From:	Halls, Lori D PSA:EX
To:	Wright, Don J FLNR:IN
Cc:	s.22
Subject:	Re: Connecting
Date:	Sunday, July 9, 2017 3:29:54 PM

Great. See you then.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 9, 2017, at 3:14 PM, DONALD WRIGHT s.22 wrote:

> Hi Lori,
>
> That will work. I have a meeting over in the buildings, but I will ensure I am back by 4:00.
>
> Look forward to seeing you tomorrow.
>
> Don
>
> ---
>
> **From:** "Lori D Halls" <Lori.D.Halls@gov.bc.ca>
> **To:** "Don Wright" s.22
> **Sent:** Sunday, July 9, 2017 11:22:11 AM
> **Subject:** Re: Connecting
>
> Don
>
> I've just spoken with Rita Chand and she requested that I simply stay after my transition meeting at 3:00pm on Monday with Evan and his team to meet with you. I'm happy to do this if this works for you rather than later in the week.
>
> Lori Halls
> Deputy Minister
> BC Public Service Agency
>
> On Jul 9, 2017, at 10:21 AM, Halls, Lori D PSA:EX <Lori.D.Halls@gov.bc.ca<mailto:Lori.D.Halls@gov.bc.ca>> wrote:
>
> Hi Don
>
> I'm very much looking forward to connecting with you.
>
> If at all possible I would prefer anytime Tuesday, Thursday, Friday except between 10:00-12:30 and any time on Saturday.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 9, 2017, at 9:46 AM, DONALD WRIGHT
s.22 wrote:

Hi Lori,

I guess wrong with your email address the first time.

Looking forward to sitting down with you.

Don

_____s.22
From: "Don Wright" <
To: "Shannon Baskerville"
<Shannon.Baskerville@gov.bc.ca<mailto:Shannon.Baskerville@gov.bc.ca>>, "Stephen
Brown" <Stephen.Brown@gov.bc.ca<mailto:Stephen.Brown@gov.bc.ca>>, "Dave Byng"
<Dave.Byng@gov.bc.ca<mailto:Dave.Byng@gov.bc.ca>>, "Sandra Carroll"
<Sandra.Carroll@gov.bc.ca<mailto:Sandra.Carroll@gov.bc.ca>>, "Jacquie Dawes"
<Jacquie.Dawes@gov.bc.ca<mailto:Jacquie.Dawes@gov.bc.ca>>, "Becky Denlinger"
<Becky.Denlinger@gov.bc.ca<mailto:Becky.Denlinger@gov.bc.ca>>, "Richard Fyfe"
<Richard.Fyfe@gov.bc.ca<mailto:Richard.Fyfe@gov.bc.ca>>, "John Jacobson"
<John.Jacobson@gov.bc.ca<mailto:John.Jacobson@gov.bc.ca>>, "Grant Main"
<Grant.Main@gov.bc.ca<mailto:Grant.Main@gov.bc.ca>>, "Elaine McKnight"
<Elaine.McKnight@gov.bc.ca<mailto:Elaine.McKnight@gov.bc.ca>>, "Tim McEwan"
<Tim.McEwan@gov.bc.ca<mailto:Tim.McEwan@gov.bc.ca>>, "JohnPaul Fraser"
<JohnPaul.Fraser@gov.bc.ca<mailto:JohnPaul.Fraser@gov.bc.ca>>, "Fazil Mihlar"
<Fazil.Mihlar@gov.bc.ca<mailto:Fazil.Mihlar@gov.bc.ca>>, "Bobbi Plecas"
<Bobbi.Plecas@gov.bc.ca<mailto:Bobbi.Plecas@gov.bc.ca>>, "Clark Roberts"
<Clark.Roberts@gov.bc.ca<mailto:Clark.Roberts@gov.bc.ca>>, "Tim Sheldan"
<Tim.Sheldan@gov.bc.ca<mailto:Tim.Sheldan@gov.bc.ca>>, "Wes Shoemaker"
<Wes.Shoemaker@gov.bc.ca<mailto:Wes.Shoemaker@gov.bc.ca>>, "Mark Sieben"
<Mark.Sieben@gov.bc.ca<mailto:Mark.Sieben@gov.bc.ca>>, "Derek Sturko"
<Derek.Sturko@gov.bc.ca<mailto:Derek.Sturko@gov.bc.ca>>, "Neil Sweeney"
<Neil.Sweeney@gov.bc.ca<mailto:Neil.Sweeney@gov.bc.ca>>, "Sheila Taylor"
<Sheila.Taylor@gov.bc.ca<mailto:Sheila.Taylor@gov.bc.ca>>, "Lori Wanamaker"
<Lori.Wanamaker@gov.bc.ca<mailto:Lori.Wanamaker@gov.bc.ca>>, "Christina Zacharuk"
<Christina.Zacharuk@gov.bc.ca<mailto:Christina.Zacharuk@gov.bc.ca>>, "Sarf Ahmed"
<Sarf.Ahmed@gov.bc.ca<mailto:Sarf.Ahmed@gov.bc.ca>>, "Doug Caul"
<Doug.Caul@gov.bc.ca<mailto:Doug.Caul@gov.bc.ca>>, "Lori Halls"
<Lori.Halls@gov.bc.ca<mailto:Lori.Halls@gov.bc.ca>>, "Athana Mentzelopoulos"
<Athana.Mentzelopoulos@gov.bc.ca<mailto:Athana.Mentzelopoulos@gov.bc.ca>>, "Dave
Nikolejsin" <Dave.Nikolejsin@gov.bc.ca<mailto:Dave.Nikolejsin@gov.bc.ca>>
Cc: "Kim Henderson" <Kim.Henderson@gov.bc.ca<mailto:Kim.Henderson@gov.bc.ca>>
Sent: Sunday, July 9, 2017 9:20:02 AM
Subject: Connecting

Hi All,

As I try to get organized for rejoining the Public Service, I would like to set up times to meet with each of you in the next week. I would like to schedule an hour with each of you. Partly to begin to get to know you (or to reconnect with those I know from past movies), partly to

get a quick sense of what the major issues are in your current portfolio, and partly to get a sense of what you might like to do going forward.

To facilitate those meetings, I would appreciate it if you could send me what your availability would be by large blocks of time on Monday, Tuesday, Thursday, Friday and Saturday of the coming week. I will begin scheduling you in. If you are able to meet me at the transition office at 553 Superior Street that would be much appreciated.

I know that times of transition are periods of anxiety. We will try to minimize that as much as possible. And I know it is only human nature to read entrails and other highly scientific methods of soothsaying at times like this. My advice to you is as much as possible to not do that. In particular in this regard, please don't read anything into when I will schedule you in for a meeting - it will be a more-or-less random order that comes out of trying to develop a schedule that allows me to meet with each of you. (Also, don't read anything to the order you were listed in the distribution list. It started out as an alphabetical list, but between my fat fingers and spellcheck defaults I had to delete some and re-enter them.)

Looking forward to sitting down with each of you.

Best wishes,

Don

From:	DONALD WRIGHT
To:	Henderson, Kim N PREM:EX
Cc:	Halls, Lori D PSA:EX
Subject:	Re: Public Service Employees affected by wildfires
Date:	Tuesday, July 11, 2017 11:58:19 AM

Kim/Lori,

Great signal to the Public Service.

Thanks.

Don

Sent from my BlackBerry 10 smartphone on the Rogers network.
Original Message
From: Henderson, Kim N PREM:EX
Sent: Tuesday, July 11, 2017 11:34 AM
To: Wright, Don J FLNR:IN
Reply To: Henderson, Kim N PREM:EX
Subject: Fwd: Public Service Employees affected by wildfires

FYI

Begin forwarded message:

From: "Halls, Lori D PSA:EX" <Lori.D.Halls@gov.bc.ca<mailto:Lori.D.Halls@gov.bc.ca>>
Date: July 11, 2017 at 10:04:18 AM PDT
To: BCPSA Agency DMC List <PSADM@Victoria1.gov.bc.ca<mailto:PSADM@Victoria1.gov.bc.ca>>
Cc: "Davison, John C PSA:EX" <John.Davison@gov.bc.ca<mailto:John.Davison@gov.bc.ca>>, "Hanson, Joanne PSA:EX" <Joanne.Hanson@gov.bc.ca<mailto:Joanne.Hanson@gov.bc.ca>>
Subject: Public Service Employees affected by wildfires

Colleagues,

In recognition of the provincial state of emergency that has been declared as a result of the urgent wildfire situation in the Interior, the Public Service is taking necessary steps to ensure the safety of employees and the public in impacted communities. Employees who are unable for safety reasons to come in to work or work from another location as a result of the wildfire situation can be placed on paid administrative leave for the duration of the safety concern, regardless of whether their actual work location is safe to work at or not. Examples of where this will apply include situations where the employee cannot come into work as a result an evacuation order, evacuation alert or wildfire-related road closure and the employee is unable to work from home or another location. As indicated in the Government's provincial state of emergency announcement, this is an urgent situation and public safety is our foremost priority.

To initiate administrative leave for individual employees affected by wildfires, excluded management supervisors can simply input the leave entry as "Fire" and use coding 00028 in Time and Leave. For assistance, please contact MyHR at: www.gov.bc.ca/myhr/contact<http://www.gov.bc.ca/myhr/contact> | 250. 952.6000 | Toll Free 1.877.277.0772 .

Employees who are able to maintain their work duties from home or other location should be encouraged to do so and do not require placement on administrative leave.

I would also like to acknowledge the extraordinary efforts and dedication of all public service employees as they

support the citizens of British Columbia during this time.

From: Halls, Lori D PSA:EX
To: Wright, Don J FLNR:IN
Subject: Re: Touching Base
Date: Tuesday, July 11, 2017 7:55:08 PM

Will do.

Lori Halls
Deputy Minister
BC Public Service Agency

> On Jul 11, 2017, at 7:46 PM, DONALD WRIGHT s.22 wrote:
>
> Ok. Let's do that then. Could you give me a call at 250-888-9821. Thanks Lori.
>
> Don
>
> Sent from my BlackBerry 10 smartphone on the Rogers network.
> Original Message
> From: Halls, Lori D PSA:EX
> Sent: Tuesday, July 11, 2017 7:44 PM
> To: Wright, Don J FLNR:IN
> Reply To: Halls, Lori D PSA:EX
> Subject: Re: Touching Base
>
> Hi Don
>
> I'm happy to connect by phone tomorrow. 5:30pm would be better for me.
>
> Lori Halls
> Deputy Minister
> BC Public Service Agency
>
>
>
> On Jul 11, 2017, at 7:03 PM, DONALD WRIGHT s.22 wrote:
>
> Lori,
>
> Apologies again for being tied up on Monday. I would like to touch base with you sooner rather than later.
>
> Unfortunately, I will be in Vancouver tomorrow. So, we could talk on the phone tomorrow at 3 or 5:30.
>
> Would either of those work for you?
>
> Don
>
> Sent from my BlackBerry 10 smartphone on the Rogers network.
>

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Withheld pursuant to/removed as

s.14

From:	Halls, Lori D PSA:EX
To:	"Geoff Meggs"
Subject:	RE: Application of Executive Compensation and MCCF to political staff
Date:	Thursday, July 13, 2017 6:23:00 AM

Will do. Thanks Geoff.

From: Geoff Meggs s.22
Sent: Thursday, July 13, 2017 6:18 AM
To: Halls, Lori D PSA:EX
Subject: Fwd: Application of Executive Compensation and MCCF to political staff

Lori,
See below
Geoff

Begin forwarded message:

> **From:** Geoff Meggs s.22
> **Date:** July 13, 2017 at 5:58:37 AM PDT
> **To:** Rita Chand <s.22
> **Subject: Re: Application of Executive Compensation and MCCF to political staff**
>
> Rita please ask Lori to prepare the necessary changes to apply the MCCF to political staff.
> Geoff
>
> Cel s.22
> Www.geoffmeggs.ca
>
> On Jul 12, 2017, at 1:45 PM, Rita Chand s.22 wrote:
>
> > From Lori for your meeting with John.
> >
> > **From:** Halls, Lori D PSA:EX <Lori.D.Halls@gov.bc.ca>
> > **Sent:** Wednesday, July 12, 2017 1:44 PM
> > **To:** 'Rita Chand s.22 s.22
> > **Subject:** Application of Executive Compensation and MCCF to political staff
> >
> > Rita
> > As discussed here is the proposed application of the public service Executive Compensation and Management and Classification Compensation Frameworks to the CURRENT political staff positions. With new structure/positions, an analysis can be undertaken to determine effect of applying MCCF for the purposes of confirming offers.
> > Currently GCPE positions apply the Executive Compensation Guidelines for DM and ADMs and the MCCF guidelines for positions in the excluded ranks. Individual positions are assigned to a MCCF Band (eg Band 1 – 6) and they are able to progress to the top of that salary band's range over time based on performance.

I've also attached the compensation guidelines for Executive Compensation and MCCF currently in place for reference.
To apply the Executive Compensation Framework and MCCF to political positions the current OIC on salary grids would be rescinded and a new one put in its place. With the direction to do this, we can work with Leg Counsel to draft.

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Withheld pursuant to/removed as

s.22;s.13

From:	Halls, Lori D PSA:EX
To:	Rita Chand
Subject:	Re: Application of Executive Compensation and MCCF to political staff
Date:	Thursday, July 13, 2017 8:36:55 AM

Thanks Rita. I have a meeting with Leg Counsel today to coordinate all things OIC related.

I will need an org structure/titles for new political positions.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 13, 2017, at 8:30 AM, Rita Chand s.22 wrote:

From: Geoff Meggs s.22
Sent: Thursday, July 13, 2017 5:58 AM
To: Rita Chand
Subject: Re: Application of Executive Compensation and MCCF to political staff

Rita please ask Lori to prepare the necessary changes to apply the MCCF to political staff.

Geoff

Cel s.22
Www.geoffmeggs.ca

Geoff Meggs – Vancouver City Councillor

www.geoffmeggs.ca

Yesterday's 8-3 council vote to reject Beedie Group's proposal to build a 12-story project at 105 Keefer ended the longest public hearing in a decade, a process ...

On Jul 12, 2017, at 1:45 PM, Rita Chand <s.22 > wrote:

From Lori for your meeting with John.

From: Halls, Lori D PSA:EX <Lori.D.Halls@gov.bc.ca>
Sent: Wednesday, July 12, 2017 1:44 PM
To: 'Rita Chand <s.22 '
Subject: Application of Executive Compensation and MCCF to political staff

Rita

As discussed here is the proposed application of the public service Executive Compensation and Management and Classification Compensation Frameworks to the CURRENT political staff positions. With new structure/positions, an analysis can be undertaken to determine effect of applying MCCF for the purposes of confirming offers.

Currently GCPE positions apply the Executive Compensation Guidelines for DM and ADMs and the MCCF guidelines for positions in the excluded ranks. Individual positions are assigned to a MCCF Band (eg Band 1 – 6) and they are able to progress to the top of that salary band's range over time based on performance.

I've also attached the compensation guidelines for Executive Compensation and MCCF currently in place for reference.

To apply the Executive Compensation Framework and MCCF to political positions the current OIC on salary grids would be rescinded and a new one put in its place. With the direction to do this, we can work with Leg Counsel to draft.

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Withheld pursuant to/removed as

s.22;s.13

From:	Halls, Lori D PSA:EX
To:	s.22
Cc:	MacMillan, Elizabeth PREM:EX
Subject:	ADMs List
Date:	Monday, July 3, 2017 5:39:49 PM
Attachments:	Vol 6 Tab 2H ADM Listing 2017 - updated 01JUL17.docx ATT00001.txt

---

Rita

As requested here is an electronic version of the ADMs list from Volume 6.

LISTING OF ADMs

July 1, 2017

NAME	POSITION	MINISTRY	BAND	SALARY Inclusive of holdback, if applicable	ESTIMATED YEARS OF SERVICE	AGE
Nash, Laurel J	ADM Strategic Initiatives	Aboriginal Relations & Reconciliation	B	$150,858	s.22	
Scott, Douglas S	ADM Negotiations and Regional Operations	Aboriginal Relations & Reconciliation	D	$180,000		
Avison, Claire Louise	ADM Sector Strategy and Quality Assurance	Advanced Education	B	$164,832		
Brewster, Kevin	ADM EFO Financial and Management Services Division	Advanced Education	B	$154,530		
Vasey, Jeffrey Paul	ADM Institutions and Programs	Advanced Education	C	$168,300		
Champion, Denise *	ADM Strategic Initiatives	Advanced Education – GCPE	B	$148,569		
Gleeson, Kelly	ADM Communication and Media Relations	Advanced Education – GCPE	B	$152,813		
Gordon, Matt	ADM Strategic Planning and Engagement	Advanced Education – GCPE	B	$145,656		
Lalani, Arif	ADM Business Development	Agriculture	B	$145,656		
Mack, James	ADM Agriculture Science and Policy	Agriculture	B	$156,060		
Bawa, Reg	ADM Financial and Corporate Services	Children & Family Development	B	$145,656		
Bond, Allison Hayward	ADM Service Delivery	Children & Family Development	D	$185,711		
Heavener, Corinna Rose	ADM Child Welfare	Children & Family Development	D	$174,787		
Kamper, Carolyn	ADM Strategic Priorities, Prov Office of Domestic Violence	Children & Family Development	B	$140,000		
Massey, Christine	ADM Policy and Provincial Services	Children & Family Development	C	$149,940		
Stewart, Melanie	ADM DMC Secretariat	Children & Family Development	B	$166,078		
Laaksonen-Craig, Susanna	ADM Climate Action Secretariat	Climate Leadership	B	$153,489		
Campbell, Tracy	EFO Management Services, Economy Sector	Community, Sport & Cultural Development	B	$144,840		
Faganello, Tara	ADM Local Government	Community, Sport & Cultural Development	C	$171,666		
Volk, Kevin	ADM Community and Legislative Services	Community, Sport & Cultural Development	B	$147,900		
Godin, Keith	ADM Governance and Analytics	Education	B	$147,900		
Kot, Jill *	ADM Business, Technology and Online Services	Education	C	$182,500		
Mason, Shanna	ADM Capital	Education	C	$171,666		
McCrea, Jennifer	ADM Learning Initiatives	Education	C	$150,146		
Soares, Ramona	ADM Int. Edu, Inpdt School & Partner Relationships	Education	B	$147,500		
MacLaren, Les M	ADM Electricity and Alternative Energy	Energy and Mines & Liquid Natural Gas	C	$168,300		
Robb, Peter L	ADM Mines and Mineral Resources	Energy and Mines & Liquid Natural Gas	B	$147,900		
Lewis, Kaaren	ADM Environmental Sustainability and Strategic Policy	Environment	B	$140,000		
Standen, James A	ADM BC Parks and Conservation Officer Services	Environment	B	$158,400		
Zacharias, Mark	ADM Environmental Protection	Environment	C	$168,300		
Bailey, Scott	ADM Environmental Assessment Office	Environmental Assessment Office	B	$145,000		
Brown, Chris	ADM Internal Audit and Advisory Services	Finance	B	$142,800		
Carter, Christopher	Deputy Superintendent	Finance	C	**$147,000		
Chong, Frank	Deputy Superintendent, Regulatin	Finance	C	**$151,200		
Curtis, Dave C G	ADM Corporate Information and Records	Finance	C	$171,666		
Foster, Douglas *	ADM Strategic Initiatives	Finance	B	$153,875		
Galbraith, David	ADM Deputy Secretary to the Treasury Board	Finance	D	$193,800		

LISTING OF ADMs

July 1, 2017

NAME	POSITION	MINISTRY	BAND	SALARY Inclusive of holdback, if applicable	ESTIMATED YEARS OF SERVICE	AGE
Hopkins, James *	ADM Provincial Treasury	Finance	D	$192,474	s.22	
Mazure, John	ADM Gaming Policy and Enforcement	Finance	B	$150,000		
Noseworthy, Micheal	Superintendent of Real Estate	Finance	C	$175,000		
Richards, Tara C	ADM Corporate Services and CEO FICOM	Finance	C	$180,000		
Symes, Elan C.	ADM Revenue Programs	Finance	C	$180,000		
Wood, Heather	ADM Policy and Legislation	Finance	B	$165,000		
Bangert, Wilf	ADM Business Transformation	Forests, Lands & Natural Resource Operations	B	$158,100		
Barton, Sally	Assistant Deputy Minister	Forests, Lands & Natural Resource Operations	B	$165,000		
Boyd, Wes	EFO Corporate Services Natural Resource Sector	Forests, Lands & Natural Resource Operations	B	$165,000		
Dohan, Trisha	EFO Corporate Services Natural Resource Sector	Forests, Lands & Natural Resource Operations	B	$145,656		
Ethier, Tom	ADM Resource Stewardship	Forests, Lands & Natural Resource Operations	C	$161,262		
Kriese, Kevin D	ADM Regional Operations North Area	Forests, Lands & Natural Resource Operations	C	$166,464		
Maloughney, Mary Sue	ADM Integrated Resource Operations	Forests, Lands & Natural Resource Operations	C	$157,500		
Manwaring, Rick	ADM Reginal Operations South Area	Forests, Lands & Natural Resource Operations	C	$166,464		
Nicholls, Diane R	ADM Chief Forester	Forests, Lands & Natural Resource Operations	C	$163,200		
Peterson, J Dave*	ADM Tenures, Competitiveness and Innovation	Forests, Lands & Natural Resource Operations	C	$178,948		
Stagg, Christopher	ADM Timber Operations Pricing and First Nations	Forests, Lands & Natural Resource Operations	C	$173,400		
Sutherland, D Craig *	ADM Regional Operations Coast Area	Forests, Lands & Natural Resource Operations	C	$166,464		
Collins, Teri M	ADM Information, Analysis and Reporting	Health	B	$147,900		
Davidson, Heather *	ADM Planning and Innovation	Health	C	$143,055		
Hughes, Doug *	ADM Health Services and Quality Assurance	Health	C	$180,000		
Paton, Arlene D	ADM Population and Public Health	Health	C	$180,000		
Patterson, Ted	ADM Health Sector Workforce	Health	B	$147,900		
Rongve, Ian	ADM Diagnostic and Clinical Services	Health	B	$150,858		
Shera, Deborah M *	ADM Health Sector IM/IT	Health	C	$166,464		
Sidhu, Manjit *	EFO Financial and Corporate Services	Health	C	$178,500		
Walman, Barbara J *	ADM Medical Beneficiary and Pharmaceutical Services	Health	C	$168,300		
Hammond, Jamie	ADM International Strategy and Competitiveness	International Trade	B	$150,000		
MacDonald, D. Scott	ADM Labour Market and Immigration	Jobs, Tourism & Skills Training	D	$182,070		
Mingay, Robert *	ADM Workforce Development	Jobs, Tourism & Skills Training	B	$153,000		
Ritchie, Carol J	ADM Economic Development	Jobs, Tourism & Skills Training	B	$180,000		
Hughes, Trevor	ADM Industry Relations and Labour Programs	Jobs, Tourism & Skills Training	C	$178,500		
Brouwer, Shauna	EFO Corporate Management Services	Justice & Attorney General	B	$165,000		
Cavanaugh, Lynda Ann *	ADM Court Services	Justice & Attorney General	D	$189,352		
Harvey, James	Assistant Deputy Attorney General, Legal Services	Justice & Attorney General	D	**$212,036		
Juk, Peter	Assistant Deputy Attorney General, Criminal Justice	Justice & Attorney General	D	**$224,400		
Sadler, Bobbi M	ADM and CIO	Justice & Attorney General	B	$156,060		
Sandstrom, Kurt	ADM Justice Services	Justice & Attorney General	D	**$224,400		

LISTING OF ADMs

July 1, 2017

NAME	POSITION	MINISTRY	BAND	SALARY Inclusive of holdback, if applicable	ESTIMATED YEARS OF SERVICE	AGE
Hansen, Brian *	ADM Energy and LNG Initiatives	Natural Gas Development	B	$163,200	s.22	
Piccinino, Ines C	ADM Upstream Development	Natural Gas Development	C	$166,464		
Steves, Gregory	ADM Office of Housing and Construction Standards	Natural Gas Development	B	$157,080		
MacMillan, Elizabeth	Deputy Cabinet Secretary, Cabinet Operations	Office of the Premier	B	$148,000		
Arend, Elenore C.G.	ADM Corrections	Public Safety and Solicitor General	D	$157,500		
Boyle, Patricia	ADM Community Safety and Crime Prevention	Public Safety and Solicitor General	B	$142,800		
Lapointe, Lisa J	Chief Coroner	Public Safety and Solicitor General	B	$153,000		
Pecknold, Clayton	ADM Director of Police Services	Public Safety and Solicitor General	D	$181,678		
Davison, John C.	ADM Employee Relations	Public Service Agency	B	$145,656		
Hanson, Joanne	ADM Hiring and Service Operations	Public Service Agency	B	$142,800		
Carr, Michelle	ADM Liquor Control and Licensing	Small Business and Red Tape Reduction	C	$160,000		
Little, Christine L	ADM Small Business, Red Tape Reduction	Small Business and Red Tape Reduction	B	$180,000		
Lawson, Blain	ADM CEO, Liquor Distribution Branch	Small Business and Red Tape Reduction	D	$195,000		
Bissoondatt, Roger	CFO Liquor Distribution Branch	Small Business and Red Tape Reduction	B	$140,000		
Harrington, Madeline M	ADM Policy and Research	Social Development and Innovation	C	$169,793		
Lord, Michael	ADM EFO Corporate Services	Social Development and Innovation	B	$142,800		
Upton, Debi L	ADM Service Delivery Division	Social Development and Innovation	C	$163,200		
Bailey, Ian	ADM Technology Solutions	Technology, Innovation and Citizens' Services	C	$166,464		
Dicks, Beverly J	ADM Service BC	Technology, Innovation and Citizens' Services	C	$173,400		
McEwan, Colin	EFO Corporate Services	Technology, Innovation and Citizens' Services	B	$156,060		
Morel, David *	ADM Technology Innovation, Procurement and Supply	Technology, Innovation and Citizens' Services	C	$178,500		
Bain, Nancy A *	EFO Finance and Management Services	Transportation & Infrastructure	B	$164,487		
Bowman, Deborah	ADM Transportation Policy and Programs	Transportation & Infrastructure	B	$164,383		
Livolsi, Patrick C	ADM Infrastructure	Transportation & Infrastructure	C	$171,666		
Richter, Kevin J	ADM Highways	Transportation & Infrastructure	D	$187,272		
Turner, Robert C	ADM Emergency Management BC	Transportation & Infrastructure	C	$180,000		

* employee is eligible for retirement, either consequent to being 60 years of age or by meeting the 'rule of 85', without penalty – years of service and age

**not subject to a holdback

Lori Halls
Deputy Minister
BC Public Service Agency

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Withheld pursuant to/removed as

s.22

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	Application of Executive Compensation and MCCF to political staff
Date:	Wednesday, July 12, 2017 1:44:00 PM
Attachments:	Minister"s Staff Compensation.docx MCCF and Exec Comp Overview Transition 06July2017.docx

Rita

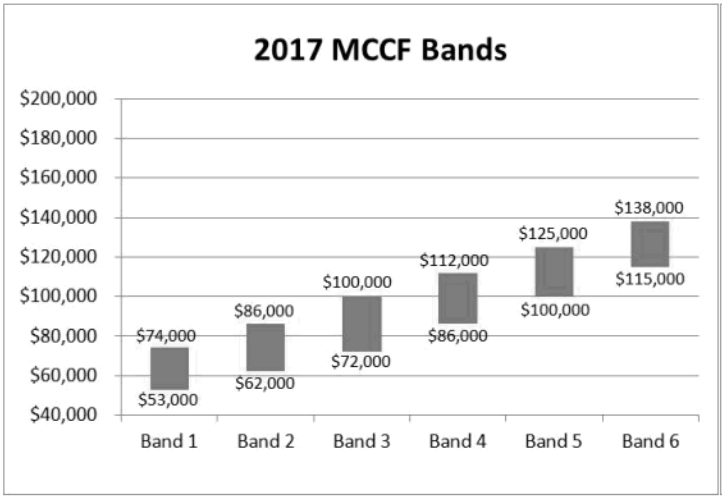
As discussed here is the proposed application of the public service Executive Compensation and Management and Classification Compensation Frameworks to the CURRENT political staff positions. With new structure/positions, an analysis can be undertaken to determine effect of applying MCCF for the purposes of confirming offers.

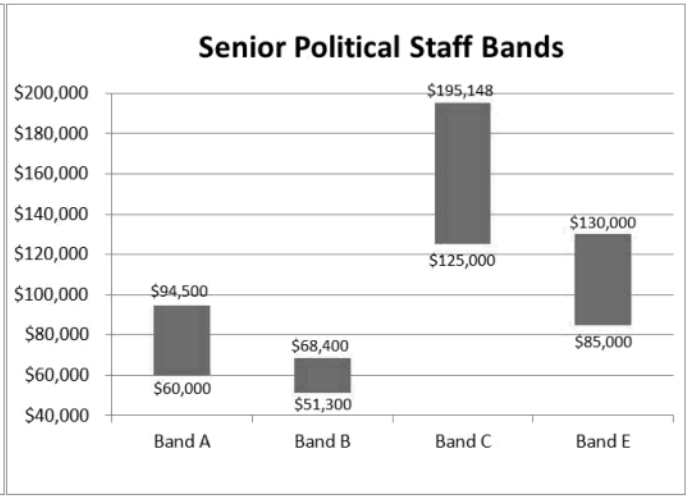
Currently GCPE positions apply the Executive Compensation Guidelines for DM and ADMs and the MCCF guidelines for positions in the excluded ranks. Individual positions are assigned to a MCCF Band (eg Band 1 – 6) and they are able to progress to the top of that salary band's range over time based on performance.

I've also attached the compensation guidelines for Executive Compensation and MCCF urrently in place for reference.

To apply the Executive Compensation Framework and MCCF to political positions the current OIC on salary grids would be rescinded and a new one put in its place. With the direction to do this, we can work with Leg Counsel to draft.

Potential Application of Management Classification and Compensation Framework (MCCF) Allocations for Political Staff





- **Note:** These draft allocations are only one possible banding scenario. The band allocation for each role will need to be considered and confirmed. For example, the Chief of Staff roles are distributed in this example between Band 3 and 4, based on a preliminary review of role size and scope, but could all be in Band 3, or all be in Band 4.

Executive Compensation					
Proposed new range	**Name**	**Role**	**Current band**	**Salary**	**% to get to bottom of new range**
s.13,s.17	**Steve Carr**	**Chief of Staff**	**N/A**	**N/A**	s.13,s.17
	Michele Cardario	**Deputy Chief of Staff**	**Band C**	**$175,633**	
	Ben Chin	**ED, Comm & Issues Mgmnt.**	**Band C**	**$156,118**	

Premier's Office Roles					
Proposed new range	**Name**	**Role**	**Current band**	**Salary**	**% to get to bottom of new range**
s.13,s.17	**Shane Mills**	**Director, Issues Mgmnt.**	**Band E**	**$125,000**	s.13,s.17
	Stephen Smart	**Press Secretary**	**Band E**	**$120,000**	
	Katy Merrifield	**Director of Communications**	**Band E**	**$105,000**	
	Barinder Bhullar	**Director of Policy**	**Band E**	**$105,000**	

s.13,s.17

Antoinette DeWit	Manager, Correspondence Branch	Band A	$89,775
Maclean Kay	Manager of Communications	Band A	$70,875
Jordan McPhee	Director of Operations	Band A	$85,050
Wade Grant	Spec. Advisor, First Nations Issues	Band A	$80,325
McPhee, Adam	Executive Assistant	Band B	$61,560
Phillips, Julia	Executive Assistant	Band B	$51,300
Gulsen, Gul Arzu	Executive Assistant	Band B	$51,300
Ina Gjoka	Exec. Scheduling Coord.	Band B	$61,560
Blake Hodson	Communications Coordinator	Band B	$54,720

s.13,s.17

Ministers Office – Chiefs of Staff					
Proposed new range	Name	Office	Current band	Salary	% to get to bottom of new range
s.13,s.17	Strongitharm, Bruce	FLNRO	Band A	$94,500	s.13,s.17
	Denney, James	International Trade	Band A	$89,775	
	Ehl, Cameron	Aboriginal Relations	Band A	$94,500	
	Bell, Jordan	Transportation	Band A	$80,325	
	Holme, Matthew	Education	Band A	$74,000	
	Menzies, Brian C.	Finance	Band A	$94,500	
	O'Brien, Kellie	Health	Band A	$74,000	
	Chandler, Penelope	MA to House Leader (Finance)	Band A	$94,500	
	LaFrance, Martyn	Justice/AG	Band A	$80,325	
	Gill, Manjit	Justice/PSSG	Band A	$77,000	
	Myers, Tobie	Natural Gas Dev.	Band A	$94,500	

s.13,s.17					s.13,s.17
	Wallace-Deering, Eric	Energy & Mines	Band A	$74,000	
	Kapac de Frias, Martina	Environment	Band A	$77,000	
	MacLean, Debra Marlene	Children & Family Development	Band A	$83,000	
	Chalmers, Jennifer	Advanced Education	Band A	$77,000	
	Ives, Andrew	MOS Rural Econ Development	Band A	$70,875	
	Dick, Joan L.	Community, Sport, Cultural Dev't.	Band A	$89,775	
	Sauder, Christopher	MOS Emergency Preparedness	Band A	$70,875	
	Bill, Karen F	Agriculture	Band A	$74,000	
	Cummings, Derek	Small Business	Band A	$80,325	
	Richmond, Valerie	Social Dev't.	Band A	$85,050	
	Facey, Nick	Tech, Innovation & Citizen's Services	Band A	$89,775	

Ministers Office – Ministerial Assistants					
Proposed new range	Name	Office	Current band	Salary	% to get to bottom of new range
s.13,s.17	Denniston, Tristan	Energy and Mines	Band A	$60,000	s.13,s.17
	Dolan, Chelsea	Forests Lands Natural Res Ops	Band A	$60,000	
	Pochynok, Carlie	Jobs, Tourism & Skills	Band A	$60,000	
	Sandur, Parveen	Comm, Sport, Cultural Dev	Band A	$60,000	
	Knudsen, Mark	Environment	Band A	$66,150	
	Tennant, Laura	Transportation	Band A	$66,150	
	Moy, Greg	Transportation	Band A	$60,000	
	Keirstead, Zoe	Finance	Band A	$60,000	
	Chan-Kent, Marissa	Health	Band A	$60,000	
	Diacu, Raz	Natural Gas Development	Band A	$60,000	

Ministers Office – Executive Assistants					
Proposed new range	Name	Office	Current band	Salary	% to get to bottom of new range
s.13,s.17	Bajwa, Ramndip Kaur	Advanced Education	Band B	$51,300	s.13,s.17
	Togneri, Sebastien	Energy and Mines	Band B	$51,300	
	Hintz, Nancy	Forests Lands Natural Res Ops	Band B	$61,560	
	Faddegon, Jessica	Int'l. Trade	Band B	$51,300	
	Karod, Suneil	Jobs, Tourism & Skills	Band B	$51,300	
	Whitelock, Riley	Comm, Sport, Cultural Dev	Band B	$51,300	
	Grewal, Simrath	Comm, Sport, Cultural Dev	Band B	$51,300	
	Sem, Edward	Aboriginal Rel & Recon	Band B	$51,300	
	White, Zachary	Child & Family Dev	Band B	$51,300	
	Shiff, Alexander David	Environment	Band B	$51,300	
	Borschneck, Lindsay	Transportation	Band B	$54,720	
	Olson, Marissa	Transportation	Band B	$51,300	
	Smukowich, Don	Agriculture	Band B	$64,980	
	Koolsbergen, Andrew	Education	Band B	$51,300	
	Snider, Martin	Finance	Band B	$54,720	
	Dhanowa, Damon	Health	Band B	$51,300	
	Robertson, Derek	Health	Band B	$51,300	
	Allison, Brittany	Ministry of Justice AG	Band B	$51,300	
	Dhillon, Harbir	Ministry of Justice SG	Band B	$51,300	
	Hirji, Keivan	Natural Gas Development	Band B	$51,300	
	Ok, Si Yeon	Sm Bus and Red Tape	Band B	$58,140	
	Petryshyn, Yarko	Sm Bus and Red Tape	Band B	$51,300	

s.13,s.17

Clark, Nathan	**Social Dev't.**	**Band B**	**$51,300**
La Forge, Jessica	**Tech, Innovation & Citizen's Services**	**Band B**	**$54,720**

s.13,s.17

1. Summary of Executive Compensation Framework

The Executive Compensation Plan has four bands. The scope and impact of the role determines the band assignment for the position and the performance of an individual and any unique skills they may bring to a job determines the salary level within the band.

Scope/impact is defined as the degree to which the position can influence outcomes for citizens and/or the organization and the significance of the role to government's key priorities. Also includes consideration of the number of FTEs supervised and the budget that the position is responsible for. Narrow scope and impact positions have limited influence, usually only within their ministry, and lead smaller teams with small budgets or limited decision-making influence over their budgets. Broad scope and impact positions will be those positions with influence on broad societal or economic outcomes and/or the key priorities of government. They may supervise large teams of staff and/or have direct decision-making on large budgets.

Deputy Minister and Associate Deputy Minister Example Positions

	Associate Deputy Minister	**Deputy Minister**
Salary Range	**Up to maximum of $299,215**	**Up to maximum of $299,215**
Range of Actual Salaries	**$195,000 - $220,000**	**$215,000 - $270,000**
Example Positions	Associate Deputy Minister, Environmental Assessment Office (EAO) Associate Deputy Minister and Chief Administrative Officer, Ministry of Health Associate Deputy Minister, Ministry of Aboriginal Relations and Reconciliation	Deputy Minister, Ministry of Finance Deputy Minister, Ministry of Children and Family Development Deputy Attorney General, Ministry of Justice (AG)

* Deputy Minister to Premier and Cabinet Secretariat maximum achievable salary is $348,600. Actual current salary is $310,000.

** Deputy Ministers are subject to a 5 – 10% holdback. Associate Deputy Ministers are subject to 10% holdback.

Assistant Deputy Minister Band Descriptions and Examples Positions

	Band A **Executive Lead**	**Band B**	**Band C**	**Band D**
Salary Range	**$110,500 - $140,000**	**$140,000 - $165,000**	**$160,000 - $180,000**	**$175,000 - $195,000**
Band Description	Reports to an Associate DM or DM. Time-limited appointment. Member of ministry executive committee. A potential future ADM.	Implements government policies. Socio-economic impact on the province is within a defined scope. Typically operational delivery. Consequence of error is typically within a manageable scope.	Influences significant policies and practices. Impact on the socio-economic outcomes for the province can be substantive. Larger operations. Higher level of complexity.	Significantly high risk. Prominent public profile. Integral positions in determining the socio-economic and/or environmental agenda. Significant size (budget and/or staff) becomes a factor.
Example Positions	Will vary based on candidate eligibility. Note: The title of Executive Lead is reserved for Band A roles. Band As may not use the title of ADM.	ADM, Mines and Mineral Resources, Ministry of Energy and Mines ADM, Community Safety and Crime Prevention, Ministry of Justice (SG) EFO, Corporate Services, Ministry of Technology, Innovation and Citizens' Services	ADM, Population and Public Health, Ministry of Health ADM, Chief Forester, Ministry of Forests, Lands, and Natural Resource Operations ADM, Child Welfare, Ministry of Children and Family Development	ADM, Court Services, Ministry of Justice (AG) ADM, Provincial Treasury, Ministry of Finance ADM, Highways, Ministry of Transportation

* Executive Leads are not subject to holdbacks. Assistant Deputy Ministers are subject to 10% holdbacks.

2. Summary of Management Classification and Compensation Framework

Overview

The updated Management Classification and Compensation Framework (MCCF) is designed to provide for consistent application of classification and compensation in both practice and principle across government. The MCCF is a responsibility matrix with increasing degrees of three classification criteria (leadership, problem, solving and autonomy), which is further broken down by sub-criteria. These are:

- LEADERSHIP:
    - SUPERVISORY: describes the level of supervisory responsibility that the position possesses such as the number of subordinates and whether those subordinates also supervise others; OR,
    - INDIVIDUAL CONTRIBUTOR: describes a position that utilized their depth of knowledge and expertise, usually attained through a certain level of education and/or experience. This can range from a full-working level knowledge to being a recognized expert in your branch, division or ministry to being a stand-alone, government-wide subject matter expert.

- PROBLEM SOLVING:
    - SCOPE/IMPACT: describes the scope (i.e. range or extent) of decision making and the level of impact that these decision have on the overall organization (are the impacts limited or will they have large government-wide implications?)
    - COMPLEXITY: determines whether the issues this position is dealing with are confined to a single line of business and resolved in the short-term or if this position is dealing with multi-faced operations with ministry-wide or government wide implications.
    - INFLUENCE: describes the level of relationships the position is expected to maintain and the degree to which the position is expected to conduct formal negotiation.

- AUTONOMY:
    - INDEPENDENCE: describes the ability that a person has to solve issues or use independent judgement without direction and/or guidance from more senior positions.
    - DISCRETION: describes the amount of freedom that allows the position to establish and change the way work is performed. This includes the level of authority in which the position can guide or provide input into the establishment or maintenance of policies, frameworks and protocols.

Note: The information provided in this document is a general overview of the Executive Compensation Framework and the Management Classification Framework. For full details on the classification criteria, please refer to the frameworks and corresponding reference material, including benchmark positions.

MCCF Band Descriptions and Benchmark Examples

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6
Salary Range	**$53,000 - $74,000**	**$62,000 - $86,000**	**$72,000 - $100,000**	**$86,000 - $112,000**	**$100,000 - $125,000**	**$115,000 - $138,000**
Band Description	A full working level position providing program and/or operational service. Decisions typically relate to corporate administration, information compliance, issues management, etc. Solves problems by choosing between a known range of solutions and/or prescribed protocols.	A position typically requiring a professional designation or university degree or equivalent that may supervise employees who would be engaged in direct program or service delivery for a defined area of expertise. Makes decisions without consultation and will participate in the development of guidelines and procedures. Manages the sharing of information, coordinating business activities, providing guidance to influence outcomes in a governance or regulatory role.	A supervisor of Band 2 positions that are within a recognized professional discipline; or, a non – supervisory position with professional, generalist or technical expertise. Could be described as the "seasoned expert". Plays active role in the development of new policies, procedures and program delivery. Has authority to make final decisions without reference to a higher authority on matters of considerable impact.	A position with primary responsibility to plan requirements and anticipate long term needs/trends of an operation or project(s). Generally no higher source of subject matter experts to whom to defer. Identifies new opportunities for collaboration/ negotiation, commits resources and may be a representative in formal negotiations. Establishes policies, frameworks and protocols to guide the decisions of others. Program and service responsibilities will typically be multi-faceted.	Typified by positions that articulate a vision and strategy consistent with government's goals and objectives. Reporting relationship will typically be to an executive position. Responsible for several significant functions or for a single major function that impacts the ministry or government framework. Actions overlap with other program/service areas and decisions cannot always be made in isolation without considering such impacts. Bona fide responsibility for extensive resources.	Autonomous, significant statutory/regulatory authority, often supervising significant numbers of staff with high profile provincial scope. This band is achieved through the scope and dimensions of the job and the relationship to government priorities. This band must be reviewed by the Deputy Minister, BC Public Service Agency to ensure adherence to the MCCF. Band 6 allocations are presented to DMCPSI for final approval.
Example Benchmarks	Adjudicator, Ministry of Housing Employment Standards Officer, Ministry of Labour Executive Coordinator, All Ministries	Business Manager, Regional Operations, Ministry of Justice (AG) Budget Manager, All Ministries Commercial Auditor, Ministry of Finance	Senior Manager, Court Administration, Ministry of Justice (AG) Negotiator, Ministry of Aboriginal Relations and Reconciliation Senior Policy Advisor, Ministry of Finance	Director, Strategic Planning, Ministry of Justice (AG) Director, Patients as Partners, Ministry of Health Ministry Information Security Officer, All Ministries	Chief Financial Officer, All Ministries Ministry Chief Information Officer, All Ministries Regional Executive Director, Court Service, Ministry of Justice (AG)	Chief Conservation Officer, Ministry of Environment Provincial Director, Adult Custody, Ministry of Justice (PSSJ) Chief Economist, Ministry of Finance

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	Benefits Information
Date:	Thursday, July 13, 2017 3:13:00 PM
Attachments:	Benefits for Executives.docx Benefits for Political Staff.docx

Rita

I've attached the information that will be included in individuals offer packages re: benefits – separate information for those who are executives and those who are not.

Specifically with regards to your questions:

1) If a person who is appointed under Section 12 or 15 of the Public Service Act has accumulated vacation years as an employee or appointee under the Act prior to the appointment, the calculation of the annual vacation entitlement for that person is to include those accumulated vacation years. Regular employees who are rehired either directly into regular positions or into an Auxiliary position, then into a Regular position would qualify.

2) If they withdrew their funds from the pension plan, then the previous service would not be recognized. If their funds remained in the plan, the previous service would be recognized.

BENEFITS FOR EXECUTIVES

Pension

Enrolment under the pension plan is automatic as soon as an individual is eligible. Deputy Ministers, new to the BC Public Service, have the option to waive participation in the Public Service Pension Plan. If they choose to opt out of the Public Service Pension Plan, a Waiver of Pension Coverage form must be completed within 30 days of the date of the offer of employment letter. The waiver must be forwarded to the Executive Recruitment Branch. Financial advice should be sought prior to waiving coverage the implication of waiving participation is fully understood. Currently, the employee's rate of contribution is 7.93% on salary up to the Year's Maximum Pensionable Earnings (YMPE) under the Canada Pension Plan and 9.43% on salary over the YMPE. The employer's rate of contribution is 9.43% on salary up to the YMPE and 10.93% on salary over the YMPE. Vesting occurs - immediately. The value of the pension is based on the best five years average salary. Additional information about the Public Service Pension Plan can be found in www.pensionsbc.ca

Car **(applies to Deputy Ministers and Associate Deputy Ministers only)**

A government-leased vehicle is provided or a vehicle allowance of $580 per month is paid in lieu.

Flexible Benefits

All excluded employees in the BC Public Service have a flexible benefits program that provides choices in coverage for medical, dental, extended health and group life. The benefit programs described below are the fully funded options but other choices are available. Further information on the flexible benefits program can be found at http://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/pay-benefits/excluded.

You must apply once you are eligible. You are automatically covered for employee life insurance but you may wish to designate a beneficiary. During your initial enrolment, you must enrol within 30 days of becoming eligible or you will receive the default options. You can add dependents at any time but you can only update your choices during open enrolment or an eligibile life even.

Medical

The Province pays the medical insurance premiums for employees covered by the Medical Services Plan of British Columbia. MSP will start on the 1st day of the next month following your start date. If you are coming from out of province, you must complete a waiting period that consists of the balance of the month of arrival plus two months.

Dental

Coverage begins first of the month following enrolment (enrolment is automatic after 30 days with the comprehensive option for yourself only), the Province provides employees and their eligible dependents with employer paid dental coverage that reimburses:

- 100 percent of basic dental services;
- 65 percent of crown, dentures and bridges;
- 55 percent of orthodontic services to a lifetime maximum of $3,500 per patient.

Extended Health

Coverage begins first of the month following enrolment (enrolment is automatic after 30 days with the comprehensive option for yourself only), this Plan, which is also employer paid, provides employees and their eligible dependents with additional health care coverage that supplements the Medical Services Plan of British Columbia. The Plan has a yearly deductible of $90 per person or per family and pays 80 percent of the eligible portion of expenses beyond the deductible. Covered items include prescription drugs, eyeglasses, ambulance services, hospital co-insurance, registered psychologist etc. The Plan has a lifetime maximum of $500,000.

Group Life

Group Life Insurance is mandatory to age 65 and provides life insurance coverage for employees. You must maintain a minimum of $25,000 in coverage. The fully funded option is $80,000 of coverage. If you select three times your annual salary of coverage, the Province pays the premium for the first $80,000 of coverage and the employee pays the balance. Optional Family Funeral Benefit is available. If you would like Optional Life Insurance, you must pick three times your annual salary. During initial enrolment, you can select up to $50,000 of employee optional and/or spouse optional life insurance coverage without providing evidence of insurability. During subsequent enrolments, if you wish to increase your or your spouse's coverage, you will be required to provide evidence of insurability to the carrier and your application must be approved before coverage can begin.

Short Term Illness and Injury

This Plan provides employees who are ill or injured with a percentage of their regular salary based on length of service. After six months employees receive 75 percent of regular salary for a maximum of six months with the option to top-up to 100 percent of salary by using other earned time allotments such as vacation credits, exclusion supplementary credit. This Plan is integrated with the Long Term Disability Plan noted below and is completely employer paid.

Long Term Disability

This Plan replaces lost wages for disabled or sick employees unable to work at their own jobs after the sixth month of disability to the end of the 25th month of disability. On an accepted claim the benefit level is 70 percent of the first $2,600 of monthly salary and 50 percent of salary over $2,600.

If the employee continues to be disabled and accepted for all occupations, the benefit continues from the 25th month of disability and may continue to age 65, should the disability continue. Coverage commences after six months active employment.

Group Aviation Accident Insurance

The group aviation accident insurance provides protection for employees while traveling by aircraft on government business, including limited ground travel to and from the airport. This insurance provides payment in the event of accidental death, disability or dismemberment. Note that any employees traveling as a pilot, operator or crew member are not covered.

The amounts specified in the policy will be paid to employees in case of disability, and in the case of death, to the employee's beneficiary as designated under the Group Life Plan, if any, or to the employee's estate in the absence of such beneficiary. This group aviation accident insurance is provided in addition to the group life insurance coverage, if applicable.

Relocation

Relocation assistance will be provided based on the distance of the move if you are a new appointee to government. Also, relocation assistance will be provided in accordance with the relocation policies if you are an in-service appointee.

Vacation

Deputy Ministers and Associate Deputy Ministers:
1st – 7th year = 25 working days
8th year = 27 working days
9th year = 28 working days
10th – 11th year = 30 working days
12th year = 31 working days
13th – 15th year = 32 working days
16th – 18th year = 33 working days
19th year = 34 working days
20th year = 36 working days
21st year = 37 working days
22nd year = 38 working days
23 – 24th year = 39 working days
25th + years = 40 working days

Assistant Deputy Ministers
1st - 7th year = 20 working days
8th year = 22 working days
9th year = 23 working days
10th - 11th year = 25 working days

12th year = 26 working days
13th - 15th year = 27 working days
16th - 18th year = 28 working days
19th year = 29 working days
20th year = 31 working days
21st year = 32 working days
22nd year = 33 working days
23rd - 24th year = 34 working days
25th + years = 35 working days

Other Paid Leave

Available in a variety of circumstances.

