set of programs and services than any other organization in the province. As one of the pillars of the executive branch of government, we provide an enduring thread of continuity in times of change. At the same time, we are constantly evolving in response to the needs of the public, the priorities of their government, and the shifting social and economic dynamics of the province and the world. We are a source of stability, while also helping to shape the future.

## **Our ability to recruit, retain and develop a diverse, inclusive and professional public service underpins everything we do.**

The corporate plan for the BC Public Service has always been about precisely that: how do we ensure the public service continues to adapt to our changing world so we can continue to serve the needs of citizens in pursuing their aspirations for themselves, their families and their communities? This edition of the plan maintains that course, continuing to set the strategic vision and guiding direction for the BC Public Service as it continues to evolve.

As you will see from the updated demographic profile included in this plan, the public service workforce is in the midst of a long-anticipated generational shift. This presents some profound issues as we lose the experience and expertise of thousands of dedicated, committed and long-serving employees now entering retirement. But it also creates a unique window of opportunity to refresh and renew the culture of the public service with the influx of a new generation and the continued growth and development of those who still have long careers ahead of them.

Navigating this transition isn't just important for us internally. It's important for the good of the province. Every effort we make to be a better employer is, above all else, because we know that makes us a better public service that is better able to serve British Columbians. Our ability to recruit, retain and develop a diverse, inclusive and professional public service underpins everything we do. At the same time, rethinking how we do our work also requires us to rethink the talent, skillsets and mindsets the public service needs to attract and develop.

Being a better public service requires us to be a more agile and responsive organization. We are expected to solve more complex problems than ever, against a backdrop of a society where everything moves faster and we are expected to keep pace. The tension between a public service designed to be thoughtful and deliberative in solving difficult problems and the expectation of quick and simple solutions is up to us to manage. Yet, while we pursue innovation and adapt to our changing context, we can't lose sight of the true understanding of what it means to be a public servant.

The foundational purpose of serving the public interest has not and will not change. Ensuring our shared understanding of that purpose is more important than ever. With the significant influx of new talent in recent years, in a very real and tangible way the public service is being renewed. It is incumbent on us to ensure all those new public servants clearly understand the purpose, role and values of the public service.

Individually, we have the privilege of pursuing our varied and rewarding careers because the people of B.C. trust us to keep our commitment to put them first. Collectively, we are stronger as an organization when we strive to remember that every step we take must somehow improve life for the people we each pledged to serve.

With all these factors in mind, this edition of the corporate plan is built around three themes outlining the type of public service we are striving to be for British Columbians:

- 1. A TRUSTED PUBLIC SERVICE:** a highly professional institution trusted by citizens, elected government and its employees.
- 2. A TALENTED PUBLIC SERVICE:** an inclusive employer that attracts, develops and retains the people we need to meet the current and future needs and expectations of British Columbians and their government.
- 3. A MODERN PUBLIC SERVICE:** an organization with the policies, practices and tools needed to effectively and nimbly respond to the evolving needs of the province and its people.

Under each of these themes, you will find a series of commitments we will pursue over the next three years to ensure we are and remain the trusted, talented and modern public service British Columbians expect and deserve.

**We are constantly evolving in response to the needs of the public,  
the priorities of their government, and the shifting  
social and economic dynamics of the province.**



# PROFILE OF A CHANGING BC PUBLIC SERVICE<sup>1</sup>

Smithers

With approximately 35,000 regular and auxiliary employees, the BC Public Service is the largest single employer in the province.<sup>2</sup> The number of employees has increased over the last five years to support the priorities of government, but we remain one of the leanest public services in Canada.

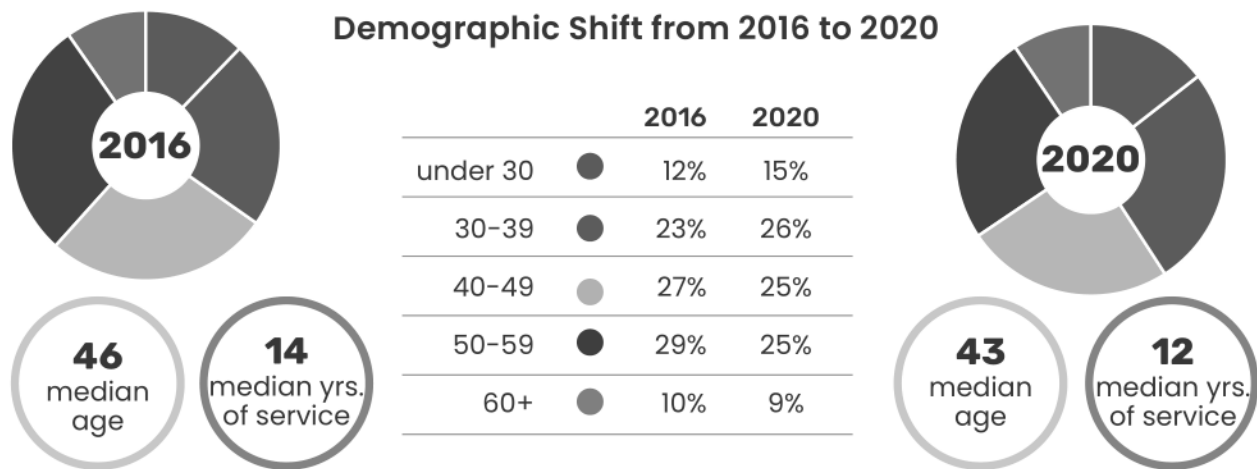
The BC Public Service workforce is also in the midst of a profound demographic shift. We anticipated this transition as the Baby Boomer generation's participation in the workforce eventually declined. That has now come to pass, and the number of Boomer employees has declined by more than half since 2010, now representing less than one third of the workforce. Generation X employees surpassed Boomers to be the largest generation in the public service in 2015.

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<sup>1</sup> B.C. demographic data based on employee headcount as of June 30, 2020 unless otherwise noted.

<sup>2</sup> Defined as number of employees per 1,000 population. B.C. is tied with Alberta at 7/1000, with only Ontario lower at 5/1000, according to 2019 data from the Public Service Commissioners of Canada.

Soon Generation X will be surpassed by Millennials, whose representation in the BC Public Service has quadrupled since 2010. As a result, after years of increasing, the average age of the BC Public Service is now the youngest it has been in at least a decade. This is partly shaped by a significant increase in the number of employees under age 30, a cohort that has grown by over 50 per cent in the past five years.



This generational turnover was inevitable, and it has profound implications for the public service as an employer. With the influx of new talent, the average years of service has declined by 14 per cent since 2015. In the same timeframe, the average years an employee has been in their current role has dropped by one quarter. Five years ago, about one in four employees had been in their current position less than one year. Today that has jumped to one in three current employees, as we recruit new talent and more employees seek out new opportunities across government.

Mobility and the addition of new employees bring the benefit of fresh perspectives and opportunities. But it also requires the public service to pay attention to knowledge transfer as long-serving employees retire and take their experience and expertise with them. Shorter job tenures also require increased attention to employee development, especially in management and leadership roles. A growing number of employees are advancing into leadership roles earlier in their public service careers, requiring accelerated support to ensure they are ready to both lead teams and effectively manage their administrative responsibilities.



**35,000+**  
employees

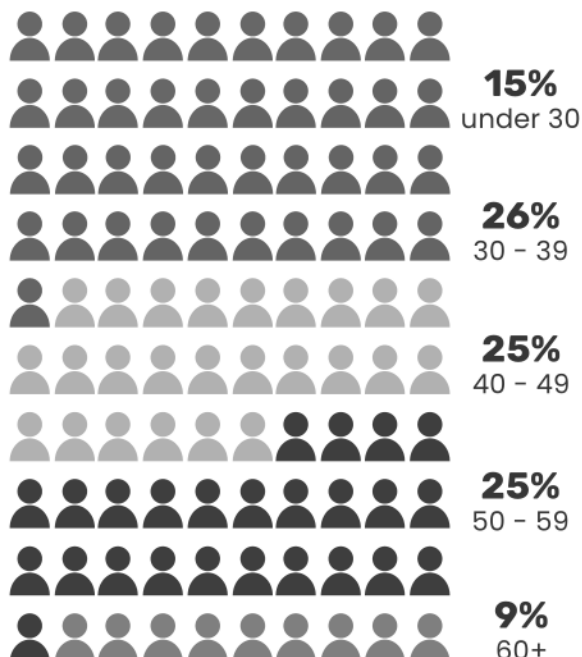


**200+**  
occupations

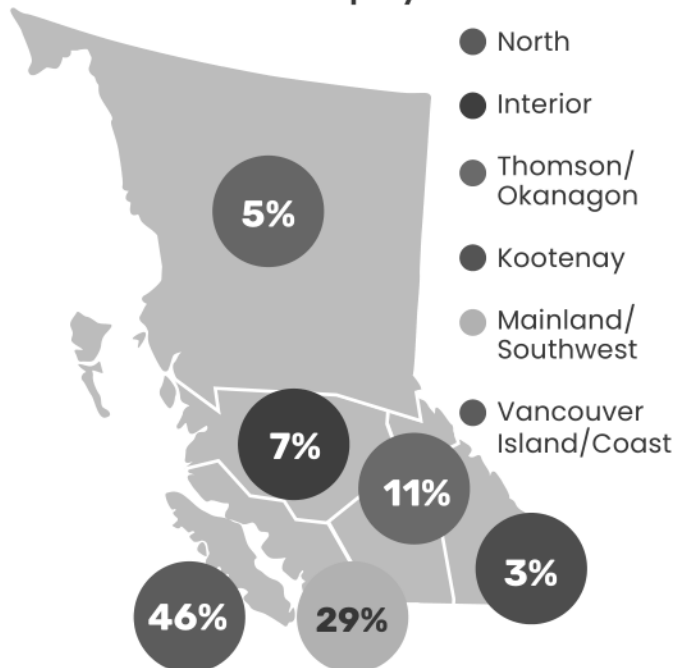


**280+**  
communities

### Demographic Breakdown



### Where BCPS Employees Work



Diversity remains a focus for the BC Public Service, building on the Diversity and Inclusion Action Plan approved by Cabinet in the fall of 2017. From a gender perspective, 61 per cent of the BC Public Service are women. But this distribution is not consistent across different employee groups. For example, women have significantly higher representation in administrative roles but are significantly under-represented in enforcement, technology and technical roles.

According to the 2019 Diversity and Inclusion Survey, of the almost 49 per cent of employees who responded:

- 27.4 per cent identified as a visible minority.
- 16.5 per cent identified as having a disability.
- 7.3 per cent identified as LGBTQ2S+.
- 5.0 per cent identified as Indigenous.
- 1.1 per cent identified as trans or gender diverse.



Visible  
minorities



Persons with  
a disability



LGBTQ2S+



Indigenous  
peoples



Trans or  
gender diverse



**We believe in the value of every individual.  
Believing anything less is incompatible with the  
values and responsibilities of the public service.**

The results of the survey provide insight into both the progress made to build a more inclusive workplace and the areas where substantive improvement is still required. That information, combined with extensive research and engagement with representative employees, will inform a new and more comprehensive Diversity and Inclusion Strategy to help achieve the BC Public Service's commitment to be an employer where every employee is welcome and where citizens see themselves reflected.

The BC Public Service believes diversity and inclusion are fundamental to our role in society. There is no place for racism or any other form of discrimination within the public service, whether in our interactions with each other or with the public we serve. What does that mean? It means nobody who works alongside us or interacts with the public service should ever be thought of, talked about or treated as less than anyone else because of who they are – not less valued, less worthy, less respected, less capable, or less entitled to opportunity, or less filled with potential. We believe in the value of every individual. Believing anything less is incompatible with the values and responsibilities of the public service.

