

## Flatman, John MAH:EX

---

**From:** Hughes, Trevor LBR:EX  
**Sent:** Tuesday, January 23, 2018 12:45 PM  
**To:** Corwin, Lucas LBR:IN; Haralds, Dave LBR:EX  
**Cc:** Campbell, Tracy MAH:EX; Mortimer, David JTT:EX; Basi, Selena LBR:EX; Blakely, John H LBR:EX; Birnie, Kayla LBR:EX; Tripp, Leigh-Anne LBR:EX; Boyte, William (Bill) LBR:EX; McCaffrey, Julianne GCPE:EX  
**Subject:** Announcement from Minister Bains re: EAO and WAO funding  
**Importance:** High

Lucas and Dave, I am writing to confirm for you both about some news that Minister Bains will be announcing tomorrow morning that will have a direct impact on the WAO and on the EAO – and importantly for staff who provide services and the public who receive them.

As you both know, the workload faced by staff in your organizations has changed measurably in the last few years. In part this has been driven by the Ministry – but in a good way! We changed how we compensate workplace mental health injuries. We also made changes to requirements on employers flowing from the tragic 2012 sawmill explosions as a result of both the Macatee report and 2 coroner inquest juries. I also recognize that for workers, navigating the workers' compensation system has become more difficult especially when you consider mental health claims and, in some cases, longer and more complex claims.

The time is right to press for more resources. And to tell our staff that we hear them about the need for more staff to help with their workload while pushing to see how we can advance the reach and exposure of the WAO and the EAO.

With the support of Minister Bains, I recently asked WorkSafeBC to consider an increase in funding in the amount of \$3 million annually. The Board of Directors has agreed. The increase is effective this fiscal year – and includes slightly more of a share of the \$3 million to the WAO as a result of its larger size and budget.

The Ministry is issuing a news release on this development on Wednesday morning at 9am. But the Minister and I wanted you to have this information a few hours ahead so that you can share it with your staff a little bit in advance (***I'd ask you to consider doing so around 3pm today in a coordinated fashion if that makes sense to you both***). It is still technically confidential until it is publicly disclosed, but we believe staff should have a bit of a heads-up to see how we are making changes to support them – and citizens, too!

I know you have been doing some work behind the scenes with your management teams to get ready for this in the event our request was accepted. I look forward to working with you as we move this initiative forward and would appreciate you reviewing your plans with Selena to ensure we can support any of the asks and timing related to them. Ultimately I would like the Minister to be involved in reviewing and approving plans given his great interest in this undertaking.

I would love to hear how your staff respond to this news. If there are any questions or concerns, please send them to me and Selena.

Thanks!  
T.

**Flatman, John MAH:EX**

---

**From:** Hughes, Trevor LBR:EX  
**Sent:** Tuesday, September 12, 2017 4:54 PM  
**To:** Tripp, Leigh-Anne LBR:EX  
**Cc:** Mortimer, David JTT:EX; Campbell, Tracy MAH:EX  
**Subject:** DRAFT letter  
**Attachments:** WorkSafeBC.docx

First cut of letter to WorkSafeBC CEO about WAO and EAO funding increase request.

Any concerns? Happy to have suggested input and edits.

Thanks.

T.

Page 04 to/à Page 05

Withheld pursuant to/removed as

s.13

## Flatman, John MAH:EX

---

**From:** Campbell, Tracy MAH:EX  
**Sent:** Sunday, January 21, 2018 11:27 AM  
**To:** Enemark, Gord FIN:EX; John, Rebecca FIN:EX  
**Cc:** Steinmetz, Susanne K FIN:EX; Mortimer, David JTT:EX  
**Subject:** FW: LBR - \$3M uplift funding WAO EAO - NR-Jan 19 2018 (2)  
**Attachments:** LBR - \$3M uplift funding WAO EAO - NR-Jan 19 2018.docx

Hi there!

Any concerns with the attached proposed news release? Pertains to the \$3M increase in funding that WorkSafe BC will be providing to EAO/WAO. Note, these programs are fully funded/recovered from WorkSafe (i.e. not government) so no bottom line impact to the ministry/government. We did submit an EAT form for the adjustment which I understand has been loaded in the system.

WorkSafe BC operates on a calendar year so they're financials will be released soon. We're hoping to get ahead of that with a good news story.

Not sure of timing but seeking your input.

Thanks all  
Tracy

---

**From:** Hughes, Trevor LBR:EX  
**Sent:** Sunday, January 21, 2018 11:13 AM  
**To:** Campbell, Tracy MAH:EX  
**Subject:** FW: LBR - \$3M uplift funding WAO EAO - NR-Jan 19 2018 (2)

See attached as requested.  
T.

Page 07

Withheld pursuant to/removed as

s.13

## Flatman, John MAH:EX

---

**From:** Hughes, Trevor LBR:EX  
**Sent:** Monday, October 30, 2017 10:28 AM  
**To:** Campbell, Tracy MAH:EX; Mortimer, David JTT:EX; Corwin, Lucas LBR:IN; Haralds, Dave LBR:EX  
**Subject:** FW: WAO and EAO

See below.

-----Original Message-----

From: John Beckett [<mailto:jbeckett@bcmea.com>]  
Sent: Monday, October 30, 2017 10:27 AM  
To: Hughes, Trevor LBR:EX  
Cc: Miles, Diana WCB:EX; John Beckett  
Subject: Re: WAO and EAO

Approval will happen the same time as the 2018 WSBC budget approval which will happen at the Nov 22 meeting.  
s.13,s.17

John Beckett, CRSP, CHRP  
Vice President Training, Safety & Recruitment BC Maritime Employers Association

[jbeckett@bcmea.com](mailto:jbeckett@bcmea.com)<<mailto:jbeckett@bcmea.com>>  
604.787.6134

On Oct 30, 2017, at 10:20, Hughes, Trevor LBR:EX <[Trevor.Hughes@gov.bc.ca](mailto:Trevor.Hughes@gov.bc.ca)<<mailto:Trevor.Hughes@gov.bc.ca>>>  
wrote:

Good morning, s.13

s.13  
If it was approved, I  
have to do some work on my end to confirm approvals and update a number of descriptions and budget documents.  
Thanks for allowing me to ask!  
T.

Trevor Hughes  
Deputy Minister  
Ministry of Labour

Victoria: 250 356-1346  
Vancouver: 604 660-5157  
Mobile: 250 508-4273

Since 1917, WorkSafeBC has helped to improve the health and safety of British Columbians in the workplace.

CONFIDENTIALITY DISCLAIMER

The information contained in this transmission may contain privileged and confidential information of WorkSafeBC - the Workers' Compensation Board. It is intended for review only by the person(s) named above. Dissemination, distribution or duplication of this communication is strictly prohibited by all recipients unless expressly authorized otherwise. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message. Thank you.



**Flatman, John MAH:EX**

---

**From:** Hughes, Trevor LBR:EX  
**Sent:** Tuesday, February 27, 2018 7:26 PM  
**To:** Campbell, Tracy MAH:EX; Mortimer, David JTT:EX; Leduc, Danine MAH:EX  
**Cc:** Basi, Selena LBR:EX  
**Subject:** WAO and EAO briefing

Tracy and team, we had our MO briefing today which included about 45 mins with Dave and Lucas on their plans for the EAO and WAO funding lift. s.13  
s.13

s.13 Not sure what that changes for us for now but wanted you to know.  
Selena, did I miss anything our MSD friends should know?  
Thanks.  
T.

**Flatman, John MAH:EX**

---

**From:** Tripp, Leigh-Anne LBR:EX  
**Sent:** Friday, October 20, 2017 11:02 AM  
**To:** Mortimer, David JTT:EX  
**Subject:** WSBC Budget Lift

Hi David,

s.13

Just trying to figure out what our options are.

Kind Regards,

Leighanne Tripp, CPA  
Team Lead, Budgets and Accounting  
Ministry of Labour

**Work Safe Recoverable Programs Budget**  
**(\$000s)**

	<b>Actuals</b>			<b>Budget</b>				
					<b>Year over Year Increase</b>			
	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>		<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>50</b>	15,409	15,335	14,775	16,342	1,796	18,138	18,158	18,158
<b>51</b>	130	141	185	58	18	76	76	76
<b>52</b>	3,856	3,846	3,594	4,015	520	4,535	4,540	4,540
<b>55</b>	673	911	895	382	495	877	877	877
<b>57</b>	292	246	293	335	61	396	396	396
<b>59</b>	145		4					
<b>60</b>	649	606	432	501	10	511	511	511
<b>63</b>	1,320	1,553	2,635	1,963	828	2,791	2,791	2,791
<b>65</b>	672	647	635	612	167	779	779	779
<b>67</b>	2							
<b>68</b>	3			12	- 11	1	1	1
<b>69</b>			1					
<b>73</b>	6	3	3	485	- 484	1	1	1
<b>75</b>	20	35	1,676		1,863	1,863	1,863	1,863
<b>85</b>	403	412	401	435	-	435	435	435
<b>88</b>				(\$1)	\$0	(\$1)	(\$1)	(\$1)
<b>90</b>	(\$23,580)	(\$23,735)	(\$25,529)	(\$25,138)	(\$5,263)	(\$30,401)	(\$30,426)	(\$30,426)
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>1</b>

**Note:**

2016/17 the Ministry began reporting STOB 75 (Building Occupancy) and all applicable cost recovered STOB 63 (Information Systems) on a gross basis. This resulted in an addition ~\$1.2 M cost recovered STOB 75 and ~ \$0.9 M in cost recovered STOB 63 to the gross budget. Actual anticipated costs are not changing, only the basis of presentation.