Statutory Holidays

Twelve days per year.

Travel

Transportation and accommodation allowances are based on the Personnel Management Travel Directive. The current per diem travel allowance for meals and incidental expenses is $51.50.

Canada Pension Plan

The Province participates in the Canada Pension Plan (CPP) and, therefore, pays the employer's portion of Canada Pension Plan premiums.

This is not the official version
Deposited November 18, 1997

Effective May 1, 1997
B.C. Reg 379/97
O.C. 1266/97

PUBLIC SECTOR EMPLOYERS ACT EMPLOYMENT TERMINATION STANDARDS

The Employment Termination Standards established by the Public Sector Employers Council are adopted as employment termination standards for the purposes of section 14.4 of the *Public Sector Employers Act*.

Definitions

1 In these standards:

"Act" means the *Public Sector Employers Act*;

"employee" has the same meaning as in section 14.1 of the Act;

"notice of termination" means notification by a public sector employer to an employee that his or her contract of employment will be terminated;

"notice period" means the length of time from the date on which notice of termination is given to an employee until the date on which employment will terminate;

"retiring allowance" means a payment that, by a contract of employment, an employee may receive on or after retirement of the employee from his or her employment in recognition of the employee's service, but does not include the following:

(a) superannuation or a pension benefit;

(b) an amount received as a consequence of the death of the employee;

(c) a benefit designated by the minister;

"severance" means the severance payment made in lieu of the notice period;

"successor employer" means a purchaser, lessee or transferee referred to in section 35 of the *Labour Relations Code*.

[am. 2002-64-Sch, s. 1.]

Limitation on notice period and severance

2 (1) An employee must not be given a notice period or severance in the case of

(a) termination for cause,

(b) expiry of a contract of employment with a definite term, or

(c) voluntary resignation or retirement.

(2) Subsection (1) does not prevent an employer from providing severance under a labour adjustment policy or program approved by the minister.

(3) A labour adjustment policy or program approved by the council before this subsection comes into force is deemed to be a labour adjustment policy or program approved by the minister for the purposes of subsection (2).

[am. 2002-64-Sch, s. 2.]

Limitation on retiring allowance

2.1 (1) An employee who receives a notice period or severance must not be given a retiring allowance.

(2) Subsection (1) does not prevent an employer from providing a retiring allowance under a labour adjustment policy or program approved by the minister.

(3) A labour adjustment policy or program approved by the council before this subsection comes into force is deemed to be a labour adjustment policy or program approved by the minister for the purposes of subsection (2).

[en. 2002-64-Sch, s. 3.]

Duties of employee during notice period

3 (1) During the notice period, a public sector employer, in its sole discretion, may

(a) require the employee to continue with his or her duties, assignment, tasks or projects,

(b) assign the employee to other duties, assignments, tasks or projects with the same or a successor employer, notwithstanding that the assignment may amount to a constructive dismissal, if

(i) the assignment is reasonably consistent with the employee's ability and responsibility at the time of the assignment, and

(ii) the employee is not required to relocate unreasonably,

(c) assign the employee to a non-successor employer with the agreement of the employee, or

(d) excuse the employee from performing his or her duties.

(2) If an employee refuses to perform duties assigned by the employer in accordance with this section, the employee is deemed to have voluntarily resigned and is not entitled to a continuation of the notice period or any payment in lieu of the notice period.

Severance payment instead of notice

4 (1) If an employer terminates employment without cause and excuses the employee from performing his or her duties under section 3 (1) (d), the employer, in its sole discretion, may provide the employee with severance.

(2) Severance must be in the form of periodic payments unless the employer, in its sole discretion, considers a lump sum payment to be more appropriate.

Amount of notice and severance

5 (1) A notice period or severance must not exceed the following:

(a) an amount calculated according to an employment termination plan for the employee that has been approved by the minister;

(b) if no employment termination plan has been approved by the council, the lesser of

(i) an amount equal to the remaining term of the contract, or

(ii) an amount provided under common law calculated as though the employee were subject to an indefinite term agreement with no provision regarding severance.

(1.1) An employment termination plan approved by the council before this subsection comes into force is deemed to be an employment termination plan approved by the minister for the purposes of subsection (1).

(2) Despite subsection (1), the maximum notice period that an employee may be given is 18 months.

(3) Despite subsection (1), the maximum severance that an employee may be given is the value of salary and benefits the employee would otherwise be entitled to for the notice period.

[am. 2002-64-Sch, s. 4.]

Executive notice and severance

5.1 (1) In addition to the limits imposed under section 5, this section applies in relation to employees of a public sector employer, other than an employer referred to in paragraph (g) of the definition of "public sector employer" in section 1 of the Act, who are appointed to or employed in the following positions:

(a) deputy minister;

(b) chief executive officer or president of a public sector employer;

(c) superintendent of a school.

(2) The notice period or severance that may be given to an employee in a position referred to in subsection (1) must not exceed

(a) an amount calculated according to an employment termination plan for the employee that has been approved by the Treasury Board, or

(b) if no employment termination plan has been approved by the Treasury Board, the following limits:

(i) up to a 6 month notice period or severance, if the employee has served or been employed in that position for fewer than 12 months;

(ii) up to a 9 month notice period or severance, if the employee has served or been employed in that position for 12 to 17 months;

(iii) up to a 12 month notice period or severance, if the employee has served or been employed in that position for 18 to 35 months;

(iv) up to a 14 month notice period or severance, if the employee has served or been employed in that position for 36 to 47 months;

(v) up to a 16 month notice period or severance, if the employee has served or been employed in that position for 48 to 59 months;

(vi) up to an 18 month notice period or severance, if the employee has served or been employed in that position for 60 or more months.

(3) Treasury Board may not approve an employment termination plan under subsection (2) (a) that would provide an employee more than a 12 month notice period or severance for fewer than 18 months of service or employment.

(4) An employment termination plan approved by the council before this subsection comes into force is deemed to be an employment termination plan approved by the Treasury Board for the purposes of subsection (2).

[en. 2002-64-Sch, s. 5.]

Re-employment in the public sector

6 (1) In this section, **"re-employment"** includes entering into a contract for services with a public sector employer either individually or through a sole proprietorship, partnership or corporation.

(2) An employee must notify the employer of any re-employment with a public sector employer during the notice period or period of notice in lieu of which severance is provided.

(3) If an employee commences employment with a public sector employer during the notice period or period of notice in lieu of which severance is provided,

(a) no severance covering this period of re-employment is payable, and

(b) the employee must pay the government any amount that is attributable to the period during which the employee is re-employed.

(4) During the notice period or period in lieu of which severance is provided, if an employee is re-employed at a lower level of compensation, nothing in this section prevents an employer from providing to the employee an amount equivalent to the difference between their former compensation level and their compensation level upon re-employment.

Term of employment contracts

7 If an employee is employed under a contract of employment for a definite term the contract must

(a) subject to paragraph (b), be for a term of not more than 5 years, and

(b) if employment under the contract may be extended for more than 5 years, make the extension conditional on a renegotiation of the contract during the term of the contract.

[en. 2002-64-Sch, s. 6.]

Provisions of the *Public Sector Employers Act*, R.S.B.C. 1996, c. 384, relevant to the enactment of this regulation: section 14.4]

POST EMPLOYMENT RESTRICTIONS - FOR EXECUTIVE; DEPUTY MINISTERS, ASSOCIATE DEPUTY MINISTERS AND ASSISTANT DEPUTY MINISTERS IN THE BC PUBLIC SERVICE

Last updated April 12, 2016

Definitions

"confidential information" means information that is unavailable to the public;
"outside entity" means a person or entity other than a public sector employer as defined in section I of the Public *Sector Employers Act;*

Before Leaving the Public Service

1 (1) the following are conditions of your employment with the government:
(a) you must not allow yourself to be influenced in carrying out your employment responsibilities by prospects for or an offer of
(i) employment as an employee of an outside entity; or
(ii) remuneration or other reward from an outside entity for doing anything for it in a capacity other than as an employee of the outside entity;
(b) you must immediately disclose to the Deputy Minister to the Premier and Head of the BC Public Service Agency
(i) any offer described in paragraph (a) if the offer does or could place you in a conflict of interest situation; or
(ii) your acceptance of any offer described in paragraph (a).

After Leaving the Public Service

2 (1) The following are conditions of your employment with the government:
(a) after your employment ends, you must not disclose confidential information that you obtained through your employment;
(b) if you had a substantial involvement in dealings with an outside entity at any time during the year immediately preceding the end of your employment then, for a year after the end of your employment, you must not
(i) accept an offer of employment, an appointment to the board of directors or a contract to provide services to that outside entity;
(ii) lobby or otherwise make representations for that outside entity to the government; or
(iii) give counsel to that outside entity, for its commercial purposes, concerning the programs or policies of any organization or ministry of the government in which you were employed at any time during the year immediately preceding the termination of your employment; or
(c) until one year after your employment ends, you

(i) must not lobby or otherwise make representations for any outside entity to any ministry or organization of the government in which you were employed at any time during the year immediately preceding the termination of your employment; or

(ii) act for an outside entity in connection with any ongoing proceedings, transaction, negotiation or case in which the outside entity and the government are involved

(A) if you, during your former employment with the government, acted for or advised the government concerning the proceedings, transaction, negotiation or case; and

(B) acting for the outside entity in that connection would result in the receipt by the outside entity of a private or commercial benefit or of any benefit not for general application.

Reduction of One-Time Limitation

The Head of the BC Public Service Agency in consultation with the Deputy Minister to the Premier may reduce the one-year restriction, upon your application, after considering the following:

(a) the circumstances under which your employment ended;

(b) your general employment prospects;

(c) the significance to the government of information you possessed by virtue of your position with the government;

(d) the desirability of a rapid transfer of your skills to an employer other than the government;

(e) the degree to which the new employer might gain unfair commercial advantage by hiring you;

(f) the authority and influence you possessed while employed by the government;

(g) the disposition of other cases

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STANDARDS OF CONDUCT FOR PUBLIC SERVICE EMPLOYEES – Human Resources Policy 09

Last updated April 12, 2016

This policy statement applies to all persons and organizations covered by the *Public Service Act*. The policy statement supports the core policy objective that "public service employees exhibit the highest standards of conduct." Employees will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute. The honesty and integrity of the BC Public Service demands the impartiality of employees in the conduct of their duties. The requirement to comply with these standards of conduct is a condition of employment. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

Loyalty

Public service employees have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Oath of Employment requires BC Public Service employees to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.
Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. (See Conflicts of Interest for details.)

Public Comments

BC Public Service employees may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so).

Employees must not jeopardize the perception of impartiality in the performance of their duties through making public comments or entering into public debate regarding ministry policies. BC Public Service employees must not use their position in government to lend weight to the public expression of their personal opinions.

Political Activity

BC Public Service employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office. Employees' political activities, however, must be clearly separated from activities related to their employment.
If engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities. Employees must not engage in political activities during working hours or use government facilities, equipment, or resources in support of these activities. Partisan politics are not to be introduced into the workplace; however, informal private discussions among co-workers are acceptable.

Service to the Public

BC Public Service employees must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behavior

Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the *Human Rights Code*. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of BC Public Service employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the BC Public Service will not be tolerated.

All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Employees must report any incident of violence. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC *Occupational Health and Safety Regulations*.

Conflicts of Interest

A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:

- the employee's ability to act in the public interest could be impaired; or
- the employee's actions or conduct could undermine or compromise:
  - the public's confidence in the employee's ability to discharge work responsibilities; or
  - the trust that the public places in the BC Public Service.

While the government recognizes the right of BC Public Service employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their BC Public Service duties. Upon appointment to the BC Public Service, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or ethics advisor. Examples of conflicts of interest include, but are not limited to, the following:

- An employee uses government property or equipment or the employee's position, office, or government affiliation to pursue personal interests or the interests of another organization;
- An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;
- An employee, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee, has an interest, financial or otherwise;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which the employee can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- An employee accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment in the BC Public Service, other than:
  - the exchange of hospitality between persons doing business together;
  - tokens exchanged as part of protocol;
  - the normal presentation of gifts to persons participating in public functions; or
  - the normal exchange of gifts between friends; or
- An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Allegations of Wrongdoing

Employees have a duty to report any situation relevant to the BC Public Service that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (for example, the *Freedom of Information and Protection of Privacy Act*). Employees will not be subject to discipline or reprisal for bringing forward to a deputy minister, in good faith, allegations of wrongdoing in accordance with this policy statement.

Employees must report their allegations or concerns as follows:

- Members of the BCGEU must report in accordance with Article 32.13;
- PEA members must report in accordance with Article 36.12; or
- Other employees must report in writing to their deputy minister or other executive member of the ministry, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the employee's submission. Where an allegation involves a deputy minister, the employee must forward the allegation to the deputy minister to the Premier.

These reporting requirements are in addition to an employee's obligation to report to the Comptroller General as outlined in Section 33.2 of the *Financial Administration Act*.
Where an employee believes that the matter requires a resolution and it has not been reasonably resolved by the ministry, the employee may then refer the allegation to the appropriate authority. If the employee decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police;
- Allegations of a misuse of public funds are to be referred to the auditor general;
- Allegations of a danger to public health must be brought to the attention of health authorities; and,
- Allegations of a significant danger to the environment must be brought to the attention of the deputy minister, Ministry of Environment.

Legal Proceedings

Employees must not sign affidavits relating to facts that have come to their knowledge in the course of their duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting

for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Justice. In the case of affidavits required for use in arbitrations or other proceedings related to employee relations, the labour relations branch of the BC Public Service Agency will obtain any necessary approvals. Employees are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings. A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services Branch.

Working Relationships

Employees involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, employees who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one employee has influence, input, or decision-making power over the other employee's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two employees that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the deputy minister is satisfied that sufficient safeguards are in place to ensure that the Employer's interests are not compromised.

Human Resource Decisions

Employees are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them. For example, employees are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Employees may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- Interfere with the performance of their duties as a BC Public Service employee;
- Bring the government into disrepute;
- Represent a conflict of interest or create the reasonable perception of a conflict of interest;
- Appear to be an official act or to represent government opinion or policy;
- Involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- Gain an advantage that is derived from their employment with the BC Public Service.

Employees who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities:

Agency Head

- Provide timely advice to managers and designated contacts respecting the application of this policy statement including guidance on an appropriate employer response to transgressions of the policy statement; and
- Coordinate the development of awareness, training, and communication programs in support of this policy statement.

Deputy Ministers

- Advise employees of the required standards of conduct and the consequences of non-compliance;
- Designate a ministry contact for matters related to standards of conduct;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy statement in a timely manner, taking the appropriate action based upon the facts and circumstances;
- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy statement within their organization.

Line Managers

- Advise staff on standards of conduct issues;
- Engage the ministry designated contact as may be appropriate in the circumstances; and
- Contribute to a work environment that is free of discrimination.

Employees

- Objectively and loyally fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behavior;
- Avoid engaging in discriminatory conduct or comment; and
- Check with their supervisor or manager when they are uncertain about any aspect of this policy statement.

BENEFITS FOR POLITICAL STAFF

Pension

Enrolment under the pension plan is mandatory for Order-In-Council Category "A, B, and C" employees new to the provincial government. Currently, the employee's rate of contribution is 7.93% on salary up to the Year's Maximum Pensionable Earnings (YMPE) under the Canada Pension Plan and 9.43% on salary over the YMPE. The employer's rate of contribution is 9.43% on salary up to the YMPE and 10.93% on salary over the YMPE. Vesting is immediate. The value of the pension is based on the best five years average salary, times two percent, times the number of years of pensionable service. Additional information can be found in www.pensionsbc.ca.

Flexible Benefits Program for Premier's Office, Ministers' Offices and GCPE

All excluded employees in the BC Public Service have a flexible benefits program that provides choices in coverage for medical, dental, extended health and group life. Further information on the flexible benefits program can be found in the Flexible Benefits Guide on the MyHR website. General information about the health and life insurance plans available is provided below based on the fully funded options for medical, extended health and dental, and the enhanced option for basic life insurance. Other choices are available.

Traditional Health and Life Insurance Benefits for Constituency Assistants, MLAs and Caucus

The health and life insurance plans consist of the following benefit plans: basic medical, dental, health, and life insurance. The Province pays your medical premiums and a portion of your basic life insurance premiums. There is no cost to enrol in the health and dental plans. Further information on the Traditional Benefit Plan can be found in the Benefits Guide on the MyHR website. Note that the six month waiting period for extended health and dental for this group is waived. Therefore, coverage begins the first of the month following their appointment. General information about the health and life insurance plans available is provided below.

Medical

The Province pays the medical insurance premiums for employees covered by the Medical Services Plan of British Columbia. MSP will start on the 1st day of the next month following an employees' start date. If an employee is coming from out of province, they must wait the remainder of the month they are in plus 2 months.

Dental

The first of the month following an employees' start date, the Province provides employees and their eligible dependents with employer paid dental coverage that reimburses:

- 100 percent of basic dental services;
- 65 percent of crown, dentures and bridges;

- 55 percent of orthodontic services to a lifetime maximum of $3,500 per patient.

Extended Health

The first of the month following an employee's start date, this Plan, which is also employer paid, provides employees and their eligible dependents with additional health care coverage that supplements the Medical Services Plan of British Columbia. The Plan has a yearly deductible of $90 per person or per family and pays 80 percent of the eligible portion of expenses beyond the deductible. Covered items include prescription drugs, eyeglasses, ambulance services, hospital co-insurance, registered psychologist etc. The Plan has a lifetime maximum of $500,000.

Group Life Insurance

This policy provides life insurance coverage for employees and is equivalent to three times an employee's annual salary with a minimum coverage of $80,000. The Province pays the premium for the first $80,000 of coverage and the employee pays the balance. Optional spousal and dependant coverage is available. There is no waiting period for this benefit.

Short Term Illness and Injury

This Plan provides employees who are ill or injured with a percentage of their regular salary based on length of service. After six months employees receive 75 percent of regular salary for a maximum of six months with the option to top-up to 100 percent of salary by using other available time allotments such as vacation credits, exclusion supplementary credit. This Plan is integrated with the Long Term Disability Plan noted below and is completely employer paid.

Long Term Disability

This Plan replaces lost wages for disabled or sick employees unable to work at their own jobs after the sixth month of disability to the end of the 25th month of disability. The benefit level is 70 percent of the first $2,600 of monthly salary and 50 percent of salary over $2,600. If the employee continues to be disabled for all occupations, the benefit continues from the 25th month of disability and may continue to age 65, should the disability continue. Coverage commences after six months active employment.

Group Aviation Accident Insurance

Employees flying on government business are covered by $200,000 of accidental death and dismemberment coverage. This flight insurance is fully paid for by the Province and provides coverage in addition to any other insurance an employee may have, including the Group Life Insurance Plan noted above.

Business Travel Medical Insurance

Employees covered under the BC Public Service extended health group plan who travel out of province or out of country **on business for the BC Public Service** will be covered for medical emergencies to a lifetime maximum of $3 million per person.

Relocation

Relocation assistance will be provided based on the distance of the move if an individual is a new appointee to government.

Vacation

1st -7th year = 20 working days
8th year = 22 working days
9th year = 23 working days
10th -11th year = 25 working days
12th year = 26 working days
13th -15th year = 27 working days
16th - 18th year = 28 working days
19th year = 29 working days
20th year = 31 working days
21st year = 32 working days
22nd year = 33 working days
23 - 24th year = 34 working days
25th +years = 35 working days

Other Paid Leave

Available in a variety of circumstances.

Statutory Holidays

Twelve days per year.

Travel

Transportation and accommodation allowances are based on the BC Public Service Travel Policy.

Canada Pension Plan

The Province participates in the Canada Pension Plan (CPP) and, therefore, pays the employer's portion of Canada Pension Plan premiums.

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22 "
Subject:	Benefits information
Date:	Thursday, July 13, 2017 2:55:00 PM
Attachments:	Vol 6 Tab 2D Attachment to Offers for DMs.docx Vol 6 Tab 1B.DOCX

Rita

I've attached the information that will be included in individuals offer packages re: benefits. Specifically with regards to your questions:

1) If a person who is appointed under Section 12 or 15 of the Public Service Act has accumulated vacation years as an employee or appointee under the Act prior to the appointment, the calculation of the annual vacation entitlement for that person is to include those accumulated vacation years. Regular employees who are rehired either directly into regular positions or into an Auxiliary position, then into a Regular position would qualify.

2) If they withdrew their funds from the plan, then the previous service would not be recognized. If their funds remained in the plan, the previous service would be recognized.

ATTACHMENT TO OFFER OF EMPLOYMENT FOR EXECUTIVES

Attached are the following:

- **Compensation & Benefits Summary**

The complete set of Terms and Conditions of Employment for Excluded Employees is available through - this link:

- **Employment Termination Standards**

- **Post- Employment Restrictions**

- **Standards of Conduct for Public Service Employees**

Please ensure that you read and understand these materials.

COMPENSATION AND BENEFITS EXECUTIVES

Pension

Enrolment under the pension plan is automatic as soon as an individual is eligible. Deputy Ministers, new to the BC Public Service, have the option to waive participation in the Public Service Pension Plan. If they choose to opt out of the Public Service Pension Plan, a Waiver of Pension Coverage form must be completed within 30 days of the date of the offer of employment letter. The waiver must be forwarded to the Executive Recruitment Branch. Financial advice should be sought prior to waiving coverage the implication of waiving participation is fully understood. Currently, the employee's rate of contribution is 7.93% on salary up to the Year's Maximum Pensionable Earnings (YMPE) under the Canada Pension Plan and 9.43% on salary over the YMPE. The employer's rate of contribution is 9.43% on salary up to the YMPE and 10.93% on salary over the YMPE. Vesting occurs - immediately. The value of the pension is based on the best five years average salary. Additional information about the Public Service Pension Plan can be found in www.pensionsbc.ca

Car **(applies to Deputy Ministers and Associate Deputy Ministers only)**

A government-leased vehicle is provided or a vehicle allowance of $580 per month is paid in lieu.

Flexible Benefits

All excluded employees in the BC Public Service have a flexible benefits program that provides choices in coverage for medical, dental, extended health and group life. The benefit programs described below are the fully funded options but other choices are available. Further information on the flexible benefits program can be found at http://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/pay-benefits/excluded.

You must apply once you are eligible. You are automatically covered for employee life insurance but you may wish to designate a beneficiary. During your initial enrolment, you must enrol within 30 days of becoming eligible or you will receive the default options. You can add dependents at any time but you can only update your choices during open enrolment or an eligibile life even.

Medical

The Province pays the medical insurance premiums for employees covered by the Medical Services Plan of British Columbia. MSP will start on the 1st day of the next month following your start date. If you are coming from out of province, you must complete a waiting period that consists of the balance of the month of arrival plus two months.

Dental

Coverage begins first of the month following enrolment (enrolment is automatic after 30 days with the comprehensive option for yourself only), the Province provides employees and their eligible dependents with employer paid dental coverage that reimburses:

- 100 percent of basic dental services;
- 65 percent of crown, dentures and bridges;
- 55 percent of orthodontic services to a lifetime maximum of $3,500 per patient.

Extended Health

Coverage begins first of the month following enrolment (enrolment is automatic after 30 days with the comprehensive option for yourself only), this Plan, which is also employer paid, provides employees and their eligible dependents with additional health care coverage that supplements the Medical Services Plan of British Columbia. The Plan has a yearly deductible of $90 per person or per family and pays 80 percent of the eligible portion of expenses beyond the deductible. Covered items include prescription drugs, eyeglasses, ambulance services, hospital co-insurance, registered psychologist etc. The Plan has a lifetime maximum of $500,000.

Group Life

Group Life Insurance is mandatory to age 65 and provides life insurance coverage for employees. You must maintain a minimum of $25,000 in coverage. The fully funded option is $80,000 of coverage. If you select three times your annual salary of coverage, the Province pays the premium for the first $80,000 of coverage and the employee pays the balance. Optional Family Funeral Benefit is available. If you would like Optional Life Insurance, you must pick three times your annual salary. During initial enrolment, you can select up to $50,000 of employee optional and/or spouse optional life insurance coverage without providing evidence of insurability. During subsequent enrolments, if you wish to increase your or your spouse's coverage, you will be required to provide evidence of insurability to the carrier and your application must be approved before coverage can begin.

Short Term Illness and Injury

This Plan provides employees who are ill or injured with a percentage of their regular salary based on length of service. After six months employees receive 75 percent of regular salary for a maximum of six months with the option to top-up to 100 percent of salary by using other earned time allotments such as vacation credits, exclusion supplementary credit. This Plan is integrated with the Long Term Disability Plan noted below and is completely employer paid.

Long Term Disability

This Plan replaces lost wages for disabled or sick employees unable to work at their own jobs after the sixth month of disability to the end of the 25th month of disability. On an accepted claim the benefit level is 70 percent of the first $2,600 of monthly salary and 50 percent of salary over $2,600.

If the employee continues to be disabled and accepted for all occupations, the benefit continues from the 25th month of disability and may continue to age 65, should the disability continue. Coverage commences after six months active employment.

Group Aviation Accident Insurance

The group aviation accident insurance provides protection for employees while traveling by aircraft on government business, including limited ground travel to and from the airport. This insurance provides payment in the event of accidental death, disability or dismemberment. Note that any employees traveling as a pilot, operator or crew member are not covered.

The amounts specified in the policy will be paid to employees in case of disability, and in the case of death, to the employee's beneficiary as designated under the Group Life Plan, if any, or to the employee's estate in the absence of such beneficiary. This group aviation accident insurance is provided in addition to the group life insurance coverage, if applicable.

Relocation

Relocation assistance will be provided based on the distance of the move if you are a new appointee to government. Also, relocation assistance will be provided in accordance with the relocation policies if you are an in-service appointee.

Vacation

Deputy Ministers and Associate Deputy Ministers:
1st – 7th year = 25 working days
8th year = 27 working days
9th year = 28 working days
10th – 11th year = 30 working days
12th year = 31 working days
13th – 15th year = 32 working days
16th – 18th year = 33 working days
19th year = 34 working days
20th year = 36 working days
21st year = 37 working days
22nd year = 38 working days
23 – 24th year = 39 working days
25th + years = 40 working days

Assistant Deputy Ministers
1st - 7th year = 20 working days
8th year = 22 working days
9th year = 23 working days
10th - 11th year = 25 working days

12th year = 26 working days
13th - 15th year = 27 working days
16th - 18th year = 28 working days
19th year = 29 working days
20th year = 31 working days
21st year = 32 working days
22nd year = 33 working days
23rd - 24th year = 34 working days
25th + years = 35 working days

Other Paid Leave

Available in a variety of circumstances.

Statutory Holidays

Twelve days per year.

Travel

Transportation and accommodation allowances are based on the Personnel Management Travel Directive. The current per diem travel allowance for meals and incidental expenses is $51.50.

Canada Pension Plan

The Province participates in the Canada Pension Plan (CPP) and, therefore, pays the employer's portion of Canada Pension Plan premiums.

This is not the official version
Deposited November 18, 1997

Effective May 1, 1997
B.C. Reg 379/97
O.C. 1266/97

PUBLIC SECTOR EMPLOYERS ACT EMPLOYMENT TERMINATION STANDARDS

The Employment Termination Standards established by the Public Sector Employers Council are adopted as employment termination standards for the purposes of section 14.4 of the *Public Sector Employers Act*.

Definitions

1 In these standards:

"Act" means the *Public Sector Employers Act*;

"employee" has the same meaning as in section 14.1 of the Act;

"notice of termination" means notification by a public sector employer to an employee that his or her contract of employment will be terminated;

"notice period" means the length of time from the date on which notice of termination is given to an employee until the date on which employment will terminate;

"retiring allowance" means a payment that, by a contract of employment, an employee may receive on or after retirement of the employee from his or her employment in recognition of the employee's service, but does not include the following:

(a) superannuation or a pension benefit;

(b) an amount received as a consequence of the death of the employee;

(c) a benefit designated by the minister;

"severance" means the severance payment made in lieu of the notice period;

"successor employer" means a purchaser, lessee or transferee referred to in section 35 of the *Labour Relations Code*.

[am. 2002-64-Sch, s. 1.]

Limitation on notice period and severance

2 (1) An employee must not be given a notice period or severance in the case of

(a) termination for cause,

(b) expiry of a contract of employment with a definite term, or

(c) voluntary resignation or retirement.

(2) Subsection (1) does not prevent an employer from providing severance under a labour adjustment policy or program approved by the minister.

(3) A labour adjustment policy or program approved by the council before this subsection comes into force is deemed to be a labour adjustment policy or program approved by the minister for the purposes of subsection (2).

[am. 2002-64-Sch, s. 2.]

Limitation on retiring allowance

2.1 (1) An employee who receives a notice period or severance must not be given a retiring allowance.

(2) Subsection (1) does not prevent an employer from providing a retiring allowance under a labour adjustment policy or program approved by the minister.

(3) A labour adjustment policy or program approved by the council before this subsection comes into force is deemed to be a labour adjustment policy or program approved by the minister for the purposes of subsection (2).

[en. 2002-64-Sch, s. 3.]

Duties of employee during notice period

3 (1) During the notice period, a public sector employer, in its sole discretion, may

(a) require the employee to continue with his or her duties, assignment, tasks or projects,

(b) assign the employee to other duties, assignments, tasks or projects with the same or a successor employer, notwithstanding that the assignment may amount to a constructive dismissal, if

(i) the assignment is reasonably consistent with the employee's ability and responsibility at the time of the assignment, and

(ii) the employee is not required to relocate unreasonably,

(c) assign the employee to a non-successor employer with the agreement of the employee, or

(d) excuse the employee from performing his or her duties.

(2) If an employee refuses to perform duties assigned by the employer in accordance with this section, the employee is deemed to have voluntarily resigned and is not entitled to a continuation of the notice period or any payment in lieu of the notice period.

Severance payment instead of notice

4 (1) If an employer terminates employment without cause and excuses the employee from performing his or her duties under section 3 (1) (d), the employer, in its sole discretion, may provide the employee with severance.

(2) Severance must be in the form of periodic payments unless the employer, in its sole discretion, considers a lump sum payment to be more appropriate.

Amount of notice and severance

5 (1) A notice period or severance must not exceed the following:

(a) an amount calculated according to an employment termination plan for the employee that has been approved by the minister;

(b) if no employment termination plan has been approved by the council, the lesser of

(i) an amount equal to the remaining term of the contract, or

(ii) an amount provided under common law calculated as though the employee were subject to an indefinite term agreement with no provision regarding severance.

(1.1) An employment termination plan approved by the council before this subsection comes into force is deemed to be an employment termination plan approved by the minister for the purposes of subsection (1).

(2) Despite subsection (1), the maximum notice period that an employee may be given is 18 months.

(3) Despite subsection (1), the maximum severance that an employee may be given is the value of salary and benefits the employee would otherwise be entitled to for the notice period.

[am. 2002-64-Sch, s. 4.]

Executive notice and severance

5.1 (1) In addition to the limits imposed under section 5, this section applies in relation to employees of a public sector employer, other than an employer referred to in paragraph (g) of the definition of "public sector employer" in section 1 of the Act, who are appointed to or employed in the following positions:

(a) deputy minister;

(b) chief executive officer or president of a public sector employer;

(c) superintendent of a school.

(2) The notice period or severance that may be given to an employee in a position referred to in subsection (1) must not exceed

(a) an amount calculated according to an employment termination plan for the employee that has been approved by the Treasury Board, or

(b) if no employment termination plan has been approved by the Treasury Board, the following limits:

(i) up to a 6 month notice period or severance, if the employee has served or been employed in that position for fewer than 12 months;

(ii) up to a 9 month notice period or severance, if the employee has served or been employed in that position for 12 to 17 months;

(iii) up to a 12 month notice period or severance, if the employee has served or been employed in that position for 18 to 35 months;

(iv) up to a 14 month notice period or severance, if the employee has served or been employed in that position for 36 to 47 months;

(v) up to a 16 month notice period or severance, if the employee has served or been employed in that position for 48 to 59 months;

(vi) up to an 18 month notice period or severance, if the employee has served or been employed in that position for 60 or more months.

(3) Treasury Board may not approve an employment termination plan under subsection (2) (a) that would provide an employee more than a 12 month notice period or severance for fewer than 18 months of service or employment.

(4) An employment termination plan approved by the council before this subsection comes into force is deemed to be an employment termination plan approved by the Treasury Board for the purposes of subsection (2).

[en. 2002-64-Sch, s. 5.]

Re-employment in the public sector

6 (1) In this section, **"re-employment"** includes entering into a contract for services with a public sector employer either individually or through a sole proprietorship, partnership or corporation.

(2) An employee must notify the employer of any re-employment with a public sector employer during the notice period or period of notice in lieu of which severance is provided.

(3) If an employee commences employment with a public sector employer during the notice period or period of notice in lieu of which severance is provided,

(a) no severance covering this period of re-employment is payable, and

(b) the employee must pay the government any amount that is attributable to the period during which the employee is re-employed.

(4) During the notice period or period in lieu of which severance is provided, if an employee is re-employed at a lower level of compensation, nothing in this section prevents an employer from providing to the employee an amount equivalent to the difference between their former compensation level and their compensation level upon re-employment.

Term of employment contracts

7 If an employee is employed under a contract of employment for a definite term the contract must

(a) subject to paragraph (b), be for a term of not more than 5 years, and

(b) if employment under the contract may be extended for more than 5 years, make the extension conditional on a renegotiation of the contract during the term of the contract.

[en. 2002-64-Sch, s. 6.]

Provisions of the *Public Sector Employers Act*, R.S.B.C. 1996, c. 384, relevant to the enactment of this regulation: section 14.4]

POST EMPLOYMENT RESTRICTIONS - FOR EXECUTIVE; DEPUTY MINISTERS, ASSOCIATE DEPUTY MINISTERS AND ASSISTANT DEPUTY MINISTERS IN THE BC PUBLIC SERVICE

Last updated April 12, 2016

Definitions

"confidential information" means information that is unavailable to the public;
"outside entity" means a person or entity other than a public sector employer as defined in section I of the Public *Sector Employers Act;*

Before Leaving the Public Service

1 (1) the following are conditions of your employment with the government:
(a) you must not allow yourself to be influenced in carrying out your employment responsibilities by prospects for or an offer of
(i) employment as an employee of an outside entity; or
(ii) remuneration or other reward from an outside entity for doing anything for it in a capacity other than as an employee of the outside entity;
(b) you must immediately disclose to the Deputy Minister to the Premier and Head of the BC Public Service Agency
(i) any offer described in paragraph (a) if the offer does or could place you in a conflict of interest situation; or
(ii) your acceptance of any offer described in paragraph (a).

After Leaving the Public Service

2 (1) The following are conditions of your employment with the government:
(a) after your employment ends, you must not disclose confidential information that you obtained through your employment;
(b) if you had a substantial involvement in dealings with an outside entity at any time during the year immediately preceding the end of your employment then, for a year after the end of your employment, you must not
(i) accept an offer of employment, an appointment to the board of directors or a contract to provide services to that outside entity;
(ii) lobby or otherwise make representations for that outside entity to the government; or
(iii) give counsel to that outside entity, for its commercial purposes, concerning the programs or policies of any organization or ministry of the government in which you were employed at any time during the year immediately preceding the termination of your employment; or
(c) until one year after your employment ends, you

(i) must not lobby or otherwise make representations for any outside entity to any ministry or organization of the government in which you were employed at any time during the year immediately preceding the termination of your employment; or

(ii) act for an outside entity in connection with any ongoing proceedings, transaction, negotiation or case in which the outside entity and the government are involved

(A) if you, during your former employment with the government, acted for or advised the government concerning the proceedings, transaction, negotiation or case; and

(B) acting for the outside entity in that connection would result in the receipt by the outside entity of a private or commercial benefit or of any benefit not for general application.

Reduction of One-Time Limitation

The Head of the BC Public Service Agency in consultation with the Deputy Minister to the Premier may reduce the one-year restriction, upon your application, after considering the following:

(a) the circumstances under which your employment ended;

(b) your general employment prospects;

(c) the significance to the government of information you possessed by virtue of your position with the government;

(d) the desirability of a rapid transfer of your skills to an employer other than the government;

(e) the degree to which the new employer might gain unfair commercial advantage by hiring you;

(f) the authority and influence you possessed while employed by the government;

(g) the disposition of other cases

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STANDARDS OF CONDUCT FOR PUBLIC SERVICE EMPLOYEES – Human Resources Policy 09

Last updated April 12, 2016

This policy statement applies to all persons and organizations covered by the *Public Service Act*. The policy statement supports the core policy objective that "public service employees exhibit the highest standards of conduct." Employees will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute. The honesty and integrity of the BC Public Service demands the impartiality of employees in the conduct of their duties. The requirement to comply with these standards of conduct is a condition of employment. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

Loyalty

Public service employees have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Oath of Employment requires BC Public Service employees to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.
Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. (See Conflicts of Interest for details.)

Public Comments

BC Public Service employees may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so).

Employees must not jeopardize the perception of impartiality in the performance of their duties through making public comments or entering into public debate regarding ministry policies. BC Public Service employees must not use their position in government to lend weight to the public expression of their personal opinions.

Political Activity

BC Public Service employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office. Employees' political activities, however, must be clearly separated from activities related to their employment.
If engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities. Employees must not engage in political activities during working hours or use government facilities, equipment, or resources in support of these activities. Partisan politics are not to be introduced into the workplace; however, informal private discussions among co-workers are acceptable.

Service to the Public

BC Public Service employees must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behavior

Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the *Human Rights Code*. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of BC Public Service employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the BC Public Service will not be tolerated.

All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Employees must report any incident of violence. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC *Occupational Health and Safety Regulations*.

Conflicts of Interest

A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:

- the employee's ability to act in the public interest could be impaired; or
- the employee's actions or conduct could undermine or compromise:
  - the public's confidence in the employee's ability to discharge work responsibilities; or
  - the trust that the public places in the BC Public Service.

While the government recognizes the right of BC Public Service employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their BC Public Service duties. Upon appointment to the BC Public Service, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or ethics advisor. Examples of conflicts of interest include, but are not limited to, the following:

- An employee uses government property or equipment or the employee's position, office, or government affiliation to pursue personal interests or the interests of another organization;
- An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;
- An employee, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee, has an interest, financial or otherwise;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which the employee can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- An employee accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment in the BC Public Service, other than:
  - the exchange of hospitality between persons doing business together;
  - tokens exchanged as part of protocol;
  - the normal presentation of gifts to persons participating in public functions; or
  - the normal exchange of gifts between friends; or
- An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Allegations of Wrongdoing

Employees have a duty to report any situation relevant to the BC Public Service that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (for example, the *Freedom of Information and Protection of Privacy Act*). Employees will not be subject to discipline or reprisal for bringing forward to a deputy minister, in good faith, allegations of wrongdoing in accordance with this policy statement.

Employees must report their allegations or concerns as follows:

- Members of the BCGEU must report in accordance with Article 32.13;
- PEA members must report in accordance with Article 36.12; or
- Other employees must report in writing to their deputy minister or other executive member of the ministry, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the employee's submission. Where an allegation involves a deputy minister, the employee must forward the allegation to the deputy minister to the Premier.

These reporting requirements are in addition to an employee's obligation to report to the Comptroller General as outlined in Section 33.2 of the *Financial Administration Act*.
Where an employee believes that the matter requires a resolution and it has not been reasonably resolved by the ministry, the employee may then refer the allegation to the appropriate authority. If the employee decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police;
- Allegations of a misuse of public funds are to be referred to the auditor general;
- Allegations of a danger to public health must be brought to the attention of health authorities; and,
- Allegations of a significant danger to the environment must be brought to the attention of the deputy minister, Ministry of Environment.

Legal Proceedings

Employees must not sign affidavits relating to facts that have come to their knowledge in the course of their duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting

for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Justice. In the case of affidavits required for use in arbitrations or other proceedings related to employee relations, the labour relations branch of the BC Public Service Agency will obtain any necessary approvals. Employees are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings. A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services Branch.

Working Relationships

Employees involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, employees who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one employee has influence, input, or decision-making power over the other employee's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two employees that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the deputy minister is satisfied that sufficient safeguards are in place to ensure that the Employer's interests are not compromised.

Human Resource Decisions

Employees are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them. For example, employees are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Employees may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- Interfere with the performance of their duties as a BC Public Service employee;
- Bring the government into disrepute;
- Represent a conflict of interest or create the reasonable perception of a conflict of interest;
- Appear to be an official act or to represent government opinion or policy;
- Involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- Gain an advantage that is derived from their employment with the BC Public Service.

Employees who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities:

Agency Head

- Provide timely advice to managers and designated contacts respecting the application of this policy statement including guidance on an appropriate employer response to transgressions of the policy statement; and
- Coordinate the development of awareness, training, and communication programs in support of this policy statement.

Deputy Ministers

- Advise employees of the required standards of conduct and the consequences of non-compliance;
- Designate a ministry contact for matters related to standards of conduct;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy statement in a timely manner, taking the appropriate action based upon the facts and circumstances;
- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy statement within their organization.

Line Managers

- Advise staff on standards of conduct issues;
- Engage the ministry designated contact as may be appropriate in the circumstances; and
- Contribute to a work environment that is free of discrimination.

Employees

- Objectively and loyally fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behavior;
- Avoid engaging in discriminatory conduct or comment; and
- Check with their supervisor or manager when they are uncertain about any aspect of this policy statement.

APPOINTING NEW POLITICAL STAFF

Terms and Conditions:

- The legal authorities for the Terms and Conditions include the *Public Service Act,* the *Financial Administration Act,* the *Employment Standards Act,* the *Public Service Benefit Plan Act,* the *Public Sector Employer's Act* and a number of Treasury Board Orders. This legal framework has been in place since the late 1980s.

- Political staff are appointed by the Lieutenant-Governor in Council under Section 15(1)(a) of the *Public Service Act* (the Act) and act in a confidential capacity to the Executive Council or Ministers. These appointees serve 'at pleasure' and may be removed at the discretion of the Lieutenant-Governor in Council.

- The Political Staff Oath and Standards of Conduct for Political Staff applies to all political staff (Chief of Staff, Ministerial Assistant, Executive Assistant) recognizing the unique, partisan role they perform.

- Administrative Coordinators and Support Staff, although also s. 15 appointments, are generally considered non-political staff and the Public Service Oath and the Standards of Conduct for Public Service Employees apply to these positions (see Tab 2D).

- The Terms and Conditions is a contract of employment that sets out entitlements to benefits, leaves, allowances, reimbursable expenses, annual vacation, statutory holidays, and other general conditions. (See Attachment to Offer of Employment for Political Appointees)

Salary Upon Appointment:

- Salaries for appointees in Ministers' offices are guided by Order in Council 588/2006. Updates to salary ranges are considered updates to the original salary scale OIC.

- All new appointees will normally be placed within the appropriate salary range taking into account the following factors:
  - Previous salary;
  - Salary relationship to supervisor, subordinates and peers;
  - More or less experience and/or qualifications than required for the position;
  - Critical or hard to recruit to field of work;
  - Budget implications.

Salary Administration:

- Category B appointees (e .g., Clerks, Office Assistants, Clerk Stenographers) may receive a salary increase based on merit once in a fiscal year by one additional salary step in the applicable salary grid provided the following criteria are met:
  - A current performance review has been completed by the person's supervisor;
  - The supervisor of the person considers that the increase should be applied;
  - Funds are available within the ministry's budget to cover the increase.

- All other appointees may receive a salary increase annually on their anniversary date if the following criteria are met. Increases will typically be one additional salary step.
  - A performance review has been completed;
  - The minister considers that an adjustment is warranted;
  - The maximum job rate for the job level or sub-level has not been reached or an
  - exception has been approved by the Chief of Staff to the Premier;
  - Funds are available.

- Upon promotion to a higher level position, appointees will be placed at a salary level within their new salary range taking into account the same factors that are used when determining placement on an initial hire.

- Salaries rates were last updated:
  - Category B Appointees –April 2, 2017
  - Administrative Coordinator – May 29, 2015 (new steps added)
  - All other appointees - July 21, 2006. However, for Band A, new steps added May 29, 2015.

ATTACHMENT TO OFFER OF EMPLOYMENT FOR POLITICAL APPOINTEES

The following applies to category all Order-In Council appointees except Category "D" appointees.

Attached are the following:

- Compensation & Benefits Summary
- Standards of Conduct for Public Service Employees (for administrative staff in political offices)
- Standards of Conduct for Political Staff

COMPENSATION AND BENEFITS

Pension

Enrolment under the pension plan is mandatory for Order-In-Council Category "A, B, and C" employees new to the provincial government. Currently, the employee's rate of contribution is 7.93% on salary up to the Year's Maximum Pensionable Earnings (YMPE) under the Canada Pension Plan and 9.43% on salary over the YMPE. The employer's rate of contribution is 9.43% on salary up to the YMPE and 10.93% on salary over the YMPE. Vesting is immediate. The value of the pension is based on the best five years average salary, times two percent, times the number of years of pensionable service. Additional information can be found in www.pensionsbc.ca.

Flexible Benefits Program for Premier's Office, Ministers' Offices and GCPE

All excluded employees in the BC Public Service have a flexible benefits program that provides choices in coverage for medical, dental, extended health and group life. Further information on the flexible benefits program can be found in the Flexible Benefits Guide on the MyHR website. General information about the health and life insurance plans available is provided below based on the fully funded options for medical, extended health and dental, and the enhanced option for basic life insurance. Other choices are available.

Traditional Health and Life Insurance Benefits for Constituency Assistants, MLAs and Caucus

The health and life insurance plans consist of the following benefit plans: basic medical, dental, health, and life insurance. The Province pays your medical premiums and a portion of your basic life insurance premiums. There is no cost to enrol in the health and dental plans. Further information on the Traditional Benefit Plan can be found in the Benefits Guide on the MyHR website. Note that the six month waiting period for extended health and dental for this group is waived. Therefore, coverage begins the first of the month following their appointment. General information about the health and life insurance plans available is provided below.

Medical

The Province pays the medical insurance premiums for employees covered by the Medical Services Plan of British Columbia. MSP will start on the 1st day of the next month following an employees' start date. If an employee is coming from out of province, they must wait the remainder of the month they are in plus 2 months.

Dental

The first of the month following an employees' start date, the Province provides employees and their eligible dependents with employer paid dental coverage that reimburses:

- 100 percent of basic dental services;
- 65 percent of crown, dentures and bridges;

- 55 percent of orthodontic services to a lifetime maximum of $3,500 per patient.

Extended Health

The first of the month following an employee's start date, this Plan, which is also employer paid, provides employees and their eligible dependents with additional health care coverage that supplements the Medical Services Plan of British Columbia. The Plan has a yearly deductible of $90 per person or per family and pays 80 percent of the eligible portion of expenses beyond the deductible. Covered items include prescription drugs, eyeglasses, ambulance services, hospital co-insurance, registered psychologist etc. The Plan has a lifetime maximum of $500,000.

Group Life Insurance

This policy provides life insurance coverage for employees and is equivalent to three times an employee's annual salary with a minimum coverage of $80,000. The Province pays the premium for the first $80,000 of coverage and the employee pays the balance. Optional spousal and dependant coverage is available. There is no waiting period for this benefit.

Short Term Illness and Injury

This Plan provides employees who are ill or injured with a percentage of their regular salary based on length of service. After six months employees receive 75 percent of regular salary for a maximum of six months with the option to top-up to 100 percent of salary by using other available time allotments such as vacation credits, exclusion supplementary credit. This Plan is integrated with the Long Term Disability Plan noted below and is completely employer paid.

Long Term Disability

This Plan replaces lost wages for disabled or sick employees unable to work at their own jobs after the sixth month of disability to the end of the 25th month of disability. The benefit level is 70 percent of the first $2,600 of monthly salary and 50 percent of salary over $2,600. If the employee continues to be disabled for all occupations, the benefit continues from the 25th month of disability and may continue to age 65, should the disability continue. Coverage commences after six months active employment.

Group Aviation Accident Insurance

Employees flying on government business are covered by $200,000 of accidental death and dismemberment coverage. This flight insurance is fully paid for by the Province and provides coverage in addition to any other insurance an employee may have, including the Group Life Insurance Plan noted above.

Business Travel Medical Insurance

Employees covered under the BC Public Service extended health group plan who travel out of province or out of country **on business for the BC Public Service** will be covered for medical emergencies to a lifetime maximum of $3 million per person.

Relocation

Relocation assistance will be provided based on the distance of the move if an individual is a new appointee to government.

Vacation

1st -7th year = 20 working days
8th year = 22 working days
9th year = 23 working days
10th -11th year = 25 working days
12th year = 26 working days
13th -15th year = 27 working days
16th - 18th year = 28 working days
19th year = 29 working days
20th year = 31 working days
21st year = 32 working days
22nd year = 33 working days
23 - 24th year = 34 working days
25th +years = 35 working days

Other Paid Leave

Available in a variety of circumstances.

Statutory Holidays

Twelve days per year.

Travel

Transportation and accommodation allowances are based on the BC Public Service Travel Policy.

Canada Pension Plan

The Province participates in the Canada Pension Plan (CPP) and, therefore, pays the employer's portion of Canada Pension Plan premiums.

Page 086 to/à Page 097

Withheld pursuant to/removed as

s.14

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	FW: Definitions - OIC Category A, B, C, D
Date:	Monday, July 10, 2017 11:56:00 AM
Attachments:	image001.png terms-conditions-for-excluded-employees-appointees-schedule05.pdf

From: Owens, Anita PSA:EX
Sent: Monday, July 10, 2017 11:37 AM
To: Halls, Lori D PSA:EX
Subject: Definitions - OIC Category A, B, C, D

The Terms and Conditions of Employment for Excluded Employees /Appointees apply to all OIC appointments (either under the *Public Service Act* or another Act). There are 4 categories of OIC appointees as noted below and each category has different terms and conditions of employment.

~ Category A (Appendix 1): Senior Executives (e.g., Deputy Ministers), management and professional appointees who support Executive Council, the judiciary or Ministries (e.g., Administrative Coordinator to Executive), chairs and members of some agencies, boards, commissions and administrative tribunals (e.g., Chief Coroner, Fire Commissioner).