The path to addressing systemic barriers and building greater inclusion is complex to navigate and requires openness, empathy, leadership and a lasting commitment from all of us, but it is essential to make us a better public service.

**There is no place for racism or any other form of discrimination  
within the public service, whether in our interactions  
with each other or with the public we serve.**





# A TRUSTED PUBLIC SERVICE

Prince Rupert

Without the trust placed in us by citizens, by elected government and by our employees, we wouldn't be able to do the work we do. In many ways, our performance can be measured in the social and economic prosperity of our province, its communities and its citizens. We can't be successful in any of those measures if we don't start from a place of trust.

Every one of us is bound by a promise not just to do our jobs, but to do them in ways that maintain and enhance the public's trust in the public service. This is reflected in the Standards of Conduct that govern our work, setting out our responsibilities to work impartially, honestly and respectfully in our relationships with the public and with each other. It is reflected in the values of the public service: courage, passion, teamwork, service, accountability, curiosity and, above all, integrity.

That commitment to integrity is essential to who we are as a public service. It isn't optional. As an employer, we trust and expect our employees to act with integrity at all times. We provide the guidance, resources and training to ensure they can.

Acting with integrity means we do our utmost to make the right choice and do the right thing even in the most difficult of circumstances. It's not always easy. Public servants can face a myriad of competing and compelling interests and pressures, and they need to make countless difficult decisions every day. Some of those decisions will directly affect the lives of citizens, families and communities. Some will influence the long-term future of our province, its environment, its economy and its prosperity. Some will force us to set aside our own personal convictions in favour of supporting the public interest. But whether the choices we face are big or small, they are governed by the ethical compass of integrity. It doesn't mean we never make mistakes. But it means that even when we do, we act with the right intent, we learn, and we improve. Because we know that is what is expected of us, and because we know it is essential to maintaining the trust placed in us by British Columbians.

**To further enhance the trust of citizens, government and our employees, we will provide:**

- 
- New public-facing online resources to support transparency, awareness and understanding of the role and work of the professional public service.
- 
- New engagement and awareness resources to help all employees understand the ethical framework and obligations of professional public servants.
- 
- Continued enhancements to onboarding and orientation for new employees, including executives, to ensure they get the best possible start to their public service careers and understand their professional responsibilities.
- 
- Continued support and enhancement of the ethics advisory service, to ensure all employees can access advice to help them navigate ethical decisions such as conflicts of interest.
- 
- Policy enhancements and improved training and resources to address systemic barriers and to foster a more inclusive and respectful work environment that is free from discrimination, harassment and bullying.
-

# A TALENTED PUBLIC SERVICE



The BC Public Service is made up of over 35,000 trusted professionals – individuals who chose to make a career in service to the province. A career in the public service isn't for everyone. But it is for you if you're someone who wants work that matters. It's for you if you want work that makes an impact and makes British Columbia better. It's for you if you want a place to build a career that gives you hundreds of different opportunities all with the same employer. It's for you if you want to work with colleagues and an employer that value the full diversity of ideas, perspectives, experiences and identities that define our province and its people.

**Working here, we get to build careers that  
build our province in real, meaningful ways.**

Working here, we get to build careers that build our province in real, meaningful ways. The context in which we work today requires a level of collaboration, innovation and dedication that constantly pushes us to rethink how we do our jobs. It requires us to work differently, and to recruit for and develop talented people with different perspectives, skillsets and mindsets. Whether you are currently an employee or are interested in building a career with us, this is the most dynamic and creative period in the long history of the BC Public Service.

**To ensure we can continue to attract, develop and retain the talented people we need, over the next three years we will:**

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- Take a more active outreach approach with applicants to build awareness of positions that are in demand or support government's mandate.
- 
- Ensure educational and experiential requirements are clearly and appropriately aligned with the accountabilities of a job, so we can recruit the best possible candidates.
- 
- Cultivate an inclusive recruitment environment that results in a more diverse BC Public Service, including promotion of more inclusive hiring practices and updating HR systems and forms to reflect gender diversity.
- 
- Enhance the Pacific Leaders Employee Scholarship Program to improve the employee experience by simplifying the eligibility criteria and modernizing the application process.
- 
- Develop a new Corporate Learning Framework to clearly articulate corporate and ministry learning and development roles and responsibilities.
- 
- Enhance our commitment to Indigenous reconciliation by partnering with ministries to expand the House of Indigenous Learning resources.
- 
- Improve and expand learning opportunities for employees by piloting new approaches to self-directed learning and development.
- 
- Establish a corporate leadership development framework that provides a consistent approach to supporting aspiring leaders and helping current leaders refresh their skills.
- 
- Enhancing the performance management experience by encouraging a strengths-based, engagement-focused, developmental approach.
-

- 
- Support ongoing capacity-building of supervisors, managers and leaders through corporate learning and development programs so they can confidently engage and develop employees.
- 
- Establish a diversity and inclusion resource centre and develop a resource toolkit to support ministries, divisions and branches.
- 
- Create a “conflict-competent” culture by developing and facilitating training and services that expand conflict management knowledge, skills and abilities.
- 
- Work with ministries to build safety-oriented cultures that support psychological health and employee well-being in the workplace.
- 
- Implement a robust, data-driven workforce planning process to identify and address current and future talent needs for the BC Public Service.
- 
- Strengthen knowledge transfer practices to ensure we retain the knowledge of our employees as they move in and out of the workforce.
- 



# A MODERN PUBLIC SERVICE



The context in which we work is changing more rapidly than ever. Citizens look to government to solve increasingly complex problems – problems that reach beyond the boundaries of our province and beyond the responsibility of any one government ministry’s mandate. In addition, we face the rapidly shifting impact of technology, greater expectations of transparency and citizen input, and the need to maintain and improve existing services and programs.

Harnessing the potential of emerging technologies and the wealth of data and information available to us is part of how we continue to meet this challenge. It means being a public service that understands its role and relevance in a digitally-enabled and rapidly changing world. But being a modern public service is more than just applying this or that technology. It means being a public service that is able to respond to how the society we serve is changing – and finding the right balance in how we deliver that service, whether digitally or in person.

## **A modern public service means we're exploring different ways of working.**

A modern public service means we're exploring different ways of working. It's a public service that is better able to anticipate and respond to emerging issues and opportunities, and not being perceived as a barrier to innovation and progress. We need to become a more nimble public service so we can quickly deploy new solutions and effectively adapt as the social, economic and technological landscape continues to shift. Our ability to do this was proven during the pandemic response. The challenge is to make this agility more of the regular operational DNA of the public service and not something deployed only in times of crisis.

A modern public service designs and develops services, policies and programs through experimentation and data-informed research and analysis. A modern public service is one that can balance the potential of technology without sacrificing the priorities of service, privacy and security. Above all, a modern public service is actually much more human – using innovative methods, tools and approaches to better understand, respond to and even anticipate the diverse needs and expectations of citizens.

### **To continue to build a more responsive, adaptable and modern public service, we will:**

- 
- Provide new and enhanced employee tools, training and resources to support greater collaboration and more effective ways of working across the public service and with partners.
- 
- Enhance our capability to deliver quality policy advice and outcomes with targeted initiatives to identify and develop policy professionals and by fostering a public service culture that values policy excellence.
- 
- Expand the adoption and application of behavioural insights, strategic foresight and other data-driven, evidence-based approaches to policy and program design.
- 
- Introduce a new Framework for Change and supporting resources to continue advancing the shift to a more innovative and experimental public service culture.
- 
- Enable employees to safely, reliably and efficiently access the data they need to understand complex issues.
-



- 
- Pilot an integrated HR delivery model that introduces a more holistic and coordinated approach to delivering human resource services within the BC Public Service.
- 
- Develop new self-service applications and automated forms so employees can access the HR information, programs or services they need quickly and easily.
- 
- Update our careers website to make it easier to find and apply for public service jobs online.
- 
- Encourage and enable public servants to use active transportation to commute to and from work by providing convenient end-of-trip facilities at government buildings for all newly constructed office spaces or those undergoing a major renovation. Planning and installation will be informed with baseline data and consultation with employees.
- 
- Provide employees with modern workspaces that provide choice and flexibility through a more effective mix of technology, space and culture.
- 
- Pilot shared workspace options with a 10,000 square-foot building in Langford and at the Capital Park-2 location in the Legislative Precinct in Victoria.
- 
- Expand the use of the BC Services Card to support access to a wider range of government services, both in-person and online.
- 
- Support companies to quickly and securely share trusted and verifiable business information with other levels of government, suppliers, banks and partners.
- 
- Make it easier for people to access the government services they count on, no matter where they live in the province by expanding their options beyond online, in-person and phone to include verify-by-video, SMS/text, co-browsing and web chat.
- 
- Transform our approach to engaging British Columbians in dialogue about improving the policies and services that affect them.
- 

**We need to become a more nimble public service so we can quickly deploy new solutions and effectively adapt as the social, economic and technological landscape continues to shift.**



# REMAINING TRUE TO OUR VALUES



Being a trusted, talented and modern public service requires us to constantly adapt to the world around us. We need to be responsive to the emerging issues and opportunities that present themselves. At the same time, there are many aspects of our work that endure and need not change. One of these is the set of BC Public Service Corporate Values defined by our employees: courage, passion, teamwork, service, accountability, curiosity and, above all, integrity.

These values were mapped out more than a decade ago, but they are increasingly relevant in today's world as we face ever more complex challenges to our work and how we do it. By fully embracing these values in how we approach our jobs as individual professionals and how we reimagine our collective role, we can evolve while remaining true to who and what we are as a public service.



## Integrity

**Above all else, uphold the Standards of Conduct by working impartially, ethically, and respectfully.**



### Service

Serve the needs, interests and expectations of the public and each other.



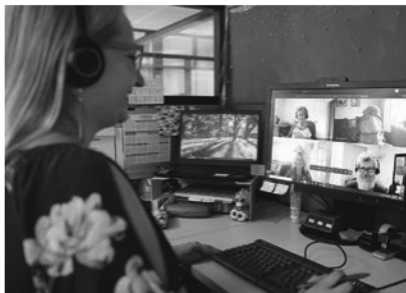
### Curiosity

Ask questions. Learn different ways to do things. Be open to new ideas. Work with creativity and imagination.



### Accountability

Be responsible. Show tenacity to overcome obstacles. Focus on outcomes. Take ownership of decisions and actions.



### Teamwork

Collaborate. Seek out and value new ideas and different perspectives. Cultivate trust and respect others.



### Passion

Take pride in our work. Lead by example. Motivate others to succeed.



### Courage

Take thoughtful risks. Speak up and empower others to do their best.

**How do we each apply our passion, curiosity, courage and sense of teamwork, service and accountability in a way that upholds the integrity required of us as impartial public servants?**

We cannot be a more creative, effective and innovative public service without living these values – and living these values compels us to be all those things. To harness the full potential and richness of a more diverse and inclusive public service, we need to unleash the true spirit of these values. And being true to that spirit will also inevitably make us a more inclusive place to work. Our values compel us to always strive to be better, and at the same time they are an integral part of what makes us better.

One of the unique challenges of being a public servant is that it requires each of us to set aside our own personal perspectives, opinions and interests in favour of the public interest as represented by a democratically elected government. That is the frame of reference in which we apply the public service values – how do we each apply our passion, curiosity, courage and sense of teamwork, service and accountability in a way that upholds the integrity required of us as impartial public servants?

In an ever-changing and often uncertain context, that can be all the more challenging. But these values are stars by which we can navigate even when our journey takes us beyond what is familiar and comfortable. They help us remain true to our enduring purpose even as we explore the full promise and potential of the public service that lies on the horizon.