# Ministry of Labour

## *Estimates by Expenditure Type (STOB Group)*

Expenditure Type (STOB Group)	Budget (in 000's)		
	Restated 2017/18	Estimates 2018/19	Increase (Decrease)
Salaries and Benefits	20,415	22,749	2,334
Operating Costs	4,290	7,219	2,929
Other Expenses	435	435	0
<b>Gross Expenditure</b>	<b>25,140</b>	<b>30,403</b>	<b>5,263</b>
Recoveries	(1)	(1)	0
Recoveries - External	(25,138)	(30,401)	(5,263)
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>

### Variance Explanations:

	<u>(In \$000s)</u>
WSBC Funding Increase	3,000
Salaries - BCGEU wage increase and Benefit	113
Change in Accounting Method	2,150
<b>Gross Budget Increase</b>	<b>\$ 5,263</b>

**From:** Chan, Doris  
**To:** [Corwin, Lucas LBR:IN](#)  
**Subject:** 13-06 WorkSafe Funded Programs Jun.xlsx  
**Date:** Wednesday, December 6, 2017 10:50:36 AM  
**Attachments:** [13-06 WorkSafe Funded Programs Jun.xlsx](#)

---

The spreadsheet contains WAO, EAO and WCAT operating budget (not including BOC and WTS budgets) as of June 2013.



**From:** Corwin, Lucas  
**Subject:** 2018 Budget - Rough Planning Documents  
**Attachments:** [2018 Rough Budget.xlsx](#)  
[2018 Facilities Planning.xlsx](#)

---

Page 17

Withheld pursuant to/removed as

s.13



Surrey  
s.22 RM  
WA  
maybe) WA  
maybe) WA  
WA  
maybe) WA  
IA  
IA

Page 19 to/à Page 20

Withheld pursuant to/removed as

s.13

From: Rowe, Serina  
To: [Corwin, Lucas LBR:IN](#)  
Subject: s.13  
Date: Monday, October 23, 2017 2:56:53 PM  
Attachments: s.13

---

Good afternoon Lucas,  
s.13

issue.  
Thank you.  
Serina.

Page 22 to/à Page 24

Withheld pursuant to/removed as

s.13;s.17

**From:** Hughes, Trevor LBR:EX  
**To:** Corwin, Lucas LBR:IN; Haralds, Dave LBR:EX  
**Cc:** Campbell, Tracy MAH:EX; Mortimer, David JTT:EX; Basi, Selena LBR:EX; Blakely, John H LBR:EX; Birnie, Kayla LBR:EX; Tripp, Leigh-Anne LBR:EX; Boyte, William (Bill) LBR:EX; McCaffrey, Julianne GCPE:EX  
**Subject:** Announcement from Minister Bains re: EAO and WAO funding  
**Date:** Tuesday, January 23, 2018 12:45:06 PM  
**Importance:** High

---

Lucas and Dave, I am writing to confirm for you both about some news that Minister Bains will be announcing tomorrow morning that will have a direct impact on the WAO and on the EAO – and importantly for staff who provide services and the public who receive them.

As you both know, the workload faced by staff in your organizations has changed measurably in the last few years. In part this has been driven by the Ministry – but in a good way! We changed how we compensate workplace mental health injuries. We also made changes to requirements on employers flowing from the tragic 2012 sawmill explosions as a result of both the Macatee report and 2 coroner inquest juries. I also recognize that for workers, navigating the workers' compensation system has become more difficult especially when you consider mental health claims and, in some cases, longer and more complex claims.

The time is right to press for more resources. And to tell our staff that we hear them about the need for more staff to help with their workload while pushing to see how we can advance the reach and exposure of the WAO and the EAO.

With the support of Minister Bains, I recently asked WorkSafeBC to consider an increase in funding in the amount of \$3 million annually. The Board of Directors has agreed. The increase is effective this fiscal year – and includes slightly more of a share of the \$3 million to the WAO as a result of its larger size and budget.

The Ministry is issuing a news release on this development on Wednesday morning at 9am. But the Minister and I wanted you to have this information a few hours ahead so that you can share it with your staff a little bit in advance (***I'd ask you to consider doing so around 3pm today in a coordinated fashion if that makes sense to you both***). It is still technically confidential until it is publicly disclosed, but we believe staff should have a bit of a heads-up to see how we are making changes to support them – and citizens, too!

I know you have been doing some work behind the scenes with your management teams to get ready for this in the event our request was accepted. I look forward to working with you as we move this initiative forward and would appreciate you reviewing your plans with Selena to ensure we can support any of the asks and timing related to them. Ultimately I would like the Minister to be involved in reviewing and approving plans given his great interest in this undertaking.

I would love to hear how your staff respond to this news. If there are any questions or concerns, please send them to me and Selena.

Thanks!

T.

From: Corwin, Lucas  
Subject: Branch Call Notes

---

Mine: s.15,s.17

[Call s.15,s.17 afterwards to unmute announcements]

### **1. Branch Call**

Good moning - can we do a roll call please

- Campbell River
- Nanaimo
- Victoria
- Prince George
- Kamloops
- Kelowna
- Richmond

Great, thank you.

Good morning everyone,

Thanks for calling in.

I mentioned at the Branch Conference that everyone seems to find regular email updates as more satisfying than Branch-wide calls.

So I try to keep these Branch-wide calls to a minimum

But this is one of those times where it seemed right to bring us all together.

Because I have some great news for us as a Branch, and indeed for our new Ministry of Labour.

Some of you have heard me say that being a public servant is about seeing windows of opportunity and jumping through them.

And the last number of months has been one of these times.

So as I said, I have some great news for you.

And that news is the following:

- Our Minister will be announcing shortly, if not right now
- That our Branch is receiving a significant budget increase – an increase of \$1.65M.
- For context – our current budget is about \$5.5M.
- A \$1.65M lift is an increase of about one third.
- This is a significant investement in our Branch, and one that can have a profound impact on the services that we provide.

This lift is part of an overall \$3M increase by WorkSafeBC to Labour's Advisory Services – \$1.35 to EAO and \$1.65 to WAO – a 33% to both our Branches

The increase is effective immediately – we have this money right now and can start to use it immediately

As I said, this type of increase can have a profound impact on the services we provide to injured workers.

At its most basic, it's going to allow us to increase staff in our offices across the Province, staffing up where we need it most.

And the Minister also has some key initiatives he wants us to pursue.

- wants us to increase out outreach to workers – you'll see this reflected in Min Svc. Plan that will

be coming with the next Budget – mid-February.

But there is so much more that we can do with this increase. It can truly change our presence in the Province and both the quality and type of services we can provide to injured workers.

And I want to engage all of you in the process of determining how best to use this new investment. The best ideas that have made the most impact on us as a Branch have all come from you, because you know our business best. You have the good ideas.

So as a Branch we're going to design a process to engage you all in determining how best to use this new budget

- This increase truly changes the game for WAO – and all the Branch needs to be part of figuring out how best to take advantage of this truly significant opportunity
- So there will be more to come from me on the process for engaging all of you

s.13,s.17

I'll say one more thing and then open the call up for questions.

We have huge supporters of our work in Trevor and in Minister Bains. They know our business, and listen to us.

I've been making the case since I came to WAO that we needed more people

- We were really struggling under increased volumes in 2014 and 2015, although they've happily been steadier in the last two years
- And anecdotally you've said loud and clear that the cases we see are increasingly complex
- Trevor has heard this from me and from us,
- And he saw a window and the result is this increase.

So, with that, I'll open the call up to questions.

Questions?

- More space? yv
- Compensation. yv

s.13,s.17

s.22 – new fep positions  
– regional vs.

s.22 – more people? How many?

s.22 – scope or mandate change  
– medoc lega

- s.22 form of feedback from branch?
- – retention of advisers. Look at why its an issue? So disruptive
- s.22 ! – double rainbow.
- wfh options.

\$1.65

- The equivalent of about 15 new Advisers

Not just more of the same

- Different work
- Different demands/expectations from our Minister
- Different opportunities

## **2. Minister's News Release**

Circulate to all staff with a summary (b/c not everyone will be on the call)

## **3. Friday Branch Update**

Process – office by office calls asking you a series of questions. Will send in advance. Think about them.

## **4. Q&A Document**



## (\$000)

Labour

MA - B43

## 2019 EST ADJUSTMENTS

## 2019 EST ADJUSTMENTS

*All adjustments will be calendarized to the last period (March)*

The Minister of Labour's mandate letter includes the statement "Review and develop options with WorkSafe B.C. to increase compliance with employment laws and standards put in place to protect the lives and safety of workers." In addition, it is the Ministry's observation that the workload and resources of both EAO and WAO have been stretched to meet their mandate in light of recent changes to the Workers' Compensation Act ("WCA"). For example, the case loads of Workers' Advisors have dramatically increased, in part, due to the expansion of coverage for workplace mental health injuries since Bill 14-2011. As such, an increase in funding has been requested from WSBC in order to fund the newly established Ministry priorities, and the increased workload attributed to recent changes in the WCA. The request for funding will be brought to the Workers' Compensation Board in mid October. Therefore, this request is being submitted to improve alignment with the estimates and the expected increase in available funding from WorkSafeBC.