~ Category B (Appendix 2): Typically administrative support staff to Executive Council, in equivalent bargaining unit classifications.

~ Category C (Appendix 3): Typically provide direct management support to elected officials, appointees in agencies, boards or commissions in the broader public sector including Crown Corporations or chairs and members of administrative tribunals.

~ Category D: Appointments made on a per diem or stipend basis for specialized consultation or service as and when required.

Anita Owens, Senior Advisor – Executive Recruitment and Executive Support Services
Talent Management Division | BC Public Service Agency
4th Floor – 810 Blanshard Street | Victoria BC | V8W 2H2 | 250 361-8614

Where ideas work

*Acknowledging with gratitude the **Lekwungen Peoples, Traditional Keepers of this Land,** where this email is coming to you from.*
Today, Lekwungen refers to the Songhees and Esquimalt First Nations Communities and their descendants.

Terms & Conditions for Excluded Employees & Appointees Schedule 05 - Relocation

Last updated April 12, 2016

Part I: Interpretation

1. Definitions

In this schedule, unless the context otherwise requires:

“dependent” means spouse, dependent child or other dependent relative and includes a common-law spouse and dependents.

“headquarters” or **“geographic location”** is that area within a radius of 32 kilometers of where an employee/appointee ordinarily performs his/her duties. When an employee/appointee is relocated, the headquarters area may be redefined where exceptional circumstances such as unusual road conditions exist. For the purposes of employer-initiated relocation and privatization and expenses arising there from, headquarters or geographic location will be redefined as a radius of 50 kilometers (32 kilometers in the GVRD or CRD) of where an employee ordinarily performs his/her duties.

"**house", "residence"** and **"property"** refer solely to the property occupied as the principal residence of the employee/appointee at the time of relocation, including mobile homes.

"private dwelling house" refers to the single family residence of the employee/appointee on a reasonable amount of property required to support such a house, owned by the employee/appointee or their spouse, and for which evidence of title can be provided.

"property evaluation" where an employee/appointee elects to purchase a dwelling house on a piece of property that would not be considered a "reasonable amount" (e.g. hobby farm, etc.) the following formula shall be used to determine the value of the private dwelling house for legal fee reimbursement purposes:

1. value of an average serviced lot in or close to the nearest town;
2. assessed value of actual house on site;
3. total added value in (i) and (ii)

"relocation" means a change of residence by an employee/appointee from one headquarters or geographic location to another made necessary by being the successful applicant in a Public Service competition, or at the employer's request or direction.

"travel status" means the absence of the employee/appointee from their designated headquarters or geographic location on government business with the approval of the employer, but travel status does not apply to an employee/appointee temporarily assigned to a position outside of the designated headquarters or geographic location or to a field status employee/appointee.

2. Application

1. This schedule applies to the following employees/appointees:
    1. Regular employees;
    2. OIC appointees in categories A, B and C;
    3. Auxiliary employees over 1,827 hours;
    4. Auxiliary employees under 1,827 hours, moving at the employer's request; and,
    5. Auxiliary employees under 1,827 hours who have completed their initial probationary period and have won a competition.

In addition, at the discretion of the hiring organization, newly hired regular management employees, newly hired auxiliary employees, and newly hired OIC category A and category C appointees may have the provisions of this schedule provided in whole or in part.

2. The determination as to level and extent of the relocation assistance for newly hired regular management employees and newly hired OIC category A and category C appointees will include consideration of:
    1. budgetary constraints,
    2. operational needs of the organization,
    3. the need to attract competent staff, and
    4. reasonable and legitimate relocation costs incurred.
3. Reimbursement of relocation expenses in excess of the provisions of this schedule may be authorized by the deputy minister in the following business situations:
    1. The employee brings difficult to recruit skills to the job;
    2. The location of the job makes it difficult to recruit; or
    3. There is a need to be competitive in order to attract a candidate who will provide good value for cost.
4. Pursuant to Section 3, deputy ministers are authorized to approve reimbursement of relocation expenses in excess of this schedule for all appointments up to and including Assistant deputy minister. The Deputy Minister to the Premier, in consultation with the Head of the Public Service Agency, is authorized to approve the reimbursement of relocation expenses in excess of this schedule for deputy minister appointments.
5. All existing employees/appointees and newly hired employees/appointees who are receiving relocation assistance after winning a competition will be required to sign a repayment agreement. If the employee/appointee resigns within the two (2) year period immediately following relocation, repayment of the relocation assistance and / or house-hunting expenses will be made on the pro-rata basis of 1/24th of the total amount received for each full and final partial month of service (if any), that the employee/appointee's

employment with the Province of British Columbia falls short of 24 calendar months of full time (or equivalent) service. However, where the employee/appointee is at work beyond the 15th day of the final partial month of service, that final partial month will be considered to be a completed month of service for purposes of calculating the amount to be repaid.

6. Where the position is permanently located at another headquarters or geographic location, relocation expenses will apply to an employee/appointee who has to move at the employer's request or after winning a public service competition. The employee/appointee shall not be entitled to relocation expenses where their new worksite is closer to their current residence.
7. Relocation expenses will not apply, but instead the applicable traveling, living and moving expenses provided under the board and lodging provisions will apply to the following groups of employees/appointees who will not be considered to be on relocation:
    1. field status, mobile and other employees/appointees whose normal duties require moves from one temporary headquarters to another or from one assignment to another;
    2. field status, mobile and other employees/appointees who are successful applicants for positions, where such positions are not permanently located at one headquarters or geographic location, such as is the usual case with field crew positions; or
    3. apprentice employees when there is a pre-programmed change in their headquarters or geographic location.
8. Where a change of location is at the request of the employee/appointee, any expense occasioned thereby will not be reimbursed and this schedule does not apply.
9. For an employee/appointee entitled to relocation expenses, the employer will pay traveling, living and moving expenses on relocation in accordance with Part II or Part III of this schedule as applicable.

Part II: Relocation expenses for excluded employees and designated OIC appointees

1. Locating new accommodation

1. For existing employees/appointees only, the employer shall grant an employee/appointee up to five days leave with regular pay plus reasonable travel time to permit the employee/appointee to locate new accommodation at the new work location. The employee/appointee and spouse shall receive personal travel and living expenses in accordance with the Travel Policy for one trip to and from the new location.
2. For new employees/appointees, where required, the employer may authorize a house-hunting trip of up to three days plus reasonable travel time. Expenses for the house-hunting trip for employee and spouse will be reimbursed in accordance with the Travel Policy.

2. Traveling and living expenses on relocation

1. The employer shall reimburse an employee/appointee for necessary personal expenses incurred in the transportation of themselves and their dependents to the new location, in accordance with the Travel Policy.
2. Where an employee/appointee and dependent(s) are entitled to reimbursement for meals on relocation, reimbursement shall be in accordance with the meal allowances in the Travel Policy.
3. Where an employee/appointee uses a private vehicle for transportation to the new location, the cost shall be reimbursed in accordance with the distance rates contained in the Travel Policy.
4. The employer shall pay the full expenses of the employee/appointee and dependent(s) for not more than 15 days after the employee/appointee has moved out of a former residence and prior to moving into the new residence.
5. Where suitable accommodation at the new location is not readily available, the employer shall pay the employee/appointee a living allowance for any period not covered by subsection (4), as follows:
    1. for an employee/appointee with dependent(s), for a period not exceeding 12 weeks, an allowance of $175 per week; or
    2. for an employee/appointee without dependent(s), for a period not exceeding five weeks, an allowance of $140 per week.
6. Where unusual or exceptional circumstances exist, the deputy minister may:
    1. increase the amounts payable under subsections (4) and (5);
    2. extend the time for which allowances may be paid under subsections (4) and (5); or
    3. make such other arrangements as it deems advisable.

3. Incidental moving expenses on relocation

To assist with incidental moving expenses after an employee/appointee has found suitable accommodation at the new location, the employee/appointee is eligible for an allowance of $800 in addition to any other payment that may be made under this part.

4. Move of mobile home

1. On relocation, an employee/appointee who owns a mobile home may opt to have the mobile home moved by the employer in either of the following circumstances:
    1. where the employee/appointee's new headquarters area is on the list of isolated areas, and no suitable accommodation is available; or
    2. where an employee/appointee is living in a mobile home, which was moved to its present location by the employer and the employee/appointee's headquarters, prior to the impending relocation, is on the list of isolated locations.

2. Where an employee/appointee's mobile home is moved by the employer under this section, the employer shall arrange and pay for the following:
    1. Moving of a single wide mobile home up to the maximum width allowed on the highway with a permit including any skirting, cabanas or attachments; or
    2. Where a mobile home exceeds the maximum width allowed on the highway with a permit:
        1. the equivalent cost of moving a single wide mobile home up to the maximum width allowed on the highway with a permit; or
        2. the real estate and legal fees involved in selling the extra wide mobile home up to a maximum of $5,000.
    3. Comprehensive insurance to adequately protect the employee/appointee's household furniture and effects and trailer during the move up to a maximum of $60,000;
    4. The setting up and levelling of a mobile home or double wide at the new location to a maximum of $600 upon production of receipts; and
    5. The packing and unpacking of the employee/appointee's household furniture and effects, if required.
3. Where an employee/appointee not covered in subsection (1) above, is living in a mobile home and chooses to move the mobile home to the new headquarters area, the employee/appointee is entitled to reimbursement for costs covered in subsection (2) above up to a maximum of $2,500 upon production of receipts.
4. Where the employee/appointee opts under this section to have a mobile home moved, sections 5 and 7 do not apply.

5. Moving furniture and effects

1. The employer shall pay the cost of moving an employee/appointee's furniture and effects to the new location under the following conditions:
    1. The employer approves the mover;
    2. The total weight of the furniture and effects moved at the employer's expense does not exceed 8,165 kilograms;
    3. Boats, outboard motors, and other hobby items are included within the weight limitations; and,
    4. Non-admissible items and services as specified in the British Columbia Government Conditions For Moving Household Goods and Effects will not be moved or performed at government expense.
2. The employer shall pay the cost of comprehensive insurance to adequately protect the employee/appointee's household goods and effects being moved at the employer's expense to a maximum coverage of $75,000. An employee/appointee with items of extraordinary value or requiring coverage in excess of the above, should contact the Risk Management Branch, Ministry of Finance.
3. Where it is necessary to store furniture or effects while suitable accommodation is found at the new location, the employer shall pay the storage charges for a period not exceeding three months.

4. The employer shall pay for the packing and unpacking of an employee/appointee's household effects should it be required.
5. Where an employee/appointee is being relocated and opts to move their own household goods and effects the employee/appointee shall receive one of the following allowances:
    1. $600 for a move not exceeding a distance of 240 kilometers; OR
    2. $1,100 for a move, which exceeds a distance of 240 kilometers
6. When an employee/appointee exercises an option pursuant to subsection (5) then the provisions of subsections (1) and (4) above shall not apply.

6. Transporting a motor vehicle

1. One motor vehicle and one trailer towed by the motor vehicle shall be transported at the employer's expense. The motor vehicle and trailer, where applicable, may be driven at distance rates established in the Travel Policy, or shipped, whichever is the most practical and least total cost. If driven, the distance rates apply to the motor vehicle only. Where shipped, the motor vehicle and trailer weights are not included in the 8,165 kilograms maximum specified in section 5.
2. The employer shall pay the cost of insuring a motor vehicle being shipped and the amount of insurance to be placed on the motor vehicle shall be determined in consultation with the employee/appointee but shall be included in the maximum coverage specified in section 5. The employee/appointee may place additional insurance coverage at personal cost.

7. Notice to employee upon relocation

It is understood and agreed that the employer will provide employees with reasonable notice of the relocation effective date, and wherever possible, at least one month's notice shall be given. Where less than one month's notice is given, or the relocation date is altered either earlier or later than the relocation effective date given which directly results in duplication of rent costs to the employee, then the employer agrees to reimburse the employee, upon production of receipts, for the duplicate rent payments at the new location.

8. Real estate and legal fees

1.On relocation, or within one year of the effective date of relocation, an employee/appointee who purchases or sells his/her private dwelling house is entitled to claim for the following expenses upon production of receipts:

a. Where an employee/appointee sells the private dwelling house in which they resided immediately prior to relocating, real estate fees charged by a real estate agency will be reimbursed up to a maximum of $8,500; effective April 1, 2016 - $8,700; and effective April 1, 2018 - $8,900.

b. An employee/appointee, who has sold their private dwelling house in which they resided immediately prior to relocating, without the aid of a realtor, shall be entitled to claim $2,000.

c. An allowance for legal fees will be paid to an employee who purchases a private dwelling house in which they live after relocation in accordance with the following:

1. one percent of the first $50,000 of the purchase price;
2. one-half percent of any amount of the purchase price above $50,000;
3. the total cost to the employer under paragraph (c) shall not exceed $1,000; effective April 1, 2016 - $1,025; and effective April 1, 2018 - $1,050.

d. Where an employee/appointee purchases a reasonable amount of property, secures a joint mortgage (land and private dwelling house) and begins construction (i.e. foundation poured) within six months of relocation, they shall be entitled to reimbursement of legal fees not to exceed the amount specified in paragraph (c) above with respect to one transaction only.

e. The employee/appointee may only claim legal fee reimbursement in either paragraph (c) or (d) above, not both.

f. Upon written application, the deputy minister may approve extension(s) to the one year time limit in this section in accordance with the following:

1. extension(s) for claiming real estate fees may be granted to an employee/appointee who has not yet sold their private dwelling house but has made a reasonable attempt to do so. Extension(s) for claiming legal fees may be granted to an employee/appointee delayed in purchasing a new private dwelling house by the late sale of the existing home.
2. a reasonable attempt may include such aspects as: - the property being listed for at least the last six months of the original one year period; - the asking price being reasonable considering the appraised value of the property; - no reasonable offers having been refused; or - the delay in claiming legal fees from the purchase of the new home arise from the late sale of the existing home, in spite of a reasonable attempt to sell the existing home.
3. the employee/appointee is responsible for providing any information or documentation required to support the request for extension and for any costs so incurred.

Part III: Relocation at time of retirement

1. Where a retiring employee/appointee has been relocated by the employer or through a competition to an isolated location, and gives at least six months written notice prior to retirement to relocate elsewhere in the province, the employer shall pay the cost of moving the employee/appointee's household goods and effects in accordance with that part of the relocation provisions in effect at the time of the employee/appointee's retirement providing:
    1. the employee/appointee is living in an isolated location specified in the isolation provisions and was relocated to the isolated location by the employer;
    2. the employee/appointee has served a minimum of three years in the isolated location;
    3. the employee/appointee moves within three months of the month in which they cease active employment with the Province (i.e. within three months of the month in which the employee/appointee is last at work)
2. For purposes of this section, "retiring employee" means an employee/appointee scheduled to retire and to receive a superannuation allowance under the Public Service Pension Plan or who has reached mandatory retiring age.

Part IV: Relocation required by employer movement of operation

1. Where a regular employee is required by the employer to relocate as a result of the employer moving its operation from one geographic location to another and which has been approved by Treasury Board, the employee will be entitled to the following reimbursements in addition to the provisions in Part II above, upon production of receipts:
    1. Real estate commission fees not to exceed $15,000. Where a claim is made under this section, there shall be no entitlement to reimbursement under Section 7 of Part II above;
    2. Mortgage discharge fee not to exceed $200 and mortgage pre-payment penalty, if any;
    3. Survey certificate fee as required for the acquisition of a mortgage/purchase of a private dwelling at the new location;
    4. Interim financing fees and/or interest charges incurred for the purchase of the private dwelling house in the new location for a maximum period of 60 days. The employee shall provide the necessary documentation to demonstrate that such interim financing arrangements were incurred and/or duplicate mortgage payments have been made.
2. Part IV does not apply where the employee's private dwelling in which they resided immediately prior to relocation is not sold.

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	FW: GCPE wildfire deployment update
Date:	Friday, July 14, 2017 8:50:00 AM

From: Gordon, Matt GCPE:EX
Sent: Friday, July 14, 2017 8:39 AM
To: Halls, Lori D PSA:EX
Subject: GCPE wildfire deployment update

GCPE EMBC

Jules McCaffrey (Megan Harris and Karen VanMarum coming into today and job shadow no to relieve Julianne s.22)

Central PREOC – Kamloops

Glen Plummer, Dave Karn, Alex Peaker, Michelle Roberts and Hannah Glover
Colin Hynes on loan to the Wildfire Management Branch in the Fire Information Centre

NorthEast PREOC – Prince George

Sarah Lindstein, Heidi Zilkie, Alexis Pavlich (Williams Lake) and Dave Townsend

Provincial Emergency Coordination Centre – Victoria

Bill Anderson, Ian Indridson, Ted Hill, Melody Wey, Kate Mukasa (media relations support) and Louise Denis (site support for Joint Information Centre) Jennifer Lucas (Media monitoring support)
Amy Lapsley - MLA liaison from corrections under GCPE authority

Total GCPE staff deployed: 22

- 6 in Kamloops
- 4 Prince George + 1 in Williams Lake
- 11 in Vic (including 1 reg. GCPE EMBC staff)

Activities:

- Participation of first Government of Canada coordination call (12 federal agencies including Public Safety Canada, Indigenous and Northern Affairs Canada, Department of National Defense, etc.)
- Continued participation in First Nations Coordination calls, CCG, Cros-gov't liaison group, etc.
- Construction of Evacuee Patience IB (encouraging registration and explaining only out as long as necessary to ensure personal safety) and Donation Management IB to help manage public aid (unsolicited donations are discouraged, volunteer evacuee centres cannot don't have the capacity to inventory, store or disseminate)
- Public FAQs for evacuees and for First Nation evacuees crafted

Matt Gordon
Assistant Deputy Minister
Corporate Priorities & Communications Operations
Government of British Columbia
250.896.4923
Sent from my iPhone

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22 s.22
Subject:	FW: List as requested - GCPE - wildfire
Date:	Monday, July 10, 2017 10:13:00 AM
Importance:	High

As requested

From: Gordon, Matt GCPE:EX
Sent: Monday, July 10, 2017 10:04 AM
To: Halls, Lori D PSA:EX
Subject: List as requested
Importance: High

Hi Lori,

This falls under my area of responsibility. Below is my summary of who is where – note, this is fluid and I swap people out and/or move them based on their need for rest and also where we need to prioritize staff based on operational support requirements.

Happy to provide any further details if needed.

Tks matt

GCPE EMBC

Jules McCaffrey, Jordan Turner, Lindsey Skwarok (central coordination)

Central PREOC – Kamloops

Glen Plummer, Dave Karn, Alex Peaker

NorthEast PREOC – Prince George

Kate Trotter, Susan Williams, Sarah Lindstein, Heidi Zilkie

Provincial Emergency Coordination Centre – Victoria

Leanne Ritchie, Ian Indridson, Melody Wey

NEW*/IMPORTANT MLA liaison from corrections under GCPE authority (former GCPEr Amy Lapsley) is setting up the MLA email and phone line for 8:30-4:30 pm for queries on specific issues by MLAs. Will include SitReps, (#s, outlook, summary of activities), heads' up etc….

On loan to Wildfire Fire Information Branch - Kelowna

Michelle Roberts and Hannah Glover

Total staff deployed 15.

Activities:

- Assist with issues management – in particular, Anaheim FN (near bella coola, est. 400 members) refusing to evac. – one route out, children there, wildfire won't action because they were ordered out (normal protocol)
- Working with regional districts on unified messaging, as well as with EOC's to help focus them on getting important info to evacuees (Red Cross registration? How do I get my mail? What about the livestock I left behind?)
- Coordinated media call at 1 pm again today (initiated yesterday, daily going forward)
- Looking at social media advertising for evacuees on where to get help
- Looking at coordinated media hub for province wide resources (one stop access to the information needed), as well as other strategic communication options similar to what Alberta used for Fort Mac

Matt Gordon
Assistant Deputy Minister
Corporate Priorities & Communications Operations
Government of British Columbia

250.896.4923

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	FW: Updated Offer Letter Checklist
Date:	Thursday, July 13, 2017 4:10:00 PM
Attachments:	Offer Letter Checklist.xlsx image001.png

From: Owens, Anita PSA:EX
Sent: Thursday, July 13, 2017 2:46 PM
To: Halls, Lori D PSA:EX
Subject: Updated Offer Letter Checklist

For Rita and whomever - This includes phone number and SIN number. Both of which will be helpful.

Thank you.

Anita Owens, Senior Advisor – Executive Recruitment and Executive Support Services
Talent Management Division | BC Public Service Agency
4th Floor – 810 Blanshard Street | Victoria BC | V8W 2H2 | 250 361-8614

Where ideas work

*Acknowledging with gratitude the **Lekwungen Peoples, Traditional Keepers of this Land,** where this email is coming to you from.*
Today, Lekwungen refers to the Songhees and Esquimalt First Nations Communities and their descendants.

Checklist of Information Required for Offer/Appointment Letters	
Name:	
Address:	
Phone Number:	
Email address:	
Social Insurance Number:	
Date of Birth:	
Employee Number (if previous/current BC Gov Employee)	
Position Title:	
Department:	
Location:	
Supervisor Name and Title (if known):	
Salary Classification:	
Salary:	
% of Range (if applicable):	
Start date:	
Term position? End date:	
Secruity Screening Complete?	
Type of position? OIC, Excluded non OIC, BCGEU:	

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	FW: Wednesday Update on fire deployments and GCPE
Date:	Thursday, July 13, 2017 11:22:00 AM

From: Gordon, Matt GCPE:EX
Sent: Thursday, July 13, 2017 11:22 AM
To: Halls, Lori D PSA:EX
Subject: Wednesday Update on fire deployments and GCPE

GCPE EMBC

Jules McCaffrey, Jordan Turner, Lindsey Skwarok

Central PREOC – Kamloops

Glen Plummer, Dave Karn, Alex Peaker, Karen Van Marum

NorthEast PREOC – Prince George

Kate Trotter, Susan Williams, Sarah Lindstein, Heidi Zilkie, Alexis Pavlich

SOON: David Townsend

Provincial Emergency Coordination Centre – Victoria

Leanne Ritchie, Ian Indridson, Melody Wey, Kate Mukasa (media relations support) and Louise Denis (site support for Joint Information Centre)

Bill Anderson (replacing Leanne Ritchie on Wednesday night as PECC PIO manager – this provides overlap training)

Ted Hill (providing an issues management function for first nations specifically (particularly those refusing to evac), and added PIO capacity support)

Jennifer Lucas (part-time, during daytime workhours, from her routine office. Providing media monitoring support – flagging issues only and links as appropriate to articles)

SOON: Administrative staff being assigned to the CD to help keep pace with the demand for information.

Also under GCPE direction: Corrections staffer (formerly GCPEE) Amy Lapsley - MLA liaison from corrections under GCPE authority) is setting up the MLA email and phone line for 8:30-4:30 pm for queries on specific issues by MLAs. Will include SitReps, (#s, outlook, summary of activities)

On loan to Wildfire Fire Information Branch - Kelowna

Michelle Roberts, Hannah Glover and Colin

Total GCPE staff deployed: 23

(does not include 2 additional non-GCPE resources assigned to us – no cost)

- 7 in Kamloops
- 6 Prince George
- 13 in Vic (including 3 reg. GCPE EMBC staff)
- Anticipating at least one more tomorrow to help with media relations (triaging and setting up interviews)

Activities:

- JIC development process continues, along with blue curtain area, identification of agencies to be represented physically and virtually.
- John Muir from Alberta Government PAB arrived; orientation, lessons learned, operational and strategic advice.

From:	Halls, Lori D PSA:EX
To:	Rita Chand s.22 ;
Subject:	Fwd: Updated List
Date:	Wednesday, July 12, 2017 6:39:02 PM
Attachments:	KH - Admin Listing.docx ATT00001.htm

Here's the list of admn staff.... you've given us 6 names (one whose term is already ended so we've done 5 pkgs).

Lori Halls
Deputy Minister
BC Public Service Agency

Begin forwarded message:

> **From:** "Leamy, Michelle T PREM:EX" <Michelle.Leamy@gov.bc.ca>
> **Date:** July 12, 2017 at 1:09:04 PM PDT
> **To:** "Halls, Lori D PSA:EX" <Lori.D.Halls@gov.bc.ca>, "Henderson, Kim N PREM:EX" <Kim.Henderson@gov.bc.ca>
> **Subject: Updated List**
>
> Hi - here is the updated list of admin staff interested in continued employment based on Lori's listing as of July 12.

Ministry	Administrative Coordinator	Support Staff
Aboriginal Relations and Reconciliation	s.22	
Advanced Education		
Agriculture		
Children & Family Development		
Community, Sport and Cultural Development and Minister Responsible for TransLink		
Education		
Energy and Mines and Deputy Premier		
Environment		
Finance		
Forests, Lands & Natural Resource Operations		
Minister of State for Rural Economic Development		
Health		
International Trade and Minister Responsible for the Asia Pacific Strategy & Multiculturalism		
Jobs, Tourism & Skills Training and Minister Responsible for Labour		
Justice and Attorney General		
Natural Gas Development and Minister Responsible for Housing		
Public Safety and Solicitor General		

Interested in Continued Employment

Ministry	Administrative Coordinator	Support Staff
Small Business, Red Tape Reduction and Minister Responsible. for Liquor Distribution Branch	s.22	
Social Development and Minister Responsible for Accessibility		
Technology, Innovation & Citizens' Services		
Transportation & Infrastructure		

Note: Dustin Dobravsky's last day in MO for SBRT was July 10 s.22

s.22

Premier's Office	Staff	Position
	s.22	
Correspondence Branch		Correspondence Officer
		Correspondence Officer
		Correspondence Clerk
		Correspondence Officer
		Correspondence Clerk
		Correspondence Clerk
Scheduling Branch		Scheduling Clerk
Executive Branch		Executive Reception
Deputy Minister's Office		Executive Administrative Coordinator

Interested in Continued Employment

From:	Halls, Lori D PSA:EX
To:	Rita Chand s.22
Subject:	Fwd: Wildfire and GCPE Update
Date:	Wednesday, July 12, 2017 11:05:50 AM

Lori Halls
Deputy Minister
BC Public Service Agency

Begin forwarded message:

From: "Gordon, Matt GCPE:EX" <Matt.Gordon@gov.bc.ca>
Date: July 12, 2017 at 10:04:45 AM PDT
To: "Halls, Lori D PSA:EX" <Lori.D.Halls@gov.bc.ca>
Subject: Wildfire and GCPE Update

Sorry for delay…….. current status – fluid as per usual. Understand incoming Premier is going back in the field to tour later this week. GCPE on the ground can assist as needed should they have any requirements.

GCPE EMBC

Jules McCaffrey, Jordan Turner, Lindsey Skwarok

Central PREOC – Kamloops

Glen Plummer, Dave Karn, Alex Peaker, Karen Van Marum

NorthEast PREOC – Prince George

Kate Trotter, Susan Williams, Sarah Lindstein, Heidi Zilkie, Alexis Pavlich

Provincial Emergency Coordination Centre – Victoria

Leanne Ritchie, Ian Indridson, Melody Wey, Kate Mukasa (media relations support) and Louise Denis (site support for Joint Information Centre)

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NEW: Jennifer Lucas (part-time, during daytime workhours, from her routine office. Providing media monitoring support – flagging issues only and links as appropriate to articles)

NEW: Administrative staff being assigned to the CD to help keep pace with the demand for information.

Also under GCPE direction: Corrections staffer (formerly GCPEE) Amy Lapsley - MLA liaison from corrections under GCPE authority) is setting up the MLA email and phone line for 8:30-4:30 pm for queries on specific issues by MLAs. Will include SitReps, (#s, outlook, summary of activities)

On loan to Wildfire Fire Information Branch - Kelowna

Michelle Roberts and Hannah Glover

Total GCPE staff deployed: 22

(does not include 2 additional non-GCPE resources assigned to us)

- 6 in Kamloops
- 5 Prince George
- 12 in Vic (including 3 reg. GCPE EMBC staff)
- Anticipating at least one more tomorrow to help with media relations (triaging and setting up interviews)

Activities today:

- Very media heavy interest continues. Continuing the 1 pm technical media briefings. Yesterday's call had about 60 reporters dial in

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	GCPE request
Date:	Friday, July 7, 2017 5:25:00 PM
Attachments:	MOU -BCPSA and SID and GCPE.PDF GCPE All Staff.xlsx standards_of_conduct_printable_version.pdf Vol 6 Tab 1B Standards of Conduct - Political Staff.pdf

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Rita

Here is the detailed spreadsheet you requested regarding GCPE staff. As discussed, I've separated out the communications folks from those in the Government Digital Experience Division. For those individuals on TAs we weren't able to confirm years of service. We can do this Monday as it requires one of our HR experts who was not available this afternoon. I wanted to make sure you had the spreadsheet in the meantime.

At the 3:00pm meeting I was also requested to provide the MOU that merged Strategic Initiatives Division into GCPE and a copy of the standards of conduct for both public servants and the standards of conduct for political staff. Folks working in GCPE are bound by the standards of conduct for the public service.

MEMORANDUM OF AGREEMENT

BETWEEN:

The BC Public Service Agency (PSA)

AND THE:

Strategic Initiatives Division (SID)

AND THE:

B.C. Government and Services Employees' Union (BCGEU)

RE: **The Government Communications and Public Engagement (GCPE)**

1. Whereas the government intends to merge SID with the GCPE; and

2. Whereas employees of GCPE are excluded from the BCGEU bargaining unit; and

3. Whereas there are approximately 70 BCGEU bargaining unit positions within SID being merged into the GCPE; and

4. Whereas the employer wants to exclude the following positions from the bargaining unit to facilitate the merger of GCPE and SID:

   (a) Records Coordinator CL9 (proposed new title: Records Clerk CL9)
   Position ID 103001

   (b) Financial Business Analyst FO21
   Position ID 104138

   (c) Financial Business Analyst FO21
   Position ID 104139

5. The BCGEU agrees to exclude the positions noted in (4) above; and

6. The PSA agrees that the remaining existing BCGEU positions in SID will remain in the bargaining unit for the remainder of the term of the 17th Master Agreement.

7. If, during the term of the 17th Master Agreement, the Employer wishes to exclude any new positions in SID that are created after this agreement is signed, those requests will proceed through the usual MOU 18 process as outlined in the collective agreement.

8. This agreement is made on a without prejudice or precedent basis and is unique to the circumstances of this situation. As such, this agreement will not be referred to by either party with respect to any other matter.

For the union:

David Vipond
Director

For the employer:

John Davison
A/Assistant Deputy Minister

Dated this 23rd day of September, 2014.

cope 378/gcpe exc moa

Employees and Positions

Report Date: 2017-07-07

The Establishment report provides the listing of positions and related employee details by Business Unit. The rep
employee details, vacancies, future terminations, temporary assignments and current leaves..

To learn more about these reports visit The HR Analytics Wiki.

Parameters:

Organization : Government Communications and Public Engagement

Categories : All Categories

Data Starts On Next Page

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ɔort also includes an option to refine the positional listing by the following categories;

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Affleck, Lindsey A	Band 1	$57,354.14	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	s.22
Anderson, Erin Leigh	Band 4	$103,071.53	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Anderson, Kristy	Band 5	$105,387.75	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Anderson, William	Band 4	$99,992.98	MGT	Regular OIC	019-5292	Communications	GCPE-SBRT	
Antrobus, Alison	Band 1	$71,692.77	MGT	Regular OIC	019-5300	Communications	GCPE-AVED	
Ash, Christine Marie	Band 3	$90,993.69	MGT	Regular OIC	019-5317	Communications	GCPE-MNGD	
Bajwa, Pavan	Band 2	$79,045.54	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Beaupre, Darren	Band 2	$79,013.92	MGT	Regular OIC	019-5317	Communications	GCPE-MNGD	
Belanger, Matthew	Band 1	$59,823.42	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Bell, Danielle	Band 1	$60,221.98	MGT	Regular OIC	019-5314	Communications	GCPE-ENV	
Beneteau, Nicole	Band 1	$57,354.26	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Bertrand, Alicia	Band 1	$63,089.67	MGT	Regular OIC	019-5293	Communications	GCPE-PSSG	
Bethel, Greigory T	Band 1	$57,354.33	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	
Bianco, Catherine	Band 1	$67,391.26	MGT	Regular OIC	019-5302	Communications	GCPE-JAG	
Boelens, Robert	Band 2	$77,795.37	MGT	Regular OIC	019-5301	Communications	GCPE-AGRI	
Bowness, Virginia Lisanne	Band 2	$79,045.62	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Brandt, Keely	Band 1	$59,823.47	MGT	Regular OIC	019-5303	Communications	GCPE-CFD	
Brooke, Daisy	Band 1	$68,108.19	MGT	Regular OIC	019-5306	Communications	GCPE-EDUC	
Byers, Lindsay	Band 1	$57,354.26	MGT	Regular OIC	019-5317	Communications	GCPE-MNGD	
Carpenter, Elissa	Band 1	$60,221.98	MGT	Regular OIC	019-5293	Communications	GCPE-PSSG	
Cascaden, Lori	Band 4	$86,000.25	MGT	Regular OIC (on Term-Limited Appointment OIC)	019-5309	Communications	GCPE-HLTH	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Affleck, Lindsey A	s.22		19-Oct-05	s.22	07-Jul-17	s.22			00103282
Anderson, Erin Leigh			19-Jan-15		07-Jul-17				00084781
Anderson, Kristy			26-Sep-11		07-Jul-17				00113245
Anderson, William			15-Oct-15		07-Jul-17				00084700
Antrobus, Alison			08-Aug-89		07-Jul-17				00074661
Ash, Christine Marie			24-Aug-98		07-Jul-17				00106899
Bajwa, Pavan			12-May-03		07-Jul-17				00109129
Beaupre, Darren			26-Nov-07		07-Jul-17				00101514
Belanger, Matthew			18-Aug-08		07-Jul-17				00096514
Bell, Danielle			13-Apr-15		07-Jul-17				00088569
Beneteau, Nicole			16-Sep-13		07-Jul-17				00109203
Bertrand, Alicia			30-Jun-08		07-Jul-17				00102963
Bethel, Greigory T			13-Jan-14		07-Jul-17				00074647
Bianco, Catherine			23-Mar-15		07-Jul-17				00084703
Boelens, Robert			10-Oct-06		07-Jul-17				00074644
Bowness, Virginia Lisanne			13-Sep-05		07-Jul-17				00077986
Brandt, Keely			25-Oct-04		07-Jul-17				00079692
Brooke, Daisy			14-May-08		07-Jul-17				00103486
Byers, Lindsay			28-Sep-15		07-Jul-17				00106725
Carpenter, Elissa			15-Oct-15		07-Jul-17				00103555
Cascaden, Lori			22-Jun-15		07-Jul-17				00086438

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Affleck, Lindsey A	Public Affairs Officer	Dean,Sharon	Victoria	00074708	s.22		Standard		35.00
Anderson, Erin Leigh	Communications Director	Gordon,Matt	Victoria	00100318			Temporary Market Adjustment	int in	35.00
Anderson, Kristy	CommDir, MediaRel & IssuesMgmt	Gordon,Matt	Victoria	00111745			Standard		35.00
Anderson, William	Communications Director	Gordon,Matt	Victoria	00101442			Standard		35.00
Antrobus, Alison	Public Affairs Officer	Fougner,Trish	Victoria	00102590			Standard		35.00
Ash, Christine Marie	Communications Manager	Woolley,Paul	Victoria	00102590			Standard		35.00
Bajwa, Pavan	Sr Public Affairs Officer	McRae,Meghan	Victoria	00102590			Standard		35.00
Beaupre, Darren	Senior Public Affairs Officer	Ash,Christine Marie	Victoria	00074639			Standard		35.00
Belanger, Matthew	Communications Coordinator	Thistle-Walker,Carlene C	Victoria	00112100			Standard		35.00
Bell, Danielle	Public Affairs Officer	Murphy,Bernadette	Victoria	00088161			Standard		35.00
Beneteau, Nicole	Public Affairs Officer	Cascaden,Lori	Victoria	00102644			Salary Protected		35.00
Bertrand, Alicia	Public Affairs Officer	Sitter,Donna	Victoria	00101442			Standard		35.00
Bethel, Greigory T	Public Affairs Officer	Dean,Sharon	Victoria	00108937			Standard		35.00
Bianco, Catherine	Public Affairs Officer	Kuzminski,Jason	Victoria	00091878			Standard		35.00
Boelens, Robert	Communications Manager	Phelps,Blair	Victoria	00106899			Standard		35.00
Bowness, Virginia Lisanne	Sr. Public Affairs Officer	Rorison,Trish	Victoria	00074719			Standard		35.00
Brandt, Keely	Communications Coordinator	Johnston,Karen	Victoria	00074755			Standard		35.00
Brooke, Daisy	Public Affairs Officer	Lowther,Brett	Victoria	00086438			Standard		35.00
Byers, Lindsay	Public Affairs Officer	Ash,Christine Marie	Victoria	00089348			Standard		35.00
Carpenter, Elissa	Public Affairs Officer	Ustina,Barbara	Victoria	00074708			Standard		35.00
Cascaden, Lori	Communications Manager	Anderson,Kristy	Victoria	00110952			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Affleck, Lindsey A	B			s.22					
Anderson, Erin Leigh						int in	2016-12-05	2017-07-29	BC019
Anderson, Kristy	B								
Anderson, William	B								
Antrobus, Alison	B								
Ash, Christine Marie	B								
Bajwa, Pavan	B								
Beaupre, Darren	B								
Belanger, Matthew	B								
Bell, Danielle	B								
Beneteau, Nicole	B		$211.38						
Bertrand, Alicia	B								
Bethel, Greigory T	B								
Bianco, Catherine	B								
Boelens, Robert	B								
Bowness, Virginia Lisanne	B								
Brandt, Keely	B								
Brooke, Daisy	B								
Byers, Lindsay	B								
Carpenter, Elissa	B								
Cascaden, Lori	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Affleck, Lindsey A						
Anderson, Erin Leigh	019-0182	508010	24A	00096911	Agbay,Rommel	$73,665.49
Anderson, Kristy						
Anderson, William						
Antrobus, Alison						
Ash, Christine Marie						
Bajwa, Pavan						
Beaupre, Darren						
Belanger, Matthew						
Bell, Danielle						
Beneteau, Nicole						
Bertrand, Alicia						
Bethel, Greigory T						
Bianco, Catherine						
Boelens, Robert						
Bowness, Virginia Lisanne						
Brandt, Keely						
Brooke, Daisy						
Byers, Lindsay						
Carpenter, Elissa						
Cascaden, Lori						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Chambers, Craig	Band 2	$79,045.62	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	s.22
Clarke, Brennan P	Band 2	$70,350.53	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Conroy, Caitlin	Band 1	$60,221.98	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Cotton, Brian	Band 2	$81,954.32	MGT	Regular OIC	019-5314	Communications	GCPE-ENV	
Cousins, Cindy E	Band 1	$71,692.77	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Cowan, Cale	Band 1	$65,240.48	MGT	Regular OIC	019-5313	Communications	GCPE-ARR	
Crebo, David	Band 4	$105,700.67	MGT	Regular OIC	019-5314	Communications	GCPE-ENV	
Currie, David R	Band 4	$103,586.65	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Dalal, Suntanu	Band 1	$71,692.95	MGT	Regular OIC	019-5316	Communications	GCPE-MEM	
Dean, Sharon	Band 3	$94,964.87	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	
Deshaw, Corinne	Band 1	$60,221.98	MGT	Regular OIC	019-5303	Communications	GCPE-CFD	
Edwardson, Jamie	Band 5	$115,810.71	MGT	Regular OIC	019-5307	Communications	GCPE-FIN	
Filion, Corinna	Band 4	$105,700.66	MGT	Regular OIC	019-5310	Communications	GCPE-SDSI	
Flood, Leanne	Band 1	$63,089.69	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Forbes, Brooke L	Band 1	$60,221.98	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Fort, Oriane	Band 1	$61,655.83	MGT	Regular OIC	019-5311	Communications	GCPE-MTICS	
Fougner, Trish	Band 3	$80,332.20	MGT	Regular OIC	019-5300	Communications	GCPE-AVED	
Frattaroli, Angela	Band 1	$67,391.22	MGT	Regular OIC	019-5307	Communications	GCPE-FIN	
Funk, Richelle Dawn	Band 1	$71,692.77	MGT	Regular OIC	019-5300	Communications	GCPE-AVED	
Giles, Alison	Band 1	$71,693.14	MGT	Regular OIC	019-5317	Communications	GCPE-MNGD	
Gilmore, Dan	Band 3	$84,560.17	MGT	Regular OIC	019-5316	Communications	GCPE-MEM	
Grewar, Colin	Band 1	$71,692.77	MGT	Regular OIC	019-5316	Communications	GCPE-MEM	

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NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Chambers, Craig	s.22		18-Oct-04	s.22	07-Jul-17	s.22			00096068
Clarke, Brennan P			05-Dec-11		07-Jul-17				00101512
Conroy, Caitlin			12-Nov-13		07-Jul-17				00113406
Cotton, Brian			04-Dec-06		07-Jul-17				00094938
Cousins, Cindy E					07-Jul-17				00101815
Cowan, Cale			28-Nov-16		07-Jul-17				00106352
Crebo, David			22-Jul-02		07-Jul-17				00074754
Currie, David R			07-Jan-08		07-Jul-17				00109457
Dalal, Suntanu			21-Mar-05		07-Jul-17				00078667
Dean, Sharon			26-Sep-11		07-Jul-17				00074708
Deshaw, Corinne			05-Jan-15		07-Jul-17				00113735
Edwardson, Jamie			14-Nov-05		07-Jul-17				00110707
Filion, Corinna			11-Jun-99		07-Jul-17				00074731
Flood, Leanne			18-Aug-14		07-Jul-17				00089028
Forbes, Brooke L			06-Sep-16		07-Jul-17				00091727
Fort, Oriane			21-Oct-15		07-Jul-17				00107377
Fougner, Trish			21-Sep-15		07-Jul-17				00074639
Frattaroli, Angela			31-Mar-08		07-Jul-17				00110537
Funk, Richelle Dawn			29-Jan-01		07-Jul-17				00084704
Giles, Alison			04-May-95		07-Jul-17				00086604
Gilmore, Dan			02-Apr-03		07-Jul-17				00077135
Grewar, Colin			24-Aug-09		07-Jul-17				00084769

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Chambers, Craig	Senior Public Affairs Officer	Rorison,Trish	Victoria	00106896	s.22		Standard		35.00
Clarke, Brennan P	Senior Public Affairs Officer	Cascaden,Lori	Victoria	00108937			Standard		35.00
Conroy, Caitlin	Public Affairs Officer	McRae,Meghan	Victoria	00074746			Standard		35.00
Cotton, Brian	Sr. Public Affairs Officer	Murphy,Bernadette	Victoria	00074649			Standard		35.00
Cousins, Cindy E	Public Affairs Officer	Rorison,Trish	Victoria	00102592			Standard		35.00
Cowan, Cale	Public Affairs Officer	Ritchie,Leanne	Victoria	00074675			Standard		35.00
Crebo, David	Communications Director	Gordon,Matt	Victoria	00102638			Standard		35.00
Currie, David R	Communications Director	Gordon,Matt	Victoria	00106899			Standard		35.00
Dalal, Suntanu	Public Affairs Officer	Gilmore,Dan	Victoria	00110953			Standard		35.00
Dean, Sharon	Communications Manager	Thomas,Vivian P	Victoria	00105364			Standard		35.00
Deshaw, Corinne	Public Affairs Officer	Johnston,Karen	Victoria	00077880			Standard		35.00
Edwardson, Jamie	Comm Dir Fin & Intergov Rel	Gordon,Matt	Victoria	00074811			Standard		20.00
Filion, Corinna	Communications Director	Gordon,Matt	Victoria	00113245			Standard		35.00
Flood, Leanne	Public Affairs Officer	Rorison,Trish	Victoria	00074746			Standard		35.00
Forbes, Brooke L	Public Affairs Officer	Thistle-Walker,Carlene C	Victoria	00102638			Standard		35.00
Fort, Oriane	Public Affairs Officer	Whittier,Joanne	Victoria	00110235			Standard		35.00
Fougner, Trish	Communications Manager	Porter,Rodney	Victoria	00109181			Standard		35.00
Frattaroli, Angela	Public Affairs Officer	McLachlin,Jessica	Victoria	00086438			Standard		35.00
Funk, Richelle Dawn	Public Affairs Officer	Fougner,Trish	Victoria	00045884			Temporary Market Adjustment		35.00
Giles, Alison	Public Affairs Officer	Ash,Christine Marie	Victoria	00102644			Standard		35.00
Gilmore, Dan	Communications Manager	Haslam,David	Victoria	00088161			Standard		35.00
Grewar, Colin	Public Affairs Officer	Gilmore,Dan	Victoria	00101442			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Chambers, Craig	B			s.22					
Clarke, Brennan P	B								
Conroy, Caitlin	B								
Cotton, Brian	B								
Cousins, Cindy E	B								
Cowan, Cale	B								
Crebo, David	B								
Currie, David R	B								
Dalal, Suntanu	B								
Dean, Sharon	B								
Deshaw, Corinne	B								
Edwardson, Jamie	B								
Filion, Corinna	B								
Flood, Leanne	B								
Forbes, Brooke L	B								
Fort, Oriane	B								
Fougner, Trish	B								
Frattaroli, Angela	B								
Funk, Richelle Dawn	B	$314.54							
Giles, Alison	B								
Gilmore, Dan	B								
Grewar, Colin	B								

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Chambers, Craig						
Clarke, Brennan P						
Conroy, Caitlin						
Cotton, Brian						
Cousins, Cindy E						
Cowan, Cale						
Crebo, David						
Currie, David R						
Dalal, Suntanu						
Dean, Sharon						
Deshaw, Corinne						
Edwardson, Jamie						
Filion, Corinna						
Flood, Leanne						
Forbes, Brooke L						
Fort, Oriane						
Fougner, Trish						
Frattaroli, Angela						
Funk, Richelle Dawn						
Giles, Alison						
Gilmore, Dan						
Grewar, Colin						

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NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Harbord, Christine F	Band 3	$91,324.81	MGT	Regular OIC	019-5292	Communications	GCPE-SBRT	s.22
Harbord, Darren	Band 2	$74,176.34	MGT	Regular OIC	019-5317	Communications	GCPE-MNGD	
Harris, Megan	Band 4	$91,959.57	MGT	Regular OIC	019-5297	Communications	GCPE-CSCD	
Haslam, David	Band 4	$105,387.73	MGT	Regular OIC	019-5316	Communications	GCPE-MEM	
Heinze, Laura	Band 2	$76,674.09	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Hill, Edward	Band 1	$63,089.69	MGT	Regular OIC	019-5313	Communications	GCPE-ARR	
Hudson, Kimberley	Band 2	$74,302.81	MGT	Regular OIC	019-5306	Communications	GCPE-EDUC	
Hynes, Colin	Band 1	$65,240.48	MGT	Regular OIC	019-5292	Communications	GCPE-SBRT	
Indridson, Ian	Band 2	$79,045.44	MGT	Regular OIC	019-5293	Communications	GCPE-PSSG	
Ingram, Ben	Band 1	$57,354.26	MGT	Regular OIC	019-5307	Communications	GCPE-FIN	
Jabs, Ryan	Band 5	$108,862.00	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Johnson, Sheldon	Band 3	$87,353.88	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Johnston, Karen	Band 4	$105,700.67	MGT	Regular OIC	019-5303	Communications	GCPE-CFD	
Jones, Shannon	Band 1	$67,391.27	MGT	Regular OIC	019-5297	Communications	GCPE-CSCD	
Karn, David	Band 2	$79,045.62	MGT	Regular OIC	019-5314	Communications	GCPE-ENV	
Keast, Gordon	Band 1	$71,692.88	MGT	Regular OIC	019-5313	Communications	GCPE-ARR	
Klingmann, Erin Anne	Band 2	$77,400.00	MGT	Regular OIC	019-5315	Communications	GCPE-MIT	
Korinowsky, Alexandra	Band 1	$71,692.83	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Kuzminski, Jason	Band 4	$112,000.06	MGT	Regular OIC	019-5302	Communications	GCPE-JAG	
Larabee, Shawn G	Band 3	$84,560.21	MGT	Regular OIC	019-5303	Communications	GCPE-CFD	
Lauvaas, Kirsten	Band 3	$84,560.21	MGT	Regular OIC	019-5303	Communications	GCPE-CFD	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Harbord, Christine F	s.22		15-Sep-14	s.22	07-Jul-17	s.22			00084701
Harbord, Darren			27-Aug-07		07-Jul-17				00094531
Harris, Megan			02-Aug-16		07-Jul-17				00096430
Haslam, David			26-Jan-05		07-Jul-17				00112850
Heinze, Laura			17-Mar-08		07-Jul-17				00101512
Hill, Edward			18-Aug-14		07-Jul-17				00088167
Hudson, Kimberley			23-Jun-08		07-Jul-17				00094555
Hynes, Colin			20-Jun-16		07-Jul-17				00111141
Indridson, Ian			13-Sep-99		07-Jul-17				00074844
Ingram, Ben			10-Feb-15		07-Jul-17				00085196
Jabs, Ryan			28-Aug-06		07-Jul-17				00074745
Johnson, Sheldon			07-Feb-11		07-Jul-17				00107784
Johnston, Karen			15-Aug-05		07-Jul-17				00074649
Jones, Shannon			05-Dec-16		07-Jul-17				00088166
Karn, David			07-Sep-04		07-Jul-17				00107178
Keast, Gordon			14-Oct-08		07-Jul-17				00108405
Klingmann, Erin Anne			29-Aug-16		07-Jul-17				00109193
Korinowsky, Alexandra			05-Jul-16		07-Jul-17				00074748
Kuzminski, Jason			04-Jan-16		07-Jul-17				00110952
Larabee, Shawn G			02-Sep-08		07-Jul-17				00086437
Lauvaas, Kirsten			17-May-00		07-Jul-17				00101507