# **Ministry of Finance**

## **2019/20 – 2021/22 SERVICE PLAN**

**February 2019**



## Minister Accountability Statement



The *Ministry of Finance 2019/20 – 2021/22 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in cursive script that reads "Carole James".

Honourable Carole James  
Minister of Finance

## Purpose of the Ministry

The Ministry of Finance plays a central role in managing government's fiscal, financial and taxation policies. Key responsibilities of the Ministry include:

- Developing forecasts of the provincial economy; developing and monitoring government's capital plan and three-year fiscal plan; and managing significant risks and opportunities relating to the plan.
- Oversight for government's financial, procurement and administrative governance as well as banking, corporate accounting, insurance, risk and debt management services.
- Performance and financial management audits of ministry, agency and Crown corporation programs and functions to help improve efficiency and ensure governance, management and control systems are operating effectively.
- Policy development, regulation and enforcement for financial services, capital markets, pension plans, mortgage broker sectors, real estate services and societies.
- Providing policy advice with respect to federal-provincial fiscal arrangements and developments and the stewardship of the Canada Pension Plan.
- Identifying and collecting amounts owed to the government in relation to statutes the Ministry directly administers, as well as statutes administered by other ministries.
- Administer statutes that provide regulatory oversight of pension plans, mortgage brokers, deposit taking institutions (credit unions), trust companies and insurers in B.C.
- Oversight of governance, corporate accountability and appointments to all Crown corporations, agencies, boards and commissions.
- Coordinate cross-government action on gender issues, including gender-based violence, gender equity and economic and political empowerment.
- Oversight of strategic coordination of bargaining and labour relations, total compensation planning and human resource management for the broader public sector.
- Operation of the Government House and accountability for the BC Securities Commission, Partnerships BC, and the Real Estate Council of BC.

## Strategic Direction

The Government of British Columbia is putting people at the heart of decision-making by working to make life more affordable, improve the services people count on, and build a strong, sustainable economy that works for everyone.

Over the past year, significant government investments in areas including housing, child care and the elimination of fees, such as Medical Service Premiums, have contributed to making life more affordable for British Columbians today and into the future. Ministries are engaged in ongoing work to improve the availability of services citizens rely on including those related to primary medical care, education and training, transportation, the opioid crisis and poverty.

A strong economy that works for all regions of B.C. is diversified, resilient and improves the standard of living for people across the province. With that in mind, government is focusing on sustainable economic growth that strengthens our natural resource sectors, continues the development of the emerging economy, supports small business and uses innovation and technology to solve B.C. problems. A key priority in 2019/20 and beyond will be driving

economic growth with cleaner energy and fewer emissions. At the same time, Ministries continue to build prudence into budgets and plan for challenges.

Underpinning the work of all Ministries are two shared commitments: reconciliation with Indigenous peoples and consideration of how diverse groups of British Columbians may experience our policies, programs and initiatives. As part of these commitments, Ministries are working to implement the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's Calls to Action, and Gender-Based Analysis+ policy and budgeting.

This service plan outlines how the Ministry of Finance will support the government's priorities, including selected action items identified in the Minister's [Mandate Letter](#). Over the previous fiscal year, the Ministry of Finance made progress on these priorities by:

- Ensuring the province maintains its fiscal stability, competitive tax rates and the confidence of investors and financial markets.
- Introducing measures such as the new speculation tax and increasing and expanding the foreign buyers' tax to help bring B.C.'s housing market back to balance.

The following performance plan outlines how the Ministry of Finance will continue to track progress on key mandate letter commitments and other emerging government priorities.



## Performance Planning

The Ministry of Finance is committed to making life more affordable, improving the services people count on, and building a strong, sustainable economy that works better for everyone. To support these commitments the Ministry has developed a range of goals, objectives and strategies to address three core priorities of the Minister:

- Ensure Budget 2019/20 reports as balanced as per public accounts released in summer 2020;
- Take measures to improve housing affordability, close real estate speculation loopholes, and reduce tax fraud and money laundering in the B.C. real estate marketplace; and
- Eliminate Medical Service Plan fees by January 2020.

### Goal 1: A strong and sustainable economy

The Ministry is responsible for achieving government's goal of balancing the needs and priorities of British Columbians with the fiscal prudence that marks B.C. as an economic leader in Canada. This includes management of government's fiscal plan, oversight of financial monitoring and reporting, and administration of the province's tax system.

#### Objective 1.1 Effective management of government's fiscal plan

##### Key Strategies:

- Develop and prepare the economic forecast, incorporating an appropriate amount of prudence relative to the private sector outlook.
- Develop, prepare and validate revenue forecasts so that they are consistent with the Ministry's economic forecast and government decisions.
- Continuously monitor year-to-date activity and issues affecting the economy and provincial revenues and identify risks and opportunities to the economic and fiscal plans.
- Ensure effective cash management and debt issuance to minimize borrowing requirements and debt service costs.
- Manage government's corporate capital plan which includes strategic investment in infrastructure across the province within an affordability framework, such as transit, roads, hospitals, schools, and affordable housing, to deliver the services people count on.
- Oversee the strategic coordination of collective bargaining and total compensation planning across the provincial public sector.

Performance Measure	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.1 Balanced budget (\$ millions)	374 surplus	274 surplus	287 surplus	585 surplus

Data source: *British Columbia Budget and Fiscal Plan*.



**Linking Performance Measures to Objectives:**

This measure reflects the Ministry's overall success in implementing, monitoring, and maintaining government's fiscal plan. The Ministry will continue to uphold its commitment to deliver a balanced budget in 2019/20 and in future years.

**Objective 1.2      Accountable, efficient and transparent financial management**
**Key Strategies:**

- Ensure appropriate financial management policies and system are in place.
- Monitor, evaluate and report on the effectiveness of internal controls.
- Report on financial plans and performance in accordance with statutory requirements.

Performance Measure	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.2 Audit opinion provided by the Office of the Auditor General	Public accounts in accordance with GAAP	Public accounts in accordance with GAAP	Public accounts in accordance with GAAP	Public accounts in accordance with GAAP

Data source: Release of *Public Accounts*.

**Linking Performance Measures to Objectives:**

This measure is an indication of government's transparency in accounting for its finances. In preparing the *Public Accounts*, the Ministry strives to provide an open, accurate and fair representation of the government's financial position in accordance with GAAP. To validate this position, government seeks an independent audit opinion that offers an objective assessment of its financial reporting. This measure will be considered substantially achieved if the Office of the Auditor General provides a qualified but positive opinion of the *Public Accounts*.

**Objective 1.3      Fair and effective revenue, tax and benefit administration**
**Key Strategies:**

- Work with taxpayers, clients, stakeholders and other jurisdictions to ensure tax and revenue programs are effectively administered, including compliance and enforcement activities.
- Help individuals and businesses to fully understand their financial obligations to ensure everyone pays their fair share of taxes.
- Continue to implement new technology and process improvements to the tax administration system that foster better engagement with clients, enhance and streamline services, and enable effective compliance and enforcement activities while also consolidating to reduce administration costs.

Performance Measure	2018/19 Actual	2019/20 Target	2020/21 Target	2021/22 Target
1.3a Percentage of on-time payments	96.0%	Upward trend	Upward trend	Upward trend
1.3b Cost to collect one dollar of tax revenue	\$0.0054	Downward trend	Downward trend	Downward trend
1.3c Accounts receivable as a percentage of total tax revenue	1.48%	Downward trend	Downward trend	Downward trend

Data source: Revenue Services Division information systems.

### Linking Performance Measures to Objectives:

The Ministry utilizes three measures to report on the efficacy of the Ministry's revenue collection programs: percentage of on-time payments, cost to collect tax revenue, and accounts receivable as a percentage of total tax revenue.

The percentage of on-time payments measure tracks the remittance of tax payments and other revenues received on or before their legislated due date. It provides an indication of citizens' and taxpayers' understanding of their financial obligations.

The cost to collect revenue measure reflects the cost incurred to collect amounts owed to government. Information on the cost to collect revenue helps guide decision making on managing productivity and efficiency.

The accounts receivable as a percentage of total revenue measure reports on the success of collecting amounts owed to government and administered by the Ministry of Finance. These amounts may be billed by the Ministry, self-assessed by individuals and businesses, or identified through audit and compliance activities.

## Goal 2: Making life more affordable

The Ministry has a critical role in helping to bring the housing market back to balance and making B.C.'s tax system fair for all citizens.

### Objective 2.1 Increase fairness and transparency in B.C.'s housing market

#### Key Strategies:

- Continue work on Government's [Homes for BC: a 30-Point Plan for Housing](#).
- Stabilize demand by implementing measures such as the speculation tax, increasing and expanding the foreign buyers' tax and closing tax loopholes.
- Enhance enforcement and audit work to prevent tax fraud.
- Work with federal government and the real estate industry to address money laundering.
- Strengthen consumer protection in B.C.'s real estate market.

Performance Measure	2018/19 Actual <sup>1</sup>	2019/20 Target	2020/21 Target	2021/22 Target
2.1 Residential sales-to-new listing ratio	53%	Ratio between 40% and 60%	Ratio between 40% and 60%	Ratio between 40% and 60%

Data source: Haver Analytics/Canadian Real Estate Association.

- The data used for this measure is for the calendar year that ends in the stated fiscal year (e.g. 2018 calendar year data is used for 2018/19).

### Linking Performance Measures to Objectives:

This measure is the ratio between the number of housing unit sales and the number of new listings entering the market annually in the province on average. In general, a ratio between 40 per cent and 60 per cent indicates a balanced market in which prices are likely to grow at a moderate pace. The B.C. housing market and its stability is affected by a multitude of factors, only some of which are influenced by Ministry policies. Nevertheless, this ratio is an important indicator of the effectiveness of measures implemented by the Ministry. The targets signal government's intent to ensure B.C.'s housing market is fair, transparent and balanced.

## Objective 2.2 A fair and progressive tax system

### Key Strategies:

- Support government's commitment to a strong and innovative economy through progressive tax initiatives, such as eliminating Medical Service Plan premiums.
- Develop and implement tax and other measures that help address inequality and foster economic growth.

Performance Measure	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.2a Provincial ranking of corporate income tax rates	3 <sup>rd</sup> Lowest	Remain in lowest four	Remain in lowest four	Remain in lowest four
2.2b Provincial ranking of personal income tax rates for bottom bracket	2 <sup>nd</sup> Lowest	Remain in lowest two	Remain in lowest two	Remain in lowest two
2.2c Provincial ranking of personal income tax rates for second lowest bracket	Lowest	Remain in lowest two	Remain in lowest two	Remain in lowest two

Data source: Published legislation and budgets from all 10 provinces.

### Linking Performance Measures to Objectives:

The corporate income tax measure reflects government's commitment to maintaining a competitive tax environment that supports a strong and sustainable economy.

The measures of the provincial ranking of personal income tax rates provide a comparison of B.C.'s personal income tax rates for the bottom two tax brackets, as of March 31 each year, with those of the other nine provinces.