**Phone:**

BCOA Entry:		
	Initials	Date

Page 30 to/à Page 31

Withheld pursuant to/removed as

s.13

**From:** Corwin, Lucas  
**To:** Haralds, Dave LBR:EX  
**Subject:** EAO and WAO  
**Importance:** High

---

Hi Dave,

s.13



## Overview:

The Employers' Advisers Office (EAO) is legislatively mandated under Section 94 the Workers' Compensation Act (the Act), to provide independent advice, assistance, and representation to employers on matters related to WorkSafeBC. These services are provided at no additional charge, the Branches is funded by premiums paid by all employers to WorkSafeBC. The EAO continue to promote and increase employers' knowledge, awareness, and understanding of their rights and responsibilities under the Act, with the goal of creating safer workplaces.

FY2017/18 Operating Budget – 4.1M

Increase Budget 1.35M (effective Jan 1, 2018) = total 5.45M

## Current EAO Resources (35):

- (1) Executive Director – band 5
- (2) Regional Manager – band 4
- (2) Program Manager – band 3
- (1) Manager of Law & Policy – band 3
- (1) Manager Finance & Adim – FO R14
- (21) Advisers – band 2
- (7) CSR – CLK R11

Office Locations	Number of staff	Number of Adviser Office Workstations	Available Adviser Office Workstations	Training Room
Richmond	10	12	3	Yes (24)
Abbotsford	4	3	0	Yes (18)
Victoria	3	2	0	Yes (15)
Nanaimo	4	3	0	Yes (15)
Prince George	5	4	0	Yes (24)
Kamloops	3	2	0	No
Kelowna	5	4	0	Yes (24)
Trail	1	1	0	No

## Impact on budget increase: (Advisers)

- EAO is an inquiry and caseload driven organization. A number of adviser caseloads are at maximum capacity and beyond in many situations. In order to manage current caseloads demands, advisers have been reducing the number of seminar offering to employers.
- Increasing the number of advisers will allow for redistribution of caseload work, which will address some of the capacity issues for all advisers, and also have additional resources available to assist more clients.
- Individual file work is becoming more complex and requires much more time and resources.
- Allows the EAO to continue to provide immediate assistance to clients calling into our toll-free phone system. Also, allows EAO to provide more clients with assistance while not having to sacrifice any quality of those services (increased complexity).
- Allow for additional seminar offerings in all areas of the province and looking at ways to provide services to under-represented regions in the province.

## (CSR)

- An increase in adviser resources will directly impact the need for CSR staff to support these resources.
- With the introduction of new webinar training, CSR's provide a critical technical role in the delivery of this new training. In order to expand our webinar training offerings, we will require additional CSR resources.
- CSR's are the front-line service to our clients when answering, triaging, and directing our clients that call into EAO toll-free phone system. Sufficient CSR resources are required to maintain and/or improve our timeliness and quality.
- Contemplating increasing services to our clients (representation, advice & assistance, seminars etc.) also brings about in increase in administrative processes i.e. data required for our case tracking system, electronic files, and new seminar registration system. CSR support in its traditional sense will continue to evolve and change, but will not diminish in need.

#### **(IT System Administrator/Programmer)**

- With the ever increasing complexity of our IT needs, it has become clearly apparent that the Branch requires a resource dedicated to our IT systems and infrastructure. Our current Program Managers are called upon to fill this void off the side of their desk, which often pulls them away from their primary job focus. The complexity of our IT relationships with ISB (Gov), WorkSafeBC and our clients has grown far beyond our ability to manage of the side of staff's desks. Simple fixes or continued enhancements to our Case Tracking System (CTS) currently requires the need for significant resources from ISB and most of the time requires contract out to programmers. Most fixes or enhancements could be resolved immediately with an in-house resource. Our ability to manage our computers, Lan administration, CTS, networking, software licencing, VOIP phone systems, webinar platform, e-learning, SharePoint, external website, and how these systems integrate seamlessly with each other requires special knowledge, skills, and abilities. With this budget increase, the EAO will be looking to hire a dedicated IT system administrator/programmer.

#### **(Regional Manager/Program Manager)**

- A large percentage of the proposed budget increase will be used to add operational staff (Advisers/CSR). With the eventual increase in staff, the Branch will have to evaluate whether there will be a need for an additional manager (RM or PM). Depending on where the additional staff are located in the province, this will ultimately impact on the number of direct reports to each manager. For example, if staff are increased on Vancouver Island, it might make sense to hire an RM to oversee our Vancouver Island operations. As the staffing increase will likely be phased in over a period of time, this will likely not be an immediate priority.

#### **Proposed Staffing Increases:**

- Advisers (6) total. Richmond (3), Victoria (1), Nanaimo (1), Kelowna or Prince George?
- CSR (1) in Richmond
- IT System Administrator/Programmer (1) in Richmond
- Regional Manager or Program Manager (1?) location TBA

#### **Immediate Staffing Action:**

- Our Richmond office is currently the only location with empty office space available. In December 2017, the EAO conducted a hiring process for filling an existing adviser vacancy. The successful candidate will be starting with the EAO on Feb 5. The hiring panel was also very impressed with the run-up candidate and decided to place the candidate on an eligibility list, which is currently active. The Branch will be pursuing the authorization & process to immediately hire the adviser candidate currently on the eligibility list. If the timing works, this candidate could be ready to be brought on board and incorporated into our formal training program with our other candidate commencing early March 2018.
- With the hiring of two additional advisers, there is an immediate need to hire (1) new CSR. Our Richmond location is currently the only office with additional space for another CSR and also as HQ, this office has the largest number of staff. The Branch will be pursuing the authorization to increase an existing outstanding ½ time CSR position to a full-time position and commencing a hiring process.

#### **Ongoing Staffing Action:**

- Outside of our Richmond Office, any additional staffing will require facilities involvement as all other offices require reorganizing space requirements (i.e. 3 existing offices reconfigured in 4 offices).
- Most of our offices currently have lease arrangements in place until 2021, except for Abbotsford (Jan 2019)
- We will be working with facilities to look at options moving forward (space planning, LSW options, increase remote working opportunities)

#### **Branch Planning Process:**

- It is critical that staff feel that they are included and involved in the direction of this funding increase. In coming months, I am going to engaging all staff in getting their ideas, input, and thoughts on ways to enhance / expand our current services and brainstorm any new initiatives to better serve our clients.  
Phase 1 – e-mail communication to all staff to introduce this process  
Phase 2 – schedule planning meeting with Leadership team  
Phase 3 – each office to coordinate RM facilitated meetings to gather ideas (regional perspective)  
Phase 4 – gather & collate this information and present ideas to the Branch at our annual gathering early April 2018 (start of FY2018/19).

#### **Program Development & Initiatives (Overview):**

- *CTS enhancements* – moving from a case tracking system to a case management system. This initiative is in-line with moving towards an electronic file management system. Our advisers currently use physical files to manage and document client representations. We would like to move into an electronic document system. This would allow for mobility of our representation files and reduce to amount of paper, storage space (file rooms), and streamline document management & destruction processes.
- *Training* - development of further seminar, webinar, and e-learning modules. In using our partnership with WorkSafeBC, we have been able to collaborate on the development of training modules and would look for additional opportunities moving forward. Another initiative would be to contract with an adult education specialist to enhance EAO seminar materials (format, wording, presentation) in order to provide the best learning experience for our clients. Looking at ways to present or interact with participants in different languages, materials on our website accessible in multiple languages.

- *Updating technology* in our current office training rooms. More and more participants are looking for ways to interact with us electronically (laptops, tablets, and phones). Updating Wi-Fi access in all of our training rooms, better sound capabilities, replacing older overhead ceiling projectors with smart monitors that allow wireless connectivity. These initiatives would move us toward a more professional and better learning experience for our clients. In addition, all of EAO training rooms are open for other government branches to book and utilize.
- *Outreach* – the EAO continually seeks out new venues and opportunities to promote our services. (i.e. trade shows, annual & national conferences, speaking engagements, small business expos, chamber of commerces)
- *Professional Development* – the EAO assist employers with claims, assessments and occupational health & safety issues. With the ever increasing complexity in all three subject areas, the EAO needs to continually invest in professional development, so staff are able to provide employer's with the most updated and reliable information concerning all areas of the workers' compensation system.

Dave Haralds  
Executive Director

Page 37

Withheld pursuant to/removed as

s.13



**From:** Tripp, Leigh-Anne LBR:EX  
**To:** [Corwin, Lucas LBR:IN](#)  
**Subject:** FW: Treasury Board Analyst Query - EAO & WAO  
**Date:** Tuesday, November 7, 2017 9:37:11 AM

---

Hi Lucas,

Our TB analyst had another question regarding our response, she is wondering what the below sentence means (high-lighted in the below email also, for context):

➤ WAO also currently does not assist workers with occupational health and safety issues. With the budget lift WAO proposes to begin providing these services.