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Harbord, Christine F	Communications Manager	Anderson,William	Victoria	00074755	s.22		Standard		35.00
Harbord, Darren	Senior Public Affairs Officer	Ash,Christine Marie	Victoria	00074746			Standard		35.00
Harris, Megan	Communications Director	Gordon,Matt	Victoria	00074751			Standard		35.00
Haslam, David	Communications Director	Gordon,Matt	Victoria	00081087			Standard		35.00
Heinze, Laura	Senior Public Affairs Officer	Cascaden,Lori	Victoria	00102590			Standard		35.00
Hill, Edward	Public Affairs Officer	Ritchie,Leanne	Victoria	00081494			Salary Protected		35.00
Hudson, Kimberley	Sr. Public Affairs Officer	Lowther,Brett	Victoria	00081494			Temporary Market Adjustment		35.00
Hynes, Colin	Public Affairs Officer	Harbord,Christine F	Victoria	00102590			Standard		35.00
Indridson, Ian	Sr. Public Affairs Officer	Ustina,Barbara	Victoria	00077135			Standard		35.00
Ingram, Ben	Public Affairs Officer	McLachlin,Jessica	Victoria	00074811			Standard		35.00
Jabs, Ryan	Communications Director	Gordon,Matt	Victoria	00108937			Standard		35.00
Johnson, Sheldon	Mgr Media Relatns & Issues Mgt	Currie,David R	Victoria	00074707			Standard		35.00
Johnston, Karen	Communications Director	Gordon,Matt	Victoria	00101209			Temporary Market Adjustment		35.00
Jones, Shannon	Public Affairs Officer	Harris,Megan	Victoria	00074800			Standard		35.00
Karn, David	Senior Public Affairs Officer	Murphy,Bernadette	Victoria	00074649			Standard		35.00
Keast, Gordon	Public Affairs Officer	Ritchie,Leanne	Victoria	00101209			Temporary Market Adjustment		35.00
Klingmann, Erin Anne	Senior Public Affairs Officer	Mulholland,Lauren	Victoria	00080204			Standard		35.00
Korinowsky, Alexandra	Public Affairs Officer	Rorison,Trish	Victoria	00108937			Standard		35.00
Kuzminski, Jason	Communications Director	Gordon,Matt	Victoria	00074811			Standard		20.00
Larabee, Shawn G	Mgr, Media Rel & Issues Mgmt	Johnston,Karen	Victoria	00102592			Standard		35.00
Lauvaas, Kirsten	Communications Manager	Johnston,Karen	Victoria	00102590			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Harbord, Christine F	B			s.22					
Harbord, Darren	B								
Harris, Megan	B								
Haslam, David	B								
Heinze, Laura	B								
Hill, Edward	B		$46.50						
Hudson, Kimberley	B	$314.54							
Hynes, Colin	B								
Indridson, Ian	B								
Ingram, Ben	B								
Jabs, Ryan	B								
Johnson, Sheldon	B								
Johnston, Karen	B	$191.40							
Jones, Shannon	B								
Karn, David	B								
Keast, Gordon	B	$191.40							
Klingmann, Erin Anne	B								
Korinowsky, Alexandra	B								
Kuzminski, Jason	B								
Larabee, Shawn G	B								
Lauvaas, Kirsten	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Harbord, Christine F						
Harbord, Darren						
Harris, Megan						
Haslam, David						
Heinze, Laura						
Hill, Edward						
Hudson, Kimberley						
Hynes, Colin						
Indridson, Ian						
Ingram, Ben						
Jabs, Ryan						
Johnson, Sheldon						
Johnston, Karen						
Jones, Shannon						
Karn, David						
Keast, Gordon						
Klingmann, Erin Anne						
Korinowsky, Alexandra						
Kuzminski, Jason						
Larabee, Shawn G						
Lauvaas, Kirsten						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Lawrie, Hannah	Band 2	$68,769.57	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	s.22
Leslie, Lisa	Band 4	$105,387.75	MGT	Regular OIC	019-5313	Communications	GCPE-ARR	
Leslie, Sean	Band 3	$84,560.12	MGT	Regular OIC	019-5310	Communications	GCPE-SDSI	
Li, Jessica	Band 2	$71,140.99	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Lindstein, Sarah	Band 1	$62,889.00	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Lowe, Sonia	Band 1	$63,089.69	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Lowther, Brett	Band 4	$90,993.69	MGT	Regular OIC	019-5306	Communications	GCPE-EDUC	
Lucas, Jennifer	Band 1	$53,000.00	MGT	Regular OIC (on Term-Limited Appointment OIC)	019-5316	Communications	GCPE-MEM	
MacKenzie, James	Band 1	$57,354.26	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Maloney, Christine	Band 1	$65,957.40	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Mandybura, Cadence	Band 1	$57,354.26	MGT	Regular OIC	019-5297	Communications	GCPE-CSCD	
May, Stephen R.	Band 2	$79,013.92	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
McAndrews, Caroline D	Band 4	$100,415.63	MGT	Regular OIC	019-5293	Communications	GCPE-PSSG	
McCaffrey, Julianne	Band 4	$96,187.60	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
McKenzie, Scott	Band 1	$57,354.26	MGT	Regular OIC	019-5310	Communications	GCPE-SDSI	
McLachlin, Jessica	Band 4	$87,353.88	MGT	Regular OIC	019-5307	Communications	GCPE-FIN	
McRae, Meghan	Band 3	$80,074.39	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Mills, Esme	WAIP	$44,182.75	OEX	Term-Limited OIC	019-5310	Communications	GCPE-SDSI	
Milne, Jillian Anne	Band 1	$57,354.26	MGT	Regular OIC	019-5301	Communications	GCPE-AGRI	
Mukasa, Kate	Band 2	$63,236.43	MGT	Regular OIC	019-5297	Communications	GCPE-CSCD	
Mulholland, Lauren	Band 2	$84,560.17	MGT	Regular OIC	019-5315	Communications	GCPE-MIT	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Lawrie, Hannah	s.22		07-Mar-11	s.22	07-Jul-17	s.22			00104765
Leslie, Lisa			29-Sep-03		07-Jul-17				00112198
Leslie, Sean			08-Sep-15		07-Jul-17				00074732
Li, Jessica			26-May-08		07-Jul-17				00101516
Lindstein, Sarah			04-Jul-11		07-Jul-17				00101010
Lowe, Sonia			13-Nov-12		07-Jul-17				00103018
Lowther, Brett			15-Apr-98		07-Jul-17				00074675
Lucas, Jennifer			03-Oct-16		07-Jul-17				00114640
MacKenzie, James			24-May-16		07-Jul-17				00101517
Maloney, Christine			07-Nov-16		07-Jul-17				00109203
Mandybura, Cadence			23-Nov-15		07-Jul-17				00102734
May, Stephen R.			13-Dec-10		07-Jul-17				00101627
McAndrews, Caroline D			27-Jan-92		07-Jul-17				00111977
McCaffrey, Julianne			01-Sep-10		07-Jul-17				00111660
McKenzie, Scott			25-Apr-16		07-Jul-17				00101513
McLachlin, Jessica			31-Jan-05		07-Jul-17				00110708
McRae, Meghan			11-Aug-14		07-Jul-17				00102644
Mills, Esme					07-Jul-17				00113583
Milne, Jillian Anne			26-Feb-07		07-Jul-17				00113496
Mukasa, Kate			07-Mar-16		07-Jul-17				00112197
Mulholland, Lauren			23-Feb-11		07-Jul-17				00106897

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Lawrie, Hannah	Senior Public Affairs Officer	Thistle-Walker,Carlene C	Victoria	00095594	s.22		Temporary Market Adjustment		35.00
Leslie, Lisa	Communications Director	Gordon,Matt	Victoria	00101209			Temporary Market Adjustment		35.00
Leslie, Sean	Communications Manager	Filion,Corinna	Victoria	00082229			Temporary Market Adjustment		35.00
Li, Jessica	Senior Public Affairs Officer	McRae,Meghan	Victoria	00102590			Standard		35.00
Lindstein, Sarah	Public Affairs Officer	Thistle-Walker,Carlene C	Victoria	00092035			Standard		35.00
Lowe, Sonia	Public Affairs Officer	Rorison,Trish	Victoria	00099182			Standard		35.00
Lowther, Brett	Communications Manager	Unknown	Victoria	00074746			Standard		35.00
Lucas, Jennifer	Junior Public Affairs Officer	Gilmore,Dan	Victoria	00074719			Standard		35.00
MacKenzie, James	Public Affairs Officer	McRae,Meghan	Victoria	00082229			Temporary Market Adjustment		35.00
Maloney, Christine	Public Affairs Officer	Cascaden,Lori	Victoria	00088162			Standard		35.00
Mandybura, Cadence	Public Affairs Officer	Harris,Megan	Victoria	00110536			Standard		35.00
May, Stephen R.	Senior Public Affairs Officer	Cascaden,Lori	Victoria	00112851			Standard		35.00
McAndrews, Caroline D	Communications Director	Gordon,Matt	Victoria	00085079			Standard		35.00
McCaffrey, Julianne	Communication Director	Gordon,Matt	Victoria	00071348			Standard		35.00
McKenzie, Scott	Public Affairs Officer	Filion,Corinna	Victoria	00110708			Standard		35.00
McLachlin, Jessica	Comm Mgr Fin & Intergov Rel	Edwardson,Jamie	Victoria	00074811			Standard		20.00
McRae, Meghan	Communications Manager	Anderson,Erin Leigh	Victoria	00074811			Standard		20.00
Mills, Esme	Communications Project Support	Filion,Corinna	Victoria	00074639			Standard		35.00
Milne, Jillian Anne	Public Affairs Officer	Boelens,Robert	Victoria	00110536			Standard		35.00
Mukasa, Kate	Senior Public Affairs Officer	Pavlich,Alexis	Victoria	00074800			Standard		35.00
Mulholland, Lauren	Communications Manager	Rhodes,Gillian	Victoria	00106899			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Lawrie, Hannah		$153.13		s.22					
Leslie, Lisa	B	$174.82							
Leslie, Sean	B	$159.79							
Li, Jessica	B								
Lindstein, Sarah	B								
Lowe, Sonia	B								
Lowther, Brett	B								
Lucas, Jennifer	B								
MacKenzie, James	B	$174.82							
Maloney, Christine	B								
Mandybura, Cadence	B								
May, Stephen R.	B								
McAndrews, Caroline D	B								
McCaffrey, Julianne	B								
McKenzie, Scott	B								
McLachlin, Jessica	B								
McRae, Meghan	B								
Mills, Esme	B								
Milne, Jillian Anne	B								
Mukasa, Kate	B								
Mulholland, Lauren	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Lawrie, Hannah						
Leslie, Lisa						
Leslie, Sean						
Li, Jessica						
Lindstein, Sarah						
Lowe, Sonia						
Lowther, Brett						
Lucas, Jennifer						
MacKenzie, James						
Maloney, Christine						
Mandybura, Cadence						
May, Stephen R.						
McAndrews, Caroline D						
McCaffrey, Julianne						
McKenzie, Scott						
McLachlin, Jessica						
McRae, Meghan						
Mills, Esme						
Milne, Jillian Anne						
Mukasa, Kate						
Mulholland, Lauren						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Murphy, Bernadette	Band 3	$84,560.17	MGT	Regular OIC	019-5314	Communications	GCPE-ENV	s.22
Nelson, Tiffany	Band 3	$80,332.09	MGT	Regular OIC	019-5297	Communications	GCPE-CSCD	
Nesbitt, Rachel Elizabeth	Band 1	$71,692.95	MGT	Regular OIC	019-5297	Communications	GCPE-CSCD	
Newton, Sarah	Band 1	$60,221.98	MGT	Regular OIC	019-5300	Communications	GCPE-AVED	
Olsen, Melody A.	Band 1	$55,037.59	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Paulson, David	Band 1	$63,089.69	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Peaker, Alexandra	Band 1	$53,000.15	MGT	Regular OIC (on a Term-Limited Appointment OIC)	019-5309	Communications	GCPE-HLTH	
Penner, Emily	Band 1	$53,000.15	MGT	Term-Limited OIC	019-5306	Communications	GCPE-EDUC	
Perzoff, Lara	Band 2	$79,045.62	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Peters, Melissa	Band 1	$71,692.88	MGT	Regular OIC	019-5292	Communications	GCPE-SBRT	
Phelps, Blair	Band 3	$98,301.61	MGT	Regular OIC	019-5301	Communications	GCPE-AGRI	
Plank, Sarah Anthea	Band 5	$105,387.75	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Plummer, Glen	Band 2	$79,045.62	MGT	Regular OIC	019-5316	Communications	GCPE-MEM	
Pocock, Sharon	Band 2	$75,093.26	MGT	Regular OIC	019-5313	Communications	GCPE-ARR	
Pope, Danielle	Band 1	$68,108.21	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	
Porter, Rodney	Band 4	$105,387.73	MGT	Regular OIC	019-5300	Communications	GCPE-AVED	
Price, Gabrielle	Band 2	$72,721.84	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	
Ralph, Kerri	Band 1	$67,391.22	MGT	Regular OIC	019-5306	Communications	GCPE-EDUC	
Rhodes, Gillian	Band 3	$97,244.74	MGT	Regular OIC	019-5315	Communications	GCPE-MIT	
Ritchie, Leanne	Band 3	$84,560.21	MGT	Regular OIC	019-5313	Communications	GCPE-ARR	
Rorison, Trish	Band 4	$86,000.25	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Murphy, Bernadette	s.22		18-Aug-08	s.22	07-Jul-17	s.22			00074755
Nelson, Tiffany			06-Jun-12		07-Jul-17				00096448
Nesbitt, Rachel Elizabeth			20-Jul-99		07-Jul-17				00074728
Newton, Sarah			20-Oct-14		07-Jul-17				00076817
Olsen, Melody A.			13-Oct-99		07-Jul-17				00105690
Paulson, David			20-Jun-16		07-Jul-17				00074737
Peaker, Alexandra			10-Feb-14		07-Jul-17				00108971
Penner, Emily			18-Jul-16		07-Jul-17				00113243
Perzoff, Lara			05-Jul-04		07-Jul-17				00107496
Peters, Melissa			05-May-08		07-Jul-17				00111141
Phelps, Blair			10-Jun-13		07-Jul-17				00106896
Plank, Sarah Anthea			07-Apr-15		07-Jul-17				00074718
Plummer, Glen			09-Jul-01		07-Jul-17				00074663
Pocock, Sharon			30-Nov-15		07-Jul-17				00108938
Pope, Danielle			03-Jan-17		07-Jul-17				00106049
Porter, Rodney			23-Nov-03		07-Jul-17				00112851
Price, Gabrielle			09-Dec-13		07-Jul-17				00114327
Ralph, Kerri			20-Dec-04		07-Jul-17				00074680
Rhodes, Gillian			04-Nov-98		07-Jul-17				00106872
Ritchie, Leanne			08-Sep-08		07-Jul-17				00074751
Rorison, Trish			13-Dec-10		07-Jul-17				00074746

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Murphy, Bernadette	Communications Manager	Crebo,David	Victoria	00112850	s.22		Standard		35.00
Nelson, Tiffany	Communications Manager	Harris,Megan	Victoria	00102638			Underimplemented		35.00
Nesbitt, Rachel Elizabeth	Public Affairs Officer	Harris,Megan	Victoria	00088161			Standard		35.00
Newton, Sarah	Public Affairs Officer	Fougner,Trish	Victoria	00102638			Standard		35.00
Olsen, Melody A.	Communications Coordinator	McRae,Meghan	Victoria	00074811			Standard		20.00
Paulson, David	Public Affairs Officer	McRae,Meghan	Victoria	00077135			Standard		35.00
Peaker, Alexandra	Junior Public Affairs Officer	Cascaden,Lori	Victoria	00088161			Standard		35.00
Penner, Emily	Junior Public Affairs Officer	Lowther,Brett	Victoria	00098833			Standard	ext in	35.00
Perzoff, Lara	Senior Public Affairs Officer	Rorison,Trish	Victoria	00098288			Standard		35.00
Peters, Melissa	Public Affairs Officer	Harbord,Christine F	Victoria	00045884			Temporary Market Adjustment		35.00
Phelps, Blair	Communications Director	Gordon,Matt	Victoria	00099182			Standard		21.00
Plank, Sarah Anthea	Communications Director	Gordon,Matt	Victoria	00074811			Standard		20.00
Plummer, Glen	Sr. Public Affairs Officer	Gilmore,Dan	Victoria	00084700			Standard		35.00
Pocock, Sharon	Senior Public Affairs Officer	Ritchie,Leanne	Victoria	00106899			Standard		35.00
Pope, Danielle	Public Affairs Officer	Rorison,Trish	Victoria	00102590			Standard		35.00
Porter, Rodney	Communications Director	Gordon,Matt	Victoria	00102590			Standard		35.00
Price, Gabrielle	Senior Public Affairs Officer	Dean,Sharon	Victoria	00111131			Temporary Market Adjustment		35.00
Ralph, Kerri	Public Affairs Officer	Lowther,Brett	Victoria	00086438			Standard		35.00
Rhodes, Gillian	Communication Director	Gordon,Matt	Victoria	00114775			Standard		35.00
Ritchie, Leanne	Communications Manager	Leslie,Lisa	Victoria	00045884			Standard		35.00
Rorison, Trish	Communications Manager	Jabs,Ryan	Victoria	00074751			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Murphy, Bernadette	B			s.22					
Nelson, Tiffany	B								
Nesbitt, Rachel Elizabeth	B								
Newton, Sarah	B								
Olsen, Melody A.	B								
Paulson, David	B								
Peaker, Alexandra	B								
Penner, Emily						ext in	2015-05-19	2018-01-13	BC062
Perzoff, Lara	B								
Peters, Melissa	B	$314.54							
Phelps, Blair	B								
Plank, Sarah Anthea	B								
Plummer, Glen	B								
Pocock, Sharon	B								
Pope, Danielle	B								
Porter, Rodney	B								
Price, Gabrielle	B	$162.53							
Ralph, Kerri	B								
Rhodes, Gillian	B								
Ritchie, Leanne	B								
Rorison, Trish	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Murphy, Bernadette						
Nelson, Tiffany						
Nesbitt, Rachel Elizabeth						
Newton, Sarah						
Olsen, Melody A.						
Paulson, David						
Peaker, Alexandra						
Penner, Emily	062-2009	501536	27A	00090343	Squires,Paul Edward	$74,351.64
Perzoff, Lara						
Peters, Melissa						
Phelps, Blair						
Plank, Sarah Anthea						
Plummer, Glen						
Pocock, Sharon						
Pope, Danielle						
Porter, Rodney						
Price, Gabrielle						
Ralph, Kerri						
Rhodes, Gillian						
Ritchie, Leanne						
Rorison, Trish						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Schollen, Tasha	Band 4	$101,472.63	MGT	Regular OIC	019-5311	Communications	GCPE-MTICS	s.22
Shepherd, Brent	Band 2	$77,464.64	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Silver, Matthew	Band 1	$78,862.21	MGT	Regular OIC	019-5306	Communications	GCPE-EDUC	
Sitter, Donna	Band 3	$90,993.69	MGT	Regular OIC	019-5293	Communications	GCPE-PSSG	
Skwarok, Lindsey	Band 1	$61,942.52	MGT	Regular OIC	019-5316	Communications	GCPE-MEM	
Sorochan, Craig	Band 1	$60,221.98	MGT	Regular OIC	019-5306	Communications	GCPE-EDUC	
Sovka, David	Band 1	$67,391.26	MGT	Regular OIC	019-5311	Communications	GCPE-MTICS	
Steilo, Sandra	Band 1	$71,692.77	MGT	Regular OIC	019-5317	Communications	GCPE-MNGD	
Stewart, Ashley	Band 1	$54,045.02	MGT	Term-Limited OIC	019-5309	Communications	GCPE-HLTH	
Stovel, Laura	Band 1	$71,692.95	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Thistle-Walker, Carlene C	Band 4	$87,244.61	MGT	Regular OIC	019-5309	Communications	GCPE-HLTH	
Thomas, Rishma	Band 1	$70,258.97	MGT	Regular OIC	019-5311	Communications	GCPE-MTICS	
Thomas, Vivian P	Band 4	$103,502.17	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	
Togneri, Cassandra Michelle	Band 2	$72,721.90	MGT	Regular OIC	019-5292	Communications	GCPE-SBRT	
Tomana, Sukhwant	Band 1	$65,000.19	MGT	Regular OIC	019-5294	Communications	GCPE-JTST	
Toop, Lara	Band 1	$65,957.43	MGT	Regular OIC	019-5314	Communications	GCPE-ENV	
Townsend, David H.	Band 1	$71,692.77	MGT	Regular OIC	019-5301	Communications	GCPE-AGRI	
Trotter, Kate	Band 2	$77,464.63	MGT	Regular OIC	019-5293	Communications	GCPE-PSSG	
Tully, Alec	Band 1	$71,692.77	MGT	Regular OIC	019-5297	Communications	GCPE-CSCD	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Schollen, Tasha	s.22		22-Aug-07	s.22	07-Jul-17	s.22			00074739
Shepherd, Brent			02-Jan-07		07-Jul-17				00082491
Silver, Matthew			23-May-06		07-Jul-17				00074680
Sitter, Donna			26-May-04		07-Jul-17				00089348
Skwarok, Lindsey			29-Jul-13		07-Jul-17				00104407
Sorochan, Craig			14-Apr-15		07-Jul-17				00074684
Sovka, David			03-Jan-17		07-Jul-17				00074741
Steilo, Sandra			25-Aug-08		07-Jul-17				00086604
Stewart, Ashley			20-Jun-16		07-Jul-17				00107244
Stovel, Laura			28-Aug-02		07-Jul-17				00074720
Thistle-Walker, Carlene C			16-May-05		07-Jul-17				00074719
Thomas, Rishma			13-Jun-16		07-Jul-17				00074741
Thomas, Vivian P			16-Jan-89		07-Jul-17				00074707
Togneri, Cassandra Michelle			08-Jun-15		07-Jul-17				00087983
Tomana, Sukhwant			27-Feb-17		07-Jul-17				00104298
Toop, Lara			19-Mar-14		07-Jul-17				00074760
Townsend, David H.			05-Jan-00		07-Jul-17				00101340
Trotter, Kate			04-Jul-06		07-Jul-17				00112748
Tully, Alec			10-Apr-06		07-Jul-17				00099959

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NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Schollen, Tasha	Communications Director	Gordon,Matt	Victoria	00082229	s.22		Temporary Market Adjustment		35.00
Shepherd, Brent	Sr. Public Affairs Officer	Thistle-Walker,Carlene C	Victoria	00077880			Standard		35.00
Silver, Matthew	Public Affairs Officer	Lowther,Brett	Victoria	00088161			Standard		35.00
Sitter, Donna	Communications Manager	McAndrews,Caroline D	Victoria	00082229			Temporary Market Adjustment		35.00
Skwarok, Lindsey	Public Affairs Officer	Gilmore,Dan	Victoria	00074675			Standard		35.00
Sorochan, Craig	Public Affairs Officer	Lowther,Brett	Victoria	00097663			Standard		35.00
Sovka, David	Public Affairs Officer	Whittier,Joanne	Victoria	00102801			Standard		35.00
Steilo, Sandra	Public Affairs Officer	Ash,Christine Marie	Victoria	00091878			Standard		35.00
Stewart, Ashley	Junior Public Affairs Officer	Thistle-Walker,Carlene C	Victoria	00084701			Standard		35.00
Stovel, Laura	Public Affairs Officer	Thistle-Walker,Carlene C	Victoria	00110953			Standard		35.00
Thistle-Walker, Carlene C	Communications Manager	Plank,Sarah Anthea	Victoria	00110708			Standard		35.00
Thomas, Rishma	Public Affairs Officer	Whittier,Joanne	Victoria	00102590			Standard		35.00
Thomas, Vivian P	Communications Director	Gordon,Matt	Victoria	00110235			Standard		35.00
Togneri, Cassandra Michelle	Senior Public Affairs Officer	Harbord,Christine F	Victoria	00102705			Temporary Market Adjustment		35.00
Tomana, Sukhwant	Public Affairs Officer	Johnson,Sheldon	Victoria	00099182			Standard		35.00
Toop, Lara	Public Affairs Officer	Murphy,Bernadette	Victoria	00111267			Standard		35.00
Townsend, David H.	Public Affairs Officer	Boelens,Robert	Victoria	00109457			Standard		35.00
Trotter, Kate	Senior Public Affairs Officer	Ustina,Barbara	Victoria	00095594				Ext Out	
Tully, Alec	Public Affairs Officer	Harris,Megan	Victoria	00102590			Standard		35.00

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NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Schollen, Tasha	B	$191.40		s.22					
Shepherd, Brent	B								
Silver, Matthew	B								
Sitter, Donna	B	$162.53							
Skwarok, Lindsey	B								
Sorochan, Craig	B								
Sovka, David	B								
Steilo, Sandra	B								
Stewart, Ashley	B								
Stovel, Laura	B								
Thistle-Walker, Carlene C	B								
Thomas, Rishma	B								
Thomas, Vivian P	B								
Togneri, Cassandra Michelle	B	$159.79							
Tomana, Sukhwant	B								
Toop, Lara	B								
Townsend, David H.	B								
Trotter, Kate	B					Ext Out	2016-10-24	2019-10-18	BC019
Tully, Alec	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Schollen, Tasha						
Shepherd, Brent						
Silver, Matthew						
Sitter, Donna						
Skwarok, Lindsey						
Sorochan, Craig						
Sovka, David						
Steilo, Sandra						
Stewart, Ashley						
Stovel, Laura						
Thistle-Walker, Carlene C						
Thomas, Rishma						
Thomas, Vivian P						
Togneri, Cassandra Michelle						
Tomana, Sukhwant						
Toop, Lara						
Townsend, David H.						
Trotter, Kate	019-0182	508010	24A	00103192	Agbay,Rommel	$72,375.89
Tully, Alec						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Turner, Jordan	Band 2	$78,539.49	MGT	Regular OIC	019-5312	Communications	GCPE-TRAN	s.22
Uppenborn, Jeremy	Band 1	$67,391.22	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	
Ustina, Barbara	Band 3	$80,332.09	MGT	Regular OIC	019-5293	Communications	GCPE-PSSG	
Wang, Carol	Band 1	$71,692.83	MGT	Regular OIC	019-5315	Communications	GCPE-MIT	
Watson, Jason	Band 3	$80,332.09	MGT	Regular OIC	019-5302	Communications	GCPE-JAG	
Watson, Lori	Band 1	$57,261.99	MGT	Term-Limited OIC	019-5300	Communications	GCPE-AVED	
Wey, Melody	AL OIC	$44,400.08	MGT	Regular OIC; Part Time	019-5311	Communications	GCPE-MTICS	
Whittier, Joanne	Band 3	$84,560.21	MGT	Regular OIC	019-5311	Communications	GCPE-MTICS	
Williams, Susan	Band 2	$75,093.26	MGT	Regular OIC	019-5307	Communications	GCPE-FIN	
Winterhoff, Thomas	Band 2	$67,979.16	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	
Woolley, Paul	Band 4	$112,000.06	MGT	Regular OIC	019-5317	Communications	GCPE-MNGD	
Wright, Brendan	Band 1	$57,354.26	MGT	Regular OIC	019-5303	Communications	GCPE-CFD	
Youngs, Kirsten R.	Band 2	$71,141.09	MGT	Regular OIC	019-5303	Communications	GCPE-CFD	
Zilkie, Heidi	Band 2	$77,464.63	MGT	Regular OIC	019-5310	Communications	GCPE-SDSI	
Zoeller, Sonja	Band 2	$68,769.62	MGT	Regular OIC	019-5308	Communications	GCPE-FLNR	
Alaimo, Marie	Band 1	$57,354.26	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Bains, Parm	Band 1	$71,692.95	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Bata, Alexandra I	CLK 11R	$47,295.99	OEX	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Beals, Cathy	CLK 09R	$44,499.22	OEX	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Turner, Jordan	s.22		05-May-14	s.22	07-Jul-17	s.22			00109049
Uppenborn, Jeremy			14-Sep-07		07-Jul-17				00074669
Ustina, Barbara			07-Apr-14		07-Jul-17				00110953
Wang, Carol			11-Jul-16		07-Jul-17				00113220
Watson, Jason			19-Dec-16		07-Jul-17				00110954
Watson, Lori			16-Jun-14		07-Jul-17				00109034
Wey, Melody			27-Nov-06		07-Jul-17				00114505
Whittier, Joanne			17-Oct-05		07-Jul-17				00088162
Williams, Susan			10-Feb-15		07-Jul-17				00099088
Winterhoff, Thomas			06-Feb-12		07-Jul-17				00074715
Woolley, Paul			16-Feb-04		07-Jul-17				00112100
Wright, Brendan			18-Jul-16		07-Jul-17				00101515
Youngs, Kirsten R.			26-Mar-12		07-Jul-17				00074654
Zilkie, Heidi			13-May-97		07-Jul-17				00104299
Zoeller, Sonja			23-Feb-15		07-Jul-17				00110203
Alaimo, Marie			21-Oct-13		07-Jul-17				00112654
Bains, Parm			22-Sep-03		07-Jul-17				00074640
Bata, Alexandra I			07-Oct-02		07-Jul-17				00081604
Beals, Cathy			02-Dec-03		07-Jul-17				00094556

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Turner, Jordan	Senior Public Affairs Officer	McCaffrey,Julianne	Victoria	00081087	s.22		Standard		35.00
Uppenborn, Jeremy	Public Affairs Officer	Dean,Sharon	Victoria	00096430			Standard		35.00
Ustina, Barbara	Communications Manager	McAndrews,Caroline D	Victoria	00074755			Standard		35.00
Wang, Carol	Public Affairs Officer	Mulholland,Lauren	Vancouver	00066857			Temporary Market Adjustment		35.00
Watson, Jason	Communications Manager	Kuzminski,Jason	Victoria	00074751			Standard		35.00
Watson, Lori	Junior Public Affairs Officer	Fougner,Trish	Victoria	00085079			Temporary Market Adjustment		35.00
Wey, Melody	Public Affairs Officer	Whittier,Joanne	Victoria	00111267			Standard		35.00
Whittier, Joanne	Communications Manager	Schollen,Tasha	Victoria	00100318			Temporary Market Adjustment		35.00
Williams, Susan	Senior Public Affairs Officer	McLachlin,Jessica	Victoria	00081087			Standard		35.00
Winterhoff, Thomas	Sr. Public Affairs Officer	Dean,Sharon	Victoria	00102592			Standard		35.00
Woolley, Paul	Communications Director	Gordon,Matt	Victoria	00077880			Standard		35.00
Wright, Brendan	Public Affairs Officer	Lauvaas,Kirsten	Victoria	00095594			Temporary Market Adjustment		35.00
Youngs, Kirsten R.	Senior Public Affairs Officer	Lauvaas,Kirsten	Victoria	00106897			Standard		35.00
Zilkie, Heidi	Senior Public Affairs Officer	Filion,Corinna	Victoria	00074811			Standard		35.00
Zoeller, Sonja	Senior Public Affairs Officer	McLachlin,Jessica	Victoria	00074746			Standard		35.00
Alaimo, Marie	Corporate Planning Officer	Kerr,Carleen	Victoria	00066857			Temporary Market Adjustment		35.00
Bains, Parm	Public Affairs Officer	van Marum,Karen	Vancouver	00102801			Temporary Market Adjustment		35.00
Bata, Alexandra I	Financial Services Coordinator	Stewart,Dawn	Victoria	00102590			Salary Protected		35.00
Beals, Cathy	FOI and Records Clerk	Foster,Bruce	Victoria	00074649			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Turner, Jordan	B			s.22					
Uppenborn, Jeremy	B								
Ustina, Barbara	B								
Wang, Carol	B	$314.54							
Watson, Jason	B								
Watson, Lori	B	$159.79							
Wey, Melody	B								
Whittier, Joanne	B	$171.76							
Williams, Susan	B								
Winterhoff, Thomas	B								
Woolley, Paul	B								
Wright, Brendan	B	$153.13							
Youngs, Kirsten R.	B								
Zilkie, Heidi	B								
Zoeller, Sonja	B								
Alaimo, Marie	B								
Bains, Parm	B	$174.82							
Bata, Alexandra I	B		$146.06						
Beals, Cathy	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Turner, Jordan						
Uppenborn, Jeremy						
Ustina, Barbara						
Wang, Carol						
Watson, Jason						
Watson, Lori						
Wey, Melody						
Whittier, Joanne						
Williams, Susan						
Winterhoff, Thomas						
Woolley, Paul						
Wright, Brendan						
Youngs, Kirsten R.						
Zilkie, Heidi						
Zoeller, Sonja						
Alaimo, Marie						
Bains, Parm						
Bata, Alexandra I						
Beals, Cathy						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Brendeland, Deborah	Band 3	$89,101.05	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	s.22
Butler, Jason	Band 5	$119,000.08	MGT	Regular (on Term-Limited Appointment OIC)	019-5298	Executive and Support Services	GCPE-HQ	
Carruthers, Dana L	Band 1	$57,354.26	MGT	Regular	019-5298	Executive and Support Services	GCPE-HQ	
Carson, Dennis	Band 1	$30,285.82	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Chant, Jon	Band 4	$92,813.56	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Cordeiro, Shantel	Band 1	$57,354.26	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Craig, Don	Band 1	$71,692.77	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Dan, Cindy	Band 1	$64,339.19	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Denis, Louise	Band 1	$71,692.87	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Doidge, Tracey	FIN OFF 21	$58,763.02	OEX	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Drain, Robin	Band 1	$30,285.82	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Dwivedi, Anish	Band 3	$90,478.87	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Finnigan, Brooke	Band 3	$89,495.41	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Fisk, Nicole	Band 1	$53,000.15	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Foster, Bruce	Band 1	$64,339.37	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Fraser, John Paul	DEPUTY MIN	$200,700.00	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Brendeland, Deborah	s.22		14-Nov-05	s.22	07-Jul-17	s.22			00074800
Butler, Jason			05-Feb-07		07-Jul-17				00114775
Carruthers, Dana L			06-Feb-12		07-Jul-17				00074812
Carson, Dennis			01-Feb-12		07-Jul-17				00104507
Chant, Jon			02-Jan-03		07-Jul-17				00077880
Cordeiro, Shantel			05-Jan-15		07-Jul-17				00108976
Craig, Don			21-Aug-06		07-Jul-17				00085980
Dan, Cindy			01-Jul-00		07-Jul-17				00074813
Denis, Louise			08-Jul-98		07-Jul-17				00111746
Doidge, Tracey			21-Apr-87		07-Jul-17				00111346
Drain, Robin			10-Aug-15		07-Jul-17				00079336
Dwivedi, Anish			02-Jul-13		07-Jul-17				00113244
Finnigan, Brooke			26-May-08		07-Jul-17				00105528
Fisk, Nicole			02-Jul-15		07-Jul-17				00084917
Foster, Bruce			04-Aug-98		07-Jul-17				00091878
Fraser, John Paul			11-Apr-11		07-Jul-17				00102638

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NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Brendeland, Deborah	Director, Event Services	Gleeson,Kelly	Victoria	00102592	s.22		Standard		35.00
Butler, Jason	Executive Director	Fraser,John Paul	Victoria	00074649			Standard		35.00
Carruthers, Dana L	Writer	Chant,Jon	Victoria	00074719			Standard		35.00
Carson, Dennis	Online Editor	Ryckman,Scott	Victoria	00100318			Temporary Market Adjustment		35.00
Chant, Jon	Dir Writing&Editorial Services	Wolford,Jessica	Victoria	00100318			Temporary Market Adjustment	ext in	35.00
Cordeiro, Shantel	Online Communications Officer	van Marum,Karen	Victoria	00102705			Temporary Market Adjustment		35.00
Craig, Don	Graphic Designer	Pratt,Andrew	Victoria	00102590			Standard		35.00
Dan, Cindy	Online Editor	Ryckman,Scott	Vancouver	00074731			Standard		35.00
Denis, Louise	Events Coordinator	Brendeland,Deborah	Victoria	00095594			Temporary Market Adjustment		35.00
Doidge, Tracey	Financial Officer	Stewart,Dawn	Victoria	00102644			Standard		35.00
Drain, Robin	Online Editor	Ryckman,Scott	Victoria	00074719			Standard		35.00
Dwivedi, Anish	Director, Events Services	Gleeson,Kelly	Vancouver	00088161			Standard		35.00
Finnigan, Brooke	Director, Digital Content	Ozawa,Nicholas	Victoria	00102801			Standard		35.00
Fisk, Nicole	Staffing & Development Officer	Heron,Janelle	Victoria	00107422			Temporary Market Adjustment		35.00
Foster, Bruce	Records Services Officer	Sall,Gurmeet	Victoria	00074746			Standard		35.00
Fraser, John Paul	Deputy Minister	Henderson,Kimberly N	Victoria	00074674			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Brendeland, Deborah	B			s.22					
Butler, Jason	B								
Carruthers, Dana L	B								
Carson, Dennis	B	$162.53							
Chant, Jon		$174.82				ext in	2017-04-24	2018-03-31	BC048
Cordeiro, Shantel	B	$191.40							
Craig, Don	B								
Dan, Cindy	B								
Denis, Louise		$152.37							
Doidge, Tracey	B								
Drain, Robin	B								
Dwivedi, Anish	B								
Finnigan, Brooke	B								
Fisk, Nicole	B	$174.82							
Foster, Bruce	B								
Fraser, John Paul	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Brendeland, Deborah						
Butler, Jason						
Carruthers, Dana L						
Carson, Dennis						
Chant, Jon	048-8602	551504	21A	00080431	Tesch,R David	$67,725.47
Cordeiro, Shantel						
Craig, Don						
Dan, Cindy						
Denis, Louise						
Doidge, Tracey						
Drain, Robin						
Dwivedi, Anish						
Finnigan, Brooke						
Fisk, Nicole						
Foster, Bruce						
Fraser, John Paul						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Freeman, Rob	Band 1	$30,285.82	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	s.22
Fuller, Colleen	Band 1	$34,492.01	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Gallant, Linda	CLK 11R	$47,295.99	OEX	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Geiger, Karen	APPL LEAD	$78,875.23	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Gleeson, Kelly	ADM BAND B	$137,532.56	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Glover, Hannah	Band 1	$57,354.26	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Gordon, Matt	ADM BAND B	$131,090.40	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Granberg, Laurie	Band 1	$36,765.46	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Grimsrud, Jordan	Band 1	$57,354.26	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Hamilton, Becky J	CLK 14R	$30,894.48	OEX	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Hanak, Terry	Band 2	$41,784.83	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Heron, Janelle	Band 3	$77,795.39	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Horlor, Shannon	Band 1	$71,692.77	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Howard, Chelsea E	Band 1	$57,354.26	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Hurn, Morgan Briana	CLK 09R	$39,575.90	OEX	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
James, Charles Benjamin Jackson	Band 3	$90,993.63	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Jawanda, Kristen	Band 2	$71,692.83	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Freeman, Rob	s.22		14-Sep-15	s.22	07-Jul-17	s.22			00075112
Fuller, Colleen			16-Aug-10		07-Jul-17				00101195
Gallant, Linda			29-Mar-05		07-Jul-17				00078806
Geiger, Karen			20-Oct-08		07-Jul-17				00095152
Gleeson, Kelly			05-Aug-98		07-Jul-17				00102592
Glover, Hannah			15-Oct-13		07-Jul-17				00091641
Gordon, Matt			21-Jul-08		07-Jul-17				00102590
Granberg, Laurie			28-Aug-03		07-Jul-17				00079057
Grimsrud, Jordan			03-Jan-17		07-Jul-17				00088165
Hamilton, Becky J			29-Jan-95		07-Jul-17				00086472
Hanak, Terry			01-Apr-01		07-Jul-17				00079710
Heron, Janelle			10-Sep-08		07-Jul-17				00099182
Horlor, Shannon			28-Nov-05		07-Jul-17				00079691
Howard, Chelsea E			05-Oct-15		07-Jul-17				00107176
Hurn, Morgan Briana			05-Dec-16		07-Jul-17				00114851
James, Charles Benjamin Jackson			27-Jun-16		07-Jul-17				00113052
Jawanda, Kristen			24-Jan-92		07-Jul-17				00110542

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Freeman, Rob	Online Editor	Ryckman,Scott	Victoria	00077135	s.22		Standard		35.00
Fuller, Colleen	Online Editor	Ryckman,Scott	Victoria	00102644			Standard		35.00
Gallant, Linda	Facilities Services Advisor	Sall,Gurmeet	Victoria	00097663			Standard	Ext Out	35.00
Geiger, Karen	Events Coordinator	Brendeland,Deborah	Victoria	00102801			Standard		35.00
Gleeson, Kelly	ADM Com & Media Relations	Fraser,John Paul	Victoria	00086438			Standard		35.00
Glover, Hannah	Media Relations Officer	van Marum,Karen	Victoria	00096430			Standard		35.00
Gordon, Matt	ADM Strategic Plan & Engmt	Fraser,John Paul	Victoria	00074811			Standard		20.00
Granberg, Laurie	Online Editor	Ryckman,Scott	Victoria	00074800			Standard		35.00
Grimsrud, Jordan	Visual Communications Officer	van Marum,Karen	Victoria	00086438			Standard		35.00
Hamilton, Becky J	HR Coordinator	Heron,Janelle	Victoria	00102590			Standard		35.00
Hanak, Terry	Senior Online Editor	Ryckman,Scott	Victoria	00102590			Standard		35.00
Heron, Janelle	Manager, Talent Services	Butler,Jason	Victoria	00088161			Standard		35.00
Horlor, Shannon	Writer	Chant,Jon	Victoria	00074731			Standard		35.00
Howard, Chelsea E	Online Communications Officer	van Marum,Karen	Victoria	00110707			Standard		35.00
Hurn, Morgan Briana	Records Clerk	Foster,Bruce	Victoria	00111267			Standard		35.00
James, Charles Benjamin Jackson	Comm Manager, Corp Priorities	Wolford,Jessica	Vancouver	00084781			Standard		35.00
Jawanda, Kristen	Strategic Talent Services Plan	Heron,Janelle	Victoria	00102801			Temporary Market Adjustment		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Freeman, Rob	B			s.22					
Fuller, Colleen	B								
Gallant, Linda	B					Ext Out	2016-01-25	2018-01-13	BC010
Geiger, Karen	B								
Gleeson, Kelly	B								
Glover, Hannah	B								
Gordon, Matt	B								
Granberg, Laurie	B								
Grimsrud, Jordan	B								
Hamilton, Becky J	B								
Hanak, Terry	B								
Heron, Janelle	B								
Horlor, Shannon	B								
Howard, Chelsea E	B								
Hurn, Morgan Briana	B								
James, Charles Benjamin Jackson	B								
Jawanda, Kristen	B	$174.82							

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Freeman, Rob						
Fuller, Colleen						
Gallant, Linda	010-5050	185005	B5	00103401	Champion,Denise	$116,465.77
Geiger, Karen						
Gleeson, Kelly						
Glover, Hannah						
Gordon, Matt						
Granberg, Laurie						
Grimsrud, Jordan						
Hamilton, Becky J						
Hanak, Terry						
Heron, Janelle						
Horlor, Shannon						
Howard, Chelsea E						
Hurn, Morgan Briana						
James, Charles Benjamin Jackson						
Jawanda, Kristen						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Johnson, Nicholas Matthew	Band 2	$74,302.81	MGT	Regular OIC (on a Term-Limited Appointment OIC)	019-5298	Executive and Support Services	GCPE-HQ	s.22
Jones, Calvin	Band 2	$79,045.62	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Kelch, Kyla	Band 1	$57,240.19	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Kerner, Tara	Band 1	$71,692.77	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Kerr, Carleen	Band 4	$86,000.25	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Kerr, Grant	Band 1	$60,938.87	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Knapman, Rebecca	Band 1	$64,339.37	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Laurence, Katherine	Band 4	$100,755.32	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Lo, Mary	Band 1	$71,692.95	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Martyn, Justin	Band 1	$30,285.82	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
May, Michelle	Band 1	$63,236.43	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
McCray, Lindsay	Band 1	$63,089.69	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
McLean, Matt	Band 1	$57,354.20	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Meyer, Kim	Band 1	$32,350.73	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Miller, Carie	Band 1	$61,426.34	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Miller, Robin	Band 1	$33,815.70	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Moneo, Shannon	Band 1	$30,285.82	MGT	Term-Limited OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Neufeld, Rod P	Band 1	$24,957.62	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Johnson, Nicholas Matthew	s.22		12-Aug-13	s.22	07-Jul-17	s.22			00109768
Jones, Calvin			04-Oct-04		07-Jul-17				00081955
Kelch, Kyla			14-Mar-11		07-Jul-17				00074685
Kerner, Tara			21-Mar-05		07-Jul-17				00074829
Kerr, Carleen			17-Nov-08		07-Jul-17				00111745
Kerr, Grant			27-Feb-12		07-Jul-17				00091123
Knapman, Rebecca			16-Jun-03		07-Jul-17				00074843
Laurence, Katherine			04-Jun-01		07-Jul-17				00110862
Lo, Mary			23-Feb-04		07-Jul-17				00074662
Martyn, Justin			25-Jan-16		07-Jul-17				00113447
May, Michelle			13-Aug-12		07-Jul-17				00104886
McCray, Lindsay			23-Sep-13		07-Jul-17				00108975
McLean, Matt			10-Feb-16		07-Jul-17				00111510
Meyer, Kim			19-Apr-17		07-Jul-17				00079776
Miller, Carie			21-Jan-08		07-Jul-17				00095999
Miller, Robin			16-Aug-10		07-Jul-17				00075059
Moneo, Shannon			04-Jul-16		07-Jul-17				00104507
Neufeld, Rod P			16-Aug-10		07-Jul-17				00045368

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Johnson, Nicholas Matthew	Senior Marketing Officer	Watt,Kevin Ryan	Victoria	00074811	s.22		Standard		20.00
Jones, Calvin	Sr. Graphic Designer	Pratt,Andrew	Victoria	00081087			Standard		35.00
Kelch, Kyla	Marketing Coordinator	Watt,Kevin Ryan	Victoria	00074811			Standard		20.00
Kerner, Tara	Graphic Designer	Pratt,Andrew	Victoria	00074731			Standard		35.00
Kerr, Carleen	Director, Corp Comm Planning	Gleeson,Kelly	Victoria	00074644			Standard		35.00
Kerr, Grant	Writer	Chant,Jon	Victoria	00074811			Standard		20.00
Knapman, Rebecca	Online Editor	Ryckman,Scott	Victoria	00097663			Standard		35.00
Laurence, Katherine	Corp Director, Major Projects	Gleeson,Kelly	Vancouver	00113051			Standard		35.00
Lo, Mary	Public Affairs Officer	van Marum,Karen	Vancouver	00106872			Standard		35.00
Martyn, Justin	Online Editor	Ryckman,Scott	Victoria	00099642			Standard		35.00
May, Michelle	Events Coordinator	Brendeland,Deborah	Vancouver	00074754			Standard		35.00
McCray, Lindsay	Online Communications Officer	van Marum,Karen	Victoria	00097663			Standard		35.00
McLean, Matt	Junior Marketing Officer	Watt,Kevin Ryan	Victoria	00104467			Temporary Market Adjustment		35.00
Meyer, Kim	Online Editor	Ryckman,Scott	Victoria	00104464			Temporary Market Adjustment		35.00
Miller, Carie	Graphic Designer	Pratt,Andrew	Victoria	00096430			Standard		35.00
Miller, Robin	Online Editor	Ryckman,Scott	Victoria	00096430			Standard		35.00
Moneo, Shannon	Online Editor	Ryckman,Scott	Victoria	00074811			Standard		14.00
Neufeld, Rod P	Online Editor	Ryckman,Scott	Victoria	00045884			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Johnson, Nicholas Matthew	B			s.22					
Jones, Calvin	B								
Kelch, Kyla	B								
Kerner, Tara									
Kerr, Carleen	B								
Kerr, Grant	B								
Knapman, Rebecca	B								
Laurence, Katherine	B								
Lo, Mary	B								
Martyn, Justin	B								
May, Michelle	B								
McCray, Lindsay	B								
McLean, Matt	B	$191.40							
Meyer, Kim	B	$174.82							
Miller, Carie	B								
Miller, Robin	B								
Moneo, Shannon	B								
Neufeld, Rod P	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Johnson, Nicholas Matthew						
Jones, Calvin						
Kelch, Kyla						
Kerner, Tara						
Kerr, Carleen						
Kerr, Grant						
Knapman, Rebecca						
Laurence, Katherine						
Lo, Mary						
Martyn, Justin						
May, Michelle						
McCray, Lindsay						
McLean, Matt						
Meyer, Kim						
Miller, Carie						
Miller, Robin						
Moneo, Shannon						
Neufeld, Rod P						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Ormerod, Lawrence	Band 2	$41,784.83	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	s.22
Ozawa, Nicholas	Band 5	$105,000.04	MGT	Regular OIC (on a Term-Limited Appointment OIC)	019-5298	Executive and Support Services	GCPE-HQ	
Pastora, Julio	Band 1	$63,236.55	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Pavlich, Alexis	Band 4	$105,700.66	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Pilling, Lisa	Band 1	$40,967.43	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Platts, Robin	Band 1	$71,692.83	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Pratt, Andrew	Band 4	$92,813.56	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Reed, Linda A H	CLK 14R	$19,222.15	OEX	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Roberts, Michelle	Band 1	$57,354.26	MGT	Regular OIC (on a Term-Limited Appointment OIC)	019-5298	Executive and Support Services	GCPE-HQ	
Roscoe, Elizabeth	Band 1	$30,285.82	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Russell, Duncan	CLK 09R	$39,575.90	OEX	Term-Limited OIC	019-5298	Executive and Support Services	GCPE-HQ	
Ryckman, Scott	Band 3	$92,813.56	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Sall, Gurmeet	Band 2	$75,704.86	MGT	Regular MGT	019-5298	Executive and Support Services	GCPE-HQ	
Scott, Olivia	Band 1	$32,353.86	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Sidhu, Ajaib	Band 1	$64,339.19	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Smith, Cort	Band 1	$30,285.82	MGT	Term-Limited OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Smith, Justin	ADMN O 14R	$45,430.86	OEX	Term-Limited OIC	019-5298	Executive and Support Services	GCPE-HQ	
St Dennis, Jade	Band 1	$47,858.78	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Stagg, Linda R	Band 2	$79,013.93	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Ormerod, Lawrence	s.22		02-Jan-01	s.22	07-Jul-17	s.22			00079707
Ozawa, Nicholas			18-Feb-13		07-Jul-17				00092035
Pastora, Julio			15-Feb-16		07-Jul-17				00112102
Pavlich, Alexis			27-Jun-16		07-Jul-17				00113051
Pilling, Lisa			08-Sep-14		07-Jul-17				00108474
Platts, Robin			28-Jul-03		07-Jul-17				00114737
Pratt, Andrew			28-Aug-02		07-Jul-17				00081087
Reed, Linda A H			15-Nov-10		07-Jul-17				00086472
Roberts, Michelle			05-Aug-14		07-Jul-17				00077885
Roscoe, Elizabeth			06-Nov-13		07-Jul-17				00079711
Russell, Duncan			27-Feb-17		07-Jul-17				00069119
Ryckman, Scott			06-Oct-00		07-Jul-17				00074811
Sall, Gurmeet			02-Jul-02		07-Jul-17				00110536
Scott, Olivia			28-May-11		07-Jul-17				00106812
Sidhu, Ajaib			21-Feb-05		07-Jul-17				00077516
Smith, Cort			04-Jul-16		07-Jul-17				00111518
Smith, Justin			02-May-16		07-Jul-17				00082020
St Dennis, Jade			25-May-15		07-Jul-17				00111747
Stagg, Linda R			01-Dec-04		07-Jul-17				00077281