## Resource Summary

Core Business Area	2018/19 Restated Estimates <sup>1</sup>	2019/20 Estimates <sup>2</sup>	2020/21 Plan	2021/22 Plan
<b>Operating Expenses (\$000)</b>				
Treasury Board Staff	7,026	7,073	7,041	7,041
Office of the Comptroller General	21,266	21,702	21,628	21,628
Treasury	1	1	1	1
Revenue Division	90,545	179,108	180,380	181,159
Policy and Legislation	6,283	7,694	7,579	7,579
Public Sector Employers' Council Secretariat	16,839	16,852	16,841	16,841
Crown Agencies and Board Resourcing Office	855	1,556	1,470	1,470
Executive and Support Services	29,766	31,341	31,269	31,269
Insurance and Risk Management Account	4,493	4,562	4,537	4,537
Provincial Home Acquisition Wind Up special account	10	10	10	10
Housing Priority Initiatives special account	283,225	488,771	531,289	505,829
<b>Total</b>	<b>460,309</b>	<b>758,670</b>	<b>802,045</b>	<b>777,364</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	644	547	370	247
<b>Total</b>	<b>644</b>	<b>547</b>	<b>370</b>	<b>247</b>
<b>Other Financing Transactions (\$000)</b>				
<b>Reconstruction Loan Portfolio</b>				
Disbursements	15	10	5	0
Receipts	(3,500)	(2,500)	(2,000)	(1,000)
<b>Net Cash Requirements (Source)</b>	<b>(3,485)</b>	<b>(2,490)</b>	<b>(1,995)</b>	<b>(1,000)</b>

Core Business Area	2018/19 Restated Estimates <sup>1</sup>	2019/20 Estimates <sup>2</sup>	2020/21 Plan	2021/22 Plan
<b>Student Aid BC Loan Program</b>				
Disbursements	230,000	230,000	230,000	230,000
Receipts	(115,000)	(115,000)	(115,000)	(115,000)
Net Cash Requirements (Source)	115,000	115,000	115,000	115,000
<b>International Fuel Tax Agreement (<i>Motor Fuel Tax Act</i>)</b>				
Disbursements	3,000	3,000	3,000	3,000
Receipts	(14,500)	(14,500)	(14,500)	(14,500)
Net Cash Requirements (Source)	(11,500)	(11,500)	(11,500)	(11,500)
<b>Land Tax Deferment Act</b>				
Disbursements	145,000	240,000	242,000	242,000
Receipts	(70,000)	(77,000)	(84,000)	(92,000)
Net Cash Requirements (Source)	75,000	163,000	158,000	150,000
<b>Improvement District Loans (<i>Local Government Act</i>)</b>				
Disbursements	1,500	1,500	1,500	1,500
Receipts	(1,498)	(1,600)	(1,600)	(1,600)
Net Cash Requirements (Source)	2	(100)	(100)	(100)
<b>Total Disbursements</b>	<b>379,515</b>	<b>474,510</b>	<b>476,505</b>	<b>476,500</b>
<b>Total Receipts</b>	<b>(204,498)</b>	<b>(210,600)</b>	<b>(217,100)</b>	<b>(224,100)</b>
<b>Net Cash Requirements (Source)</b>	<b>175,017</b>	<b>263,910</b>	<b>259,405</b>	<b>252,400</b>

1. For comparative purposes, amounts shown for 2018/19 have been restated to be consistent with the presentation of the 2019/20 Estimates.
2. Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## Appendix A: Government Communications and Public Engagement

### Purpose of the Organization

The mandate of Government Communications and Public Engagement (GCPE) is to ensure British Columbians are informed about programs, policies and services that affect them – and to communicate essential features and changes in these areas through traditional communication practices, direct engagement and online services.

### Strategic Direction

GCPE plays a critical role in helping government achieve its key commitments: make life more affordable; deliver the services people count on; and build a strong, sustainable economy that works for everyone by informing British Columbians about government actions to achieve these priorities and about the programs and services available. GCPE also coordinates direct engagement with citizens through ongoing dialogue concerning the development and design of key initiatives.

### Resource Summary

Core Business Area	2018/19 Restated Estimates <sup>1</sup>	2019/20 Estimates <sup>2</sup>	2020/21 Plan	2021/22 Plan
<b>Operating Expenses (\$000)</b>				
Government Communications	27,030	29,150	29,045	29,045
Government Digital Experience	8,354	8,655	8,618	8,618
<b>Total</b>	<b>35,384</b>	<b>37,805</b>	<b>37,663</b>	<b>37,663</b>

1. For comparative purposes, amounts shown for 2018/19 have been restated to be consistent with the presentation of the 2019/20 Estimates.
2. Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## **Appendix B: Public Service Agency**

### **Purpose of the Agency**

The B.C. Public Service Agency provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole.

### **Strategic Direction**

The BC Public Service is one of the largest workforces in the province, serving all communities across British Columbia. From frontline workers, to accountants and architects, researchers and analysts, information technology professionals, social workers and others, there is virtually no area of expertise unrepresented. BC Public Service employees provide a wide range of services to British Columbians supporting the provision of health care, public safety, education and environmental management to name a few.

The B.C. Public Service Agency supports the work these employees do by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, professional development, succession management and employee engagement. In doing so, it helps ensure the BC Public Service continues to have the right talent it needs to do the work of government today and in the future.

The Agency is also accountable for promoting ethical behaviour across the public service by coordinating the development, awareness, training and communication of programs regarding the Oath and Standards of Conduct and providing policy advice and guidance to ministries. The Service Plan includes the priorities and initiatives that were outlined in the Minister of Finance's Mandate Letter.

### **Key Links**

[Public Service Agency Programs & Strategies](#)

[Careers in the BC Public Service](#)

[Indigenous Youth Internship Program](#)

[Diversity, Inclusion & Respect](#)



## Resource Summary

Core Business Area	2018/19 Restated Estimates <sup>1</sup>	2019/20 Estimates <sup>2</sup>	2020/21 Plan	2021/22 Plan
<b>Operating Expenses (\$000)</b>				
BC Public Service Agency	56,268	56,545	56,380	56,380
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	27,131	24,784	24,784	24,784
<b>Total</b>	<b>83,400</b>	<b>81,330</b>	<b>81,165</b>	<b>81,165</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
BC Public Service Agency	10	10	10	10
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

1. For comparative purposes, amounts shown for 2018/19 have been restated to be consistent with the presentation of the 2019/20 Estimates.
2. Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).



## **Appendix C: Other Agencies, Boards, Commissions and Tribunals**

### **Crown Corporations**

- BC Securities Commission: [www.bcsc.bc.ca](http://www.bcsc.bc.ca)
- Partnerships BC: [www.partnershipsbc.ca](http://www.partnershipsbc.ca)
- Real Estate Council of BC: [www.recbc.ca](http://www.recbc.ca)

### **Public Sector Employers' Council and Employers' Associations**

- Public Sector Employers' Council ([PSEC](#))
- British Columbia Public School Employers' Association ([BCPSEA](#))
- Community Social Services Employers' Association ([CSSEA](#))
- Crown Corporations Employers' Association ([CCEA](#))
- Health Employers Association of British Columbia ([HEABC](#))
- Post-Secondary Employers' Association ([PSEA](#))
- University Public Sector Employers' Association ([UPSEA](#))

### **Boards, Commissions and Other Key Organizations**

- BC Investment Management Corporation: [www.bcime.com](http://www.bcime.com)
- BC Pension Corporation: [www.pensionsbc.ca](http://www.pensionsbc.ca)
- Credit Union Deposit Insurance Corporation: [www.cudicbc.ca](http://www.cudicbc.ca)
- Financial Institutions Commission: [www.fic.gov.bc.ca](http://www.fic.gov.bc.ca)
- Government House: [www.ltgov.bc.ca](http://www.ltgov.bc.ca)
- Insurance Council of BC: [www.insurancecouncilofbc.com](http://www.insurancecouncilofbc.com)
- Office of the Superintendent of Real Estate ([OSRE](#))
- Real Estate Foundation of BC: [www.refbc.com](http://www.refbc.com)

# **Ministry of Finance**

## **2020/21 – 2022/23 SERVICE PLAN**

**February 2020**



## Minister Accountability Statement



The *Ministry of Finance 2020/21 - 2022/23 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

I wish to thank the staff at the Ministry of Finance. I am proud to work with this committed team of professionals.

A handwritten signature in cursive script that reads "Carole James".

Honourable Carole James  
Minister of Finance  
February 18, 2020

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## Purpose of the Ministry

The Ministry of Finance plays a central role in managing government's fiscal, financial and taxation policies. Key responsibilities of the ministry include:

- Developing forecasts of the provincial economy; developing and monitoring government's capital plan and three-year fiscal plan; and managing significant risks and opportunities relating to the plan.
- Policy development with respect to provincial taxes.
- Oversight for government's financial, procurement and administrative governance as well as banking, corporate accounting, insurance, risk and debt management services.
- Performance and financial management audits of ministry, agency and Crown corporation programs and functions to help improve efficiency and ensure governance, management and control systems are operating effectively.
- Policy development for financial services, capital markets, pension plans, mortgage broker sectors, real estate services and societies.
- Providing policy advice with respect to federal-provincial fiscal arrangements and developments and the stewardship of the Canada Pension Plan.
- Identifying and collecting amounts owed to the government in relation to statutes the ministry directly administers, as well as statutes administered by other ministries.
- Oversight of governance, corporate accountability and appointments to all Crown corporations, agencies, boards and commissions.
- Coordinate cross-government action on gender issues, including gender-based violence, gender equity and economic and political empowerment.
- Oversight of strategic coordination of bargaining and labour relations, total compensation planning and human resource management for the broader public sector.
- Providing support to public infrastructure projects that are being developed through Community Benefits Agreements.
- Operation of the Government House and accountability for the BC Securities Commission, the BC Financial Services Authority, BC Infrastructure Benefits, Partnerships BC, and the Real Estate Council of BC.

## Strategic Direction

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Ministries are actively working to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, ministries will ensure that equity is reflected in budgets, policies and programs.

Additional key initiatives underpinning lasting prosperity in 2020/21 and beyond are the implementation of:

- A Framework for Improving British Columbians' Standard of Living which will provide the foundation for quality economic growth in our province and a pathway to a more inclusive and prosperous society,
- The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- The CleanBC plan, putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water.

The Economic Forecast Council (EFC) expects B.C.'s real GDP to grow by 2.4 per cent in 2020 and 2.3 per cent in 2021. Meanwhile for Canada, the EFC projects national real GDP growth of 1.7 per cent in 2020 and 1.8 per cent in 2021. As such, B.C.'s economic growth is expected to outperform Canada's in the coming years. Risks to B.C.'s economic outlook include ongoing uncertainty regarding global trade policies and weak global economic activity, as well as lower commodity prices and slower domestic economic growth. Meanwhile, LNG development in the province is expected to have a positive impact on B.C.'s economy.

This 2020/21 service plan outlines how the Ministry of Finance will support the government's priorities, including selected action items identified in the July 2017 Minister's *Mandate Letter*. Over the previous fiscal year, the Ministry of Finance made progress on these priorities by:

- Completing the implementation of the Speculation and Vacancy Tax;
- Eliminating Medical Service Plan fees as of January 1, 2020; and
- Establishing the BC Financial Services Authority in November 2019.

The following performance plan outlines how the Ministry of Finance will continue to track progress on key mandate letter commitments and other emerging government priorities.

## Performance Planning

The Ministry of Finance is committed to making life more affordable, improving the services people count on, and building a strong, sustainable economy that works better for everyone. To support these commitments the ministry has developed a range of goals, objectives and strategies to address the three core priorities of government. Over the next year the ministry will take specific actions to:

- Ensure Budget 2020/21 reports as balanced as per Public Accounts released in summer 2021;
- Take measures to continue to address housing affordability, close real estate speculation loopholes, and reduce tax fraud and money laundering in the B.C. real estate marketplace; and
- Support British Columbians by growing a diverse, safe and skilled workforce.

### Goal 1: Sound and transparent management of government's finances

The ministry is responsible for achieving government's goal of balancing the needs and priorities of British Columbians within a balanced fiscal plan. This includes management of government's fiscal plan, oversight of financial monitoring and reporting, and administration of the province's tax system.