**Her question:** What does this entail? Does this mean more work for WorkSafeBC (and costs to WorkSafeBC), or is this WAO helping workers with WorkSafeBC disputes that involve health/safety (costs to WAO)?

I'm not sure I really understand her question, but if you could try to respond that would be helpful?

Kind Regards,

Leighanne

---

**From:** Corwin, Lucas [<mailto:Lucas.Corwin@wao-bc.org>]

**Sent:** Monday, October 23, 2017 3:55 PM

**To:** Tripp, Leigh-Anne LBR:EX

**Cc:** Critchley, Carla JTT:EX; Haralds, Dave LBR:EX

**Subject:** Treasury Board Analyst Query - EAO & WAO

**Importance:** High

Hi Leighanne,

Thanks for your note. Dave and I are happy to give you more information along the lines requested by TBS. Dave's travelling, and so I'm responding for both of us.

By way of context, our Minister's Mandate Letter directs him to take measures to "increase compliance with laws and standards put in place to protect the lives and safety of workers."

Within this context, here is some detail common to both the Workers' and the Employers' Advisers Offices regarding the impact of the proposed budget lift:

- Both EAO and WAO are caseload driven organizations. As such, by definition, the more people we have, the more people we can help, and the greater the quality of those services.
- There will certainly be a decrease in wait time for clients. While both our offices have service standards for responding to the public, both when the public initially contacts us, as well as on an ongoing basis, we will be able to reduce wait times dramatically. For example, **s.13,s.17 s.13,s.17**

- Both our offices will also be able to service more of the public. EAO will be able to significantly increase the number of employers it trains in workplace safety, offering more in-person training across the Province. WAO will be able to reach more workers – more detail below.

- We also anticipate an increase in the quality of services. Workers' compensation claims are highly-complex in nature. Even a simple workplace injury or occupational health and safety event can result in a significant number of issues on which the worker and the employer may need assistance. With the existing high volume of cases, Advisers must currently focus only on those issues which they determine are the highest priority or where they think they can have the greatest impact. By increasing our staffing our organizations will be able to assist workers and employers on a broader range and number of issues.
  - We will also be able to provide increased services on the increasing number of extremely complex files (usually involving mental disorders). For context, WorkSafeBC has an entire team dedicated solely to managing these types of claims, whereas Advisers at EAO and WAO must balance these time and resource-intensive files with existing full caseloads.
  - Both EAO and WAO will be able to directly staff otherwise under-represented regions across the Province. s.13
- s.13
- s.13 Both EAO and WAO have systems in place to undertake a detailed review of where the public most needs our services and decide whether to place staff in regions where we have not been historically (e.g., Terrace/Smithers)

There are also a couple of implications of the proposed budget lifts that are unique to our two organizations:

#### EAO

- EAO would invest in different modes of service delivery for its education line of business, focussing on increasing its online offerings in order to reach employers who currently can only be reached by in-person training. This would have the added benefit of decreasing travel costs at EAO.

#### WAO

- Currently WAO has no outreach program whatsoever as we have difficulty managing even the existing demand for our services. With the proposed budget lift we will be actively reaching out to workers and workers' groups to ensure that more workers know of our services and are educated about workers' compensation.
- WAO also currently does not assist workers with occupational health and safety issues. We do not have the staff resources to do so. With the budget lift we be able to begin providing these services.

Should EAO and WAO not receive the increased budget, we will continue to provide the same level of services as we are now. The implication of the lift is more and different services, better services, faster services, and delivered to more of the public overall.

I hope this is of assistance Leighanne. Do let us know if you need any other information.

lac.

**Lucas Corwin**

**Executive Director | Workers' Advisers Office**

**Ministry of Labour | Province of British Columbia**

**250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)**



December 11, 2017

Ref: 54635

Ms. Diana Miles  
President and Chief Executive Officer  
WorkSafeBC  
6951 Westminster Highway  
Richmond, BC V7C 1C6

Dear Ms. Miles:

**Re: Distribution of \$3M Budget between Labour Programs (WAO and EAO)**

Thank you for facilitating the recent WorkSafeBC Board (Board) approval for additional ongoing funding of \$3 million annually for the Workers' Advisers Office (WAO) and the Employers' Advisers Office (EAO). I have shared confirmation of this approval with the Honourable Harry Bains, Minister of Labour, who greatly appreciates the Board's consideration of this matter and their acknowledgement of the need for additional resources to support the important services that these offices provide.

You will recall that in my letter of September 19, 2017, I requested that the funding be approved on an ongoing basis, and divided evenly between the two organizations (\$1.5M for WAO and \$1.5M for EAO). After further consideration and at the request of Minister Bains, I now write to ask that the Board consider a revised division of this budget, with 55 percent of the \$3M to flow through to the WAO and 45 percent to the EAO. This 55/45 split would provide \$1.65M to the WAO and \$1.35M to the EAO. The revised division of the new funds aligns with the existing budget division between the two organizations, creating the ability to provide enhanced services proportionate to existing operating levels.

I appreciate your facilitation of this matter to the Board for consideration at the earliest opportunity. We would be pleased to provide additional details or information to support this decision.

Planning for how services will be enhanced as a result of this new funding is underway. Once a decision on the revised budget division is made, Minister Bains is looking forward to an opportunity to make some sort of announcement, in partnership with WorkSafeBC, if appropriate, about how this additional budget will enhance the services provided at WAO and EAO to the benefit of workers and employers in British Columbia.

.../2

Ms. Diana Miles  
Page 2

Thank you again for considering this matter.

Yours truly,

A handwritten signature in black ink, appearing to read 'Trevor Hughes', with a small dot at the end.

Trevor Hughes  
Deputy Minister

pc: Honourable Harry Bains  
Minister of Labour

**From:** Basi, Selena LBR:EX  
**To:** Corwin, Lucas LBR:IN; Haralds, Dave LBR:EX  
**Subject:** NR on EAO/WAO lift  
**Date:** Wednesday, January 17, 2018 2:40:54 PM

---

Hi Dave and Lucas,

It's possible that Joanne from GCPE has reached out to see if you have more information to provide as she is going to draft a News Release to announce the budget lift at your offices.

If she hasn't already reached out, consider this a heads up that she likely will be and it would be useful to have some info bullets at the ready.

- What is the EAO/WAO
- Description of the services
- What the additional \$ may be able to provide/support
- Where the offices are located
- Any other information that you think may be relevant.

s.13

this item is a rush as they

would like to announce while still able before it's too close to the budget....

\*SB

From: Corwin, Lucas  
To: Basi, Selena LBR:EX  
Cc: Hughes, Trevor LBR:EX; Haralds, Dave LBR:EX  
Subject: NR  
Date: Wednesday, January 24, 2018 9:59:04 PM

---

Good evening both,

I concur with Dave's information below. The branch is very, very excited about the investment. There was applause when I announced it.

s.13

s.13 I also got questions about how we could use the funding to increase our retention stats and whether the Minister wants us to broaden our mandate.

Consistent with Dave's report, staff are excited. I also plan to engage the entire Branch in a conversation for how best to capitalize on this new investment.

Exciting times.

Cheers,

lac.

From: Haralds, Dave  
Sent: Wednesday, January 24, 2018 11:16 AM  
To: Basi, Selena LBR:EX <Selena.Basi@gov.bc.ca>; Corwin, Lucas <Lucas.Corwin@wao-bc.org>  
Cc: Trevor Hughes (Trevor.Hughes@gov.bc.ca) <Trevor.Hughes@gov.bc.ca>  
Subject: RE: NR

Hi Selena,

Yes, both Lucas and I conducted conference calls with our staff at 9:00am this morning.

Lots of positive comments and follow-up e-mails response:

\* "Thank you for the announcements and it is fabulous news!!!!!"

\* "Great job - I believe you made a lot of people very happy today :)"

I think staff are also taking in the information and processing.

I plan on setting up a process of reaching out to my staff for input, thoughts, and ideas about how we allocate the new funding. I would like staff to feel that they have some input into the planning process and any new initiatives going forward.

One other note: I did field a few comments about wage issues, which comes back to some of our discussions on Monday:

\* s.22

All in all, staff are excited about the announcement and looking forward to increased support.

Thanks,

Dave Haralds  
Executive Director  
Employers' Advisers Office | Ministry of Labour  
Direct: 604-996-1617 | Fax: 1-855-664-7993 | Toll Free : 1-800-925-2233  
Website: <http://www.gov.bc.ca/employersadvisers>

This email transmission is confidential and intended only for the use of the individual to whom it is addressed. If you have received this email transmission in error, please contact me immediately. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited.

From: Basi, Selena LBR:EX [<mailto:Selena.Basi@gov.bc.ca>]  
Sent: Wednesday, January 24, 2018 10:59 AM  
To: Corwin, Lucas <[Lucas.Corwin@wao-bc.org](mailto:Lucas.Corwin@wao-bc.org)>  
Cc: Haralds, Dave <[Dave.Haralds@eao-bc.org](mailto:Dave.Haralds@eao-bc.org)>  
Subject: RE: NR

Have you guys advised your staff? Reactions?