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NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Ormerod, Lawrence	Senior Online Editor	Ryckman,Scott	Victoria	00074639	s.22		Standard		35.00
Ozawa, Nicholas	Executive Director	Gleeson,Kelly	Victoria	00102644			Standard		35.00
Pastora, Julio	Events Coordinator	Brendeland,Deborah	Vancouver	00074811			Standard		20.00
Pavlich, Alexis	Comm Director, Corp Priorities	Wolford,Jessica	Vancouver	00102592			Standard		35.00
Pilling, Lisa	Public Affairs Officer	Wolford,Jessica	Victoria	00074800			Standard		35.00
Platts, Robin	Writer	Chant,Jon	Victoria	00102644			Standard		35.00
Pratt, Andrew	Dir, Graphic Design Services	Ozawa,Nicholas	Victoria	00110235			Standard		35.00
Reed, Linda A H	HR Coordinator	Heron,Janelle	Victoria	00086438			Standard		35.00
Roberts, Michelle	Online Communications Officer	Finnigan,Brooke	Victoria	00074675			Standard		35.00
Roscoe, Elizabeth	Online Editor	Ryckman,Scott	Victoria	00074746			Standard		35.00
Russell, Duncan	Financial Services Clerk	Stewart,Dawn	Victoria	00084701			Standard		35.00
Ryckman, Scott	Dir, Media Monitoring Services	Wolford,Jessica	Victoria	00102590			Standard		35.00
Sall, Gurmeet	Mgr, Workplace Supp Services	Butler,Jason	Victoria	00110235			Standard		20.00
Scott, Olivia	Online Editor	Ryckman,Scott	Victoria	00102590			Standard		35.00
Sidhu, Ajaib	Online Editor	Ryckman,Scott	Vancouver	00077880			Standard		35.00
Smith, Cort	Online Editor	Ryckman,Scott	Victoria	00077135			Standard		35.00
Smith, Justin	FOI Coordinator	Thorkelson,Meaghan	Victoria	00074751			Standard		35.00
St Dennis, Jade	Corporate Coordinator	Unknown	Victoria	00074746			Standard		35.00
Stagg, Linda R	Senior Writer	Chant,Jon	Victoria	00102590			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Ormerod, Lawrence	B			s.22					
Ozawa, Nicholas	B								
Pastora, Julio	B								
Pavlich, Alexis	B								
Pilling, Lisa	B								
Platts, Robin	B								
Pratt, Andrew	B								
Reed, Linda A H	B								
Roberts, Michelle	B								
Roscoe, Elizabeth	B								
Russell, Duncan	B								
Ryckman, Scott	B								
Sall, Gurmeet	B								
Scott, Olivia	B								
Sidhu, Ajaib	B								
Smith, Cort	B								
Smith, Justin	B								
St Dennis, Jade	B								
Stagg, Linda R	B								

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Ormerod, Lawrence						
Ozawa, Nicholas						
Pastora, Julio						
Pavlich, Alexis						
Pilling, Lisa						
Platts, Robin						
Pratt, Andrew						
Reed, Linda A H						
Roberts, Michelle						
Roscoe, Elizabeth						
Russell, Duncan						
Ryckman, Scott						
Sall, Gurmeet						
Scott, Olivia						
Sidhu, Ajaib						
Smith, Cort						
Smith, Justin						
St Dennis, Jade						
Stagg, Linda R						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Steggles, Amy	Band 1	$72,000.21	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	s.22
Stewart, Dawn	Band 2	$77,795.39	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Surovy, Kyle	Band 1	$65,814.11	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Thorkelson, Meaghan	Band 1	$60,000.17	MGT	Regular OIC (on a Term-Limited Appointment OIC)	019-5298	Executive and Support Services	GCPE-HQ	
Tolman, Peter James	Band 1	$36,763.16	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
van Marum, Karen	Band 4	$86,251.32	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Walton, Clare	Band 1	$57,354.26	MGT	Term-Limited OIC	019-5298	Executive and Support Services	GCPE-HQ	
Watt, Adrienne	Band 2	$72,721.86	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Watt, Kevin Ryan	Band 4	$86,000.25	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Wells, Tara	Band 1	$20,218.48	MGT	Regular OIC; Part Time	019-5298	Executive and Support Services	GCPE-HQ	
Wilson, Ashlea	Band 1	$61,426.34	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Wilson, Michael D	Band 3	$84,560.17	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Wolford, Jessica	Band 5	$123,296.11	MGT	Regular OIC	019-5298	Executive and Support Services	GCPE-HQ	
Young, Emily	APPL LEAD	$63,236.43	MGT	Term-Limited OIC	019-5298	Executive and Support Services	GCPE-HQ	
Government Digital Experience Division								
Agbay, Rommel	Band 2	$78,165.89	MGT	TA MGT (Regular GEU)	019-0182	Government Digital Experience Division	GCPE-SDT	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Steggles, Amy	s.22		07-Aug-12	s.22	07-Jul-17	s.22			00113040
Stewart, Dawn			29-Jun-92		07-Jul-17				00108937
Surovy, Kyle			07-Feb-11		07-Jul-17				00099970
Thorkelson, Meaghan			11-Apr-16		07-Jul-17				00114876
Tolman, Peter James			18-Mar-07		07-Jul-17				00079708
van Marum, Karen			06-Sep-05		07-Jul-17				00088161
Walton, Clare			22-Dec-16		07-Jul-17				00114403
Watt, Adrienne			03-Oct-11		07-Jul-17				00100687
Watt, Kevin Ryan			30-May-12		07-Jul-17				00111267
Wells, Tara			16-Oct-08		07-Jul-17				00079709
Wilson, Ashlea			07-Jul-08		07-Jul-17				00077885
Wilson, Michael D			14-May-12		07-Jul-17				00105406
Wolford, Jessica			06-Jun-16		07-Jul-17				00110235
Young, Emily			01-Mar-16		07-Jul-17				00095152
Government Digital Experience Division									
Agbay, Rommel			07-Aug-13		07-Jul-17				00095594

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Steggles, Amy	Strategic Comm Officer	Gleeson,Kelly	Victoria	00092035	s.22		Standard		35.00
Stewart, Dawn	Manager, Financial Services	Butler,Jason	Victoria	00074708			Standard		35.00
Surovy, Kyle	Visual Communications Officer	van Marum,Karen	Vancouver	00100318				Ext Out	
Thorkelson, Meaghan	FOI Lead	Butler,Jason	Victoria	00074675			Standard		35.00
Tolman, Peter James	Online Editor	Ryckman,Scott	Victoria	00099182			Standard		14.00
van Marum, Karen	Director, Media Relations	Wolford,Jessica	Victoria	00102590			Standard		35.00
Walton, Clare	Online Communications Officer	van Marum,Karen	Victoria	00112198			Salary Protected		35.00
Watt, Adrienne	Senior Marketing Officer	Watt,Kevin Ryan	Victoria	00105528			Standard		35.00
Watt, Kevin Ryan	Director, Ad & Market Services	Ozawa,Nicholas	Victoria	00074745			Standard		35.00
Wells, Tara	Online Editor	Ryckman,Scott	Victoria	00074811			Standard		20.00
Wilson, Ashlea	Online Communications Officer	Finnigan,Brooke	Victoria	00082229			Temporary Market Adjustment		35.00
Wilson, Michael D	Strategic Comm. Advisor	Ozawa,Nicholas	Vancouver	00108937			Standard		35.00
Wolford, Jessica	Exec Dir Comms Operation	Gordon,Matt	Victoria	00110235			Standard		35.00
Young, Emily	Events Coordinator	Brendeland,Deborah	Victoria	00114775			Standard		35.00
Government Digital Experience Division									
Agbay, Rommel	User Experience Specialist	Guglielmi,Irene *	Victoria	00102590			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Steggles, Amy	B			s.22					
Stewart, Dawn	B								
Surovy, Kyle	B					Ext Out	2016-12-05	2017-12-02	BC019
Thorkelson, Meaghan	B								
Tolman, Peter James	B								
van Marum, Karen	B								
Walton, Clare	B		$107.08						
Watt, Adrienne	B								
Watt, Kevin Ryan	B								
Wells, Tara	B								
Wilson, Ashlea	B	$191.40							
Wilson, Michael D	B								
Wolford, Jessica	B								
Young, Emily	B								
Government Digital Experience Division									
Agbay, Rommel	B								

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Steggles, Amy						
Stewart, Dawn						
Surovy, Kyle	019-0182	185002	B2	00095594	Guglielmi,Irene	$71,584.00
Thorkelson, Meaghan						
Tolman, Peter James						
van Marum, Karen						
Walton, Clare						
Watt, Adrienne						
Watt, Kevin Ryan						
Wells, Tara						
Wilson, Ashlea						
Wilson, Michael D						
Wolford, Jessica						
Young, Emily						
Government Digital Experience Division						
Agbay, Rommel						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Albert, Steve	Band 4	$98,718.78	MGT	Regular MGT	019-5207	Government Digital Experience Division	GCPE-OTS	s.22
Bamford, Stephen	Band 4	$92,452.93	MGT	Regular MGT	019-0186	Government Digital Experience Division	GCPE-BCS	
Bowes, Laurel Dayle	FO 18R	$52,329.92	OEX	Regular OIC	019-0220	Government Digital Experience Division	GCPE-DIV OPS	
Carpenter, Steven	ISL 18R	$53,850.14	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Champion, Denise	ADM BAND B	$133,712.21	MGT	Regular OIC	019-0220	Government Digital Experience Division	GCPE-DIV OPS	
Chen, Alessia Yan	ISL 21R	$55,422.02	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Collopy, Jeff	ISL 30R	$82,891.45	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Cormack, Garrett	Band 4	$94,515.39	MGT	Regular MGT	019-5207	Government Digital Experience Division	GCPE-OTS	
Croft, Robyn J M	Band 1	$71,692.83	MGT	Regular OIC	019-0220	Government Digital Experience Division	GCPE-DIV OPS	
Crossley, Paul	ISL 30R	$82,891.45	GEU	Regular GEU	019-0183	Government Digital Experience Division	GCPE-PMO	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Albert, Steve	s.22		10-Jun-91	s.22	07-Jul-17	s.22			00045884
Bamford, Stephen			08-Jan-07		07-Jul-17				00102801
Bowes, Laurel Dayle			20-May-15		07-Jul-17				00111321
Carpenter, Steven			30-Nov-15		07-Jul-17				00110740
Champion, Denise			01-Nov-77		07-Jul-17				00097663
Chen, Alessia Yan			16-Jan-17		07-Jul-17				00096762
Collopy, Jeff			01-Feb-07		07-Jul-17				00096910
Cormack, Garrett			07-Jul-06		07-Jul-17				00066857
Croft, Robyn J M			01-Nov-95		07-Jul-17				00115034
Crossley, Paul			13-Oct-08		07-Jul-17				00105376

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Albert, Steve	Dir, Online Service Solutions	Moser,Walter	Victoria	00074811	s.22		Standard		20.00
Bamford, Stephen	Dir, Sys Solutions & Architect	Moser,Walter	Victoria	00098833			Standard	Int Out	35.00
Bowes, Laurel Dayle	Financial Officer	Stewart,Dawn	Victoria	00100318			Temporary Market Adjustment		35.00
Carpenter, Steven	Service Desk Analyst	Franchuk,Ryan	Victoria	00104467			Temporary Market Adjustment		35.00
Champion, Denise	ADM Strategic Initiatives	Fraser,John Paul	Victoria	00074719			Standard		35.00
Chen, Alessia Yan	Web Programmer Analyst	Howard,Steven	Victoria	00102706			Temporary Market Adjustment		35.00
Collopy, Jeff	Manager, Solution Design	Albert,Steve	Victoria	00074811			Standard		35.00
Cormack, Garrett	Dir, Tech Infrastructure & Ops	Moser,Walter	Victoria	00074675			Overimplemented		35.00
Croft, Robyn J M	Corporate Planning Officer	Murphy,Savannah	Victoria	00095594			Temporary Market Adjustment		35.00
Crossley, Paul	Senior Agile Project Manager	Murphy,Savannah	Victoria	00111977			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Albert, Steve	B			s.22					
Bamford, Stephen	B					Int Out	2017-03-06	2017-09-09	BC019
Bowes, Laurel Dayle		$153.13							
Carpenter, Steven	B	$191.40							
Champion, Denise	B								
Chen, Alessia Yan	B	$167.47							
Collopy, Jeff	B								
Cormack, Garrett	B								
Croft, Robyn J M	B								
Crossley, Paul	B								

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Albert, Steve						
Bamford, Stephen	019-1935	185002	B2	00097630	Hume,David	$74,261.63
Bowes, Laurel Dayle						
Carpenter, Steven						
Champion, Denise						
Chen, Alessia Yan						
Collopy, Jeff						
Cormack, Garrett						
Croft, Robyn J M						
Crossley, Paul						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Davison, Maurna	FO 21R	$58,763.02	OEX	Regular Schedule A	019-0220	Government Digital Experience Division	GCPE-DIV OPS	s.22
deLange, Robert	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Dhaliwal, Gurnam	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Dixon, Jane E	ISL 21R	$63,164.54	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Ehman, Kevin	ISL 24R	$60,531.87	GEU	Auxiliary less than 1827	019-0182	Government Digital Experience Division	GCPE-SDT	
Ell, Adam	ISL 24R	$69,104.56	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Farrell, Laura	ISL 21R	$63,164.54	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Forsch, Kim	ISL 24R	$69,104.56	OEX	Regular Schedule A	019-5207	Government Digital Experience Division	GCPE-OTS	
Franchuk, Ryan	ISL 21R	$58,763.02	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Guglielmi, Irene	Band 4	$90,000.00	MGT	Regular (on TA with GCPE)	019-0182	Government Digital Experience Division	GCPE-SDT	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Davison, Maurna	s.22		07-Aug-07	s.22	07-Jul-17	s.22			00104138
deLange, Robert			31-Dec-88		07-Jul-17				00079096
Dhaliwal, Gurnam			01-Apr-08		07-Jul-17				00104466
Dixon, Jane E			10-Jun-91		07-Jul-17				00104469
Ehman, Kevin			03-Oct-06		07-Jul-17				00096911
Ell, Adam			14-May-01		07-Jul-17				00094466
Farrell, Laura			20-Oct-06		07-Jul-17				00096660
Forsch, Kim			15-Jul-00		07-Jul-17				00102707
Franchuk, Ryan			01-Jun-05		07-Jul-17				00105364
Guglielmi, Irene			06-Jul-06		07-Jul-17				00100318

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Davison, Maurna	Financial Business Analyst	Stewart,Dawn	Victoria	00104467	s.22		Temporary Market Adjustment		35.00
deLange, Robert	Senior Technical Analyst	Wen,Feng	Victoria	00077135			Standard		35.00
Dhaliwal, Gurnam	Database Analyst	Wen,Feng	Victoria	00074811			Standard		20.00
Dixon, Jane E	Technical Analyst	Krull,James	Victoria	00114876			Standard		35.00
Ehman, Kevin	Business Analyst	Agbay,Rommel *	Victoria	00081494			Temporary Market Adjustment		35.00
Ell, Adam	Intermediate Tech Analyst	Wen,Feng	Victoria	00074675			Standard		35.00
Farrell, Laura	Training/Documentation Coordin	Hewitt,Justin	Victoria	00088162			Standard		35.00
Forsch, Kim	Senior Systems Analyst	Hewitt,Justin	Victoria	00082670			Standard		35.00
Franchuk, Ryan	Team Lead Bus Appl Support	Macpherson,Charles	Victoria	00105364			Standard		35.00
Guglielmi, Irene	Dir.,Strat. Bus.Transformation	Hume,David	Victoria	00077880			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Davison, Maurna	B	$191.40		s.22					
deLange, Robert	B								
Dhaliwal, Gurnam	B								
Dixon, Jane E	B								
Ehman, Kevin	B	$174.82							
Ell, Adam	B								
Farrell, Laura	B								
Forsch, Kim	B								
Franchuk, Ryan	B								
Guglielmi, Irene	B								

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Davison, Maurna						
deLange, Robert						
Dhaliwal, Gurnam						
Dixon, Jane E						
Ehman, Kevin						
Ell, Adam						
Farrell, Laura						
Forsch, Kim						
Franchuk, Ryan						
Guglielmi, Irene						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Guiney, Lisa M	ADMN O 24R	$69,104.56	GEU	Regular GEU	019-5206	Government Digital Experience Division	GCPE-CE	s.22
Hallas, Ian	ISL 30R	$82,891.45	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Hebert, Laura	ISL 24R	$64,248.82	GEU	Regular GEU	019-0182	Government Digital Experience Division	GCPE-SDT	
Hewitt, Justin	Band 3	$74,331.29	MGT	Regular MGT	019-5207	Government Digital Experience Division	GCPE-OTS	
Hilton, Dan G	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Howard, Steven	ISL 24R	$64,248.82	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Hume, David	Band 5	$115,566.00	MGT	Regular MGT	019-5206	Government Digital Experience Division	GCPE-CE	
Hunter, Carolynn	Band 2	$79,045.62	MGT	Regular OIC	019-0186	Government Digital Experience Division	GCPE-BCS	
Janes, Ryan	ISL 21R	$63,164.54	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Johnston, Ashley	ISL 24R				019-0182	Government Digital Experience Division	GCPE-SDT	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Guiney, Lisa M	s.22		05-Jul-90	s.22	07-Jul-17	s.22			00101969
Hallas, Ian			17-Sep-06		07-Jul-17				00104467
Hebert, Laura			08-Jul-14		07-Jul-17				00109363
Hewitt, Justin			16-Nov-06		07-Jul-17				00082229
Hilton, Dan G			26-Mar-07		07-Jul-17				00097501
Howard, Steven			05-Jan-15		07-Jul-17				00109181
Hume, David			04-May-09		07-Jul-17				00098833
Hunter, Carolynn			03-Feb-92		07-Jul-17				00084916
Janes, Ryan			21-Jul-06		07-Jul-17				00073377
Johnston, Ashley					07-Jul-17				00103192

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NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Guiney, Lisa M	Professional Dev Specialist	Twynstra,Tanya	Victoria	00102592	s.22		Standard		35.00
Hallas, Ian	Development Mgr&Solution Arch	Albert,Steve	Victoria	00106899			Standard		35.00
Hebert, Laura	Information Systems R24	Young,Deanna	Victoria	00074719			Standard		35.00
Hewitt, Justin	Manager, Corporate Web	Albert,Steve	Victoria	00114775			Standard		35.00
Hilton, Dan G	Senior Content Strategist	Hewitt,Justin	Victoria	00080204			Temporary Market Adjustment		35.00
Howard, Steven	Web Technical Analyst	Hewitt,Justin	Victoria	00074719			Standard		35.00
Hume, David	Exec Dir, Citizen Engmt	Champion,Denise	Victoria	00104464			Temporary Market Adjustment		35.00
Hunter, Carolynn	Sr. Communication Officer	Bamford,Stephen	Victoria	00105364			Standard		35.00
Janes, Ryan	Technical Analyst	Kayfish,Curtis	Victoria	00066857			Temporary Market Adjustment		35.00
Johnston, Ashley	Web Content Editor	Agbay,Rommel	Victoria	00098288			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Guiney, Lisa M	B			s.22					
Hallas, Ian	B								
Hebert, Laura	B								
Hewitt, Justin	B								
Hilton, Dan G	B	$174.82							
Howard, Steven	B								
Hume, David	B	$174.82							
Hunter, Carolynn									
Janes, Ryan	B	$314.54							
Johnston, Ashley	B								

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Guiney, Lisa M						
Hallas, Ian						
Hebert, Laura						
Hewitt, Justin						
Hilton, Dan G						
Howard, Steven						
Hume, David						
Hunter, Carolynn						
Janes, Ryan						
Johnston, Ashley						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Kayfish, Curtis	ISL 30R	$82,891.45	OEX	Regular Schedule A	019-5207	Government Digital Experience Division	GCPE-OTS	s.22
Keck, Bonnie	ISL 21R	$63,164.54	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Kenny, Wendy J	ISL 24R	$67,894.79	GEU	Regular GEU	019-0182	Government Digital Experience Division	GCPE-SDT	
Kieboom, Marlieke	ISL 24R	$60,531.87	GEU	Regular GEU	019-0182	Government Digital Experience Division	GCPE-SDT	
Krull, James	ISL 30R	$82,891.45	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Krutzmann, Anne C.J.	ISL 24R	$69,104.56	OEX	Regular Schedule A	019-0186	Government Digital Experience Division	GCPE-BCS	
Leckenby, Heidi	ISL 24R	$64,248.82	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Lee, Chelsea A.	ISL 24R	$69,104.56	GEU	Temporary Assignment GEU	019-5206	Government Digital Experience Division	GCPE-CE	
Lee, Sang-Hyuk	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Levine, Davis	ISL 24R	$60,531.87	GEU	Auxiliary less than 1827	019-0182	Government Digital Experience Division	GCPE-SDT	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Kayfish, Curtis	s.22		03-Oct-07	s.22	07-Jul-17	s.22			00102705
Keck, Bonnie			23-Sep-91		07-Jul-17				00097340
Kenny, Wendy J			18-Aug-98		07-Jul-17				00096761
Kieboom, Marlieke			03-Apr-17		07-Jul-17				00103192
Krull, James			25-May-04		07-Jul-17				00080204
Krutzmann, Anne C.J.			01-Sep-97		07-Jul-17				00095359
Leckenby, Heidi			08-Oct-14		07-Jul-17				00108456
Lee, Chelsea A.			18-Oct-10		07-Jul-17				00108349
Lee, Sang-Hyuk			11-Aug-08		07-Jul-17				00094389
Levine, Davis			10-Apr-17		07-Jul-17				00071061

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Kayfish, Curtis	Team Lead, Architect	Cormack,Garrett	Victoria	00088161	s.22		Standard		35.00
Keck, Bonnie	Information Systems Analyst	Macpherson,Charles	Victoria	00074718			Standard		35.00
Kenny, Wendy J	Information Systems R24	Guglielmi,Irene *	Victoria	00088162			Standard		35.00
Kieboom, Marlieke	Web Content Editor	Agbay,Rommel *	Victoria	00102590			Standard		35.00
Krull, James	MISO, Architect	Cormack,Garrett	Victoria	00114775			Standard		35.00
Krutzmann, Anne C.J.	Business Analyst	Bamford,Stephen	Victoria	00104467			Temporary Market Adjustment		35.00
Leckenby, Heidi	Information Architect	Guglielmi,Irene *	Victoria	00084701			Standard		35.00
Lee, Chelsea A.	Service Design Specialist	Guglielmi,Irene *	Victoria	00074811			Standard		20.00
Lee, Sang-Hyuk	Senior Technical Analyst	Kayfish,Curtis	Victoria	00107784			Standard		35.00
Levine, Davis	Service Design Specialist	Agbay,Rommel *	Victoria	00074755			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Kayfish, Curtis	B			s.22					
Keck, Bonnie	B								
Kenny, Wendy J	B								
Kieboom, Marlieke	B								
Krull, James	B								
Krutzmann, Anne C.J.	B	$191.40							
Leckenby, Heidi	B								
Lee, Chelsea A.	B								
Lee, Sang-Hyuk	B								
Levine, Davis	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Kayfish, Curtis						
Keck, Bonnie						
Kenny, Wendy J						
Kieboom, Marlieke						
Krull, James						
Krutzmann, Anne C.J.						
Leckenby, Heidi						
Lee, Chelsea A.						
Lee, Sang-Hyuk						
Levine, Davis						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Lowe, Donna	Band 2	$79,045.62	MGT	Regular OIC	019-0186	Government Digital Experience Division	GCPE-BCS	s.22
Lowe, Raymond	ISL 24R	$69,104.56	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
MacLennan, Alex Donald	Band 6	$116,465.77	MGT	Regular MGT	019-0182	Government Digital Experience Division	GCPE-SDT	
Macpherson, Charles	Band 2	$64,523.55	MGT	Regular OIC	019-0186	Government Digital Experience Division	GCPE-BCS	
Mellor, Carolyn	ISL 24R	$69,104.56	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Moser, Walter	Band 6	$115,000.07	MGT	Regular MGT	019-5207	Government Digital Experience Division	GCPE-OTS	
Mullane, Loren	ADMN O 24R	$69,104.56	GEU	Regular GEU	019-5206	Government Digital Experience Division	GCPE-CE	
Murphy, Savannah	Band 4	$89,573.23	MGT	Regular MGT	019-0220	Government Digital Experience Division	GCPE-DIV OPS	
Mustafa, Karim	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Na, Eric HyunJung	ISL 24R	$69,104.56	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Lowe, Donna	s.22		17-Nov-03	s.22	07-Jul-17	s.22			00079620
Lowe, Raymond			22-Dec-08		07-Jul-17				00067202
MacLennan, Alex Donald					07-Jul-17				00098291
Macpherson, Charles			27-Nov-08		07-Jul-17				00085079
Mellor, Carolyn			21-Sep-81		07-Jul-17				00081845
Moser, Walter			02-May-05		07-Jul-17				00101442
Mullane, Loren			02-Nov-10		07-Jul-17				00103223
Murphy, Savannah			24-May-04		07-Jul-17				00081494
Mustafa, Karim			01-Oct-01		07-Jul-17				00104464
Na, Eric HyunJung			08-Dec-08		07-Jul-17				00094390

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Lowe, Donna	Sr. Communication Specialist	Bamford,Stephen	Victoria	00074644	s.22		Standard		35.00
Lowe, Raymond	Intermed. Programmer Analyst	Tiong,Ocean Zwat-Hai	Victoria	00110953			Standard		35.00
MacLennan, Alex Donald	Exec Dir, Strat. Design&Transf	Champion,Denise	Victoria	00096430			Standard		35.00
Macpherson, Charles	Technical Services Manager	Bamford,Stephen	Victoria	00111660			Standard		35.00
Mellor, Carolyn	Bus Analyst, Info Architecture	Bamford,Stephen	Victoria	00098833			Standard		35.00
Moser, Walter	Exec Dir, Corp Online Services	Champion,Denise	Victoria	00074708			Standard		35.00
Mullane, Loren	Comm Engagement & Web Lead	Wrate,David	Victoria	00111977			Standard		35.00
Murphy, Savannah	Director, Service Design	Champion,Denise	Victoria	00091878			Standard		35.00
Mustafa, Karim	Senior Application Developer	Hallas,Ian	Victoria	00110235			Standard		35.00
Na, Eric HyunJung	Intermed. Programmer Analyst	Mustafa,Karim	Victoria	00088161			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Lowe, Donna	B			s.22					
Lowe, Raymond	B								
MacLennan, Alex Donald	B								
Macpherson, Charles	B								
Mellor, Carolyn	B								
Moser, Walter	B								
Mullane, Loren	B								
Murphy, Savannah	B								
Mustafa, Karim	B								
Na, Eric HyunJung	B								

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Lowe, Donna						
Lowe, Raymond						
MacLennan, Alex Donald						
Macpherson, Charles						
Mellor, Carolyn						
Moser, Walter						
Mullane, Loren						
Murphy, Savannah						
Mustafa, Karim						
Na, Eric HyunJung						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Nevin, Daniel	Band 3	$86,511.34	MGT	Regular MGT	019-5207	Government Digital Experience Division	GCPE-OTS	s.22
Racine, Genevieve	Band 2		MGT	Regular MGT	019-0182	Government Digital Experience Division	GCPE-SDT	
Ruemke-Douglas, Gillian	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Seiterle, Dominic	ADMN O 24R	$74,261.63	MGT	Regular Schedule A	019-5206	Government Digital Experience Division	GCPE-CE	
Shakdher, Smriti	ISL 24R	$60,531.87	GEU	Auxiliary less than 1827	019-0182	Government Digital Experience Division	GCPE-SDT	
Shee, William	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Shutko, Craig	ISL 27R	$66,200.03	OEX	Regular Schedule A	019-0186	Government Digital Experience Division	GCPE-BCS	
Singbeil, Kelsey	ISL 24R	$60,531.87	GEU	Regular GEU	019-0182	Government Digital Experience Division	GCPE-SDT	
Skibo, Leonard	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Smith, Karen A.	ISL 24R	$69,104.56	GEU	Regular GEU	019-0183	Government Digital Experience Division	GCPE-PMO	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Nevin, Daniel	s.22		23-Apr-07	s.22	07-Jul-17	s.22			00099222
Racine, Genevieve					07-Jul-17				00095594
Ruemke-Douglas, Gillian			14-Feb-11		07-Jul-17				00070703
Seiterle, Dominic					07-Jul-17				00091558
Shakdher, Smriti			03-Apr-17		07-Jul-17				00096761
Shee, William			20-Aug-07		07-Jul-17				00096684
Shutko, Craig			29-Aug-16		07-Jul-17				00102737
Singbeil, Kelsey			19-Sep-14		07-Jul-17				00071061
Skibo, Leonard			01-Jun-92		07-Jul-17				00085056
Smith, Karen A.			02-Nov-00		07-Jul-17				00083220

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Nevin, Daniel	Mgr,SocialMedia,Mobile&Webcast	Albert,Steve	Victoria	00106897	s.22		Standard		35.00
Racine, Genevieve	User Experience Specialist	Guglielmi,Irene	Victoria	00110952			Standard		35.00
Ruemke-Douglas, Gillian	Product Manager, Corp Web	Hewitt,Justin	Victoria	00074639			Standard		35.00
Seiterle, Dominic	Manager, Performance &Analysis	Hume,David	Victoria	00111267			Standard		35.00
Shakdher, Smriti	Information Systems R24	Guglielmi,Irene *	Victoria	00092035			Standard		35.00
Shee, William	Senior Application Analyst	Hallas,Ian	Victoria	00074811			Standard		11.00
Shutko, Craig	Senior Solutions Developer	Unknown	Victoria	00066857			Temporary Market Adjustment		35.00
Singbeil, Kelsey	Service Design Specialist	Agbay,Rommel *	Victoria	00088162			Standard		21.00
Skibo, Leonard	Search & Applications Manager	Hallas,Ian	Victoria	00111131			Temporary Market Adjustment		35.00
Smith, Karen A.	Project Coordinator	Murphy,Savannah	Victoria	00074739			Salary Protected		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Nevin, Daniel	B			s.22					
Racine, Genevieve	B								
Ruemke-Douglas, Gillian	B								
Seiterle, Dominic	B								
Shakdher, Smriti	B								
Shee, William	B								
Shutko, Craig	B	$314.54							
Singbeil, Kelsey	B								
Skibo, Leonard	B	$153.13							
Smith, Karen A.	B		$246.60						

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NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Nevin, Daniel						
Racine, Genevieve						
Ruemke-Douglas, Gillian						
Seiterle, Dominic						
Shakdher, Smriti						
Shee, William						
Shutko, Craig						
Singbeil, Kelsey						
Skibo, Leonard						
Smith, Karen A.						

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Stafford, Katherine M	ISL 18R	$50,857.18	GEU	Regular GEU; Part Time	019-0186	Government Digital Experience Division	GCPE-BCS	s.22
Stewart, Jeffrey	ISL 24R	$69,104.56	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Stuart, Craig	ISL 24R	$69,104.56	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Sturrock, James	ISL 18R	$52,329.92	GEU	Auxiliary less than 1827	019-0186	Government Digital Experience Division	GCPE-BCS	
Su, Zhibin	ISL 30R	$82,891.45	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Summers, Stephanie Katrina	ADMN O 21R	$55,422.02	GEU	Regular GEU	019-5206	Government Digital Experience Division	GCPE-CE	
Tiong, Ocean Zwat-Hai	ISL 27R	$75,658.71	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	
Twynstra, Tanya	Band 3	$92,452.74	MGT	Regular MGT	019-5206	Government Digital Experience Division	GCPE-CE	
Vale, Linda	CLK 09R	$44,721.76	OEX	Regular Schedule A	019-0220	Government Digital Experience Division	GCPE-DIV OPS	
Wen, Feng	ISL 30R	$82,891.45	GEU	Regular GEU	019-5207	Government Digital Experience Division	GCPE-OTS	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Stafford, Katherine M	s.22		18-Jul-16	s.22	07-Jul-17	s.22			00108164
Stewart, Jeffrey			13-Mar-06		07-Jul-17				00108458
Stuart, Craig			30-Sep-08		07-Jul-17				00091031
Sturrock, James			11-Oct-16		07-Jul-17				00108164
Su, Zhibin			29-May-12		07-Jul-17				00104468
Summers, Stephanie Katrina			01-Aug-14		07-Jul-17				00111138
Tiong, Ocean Zwat-Hai			20-Jan-14		07-Jul-17				00107422
Twynstra, Tanya			28-Jul-94		07-Jul-17				00098288
Vale, Linda			24-Apr-12		07-Jul-17				00103001
Wen, Feng			03-Dec-07		07-Jul-17				00101209

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NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Stafford, Katherine M	Service Desk Analyst	Franchuk,Ryan	Victoria	00110708	s.22		Standard		35.00
Stewart, Jeffrey	Technical Analyst	Krull,James	Victoria	00105528			Standard		35.00
Stuart, Craig	Intermed. Programmer Analyst	Mustafa,Karim	Victoria	00100318			Temporary Market Adjustment		35.00
Sturrock, James	Service Desk Analyst	Franchuk,Ryan	Victoria	00092035			Standard		35.00
Su, Zhibin	Architect	Cormack,Garrett	Victoria	00074708			Standard		35.00
Summers, Stephanie Katrina	Citizen Engagement Analyst	Twynstra,Tanya	Victoria	00102590			Standard		35.00
Tiong, Ocean Zwat-Hai	Senior Application Developer	Hallas,Ian	Victoria	00102590			Salary Protected		35.00
Twynstra, Tanya	Dir, Citizen Engmt	Hume,David	Victoria	00098833			Standard		35.00
Vale, Linda	Records Clerk	Foster,Bruce	Victoria	00101507			Standard		35.00
Wen, Feng	Team Lead, Architect	Cormack,Garrett	Victoria	00099222			Temporary Market Adjustment	int in	35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Stafford, Katherine M	B			s.22					
Stewart, Jeffrey	B								
Stuart, Craig	B	$167.47							
Sturrock, James	B								
Su, Zhibin	B								
Summers, Stephanie Katrina	B								
Tiong, Ocean Zwat-Hai	B		$146.06						
Twynstra, Tanya	B								
Vale, Linda	B								
Wen, Feng		$191.40				int in	2016-04-25	2017-11-25	BC019

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Stafford, Katherine M						
Stewart, Jeffrey						
Stuart, Craig						
Sturrock, James						
Su, Zhibin						
Summers, Stephanie Katrina						
Tiong, Ocean Zwat-Hai						
Twynstra, Tanya						
Vale, Linda						
Wen, Feng	019-5207	508010	24A	00109180	Tiong,Ocean Zwat-Hai	$69,104.56

NAME	Classification	Current Salary	Salary Admin Plan	Appointment Status	Paylist	Program	Department	Leave Status
Whetung, Margaret	ISL 24R	$60,531.87	GEU	Regular GEU	019-0182	Government Digital Experience Division	GCPE-SDT	s.22
Wilson, Mark A	ISL 24R	$66,200.03	GEU	Regular GEU	019-5206	Government Digital Experience Division	GCPE-CE	
Wrate, David	Band 3	$92,813.56	MGT	Regular MGT	019-5206	Government Digital Experience Division	GCPE-CE	
Yona, Daniel	ISL 27R	$75,658.71	GEU	Regular GEU (currently on TA)	019-5207	Government Digital Experience Division	GCPE-OTS	
Young, Deanna	ISL 27R	$75,658.71	GEU	Regular GEU	019-0182	Government Digital Experience Division	GCPE-SDT	

NAME	Leave Start Date	Leave Return Date	Start Date	Years of Service	Current date	Years of Service	Years in Current Position	Future Dated Staffing Action	Position
Whetung, Margaret	s.22		16-Jul-15	s.22	07-Jul-17	s.22			00107518
Wilson, Mark A			03-Sep-08		07-Jul-17				00108349
Wrate, David			23-Dec-04		07-Jul-17				00099642
Yona, Daniel			14-Nov-11		07-Jul-17				00082914
Young, Deanna			10-Jul-91		07-Jul-17				00111131

NAME	Title	Supervisor Name	City	Supervisor Position	Empl ID	Age	Salary type	Type	Standard Hours
Whetung, Margaret	Service Design Specialist	Young,Deanna	Victoria	00100318	s.22		Temporary Market Adjustment		35.00
Wilson, Mark A	Service Design Specialist	Guglielmi,Irene *	Victoria	00074800			Standard		35.00
Wrate, David	Director, Design Strategy CEU	Hume,David	Victoria	00101507			Standard		35.00
Yona, Daniel	Team Lead, Business Analysis	Nevin,Daniel	Victoria	00074731			Standard		35.00
Young, Deanna	Team Lead	Guglielmi,Irene *	Victoria	00110708			Standard		35.00

NAME	Base	AMA	SPP	Future Termination Date	Future Termination Reason	TA Status	TA Start Date	TA Return Date	TA Return BU
Whetung, Margaret	B	$191.40		s.22					
Wilson, Mark A	B								
Wrate, David	B								
Yona, Daniel	B								
Young, Deanna	B								

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Generated on: 7/7/2017 12:48:01 PM

NAME	TA Return DeptID	TA Return Jobcode	TA Return Gate	TA Return Position	TA Return Supervisor	TA Return ABBR
Whetung, Margaret						
Wilson, Mark A						
Wrate, David						
Yona, Daniel						
Young, Deanna						

Standards of Conduct

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This policy statement applies to all persons and organizations covered by the Public Service Act. The policy statement supports the core policy objective that "public service employees exhibit the highest standards of conduct."

Employees will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute. The honesty and integrity of the BC Public Service demands the impartiality of employees in the conduct of their duties.

The requirement to comply with these standards of conduct is a condition of employment. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

Loyalty

Public service employees have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Oath of Employment requires BC Public Service employees to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section of this policy statement for details.)

Public Comments

BC Public Service employees may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so).

Employees must not jeopardize the perception of impartiality in the performance of their duties through making public comments or entering into public debate regarding ministry policies. BC Public Service employees must not use their position in government to lend weight to the public expression of their personal opinions.

Political Activity

BC Public Service employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office. Employees' political activities, however, must be clearly separated from activities related to their employment.

If engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities. Employees must not engage in political activities during working hours or use government facilities, equipment, or resources in support of these activities.

Partisan politics are not to be introduced into the workplace; however, informal private discussions among co-workers are acceptable.

Service to the Public

BC Public Service employees must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of BC Public Service employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the BC Public Service will not be tolerated.

All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Employees must report any incident of violence. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulations.

Conflicts of Interest

A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:

- the employee's ability to act in the public interest could be impaired; or
- the employee's actions or conduct could undermine or compromise:
    - the public's confidence in the employee's ability to discharge work responsibilities; or
    - the trust that the public places in the BC Public Service.

While the government recognizes the right of BC Public Service employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their BC Public Service duties. Upon appointment to the BC Public Service, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising. Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or ethics advisor. Examples of conflicts of interest include, but are not limited to, the following:

- An employee uses government property or equipment or the employee's position, office, or government affiliation to pursue personal interests or the interests of another organization;
- An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;
- An employee, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee, has an interest, financial or otherwise;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which the employee can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);

- An employee accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment in the BC Public Service, other than:
    - the exchange of hospitality between persons doing business together;
    - tokens exchanged as part of protocol;
    - the normal presentation of gifts to persons participating in public functions; or
    - the normal exchange of gifts between friends; or
- An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Allegations of Wrongdoing

Employees have a duty to report any situation relevant to the BC Public Service that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (for example, the Freedom of Information and Protection of Privacy Act). Employees will not be subject to discipline or reprisal for bringing forward to a Deputy Minister, in good faith, allegations of wrongdoing in accordance with this policy statement.

Employees must report their allegations or concerns as follows:

- Members of the BCGEU must report in accordance with Article 32.13;
- PEA members must report in accordance with Article 36.12; or
- Other employees must report in writing to their Deputy Minister or other executive member of the ministry, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the employee's submission. Where an allegation involves a Deputy Minister, the employee must forward the allegation to the Deputy Minister to the Premier.

These reporting requirements are in addition to an employee's obligation to report to the Comptroller General as outlined in Section 33.2 of the Financial Administration Act.

Where an employee believes that the matter requires a resolution and it has not been reasonably resolved by the ministry, the employee may then refer the allegation to the appropriate authority.

If the employee decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police;
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment.

Legal Proceedings

Employees must not sign affidavits relating to facts that have come to their knowledge in the course of their duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Justice. In the case of affidavits required for use in arbitrations or other proceedings related to employee relations, the Labour Relations Branch of the BC Public Service Agency will obtain any necessary approvals. Employees are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services branch.

Working Relationships

Employees involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, employees who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one employee has influence, input, or decision-making power over the other employee's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two employees that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the Deputy Minister is satisfied that sufficient safeguards are in place to ensure that the Employer's interests are not compromised.

Human Resource Decisions

Employees are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, employees are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Employees may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- interfere with the performance of their duties as a BC Public Service employee;
- bring the government into disrepute;
- represent a conflict of interest or create the reasonable perception of a conflict of interest;
- appear to be an official act or to represent government opinion or policy;
- involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- gain an advantage that is derived from their employment with the BC Public Service.

Employees who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Agency Head

- Provide timely advice to managers and designated contacts respecting the application of this policy statement including guidance on an appropriate employer response to transgressions of the policy statement; and
- Coordinate the development of awareness, training, and communication programs in support of this policy statement.

Deputy Ministers

- Advise employees of the required standards of conduct and the consequences of non-compliance;
- Designate a ministry contact for matters related to standards of conduct;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy statement in a timely manner, taking the appropriate action based upon the facts and circumstances;

- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy statement within their organization.

Line Managers

- Advise staff on standards of conduct issues;
- Engage the ministry-designated contact as may be appropriate in the circumstances; and
- Contribute to a work environment that is free of discrimination.

Employees

- Objectively and loyally fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behavior;
- Avoid engaging in discriminatory conduct or comment; and
- Check with their supervisor or manager when they are uncertain about any aspect of this policy statement.

BRITISH COLUMBIA

Standards of Conduct for Political Staff Acknowledgement

The **Standards of Conduct for Political Staff** can be found online and downloaded in printable format.

The objectives of this policy are to describe the standards of conduct expected of political staff and to define employer and staff responsibilities related to them. Some of the principles described in the policy are reflected in the Political Staff Oath taken by all political staff.

Staff who breach the Standards of Conduct for Political Staff may be subject to disciplinary action up to and including dismissal.

Please ensure you read the policy and adhere to its principles and procedures, noting especially the accountabilities of political staff. **Sign the statement at the bottom of this page and return it to the employer within ten working days.** Retain the attached policy for your records.

I hereby acknowledge that I have received a copy of the Standards of Conduct for Political Staff and that I have read and understood this policy.

SIGNATURE	NAME	DATE

BRITISH COLUMBIA

Standards of Conduct for Political Staff

"Political staff" are persons appointed under section 15(1)(a) of the *Public Service Act* who report through to the Chief of Staff to the Premier or provide support to a Minister, and who are not assigned job duties primarily of an administrative, technical or communications nature. Most appointees working in the Office of the Premier and supporting Minister's offices are political staff (e.g., Chiefs of Staff, Ministerial Assistants and Executive Assistants). Appointees to Government Communications and Public Engagement are not political staff. See Schedule 1 for a listing of political staff job titles.

Political staff will exhibit the highest standards of conduct. Their conduct must instil confidence and trust and not bring the Province of British Columbia into disrepute.

The requirement to comply with these standards of conduct is a condition of employment. Political staff who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

The Standards of Conduct for Political Staff closely resemble the Standards of Conduct applicable to employees of the BC Public Service. However, the Standards of Conduct for Political Staff recognize the unique, partisan role performed by political staff and provide guidance on how political staff may exercise their partisan duties while also respecting the non-partisan role of employees in the BC Public Service.

Role of Political Staff

Political staff are generally employed to help Ministers on matters where the non-political and political work of Government overlap and where it would be inappropriate for permanent public servants to become involved. Political staff serve as advisors and assistants who share the ruling party's political commitment, and who can complement the professional, expert and non-partisan advice and support of the permanent public service.

Many political staff report directly to their Minister's Chief of Staff, who is responsible for the overall management of the Minister's Office including managing the office budget and personnel. Political staff should ask their Chief of Staff, or other manager or supervisor to whom they report, if they have any questions regarding their role and responsibilities.

Loyalty

Political staff have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests.

Confidentiality

Confidential information, in any form, that political staff receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Political staff with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Staff who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that political staff receive through their employment must not be used for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section below for details.)

Public Comments

Political staff may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so). Staff must not use their position in government to lend weight to the public expression of their personal opinions.

Service to the Public

Political staff must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Staff must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Political staff are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the *Human Rights Code*. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of political staff in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the Province of BC will not be tolerated.

All political staff may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Political staff must report any incident of violence. Any staff who become aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately. Staff must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC *Occupational Health and Safety Regulations*.

Interactions with the Permanent Public Service

In meeting their responsibility to respect the non-partisanship of ministry staff, political staff have an obligation to inform themselves about the appropriate parameters of conduct set out in the Standards of Conduct for Public Service Employees, and to actively assess their own conduct and any requests they make to ministry employees in the light of those parameters.

To the extent practicable, relations between political staff and ministry staff should be conducted through the Deputy Minister's Office. The Deputy Minister's Office should be informed about any significant contact between political staff and ministry employees. Ministers, Deputy Ministers and Ministers' Chiefs of Staff should be vigilant in ensuring the appropriate parameters of interaction between political staff and ministry staff are observed.

BRITISH COLUMBIA

Political staff may ask ministry employees for information, transmit the Minister's instructions, or be informed of decisions in order to address communications and strategic issues. However, they do not have a direct role in ministry operations and have no legal basis for exercising the delegated authority of Ministers. Nor may political staff give direction to ministry employees on the discharge of their responsibilities.

Examples of appropriate and inappropriate conduct include, but are not limited to, the following:

Appropriate Conduct	Inappropriate Conduct
▸ Convey to ministry employees the Minister's view of issues and direction on work priorities; ▸ Request ministry employees prepare information and analyses; ▸ Hold meetings with ministry employees to discuss advice being prepared for the Minister.	▸ Ask a ministry employee to do anything inconsistent with their obligations under the Standards of Conduct; ▸ Authorize the expenditure of public funds, have responsibility for budgets, or have any involvement in the award of external contracts; ▸ Exercise any power in relation to the management of employees within their ministry (except in relation to other political staff); ▸ Suppress or supplant advice prepared for the Minister by ministry employees (although they may comment on such advice).

Conflicts of Interest

A conflict of interest occurs when a political staff member's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the staff member's duties or responsibilities in such a way that:

- the staff member's ability to act in the public interest could be impaired; or
- the staff member's actions or conduct could undermine or compromise:
  - the public's confidence in the staff member's ability to discharge work responsibilities; or
  - the trust that the public places in the Province of BC.

While the government recognizes the right of political staff to be involved in activities as citizens of the community, conflict must not exist between their private interests and the discharge of their employment duties. Upon appointment, political staff must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Political staff who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or Chief of Staff. Examples of conflicts of interest include, but are not limited to, the following:

- A staff member uses government property or equipment or their position, office, or government affiliation to pursue personal interests or the interests of another organization;
- A staff member is in a situation where they are under obligation to a person who might benefit from or seek to gain special consideration or favour;

- A staff member, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the staff member, or a relative or friend, has an interest, financial or otherwise;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of their employment;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which they can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- A staff member accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of their employment with the Province of BC, other than:
    - the exchange of hospitality between persons doing business together;
    - tokens exchanged as part of protocol;
    - the normal presentation of gifts to persons participating in public functions; or
    - the normal exchange of gifts between friends; or
- A staff member accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of political staff who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Political staff will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Allegations of Wrongdoing

Political staff have a duty to report any situation relevant to their employment that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Staff can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (for example, the *Freedom of Information and Protection of Privacy Act*). Staff will not be subject to discipline or reprisal for bringing forward to a Chief of Staff, in good faith, allegations of wrongdoing in accordance with this policy statement.

Political staff must report their allegations or concerns in writing to their Chief of Staff or the Chief of Staff to the Premier, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the staff member's submission. Where an allegation involves a Chief of Staff, the employee must forward the allegation to the Chief of Staff to the Premier. Where an allegation involves the Chief of Staff to the Premier, the allegation must be forwarded to the Deputy Minister to the Premier.

In addition to these reporting requirements, it is expected political staff will also report to the Comptroller General any irregularities related to the expenditure of public funds as outlined in Section 33.2 of the *Financial Administration Act*.

Where a political staff member believes that the matter requires a resolution and it has not been reasonably resolved by their employer, they may then refer the allegation to the appropriate authority.

If the staff member decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police;
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment.

Legal Proceedings

Political staff must not sign affidavits relating to facts that have come to their knowledge in the course of their employment duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. Political staff are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services branch.

Working Relationships

Political staff involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, staff who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one staff member has influence, input, or decision-making power over the other's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two staff members that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the Chief of Staff to the Premier is satisfied that sufficient safeguards are in place to ensure that the employer's interests are not compromised.

Human Resource Decisions

Political staff are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, staff are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Political staff may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- interfere with the performance of their employment duties;
- bring the government into disrepute;
- represent a conflict of interest or create the reasonable perception of a conflict of interest;
- appear to be an official act or to represent government opinion or policy;
- involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- gain an advantage that is derived from their employment with the Province of BC.