#### Objective 1.1: Effective management of government's fiscal plan

The government's ability to achieve a sustainable fiscal environment relies on the development and maintenance of a prudent and resilient fiscal plan. The ministry plays a critical role in overseeing the fiscal plan and works closely with provincial ministries and other public sector partners to ensure that government's annual and three-year revenue, operating and capital expenditure targets are met, and government priorities are reflected. In addition, the ministry leads negotiations with the federal government on major federal transfers.

#### Key Strategies:

- Develop and prepare the economic forecast, incorporating an appropriate amount of prudence relative to the private sector outlook, and monitor changes in the forecast and B.C.'s economy that impact Government's fiscal plan.
- Develop, prepare and monitor forecasts of revenues, expenditure and debt set out in *Budget 2020* to identify risks and opportunities to the fiscal plan, develop risk mitigation strategies, and take corrective action as required to meet targets.
- Develop and manage Government's corporate capital plan within an affordability framework and consistent with the strategic priorities of government.
- Ensure effective cash management and debt issuance to minimize borrowing requirements and debt service costs.
- Support increased trade and investment with B.C. through investor tours, trade missions and financing strategies that enhance the province's trade presence in key markets.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1 Balanced Budget <sup>1</sup>	\$203M	\$227M	\$179M	\$374M

<sup>1</sup> Data Source: *British Columbia Budget and Fiscal Plan*.

**Linking Performance Measure to Objective:**

This measure reflects the ministry's overall success in implementing, monitoring, and maintaining government's fiscal plan. The ministry will continue to uphold its commitment to deliver a balanced budget in 2020/21 and in future years.

**Objective 1.2: Accountable, efficient and transparent financial and program management across government**

**Key Strategies:**

- Prepare the annual Budget and Fiscal Plan, Estimates and quarterly reports in accordance with statutory requirements.
- Support the broader public sector to develop and implement increasingly inclusive and equitable programs.
- Provide policy leadership and guidelines regarding performance planning and reporting standards to ensure the public sector meets accountability and transparency requirements.
- Oversee government's financial, procurement and administrative management framework and ensure core policies are effectively administered.
- Monitor, evaluate and report on the effectiveness of internal controls.
- Ensure treasury, risk management, and security services align with related policies and support the requirements of government and public sector clients.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.2 Audit opinion provided by the Office of the Auditor General <sup>1</sup>	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP

<sup>1</sup> Data Source: Release of *Public Accounts*.

**Linking Performance Measure to Objective:**

This measure is an indication of government's transparency in accounting for its finances. In preparing the *Public Accounts*, the ministry strives to provide an open, accurate and fair representation of the government's financial position in accordance with GAAP (generally accepted accounting principles). To validate this position, government seeks an independent audit opinion that offers an objective assessment of its financial reporting. This measure will be considered substantially achieved if the Office of the Auditor General provides a qualified but positive opinion of the *Public Accounts*.



### Objective 1.3: Responsive, fair and effective revenue, tax and benefit administration

#### Key Strategies:

- Work with citizens, clients, stakeholders and other jurisdictions to ensure tax, revenue and benefit programs are effectively administered, including compliance and enforcement activities.
- Help improve and promote citizen-centred tax information and education to ensure individuals and businesses fully understand their financial obligations and ensure everyone pays their fair share of taxes.
- Continue to implement new technology and process improvements to the tax administration system that improves the citizen experience, increases engagement with clients, enhances self-service options, and enable effective compliance and enforcement activities.
- Implementation of the Revenue Services Transition Project to support the successful repatriation of revenue management and IM/IT services currently managed under contract back into government.

Performance Measure	2018/19 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.3a Percentage of on-time payments <sup>1</sup>	96.0%	98.0%	Upward trend	Upward trend	Upward trend
1.3b Cost to collect one dollar of tax revenue <sup>1</sup>	\$0.0054	\$0.0049	Downward trend	Downward trend	Downward trend
1.3c Accounts receivable as a percentage of total tax revenue <sup>1</sup>	1.48%	2.20%	Downward trend	Downward trend	Downward trend

<sup>1</sup> Data Source: Revenue Services Division information systems.

#### Linking Performance Measure to Objective:

The ministry has three measures that report on the effectiveness of revenue collection programs: percentage of on-time payments, cost to collect tax revenue, and accounts receivable as a percentage of total tax revenue.

The percentage of on-time payments measure tracks tax payments and other revenues received on or before their legislated due date. The measure provides an indication of citizens' and taxpayers' understanding of their financial obligations.

The cost to collect revenue measure reflects the cost incurred to collect amounts owed to government. Information on the cost to collect revenue helps guide decision making on managing productivity and efficiency.

The accounts receivable as a percentage of total revenue measure reports on the success of collecting amounts owed to government and administered by the Ministry of Finance.

## Goal 2: Strong, sustainable and innovative economy

The ministry has a critical role in helping to make B.C.'s tax system fair for all citizens, bringing the housing market back into balance, and supporting a robust regulatory environment. and making B.C.'s tax system fair for all citizens.

### Objective 2.1: A modern, progressive and fair tax system and a robust regulatory environment

A tax system that is perceived by British Columbians to be fair increases their confidence in government. Furthermore, the Province's ability to support a strong economy depends on a regulatory environment that is benchmarked nationally and internationally. Jurisdictions with competitive tax regimes and regulatory frameworks are successful in attracting and retaining personal and business investment.

#### Key Strategies:

- Develop and implement tax and other measures that foster economic growth and help address inequality to ensure the tax system works for all British Columbians, especially disadvantaged and marginalized populations.
- Ensure financial services and real estate regulatory frameworks are efficient and effective and protect the public interest.
- Continue to work with other provinces and territories to establish standards for capital market regulation that protects and supports B.C.'s interests and ensures the province's securities industry is not negatively impacted.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.1a Provincial ranking of corporate income tax rates <sup>1</sup>	4 <sup>th</sup> Lowest	Remain in lowest four	Remain in lowest four	Remain in lowest four
2.1b Provincial ranking of personal income tax rates for bottom bracket <sup>1</sup>	2 <sup>nd</sup> Lowest	Remain in lowest two	Remain in lowest two	Remain in lowest two
2.1c Provincial ranking of personal income tax rates for second lowest bracket <sup>1</sup>	Lowest	Remain in lowest two	Remain in lowest two	Remain in lowest two

<sup>1</sup> Data Source: Published legislation and budgets from all 10 provinces.

#### Linking Performance Measure to Objective:

The corporate income tax measure reflects government's commitment to maintaining a competitive tax environment that supports a strong and sustainable economy. The measures of the provincial ranking of personal income tax rates provide a comparison of B.C.'s personal income tax rates for the bottom two tax brackets, as of March 31 each year, with those of the other nine provinces.

## Objective 2.2: A fair and transparent housing market

### Key Strategies:

- Continue work on the ministry's commitments in Government's *Homes for BC: a 30-Point Plan for Housing*.
- Work with the Real Estate Council of BC and the BC Financial Services Authority to transition to a single regulator for the B.C. real estate industry.
- Strengthen consumer protection in B.C.'s real estate market through oversight of real estate licensees and addressing unlicensed and illegal real estate activity including money laundering.
- Monitor effects of the speculation and vacancy tax, and the foreign buyers' tax to ensure desired results are achieved.
- Work with federal government and the B.C. financial services regulators to address money laundering.

Performance Measure		2018/19 Actual	2019/20 Actual	2020/21 Target	2021/22 Target	2022/23 Target
2.2	Residential sales-to-new listing ratio <sup>1</sup>	53%	54%	Ratio between 40% and 60%	Ratio between 40% and 60%	Ratio between 40% and 60%

<sup>1</sup> Data Source: Haver Analytics/Canadian Real Estate Association. The data used for this measure is for the calendar year that ends in the stated fiscal year (e.g. 2019 calendar year data is used for 2019/20).

### Linking Performance Measure to Objective:

This measure is the ratio between the number of housing unit sales and the number of new listings entering the market annually in the province on average. In general, a ratio between 40 per cent and 60 per cent indicates a balanced market in which prices are likely to grow at a moderate pace. The B.C. housing market and its stability is affected by a multitude of factors, only some of which are influenced by ministry policies. Nevertheless, this ratio is an important indicator of the effectiveness of measures implemented by the ministry. The targets signal government's intent to ensure B.C.'s housing market is fair, transparent and balanced.

## Objective 2.3: Effective oversight of public sector organizations

### Key Strategies:

- Continue to ensure that GBA+ is effectively implemented through training as well as monitoring and reporting on practices.
- Support Treasury Board in carrying out its oversight responsibilities related to financial requests of public sector organizations and matters with financial implications across the Government Reporting Entity.
- Build and maintain strong governance capacity within government and the broader public sector by providing tools, education and professional development opportunities.

- Provide training and facilitate an open, transparent and merit-based process for provincial appointments, resulting in effective public sector organization boards that reflect the diversity of B.C.
- Report on financial plans and performance in accordance with statutory requirements.
- Support corporate governance and financial management oversight frameworks between central agencies and ministries, and between ministries and public sector organizations

Performance Measure		2017/18 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.3	Women make up a minimum of 50% of government-appointed members on public sector organization boards <sup>1</sup>	41.5%	49.9%	50%	50%	50%

<sup>1</sup> Data Source: Internal Ministry data.

#### Linking Performance Measure to Objective:

One way to measure the effectiveness of government's oversight of public sector organizations is by tracking how representative boards are of the diversity of B.C. The proportion of men and women appointed by government to public sector organizations is currently tracked and is a starting point from which to begin measuring progress towards greater diversity and inclusion on public sector boards.

#### Objective 2.4: Provide support to all ministries in the delivery of community benefits on public infrastructure projects.

##### Key Strategies:

- Support Government's community benefits objectives through the development and implementation of the Community Benefits Framework policy, which ensures public infrastructure spending delivers more opportunities for apprenticeship completions and training, increased opportunities for Indigenous peoples, women and other equity seeking groups, good paying jobs, improved access for local business and workers, and consideration of environmentally beneficial practices.
- Encourage and support the consistent use of the Community Benefits Framework policy across ministries and collect data on community benefits objectives.
- Ensure regular reporting of community benefits objectives to demonstrate the progress of the Community Benefits Framework policy.

##### Performance Measure:

The Ministry is developing a performance management framework to evaluate the effectiveness of the Community Benefits Framework. Baseline measures will be established in 2020/21 and targets set for outgoing years in order to introduce these performance measures in the 2021/22 Service Plan.