From: Corwin, Lucas [<mailto:Lucas.Corwin@wao-bc.org>]  
Sent: Wednesday, January 24, 2018 10:39 AM  
To: Basi, Selena LBR:EX  
Cc: Haralds, Dave LBR:EX  
Subject: Re: NR

Awesome. Thanks Selena.  
Lucas Corwin  
Executive Director | Workers' Advisers Office  
Ministry of Labour  
250 882 6929

On Jan 24, 2018, at 10:38, Basi, Selena LBR:EX <[Selena.Basi@gov.bc.ca](mailto:Selena.Basi@gov.bc.ca)> wrote:  
Hi Lucas, yes it's been publicly announced.  
When I checked on it this morning the link was not working properly, so just following up on that - but it is posted on the BC Gov Newsroom site. \*SB

From: Corwin, Lucas [<mailto:Lucas.Corwin@wao-bc.org>]  
Sent: Wednesday, January 24, 2018 10:35 AM  
To: Basi, Selena LBR:EX; Haralds, Dave LBR:EX  
Subject: NR

Hi Selena,

Do you know if the NR about our budgets has gone out?

Lucas Corwin  
Executive Director | Workers' Advisers Office  
Ministry of Labour  
250 882 6929

**From:** Chan, Doris  
**To:** [Corwin, Lucas LBR:IN](#)  
**Subject:** RE: 13-06 WorkSafe Funded Programs Jun.xlsx  
**Date:** Wednesday, December 6, 2017 10:51:30 AM

---

Our operating budget is \$5,519K

---

**From:** Chan, Doris

**Sent:** Wednesday, December 06, 2017 10:51 AM

**To:** Corwin, Lucas

**Subject:** 13-06 WorkSafe Funded Programs Jun.xlsx

The spreadsheet contains WAO, EAO and WCAT operating budget (not including BOC and WTS budgets) as of June 2013.



**From:** Corwin, Lucas  
**To:** Haralds, Dave LBR:EX  
**Subject:** RE: A different split  
**Sensitivity:** Confidential

---

No problem whatsoever Dave. I didn't know that about the EAO budget so your split makes perfect sense. Thanks for this, and shall we briefly touch base after our 830?  
lac.

---

**From:** Haralds, Dave  
**Sent:** Monday, December 04, 2017 8:14 AM  
**To:** Corwin, Lucas  
**Subject:** RE: A different split  
**Sensitivity:** Confidential

Hi Lucas,  
s.13

Cheers, Dave

---

**From:** Corwin, Lucas  
**Sent:** Friday, December 01, 2017 3:53 PM  
**To:** Haralds, Dave <[Dave.Haralds@eao-bc.org](mailto:Dave.Haralds@eao-bc.org)>  
**Subject:** A different split  
**Sensitivity:** Confidential

Hey Dave,  
What about this:  
s.13

s.13

Sorry. I do appreciate how you're approaching this Dave. Let me know what you think.  
lac.

**Lucas Corwin**  
Executive Director | Workers' Advisers Office  
Ministry of Labour | Province of British Columbia  
250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)

**From:** Corwin, Lucas  
**To:** [Rowe, Serina LBR:EX](#)  
**Subject:** RE: s.13

---

Hi Serina. This is great. My thanks to you for taking this initiative.  
s.13

Thank you!  
lac.

---

**From:** Rowe, Serina  
**Sent:** Monday, October 23, 2017 2:57 PM  
**To:** Corwin, Lucas  
**Subject:** s.13  
Good afternoon Lucas,  
s.13

Thank you.  
Serina.

**From:** Hughes, Trevor LBR:EX  
**To:** [Corwin, Lucas LBR:IN](mailto:Lucas.Corwin@wao-bc.org)  
**Cc:** [Haralds, Dave LBR:EX](#); [Campbell, Tracy MAH:EX](#); [Mortimer, David JTT:EX](#); [Basi, Selena LBR:EX](#); [Blakely, John H LBR:EX](#); [Birnie, Kayla LBR:EX](#); [Tripp, Leigh-Anne LBR:EX](#); [Boyte, William \(Bill\) LBR:EX](#); [McCaffrey, Julianne GCPE:EX](#)  
**Subject:** RE: Announcement from Minister Bains re: EAO and WAO funding  
**Date:** Tuesday, January 23, 2018 12:54:14 PM

---

No issue on timing other than not doing it too far in advance.

**From:** Corwin, Lucas [<mailto:Lucas.Corwin@wao-bc.org>]  
**Sent:** Tuesday, January 23, 2018 12:53 PM  
**To:** Hughes, Trevor LBR:EX  
**Cc:** Haralds, Dave LBR:EX; Campbell, Tracy MAH:EX; Mortimer, David JTT:EX; Basi, Selena LBR:EX; Blakely, John H LBR:EX; Birnie, Kayla LBR:EX; Tripp, Leigh-Anne LBR:EX; Boyte, William (Bill) LBR:EX; McCaffrey, Julianne GCPE:EX  
**Subject:** Re: Announcement from Minister Bains re: EAO and WAO funding

Great news Trevor. Thanks again for your leadership and support on this. This is going to make a real difference.

Dave and I will coordinate letting our staff know, emphasizing that they should keep the good news confidential until the minister's actual release. Because of travel and schedules, we may let our staff tomorrow morning. Any difficulties with this?

Thanks again.  
Lucas Corwin  
Executive Director | Workers' Advisers Office  
Ministry of Labour  
250 882 6929

On Jan 23, 2018, at 12:45, Hughes, Trevor LBR:EX <[Trevor.Hughes@gov.bc.ca](mailto:Trevor.Hughes@gov.bc.ca)> wrote:  
Lucas and Dave, I am writing to confirm for you both about some news that Minister Bains will be announcing tomorrow morning that will have a direct impact on the WAO and on the EAO - and importantly for staff who provide services and the public who receive them.

As you both know, the workload faced by staff in your organizations has changed measurably in the last few years. In part this has been driven by the Ministry - but in a good way! We changed how we compensate workplace mental health injuries. We also made changes to requirements on employers flowing from the tragic 2012 sawmill explosions as a result of both the Macatee report and 2 coroner inquest juries. I also recognize that for workers, navigating the workers' compensation system has become more difficult especially when you consider mental health claims and, in some cases, longer and more complex claims.

The time is right to press for more resources. And to tell our staff that we hear them about the need for more staff to help with their workload while pushing to see how we can advance the reach and exposure of the WAO and the EAO.

With the support of Minister Bains, I recently asked WorkSafeBC to consider an increase in funding in the amount of \$3 million annually. The Board of Directors has agreed. The increase is effective this fiscal year - and includes slightly more of a share of the \$3 million to the WAO as a result of its larger size and budget.

The Ministry is issuing a news release on this development on Wednesday morning at 9am. But the Minister and I wanted you to have this information a few hours ahead so that you can share it with your staff a little bit in advance (I'd ask you to consider doing so around 3pm today in a coordinated fashion if that makes sense to you both). It is still technically confidential until it is publicly disclosed, but we believe staff should have a bit of a heads-up to see how we are making changes to support them - and citizens, too!

I know you have been doing some work behind the scenes with your management teams to get ready for this in the event our request was accepted. I look forward to working with you as we move this initiative forward and would appreciate you reviewing your plans with Selena to ensure we can support any of the asks and timing related to them. Ultimately I would like the Minister to be involved in reviewing and approving plans given his great interest in this undertaking.

I would love to hear how your staff respond to this news. If there are any questions or concerns, please send them to me and Selena.

Thanks!

T.

**From:** Hughes, Trevor LBR:EX  
**To:** Haralds, Dave LBR:EX; Corwin, Lucas LBR:IN  
**Subject:** Re: DRAFT letter  
**Date:** Wednesday, September 13, 2017 8:32:48 AM

---

Great...thanks. s.13  
Board votes yes! Then we can tell everyone!

Hope the

----- Original message -----

**From:** "Haralds, Dave"  
**Date:** 2017-09-13 8:27 AM (GMT-08:00)  
**To:** "Hughes, Trevor LBR:EX" , "Corwin, Lucas LBR:IN"  
**Subject:** RE: DRAFT letter

Hi Trevor,

I have reviewed your draft letter, looks great. The wording and intent are clear and concise. You have accurately described the most recent statutory changes that continue to stretch our program resources.

I think the timing of this request is appropriate and will be a welcomed breath of fresh air into our system.

I appreciate you advancing this initiative forward on our behalf!

Cheers,

**Dave Haralds**

**Executive Director**

**Employers' Advisers Office | Ministry of Labour**

Direct: 604-996-1617 | Fax: 1-855-664-7993 | Toll Free : 1-800-925-2233

Website: <http://www.gov.bc.ca/employersadvisers>

*This email transmission is confidential and intended only for the use of the individual to whom it is addressed. If you have received this email transmission in error, please contact me immediately. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited.*

---

**From:** Hughes, Trevor LBR:EX [mailto:Trevor.Hughes@gov.bc.ca]

**Sent:** Tuesday, September 12, 2017 6:38 PM

**To:** Haralds, Dave ; Corwin, Lucas

**Subject:** DRAFT letter

**Importance:** High

Fellas – draft letter as discussed. Edits and suggestions welcome please and thanks. I think it is self explanatory what I'm trying to do. But by all means edit to ensure it is accurate and complete.

Thanks.

T.