Political staff who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Chief of Staff to the Premier and Deputy Chief of Staff to the Premier

- Provide timely advice to Chiefs of Staff respecting the application of this policy statement including guidance on an appropriate employer response to transgressions of this policy; and
- Coordinate the development of awareness, training, and communication programs in support of this policy.
- Consult with the Head of the BC Public Service Agency as required to address complex issues.

Chiefs of Staff

- Advise political staff of the required standards of conduct and the consequences of non-compliance;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy in a timely manner, taking the appropriate action based upon the facts and circumstances, and conferring with the Chief of Staff to the Premier as appropriate;
- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy within their organization.

Political Staff

- Fulfil their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behaviour;
- Avoid engaging in discriminatory conduct or comment; and

- Check with their supervisor, Chief of Staff or Chief of Staff to the Premier when they are uncertain about any aspect of this policy.

Standards of Conduct for Political Staff: Schedule 1 – Political Staff Job Titles

Political staff must abide by the Standards of Conduct for Political Staff. All other section 15(1)(a) appointees must abide by the Standards of Conduct applicable to other public service employees.

Political staff are persons appointed under section 15(1)(a) of the *Public Service Act* who are not assigned job duties primarily of a technical or administrative nature including those appointed to the following positions:

- Executive Assistant to a Minister
- Ministerial Assistant
- Ministerial Chief of Staff
- Staff in the Premier's Office (except those whose job duties are primarily of a technical or administrative nature – e.g., Administrative Coordinator)

Last updated: February 27, 2014

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	Placement back into Public Service for OIC appointees
Date:	Monday, July 10, 2017 1:20:00 PM
Attachments:	Personnel Policies.pdf

Rita

As discussed…here is the policy that applies to individuals who are OICs and want to come back into public service. Policy applies to appointees under Section 15.1 (a) and (b) of the Public Service Act and who were immediately preceding their appointment hired under Section 8 (merit) of the Act.

In 2011, the Deputy Minister and Head of the Public Service Agency made the decision to allow all OIC appointments to have in-service status to apply for regular competitions regardless of whether or not they were previously in a regular public service position. However, the policy statement has not been amended to reflect this change.

Placement of OIC appointees back into the Public Service is discretionary and not an entitlement.

Personnel Policies
BC Public Service Agency
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Order in Council (OIC) Movement to Public Service Act (PSA) Position (Formerly Policy Directive 4.4) - Policy 4.7

1. Objective

The objective of this policy is to define the placement opportunities for Order in Council appointees who were previously in public service positions.

2. Application and Scope

This policy applies to persons appointed by Order in Council under Section 15.1 (a) and (b) of the *Public Service Act* (PSA) who were, immediately preceding their appointment, in regular public service positions.

3. Principles

The Government of British Columbia is committed to ensuring that persons in OIC positions who were previously hired under Section 8 of the *Public Service Act* are considered for placement in the public service and are considered in service for competition purposes.

4. Mandatory Requirements

4.1 Placement to Public Service Position

Where an appointee's OIC is rescinded, the appointee may be considered for placement without competition to a public service position, at or below their former level, for a period of sixty days following the date the OIC is rescinded.

4.2 In Service Status

During the term of OIC appointments, appointees will have in service status for the purpose of applying on competitions for permanent positions. They may not apply on temporary appointments as these are considered career development opportunities and, as such, are open only to Section 8 public service employees.

Where an OIC is rescinded, an appointee will have in service status for the purpose of applying on public service competitions for a period of sixty days following the date the OIC is rescinded.

4.3 Continuous Service

During the term of OIC appointments, appointees will be granted credit for years of continuous service for competition purposes, up to but not including time spent in the OIC appointment, provided there was no break in service.

Where an OIC is rescinded, an appointee will be granted credit for years of continuous service for competition purposes, up to but not including time spent in the OIC appointment, provided there was no break in service.

4.4 Length of Service	Where an OIC is rescinded, an appointee will be granted credit for length of service for benefit entitlement purposes, including time spent in the OIC appointment, provided there was no break in service.
5. Responsibilities	
BC Public Service Agency	The head of the Agency is responsible for: • Providing advice, guidance and assistance on this policy; and • Considering the placement of persons, under this policy, into public service positions.
Ministries	Deputy Ministers are responsible for: • Ensuring that persons are considered, under this policy, for placement into ministry positions.
6. Legislative Authorities	*Public Service Act*
7. Other Authorities and References	Personnel Policy Manual, Policy 4.1 – Recruitment, Selection and Appointment
8. Effective Date	February 15, 1996 Administrative Update October 19, 2005

Appendix 1
Order in Council (OIC) Public Service Act (PSA) Summary

OIC's appointed under Section 15 of the PSA who were, immediately preceding their appointment, in regular public service positions.	a. in service status for purposes of applying on competitions during the term of the OIC appointment and for sixty days after the OIC is rescinded (no rights for review of staffing decisions); b. credited with points for continuous service (not including time spent in the OIC appointment) during the competition process; c. may be considered for placement without competition to a public service position at or below previous level for sixty days after the OIC is rescinded.

Staff in minister's and Premier's office in secretarial, administrative or program support positions appointed by OIC up to and including Feb. 20, 1996, who were not previously in regular public service positions.	a. in service status for purposes of applying on competitions during the term of the OIC appointment and for sixty days after the OIC is rescinded (no rights for review of staffing decisions); b. not credited with points for continuous service during the competition process; c. not eligible for placement without competition to a public service position.
OIC's, including staff in minister's and Premier's office appointed after February 20, 1996, who were not previously in regular public service positions.	a. not considered in service for purposes of applying on competitions; b. not credited with points for continuous service during the competition process; c. not eligible for placement without competition to a public service position.

Note: Deputy Ministers and Assistant Deputy Ministers appointed under Section 12 of the *Public Service Act* are regular public service employees and therefore the normal public service entitlements apply.

Top Copyright Disclaimer Privacy Feedback

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	RE: K. LeSueur - Contact Info GCPE
Date:	Thursday, July 13, 2017 5:00:00 PM

s.13,s.22 ....and yes at $105,387 it's in scope for Band 4.

From: Rita Chand s.22
Sent: Thursday, July 13, 2017 4:37 PM
To: Halls, Lori D PSA:EX
Subject: Fw: K. LeSueur - Contact Info GCPE

A head start on Kathryn LeSueur's OIC.

start date Wed. the 19th.

salary $105,387 as Director of ADvertising. Please confirm that's within scope.

I think we give this stuff to you. Kathryn is our pick for Director, Advertising in GCPE. Is this all you require for the OIC?

From: **Kathryn LeSueur** <s.22

Kathryn LeSueur
Address: s.22
Phone: s.22
Mobile

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	RE: List of ACs for "off boarding"
Date:	Tuesday, July 11, 2017 12:42:00 PM

s.22 who is on the attached list, was term certain and her term concluded June 30th so no severing required.

From: Rita Chand s.22
Sent: Tuesday, July 11, 2017 11:23 AM
To: Halls, Lori D PSA:EX
Subject: Fw: List of ACs for "off boarding"

From: Rita Chand s.22
Sent: Tuesday, July 11, 2017 10:40 AM
To: 'DONALD WRIGHT'; 'Raj Sihota (raj.sihota@bcndp.ca)'
Cc: s.22
Subject: List of ACs for "off boarding" - RESPONSE REQUESTED

Can I now send all lists, MOs, POs and this one to PSA to begin the process on the severance packages?

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	RE: URGENT
Date:	Friday, July 21, 2017 10:05:00 AM

Great. Thanks.

From: Rita Chand [mailto s.22
Sent: Friday, July 21, 2017 9:57 AM
To: Halls, Lori D PSA:EX
Subject: Re: URGENT
she just stepped out for a few minutes but once she's back I will do that.

From: Halls, Lori D PSA:EX <Lori.D.Halls@gov.bc.ca>
Sent: Friday, July 21, 2017 9:56 AM
To: Rita Chand
Subject: Re: URGENT
Tell Suzanne to call my cell s.17

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 21, 2017, at 9:22 AM, Rita Chand <s.22 > wrote:

Lori,

The Deputy Minister to the Premier has asked Suzanne to create a structure for her new office to finalize some OICs and a budget, and she needs help from PSA to do that. Is there someone available to talk to her asap today to get that started? She doesn't think it will take too long but she needs some guidance. If not you, can you point me in the direction of someone who can help her today? That way we can also finalize the TA I was talking to you about yesterday.

s.22

Rita

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	RE: Wildfires & GCPE Update
Date:	Tuesday, July 11, 2017 8:56:00 AM

Just spoke with Matt…rotational schedule still being flushed out….he is pulling it together and I will send it to you as soon as I get it from him.

From: Rita Chand s.22
Sent: Tuesday, July 11, 2017 8:51 AM
To: Halls, Lori D PSA:EX
Subject: Re: Wildfires & GCPE Update

Lori is it possible to get the rotational list as well just so we know who is on it? Thanks!

From: Halls, Lori D PSA:EX <Lori.D.Halls@gov.bc.ca>
Sent: Tuesday, July 11, 2017 8:50 AM
To: 'Rita Chand s.22 s.22
Subject: FW: Wildfires & GCPE Update

Updated list….

From: Gordon, Matt GCPE:EX
Sent: Tuesday, July 11, 2017 8:39 AM
To: Halls, Lori D PSA:EX
Subject: Wildfires & GCPE Update

Here is today's update… note we have increased our assets on the file. Totals do not include my CDs at Tran or FLNRO (or myself).

Assets/Update

GCPE EMBC

Jules McCaffrey, Jordan Turner, Lindsey Skwarok

Central PREOC – Kamloops

Glen Plummer, Dave Karn, Alex Peaker

NEW: Karen Van Marum

NorthEast PREOC – Prince George

Kate Trotter, Susan Williams, Sarah Lindstein, Heidi Zilkie

NEW: Alex Pavlich

Provincial Emergency Coordination Centre – Victoria

Leanne Ritchie, Ian Indridson, Melody Wey

NEW: Kate Mukasa (media relations support) and Louise Denis (site support for Joint Information Centre)

Also under GCPE direction: Corrections staffer (formerly GCPEE) Amy Lapsley - MLA liaison from corrections under GCPE authority) is setting up the MLA email and phone line for 8:30-4:30 pm for queries on specific issues by MLAs. Will include SitReps, (#s, outlook, summary of activities) etc….

On loan to Wildfire Fire Information Branch - Kelowna

Michelle Roberts and Hannah Glover

Total staff deployed: 20

(4 new), likely later today

- 6 in Kamloops
- 5 Prince George
- 9 in Vic (including 3 reg. GCPE EMBC staff)

Activities:

- Trained 30 new PIO staff and rostered for standby deployments.
- Very media heavy. Continuing the 1 pm technical media briefings. Yesterday's call had about 70 reporters dial in, which is an emergency call all-time high.
- looking to put a Joint Information Centre in place (JIC - multi-agency, unified command model of public information. One stop source = congruent messaging and lock step with stakeholders).
- Advertising – looking at a modest ($50k), targeted buy with two messages – preparation and evacuation supports (radio and facebook.

OF NOTE:

PIOs (senior media relations folks: Karen Van Marum, David Karen and Glen Plummer) are assisting from Kamloops in management of a media tour today of burned areas. Tour organized by RD who asked for assistance. First tour the Boston Bar and Cache Creek areas with TNRD out of Kamloops and Mike Knauff.

Matt Gordon
Assistant Deputy Minister
Corporate Priorities & Communications Operations
Government of British Columbia
250.896.4923

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	RE: on boarding checklist
Date:	Wednesday, July 12, 2017 4:59:00 PM

thx

From: Rita Chand [mailto:s.22]
Sent: Wednesday, July 12, 2017 4:59 PM
To: Halls, Lori D PSA:EX
Subject: Fw: on boarding checklist

I got Don's 2 pieces of ID for you to speed things along.

From: Don Zadravec <s.22
Sent: Wednesday, July 12, 2017 4:57 PM
To: Rita Chand
Subject: Re: on boarding checklist

Please see attached.

I can't remember my employee number s.22

> On Jul 12, 2017, at 4:33 PM, Rita Chand s.22 wrote:
>
>

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	RE: on boarding
Date:	Tuesday, July 11, 2017 2:34:00 PM
Attachments:	Offer Letter Checklist.xlsx

Here's what we will need. We can discuss further at our 3:00pm meeting.

From: Rita Chand s.22
Sent: Tuesday, July 11, 2017 1:48 PM
To: Halls, Lori D PSA:EX
Subject: on boarding

lori can you send me requirements for this please?

Checklist of info
Name
Address
email address
Social Insurance Number
Date of Birth
Employee Number (if previous/current BC Gov Employee)
Position Title
Department
Location
Supervisor Name and Title (if known)
Classification
Salary
Start date
Secruity Screening Complete?
Type of position? OIC, Excluded non OIC, BCGEU

rmation required for offer letters

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	RE: when you have a moment
Date:	Monday, July 10, 2017 5:40:00 PM

Just tried your cell.

From: Rita Chand s.22
Sent: Monday, July 10, 2017 5:21 PM
To: Halls, Lori D PSA:EX
Subject: when you have a moment

Hi Lori,

When you've got a moment, can you please give me a call? I have a call at 6pm and i'm going to do that from home, so just call either of my phones before or after that. Or I'll call you.

I have sent you the list for GCPE off boarding and I have the MO list to send you as well which is quite extensive, and would like to speak to you first before I do that.

Thanks!

Rita

From:	Halls, Lori D PSA:EX
To:	Rita Chand
Subject:	Re: Application of Executive Compensation and MCCF to political staff
Date:	Thursday, July 13, 2017 8:36:55 AM

Thanks Rita. I have a meeting with Leg Counsel today to coordinate all things OIC related.

I will need an org structure/titles for new political positions.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 13, 2017, at 8:30 AM, Rita Chand ‹s.22 wrote:

From: Geoff Meggs ‹s.22
Sent: Thursday, July 13, 2017 5:58 AM
To: Rita Chand
Subject: Re: Application of Executive Compensation and MCCF to political staff

Rita please ask Lori to prepare the necessary changes to apply the MCCF to political staff.

Geoff

Cels.22
Www.geoffmeggs.ca

Geoff Meggs – Vancouver City Councillor

www.geoffmeggs.ca

Yesterday's 8-3 council vote to reject Beedie Group's proposal to build a 12-story project at 105 Keefer ended the longest public hearing in a decade, a process ...

On Jul 12, 2017, at 1:45 PM, Rita Chand <s.22 wrote:

From Lori for your meeting with John.

From: Halls, Lori D PSA:EX <Lori.D.Halls@gov.bc.ca>
Sent: Wednesday, July 12, 2017 1:44 PM
To: 'Rita Chand s.22 s.22
Subject: Application of Executive Compensation and MCCF to political staff

Rita

As discussed here is the proposed application of the public service Executive Compensation and Management and Classification Compensation Frameworks to the CURRENT political staff positions. With new structure/positions, an analysis can be undertaken to determine effect of applying MCCF for the purposes of confirming offers.

Currently GCPE positions apply the Executive Compensation Guidelines for DM and ADMs and the MCCF guidelines for positions in the excluded ranks. Individual positions are assigned to a MCCF Band (eg Band 1 – 6) and they are able to progress to the top of that salary band's range over time based on performance.

I've also attached the compensation guidelines for Executive Compensation and MCCF currently in place for reference.

To apply the Executive Compensation Framework and MCCF to political positions the current OIC on salary grids would be rescinded and a new one put in its place. With the direction to do this, we can work with Leg Counsel to draft.

From:	Halls, Lori D PSA:EX
To:	Rita Chand
Subject:	Re: GCPE request
Date:	Saturday, July 8, 2017 10:50:44 AM

Thanks Rita.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 8, 2017, at 10:00 AM, Rita Chand <s.22 wrote:

> Lori, I'm in the office till about 3 today so please let me know if there is anything you need from me post meeting with Evan and crew. Well be meeting later today to have a discussion but I want to let you know as well. Oh that's right.s.22 s.22 Okay, text me if there's anything you need from me. Have fun!

From: Halls, Lori D PSA:EX <Lori.D.Halls@gov.bc.ca>
Sent: Friday, July 7, 2017 5:25 PM
To: 'Rita Chand s.22 '
Subject: GCPE request

Rita

Here is the detailed spreadsheet you requested regarding GCPE staff. As discussed, I've separated out the communications folks from those in the Government Digital Experience Division. For those individuals on TAs we weren't able to confirm years of service. We can do this Monday as it requires one of our HR experts who was not available this afternoon. I wanted to make sure you had the spreadsheet in the meantime.

At the 3:00pm meeting I was also requested to provide the MOU that merged Strategic Initiatives Division into GCPE and a copy of the standards of conduct for both public servants and the standards of conduct for political staff. Folks working in GCPE are bound by the standards of conduct for the public service.

From: Halls, Lori D PSA:EX
To: Rita Chand
Subject: Re: reminder
Date: Wednesday, July 12, 2017 6:37:12 PM

Admn support and Admn coordinators. I can send you a list if that's helpful.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 12, 2017, at 6:18 PM, Rita Chand s.22 wrote:

> Lori please remind me of what you asked me for earlier? A list of ACs or EAs in MOs?
>
> I'm sorry, I completely forgot.

From:	Halls, Lori D PSA:EX
To:	Rita Chand
Subject:	Re: when you have a moment
Date:	Monday, July 10, 2017 9:42:41 PM

Sounds good.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 10, 2017, at 9:14 PM, Rita Chand ‹s.22 › wrote:

> yes. I saw that. I need to confirm something in our meeting in the morning so will call you afyer. thanks.
>
> --
> Sent from LiveMail for Android
>
> On Tue Jul 11 04:14:42 2017, Halls, Lori D PSA:EX ‹s.22 > wrote:
>
> > Just tried your cell.
> >
> > **From:** Rita Chand [mailto: s.22
> > **Sent:** Monday, July 10, 2017 5:21 PM
> > **To:** Halls, Lori D PSA:EX
> > **Subject:** when you have a moment
> > Hi Lori,
> > When you've got a moment, can you please give me a call? I have a call at 6pm and i'm going to do that from home, so just call either of my phones before or after that. Or I'll call you.
> > I have sent you the list for GCPE off boarding and I have the MO list to send you as well which is quite extensive, and would like to speak to you first before I do that.
> > Thanks!
> > Rita

From: Halls, Lori D PSA:EX
To: "Rita Chand s.22
Subject: Secondment Template
Date: Wednesday, July 5, 2017 3:01:00 PM
Attachments: Secondment Agreement Into Government.doc

MINISTRY OF [NAME]

SECONDMENT AGREEMENT

THIS AGREEMENT (herein called the "Agreement") dated for reference the ____ day of _____, 200_

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA
represented by the Minister of [NAME]
(the "Province")

OF THE FIRST PART

AND

@COMPANY_NAME, a body corporate, incorporated under the laws [Company Act] of the Province of British Columbia under Certificate of Incorporation No. @NUMBER and having its registered office [place of business] at @ADDRESS, @CITY, British Columbia (the "@CCCCC")

OF THE SECOND PART

AND

[NAME] (the "Secondee")

OF THE THIRD PART

WHEREAS the Secondee is currently the employee of the @CCCCC,

AND WHEREAS the Province wishes to utilize the services of the Secondee,

AND WHEREAS @CCCCC agrees to the secondment of the Secondee to the Province,

AND WHEREAS the parties hereto agree as follows:

APPOINTMENT AND TERM

1. The Province retains the Secondee to provide the services described in Schedule "A" to this Agreement (the "Services") during the term commencing [DATE] and ending [DATE], (the "Term"), subject to earlier termination in accordance with the provisions of this Agreement.

PAYMENT

2. The Province will pay to @CCCCC in full for the provision of the Services in the amount, manner and time as set out in Schedule "B" to this Agreement, and @CCCCC will accept the same as full payment and full reimbursement.

3. During the Term, @CCCCC will pay the Secondee the salary and benefits established pursuant to Schedule B. [Note – another option is to say, as in the Secondment out template, that the @CCCCC will continue to administer the Secondee's salary and benefits._

4. During the Term, the Province will reimburse the Secondee for expenses as set out in Schedule "B" to this Agreement.

RECORDS

5. In connection with the provision of the Services, @CCCCC and the Secondee will establish and maintain all records, books of account, invoices, receipts and vouchers (herein called the "Records") to verify compliance with Schedule "A" and Schedule "B" to this Agreement and will permit the Province free access at all reasonable times to the Records for the purposes of copying and/or auditing.

CONTRACTUAL RELATIONSHIP

6. The Secondee will, at all times, remain the employee of @CCCCC and not be a servant or employee of the Province. @CCCCC will, at all times, be responsible for and will pay and/or remit any and all taxes, Employment Insurance premiums, Canada Pension Plan premiums or contributions and any other statutory payments or assessment of any kind that are payable as a result of monies paid or payable by the Province to @CCCCC pursuant to this Agreement.

7. Neither @CCCCC nor the Secondee may commit or purport to commit the Province to any expenditure or financial or other liability without the express written permission of the Province.

8. During the Term, the Secondee will report directly to and be directly accountable to the Province.

9. The Secondee will be bound by the terms, conditions and statements reflected in the Province's "Standards of Conduct for Public Service Employees" and "Oath of Employment" during the Term.

10. The Secondee is required to comply with the Province's policy on the use of the internet, the use of email, and other workplace policies expected of other employees and agents of the Province.

OWNERSHIP

11. All material that is produced, received or acquired by, or provided by the Province to the Secondee as a result of this Agreement, whether complete or otherwise, including all findings, data, specifications, drawings, working papers, reports, tapes, films, documents and, without limiting the generality of the foregoing, computer software and other computer materials of whatsoever nature (herein called the "Material"), and any equipment, machinery or other property provided by the Province to the Secondee as a result of this Agreement will be:

    a) the exclusive property of the Province, and
    b) forthwith delivered by the Secondee to the Province upon the Province giving notice to the Secondee requesting delivery of same, whether such notice is given before, upon or after the expiration or sooner termination of the Agreement.

12. a. Without prejudice to any rights which may exist in the Province by virtue of any prerogative rights and powers or by virtue of the *Copyright Act (Canada)* as amended from time to time, the Secondee agrees that all present and future rights in the copyright in the Material are vested absolutely and immediately in the Province.

    b. Furthermore, the Secondee agrees to confirm subsection (a) by executing a written assignment in any form requested by the Province and delivering the assignment to the Province on or before the end of the Term with the deliverables described in the Services and other Material appended to it.

    c. Where a fully executed assignment and waiver are not submitted as required under this section, notwithstanding any other provision contained in this Agreement:

        i) no further payment by the Province under this Agreement is due and owing; and
        ii) all payments made pursuant to Schedule "B" of this Agreement are deemed to be a debt due to the Province hereby without claim or request forthwith payable to the Province

d. The Secondee warrants that the Secondee is the only person who has or will have moral rights in the Material and the Secondee waives in favour of the Province all of the Secondee's moral rights, as provided for in the law of copyright, in the Material, and upon the Material coming into existence, the Secondee agrees to execute any document requested by the Province acknowledging the waiver of the Secondee's moral rights in the Material.

REPORTS

13. The Secondee will, upon the request of the Province:

    a. fully inform the Province of the work done and to be done in connection with the provision of the Services outlined in Schedule "A"; and
    b. permit the Province at all reasonable times to inspect, examine, review and copy any and all Material.

CONFIDENTIALITY

14. The Secondee will treat as confidential and will not, without prior written consent of the Province, publish, release or disclose or permit to be published released or disclosed, before, upon or after the expiration or sooner termination of this Agreement, the Material or any information supplied to, obtained by, or which comes to the knowledge of the Secondee as a result of this Agreement except insofar as such publication, release or disclosure is necessary to enable the Secondee to fulfill their obligations under this Agreement.

ASSIGNMENT AND SUBCONTRACTING

15. The Secondee and @CCCCC will not assign, either directly or indirectly, this Agreement or sub-contract any obligation of the Secondee or @CCCCC under this Agreement.

CONFLICT

16. The Secondee will not, during the Term, perform a service for or provide advice to any person, firm, or corporation where the performance of the service or the provision of the advice may or does, in the reasonable opinion of the Province, give rise to the conflict of interest between the obligations of the Secondee to the Province under this Agreement and the obligations of the Secondee to such other person, firm, or corporation.

TERMINATION

17. Notwithstanding any other provision of this Agreement, if the Secondee is unable to provide the Services for any reason or fails to comply with any provision of this Agreement then, in

addition to any other remedy or remedies available to the Province the Province may, at its option, terminate this Agreement by the Province giving written notice of termination to the Secondee and @CCCCC.

18. The Province may, in its sole discretion, terminate this Agreement upon giving 30 days written notice to the Secondee and @CCCCC and payment of funds as required to be made pursuant to paragraph 17 will discharge the Province of all of its liability to the Secondee and @CCCCC under this Agreement.

NON-WAIVER

19. No provision of this Agreement and no breach of any provision of this Agreement by the Secondee or @CCCCC will be deemed to have been waived unless such waiver is in writing and signed by the Province.

20. A written waiver by the Province of any breach under paragraph 20 shall not be considered a waiver of the provision itself, which shall remain in full force and effect. Similarly, such a waiver will not be considered to be a waiver of any subsequent breach of the provision of any other provision of this Agreement.

APPROPRIATION

21. Notwithstanding any other provision of this Agreement, the payment of money by the Province to @CCCCC pursuant to this Agreement is subjected to:

    a) there being sufficient monies available in an appropriation, as defined in the *Financial Administration Act*, S.B.C. 1981, c.15 (the *Financial Administration Act* and every amendment made thereto being herein collectively called the "Act"), to enable the Province, in any fiscal year or part thereof when any payment of money by the Province to @CCCCC falls due pursuant to this Agreement, to make that payment; and
    b) Treasury Board, as defined in the Act, not having controlled or limited, pursuant to the Act, an expenditure under any appropriation referred to in subparagraph (a) of this paragraph

REFERENCES

22. Every reference to the Province in this Agreement will include the Minister, the Deputy Minister and any person designated by either of them to act for or on their respective behalf with respect to any provision or provisions of this Agreement.

NOTICE

23. Any notice, payment, or any or all of the Material that either party may be required or may desire to give or delivery to the other will be conclusively deemed validly given or delivered to and received by the addressee, if delivered personally on the date of such personal delivery or, if mailed, on the third business day after the mailing of the same in British Columbia by prepaid post addressed,

    if to the Province:
    Deputy Minister's Office
    Ministry of [NAME]
    [ADDRESS]

    if to @CCCCC:
    Attention: [NAME]
    [ADDRESS]

    if to the Secondee:
    [NAME]
    [ADDRESS]

MISCELLANEOUS

24. Any party may, from time to time, advise the other by notice in writing of any change of address of the party giving such notice and from and after the giving of such notice the address therein specified will, for the purposes of 23, be conclusively deemed to be the address of the party giving such notice.

25. This Agreement will be governed by and construed in accordance with the laws of the Province of British Columbia.

26. The Schedules to this Agreement are an integral part of this Agreement as if set out in length in the body of the Agreement.

27. This Agreement embodies the entire Agreement between the parties and no understanding or Agreement, verbal or otherwise, exists.

28. The headings appearing in this Agreement have been inserted for reference and as a matter of convenience and in no way define, limit or enlarge the scope of any provision of this Agreement.

29. No amendment or modification to this Agreement will be effective unless it is in writing and duly executed by the parties.

30. This Agreement may be executed by the parties in separate counterparts, each of which when so executed and delivered shall be an original and all such counterparts may be delivered by facsimile transmission and such transmission shall be considered an original.

The parties hereto have executed this Agreement on the day and year as set out above.

SIGNED AND DELIVERED on behalf of @CCCCC by an authorized representative of @CCCCC.	)	**SIGNED AND DELIVERED** on behalf of the Province by an authorized representative of the Province.
_____ (Print Name of Authorized Representative)	)	_____ (Print Name of Authorized Representative)
_____ (Signature)	)	_____ (Signature)
SIGNED AND DELIVERED by the Secondee.	)	
_____ (Print Name of Secondee)	)	
_____ (Signature)	)	

SCHEDULE "A"
SERVICES

SCHEDULE "B"
FEES AND EXPENSES

1. Fees shall be payable to @CCCCC in ____ [monthly/quarterly] payments and shall comprise the aggregate of the following amounts:

    a. a sum equivalent to [one-twelfth/one-quarter] the gross annual salary of $_____ to the Secondee; and
    b. a sum equivalent to the [monthly/quarterly] contributions owed by @CCCCC respecting the Secondee for:
        i. Employment Insurance
        ii. Canadian Pension Plan
        iii. Pension Plan Contribution
        iv. Employee benefits which include medical, dental, extended health care, disability and life insurance plans in which the Secondee is entitled to participate
        v. [other]

2. The fees payable under paragraph 1 of this Schedule shall include any increase payable to the Secondee by @CCCCC during the Term, whether such increase is paid during or after the expiry of the Term of this Agreement.

3. Where requested to travel during the Term, the Province will reimburse the Secondee for travel, accommodation and telecommunication expenses at Group __ rates in accordance with government policy, provided the same are supported by receipts where required.

4. Notwithstanding any other provision of this Schedule, other than that set forth in paragraph 2, in no event will the fees payable to @CCCCC in accordance with paragraph 1 of this Schedule exceed, in the aggregate, $_____.

8. @CCCCC will submit to the Province on the 1st day of every [month/quarter] (or the next business day thereafter), and commencing no sooner than _____, a written statement of account showing the calculation of all fees and expenses claimed for the preceding [month/quarter].

9. All amounts payable to @CCCCC referred to in this Schedule shall be paid, upon receipt of an invoice in accordance with the current payment policies of the Province.

10. The Secondee will submit to the Province, on Travel Voucher Form FIN10, all claims for expense reimbursement with attached receipts, where applicable. Within 30 days of receipt by the Province of any such expense claim, the expenses referred to in paragraph 3 of this Schedule will be paid to the Secondee.

From:	Halls, Lori D PSA:EX
To:	"Rita Chand <s.22
Subject:	Term Limited OICs
Date:	Wednesday, July 12, 2017 5:06:00 PM

Rita

Following up on our conversation with Raj, term limited assignments can be made for OIC appointments and should be done to protect Cabinet privilege.

1. If the OIC term is for a definite period (e.g. until September 1st) and the employee is let go without cause prior to the end date, the employer pays out to the end of term. This payout can be avoided by having the employee sign an offer letter agreeing that if the employment is terminated early, they will only be provided a severance based on the Employment Standards Act. Then if less than 3 months are worked, they would receive no severance. The Employment Standards Act only provides 1 week of severance after 3 months. Alternatively the parties could agree to the amount of notice or severance, not to exceed common law.
2. If the arrangement is for an indefinite term (i.e. end date not stated in the OIC) but the employer foresees letting the employee go after a short period, the employer could be liable to pay up to 6 months. In this situation as well, the parties can have an offer letter accepted by the employee that the severance is the Employment Standards Act minimum or whatever other amount (not to exceed common law) that is agreed to.

Happy to discuss further if needed.

From: Halls, Lori D PSA:EX
To: "Rita Chand s.22
Subject: admn support
Date: Thursday, July 13, 2017 4:04:00 PM
Attachments: LH - Admin Listing (5).docx

Ministry	Administrative Coordinator	Support Staff
Aboriginal Relations and Reconciliation	s.22	
Advanced Education		
Agriculture		
Children & Family Development		
Community, Sport and Cultural Development and Minister Responsible for TransLink		
Education		
Energy and Mines and Deputy Premier		
Environment		
Finance		
Forests, Lands & Natural Resource Operations		
Minister of State for Rural Economic Development		
Health		
International Trade and Minister Responsible for the Asia Pacific Strategy & Multiculturalism		
Jobs, Tourism & Skills Training and Minister Responsible for Labour		
Justice and Attorney General		
Natural Gas Development and Minister Responsible for Housing		
Public Safety and Solicitor General		

Ministry	Administrative Coordinator	Support Staff
Small Business, Red Tape Reduction and Minister Responsible. for Liquor Distribution Branch	s.22	
Social Development and Minister Responsible for Accessibility		
Technology, Innovation & Citizens' Services		
Transportation & Infrastructure		

Note: Dustin Dobravsky's last day in MO for SBRT was July 10s.22
s.22

Premier's Office	Staff	Position
Correspondence Branch	s.22	Correspondence Officer
		Correspondence Officer
		Correspondence Clerk
		Correspondence Officer
		Correspondence Clerk
		Correspondence Clerk
Scheduling Branch		Scheduling Clerk
Executive Branch		Executive Reception
Deputy Minister's Office		Executive Administrative Coordinator

From:	Halls, Lori D PSA:EX
To:	"Rita Chand <s.22
Subject:	deputy status
Date:	Thursday, July 13, 2017 8:47:00 PM

Rita

In response to “has the status of a deputy minister mean in an OIC”ie for a chief of staff…….that person would have the terms and conditions (salary, benefits, etc) of a DM. They have the authority of DMs for instance to terminate staff, and if severed themselves at some point would be entitled to DM severance provisions under Employment Termination Standards.

This status would be communicated to Leg Counsel and they would translate into the necessary wording for the OIC.

From: Halls, Lori D PSA:EX
To: "Rita Chand <s.22
Subject: do you have time to chat this morning?
Date: Thursday, July 6, 2017 6:59:00 AM

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	follow up pension questions
Date:	Thursday, July 13, 2017 9:00:00 PM

s.22 had the following questions:

Q. If I am currently collecting a pension and am hired back into government….can I continue to add to my pension?

A. No, once you collect a pension you're on pension. Neither the employer nor the employee make further contributions.

Q. What if an individual has removed partial funds from their pension fund….do the years of service worked previously still accumulate?

A. The individual would need to direct this question to the Pension Corporation directly as it may depend on their situation, and for instance whether some rules affecting this may be grandfathered.

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From:	Halls, Lori D PSA:EX
To:	"Rita Chands.22
Subject:	political salaries
Date:	Tuesday, July 11, 2017 10:53:00 AM
Attachments:	Compensation Table.docx

Rita

Here is a list of position types by salary bands used by current government.

Political Staff allocation to the existing ranges, effective May 29, 2015 is as follows:

Band A $60,000 - $94,500	**Band B** $51,300 - $68,400	**Band C** $125,000 – $195,148	**Band E** $85,000 - $130,000
• Chief of Staff • Ministerial Assistant • Manager Communications • Manager of Operations • Managing Director of Correspondence	• Executive Assistant • Communications Coordinator • Exec. Scheduling Coordinator	• Premier's Chief of Staff • Deputy Chief of Staff • ED, Communications & Issues Management	• Director, Issues Management • Press Secretary • Director of Communications • Director of Policy

Note – Band D was eliminated by OIC 363 in June 2014 and replaced with Band E

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	salary charts
Date:	Thursday, July 6, 2017 4:22:00 PM
Attachments:	MCCF and Exec Comp Overview Transition 06July2017.docx Salary schedule 20170706.pdf

Rita

As requested:

1) Management and executive salaries
2) Salary schedules for minister's staff

1. Summary of Executive Compensation Framework

The Executive Compensation Plan has four bands. The scope and impact of the role determines the band assignment for the position and the performance of an individual and any unique skills they may bring to a job determines the salary level within the band.

Scope/impact is defined as the degree to which the position can influence outcomes for citizens and/or the organization and the significance of the role to government's key priorities. Also includes consideration of the number of FTEs supervised and the budget that the position is responsible for. Narrow scope and impact positions have limited influence, usually only within their ministry, and lead smaller teams with small budgets or limited decision-making influence over their budgets. Broad scope and impact positions will be those positions with influence on broad societal or economic outcomes and/or the key priorities of government. They may supervise large teams of staff and/or have direct decision-making on large budgets.

Deputy Minister and Associate Deputy Minister Example Positions

	Associate Deputy Minister	**Deputy Minister**
Salary Range	**Up to maximum of $299,215**	**Up to maximum of $299,215**
Range of Actual Salaries	**$195,000 - $220,000**	**$215,000 - $270,000**
Example Positions	Associate Deputy Minister, Environmental Assessment Office (EAO) Associate Deputy Minister and Chief Administrative Officer, Ministry of Health Associate Deputy Minister, Ministry of Aboriginal Relations and Reconciliation	Deputy Minister, Ministry of Finance Deputy Minister, Ministry of Children and Family Development Deputy Attorney General, Ministry of Justice (AG)

* Deputy Minister to Premier and Cabinet Secretariat maximum achievable salary is $348,600. Actual current salary is $310,000.

** Deputy Ministers are subject to a 5 – 10% holdback. Associate Deputy Ministers are subject to 10% holdback.

Assistant Deputy Minister Band Descriptions and Examples Positions

	Band A **Executive Lead**	**Band B**	**Band C**	**Band D**
Salary Range	**$110,500 - $140,000**	**$140,000 - $165,000**	**$160,000 - $180,000**	**$175,000 - $195,000**
Band Description	Reports to an Associate DM or DM. Time-limited appointment. Member of ministry executive committee. A potential future ADM.	Implements government policies. Socio-economic impact on the province is within a defined scope. Typically operational delivery. Consequence of error is typically within a manageable scope.	Influences significant policies and practices. Impact on the socio-economic outcomes for the province can be substantive. Larger operations. Higher level of complexity.	Significantly high risk. Prominent public profile. Integral positions in determining the socio-economic and/or environmental agenda. Significant size (budget and/or staff) becomes a factor.
Example Positions	Will vary based on candidate eligibility. Note: The title of Executive Lead is reserved for Band A roles. Band As may not use the title of ADM.	ADM, Mines and Mineral Resources, Ministry of Energy and Mines ADM, Community Safety and Crime Prevention, Ministry of Justice (SG) EFO, Corporate Services, Ministry of Technology, Innovation and Citizens' Services	ADM, Population and Public Health, Ministry of Health ADM, Chief Forester, Ministry of Forests, Lands, and Natural Resource Operations ADM, Child Welfare, Ministry of Children and Family Development	ADM, Court Services, Ministry of Justice (AG) ADM, Provincial Treasury, Ministry of Finance ADM, Highways, Ministry of Transportation

* Executive Leads are not subject to holdbacks. Assistant Deputy Ministers are subject to 10% holdbacks.

2. Summary of Management Classification and Compensation Framework

Overview

The updated Management Classification and Compensation Framework (MCCF) is designed to provide for consistent application of classification and compensation in both practice and principle across government. The MCCF is a responsibility matrix with increasing degrees of three classification criteria (leadership, problem, solving and autonomy), which is further broken down by sub-criteria. These are:

- LEADERSHIP:
    - SUPERVISORY: describes the level of supervisory responsibility that the position possesses such as the number of subordinates and whether those subordinates also supervise others; OR,
    - INDIVIDUAL CONTRIBUTOR: describes a position that utilized their depth of knowledge and expertise, usually attained through a certain level of education and/or experience. This can range from a full-working level knowledge to being a recognized expert in your branch, division or ministry to being a stand-alone, government-wide subject matter expert.

- PROBLEM SOLVING:
    - SCOPE/IMPACT: describes the scope (i.e. range or extent) of decision making and the level of impact that these decision have on the overall organization (are the impacts limited or will they have large government-wide implications?)
    - COMPLEXITY: determines whether the issues this position is dealing with are confined to a single line of business and resolved in the short-term or if this position is dealing with multi-faced operations with ministry-wide or government wide implications.
    - INFLUENCE: describes the level of relationships the position is expected to maintain and the degree to which the position is expected to conduct formal negotiation.

- AUTONOMY:
    - INDEPENDENCE: describes the ability that a person has to solve issues or use independent judgement without direction and/or guidance from more senior positions.
    - DISCRETION: describes the amount of freedom that allows the position to establish and change the way work is performed. This includes the level of authority in which the position can guide or provide input into the establishment or maintenance of policies, frameworks and protocols.

Note: The information provided in this document is a general overview of the Executive Compensation Framework and the Management Classification Framework. For full details on the classification criteria, please refer to the frameworks and corresponding reference material, including benchmark positions.

MCCF Band Descriptions and Benchmark Examples

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6
Salary Range	**$53,000 - $74,000**	**$62,000 - $86,000**	**$72,000 - $100,000**	**$86,000 - $112,000**	**$100,000 - $125,000**	**$115,000 - $138,000**
Band Description	A full working level position providing program and/or operational service. Decisions typically relate to corporate administration, information compliance, issues management, etc. Solves problems by choosing between a known range of solutions and/or prescribed protocols.	A position typically requiring a professional designation or university degree or equivalent that may supervise employees who would be engaged in direct program or service delivery for a defined area of expertise. Makes decisions without consultation and will participate in the development of guidelines and procedures. Manages the sharing of information, coordinating business activities, providing guidance to influence outcomes in a governance or regulatory role.	A supervisor of Band 2 positions that are within a recognized professional discipline; or, a non – supervisory position with professional, generalist or technical expertise. Could be described as the "seasoned expert". Plays active role in the development of new policies, procedures and program delivery. Has authority to make final decisions without reference to a higher authority on matters of considerable impact.	A position with primary responsibility to plan requirements and anticipate long term needs/trends of an operation or project(s). Generally no higher source of subject matter experts to whom to defer. Identifies new opportunities for collaboration/ negotiation, commits resources and may be a representative in formal negotiations. Establishes policies, frameworks and protocols to guide the decisions of others. Program and service responsibilities will typically be multi-faceted.	Typified by positions that articulate a vision and strategy consistent with government's goals and objectives. Reporting relationship will typically be to an executive position. Responsible for several significant functions or for a single major function that impacts the ministry or government framework. Actions overlap with other program/service areas and decisions cannot always be made in isolation without considering such impacts. Bona fide responsibility for extensive resources.	Autonomous, significant statutory/regulatory authority, often supervising significant numbers of staff with high profile provincial scope. This band is achieved through the scope and dimensions of the job and the relationship to government priorities. This band must be reviewed by the Deputy Minister, BC Public Service Agency to ensure adherence to the MCCF. Band 6 allocations are presented to DMCPSI for final approval.
Example Benchmarks	Adjudicator, Ministry of Housing Employment Standards Officer, Ministry of Labour Executive Coordinator, All Ministries	Business Manager, Regional Operations, Ministry of Justice (AG) Budget Manager, All Ministries Commercial Auditor, Ministry of Finance	Senior Manager, Court Administration, Ministry of Justice (AG) Negotiator, Ministry of Aboriginal Relations and Reconciliation Senior Policy Advisor, Ministry of Finance	Director, Strategic Planning, Ministry of Justice (AG) Director, Patients as Partners, Ministry of Health Ministry Information Security Officer, All Ministries	Chief Financial Officer, All Ministries Ministry Chief Information Officer, All Ministries Regional Executive Director, Court Service, Ministry of Justice (AG)	Chief Conservation Officer, Ministry of Environment Provincial Director, Adult Custody, Ministry of Justice (PSSJ) Chief Economist, Ministry of Finance

BRITISH COLUMBIA
PUBLIC SERVICE AGENCY

MINISTER'S STAFF (CATEGORY B) SALARY SCHEDULE

ANNUAL, BI-WEEKLY AND HOURLY RATES
EFFECTIVE FEBRUARY 5, 2017

Classification Title	Class Code	NOC	Grid Level	Step	Annual	Bi-weekly	Hourly
SALARY PLAN = OEX BARGAINING UNIT CODE = 0							
Administrative Officer R14	351501		14	1	45,204.93	1,732.70	24.7529
				2	46,489.05	1,781.92	25.4560
				3	47,816.47	1,832.80	26.1829
				4	49,187.72	1,885.36	26.9337
				5	51,234.69	1,963.82	28.0546
Administrative Officer R18	351503		18	1	50,604.11	1,939.65	27.7093
				2	52,069.55	1,995.82	28.5117
				3	53,582.20	2,053.80	29.3400
				4	55,146.26	2,113.75	30.1964
				5	57,493.77	2,203.73	31.4819
Clerk R9	351103		09	1	39,378.93	1,509.39	21.5627
				2	40,470.24	1,551.22	22.1603
				3	41,595.74	1,594.36	22.7766
				4	42,759.84	1,638.98	23.4140
				5	44,499.21	1,705.65	24.3664
Clerk R11	351104		11	1	41,595.74	1,594.36	22.7766
				2	42,759.84	1,638.98	23.4140
				3	43,962.82	1,685.09	24.0727
				4	45,204.93	1,732.70	24.7529
				5	47,060.66	1,803.83	25.7690
Clerk R14	351105		14	1	45,204.93	1,732.70	24.7529
				2	46,489.05	1,781.92	25.4560
				3	47,816.47	1,832.80	26.1829
				4	49,187.72	1,885.36	26.9337
				5	51,234.69	1,963.82	28.0546
Clerk Stenographer R9	353103		09	1	39,378.93	1,509.39	21.5627
				2	40,470.24	1,551.22	22.1603
				3	41,595.74	1,594.36	22.7766
				4	42,759.84	1,638.98	23.4140
				5	44,499.21	1,705.65	24.3664
Clerk Stenographer R11	353104		11	1	41,595.74	1,594.36	22.7766
				2	42,759.84	1,638.98	23.4140
				3	43,962.82	1,685.09	24.0727
				4	45,204.93	1,732.70	24.7529
				5	47,060.66	1,803.83	25.7690
Clerk Stenographer R14	353105		14	1	45,204.93	1,732.70	24.7529
				2	46,489.05	1,781.92	25.4560
				3	47,816.47	1,832.80	26.1829
				4	49,187.72	1,885.36	26.9337
				5	51,234.69	1,963.82	28.0546

MINISTER'S STAFF (CATEGORY B) SALARY SCHEDULE

ANNUAL, BI-WEEKLY AND HOURLY RATES
EFFECTIVE FEBRUARY 5, 2017

Classification Title	Class Code	NOC	Grid Level	Step	Annual	Bi-weekly	Hourly
SALARY PLAN = OEX BARGAINING UNIT CODE = 0							
Communications Officer R14	351531		14	1	45,204.93	1,732.70	24.7529
				2	46,489.05	1,781.92	25.4560
				3	47,816.47	1,832.80	26.1829
				4	49,187.72	1,885.36	26.9337
				5	51,234.69	1,963.82	28.0546
Communications Officer R18	351533		18	1	50,604.11	1,939.65	27.7093
				2	52,069.55	1,995.82	28.5117
				3	53,582.20	2,053.80	29.3400
				4	55,146.26	2,113.75	30.1964
				5	57,493.77	2,203.73	31.4819
Financial Officer R21	351404		21	1	55,146.26	2,113.75	30.1964
				2	56,766.66	2,175.86	31.0837
				3	58,470.56	2,241.17	32.0167
				4	60,230.80	2,308.64	32.9806
				5	62,850.17	2,409.04	34.4149
Office Assistant R7	351052		07	1	37,304.57	1,429.88	20.4269
				2	38,325.44	1,469.01	20.9859
				3	39,378.93	1,509.39	21.5627
				4	40,470.24	1,551.22	22.1603
				5	42,099.52	1,613.67	23.0524

BRITISH COLUMBIA
PUBLIC SERVICE AGENCY

MINISTER'S STAFF SALARY SCHEDULE

ANNUAL, BI-WEEKLY AND HOURLY RATES

Classification Title	Salary Plan	Salary Grade	Class Code	Step	Annual	Monthly	Bi-weekly	Hourly
			BARGAINING UNIT CODE = 0					
SALARY RATES EFFECTIVE JULY 21, 2006								
Band A	VAR	MS1	023031	1*	60,000.17	5,000.01	2,299.80	32.8543
**New steps added May 29, 2015*				2*	63,000.18	5,250.02	2,414.79	34.4970
				3	66,150.20	5,512.52	2,535.53	36.2219
				4	70,875.24	5,906.27	2,716.64	38.8091
				5	74,000.21	6,166.68	2,836.42	40.5203
				6	77,000.22	6,416.69	2,951.41	42.1630
				7	80,325.04	6,693.75	3,078.85	43.9836
				8	83,000.24	6,916.69	3,181.39	45.4484
				9	85,050.07	7,087.51	3,259.96	46.5709
				10	89,775.11	7,481.26	3,441.07	49.1581
				11	94,500.14	7,875.01	3,622.18	51.7454
Band B	VAR	MS2	023032	1	51,300.17	4,275.01	1,966.33	28.0904
				2	54,720.22	4,560.02	2,097.42	29.9631
				3	58,140.01	4,845.00	2,228.50	31.8357
				4	61,560.05	5,130.00	2,359.59	33.7084
				5	64,980.10	5,415.01	2,490.68	35.5811
				6	68,400.14	5,700.01	2,621.77	37.4539
Band C	VAR	MS3	023033	1	125,000.10	10,416.68	4,791.24	68.4463
				2	135,000.13	11,250.01	5,174.54	73.9220
				3	146,361.23	12,196.77	5,610.01	80.1430
				4	156,118.11	13,009.84	5,983.99	85.4856
				5	165,875.25	13,822.94	6,357.98	90.8283
				6	175,633.17	14,636.10	6,732.00	96.1714
				7	185,390.04	15,449.17	7,105.98	101.5140
				8	195,148.22	16,262.35	7,480.01	106.8573
Band E	VAR	MS5	023035	1	85,000.24	7,083.35	3,258.05	46.5436
				2	90,000.00	7,500.00	3,449.69	49.2813
				3	95,000.01	7,916.67	3,641.34	52.0191
				4	100,000.03	8,333.34	3,832.99	54.7570
				5	105,000.04	8,750.00	4,024.64	57.4949
				6	110,000.05	9,166.67	4,216.29	60.2327
				7	115,000.07	9,583.34	4,407.94	62.9706
				8	120,000.08	10,000.01	4,599.59	65.7084
				9	125,000.10	10,416.68	4,791.24	68.4463
				10	130,000.11	10,833.34	4,982.89	71.1841
SALARY RATES EFFECTIVE MARCH 24, 2014:								
Administrative Coordinator	MGT	ADA	150005					
% of Management Level 01			90.26%	1	53,996.76	4,499.73	2,069.69	29.5670
**New steps added May 29, 2015*			92.50%	2*	55,336.71	4,611.39	2,121.05	30.3007
			94.28%	3	56,401.67	4,700.14	2,161.87	30.8839
			96.10%	4*	57,490.38	4,790.87	2,203.60	31.4800
			97.94%	5	58,591.09	4,882.59	2,245.79	32.0827
			100%	6	59,823.55	4,985.30	2,293.03	32.7576
Special Advisor	VAR	NFS	023030		This code is for employees hired under Section 15(1)(b) of the Public Service Act. Salary and benefits for individual employees are dictated by their OIC.			