## Resource Summary

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
Treasury Board Staff	7,073	6,847	6,855	6,855
Office of the Comptroller General	21,702	21,636	21,799	21,799
Treasury	1	1	1	1
Revenue Division	179,108	183,088	177,674	177,674
Policy and Legislation	7,694	7,379	7,388	5,879
Public Sector Employers' Council Secretariat	16,852	16,787	16,790	16,790
Crown Agencies and Board Resourcing Office	1,556	1,436	1,439	1,439
Executive and Support Services	31,341	30,317	31,295	31,295
Housing Priority Initiatives special account	488,771	456,289	505,829	598,640
Insurance and Risk Management Account	4,562	4,573	4,587	4,587
Provincial Home Acquisition Wind Up special account	10	10	10	10
<b>Total</b>	<b>758,670</b>	<b>728,363</b>	<b>773,667</b>	<b>864,969</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	547	133	181	10
<b>Total</b>	<b>547</b>	<b>133</b>	<b>181</b>	<b>10</b>
<b>Other Financing Transactions (\$000)</b>				
<b>Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)</b>				
Receipts	(2,500)	(2,000)	(1,000)	(1,000)
Disbursements	10	5	0	0
<b>Net Cash Requirement (Source)</b>	<b>(2,490)</b>	<b>(1,995)</b>	<b>(1,000)</b>	<b>(1,000)</b>

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Other Financing Transactions (\$000) Continued</b>				
<b>Student Aid BC Loan Program</b>				
Receipts	(115,000)	(115,000)	(115,000)	(115,000)
Disbursements	230,000	230,000	230,000	230,000
Net Cash Requirement (Source)	115,000	115,000	115,000	115,000
<b>International Fuel Tax Agreement Motor Fuel Tax Act</b>				
Receipts	(14,500)	(16,000)	(16,000)	(16,000)
Disbursements	3,000	5,000	5,000	5,000
Net Cash Requirement (Source)	(11,500)	(11,000)	(11,000)	(11,000)
<b>Land Tax Deferral Act</b>				
Receipts	(77,000)	(75,000)	(75,000)	(75,000)
Disbursements	240,000	310,000	325,000	350,000
Net Cash Requirement (Source)	163,000	235,000	250,000	275,000
<b>Improvement District Loans (Local Government Act)</b>				
Receipts	(1,600)	(1,300)	(1,300)	(1,300)
Disbursements	1,500	1,800	1,900	19,500
Net Cash Requirement (Source)	(100)	500	600	18,200
<b>Total Receipts</b>	<b>(210,600)</b>	<b>(209,300)</b>	<b>(208,300)</b>	<b>(208,300)</b>
<b>Total Disbursements</b>	<b>474,510</b>	<b>546,805</b>	<b>561,900</b>	<b>604,500</b>
<b>Total Net Cash Requirement (Source)</b>	<b>263,910</b>	<b>337,505</b>	<b>353,600</b>	<b>396,200</b>

<sup>1</sup> For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).



## Appendix A: Government Communications and Public Engagement

### Purpose of the Organization

Government Communications and Public Engagement (GCPE) provides centralized communications management and services for government. The mandate of GCPE is to ensure British Columbians are informed about programs, policies and services that affect them – and to communicate essential features and changes in these areas through traditional communication practices, direct engagement and online services.

### Strategic Direction

GCPE plays a critical role in helping government achieve its key commitments: make life more affordable; deliver the services people count on; and build a strong, sustainable economy that works for everyone by informing British Columbians about government actions to achieve these priorities and about the programs and services available. GCPE also supports direct engagement with citizens through ongoing dialogue concerning the development and design of key initiatives (e.g. supporting communications and public engagement activities for the implementation of CleanBC).

In today's fast-paced and media-rich world, it is important to ensure that government communicates effectively so people know what services are available to them, what changes are made to those services, and how to access them. GCPE is responsible for helping to shape the way the B.C. government talks to citizens through various channels, from traditional advertising and earned media techniques, to innovative digital communications, and ensuring that peoples' voices are heard when important decisions are being made through direct engagement on a variety of issues.

GCPE engages and informs British Columbians on government initiatives to connect directly to the information and services they need. This is achieved by expanding government's reach in communicating via direct (social media) and filtered (media) communications, and by helping them access the public services they need.

### Resource Summary

Core Business Area	2019/20 Restated Estimates <sup>1</sup>	2020/21 Estimates	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
<b>Government Communications</b>	29,350	28,326	28,338	28,338
<b>Total</b>	<b>29,350</b>	<b>28,326</b>	<b>28,338</b>	<b>28,338</b>

1. For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

## Appendix B: BC Public Service Agency

### Purpose of the Agency

The BC Public Service Agency (Agency) provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole.

### Strategic Direction

The BC Public Service is one of the largest workforces in the province, serving all communities across British Columbia. From frontline workers, to accountants and architects, researchers and analysts, information technology professionals, social workers and others, there is virtually no area of expertise unrepresented. BC Public Service employees provide a wide range of services to British Columbians supporting the provision of health care, public safety, education and environmental management to name a few.

The Agency supports that work by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, professional development, succession management and employee engagement. In doing so, it helps ensure the BC Public Service continues to have the right talent it needs to do the work of government today and in the future.

The BC Public Service is in the midst of a demographic transition, as long-serving employees retire and are replaced by a new generation of public servants.

In addition to its core services and functions, priorities for the Agency in the coming year include:

- An update to the Corporate Plan for the BC Public Service, mapping out priorities to continue the renewal of the public service as an employer to ensure it remains responsive to evolving needs and expectations of government and the public.
- Continued efforts to ensure the BC Public Service is a more inclusive employer that reflects and embraces the diversity of the province it serves.
- A strong focus on the importance of the ethical foundation of the public service, including implementation of the *Public Interest Disclosure Act*.

### Links to Key Programs and Initiatives

- Public Service Agency Programs & Strategies
- Careers in the BC Public Service
- Indigenous Youth Internship Program
- Diversity, Inclusion & Respect
- Public Interest Disclosure Act (PIDA)



**Resource Summary**

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
BC Public Service Agency	56,545	54,381	54,628	54,628
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	24,784	26,548	26,548	26,548
<b>Total</b>	<b>81,330</b>	<b>80,930</b>	<b>81,177</b>	<b>81,177</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
BC Public Service Agency	10	10	10	10
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

<sup>1</sup> For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## **Appendix C: Crowns and Other Key Organizations**

### **Crown Corporations**

- BC Financial Services Authority: [www.bcfsa.ca](http://www.bcfsa.ca)
- BC Infrastructure Benefits: [www.bcib.ca](http://www.bcib.ca)
- BC Securities Commission: [www.besc.bc.ca](http://www.besc.bc.ca)
- Partnerships BC: [www.partnershipsbc.ca](http://www.partnershipsbc.ca)
- Real Estate Council of BC: [www.recbc.ca](http://www.recbc.ca)
- Real Estate Foundation of BC: [www.refbc.com](http://www.refbc.com)

### **Other Key Organizations**

- BC Investment Management Corporation: [www.bcimc.com](http://www.bcimc.com)
- Credit Union Deposit Insurance Corporation: [www.cudicbc.ca](http://www.cudicbc.ca)
- Insurance Council of BC: [www.insurancecouncilofbc.com](http://www.insurancecouncilofbc.com)

## BC Public Service Human Resources Statistics

Current Headcount at Sept 30, 2020

(CORE Government, Regular and Auxiliary employees):

**34,907 employees**

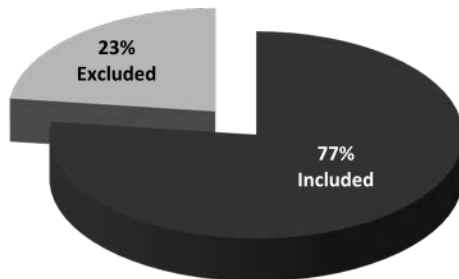
In the last decade, this is the *peak* headcount

The *lowest* was **28,349** in 2013/14

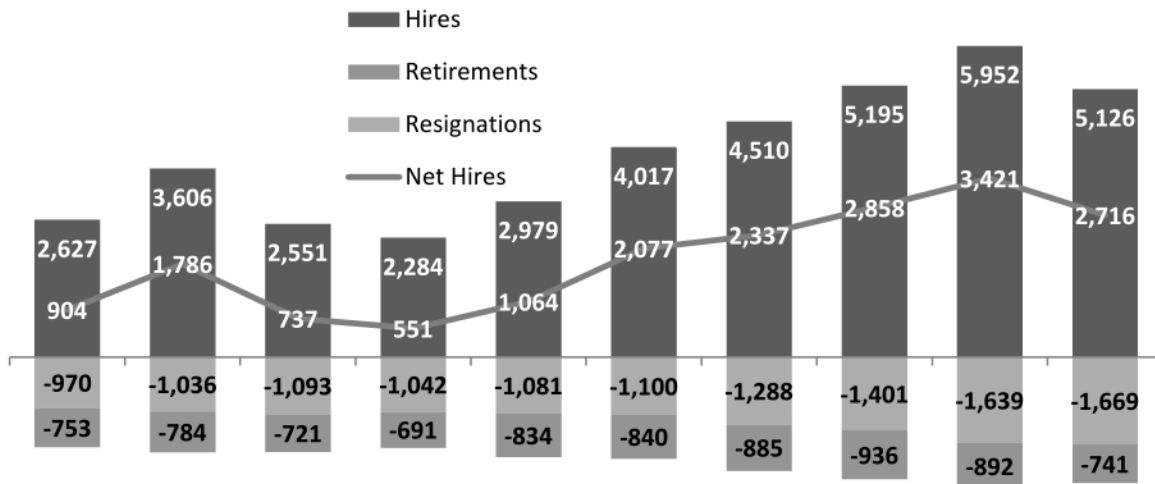
The BC Public Service composition has remained stable in the last decade. Specifically,

- The **regional distribution** of our workforce has been largely the same over time.
- The **ratio of excluded to included** has remained stable with only ~1% variance over the past five years.

In 2006, forecasts told us the BC Public Service could be as much as 30% smaller by 2016, an impact of an aging workforce. That dramatic outcome has not materialized, and the average age of our workforce has actually decreased.

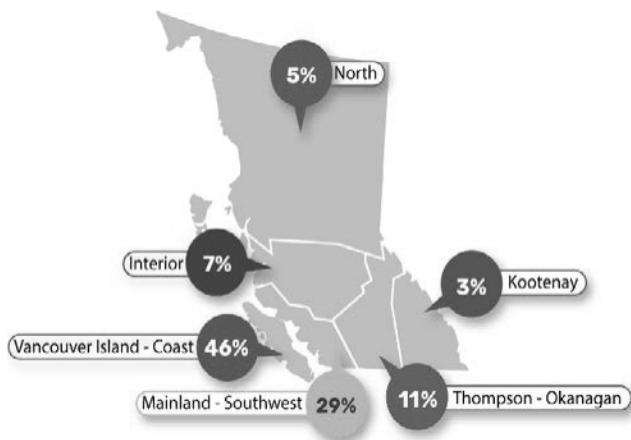


### Changing size of the BC Public Service



Headcount	29,161	29,683	28,988	28,349	28,483	29,548	30,607	31,991	33,716	34,547
Fiscal Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20

## Employee Regions



BC Public Service employees are located throughout the Province in the proportions shown on the map. The largest two concentrations of employees are in Victoria, with 13,842 employees, making up 40%, and Vancouver, with 3,103 employees making up 9% of the total.

## Classification Groups

A breakdown of the classification groups of BC Public Service employees every five years over the last decade is shown below.