From: Corwin, Lucas  
To: [Hughes, Trevor LBR:EX](#)  
Cc: [Haralds, Dave LBR:EX](#)  
Subject: RE: Early Budget 2018 direction - Fiscal Plan Neutral Requests

---

s.13

lac.

---

**From:** Hughes, Trevor LBR:EX [<mailto:Trevor.Hughes@gov.bc.ca>]  
**Sent:** Thursday, September 14, 2017 1:58 PM  
**To:** Corwin, Lucas  
**Cc:** Haralds, Dave  
**Subject:** RE: Early Budget 2018 direction - Fiscal Plan Neutral Requests  
s.13

---

**From:** Corwin, Lucas [<mailto:Lucas.Corwin@wao-bc.org>]  
**Sent:** Thursday, September 14, 2017 1:57 PM  
**To:** Hughes, Trevor LBR:EX  
**Cc:** Haralds, Dave LBR:EX  
**Subject:** Early Budget 2018 direction - Fiscal Plan Neutral Requests  
Thanks Trevor.  
s.13

Cheers,  
lac.

---

**From:** Hughes, Trevor LBR:EX [<mailto:Trevor.Hughes@gov.bc.ca>]  
**Sent:** Thursday, September 14, 2017 1:51 PM  
**To:** Haralds, Dave <[Dave.Haralds@eao-bc.org](mailto:Dave.Haralds@eao-bc.org)>; Corwin, Lucas <[Lucas.Corwin@wao-bc.org](mailto:Lucas.Corwin@wao-bc.org)>  
**Cc:** Tripp, Leigh-Anne LBR:EX <[LeighAnne.Tripp@gov.bc.ca](mailto:LeighAnne.Tripp@gov.bc.ca)>  
**Subject:** FW: Early Budget 2018 direction - Fiscal Plan Neutral Requests  
Dave and Lucas, see below and attached. This is the template for making proposals for possible additional funding if approved by WorkSafeBC's Board in late Oct.  
T.

---

**From:** Campbell, Tracy CSCD:EX  
**Sent:** Thursday, September 14, 2017 11:49 AM  
**To:** Hughes, Trevor LBR:EX  
**Subject:** FW: Early Budget 2018 direction - Fiscal Plan Neutral Requests  
You don't need to read this email- but what it means is that if we want the \$3M reflected in Estimates for Budget 2018, we need to get the info submitted to TB staff no later than **October 16<sup>th</sup>** (so my team will need it sooner than that)

---

**From:** Ringma, Shalegh FIN:EX **On Behalf Of** Galbraith, David J FIN:EX  
**Sent:** Thursday, September 14, 2017 10:53 AM

**To:** Richards, Tara R FIN:EX; Klak, Steve M FIN:EX; Brewster, Kevin AVED:EX; Porter, Donna A AVED:EX; Boyd, Wes CSNR:EX; Fraser, Brian CSNR:EX; Brouwer, Shauna JAG:EX; Hoadley, David JAG:EX; Bawa, Reg R EDUC:EX; Minnings, Anne C MCF:EX; McEwan, Colin MTIC:EX; Twyford, Philip MTIC:EX; Godin, Keith EDUC:EX; Ma, Tiffany J EDUC:EX; Parmar, Ranbir S CSNR:EX; Dohan, Trish CSNR:EX; Jacobs, Murray CSNR:EX; Sidhu, Manjit HLTH:EX; Campbell, Tracy CSCD:EX; Mortimer, David JTST:EX; MacAulay, Jim CSCD:EX; Lord, Michael SDSI:EX; Wright, Nicole SDSI:EX; Bain, Nancy TRAN:EX; Marsh, Patricia A TRAN:EX

**Cc:** FIN TBS Performance Budgeting Office; DeVries, Jennifer FIN:EX

**Subject:** Early Budget 2018 direction - Fiscal Plan Neutral Requests

Dear Colleagues:

First, I just want to thank you all again for your cooperation with the *Budget 2017*

*Update.* s.13

s.13

It is now time to move on with the work necessary to undertake *Budget 2018*. While you will see budget instructions being sent to your minister in the coming days, the work on the more administrative, bottom-line neutral changes you require can begin now. Below is some direction in order that early progress can be made on the more straight forward budget changes. Please submit your requests directly to your Treasury Board analyst, along with a completed *Estimates Adjustment Form* (template attached.)

**Process for submission of Fiscal Plan-Neutral Adjustment Requests for *Budget 2018* – Due October 16, 2017 (or sooner)**

As indicated, these specific requests are to be limited to fiscal plan-neutral adjustments. A sound rationale will need to be provided to your Treasury Board Analyst in order to be accepted. Examples of such adjustments include the following:

- Fiscal Plan adjustments due to accounting changes
- Changes to \$1K votes, \$1K sub votes, or recoveries to vote
- Changes to Special Account revenues/expenses
- Changes to BC Timber Sales Net Revenue Targets (FOR)
- Significant reallocation of budgets across Core Businesses or program areas
- Other Administrative and/or bottom line neutral requests (e.g., significant/necessary STOB reallocations, etc.)

There is no template for the ministry to complete for such requests, and no formal submission is to be provided by the ministry. Rather, as has been the case in previous recent budget processes, your ministry would discuss the proposed changes with your Treasury Board analyst, and then provide the supporting documentation to explain and justify the adjustments. These materials should be in the form of word documents, spreadsheets, and/or e-mail communication. *In addition, included with that communication, ministry staff must submit a completed Estimates Adjustment Form that details the specific changes being requested.* Treasury Board Staff will then prepare its documentation for decision-making purposes.

**Timelines**

In order to be considered for *Budget 2018*, any such requests must be provided to your Treasury Board Analyst by October 16, 2017 or sooner.

Please contact Gord Enemark at TBS s.17 if you have any questions.

Regards,

David Galbraith

Secretary to Treasury Board

Treasury Board Staff  
Ph. 250 356-5427



**From:** Tripp, Leigh-Anne LBR:EX  
**To:** Corwin, Lucas LBR:IN  
**Cc:** Critchley, Carla JTT:EX; Haralds, Dave LBR:EX  
**Subject:** RE: Treasury Board Analyst Query - EAO & WAO  
**Date:** Monday, October 23, 2017 4:07:34 PM

---

Hi Lucas,

I'm confident that that will be a more than sufficient response!

Thank-you so much, for your thorough and prompt attention to this request – it is very helpful.

Kind Regards,

Leighanne

---

**From:** Corwin, Lucas [mailto:Lucas.Corwin@wao-bc.org]

**Sent:** Monday, October 23, 2017 3:55 PM

**To:** Tripp, Leigh-Anne LBR:EX

**Cc:** Critchley, Carla JTT:EX; Haralds, Dave LBR:EX

**Subject:** Treasury Board Analyst Query - EAO & WAO

**Importance:** High

Hi Leighanne,

Thanks for your note. Dave and I are happy to give you more information along the lines requested by TBS. Dave's travelling, and so I'm responding for both of us.

By way of context, our Minister's Mandate Letter directs him to take measures to "increase compliance with laws and standards put in place to protect the lives and safety of workers."

Within this context, here is some detail common to both the Workers' and the Employers' Advisers Offices regarding the impact of the proposed budget lift:

- Both EAO and WAO are caseload driven organizations. As such, by definition, the more people we have, the more people we can help, and the greater the quality of those services.
- There will certainly be a decrease in wait time for clients. While both our offices have service standards for responding to the public, both when the public initially contacts us, as well as on an ongoing basis, we will be able to reduce wait times dramatically. For example, at WAO, at the point of initial intake and when volumes are high, workers often wait up to 48 hours for one of our staff to contact them. With increased staffing from the budget lift, this will be reduced to same-day contact. Additionally I anticipate moving from a service standard of five (5) days between when a worker is assigned to a Worker's Adviser and that Adviser contacting the worker, to a period of 24 hours.
- Both our offices will also be able to service more of the public. EAO will be able to significantly increase the number of employers it trains in workplace safety, offering more in-person training across the Province. WAO will be able to reach more workers – more detail below.
- We also anticipate an increase in the quality of services. Workers' compensation claims are highly-complex in nature. Even a simple workplace injury or occupational health and safety event can result in a significant number of issues on which the worker and the employer may need assistance. With the existing high volume of cases, Advisers must currently focus only on those issues which they determine are the highest priority or where they think they can have the greatest impact. By increasing our staffing our organizations will be able to assist workers and employers on a broader range and number of issues.

- We will also be able to provide increased services on the increasing number of extremely complex files (usually involving mental disorders). For context, WorkSafeBC has an entire team dedicated solely to managing these types of claims, whereas Advisers at EAO and WAO must balance these time and resource-intensive files with existing full caseloads.

- Both EAO and WAO will be able to directly staff otherwise under-represented regions across the Province. s.13

s.13

s.13

Both EAO and WAO have systems in place to undertake a detailed review of where the public most needs our services and decide whether to place staff in regions where we have not been historically (e.g., Terrace/Smithers)

There are also a couple of implications of the proposed budget lifts that are unique to our two organizations:

EAO

- EAO would invest in different modes of service delivery for its education line of business, focussing on increasing its online offerings in order to reach employers who currently can only be reached by in-person training. This would have the added benefit of decreasing travel costs at EAO.