From:	Halls, Lori D PSA:EX
To:	"Rita Chand"
Subject:	secondments
Date:	Wednesday, July 5, 2017 10:14:00 AM

Hi Rita

I left you a voice message. I understand from Michelle Leamy you are interested in information regarding secondments. Please feel free to give me a call on my cell at s.17 .

From:	Halls, Lori D PSA:EX
To:	"Rita Chand s.22
Subject:	severance FAQs
Date:	Friday, July 7, 2017 11:06:00 AM
Attachments:	Vol 6 Tab 3B OIC FAQs.docx

Rita
Information on severance packages.

Employment and Severance FAQs
For OIC Appointees

The purpose of this communication is to provide staff with information regarding potential changes that may result following a change in administration:

Severance for OIC Appointees

How is severance for OIC or excluded staff calculated?

Under common law, when an employment relationship is terminated by an employer without cause, the employer is required to give a reasonable period of notice or severance in lieu of notice. For employees under the *Public Service Act*, the provisions of the *Public Sector Employment Termination Standard Regulation* under the *Public Sector Employers Act* apply.

In determining the appropriate period of notice, a number of factors would be taken into consideration regarding the circumstances of each case. These factors would include the length of service and age of the employee, the character of the employment, the availability of similar employment, and the experience, training and qualifications of the employee.

What date is used when calculating a severance?

The employee's start date is used so long as service has been continuous. Leaves such as time off to work on a campaign, maternity or sick leave is not considered a break in service and that time is included when looking at years of service.

I used to work for Caucus and now I'm an OIC appointment under section 15(1)(a) of the Public Service Act. Does my time served at Caucus count towards my years of service?

So long as there were no breaks in service and you moved directly from Caucus into your OIC role, yes your time would be included and would be based on your start date with Caucus.

Prior to my current job, I worked in a ministry. Would that time count towards my years of service?

So long as there was not a break in service, yes your time would be included.

How is severance paid?

Typically the employer provides options to have severance disbursed in either bi-weekly payments or in a lump-sum. But, in limited cases, the employer may exercise its discretion to only offer one of these options. The advantages and disadvantages for each option are summarized below, however the specific terms would be outlined in the severance package that would be sent by Workforce Restructuring Services of the BC Public Service Agency.

You would be encouraged to consider this information and seek independent financial counselling, where appropriate, in making your selection.

Bi-weekly Severance Instalments (Salary Continuance)

- With this option, bi-weekly payments equivalent to your bi-weekly pay are made for the duration of the severance settlement period through the pay system. These payments are subject to normal payroll deductions such as income tax, Employment Insurance (EI), Canada Pension Plan (CPP), and Public Service Pension Plan (pension).
- B.C. Medical, extended health and dental, and group life insurance continue, subject to applicable deductions, to the end of the bi-weekly disbursement period. However, you do not have coverage for Short Term Illness and Injury Plan (STIIP), Long Term Disability Plan (LTD), leave provisions, or vacation accrual.

Lump-Sum Payment

- The lump-sum payment option provides you with a lump-sum payment equivalent to your salary and benefits, subject to withholding tax and other statutory deductions required from severance payments.
- All benefit coverages cease effective the date your OIC is rescinded.

Special Paid Absence Prior to Retirement

- If you are eligible to retire and proceed directly to pension, you can select a special paid absence prior to retirement.
- Under this option, you can remain on the pay system and utilize unused leave entitlements and your severance.

Some employees who have served for a very short time with the BC Public Service may not meet the minimum criteria for these options. In such cases, these employees will be paid as per the provisions under the *Employment Standards Act.*

Will it be possible to earn pensionable service for the severance settlement period?

If you choose the bi-weekly severance instalments or are eligible for the special paid absence prior to retirement, you will automatically earn pensionable service for the duration you remain in receipt of severance payments.

Re-employment and Repayment

If you are re-employed during the severance period the following repayment requirements apply:

A. **If you choose Biweekly Severance Instalments and:**

I. **you obtain a permanent position with the BC Public Sector:** Severance Instalments will cease and any severance payments made to you after commencing the re-employment must be repaid. If required, the Province will top up your bi-weekly salary paid by the BC Public Sector organization to match what you would have received while on severance to the end of your severance period, and this top up may remain in effect up to and including the end of your severance period minus any amount required to be repaid. All other payments will cease.

II. **you obtain a permanent position outside the BC Public Sector:** Severance Instalments will cease and any severance payments made to you after commencing the re-employment must be repaid. You will receive a lump sum severance payment equal to 50% of your former basic salary payable from the date of re-employment up to and including the end of your severance period

minus any amount required to be repaid. This payment is subject to withholding tax and other statutory deductions required from severance payments.

III. **you receive earnings not covered by I) or II) above by way of employment or contract with any employer during the severance payment period**: The earnings will be offset dollar for dollar against any monies already paid to you, and you will, therefore, be required to repay any monies owed. You must notify Workforce Restructuring Services with the BC Public Service Agency immediately upon (a) entering into a contract for services, and (b) obtaining any remuneration from a contract for services.

B. **If you choose Lump Sum Severance Payment, and you earn remuneration from employment, including self-employment (which includes entering into a contract for services either individually, or through a sole proprietorship, partnership or corporation) directly or indirectly from a British Columbia Public Sector Employer up to and including the end of your severance period:** You must repay the severance payment on a pro rata basis. If you are re-employed to a position with a lower salary, the repayment provision will be based on the lower salary. You must inform Workforce Restructuring Services with the BC Public Service Agency, immediately upon obtaining such employment.

C. **If you choose a combination of Biweekly Severance Instalments and Lump Sum Severance Payment,** the repayment obligations under each respective option as described above will be in effect during the period associated with that option. The lump sum severance payment will be made at the conclusion of the biweekly severance instalments period.

"British Columbia Public Sector Employer" includes the Government and an employer who receives a substantial portion of its funding either directly or indirectly from the Province and includes, but is not limited to, public sector employers as defined in the *Public Sector Employers Act*. Some examples include school districts, post-secondary education institutions, health authorities and some Crown corporations. Caucus is not a British Columbia Public Sector Employer . In the event there are uncertainties as to whether an employer fits the above definition, the BC Public Service Agency (Workforce Restructuring Services) will determine whether repayment is required.

What is a severance mitigation period?

A severance mitigation period extends for the full notice period of your settlement and during this time, you are obligated to report if you have been re-employed as per the provisions listed above.

If during my severance mitigation period I am offered a job with a new administration or another employer and I choose not to take it, would it impact my severance?

When provided with severance, an employee has the legal obligation to mitigate his/her losses by seeking out comparable forms of alternate employment. It is expected that any reasonable offer of employment would thereby be accepted. However if the offer is not deemed to be reasonable (i.e. requires relocation or is not a good fit for the employee) then an employee would not be penalized when an offer is not deemed to provide suitable employment.

If I'm in receipt of bi-weekly salary continuance and get re-employed outside of the BC Public Sector and receive a lump sum payment of 50% of my former base salary, is that 50% payment based on the gross or net amount?

It will be based on the gross amount, however it will be subject to any applicable statutory deductions as per the Canada Revenue Agency.

Benefits and Pension

What happens to my benefit coverages if my OIC is rescinded?

BC Medical coverage through the Ministry of Health is paid up to the end of the month in which your OIC is rescinded or, if you choose bi-weekly severance instalments, up to the end of the month in which you are on pay. You will need to make personal arrangements with the Medical Services Plan to continue this coverage thereafter.

Extended Health and Dental coverages cease the day your OIC is rescinded or, if you choose bi-weekly severance instalments, Extended Health and Dental coverage ceases the last day you are on pay. You may obtain individual coverage under these plans through our carrier, the Great West Life Assurance Company. Great West Life can be contacted at 1-855-644-0538.

Group Life coverage ceases the end of the month in which your OIC is rescinded or, if you choose bi-weekly severance instalments, the end of the month in which you are on pay. You have the option of converting your group life coverage to an individual policy with our carrier Great West Life Assurance Company without the need to complete a medical examination. You have 60 days from the end of the month in which your employment is terminated to action this conversion privilege and must contact Great West Life directly. The group life policy is no. GL 6878 (5).

Benefits Service Centre Contact Information:
Block E, 2261 Keating Cross Road
Saanichton BC V8M 2A5
Email: Mybenefits@gov.bc.ca
Phone: 1-877-277-0772 (toll free) Option 1

If I get a severance would I be eligible for Employment Insurance (EI) benefits?

Employment Insurance eligibility is determined by Service Canada and the amount of severance you receive may impact when you would qualify to receive benefits. For more information regarding this, please visit the Service Canada website at: http://www.servicecanada.gc.ca/eng/sc/ei/index.shtml

What options do I have under the Public Service Pension Plan?

Your pension is administered by the Pension Corporation and options regarding your pension may be available depending on your personal circumstances. For specific questions specific to your Public Service pension, please contact the Pension Corporation directly at 1 866 876-6777.

If I choose to run for elected office, is my pension transferrable to the MLA pension plan?

MLA pensions also fall under the Public Service Pension Plan, however please contact the Pension Corporation directly at 1 866 876-6777 for further information.

Am I still covered by Employee and Family Assistance Services?

You will continue to be covered by Employee and Family Assistance Services for three months after the date on which your OIC is rescinded. To access these services please contact Morneau Shepell directly at 1-800-655-5004 or via this website: http://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/safety-health-well-being/health/efas.

Services offered under Employee and Family Assistance Services include:

- Short-term Counselling
- Career Support Services
- Family Support Services
- Financial and Legal Services
- Healthy Living Services

Applying on BC Public Service Positions

After I have been terminated, will I still have access to MyHR and/or the hiring system to view positions?

Yes, you can view MyHR and Postings as an external user and can see both external and internal postings.

Can an OIC appointee be temporarily appointed to work in a ministry?

No. Employees appointed under Section 15.1(a) of the *Public Service* Act are not eligible to apply on temporary appointments. An OIC appointee may not be placed in a temporary appointment as (i) Article 9 of Terms and Conditions specifically prohibits such appointments, and (ii) OIC appointees do not have a regular base position as is required to be processed as a temporary appointment. Further, TAs are intended to provide career development opportunities for current employees. OIC appointees are not considered public service employees under the Act (most of the Act does not apply to them and it is not required that they be appointed via a merit-based competition).

Can I obtain auxiliary work in a ministry?

Yes, OIC employees are eligible for auxiliary work. But if auxiliary work is accepted before your termination date you have effectively resigned your OIC position and are not eligible for severance. If you find auxiliary work during your severance mitigation period, the re-employment and repayment provisions outlined above will apply.

Rescinding an OIC and In-Service Status

Does an OIC appointee whose appointment has been rescinded have in-service status for applying on positions in the BC Public Service?

An OIC appointee has in-service status for 60 days after their OIC is rescinded. For employees who are in receipt of bi-weekly salary continuance, their in-service status remains in place for the duration they are in receipt of bi-weekly payments, which may be longer than 60 days.

I'm a Clerk 11 in a minister's office and if I submit a resume to the transition team and am offered a Clerk 9 position, will my salary be red-circled?

Your salary would not be red-circled as this would be deemed a voluntary demotion as you would be applying to a lower paid position. The impact to your salary would depend on where you are paid within the range but as a Clerk 9, your salary would have to paid within the range for that position and any adjustments would be as per our regular processes.

Rescinding an OIC and Pacific Leaders Scholarships and Loan Forgiveness

If an OIC enrolled in the Pacific Leaders Loan Forgiveness program has their appointment rescinded, what is the impact on their loan forgiveness status?

When accepted into the loan forgiveness program, the B.C. portion of the employee's Canada-B.C. integrated student loan is put on "interest-free" status for one year and they make no further payments on that portion of their loan. At the end of that year, one third of their total B.C. student loan debt is forgiven. If an employee is terminated, there is no recovery of student loans forgiven for a previous full year or years. But the employee is no longer eligible for the "interest-free" status and they must start making payments on the B.C. portion of their Canada-B.C. integrated student loan. They are not entitled to any portion of the loan forgiveness for the year in which they are terminated. Contact StudentAid BC for further information at 1-800-561-1818 or at https://studentaidbc.ca/

If an OIC who has received a Pacific Leaders Scholarship has their appointment rescinded and they have not completed their return of service commitment, what is the impact?

For every 12-month period that scholarship funding is provided, an employee commits to a "return of service" agreement to work in the BC Public Service for an additional 24 months beyond their scholarship year. If an employee voluntarily leaves employment before completing their return of service, they would be expected to repay a pro-rated amount of their scholarship funding. However, in the event of a without cause termination, no repayment will be sought.

Rescinding an OIC and Maternity Leave

What happens to severance to an employee already on maternity/parental leave?

If an employee is on maternity (or parental) leave when their OIC is rescinded, the maternity/parental leave will continue as scheduled and severance will take effect following the conclusion of the maternity/parental leave.

For further questions please contact the following individuals at Workforce Restructuring Services:

Lori Fischer
Specialist, Workforce Restructuring
Lori.Fischer@gov.bc.ca
778-698-4115

Caroline Chu
Specialist, Workforce Restructuring
Caroline.Chu@gov.bc.ca
250-387-3832

From:	Halls, Lori D PSA:EX
To:	Transition, Laptop (LP035) PREM:EX
Subject:	RE: GCPE HR transition team / daily meetings
Date:	Wednesday, July 12, 2017 8:42:00 AM

There will only be 2 of us…I need some folks to stay back and get some work done! ☺

From: Croft, Robyn (LP035) PREM:EX
Sent: Wednesday, July 12, 2017 8:42 AM
To: Halls, Lori D PSA:EX
Subject: RE: GCPE HR transition team / daily meetings

Great, will do – 2pm appears to be good. How many will be coming today just so I can ensure there is enough chairs?

From: Halls, Lori D PSA:EX
Sent: Tuesday, July 11, 2017 6:03 PM
To: Croft, Robyn (LP035) PREM:EX
Subject: RE: GCPE HR transition team / daily meetings

Yes Robyn we will be there in person for 2:00pm. Let me know if the time needs to change.

From: Croft, Robyn (LP035) PREM:EX
Sent: Tuesday, July 11, 2017 5:32 PM
To: Halls, Lori D PSA:EX
Subject: RE: GCPE HR transition team / daily meetings

Hi Lori,

Darwin advised me that a decision was made at the end of today's meeting that you will be coming in person again tomorrow in order to do a walk-through with Evan. Is that your understanding as well? I'll book the same boardroom we were in today.

Thanks for your time this aft.

Robyn

From: Croft, Robyn (LP035) PREM:EX
Sent: Tuesday, July 11, 2017 12:01 PM
To: Halls, Lori D PSA:EX
Subject: RE: GCPE HR transition team / daily meetings

Perfect, much appreciated.

From: Halls, Lori D PSA:EX
Sent: Tuesday, July 11, 2017 12:00 PM
To: Croft, Robyn (LP035) PREM:EX
Subject: RE: GCPE HR transition team / daily meetings

Hi Robyn

3:00pm today is fine. Thanks.

From: Croft, Robyn (LP035) PREM:EX
Sent: Tuesday, July 11, 2017 11:59 AM
To: Halls, Lori D PSA:EX
Subject: RE: GCPE HR transition team / daily meetings

P.S. To clarify, it's just today they need to make the change I believe. The daily time will still 2pm but there is a scheduling conflict today so hoping 3:00pm will work for this first one.

Please advise at your convenience and I will secure a room for this meeting.

Thanks,

Robyn

From: Croft, Robyn (LP035) PREM:EX
Sent: Tuesday, July 11, 2017 10:22 AM
To: Halls, Lori D PSA:EX
Subject: RE: GCPE HR transition team / daily meetings

Hi Lori, apologies – would it be possible to reschedule to 3:00pm today instead?

Thank you,

Robyn

250 812-4589

From: Halls, Lori D PSA:EX
Sent: Monday, July 10, 2017 6:06 PM
To: Croft, Robyn (LP035) PREM:EX
Subject: RE: GCPE HR transition team / daily meetings

Hi Robyn

2:00pm daily is fine. Thanks.

From: Croft, Robyn (LP035) PREM:EX
Sent: Monday, July 10, 2017 5:48 PM
To: Halls, Lori D PSA:EX
Subject: GCPE HR transition team / daily meetings

Hi Lori,

Just checking for Darwin Sauer if 2:00pm daily works on your end for a daily meeting with the HR transition team?

If so, we'll book the s.15 starting tomorrow (Tues).

Thank you,

Robyn Croft

From:	Halls, Lori D PSA:EX
To:	Transition, Laptop (LP035) PREM:EX
Cc:	Oliver, Chrissy PSA:EX
Subject:	RE: Team contact info
Date:	Thursday, July 13, 2017 2:32:00 PM

Our contact information:

Lori Halls
s.17

Lori.d.halls@gov.bc.ca

Chrissy Oliver
s.17

Chrissy.oliver@gov.bc.ca

From: Croft, Robyn (LP035) PREM:EX
Sent: Wednesday, July 12, 2017 4:46 PM
To: Halls, Lori D PSA:EX
Cc: Oliver, Chrissy PSA:EX
Subject: Team contact info

Hi there, as promised here is some contact info for you for our team:

Darwin Sauer
s.22

Claudia Wilimovsky
s.22

LP040@gov.bc.ca or
s.22

(she is accessing both)

Robyn Croft

250 812-4589

LP035@gov.bc.ca

Many thanks,

Robyn

From:	Halls, Lori D PSA:EX
To:	Transition, Laptop (LP020) PREM:EX
Subject:	RE: Is there an Associate DM for the Corporate Information and Records Management Office?
Date:	Wednesday, July 12, 2017 6:12:00 PM

You are SMRT

From: Canitz, Shelley (LP020) PREM:EX
Sent: Wednesday, July 12, 2017 5:34 PM
To: Halls, Lori D PSA:EX
Subject: RE: Is there an Associate DM for the Corporate Information and Records Management Office?

I translated….!

From: Halls, Lori D PSA:EX
Sent: Wednesday, July 12, 2017 3:24 PM
To: Canitz, Shelley (LP020) PREM:EX
Subject: RE: Is there an Associate DM for the Corporate Information and Records Management Office?

Sorry Shelley…..the name is Cheryl Wenezenki-Yolland……I was missing the Y.

From: Canitz, Shelley (LP020) PREM:EX
Sent: Wednesday, July 12, 2017 1:26 PM
To: Halls, Lori D PSA:EX
Subject: RE: Is there an Associate DM for the Corporate Information and Records Management Office?

thanks

From: Halls, Lori D PSA:EX
Sent: Wednesday, July 12, 2017 1:24 PM
To: Canitz, Shelley (LP020) PREM:EX
Subject: RE: Is there an Associate DM for the Corporate Information and Records Management Office?

Yes its Cheryl Wenezenki-olland. She has other responsibilities as well.

From: Canitz, Shelley (LP020) PREM:EX
Sent: Wednesday, July 12, 2017 1:18 PM
To: Halls, Lori D PSA:EX
Subject: Is there an Associate DM for the Corporate Information and Records Management Office?

From:	Halls, Lori D PSA:EX
To:	Transition, Laptop (LP020) PREM:EX
Subject:	RE: test - did this come throught? From Shelley
Date:	Wednesday, July 12, 2017 11:27:00 AM
Attachments:	MCCF Salary ranges.pptx Compensation Table proposed.docx

---

Here they are:

From: Canitz, Shelley (LP020) PREM:EX
Sent: Wednesday, July 12, 2017 11:26 AM
To: Halls, Lori D PSA:EX
Subject: RE: test - did this come throught? From Shelley

And that coloured bar chart that showed the MCCF ranges - thanks

---

From: Canitz, Shelley (LP020) PREM:EX
Sent: Wednesday, July 12, 2017 11:26 AM
To: Halls, Lori D PSA:EX
Subject: RE: test - did this come throught? From Shelley

Can you resend me the chart you handed out this morning? The one that had the political staff chart at the top then an expanded MCCF chart at the bottom?

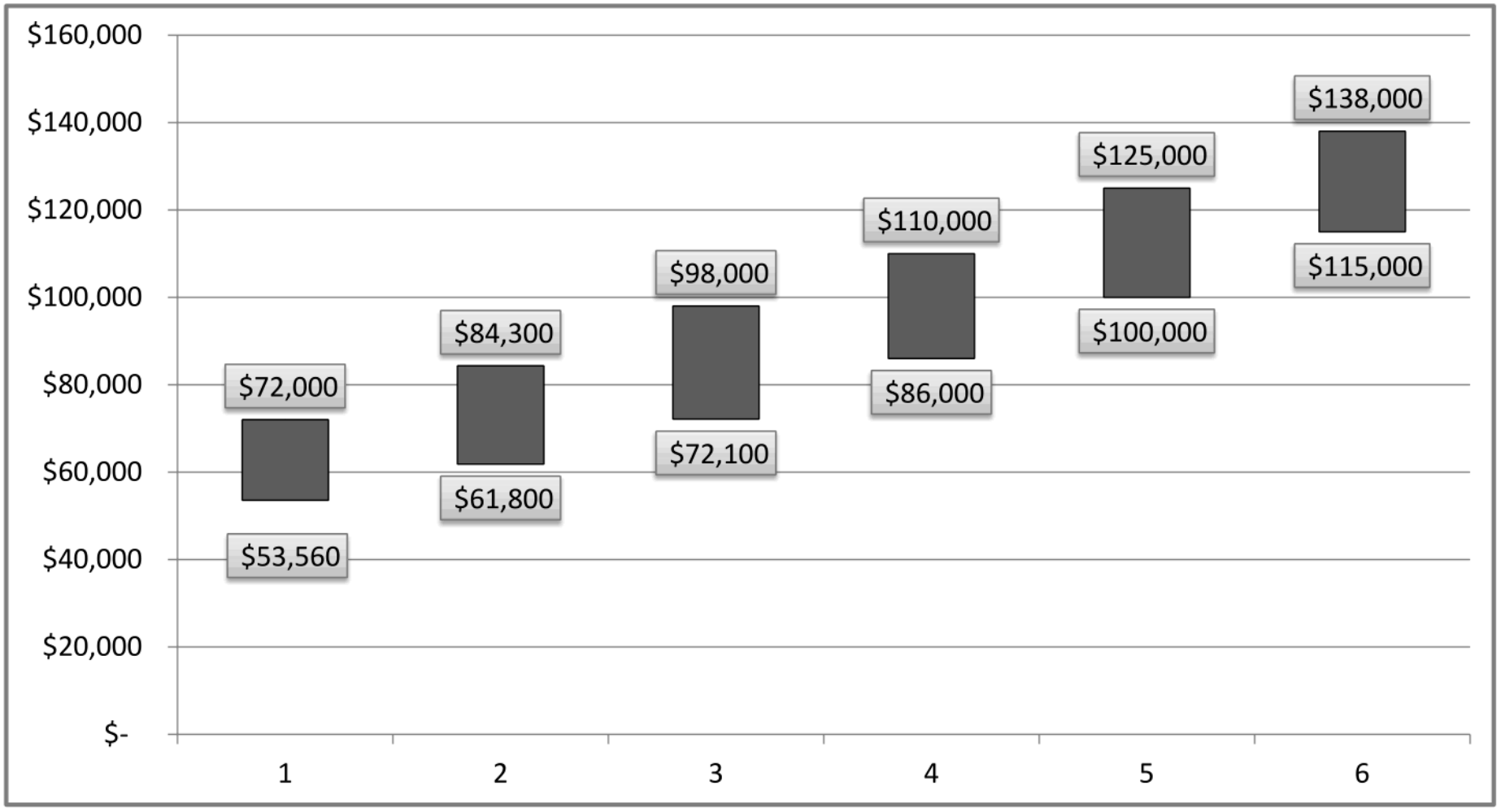
From: Halls, Lori D PSA:EX
Sent: Wednesday, July 12, 2017 11:16 AM
To: Canitz, Shelley (LP020) PREM:EX
Subject: Re: test - did this come throught? From Shelley

Got it. Thx.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 12, 2017, at 11:09 AM, Canitz, Shelley (LP020) PREM:EX <LP020@gov.bc.ca> wrote:

Excluded Management Salary Ranges



Political Staff allocation to the existing ranges, effective May 29, 2015 is as follows:

Band A $60,000 - $94,500	**Band B** $51,300 - $68,400	**Band C** $125,000 – $195,148	**Band E** $85,000 - $130,000
• Chief of Staff • Ministerial Assistant • Manager Communications • Manager of Operations • Managing Director of Correspondence	• Executive Assistant • Communications Coordinator • Exec. Scheduling Coordinator	• Premier's Chief of Staff • Deputy Chief of Staff • ED, Communications & Issues Management	• Director, Issues Management • Press Secretary • Director of Communications • Director of Policy

Note – Band D was eliminated by OIC 363 in June 2014 and replaced with Band E

At the time of introduction, a relativity point was identified for the maximum salary of each range:

Eg. Band A - $94,500 – 90% of the Strategic Leadership $105,000 max

With no significant change in compensation ranges since 2006, minister's staff salaries have fallen behind their historical relativity points. For example, the original relativity of Band A reflecting 90% of the Strategic Leadership maximum is now at 75.6% of the maximum of Band 5 (an approximate replacement of Strategic Leadership classification).

Propose Adopting the Management Classification and Compensation Framework and Executive Compensation Framework:

MCCF Classification	Range	Existing Range	Positions
Band 1	$53,560 - $72,000	$51,300 - $68,400 (B)	Executive Assistants
Band 2	$61,800 - $84,300	$60,000 - $94,500 (A)	Manager, Communications Director of Operations Special Advisor, First Nations Issues
Band 3	$72,100 - $98,000	$60,000 - $94,500 (A)	Chiefs of Staff (small portfolios) Manager, Correspondence Branch
Band 4	$86,000 - $110,000	$60,000 - $94,500 (A) $85,000 - $130,000 (E) $85,000 - $130,000 (E)	Chiefs of Staff (large portfolios) Director of Communications (PO) Director of Policy (PO)
Band 5	$100,000 - $125,000		Director, Issues Management Press Secretary
Band 6	$115,000 - $138,000		
Executive Classifications			
Deputy Minister	Up to $299,000	$125,000 - $195,000 (C)	Chief of Staff to Premier
Assistant Deputy Minister (Band C)	$160,000 - $180,000	$125,000 - $195,000 (C)	Deputy Chief of Staff
Assistant Deputy Minister (Band C)	$160,000 - $180,000	$125,000 - $195,000 (C)	Executive Director, Communications and Issues Management

Note: Rather than distinguish Chiefs of Staff positions by portfolio size you could simply place in same band and start them at different salary points in the band.

From:	Halls, Lori D PSA:EX
To:	Transition, Laptop (LP020) PREM:EX
Subject:	Re: NOT a rush
Date:	Thursday, July 13, 2017 7:05:11 PM

Yes. Executive Leads are folks we believe are potential future ADMs. They are given a term limited assignment, are part of a ministry's executive team, report directly to DM or an Associate DM. They are our ADMs in training in essence and their portfolios are larger than our Band 5/6 roles. They are term limited assignments so that if they can't perform at the ADM they return to their base level within the mgmt bands.

Lori Halls
Deputy Minister
BC Public Service Agency

On Jul 13, 2017, at 6:52 PM, Canitz, Shelley (LP020) PREM:EX <LP020@gov.bc.ca> wrote:

> And is there something still around called “executive lead?
>
> ---
>
> **From:** Canitz, Shelley (LP020) PREM:EX
> **Sent:** Thursday, July 13, 2017 6:52 PM
> **To:** Canitz, Shelley (LP020) PREM:EX
> **Subject:** RE: NOT a rush
> And is there something still around called “executive lead?
>
> ---
>
> **From:** Canitz, Shelley (LP020) PREM:EX
> **Sent:** Thursday, July 13, 2017 6:45 PM
> **To:** Halls, Lori D PSA:EX
> **Subject:** RE: NOT a rush
> Many thanks
>
> ---
>
> **From:** Halls, Lori D PSA:EX
> **Sent:** Thursday, July 13, 2017 6:25 PM
> **To:** Canitz, Shelley (LP020) PREM:EX
> **Subject:** RE: NOT a rush
> Sure I can get you these tomorrow morning.
>
> ---
>
> **From:** Canitz, Shelley (LP020) PREM:EX
> **Sent:** Thursday, July 13, 2017 5:31 PM
> **To:** Halls, Lori D PSA:EX
> **Subject:** NOT a rush
> But do you or a member of your team have some copies of what a general Assoc DM or ADM job description might be?
> Many thanks
> Shellley

BC Public Service Agency

July 2017 Transition

Minister responsible for the
BC Public Service Agency

Minister's Transition Binder – May 2017
BC Public Service Agency
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AGENCY PROFILE

BC Public Service Agency:

Established by the *Public Service Act*, the BC Public Service Agency provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole.

The BC Public Service is one of the largest corporate workforce in the province, serving all communities across British Columbia. Public servants provide a wide range of services to British Columbians such as health care, public safety, education, and environmental management, to name a few. The Agency supports the work of public servants by providing a wide range of Human Resource services. In doing so, we help ensure the BC Public Service continues to have the right people to do that work.

Changing demographics, such as an aging and increasingly diverse population, continue to influence employers in many ways. An aging workforce is contributing to rising benefits costs through factors such as higher benefit utilization, increased absenteeism and escalating health premiums. As benefits costs make up an increasing percentage of the total cost of employment, the BC Public Service is working to contain these costs through a proactive and preventative approach to supporting a healthy and productive workforce.

While global economic influences delayed the retirement of many baby boomers, the oldest of this cohort is now aged 69 and beginning to exit the workforce in growing numbers. This exodus is only expected to increase, and when combined with fewer entrants to the workforce and greater demand for skilled workers, will bring about both labour and skill shortages. The increased competition will require organizations to put greater emphasis on the identification, attraction and development of talent

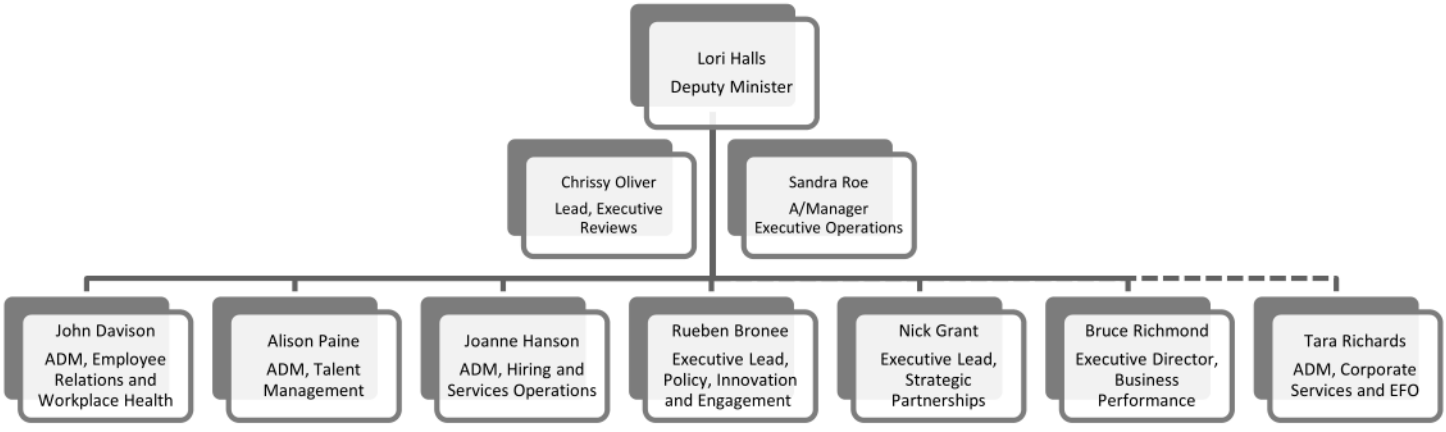
With these changes in mind, the three goals from the Agency's Integrated Strategic Plan are; (1) A trusted business partner delivering effective human resource services, (2) A Public Service that attracts, enables, develops and retains a highly skilled and professional workforce, and (3) Strong people, processes and technology to effectively meet business needs. Our goals and priorities are closely aligned with the three goals of the Corporate Plan for the BC Public Service: Where Ideas Work; (1) Building our Internal Capacity, (2) Improving our Competitiveness and (3) Enhancing Service to Citizens.

Mandate:

The Agency is responsible for ensuring the Public Service has the commitment, capacity and capability within its workforce to meet the needs of British Columbians now and in the future. The Agency supports the succession management priority of the Corporate Plan: Where Ideas Work and through its programs and initiatives will improve the Public Service's ability to identify, attract and develop employees.

Full Time Equivalents (FTEs): 445

Executive Organizational Chart:



BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

May 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
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;
- 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;
- 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.

Summary:

The Head of the BC Public Service Agency leads the administration of personnel management in the BC Public Service, including key responsibilities related to corporate HR strategy, policy advice and program development, recruitment and appointment, service delivery, and representing the employer in collective bargaining.

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

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Lori Halls
Deputy Minister
BC Public Service Agency

Lori Halls was appointed Deputy Minister of the BC Public Service Agency on September 15, 2015.

Prior to taking on this role Lori was the Assistant Deputy Minister for the Environmental Protection Branch with the Ministry of Environment and among other responsibilities was the Ministry's lead on the response to the Mount Polley breach. During her time with the Ministry of Environment, Lori also served as the Assistant Deputy Minister for the BC Parks and Conservation Officer Service Division. In that role, she was responsible for the management of the parks and protected area system that makes up 14.3% of the landbase in British Columbia and responsible for the enforcement of natural resource laws.

Lori has also served as the Assistant Deputy Minister for the Talent Management Division with the BC Public Service Agency and was responsible for transforming recruitment, corporate learning and performance management within the Public Service.

Lori started her career in government as a coop student in Victoria in 1993 and held many progressively responsible positions within the Ministry of Health. One of her major accomplishments was establishing HealthLink BC as an operating entity under the Emergency and Health Services Commission. Prior to this she was the Lead Negotiator for the alternative service delivery procurement process, and, ultimately, was appointed Chief Operating Officer at HealthLink BC, a position she held from 2006 to 2009. As the Chief Operating Officer she was responsible for the implementation of the province's 8-1-1 service.

Lori has a Bachelor of Arts in Political Science and History and Master's of Public Administration from the University of Victoria. s.22

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EXECUTIVE MEMBER BIOGRAPHY

Bruce Richmond
Executive Director, Business Performance
BC Public Service Agency

Bruce Richmond currently holds the position of Executive Director, Business Performance and is the Chief Information Officer for the Agency. In this role, he has responsible for managing the Government's Alternate Service Delivery Contract for Payroll Operations and Human Resource Technology delivery as well as Facilities Management for all Agency locations, Freedom of Information, Privacy, and the Workforce Environment Survey.

He has been with the BC Public Service for more than 25 years, starting his career in 1990 as a Senior Budget Manager with the Ministry of Transportation and Highways. Bruce moved to the Ministry of Attorney General in 1994 and spent 13 years in their Information Technology Services Division, performing a number of roles, including the Director of Finance and Administration, the Director of Client Services and as the Director of Operations.

In 2007, Bruce moved to the Natural Resource Sector, supporting the IM/IT needs for the Ministry of Environment, Ministry of Agriculture and Front Counter BC before pursuing a central agency opportunity, where he created an IM/IT Audit function within Internal Audit and the Office of the Comptroller General at the Ministry of Finance. As Director, Professional Practice, IM/IT he oversaw related audit work under Government's Corporate Audit Plan and was responsible for ensuring that proper financial and security controls were in place for credit card commerce for the public service as per payment card industry standards.

Bruce has considerable experience as a senior manager and supervisor, delivering services across sectors and large complex ministries, with a notable record of negotiation and partnership with the vendor community. Bruce possesses a bachelor's degree from the University of Victoria in Economics and a Masters certificate from Royal Roads University in Leadership.

EXECUTIVE MEMBER BIOGRAPHY

Joanne Hanson
Assistant Deputy Minister, Hiring and Service Operations Division
BC Public Service Agency

Joanne Hanson was appointed Assistant Deputy Minister of Hiring and Service Operations on May 24, 2016. Prior to coming to the Agency, Joanne was the Executive Director of the Northern Region of Court Services Branch, Ministry of Justice where she led her team through a variety of significant service delivery innovations and transformations.

Joanne began her career with British Columbia Public Service in 1999 in Northern BC, after leaving the federal Department of Indian Affairs, beginning with Social Development and Innovation and held a variety of roles and responsibilities contributing to projects and initiatives both within the Public Service and with external stakeholders. Joanne was the first regional recipient of the Emerging Leader Premier's Award. In addition to her career with the Provincial Government, she is also a Chartered Professional in Human Resources (CPHR) and was an appointed board member for four years on the Northern HRMA Advisory Council. Further to this, Joanne is a Certified Provincial Instructor and taught at the College of New Caledonia in the Human Resources Post Diploma program. With a passion for leadership, Joanne is also a Certified Insights Practitioner and coaches and delivers training throughout the Province.

EXECUTIVE MEMBER BIOGRAPHY

John Davison
Assistant Deputy Minister, Employee Relations & Workplace Health Division
BC Public Service Agency

John Davison was appointed Assistant Deputy Minister, Employee Relations Division of the BC Public Service Agency on September 26, 2014 after acting in this role since June 2013. Employee Relations & Workplace Health provides a full range of labour relations, workplace health and safety, and employee compensation and benefit services.

John has been with the Public Service Agency since 2006, most recently as Director, Labour Relations. He 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.

Before coming to the Agency, John worked for 5 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, not long after the four major BC public sector pension plans moved to the Joint Trusteeship governance model. He has continued to serve on various public sector pension boards ever since and has been a trustee of the Public Service Pension Plan since 2007.

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

EXECUTIVE MEMBER BIOGRAPHY

Nick Grant
Executive Lead, Strategic Partnerships
BC Public Service Agency

Nick Grant joined the Agency in February 2015 on an assignment to work with the Executive and Senior Leadership to develop a business plan for the Agency. Upon completion of that work he remained at the Agency as a member of the Executive team to lead a broader strategic planning, organizational design and management process review. Following that he transitioned to his current role as Lead Negotiator/Executive Lead of the Strategic Partnerships Division of the Agency responsible to procuring a new Human Capital Management service delivery contract for the Public Service.

Nick spent over 20 years at the BC Ministry of Health and held the was appointed acting Assistant Deputy Minister of the Health Sector Planning and Innovation Division prior to joining the Agency. In that role Nick was responsible for articulating and leading the implementation of government's strategic direction for the health sector as detailed in the Ministry's *Setting Priorities for the B.C. Health System* document. Other leadership responsibilities he has held at the Ministry of Health include internal and health sector planning, stakeholder relations, strategic management, business intelligence, data and information management, research, corporate policy, legislation and intergovernmental relations.

Nick holds a BA in Political Science from the University of Victoria and has worked in the BC Public Service for 25 years.

EXECUTIVE MEMBER BIOGRAPHY

Rueben Bronee
Executive Lead, Policy, Innovation and Engagement

Rueben assumed his current role in May 2016 and is responsible for corporate human resource policy, corporate employee engagement and communications, corporate innovation initiatives, and secretariat support for the Deputy Ministers' Committee on Public Service Innovation. He joined the BC Public Service Agency in November 2015 as Executive Director, Corporate Strategy.

Previously, Rueben served as an Executive Director, Strategic Sector Engagement with the Ministry of Advanced Education and Executive Director, Partner and Intergovernmental Relations with the Ministry of Education where he was also a member of the executive team. In both these roles he was the lead on strategic engagement with key sector partners in the education sector.

From 2008 to 2011, Rueben was the Executive Director for the Public Service Initiative in the Office of the Deputy Minister to the Premier and then the Ministry of Citizens Services. He was responsible for corporate human resource planning, employee engagement and employee communications for the BC Public Service.

Prior to that, Rueben led the writing and editorial services team with the Public Affairs Bureau, where he was responsible for editing and distribution of all government media materials and speechwriting for the Office of the Premier. He began is public service career as a co-op student with the Ministry of Employment and Investment in 1998.

EXECUTIVE MEMBER BIOGRAPHY

Tara Richards,
ADM, Corporate Services & EFO
Ministry of Finance

Tara was appointed as Assistant Deputy Minister, Corporate Services and EFO on July 17, 2014, with responsibility for corporate financial and facilities services, strategic human resources, information management and performance management and corporate priorities. In 2016, Tara took on the responsibility of Acting Chief Executive Officer of the Financial Institutions Commission (FICOM). FICOM regulatory responsibility includes credit unions and trust companies, insurance companies, pension plans, real estate, mortgage brokers and the Credit Union Deposit Corporation.

Over the past 19 years in government, Tara has held progressively responsible positions in various ministries, most recently as the Executive Director, Property Taxation Branch, Revenue Division at Finance. Tara's background includes roles in policy and legislation, operations, intergovernmental relations, and corporate policy and planning services in the Ministry of Children and Family Development and the Ministry of Health.

Tara has a Master's Degree in Public Administration and an undergraduate degree in Political Science from the University of Victoria.

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BUSINESS PERFORMANCE DIVISION

Executive Director Responsible: Bruce Richmond, CIO

Core Business/Program Area Description/Critical Business Processes:

A major focus of the Business Performance Division is to manage the government's alternate service delivery contract for payroll operations and all human resource technology delivery for government, in partnership with TELUS Sourcing Solutions Inc.

In addition, the division is charged with the responsibility for facilities management for the twelve agency locations, freedom of information, information privacy, emergency preparedness, strategic planning, portfolio management, project management, performance measurement, reporting and business intelligence activities.

Another key service provided through the division is business consulting services to senior executives and their respective organizations across government.

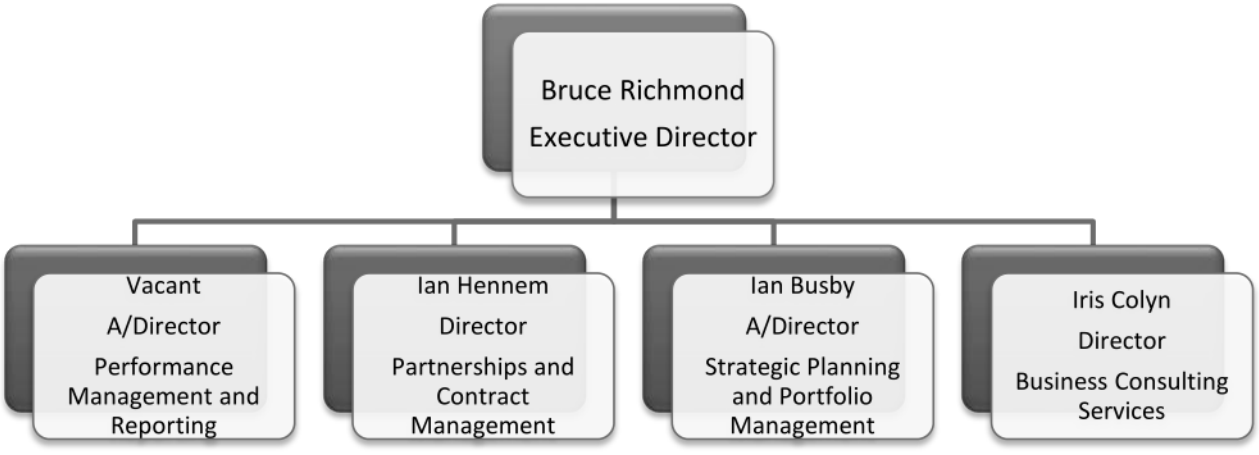
Budget: $22,060,000 (includes Strategic Partnerships budget - $543,900 FY17)

Full Time Equivalents (FTEs): 39 (includes Strategic Partnerships FTEs - 4)

Related Legislation:

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

Organizational Chart:



EMPLOYEE RELATIONS & WORKPLACE HEALTH DIVISION

ADM Responsible: John Davison

Core Business/ Program Area Description/Critical Business Processes:

This division provides for a full range of employee relations services, including negotiation and administration of collective agreements, human resource investigations, advice and dispute resolution. In addition, the division provides leadership for workplace health & safety and employee compensation & benefits.

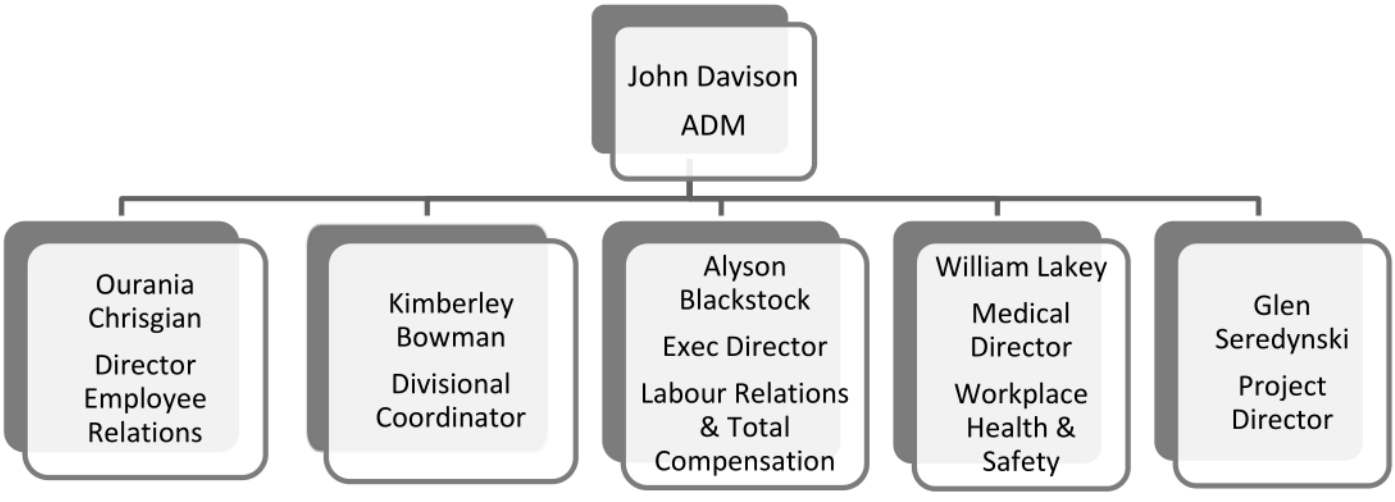
Operations Vote Budget: $3,822,000 (includes part of Policy, Innovation and Engagement budget - $394,000 FY17)
Benefits Vote Budget: for the purposes of Estimates, this budget is combined in the Benefits Administration budget of $7,322,000 in the Benefits Vote

Full Time Equivalents (FTEs): 121 (includes part of Policy, Innovation and Engagement FTEs - 4)

Related Legislation:

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

Organizational Chart:



EXECUTIVE AND SUPPORT SERVICES

Deputy Minister Responsible: Lori Halls

Core Business/ Program Area Description/Critical Business Processes:

The BC Public Service Agency is accountable to the Deputy Ministers' Council to provide cost effective HR services to our customers and clients in the BC Public Service. The Agency is also the provincial government's bargaining agent, responsible for negotiating the public service collective agreements. In addition, the BC Public Service Agency is called upon to play a central role in delivering the programs and initiatives necessary to achieve the Corporate Plan goals.

The Agency has seven core business areas that contribute to developing an innovative and responsive public service, whose employees are motivated and supported to reach their highest potential. The core businesses include: Hiring and Service Operations; Talent Management; Employee Relations and Workplace Health; Policy, Innovation and Engagement; Strategic Partnerships; Business Performance; and, Executive and Support Services.

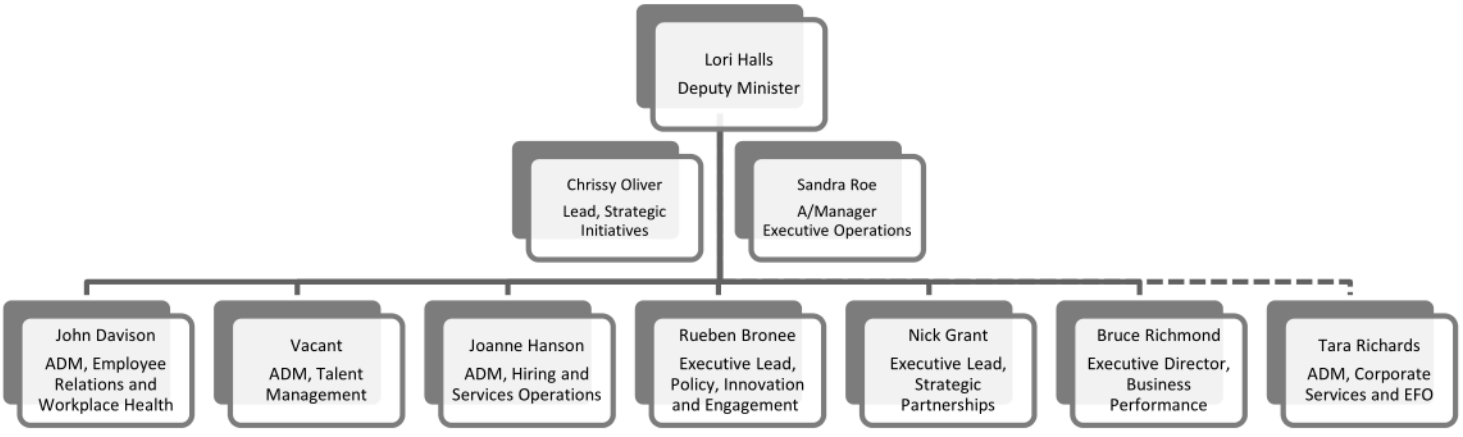
Operations Vote Budget: $1,832,000
Benefits Vote Budget: for the purposes of Estimates, this budget is combined in the Benefits Administration budget of $7,322,000 in the Benefits Vote

Full Time Equivalents (FTEs): 25

Related Legislation:

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

Organizational Chart:



FINANCIAL MANAGEMENT OFFICE

Chief Financial Officer: Libby Oulton

Core Business/Program Area Description/Critical Business Processes:

The Financial Management Office is responsible for financial

The Financial Management Office 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 Office is also responsible for the financial management of the government-wide Benefits Vote, the Provincial Employees Community Services Fund and delivery of the leave liability program for government.