The largest number of BC Public Service positions are within Admin Support. The table below shows the growth of each classification group over the last five years:

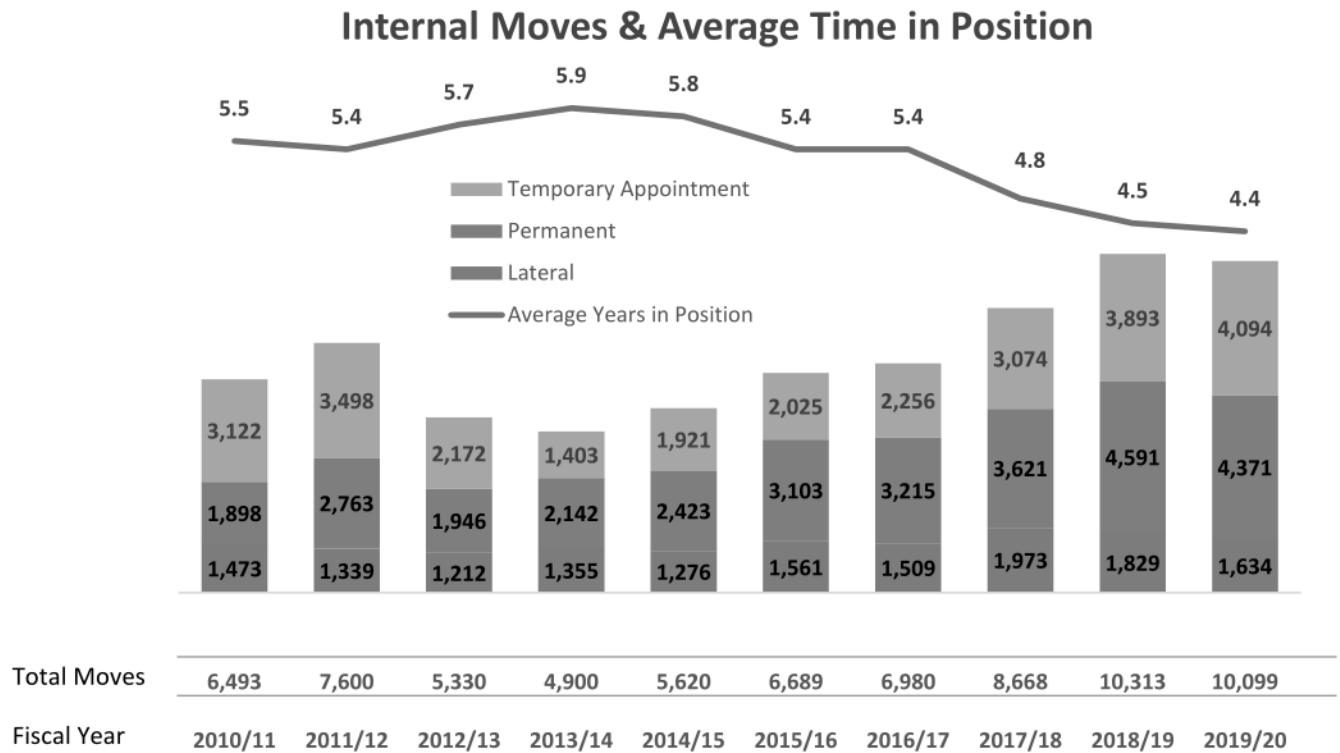
Classification Group	2010/11	2015/16	2019/20	5 Year Change
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Senior Admin & Research	3,486	3,866	<b>5,349</b>	<b>38%</b>
Management Bands 1-6	4,418	4,480	<b>5,451</b>	<b>22%</b>
Information Technology	1,155	1,180	<b>1,419</b>	<b>20%</b>
Finance & Economics	922	1,028	<b>1,229</b>	<b>20%</b>
Enforcement & Corrections	2,501	2,532	<b>2,941</b>	<b>16%</b>
Science & Technical Officers	3,707	3,967	<b>4,574</b>	<b>15%</b>
Legal Counsel	766	799	<b>899</b>	<b>13%</b>
Assistant Deputy Minister & Executive Lead	134	137	<b>153</b>	<b>12%</b>
Health, Education & Social Work	4,741	4,705	<b>5,194</b>	<b>10%</b>
Admin Support	6,028	5,620	<b>6,018</b>	<b>7%</b>
Deputy Minister	25	27	<b>28</b>	<b>4%</b>
Trades & Operations	952	912	<b>918</b>	<b>1%</b>
<b>Grand Total</b>	<b>29,161</b>	<b>29,548</b>	<b>34,547</b>	<b>17%</b>

## Employee Movement & Time in Position

In the last five years, the average years an employee has been in their current role has dropped by one quarter. Average time in position is at a 10-year historic low point at 4.4 years. Five years ago, about one in four employees had been in their current position less than one year. Today, that has jumped to one in three current employees, as we recruit new talent, and more employees seek out new opportunities across government.

As time in position has been falling, employee movement has been trending up from a 10-year low in 2013 increasing by 51% in the last five years:



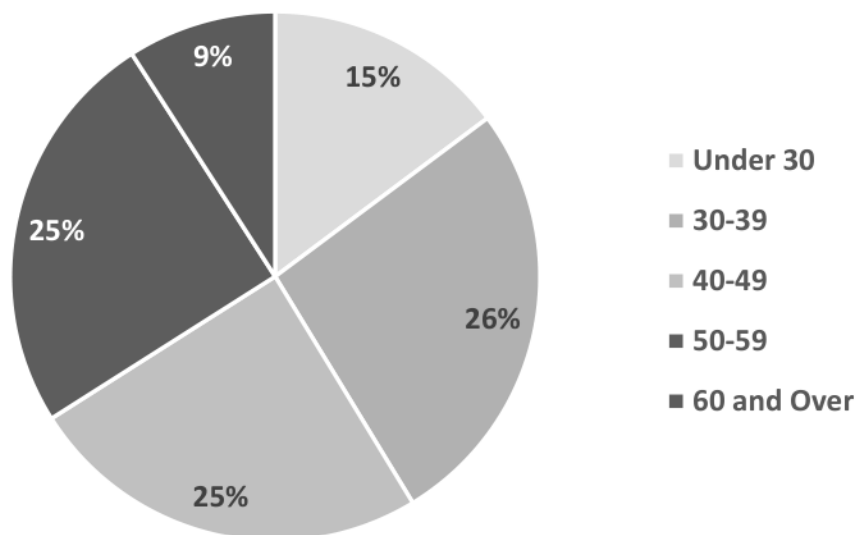
Increasing employee movement requires us to manage in new ways such as: focusing on onboarding, development, knowledge transfer and overall alignment of talent management strategies. Consistency in all these areas and a “one employer” approach is critical to keep pace with this trend.

## BC Public Service Demographics

### Age composition

The average age in the BC Public Service as of June 30, 2020 is 43.3 years old with 11.7 years of service. Over the past five years, the average age has decreased by 1.5 years and the average years of service has declined by 14%.

### Current Age Group Composition of Workforce



Major shifts in the generational composition of the workforce have contributed to the decreasing age of the BC Public Service. The under 30s age group is the fastest growing segment of the BCPS. While the overall BCPS has seen 19.7% growth over the last five years, the under 30s age group has grown by 50%. This growth is partially due to a continued focus on hiring younger employees across the BCPS, which has increased this segment from 11% of the total workforce in 2015 to 14.8% in 2020.

## Diversity groups

Diversity information is collected through the corporate surveys, such as the Work Environment Survey (WES). Employees who complete these surveys can self-disclose their demographic information. This information then forms the basis of the Workforce Profiles created by BC Stats. The diversity groups in the profiles are limited to the groups identified in the Federal Employment Equity Act: women, Indigenous people, members of visible minorities, and persons with a disability.

### Percentage of Workforce Identifying as Belonging to Diversity Groups

	2011 Workforce		2013 Workforce		2015 Workforce		2018 Workforce	
	BCPS	Available	BCPS	Available	BCPS	Available	BCPS	Available
<b>Women</b>	60.60%	61.30%	60.90%	60.70%	61.60%	56.40%	62.10%	60.90%
<b>Indigenous People</b>	3.10%	4.20%	3.10%	4.20%	3.20%	4.90%	4.30%	5.10%
<b>Visible Minorities</b>	12.50%	17.30%	13.10%	17.50%	13.90%	20.70%	17.00%	19.10%
<b>Persons with a Disability</b>	3.40%	7.00%	3.10%	6.90%	3.90%	5.30%	5.00%	5.10%

*Note:* The “Available” workforce reflects only those jobs that are also present in the BC Public Service and so excludes jobs that are not in the BC Public Service (e.g., bartender).

Across all categories, representation for these diversity groups has increased. However, representation still lags behind the available workforce for three of the diversity groups: Indigenous people, members of visible minorities, and persons with a disability.

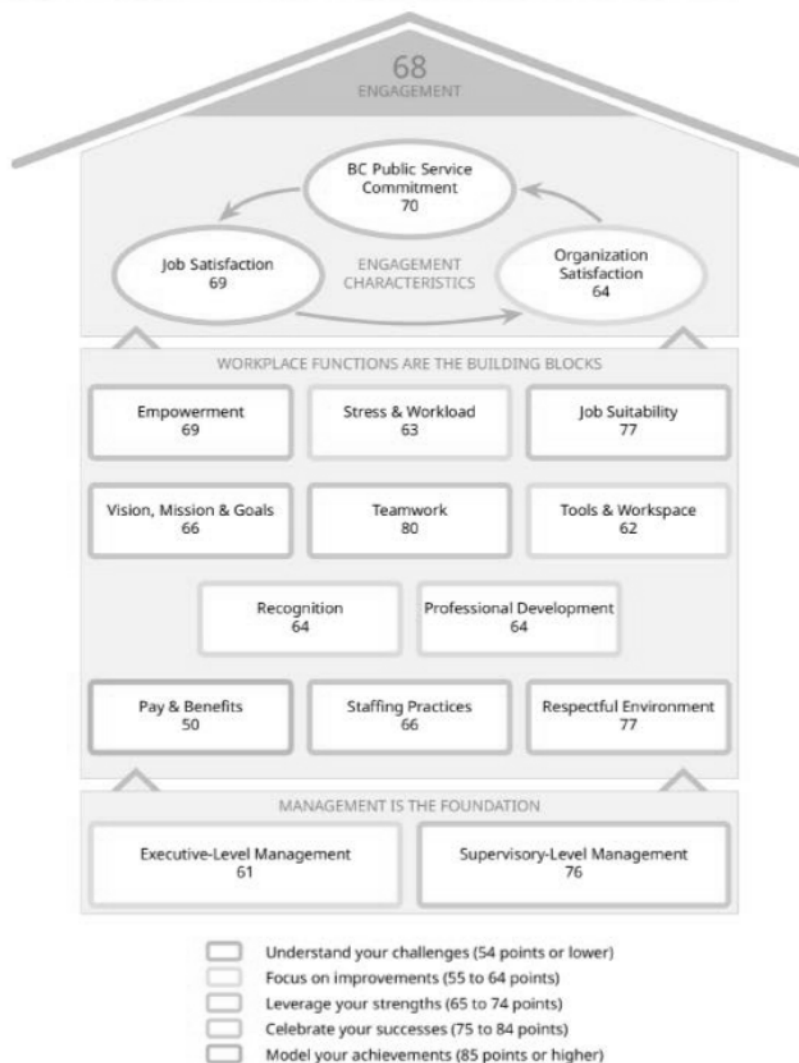
The BC Public Service Agency’s *Indigenous Youth Internship* and the *Work-Able Graduate Internship Programs* aim to increase representation for Indigenous people and persons with a disability, respectively. Additional programs and initiatives have been implemented as part of the Diversity and Inclusion Three-Year Action Plan. The forthcoming Diversity and Inclusion Strategy will continue to support representation, diversity, and inclusion in the workplace. All of these initiatives are under the purview of the Agency’s Diversity and Inclusion team.



## Employee Engagement in the BCPS

The Work Environment Survey is the corporate employee engagement survey that measures a range of workplace topics and fields every two years. High level results of the most recent survey (February 2020) are shown below. Aggregated employee responses are represented as average scores out of 100.

### BC Public Service 2020 Results



Overall employee engagement in the BC Public Service has seen a slight increase over the last few years (see table below). Ministry and work unit level results provide more detail and variation across workplace topics. The next fielding of the survey is expected late 2021 or early 2022.