WAO

- Currently WAO has no outreach program whatsoever as we have difficulty managing even the existing demand for our services. With the proposed budget lift we will be actively reaching out to workers and workers' groups to ensure that more workers know of our services and are educated about workers' compensation.
- WAO also currently does not assist workers with occupational health and safety issues. We do not have the staff resources to do so. With the budget lift we be able to begin providing these services.

Should EAO and WAO not receive the increased budget, we will continue to provide the same level of services as we are now. The implication of the lift is more and different services, better services, faster services, and delivered to more of the public overall.

I hope this is of assistance Leighanne. Do let us know if you need any other information.

lac.

**Lucas Corwin**

**Executive Director | Workers' Advisers Office**

**Ministry of Labour | Province of British Columbia**

**250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)**

**From:** Tripp, Leigh-Anne LBR:EX  
**To:** [Wilson, Shawna M MAH:EX](#)  
**Cc:** [Critchley, Carla JTT:EX](#); [Corwin, Lucas LBR:IN](#); [Haralds, Dave LBR:EX](#)  
**Subject:** RE: Treasury Board Analyst Query - EAO & WAO  
**Date:** Thursday, November 2, 2017 10:42:11 AM

---

Hello Shawna,  
WAO: 14 (between 13&14)  
EAO: 10  
For a total increase of 24 FTE's.  
Please feel free to advise if there are any further questions.  
Kind Regards,  
Leighanne

---

**From:** Wilson, Shawna M MAH:EX  
**Sent:** Thursday, November 2, 2017 10:20 AM  
**To:** Tripp, Leigh-Anne LBR:EX  
**Cc:** Critchley, Carla JTT:EX  
**Subject:** FW: Treasury Board Analyst Query - EAO & WAO  
Hi Leigh-Anne – please see Suzie's note below on the impact to FTEs for WAO and EAO for the WorkSafe BC increase.  
Thanks!  
Shawna

---

**From:** Steinmetz, Susanne K FIN:EX  
**Sent:** Wednesday, November 1, 2017 5:23 PM  
**To:** Critchley, Carla JTT:EX  
**Cc:** Wilson, Shawna M MAH:EX  
**Subject:** RE: Treasury Board Analyst Query - EAO & WAO  
Hello  
I have another follow-up question on this one. What will be the impact to FTEs for WAO and EAO?  
Thanks.

---

**From:** Critchley, Carla JTT:EX  
**Sent:** Monday, October 23, 2017 4:56 PM  
**To:** Steinmetz, Susanne K FIN:EX  
**Subject:** FW: Treasury Board Analyst Query - EAO & WAO  
Additional information related to WorkSafe BC increase.

---

**From:** Corwin, Lucas [<mailto:Lucas.Corwin@wao-bc.org>]  
**Sent:** Monday, October 23, 2017 3:55 PM  
**To:** Tripp, Leigh-Anne LBR:EX  
**Cc:** Critchley, Carla JTT:EX; Haralds, Dave LBR:EX  
**Subject:** Treasury Board Analyst Query - EAO & WAO  
**Importance:** High  
Hi Leighanne,  
Thanks for your note. Dave and I are happy to give you more information along the lines requested by TBS. Dave's travelling, and so I'm responding for both of us.  
By way of context, our Minister's Mandate Letter directs him to take measures to "increase

compliance with laws and standards put in place to protect the lives and safety of workers.” Within this context, here is some detail common to both the Workers’ and the Employers’ Advisers Offices regarding the impact of the proposed budget lift:

- Both EAO and WAO are caseload driven organizations. As such, by definition, the more people we have, the more people we can help, and the greater the quality of those services.
- There will certainly be a decrease in wait time for clients. While both our offices have service standards for responding to the public, both when the public initially contacts us, as well as on an ongoing basis, we will be able to reduce wait times dramatically. s.13

- Both our offices will also be able to service more of the public. EAO will be able to significantly increase the number of employers it trains in workplace safety, offering more in-person training across the Province. WAO will be able to reach more workers – more detail below.
- We also anticipate an increase in the quality of services. Workers’ compensation claims are highly-complex in nature. Even a simple workplace injury or occupational health and safety event can result in a significant number of issues on which the worker and the employer may need assistance. With the existing high volume of cases, Advisers must currently focus only on those issues which they determine are the highest priority or where they think they can have the greatest impact. By increasing our staffing our organizations will be able to assist workers and employers on a broader range and number of issues.
- We will also be able to provide increased services on the increasing number of extremely complex files (usually involving mental disorders). For context, WorkSafeBC has an entire team dedicated solely to managing these types of claims, whereas Advisers at EAO and WAO must balance these time and resource-intensive files with existing full caseloads.
- Both EAO and WAO will be able to directly staff otherwise under-represented regions across the Province. s.13

s.13  
s.13

Both EAO and WAO have systems in place to undertake a detailed review of where the public most needs our services and decide whether to place staff in regions where we have not been historically (e.g., Terrace/Smithers)

There are also a couple of implications of the proposed budget lifts that are unique to our two organizations:

#### EAO

- EAO would invest in different modes of service delivery for its education line of business, focussing on increasing its online offerings in order to reach employers who currently can only be reached by in-person training. This would have the added benefit of decreasing travel costs at EAO.

#### WAO

- Currently WAO has no outreach program whatsoever as we have difficulty managing even the existing demand for our services. With the proposed budget lift we will be actively reaching out to workers and workers’ groups to ensure that more workers know of our services and

are educated about workers' compensation.

- WAO also currently does not assist workers with occupational health and safety issues. We do not have the staff resources to do so. With the budget lift we be able to begin providing these services.

Should EAO and WAO not receive the increased budget, we will continue to provide the same level of services as we are now. The implication of the lift is more and different services, better services, faster services, and delivered to more of the public overall.

I hope this is of assistance Leighanne. Do let us know if you need any other information.  
lac.

**Lucas Corwin**

**Executive Director | Workers' Advisers Office**

**Ministry of Labour | Province of British Columbia**

**250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)**

From: Tripp, Leigh-Anne LBR:EX  
To: [Corwin, Lucas LBR:IN](#)  
Cc: [Critchley, Carla JTT:EX](#); [Haralds, Dave LBR:EX](#)  
Subject: RE: Treasury Board Analyst Query - EAO & WAO  
Date: Monday, October 23, 2017 4:07:34 PM

---

Hi Lucas,

I'm confident that that will be a more than sufficient response!

Thank-you so much, for your thorough and prompt attention to this request - it is very helpful.

Kind Regards,

Leighanne

From: Corwin, Lucas [<mailto:Lucas.Corwin@wao-bc.org>]  
Sent: Monday, October 23, 2017 3:55 PM  
To: Tripp, Leigh-Anne LBR:EX  
Cc: Critchley, Carla JTT:EX; Haralds, Dave LBR:EX  
Subject: Treasury Board Analyst Query - EAO & WAO  
Importance: High

Hi Leighanne,

Thanks for your note. Dave and I are happy to give you more information along the lines requested by TBS. Dave's travelling, and so I'm responding for both of us.

By way of context, our Minister's Mandate Letter directs him to take measures to "increase compliance with laws and standards put in place to protect the lives and safety of workers."

Within this context, here is some detail common to both the Workers' and the Employers' Advisers Offices regarding the impact of the proposed budget lift:

- Both EAO and WAO are caseload driven organizations. As such, by definition, the more people we have, the more people we can help, and the greater the quality of those services.
- There will certainly be a decrease in wait time for clients. While both our offices have service standards for responding to the public, both when the public initially contacts us, as well as on an ongoing basis, we will be able to reduce wait times dramatically. s.13

s.13

-----  
- Both our offices will also be able to service more of the public. EAO will be able to significantly increase the number of employers it trains in workplace safety, offering more in-person training across the Province. WAO will be able to reach more workers - more detail below.

- We also anticipate an increase in the quality of services. Workers' compensation claims are highly-complex in nature. Even a simple workplace injury or occupational health and safety event can result in a significant number of issues on which the worker and the employer may need assistance. With the existing high volume of cases, Advisers must currently focus only on those issues which they determine are the highest priority or where they think they can have the greatest impact. By increasing our staffing our organizations will be able to assist workers and employers on a broader range and number of issues.

- We will also be able to provide increased services on the increasing number of extremely complex files (usually involving mental disorders). For context, WorkSafeBC has an entire team dedicated solely to managing these types of claims, whereas Advisers at EAO and WAO must balance these time and resource-intensive files with existing full caseloads.

- Both EAO and WAO will be able to directly staff otherwise under-represented regions across the Province.

s.13

Both

s.13

EAO and WAO have systems in place to undertake a detailed review of where the public most needs our services and decide whether to place staff in regions where we have not been historically (e.g., Terrace/Smithers)

There are also a couple of implications of the proposed budget lifts that are unique to our two organizations:

EAO

- EAO would invest in different modes of service delivery for its education line of business, focussing on increasing its online offerings in order to reach employers who currently can only be reached by in-person training. This would have the added benefit of decreasing travel costs at EAO.

WAO

- Currently WAO has no outreach program whatsoever as we have difficulty managing even the existing demand for our services. With the proposed budget lift we will be actively reaching out to workers and workers' groups to ensure that more workers know of our services and are educated about workers' compensation.
- WAO also currently does not assist workers with occupational health and safety issues. We do not have the staff resources to do so. With the budget lift we be able to begin providing these services.

Should EAO and WAO not receive the increased budget, we will continue to provide the same level of services as we are now. The implication of the lift is more and different services, better services, faster services, and delivered to more of the public overall.

I hope this is of assistance Leighanne. Do let us know if you need any other information.

lac.

Lucas Corwin

Executive Director | Workers' Advisers Office

Ministry of Labour | Province of British Columbia

250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)

**From:** Tripp, Leigh-Anne LBR:EX  
**To:** Corwin, Lucas LBR:IN  
**Subject:** RE: WAO Estimates Adjustment Template.xls  
**Date:** Tuesday, October 3, 2017 11:46:16 AM  
**Sensitivity:** Confidential

---

Hi Lucas,

Thank-you so much for sending this! I'm going to review today and I will let you know if any adjustments are required.

Kind Regards,

Leighanne

---

**From:** Corwin, Lucas [mailto:Lucas.Corwin@wao-bc.org]

**Sent:** Friday, September 29, 2017 2:23 PM

**To:** Tripp, Leigh-Anne LBR:EX

**Cc:** Haralds, Dave LBR:EX

**Subject:** WAO Estimates Adjustment Template.xls

**Sensitivity:** Confidential

Hi Leighanne,

Thanks for the chat yesterday. I did pass on some of our conversation to Dave, and have cc'd him on this note so he can see my first attempt at the EAT for you. Please take a look and let me know what you think. As discussed:

- It envisions WAO being able to immediately capitalize on the full budget lift in 2018/19.
- It also reflects that the majority of this lift will be going to people. There is an amount put to STOB 60 as I know we will want to invest in our IT infrastructure and this is going to mean bringing in someone for a period of time. ~s.13

s.13

Your expert advice please!

lac.

**Lucas Corwin**

**Executive Director | Workers' Advisers Office**

**Ministry of Labour | Province of British Columbia**

**250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)**



**From:** MacDonald, Pamela  
**To:** [Corwin, Lucas LBR:IN](#)  
**Subject:** RE: WAO Funding Lift Announcement

---

Not sure if Angela reached out to you yet. Here's a suggestion from her:

**From:** Rigby, Angela [<mailto:angela.rigby@wao-bc.org>]

**Sent:** Wednesday, January 24, 2018 11:40 AM

**To:** Rigby, Angela ; MacDonald, Pamela

**Subject:** Conversation with Rigby, Angela

Angela Rigby 11:18 AM:

Hi Pam, Given the new funding I am wondering if the management team has considered/discussed the possibility of having a Medical Adviser on a contracted basis for the purpose of medical reviews and resource on claims?

MacDonald, Pamela 11:25 AM:

We have only briefly strategized at this point. Great suggestion and I'll add it the mix so we don't lose it.

Angela Rigby 11:28 AM:

Yes, I don't think we need 15 more advisers. I also don't want to be responsible for getting medical opinions with the exception of on an occasional basis. It would be great if we did pay for a medical opinion if our organization was eligible to ask for costs back at the RD and WCAT level. It is my belief that any medical should still remain the responsibility of WSBC under the legislation to make all enquiries.

---

**From:** Corwin, Lucas

**Sent:** Wednesday, January 24, 2018 9:36 PM

**To:** WAO - Workers' Advisers Office (DL) <[\\$WAOALL@worksafebc.com](mailto:$WAOALL@worksafebc.com)>

**Subject:** WAO Funding Lift Announcement

Good evening everyone,

Further to our Branch call this morning and the great news, [here](#) is a link to the formal announcement of the new investment in our Branch.

As we discussed this morning, this is an incredibly exciting development for all of us, and one that will have a profound impact on the services we can provide to injured workers and their families – the help that you give every day.

Stay tuned for more information about how we plan to engage all of you in the process of determining how best to capitalize on this opportunity.

And I sincerely reiterate my invitation for you to reach out to me with any questions you might have. I've heard from some of you already, and look forward to hearing more. A few of you weren't able to make the call this morning, and so I doubly encourage you to call or email or ocs me with your questions, or comments, or ideas for how we can best continue the wonderfully good work that we do at the WAO.

Yours,

lac.

**Lucas Corwin**

**Executive Director | Workers' Advisers Office**

**Ministry of Labour | Province of British Columbia**

250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)

From: Henry, Ken  
To: [Haralds, Dave LBR:EX](#)  
Cc: [Kainth, Karry LRB:IN](#)  
Subject: RE: WorkSafeBC 2018 Budget  
Date: Monday, November 27, 2017 12:19:46 PM

---

Excellent news Dave!

There's lots we can do. Maybe we have a group brainstorm session - LT or whole branch input next week or through in to the new year?

Some ideas: (and these are just ideas)

s.13

Ken

---

From: Haralds, Dave  
Sent: Monday, November 27, 2017 10:39 AM  
To: Henry, Ken <Ken.Henry@eao-bc.org>; Kainth, Kern Pal (Karry) <Karry.Kainth@eao-bc.org>; Borba, Brenda <Brenda.Borba@eao-bc.org>; Fournier, Kim <Kim.Fournier@eao-bc.org>; Wong, Caleb <Caleb.Wong@eao-bc.org>; Morita, Frank <Frank.Morita@eao-bc.org>  
Subject: WorkSafeBC 2018 Budget  
Importance: High

Hi Everyone,

Just wanted to give you the heads up the WorkSafeBC has approved their 2018 budget, which includes a 3 million dollar budget increase to the WAO & EAO programs (1.5 million each) effective Jan 1, 2018.

Trevor is meeting with Minister Bains on Thursday to determine how the Minister wishes to communicate this out to everyone. While the budget lift is exciting, it will also come with increased expectations for greater service, Minister Bains will likely be messaging out to the employer & worker community that the new funding will directly result in increased resources, services, more training etc. tying the message back to the government's mandate letter concerning safer workplaces.

Depending on how Thursday goes with the Minister, I have proposed to Trevor that he could make the announcement at our Branch session next week? Until then, please keep this confidential and discussions restricted to the leadership team only.

Great news!

Dave Haralds

Executive Director

Employers' Advisers Office | Ministry of Labour

Direct: 604-996-1617 | Fax: 1-855-664-7993 | Toll Free : 1-800-925-2233

Website: <http://www.gov.bc.ca/employersadvisers>

This email transmission is confidential and intended only for the use of the individual to whom it is addressed. If you have received this email transmission in error, please contact me immediately. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited.

**From:** MacDonald, Pamela  
**To:** [Corwin, Lucas LBR:IN](#)  
**Subject:** RE: Your thoughts  
**Date:** Wednesday, September 27, 2017 9:49:40 AM

---

Hi Lucas,

Sorry for the delay.

Brainstorming Options

Staffing

- Increase Adviser FTE's
  - o Allocation Kelowna, Richmond, PG.
  - o Consider re-staffing Nelson (even remotely) –1.5 caseload allocation in that region
  - o Consider Junior Adviser positions for FEP

Mandate

- Expand mandate to include OSH Files – staff would be required for this

Outreach

- Perform outreach – including targeted initiatives like, for example: contacting all workers that might have PDAC decisions; and education seminars at OR Programs; serious/fatal claims; high schools.

IT & Workplace Tools

- Update workplace tools including phone system, ergonomic desks
- Enhance ARK – dedicated BA or SDBA on contract
- ASK WAO – interface to website

Hope that helps!

/P

---

**From:** Corwin, Lucas

**Sent:** Wednesday, September 27, 2017 7:03 AM

**To:** MacDonald, Pamela

**Subject:** Your thoughts

Hi Pam,

On the issue we discussed early last week, do you have any thoughts? Flip me what you have and I'll set up some time to discuss tomorrow. Looking forward to it.

lac.

**Lucas Corwin**

**Executive Director | Workers' Advisers Office**

**Ministry of Labour | Province of British Columbia**

**250 952 4395 | 604 713 0364 | [www.gov.bc.ca/workersadvisers](http://www.gov.bc.ca/workersadvisers)**

## (\$000)

Labour

MA - B43

## 2019 EST ADJUSTMENTS

Gross Up-Down Adj

*All adjustments will be calendarized to the last period (March)*

<b>ADJUSTMENT TOTAL</b>	<b>0</b>
-------------------------	----------

The Minister of Labour's mandate letter includes the statement "Review and develop options with WorkSafeBC to increase compliance with employment laws and standards put in place to protect the lives and safety of workers." In addition, it is the Ministry's documented experience that the workload and resources of both EAO and WAO have been stretched to meet their mandate in light of recent changes to the Workers Compensation Act ("WCA"). For example, the case loads of Workers' Advisers have dramatically increased, in part, due to the expansion of coverage for workplace mental health injuries since Bill 14-2011. As such, an increase in funding has been requested from WorkSafeBC in order to fund the newly established Ministry priorities, and the increased workload attributed to recent changes in the WCA. The request for funding will be brought to the Board of Directors of WorkSafeBC in mid October. Therefore, this request is being submitted to improve alignment with the Estimates, the Minister's mandate letter, and the expected increase in available funding from WorkSafeBC.

Carla Critchley

778-698-3361

BCOA Entry:		
	Initials	Date