	2010	2011	2013	2015	2018	2020
<b>Overall Engagement Score (out of 100)</b>	64	65	64	66	68	68

**Prepared For:** **Minister of Finance**  
For Information

**Issue:** **BC Public Service Workplace Health Strategy**

### **Background:**

- The BC Public Service Agency has aligned health, safety and disability teams in the Workplace Health and Safety (WHS) Division to offer an integrated approach to health and safety programming. This arrangement eliminates siloed solutions that achieve success by passing costs onto other programs, and also focuses programming on the core issues driving health or safety outcomes to deliver more sustained benefits for the workforce. This leading program arrangement has enabled the BC Public Service to stabilize and improve workforce health performance.
- A healthy, productive workforce, present and engaged in work is a common goal for employers. Initial preventive health programs in the BC Public Service have demonstrated positive change in workforce health, however increasing evidence points to the workplace and safety climate, leadership, and the work environment modifying both the uptake and the impact of health programming.
- Marketing, education and promotional efforts for WHS branch services and programs focus on three themes:
  - Prevent – raising awareness of individual health risks and encourage healthy choices to keep employees healthy.
  - Support - assisting individuals struggling with a health condition and help them connect to available services, supports and programs.
  - Return - engaging employees on work-disability early in the absence, keeping them connected to the employer and identifying intervention opportunities early with a focus on functional ability to support reintegration back to work.
- A key focus currently is delivering helpful, actionable information to managers and leaders to intervene early; engaging the workforce in future health planning; and understanding more fully the current risks and impacts of existing programming.
- Workforces that support employee health practices build individual health, improve safety performance and enjoy greater operating efficiency. The BC Public Service has been building a corporate health strategy through projects that demonstrate a positive outcome and a return on investment.

## Discussion:

- The *Health Strategy 2.0: Building Safety and Health Practice* signaled a shift in health strategy. This increased the recognition that organizational leadership, attention to workplace safety, tailored services, skill development and measurement lead to positive health and safety results and outcomes.
- As the division examines differential performance amongst ministries, the impact of work environment, nature of work and workforce make up points to varied levels of readiness for ministries to embrace a comprehensive and holistic approach to building workforce safety and health. A health planning service under development will engage and equip ministries in development of workforce health strategies.
- The strategy addressing the determinants of workplace health and engaging leaders helps address the mental health and physical conditions prominent in the current workforce. Wage loss disability benefit costs of approximately \$94 million annually (2019) Advice/Recommendations
- The health strategy will assist in improving health and safety performance using a holistic focus on workforce safety and health, with anticipated ongoing benefits in impacting workforce disability costs. Existing program efforts have resulted in disability benefit savings between \$14 and \$24 million annually when compared to benchmark.  
The strategy emphasizes that managers have responsibilities for employee performance and support including employee attendance, disability management, modified duties opportunities and connecting employees to a wide range of prevention-oriented health resources. They are supported with training, tools and services to build their skills and effectiveness.
- The BC Public Service's broad range of proactive and targeted health programming has led to positive outcomes and caught the attention of a number of other public sector employers.

## Results

### Cold and Flu Prevention

- In 2018/19, flu vaccine clinics were offered to 682 worksites. A total of 9020 flu vaccinations were provided. While there are multiple variables that impact STIIP rates, the rates during cold and flu season dropped following the introduction of the program and represent approximately \$2.5 million in annual benefit savings.

### Quittin Time

- Quittin Time provides employees and dependents with access to counseling and nicotine replacement therapy and smoking cessation medications to change smoking addiction and behavior. Through the program, the smoking prevalence rate among employees has dropped to 9.9% compared to 14.9% in the general population in the province. The BC Medical Association awarded the Agency with a Corporate Health Promotion Award in 2010 for success in reducing the prevalence rate to one of the lowest in Canada. This reduction is calculated as representing \$1.9 million in direct and indirect health and productivity savings to the BC public service.

## **Summary:**

The BC Public Service health strategy has achieved significant results as compared to other jurisdictions and is seen as a leader. Investment in creating a safety and health focused culture will maintain the health and safety performance to date and will position the public service to better respond to emerging health issues in the future.

## **Approved By:**

Dr. William Lakey  
Medical Director  
604-660-2587

**Prepared For:** **Minister of Finance**  
For Information

**Issue:** **Workforce Mental Health**

## **Background:**

- The public service promotes a safe and healthy workplace that supports the well-being of employees.
- Mental health is a core component and enabler of workforce health and remains a focus in the Corporate Plan.
- A safe and healthy workforce is essential to the reliable delivery of public services to citizens particularly during times of need.
- In response to COVID-19, the Public Service has been deliberate in prioritizing mental well-being and reinforcing this message to the workforce. Recent examples include:
  - Increased leadership training to help support supervisors and their employees during this stressful time.
  - Enhanced promotion of existing and pandemic-specific mental health related resources.
  - The creation of a cross-ministry Mental Health Working Group which has led to additional resources focused on: targeted mental health issues, resilience skill-building, and connection to support.
- BC Public Service employees and their families have access to an Employee and Family Assistance Services benefit program with 24/7 intake. This program provides a range of services, including individual short-term counselling options, critical incident response support, financial and legal services, career supports, as well as lifestyle management services to assist employees addressing life challenges as they arise. This program expanded its offerings to include specific services to address depression and trauma.
  - The Depression Care service was initiated September 1, 2017.
  - The Trauma Assist service was initiated January 4, 2018.

## **Current Status**

- The Employee and Family Assistance Service provider, Morneau Shepell, provides a range of individual counselling support services, including specialized counselling services for depression and trauma. During the COVID-19 pandemic these services have continued, being primarily delivered virtually. As well, the service provider has offered workshops, toolkits, and other resources responsive to the issues and challenges (e.g. anxiety, loss, parenting, isolation) of COVID-19.
- There is continuing information outreach to employees through multiple platforms, including increasing use of corporate-wide and sanctioned social media avenues such as the @Work corporate intranet.

- In partnership with the Employee and Family Assistance Service provider, Morneau Shepell, the BC Public Service Agency offers workshops which continue to focus on building workplace mental health literacy, as well as stress management and resiliency skills. These are offered to all employees throughout the year by registration through the Learning Centre.
- Advice/Recommendations
- A range of measures, including components of the Work Environment Survey, and disability benefits are being looked at to better measure factors related to psychological health and safety.

### **Key Facts:**

- Approximately 6700 employees used Employee and Family Assistance Services within the most recent program year (April 1, 2019-March 31, 2020).
- Over 628 new Depression Care cases have been initiated since September 2017.
- Over 271 Trauma Assist cases have been initiated since January 2018.

### **Approved By:**

Dr. William Lakey  
Medical Director  
604-660-2587

**Prepared For:** **Minister of Finance**  
For Information

**Issue:** **Office of the Merit Commissioner (OMC)**

### **Background:**

- The Deputy Minister, BC Public Service Agency (Agency) is responsible for the application of merit throughout the hiring process on behalf of the BC Public Service. The relationship between the Deputy Minister and the Merit Commissioner was established by a Memorandum of Understanding dated July 17, 2006.
- The Merit Commissioner, Maureen Baird, is an independent Officer of the Legislature established under the authority of the Public Service Act (the Act) with responsibility to monitor the application of the merit principle in appointments to and within the public service. The focus is on two business lines: conducting random annual audits and special audits and studies; and, upon request, reviewing individual staffing decisions (staffing reviews). B.C. is the only province with a Merit Commissioner, appointed as per the Act.
- The Deputy Minister and the Merit Commissioner meet several times per year or as required. Quarterly working group meetings occur between the Office of the Merit Commissioner (OMC) and Agency staff.
- The Merit Commissioner has three central responsibilities under the Act:
  - To monitor the application of merit by conducting random audits of appointments to, and from within, the public service.
  - To provide a review of the application of merit as the final step in a staffing review process for positions in the bargaining unit.
  - To report annually to the Legislative Assembly on the application of the merit principle in BC Public Service appointments.

### **Discussion:**

#### **Annual Merit Performance Audit Report**

- A report on merit performance in the BC Public Service is published by the Office of the Merit Commissioner (OMC) in the fall of each year. The Deputy Minister, BC Public Service Agency prepares a written response, which is included in the Annual Merit Performance Report. At the time of publication, the report is tabled at the Select Standing Committee on Finance. Concurrently, the Agency consults with the Government Communications and Public Engagement Communications Director to prepare advice to the Minister of Finance in the event of media inquiries.

## Audit Process

- Using random sampling, the OMC conducts quarterly audits of permanent appointments and temporary appointments over seven months. Each quarter, approximately 65 to 70 competition files are selected for audit, for a total of 273 files in 2018-2019. These audits are compiled and reported out to the Legislative Assembly and publicly reported through the OMC website annually.

## 2018/19 Audit Findings

- There is no evidence of patronage in any appointment and 98.9% of all appointments audited demonstrate the successful candidate was qualified for the position.
- Overall audit results demonstrate 97% of competitions across the BC Public Service were merit-based. The Agency continues to provide tools and supports for hiring managers in the consistent application of merit with a focus on promoting inclusive hiring.
- Audit findings are categorized under three definitions:
  - **Merit** - The recruitment and selection process was properly designed and applied to result in an appointment based on merit.
  - **Merit With Exception** - The recruitment and selection process contained one or more errors in design or application: there was no identifiable negative impact on the outcome.
  - **Merit Not Applied** - The recruitment and selection process contained one or more errors in design or application: the impact on the outcome was known to be negative and as a result, the appointment was not based on merit. This finding is also made if there is insufficient evidence to demonstrate that the design or application of a process was based on merit.
- Audit findings on the individual appointed are categorized under three definitions:
  - **Qualified** - The individual, when appointed, possessed the qualifications specified as required for the position.
  - **Not Qualified** - The individual, when appointed, did not possess the qualifications specified as required for the position.
  - **Qualifications Not Demonstrated** - There was insufficient evidence provided to demonstrate that the individual, when appointed, possessed the qualifications specified as required for the position.

## Deputy Minister Inquiries

- The BCGEU Master Agreement includes a provision that allows unsuccessful employee applicants to request an inquiry of a staffing decision. Deputy minister inquiries are first conducted as a requirement prior to proceeding to the OMC for a staffing review.
- In the past, staffing inquiries were conducted by deputy ministers or their delegate, commonly their respective Strategic Human Resources branch. In January 2011, the Agency committed to conducting staffing inquiries on behalf of deputy ministers. These inquiries include a recommendation to the deputy minister whether to support a proposed appointment decision. The deputy minister retains accountability for the final decision.



- The inquiry process mirrors the approach used by the Merit Commissioner to respond to staffing reviews at the final stage, Step 3, with the expectation that the Agency's findings would be the same as those of the Merit Commissioner. The inquiry is based on a comprehensive review of the competition to determine whether hiring processes were based on merit, that assessments were based on job-related factors and that the process used was fair, consistent and transparent.
- Conducting deputy minister staffing inquiries requires a comprehensive review of the full competition package and is required to be completed within 30 days as per the relevant Collective Agreements. Inquiries are currently performed by four, full-time staff within the Talent Acquisition and Operational Solutions Branch, Hiring and Service Operations Division.

### **Summary:**

- There is an established relationship between the Deputy Minister, BC Public Service Agency and Merit Commissioner to maintain merit-based hiring practices in the BC Public Service. The Agency conducts an internal analysis of the OMC audit findings to inform hiring practices and continuous improvement.
- The Agency conducts internal inquiries on behalf of deputy ministers and provides recommendations to fully support the rights to review of public servants.
- The Deputy Minister, as Head of the BC Public Service Agency, is responsible for the application of merit throughout the hiring process on behalf of the BC Public Service.

### **Next Steps: Within 30 Days**

- The next quarter audit pull for fiscal 2020/21, Q1 where appointments are made during July 1<sup>st</sup> to September 30<sup>th</sup> and will take place from October 9<sup>th</sup> to November 6<sup>th</sup>.

### **Next Steps: Within 90 Days**

- The Merit Commissioner is expected to publish the Merit Performance Audit in November 2020 for fiscal 2019/20. The Deputy Minister of the BC Public Service is provided an opportunity to prepare a response on behalf of the public service that is included in this report prior to being published.

### **Approved By:**

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