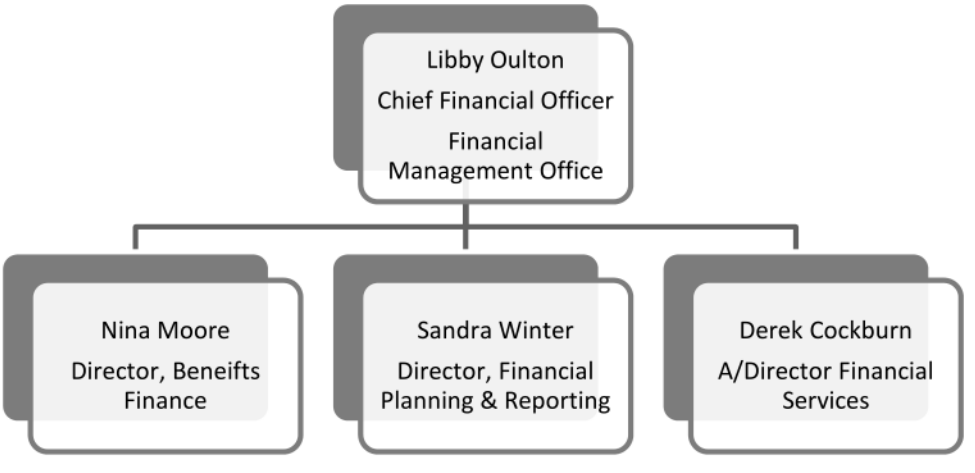
Operations Vote Budget: for the purposes of the Estimates, the budget is combined with Executive and Corporate Services.
Benefits Vote Budget: for the purposes of Estimates, this budget is combined in the Benefits Administration budget of $7,322,000 in the Benefits Vote

Full Time Equivalents (FTEs): For the purposes of the Estimates, FTEs are combined with Executive and Corporate Services.

Related Legislation:

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

Organizational Chart:



HIRING AND SERVICE OPERATIONS

Assistant Deputy Minister Responsible: Joanne Hanson

Core Business/ Program Area Description/ Critical Business Processes:

Hiring and Service Operations (HSO) is responsible for the provision of diverse Human Resource services supporting the entire employee lifecycle across the BC Public Service through a multi-channel, technology enabled service model. The division's core business includes the delivery of a wide range of Human Resource services including payroll, benefits, personnel records, classification, labor relations advisory and interpretation services as well as recruitment. Hiring services are focused on leading and implementing strategies that address the shifting demands of recruitment in today's labour market, and developing and implementing new marketing and recruitment practices.

The division's mandate, which must align with the OCIO strategy for IT Infrastructure, includes governance and stewardship of 6 significant IT platforms – PeopleSoft, Time and Leave, Telephony, CRM – Customer Relationship Management, RMS – Recruitment Management Services and Web based tools and Self-Service (MyHr) the MyHR website, the contact center and the internal knowledge base to support the delivery of consistent and accurate information to customers and staff.

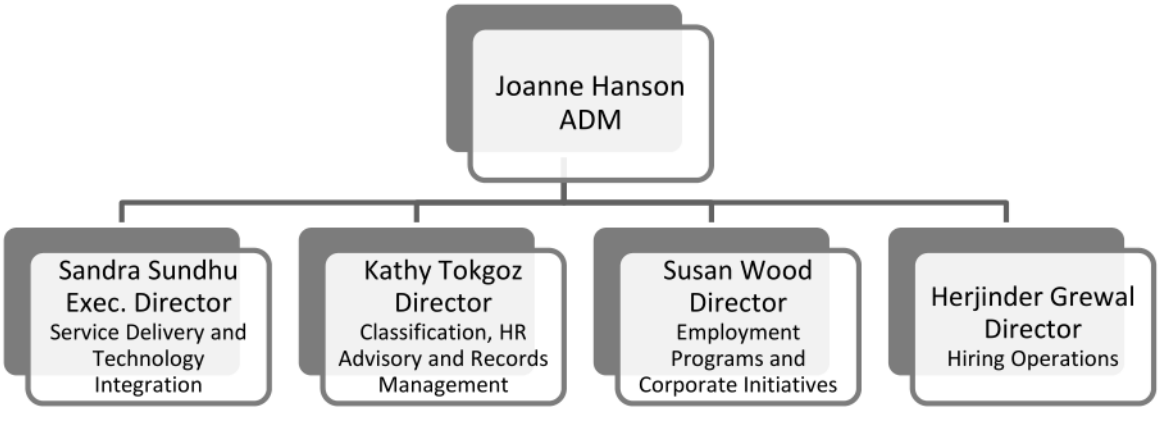
Budget: $12,652,000

Full Time Equivalents (FTEs): 167

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:

Policy, Innovation and Engagement is responsible for corporate human resource policy and legislation for the BC Public Service, including the Standards of Conduct and the *Public Service Act*. The division also provides secretariat support for the Deputy Ministers' Committee on Public Service Innovation, which includes production of the Corporate Plan for the BC Public Service, *Where Ideas Work*, and delivery of corporate initiatives to promote innovation across government.

The division is also responsible for corporate employee communications, including the corporate intranet site, and corporate engagement and recognition programs, including the Premier's Innovation and Excellence Awards and the Long Service Awards.

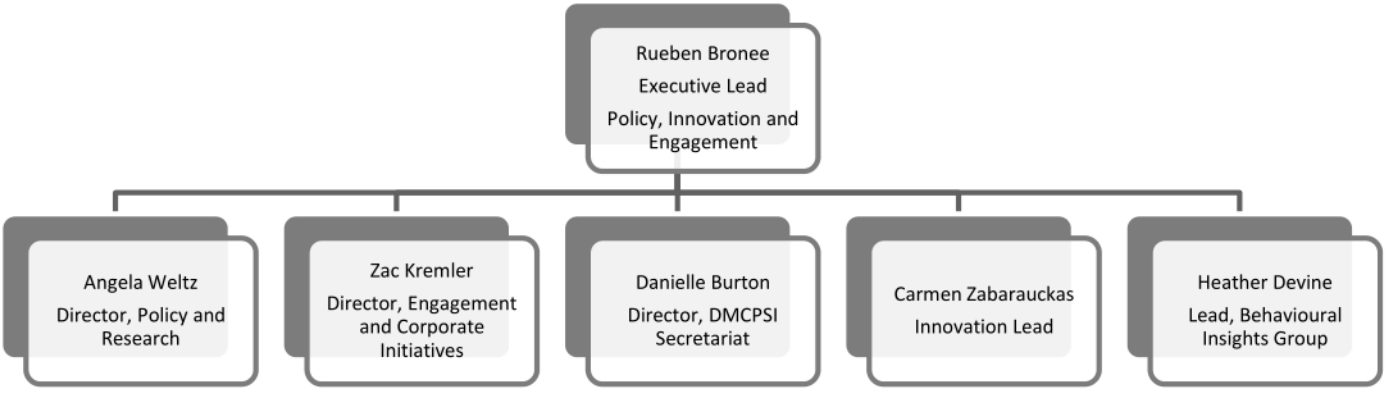
Operations Vote Budget: for the purposes of the Estimates, the budget is combined with Talent Management Division, and Employee Relations and Workplace Health Division
Benefits Vote Budget: for the purposes of Estimates, this budget is combined in the Benefits Administration budget of $7,322,000 in the Benefits Vote

Full Time Equivalents (FTEs): For the purposes of the Estimates, FTEs are combined with Talent Management Division and Employee Relations Division

Related Legislation:

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

Organizational Chart:



STRATEGIC PARTNERSHIPS

Executive Lead Responsible: Nick Grant

Core Business/ Program Area Description/Critical Business Processes:

The Strategic Partnerships Division was created to lead the development and execution of a strategy to procure a new Human Capital Management Alternative Service Contract for the public service. The Province and TELUS Sourcing Solutions Incorporated (TSSI) entered into a ten year agreement in November of 2004, and exercised the option within that agreement to extend the term for five years until 2019. The contract will expire in 2019 and should the Province wish to continue to deliver these services via a contract with a private sector service provider, a competitive process must be performed to comply with provincial trade obligations and core policy.

The current contract provides a critical technology and service platform delivering essential functions including the Province's human resource core data systems, payroll and benefit administration, and talent management applications. This project involves both strategic and technical work with ministry partners (Ministries of Technology and Citizens Services, Finance, and Attorney General) to leverage changes in the technology (Cloud services) and procurement markets within government regulation and policy.

NOTE: A number of high priorities have recently put additional pressure and heavy workloads on the Employee Relations and Workplace Health Division. To assist in managing this pressure, the Workplace Health & Safety staff are current reporting to the Executive Lead, Strategic Partnerships.

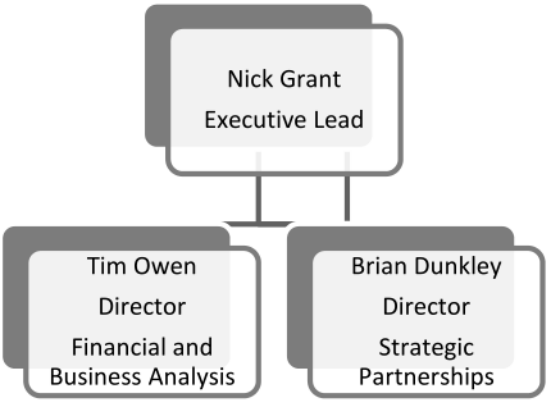
Operations Vote Budget: for the purposes of the Estimates, the Strategic Partnerships budget is combined with Business Performance Division.

Full Time Equivalents (FTEs): for the purposes of the Estimates, FTEs are combined with Business Performance Division

Related Legislation:

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

Organizational Chart:



TALENT MANAGEMENT DIVISION

ADM Responsible: Rueben Bronee (A/ADM)

Core Business/ Program Area Description/Critical Business Processes:

The Talent Management division's core business provides for leadership, program delivery and services in the areas of executive recruitment and development; employee learning and development; performance management; conflict management (alternative dispute resolution); coaching; corporate succession management and diversity.

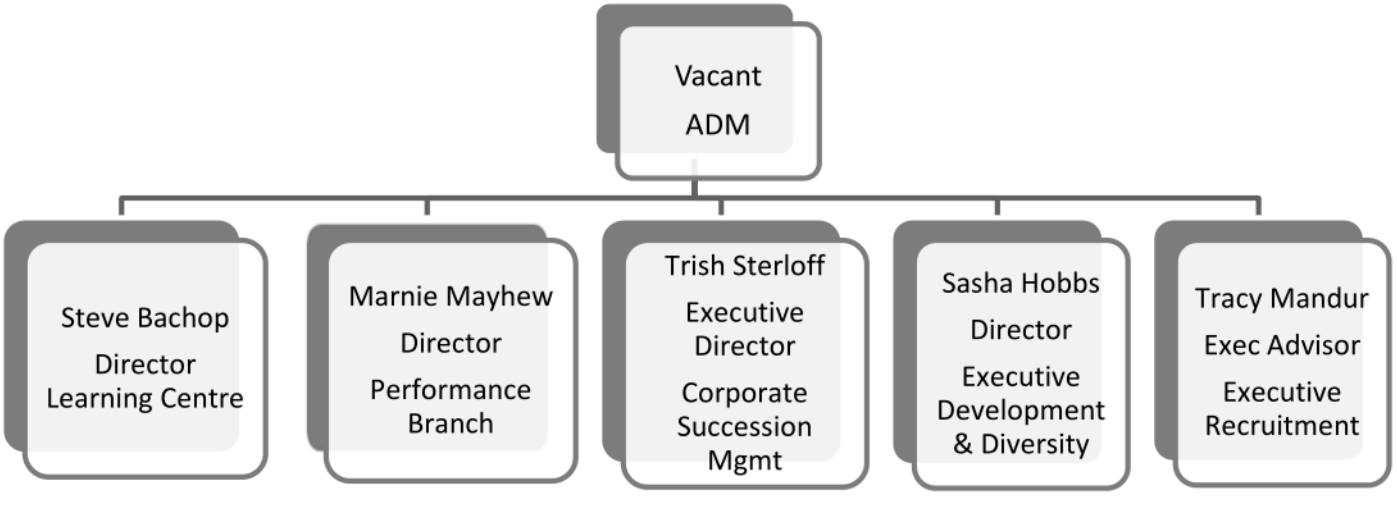
Budget: $10,653,000 (includes part of Policy, Innovation and Engagement budget -$748,000 FY17)
Benefits Vote Budget: (For the purposes of Estimates, this budget is combined in the Benefits Administration budget of $7,322,000 in the Benefits Vote)

Full Time Equivalents (FTEs): 94 (includes part of Policy, Innovation and Engagement FTEs - 21)

Related Legislation:

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

Related Legislation: Organizational Chart:



List of 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

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This Act is current to September 13, 2017

See the Tables of Legislative Changes for this Act's legislative history, including any changes not in force.

PUBLIC SERVICE ACT

[RSBC 1996] CHAPTER 385

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Part 1 — Introductory Provisions

Definitions

1 In this Act:

"agency" means the BC Public Service Agency continued under section 5 (1);

"agency head" means the head of the agency appointed under section 5 (2);

"auxiliary employee" means an auxiliary employee as defined in the regulations;

"deputy minister" means

(a) a person appointed as a deputy minister under section 12, or

(b) subject to section 14, a person who by an Act or by an order in council under that section is declared to have the status of a deputy minister;

"employee" means a person appointed under this Act other than a person appointed under section 15;

"merit commissioner" means the merit commissioner appointed under section 5.01.

Purposes of Act

2 The purposes of this Act are to

(a) facilitate the provision of service to the public in a manner that is responsive to changing public requirements,

(b) recruit and develop a well qualified and efficient public service that is representative of the diversity of the people of British Columbia,

(c) encourage the training and development of employees to foster career development and advancement,

(d) encourage creativity and initiative among employees, and

(e) promote harmonious relations of the government and employees and bargaining agents that represent employees in the public service.

Application of Act

3 Except as otherwise provided in this Act or in another Act, this Act applies

(a) to all ministries of the government, and

(b) to any board, commission, agency or organization of the government and its members or employees, to which the Lieutenant Governor in Council declares this Act, or a provision of this Act, to apply.

Consultation process

4 (1) In this section, **"consult"** means seeking advice or an exchange of views or concerns prior to the making of a decision respecting the matters that determine merit under section 8 (2) or the making of regulations under section 25.

(2) The agency must consult with representatives of the employees' bargaining agents certified under the *Public Service Labour Relations Act* with respect to

(a) the application of the matters that determine merit under section 8 (2), and

(b) regulations that may affect the employees represented by the bargaining agents that the minister intends to recommend to the Lieutenant Governor in Council under section 25.

(3) In addition, the agency may consult with employees who are not represented by the bargaining agents referred to in subsection (2) with respect to the matters referred to in that subsection that affect members of those groups.

Part 2 — Agency Head and Merit Commissioner

BC Public Service Agency

5 (1) The division of the government known as the Public Service Employee Relations Commission is continued as the BC Public Service Agency under the administration of the minister.

(2) The Lieutenant Governor in Council must appoint, under section 12, an individual to be the agency head.

(2.1) to (2.5) [Repealed 2005-35-36.]

(3) The agency head is responsible for personnel management in the public service including but not limited to the following:

(a) advising the minister respecting personnel policies, standards, regulations and procedures;

(b) providing direction, advice or assistance to ministries in the conduct of personnel policies, standards, regulations and procedures;

(c) recruiting, selecting and appointing, or providing for the recruitment, selection and appointment of, persons to or within the public service;

(d) developing, providing, assisting in or coordinating staff training, educational and career development programs;

(e) developing, establishing and maintaining job evaluation and classification plans;

(f) acting as bargaining agent for the government in accordance with section 3 of the *Public Service Labour Relations Act*;

(g) developing, establishing and maintaining occupational health and safety programs;

(h) developing and implementing employment equity policies and programs;

(i) conducting studies and investigations respecting staff utilization;

(j) carrying out research on compensation and working conditions;

(k) developing and implementing mechanisms to ensure effective human resource planning and organizational structures;

(l) developing, implementing and maintaining a process to monitor, audit and evaluate delegations under section 6, to ensure compliance with this Act and the regulations;

(m) establishing and maintaining a personnel management information system;

(n) performing other duties assigned by the minister respecting personnel, consistent with this Act and the regulations.

(4) Subject to this Act and the regulations and on the recommendation of the agency head, the minister may issue policies respecting the matters referred to in subsection (3).

Appointment of merit commissioner

5.01 (1) The Lieutenant Governor in Council, on the recommendation of the Legislative Assembly, must appoint an individual to hold office as the merit commissioner under this Act.

(2) The merit commissioner is an officer of the Legislature and must

(a) faithfully, honestly and impartially exercise the powers and perform the duties of the office, and

(b) not divulge any information received under this Act, except if permitted by this Act.

(3) The Legislative Assembly must not recommend an individual to be appointed under subsection (1) unless a special committee of the Legislative Assembly has unanimously recommended to the Legislative Assembly that the individual be appointed.

(4) The merit commissioner is to be appointed for a term of 3 years and may be reappointed in the manner provided in this section for further 3 year terms.

(5) The merit commissioner is entitled

(a) to be paid, out of the consolidated revenue fund, compensation as may be fixed by the Lieutenant Governor in Council, and

(b) to be reimbursed for reasonable travelling and out of pocket expenses personally incurred in performing the duties of the office.

(6) The Lieutenant Governor in Council may appoint an acting commissioner if

(a) the office of commissioner is or becomes vacant when the Legislative Assembly is not sitting,

(b) the commissioner is suspended when the Legislative Assembly is not sitting,

(c) the commissioner is removed or suspended or the office becomes vacant when the Legislative Assembly is sitting, but no recommendation is made by the Legislative Assembly under subsection (1) before the end of the session, or

(d) the commissioner is temporarily absent because of illness or for another reason.

(7) An acting commissioner holds office until

(a) a person is appointed under subsection (1),

(b) the suspension of the commissioner ends,

(c) the Legislative Assembly has sat for 30 days after the date of the acting commissioner's appointment, or

(d) the commissioner returns to office after a temporary absence,

whichever is the case and whichever occurs first.

Merit commissioner

5.1 (1) The merit commissioner is responsible for monitoring the application of the merit principle under this Act by

(a) conducting random audits of appointments to and from within the public service to assess whether

(i) the recruitment and selection processes were properly applied to result in appointments based on merit, and

(ii) the individuals when appointed possessed the required qualifications for the positions to which they were appointed, and

(b) reporting the audit results to the deputy ministers or other persons having overall responsibility for the ministries, boards, commissions, agencies or organizations, as the case may be, in which the appointments were made.

(2) In carrying out his or her responsibilities as merit commissioner under this section he or she must not conduct audits or issue reports in respect of the period before June 5, 2001.

(3) [Repealed 2005-35-38.]

Annual report of merit commissioner

5.2 (1) The merit commissioner must report annually, no later than May 31, to the Legislative Assembly concerning the merit commissioner's activities under this Act since the last report was made under this section.

(2) The Speaker must lay each annual report before the Legislative Assembly as soon as practicable, if it is in session.

(3) If the Legislative Assembly is not in session on the date of the annual report, or within 10 days after that date, the annual report must be promptly filed with the Clerk of the Legislative Assembly.

(4) The report of the merit commissioner under this section must not disclose

(a) personal information, as defined in Schedule 1 of the *Freedom of Information and Protection of Privacy Act*, relating to individuals who applied for or were appointed to positions in the public service, or

(b) the identity of persons who participated on behalf of the ministries, boards, commissions, agencies or organizations, as the case may be, in the selection of the individuals appointed to positions in the public service.

Expenses of merit commissioner

5.3 The merit commissioner may make a special report to the Legislative Assembly if the merit commissioner believes that the amounts and establishment provided for the office of merit commissioner in the estimates are inadequate for fulfilling the duties of the office.

Delegation

6 Subject to the regulations, the agency head may

(a) delegate any of his or her powers, duties or functions under this Act to an employee of the agency,

(b) with respect to employees of a ministry or a board, commission, agency or organization to which this Act applies, delegate any of his or her powers, duties or functions under this Act to

(i) a deputy minister or other employee of the ministry, or

(ii) a member, officer or employee of the board, commission, agency or organization,

(c) delegate dismissal authority under section 22 (2)

(i) to an assistant deputy minister or an employee who has an equivalent classification level to an assistant deputy minister, and

(ii) to a member or officer of a board, commission, agency or organization to which this Act applies,

(d) establish conditions, standards or requirements for any delegation, and

(e) amend, replace or revoke any delegation made under this section.

Access to facilities and records

7 For the purposes of carrying out their duties under this Act, the agency head and merit commissioner are entitled to access to

(a) ministries,

(b) boards, commissions, agencies and organizations that are declared to be subject to this section under section 3, and

(c) records, of ministries or of those boards, commissions, agencies and organizations, containing information pertinent to those duties or to personnel matters.

Part 3 — Appointments to the Public Service

Appointments on merit

8 (1) Subject to section 10, appointments to and from within the public service must

(a) be based on the principle of merit, and

(b) be the result of a process designed to appraise the knowledge, skills and abilities of eligible applicants.

(2) The matters to be considered in determining merit must, having regard to the nature of the duties to be performed, include the

applicant's education, skills, knowledge, experience, past work performance and years of continuous service in the public service.

(3) Regulations, policies and procedures with respect to recruitment, selection and promotion must facilitate

(a) opportunities for external recruitment and internal advancement to develop a public service that is representative of the diversity of the people of British Columbia, and

(b) the long term career development and advancement of employees appointed under this Act.

(4) Subject to the regulations, the agency head may direct in respect of a vacancy or class of vacancies in the public service, that applicants be

(a) limited or given preference in a manner intended to achieve employment equity objectives,

(b) limited to employees to encourage career development and advancement,

(c) limited to employees of a stated occupational group, position level or organizational unit, or

(d) limited to a stated geographical area or locale.

Probation

9 (1) If a person who is not an employee is appointed to a position in the public service, the person is on probation until he or she has worked the equivalent of 6 months' full time employment.

(2) If the appointment is made from within the public service, a probation period in the new position not exceeding the equivalent of 6 months' full time employment may be imposed.

(3) A deputy minister or the agency head may reject an employee during the probation period if the deputy minister or agency head considers that the employee is unsuitable for employment in the position to which he or she was appointed.

Exceptions to section 8

10 Subject to the regulations

(a) section 8 (1) does not apply to an appointment that is a lateral transfer or a demotion, and

(b) section 8 (1) (b) does not apply to the following:

(i) a temporary appointment of not more than 7 months in duration;

(ii) an appointment of an auxiliary employee;

(iii) a direct appointment by the agency head in unusual or exceptional circumstances.

Repealed

11 [Repealed 2003-88-10.]

Deputy ministers

12 (1) The Lieutenant Governor in Council may appoint deputy ministers, associate deputy ministers and assistant deputy ministers.

(2) An associate deputy minister has all the powers of a deputy minister.

(3) Sections 5.1, 8 and 18 do not apply to appointments under this section.

Deputy ministers' pensions

13 (1) Subject to subsection (2), when calculating the amount of a pension under the Public Service Pension Plan, continued under the *Public Sector Pension Plans Act*, each year of service as a deputy minister must be counted as 1 1/2 years of pensionable service.

(2) Subsection (1) does not apply

(a) to a person appointed as a deputy minister on or after September 1, 2001, or

(b) to a person holding the position of acting deputy minister.

(2.1) Despite subsection (2) (a), subsection (1) continues to apply to a person who is a deputy minister before September 1, 2001 and is reappointed as a deputy minister on or after that date as long as there is no break in service as a deputy minister.

(3) Despite the accrual of 35 years of pensionable service, contributions to the Public Service Pension Plan must continue for each additional year of service up to 35 years of contributory service.

Declaration of deputy minister status

14 The Lieutenant Governor in Council may declare that a person has the status of a deputy minister and may set terms and conditions of employment, including remuneration, for that person and specify which sections of this Act or the regulations apply to that person.

Appointment by Lieutenant Governor in Council

15 (1) The Lieutenant Governor in Council may appoint persons the Lieutenant Governor in Council considers

(a) will be acting in a confidential capacity to the Lieutenant Governor, Executive Council or a member of the Executive Council, or

(b) will be appointed to a position that requires special professional, technical or administrative qualifications.

(2) A person referred to in subsection (1) (a) or (b) may be appointed by the Lieutenant Governor in Council on terms and conditions, including remuneration, authorized by the Lieutenant Governor in Council or set out in the regulations.

(3) This Act, other than subsections (1) and (2) and sections 21 and 25 (3), does not apply to a person appointed under this section.

Part 4 — Review of Staffing Decisions

Definitions

16 In this Part, **"deputy minister"** means,

(a) with respect to a position in a ministry, the deputy minister of that ministry, and

(b) with respect to a position with a board, commission, agency or organization, the person having overall responsibility for the board, commission, agency or organization.

Request for feedback on staffing decision

17 (1) An employee who is an unsuccessful applicant for an appointment to the public service may, within the prescribed time, request from the individual responsible for the appointment an explanation of the reasons why he or she was not appointed.

(2) The responsible individual must provide an explanation as soon as practicable after receiving a request under subsection (1).

Inquiry into staffing decision

18 (1) An employee who has made a request under section 17 may request an inquiry into the application of section 8 (1) with respect to the appointment.

(2) A request under subsection (1) must be made within the prescribed period to the deputy minister responsible for the position and must include a detailed statement specifying the grounds on which the request is made.

(3) The deputy minister who receives an application under subsection (1), or a person designated by the deputy minister, must inquire into the appointment and confirm the appointment or proposed appointment or direct that the appointment or proposed appointment be reconsidered.

Review by merit commissioner

19 (1) An employee who is an unsuccessful applicant for an appointment to a position in a bargaining unit under the *Public Service Labour Relations Act* who has made a request under section 18 and disagrees with the decision of the deputy minister or designate under that section may request a review of the appointment by the merit commissioner on the ground that section 8 (1) has not been complied with.

(2) A request under subsection (1) must be made in writing within the prescribed period to the merit commissioner and may only be based upon the grounds submitted to the deputy minister under section 18 (2).

(3) Subject to the regulations, the merit commissioner must establish the procedure for the expeditious consideration of requests for reviews under subsection (1).

(4) If an applicant requests a review under subsection (1), the merit commissioner must, before undertaking the review, inform the deputy minister of the review.

(5) The merit commissioner may summarily dismiss a request for a review under subsection (1) if

(a) the request for review is not made within the time limit prescribed under subsection (2),

(b) the merit commissioner considers that the request for review is frivolous, vexatious or trivial or is not made in good faith,

(c) the request for review does not contain sufficient information to determine whether section 8 (1) has been complied with, or

(d) the grounds, even if proven, are not sufficient to establish that section 8 (1) has not been complied with.

(6) After conducting a review, the merit commissioner may

(a) dismiss the review, or

(b) direct that the appointment or the proposed appointment be reconsidered.

(7) This section does not apply with respect to an appointment to the public service that is referred to in section 10.

Power to compel persons to answer questions and order disclosure

20 (1) For the purposes of a review under section 19, the merit commissioner may make an order requiring a person to do either or both of the following:

(a) attend, in person or by electronic means, before the merit commissioner to answer questions on oath or affirmation, or in any other manner;

(b) produce for the merit commissioner a record or thing in the person's possession or control.

(2) The merit commissioner may apply to the Supreme Court for an order

(a) directing a person to comply with an order made under subsection (1), or

(b) directing any directors and officers of a person to cause the person to comply with an order made under subsection (1).

Contempt proceeding for uncooperative person

20.01 The failure or refusal of a person subject to an order under section 20 to do any of the following makes the person, on application to the Supreme Court by the merit commissioner, liable to be committed for contempt as if in breach of an order or judgment of the Supreme Court:

(a) attend before the merit commissioner;

(b) take an oath or make an affirmation;

(c) answer questions;

(d) produce records or things in the person's possession or control.

Immunity protection

20.02 (1) Subject to subsection (2), no legal proceeding for damages lies or may be commenced or maintained against the merit commissioner, or a person acting on behalf of or under the direction of the merit commissioner, because of anything done or omitted

(a) in the performance or intended performance of any duty under section 19, or

(b) in the exercise or intended exercise of any power under sections 19 to 20.01.

(2) Subsection (1) does not apply to a person referred to in that subsection in relation to anything done or omitted by that person in bad faith.

Decision final

20.1 A decision of the merit commissioner under section 19 is final and binding.

Part 5 — Miscellaneous

Oaths

21 A person appointed to the public service and a person appointed under section 15 must swear or affirm an oath in the prescribed form.

Dismissal and suspension of employees

22 (1) The agency head, a deputy minister or an employee authorized by a deputy minister may suspend an employee for just cause from the performance of his or her duties.

(2) The agency head, a deputy minister or an individual delegated authority under section 6 (c) may dismiss an employee for just cause.

Repealed

23 [Repealed 2007-21-6.]

Annual report

24 The minister must lay before the Legislative Assembly as soon as practicable, a report for the fiscal year ending March 31 respecting the work of the agency.

Power to make regulations

25 (1) On the recommendation of the minister, the Lieutenant Governor in Council may make regulations respecting government personnel management, including regulations respecting the following:

(a) the definition of "auxiliary employee" in section 1;

(b) recruitment, selection and appointment of staff including standards and procedures respecting advertising vacancies and who may apply for those vacancies;

(c) probation periods for employees who are appointed to positions in the public service;

(d) health and safety of employees;

(e) terms and conditions of employment;

(f) job evaluation and classification;

(g) standards of employee conduct;

(h) all matters respecting discipline, suspension and dismissal of employees;

(i) monitoring and auditing of all personnel functions.

(2) Regulations under subsection (1)

(a) may be different for different categories of employees, and

(b) may be made retroactive to a date not earlier than the date this section comes into force, and if made retroactive are deemed to have come into force on that date.

(3) The Lieutenant Governor in Council may make regulations respecting the terms and conditions of employment of persons appointed under section 15.

(4) The Lieutenant Governor in Council may make regulations respecting inquiries and reviews under Part 4 including regulations respecting the manner of applying for an inquiry under section 18 or a review under section 19 and the time limits for those applications.

(5) [Repealed 2003-88-12.]

Transitional — deputy ministers' pensions

26 (1) Despite section 13, section 4.1 of the *Public Service Act*, S.B.C. 1985, c. 15, continues to apply with respect to a person who became a deputy minister before November 5, 1991 and to whom the section would otherwise have applied.

(2) For greater certainty, a deputy minister appointed on or after September 1, 2001 has no claim for payment of compensation because he or she is ineligible for the benefit provided under section 13 (1).

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This Act is current to September 13, 2017

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Public Service Benefit Plan Act

[RSBC 1996] CHAPTER 386

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Part 1

Application of Part 1

1 (1) This Part applies to the following:

(a) the government;

(b) other employers to whom this Part is declared to apply by order of the Lieutenant Governor in Council;

(c) every employee or group of employees in receipt of a salary as compensation for service rendered to the government to whom this Part is declared to apply by order of the Lieutenant Governor in Council;

(d) every employee of an employer to whom this Part applies under paragraph (b) and to whom this Part is declared to apply by order of the Lieutenant Governor in Council;

(e) members of the Legislative Assembly;

(f) [Repealed 2003-62-27.]

(g) persons in receipt of a benefit under the Long Term Disability Plan continued under this Act.

(2) For the purposes of this Part **"employee"** includes a Provincial judge, the chief coroner and deputy chief coroner under the *Coroners Act*, or other person appointed to a position or office to which is attached a salary payable by the government.

Contracts

2 (1) The minister, on behalf of the government, may insure or cause to be insured any or all employees to whom this Part applies and members of the Legislative Assembly.

(2) If, under the *Public Service Labour Relations Act*, the bargaining agent for the government enters an agreement with a bargaining unit certified under that Act and the agreement provides for a benefit plan made effective by contract or contracts with an insurer or insurers, the minister must ensure that the contract under subsection (1) is consistent with the agreement.

(3) Insurance under subsection (1) may be provided directly or by contracting with an insurer or insurers authorized to enter such contracts in British Columbia.

(4) A contract under subsection (1) may be a contract under which the insurer or insurers assumes the risk, or under which the government assumes the risk and under which the insurer disburses benefits and generally manages a scheme of insurance on the government's behalf.

Terms and conditions

3 (1) Subject to this Part, the Lieutenant Governor in Council, or the persons or committees the Lieutenant Governor in Council appoints,

(a) must determine the terms and conditions to be included in a contract made under this Part,

(b) must determine whether any contribution toward payment of premium is required to be made by persons insured directly or under a contract made under this Part and the rates and methods of any contribution, and

(c) are responsible for the distribution of all proceeds derived from the insurance coverage provided under this Part.

(2) For the purposes of subsection (1) (b), different rates and methods of contribution may be determined and established for different groups of persons.

Contributions to be made

4 Every person insured under a contract made under this Part must make the contributions determined under section 3.

Appropriation

5 If a contract or contracts made under this Part require money to be provided or paid by the Minister of Finance or otherwise on behalf of the government as employer under this Part, it must be provided or paid by the Minister of Finance

(a) from money appropriated for that purpose by the Legislature, or

(b) if no appropriation is available for that purpose or the appropriation is not sufficient, from the consolidated revenue fund.

Fund

6 (1) The Minister of Finance may establish one or more funds to provide for any financial obligations assumed by the government under this Part.

(2) and (2.1) [Repealed 2016-3-13.]

(3) Contributions paid under section 4 must be paid directly into the appropriate fund established under this section.

(4) Money for any payments required under a contract or plan made under this Part and for any costs incurred for managing, on the government's behalf, a scheme of insurance or a benefit plan under this Part may be paid from the fund established for that purpose under subsection (1).

(5) A fund established under subsection (1) is a trust fund for purposes of the *Financial Administration Act*.

(6) This section does not apply in respect of the Long Term Disability Plan continued under this Act.

Long Term Disability Fund special account

6.1 (1) In this section:

"former fund" means the Long Term Disability Fund that was continued and deemed to be established under section 6 (2), as that section read before its repeal;

"LTD plan" means the Long Term Disability Plan continued under this Act;

"special account" means the special account, as defined in section 1 of the *Financial Administration Act*, established under subsection (2) of this section.

(2) A special account, to be known as the Long Term Disability Fund special account, is established.

(3) The special account consists of the following:

(a) an opening balance, being the closing balance, as determined by the Minister of Finance, of the former fund immediately before that fund is dissolved;

(b) amounts received by the government as contributions paid under section 4 in respect of the LTD plan;

(c) amounts received by the government as contributions in respect of the LTD plan from employers, other than the government, of employees to whom the LTD plan applies;

(d) amounts transferred from a vote, as defined in section 1 of the *Financial Administration Act*, to the special account as contributions by the government in respect of the LTD plan;

(e) amounts received by the government as recoveries in respect of amounts paid in respect of the LTD plan;

(f) interest attributed to the special account in the amount calculated in accordance with the regulations made under subsection (7).

(4) Despite section 21 (3) of the *Financial Administration Act*, the minister may pay money out of the special account for the following purposes:

(a) for any payments required in respect of the LTD plan or under a contract made under this Part in respect of the LTD plan;

(b) for the administration of the special account or for any costs incurred for the management of the LTD plan or a contract made under this Part in respect of the LTD plan;

(c) for the return of contributions paid under section 4 of this Act in respect of the LTD plan and any interest attributable to those contributions;

(d) for the return of contributions paid to the LTD plan from employers, other than the government, of persons to whom the LTD plan applies and any interest attributable to those contributions.

(5) Section 27 (1) (a) and (b) of the *Financial Administration Act* does not apply to the appropriation under subsection (4) of this section.

(6) Treasury Board may direct that the balance of the special account be reduced by an amount equal to any part of the balance that Treasury Board considers is not required for the purposes of the LTD plan.

(7) For the purposes of subsection (3) (f), Treasury Board may make regulations prescribing the balance on which interest is calculated, the interest rate and the manner of calculating interest.

Power to make regulations for Part 1

7 (1) To carry out this Part, the Lieutenant Governor in Council may make regulations referred to in section 41 of the *Interpretation Act*.

(2) Without limiting subsection (1), the Lieutenant Governor in Council may make regulations as follows:

(a) prescribing conditions to be met by a person who wishes to elect to be excluded from any or all contracts entered into under this Part;

(b) defining or identifying the composition of groups of persons referred to in section 3 (1) (b);

(c) establishing the terms and conditions of a benefit or a benefit plan in respect of which the risk is not borne by an insurer or insurers.

Annual report

8 The minister must lay before the Legislative Assembly, within 15 days after the start of each annual session, a return containing a full and clear statement and accounts of all business done under this Part during the fiscal year preceding that session.

Part 2

Definitions for Part 2

9 In this Part and the regulations under it:

"contributor" means an employee who avails himself or herself of the coverage afforded by this Part and whose premium payments are in good standing;

"employee" means all of the following:

(a) a person in receipt of remuneration for services rendered to the government;

(b) a person who receives remuneration for services rendered to an employer within the meaning of the pension plan rules made under the Public Service Pension Plan, continued under the *Public Sector Pension Plans Act*, and who, with the consent of that employer, elects to have this Part apply to him or her;

(c) a person appointed to the Executive Council;

(d) members of the Legislative Assembly of British Columbia;

(e) a person who renders service, the remuneration for which is paid by a corporation, board, commission or authority that is an agent of the government, and to whom the Lieutenant Governor in Council declares this Part to apply;

"employer" means,

(a) in respect of an employee defined in paragraph (a), (c) or (d) of the definition of employee, the Minister of Finance,

(b) in respect of an employee defined in paragraph (b) of the definition of employee, the employer mentioned in that paragraph, and

(c) in respect of an employee defined in paragraph (e) of the definition of employee, the corporation, board, commission or authority that pays the remuneration.

Application of Part 2

10 (1) This Part applies to the following:

(a) the government;

(b) all persons to whom the *Public Services Medical Plan Act*, R.S.B.C. 1960, applied on March 31, 1963;

(c) every employee who elects to have this Part made applicable to him or her.

(2) This Part does not apply to a person or group of persons covered by a contract or plan of group medical insurance coverage other than under this Part and whose eligibility for coverage under this Part has been rescinded by order of the Lieutenant Governor in Council.

Contributions and benefits

11 (1) The prescribed monthly premium must be deducted from the following:

(a) the salary of every employee to whom this Part applies, other than members of the Legislative Assembly;

(b) [Repealed 2003-62-30.]

(c) the sum payable under section 2 of the *Members' Remuneration and Pensions Act* to a member of the Legislative Assembly to whom this Part applies.

(2) Despite subsection (1) (a) and (c), every person to whom this Part applies may pay the prescribed monthly premium during any period in which a deduction cannot be made under subsection (1) (a) and (c).

(3) The payments made under subsections (1) (a) and (2) entitle the employee to the benefits of this Part in respect of medical and other related expenses incurred during the next succeeding calendar month only.

(4) The payments made under subsection (1) (c) entitle the member of the Legislative Assembly to the benefits of this Part in respect of medical and other related expenses incurred during the next succeeding calendar year only.

Lieutenant Governor empowered to enter agreement

12 (1) The Lieutenant Governor in Council may

(a) enter an agreement or contract with any person in respect of a plan of insurance or coverage for employees and their dependants for medical and other related expenses incurred by the employees and their dependants to whom this Part applies, or

(b) by regulation establish and administer a plan for that purpose.

(2) Under a plan authorized by the Lieutenant Governor in Council under subsection (1), the employer must contribute a sum not less than the monthly or annual premiums authorized to be paid by the employees under section 11.

(3) The employer of a person whose salary or wage is not paid from public money within the meaning of the *Financial Administration Act* must reimburse the Minister of Finance in respect of the contributions required to be made under subsection (2) for that person.

Public Services Medical Plan Account

13 (1) The Public Services Medical Plan Account is continued.

(2) All receipts under sections 11 and 12 (2) and all disbursements made under plans approved by the Lieutenant Governor in Council under section 12 (1) must be recorded in the Public Services Medical Plan Account.

Administration

14 (1) The ministry is charged with the administration of this Part.

(2) The minister must lay before each annual session of the Legislature a return containing a full and clear statement and accounts of all business done under this Part during the fiscal year preceding that session.

Audit of accounts

15 (1) At least once in each year the accounts must be audited by an auditor appointed by the Lieutenant Governor in Council for that purpose.

(2) The salary or remuneration of the auditor must be paid as part of the expenses of the administration of this Part.

Expenses of administration

16 All salaries and other expenses necessarily incurred in the administration of this Part, together with the payments required by the Minister of Finance under section 12 (2), must be charged to the legislative appropriation made for the purpose.

Power to make regulations for Part 2

17 (1) To carry out this Part, the Lieutenant Governor in Council may make regulations referred to in section 41 of the *Interpretation Act*.

(2) Without limiting subsection (1), the Lieutenant Governor in Council may make regulations as follows:

(a) prescribing forms to be used for the purposes of this Part or the regulations;

(b) prescribing the method of proving any fact necessary to be proved for the purpose of paying any claims or for any purpose in the administration of this Part;

(c) prescribing the premium referred to in section 11;

(d) determining the benefits to be paid on behalf of a contributor and his or her dependants;

(e) determining the treatment for which no benefits are to be paid under this Part;

(f) limiting the amount that may be paid for the treatment of any ailment;

(g) prescribing the method of payment of a claim and the limitation on the amount of the claim to be paid;

(h) prescribing the method of payment and amount of a claim that may arise from the illness of or accident to a contributor or dependants while absent from British Columbia;

(i) defining dependants;

(j) appointing an Advisory Board and a director, and defining their duties;

(k) appointing an actuary and medical or other consultants;

(l) defining the notice to be given by an employee who desires to be excluded from the provisions of this Part, and determining the circumstances under which contributions may be discontinued or refunds made;

(m) rescinding the eligibility of an employee.

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Public Service Labour Relations Act

[RSBC 1996] CHAPTER 388

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Definitions

1 (1) In this Act:

"agency of the government" means a board, commission, association or other body, whether incorporated or unincorporated, all the members of which, or all the members of the board of management or board of directors of which,

(a) are appointed by an Act or by the Lieutenant Governor in Council, or

(b) if not appointed are, in the discharge of their duties, public officers or servants of the government, or, for the proper discharge of their duties are directly or indirectly responsible to the government;

"bargaining agent" means

(a) a union certified by the board as an agent to bargain collectively for a bargaining unit, or

(b) the agent designated under section 3 (1) to bargain on behalf of the government;

"bargaining unit" means a unit of employees appropriate for collective bargaining referred to in section 4;

"board" means the Labour Relations Board under the *Labour Relations Code*;

"collective agreement" means a duly executed written agreement between the bargaining agent for the government and a bargaining agent for a bargaining unit containing provisions respecting the terms and conditions of employment of employees, including rates of wages or salary, hours of work or other working conditions of employees;

"collective bargaining" or **"bargain collectively"** means

(a) negotiating in good faith to conclude a collective agreement, or a renewal or revision of a collective agreement,

(b) reducing to writing the terms of agreement arrived at respecting matters required to be inserted in a collective agreement by this Act, and other matters agreed to by the parties, and

(c) negotiating to settle disputes and grievances of employees included in the agreement, or represented by an employees' bargaining agent;

"Crown corporation" means an agency of the government that is a corporation whose employees

(a) are not employed or appointed under the *Public Service Act*, or

(b) are not declared by an Act to be public servants within the meaning of the *Public Service Act*;

"day" means a calendar day;

"division" means the BC Public Service Agency continued under section 5 of the *Public Service Act*;

"employee" means an employee as defined in the *Public Service Act*, or a person employed by or holding office at the pleasure of the government, but does not include any of the following:

(a) a deputy minister, associate deputy minister or assistant deputy minister;

(b) a practising lawyer or articled student as defined in section 1 (1) of the *Legal Profession Act*, who is engaged in the practice of law;

(c) a justice;

(d) a person authorized under an enactment to practise as a medical practitioner in British Columbia who is engaged in and working in the practice of that profession;

(e) a registrar, district registrar, deputy registrar or assistant deputy registrar of a registry of a court;

(f) a sheriff;

(f.1) a person employed as an industrial relations officer or employment standards officer of the Employment Standards Branch;

(f.2) a person appointed under the *Public Service Act* to exercise the powers of or perform the duties of

(i) the director under Part 5 of the *Residential Tenancy Act*, or

(ii) the director under Part 6 of the *Manufactured Home Park Tenancy Act*;

(f.3) a person appointed under the *Public Service Act* to perform the duties of a workers' adviser or employers' adviser under section 94 of the *Workers Compensation Act*;

(f.4) a person appointed under section 54 of the *Coroners Act* or retained under section 55 of that Act to perform the duties of a coroner;

(f.5) a person appointed to serve as an investigator under section 38.06 (2) *[IIO investigators]* of the *Police Act*;

(g) [Repealed 1998-37-35.]

(h) a person employed as a personnel officer;

(i) [Repealed 1998-37-35.]

(j) a person employed for a period of less than 31 days;

(k) [Repealed 1998-37-35.]

(l) a person who is not appointed under the *Public Service Act* and is employed by or in the service of any of the following:

(i) a Crown corporation;

(ii) the Queen's Printer under the *Queen's Printer Act*, other than clerical or administrative employees;

(iii) the British Columbia Utilities Commission under the *Utilities Commission Act*;

(iv) the Insurance Corporation of British Columbia under the *Insurance Corporation Act*;

(m) a chief court administrator or regional court administrator;

(n) a person employed as a member of the staff of the Auditor General;

(o) a person principally engaged in carrying out duties that protocol requires the government to perform;

(p) a member of the staff of the Ombudsperson;

(q) a person employed in the Provincial Treasury Division, the Treasury Board Staff Division, the Office of the Chief Investment Officer, the Economics and Policy Division, the Financial Management Branch and the Internal Audit Branch of the Ministry of Finance;

(r) a person employed in the division;

(s) a person employed as a trade development officer;

(t) a person employed in the Office of Legislative Counsel;

(u) a person employed in the Legal Services Branch of the Ministry of Justice;

(v) a person employed in the office of Government Communications and Public Engagement;

(w) an internal auditor in a ministry;

(x) a person employed with the Cabinet Secretariat;

(y) a person employed to provide administrative or clerical support services to a judge of a court in British Columbia;

(z) and (aa) [Repealed 1998-37-35.]

(bb) a person employed in the Office of the Superintendent of Financial Institutions or by the Financial Institutions Commission established under the *Financial Institutions Act*;

(cc) a person employed under section 9 of the *Securities Act*;

(dd) a person employed by the property assessment appeal board;

(ee) a member of the staff of the Chief Electoral Officer;

(ff) a member of the staff of the Representative for Children and Youth;

(gg) a person employed in the Teacher Regulation Branch of the Ministry of Education;

(hh) a member of the staff of the Auditor General for Local Government under the *Auditor General for Local Government Act*;

"government" includes an agency of the government;

"lockout" includes

(a) the closing of a place of employment,

(b) the suspension of work, or

(c) a refusal by the government to continue to employ a number of its employees,

done to compel its employees, or to aid another employer to compel employees, to agree to terms and conditions of employment;

"minister" includes a person designated in writing by the minister;

"occupational group" means a group of employees in a bargaining unit with a similar occupation, trade, profession or activity as determined under section 10;

"strike" means "strike" as defined in the *Labour Relations Code*;

"technological change" means

(a) the introduction by the government into its work, undertaking or business of equipment or material of a different nature or kind than that previously used by the government in that work, undertaking or business, or

(b) a change in the manner, method or procedure in which the government carries on its work, undertaking or business that is directly related to the introduction of that equipment or material,

that significantly decreases the number of employees, but does not include normal layoffs resulting from a decrease in the amount of work to be done;

"union" means a local or Provincial organization or association of employees, or a local or Provincial branch of a national or international organization or association of employees in British Columbia, that has as one of its purposes the regulation in British Columbia of relations between the government and its employees through collective bargaining, and includes a council or association of unions.

(2) A person does not cease to be an employee within the meaning of this Act merely because of

(a) ceasing to work as a result of a strike that is not contrary to this Act, or

(b) a lockout or dismissal that is contrary to this Act.

Effect of *Labour Relations Code*

2 (1) Unless inconsistent with this Act, and for the purposes of this Act, the board has all the powers of the Labour Relations Board under the *Labour Relations Code*, and a union under this Act is deemed to be a trade union within the meaning of the *Labour Relations Code*.

(2) The board may make orders requiring the government's bargaining agent and an employees' bargaining agent to bargain collectively.

(3) The board may

(a) examine records and make other inquiries it considers necessary, including holding the hearings it considers advisable to determine any matter before it, and

(b) specify the nature of the evidence that an applicant must provide with or in support of an application under this Act, and the manner of application.

Bargaining agent for government

3 The BC Public Service Agency may act, under the direction of the Treasury Board, as the bargaining agent for the government.

Bargaining units

4 For the purpose of collective bargaining, every employee must be included in

(a) a nurses' bargaining unit, including all employees authorized under an enactment to practise as a registered nurse or registered psychiatric nurse, including those employees who are eligible to become so authorized,

(b) a licensed professional bargaining unit, including all employees in a professional classification in the public service classification structure who are members of an association that had, before July 1, 1998, statutory authority to license a person to practise that profession, other than those persons described in paragraph (a), or

(c) a public service bargaining unit including all employees other than those persons described in paragraph (a) or (b).

Certification

5 When a union applies to the board to be certified as bargaining agent for employees in a bargaining unit described in section 4, the following provisions apply:

(a) if the board is satisfied that the union includes as members in good standing a majority of the employees in the bargaining unit on the date the board receives the application, the board must certify the union as the employees' bargaining agent;

(b) if the board determines that the union includes as members in good standing more than 35% and less than 51% of the employees in the appropriate bargaining unit on the date the board receives the application, the board must order a vote be taken of the employees in the bargaining unit to determine whether the majority elects the union as the bargaining agent;

(c) if the board orders a vote under paragraph (b),

(i) the board must certify the union as the employees' bargaining agent if a majority of the employees in the bargaining unit who cast ballots vote to elect the union as the bargaining agent, and

(ii) the board must not certify the union as the employees' bargaining agent if a majority of the employees in the bargaining unit who cast ballots fail to elect the union as the bargaining agent;

(d) the total number of employees in the bargaining unit must be the number employed on April 1 or October 1, whichever date immediately precedes the date on which the board receives the application for certification from the union.

Unfair labour practices

6 (1) A person acting on behalf of the government must not

(a) interfere with the formation or administration of a union, or the representation of employees by that union, or

(b) in any way discriminate against an employee engaged in the lawful activities of a union.

(2) An officer or member of a union must not coerce or intimidate an employee to persuade the employee to become a member of a union.

Change of certification

7 (1) The board may receive an application for certification from another union as bargaining agent for the employees in a bargaining unit if

(a) no collective agreement is in force, and 12 months have elapsed since the certification of a bargaining agent for the bargaining unit, or

(b) a collective agreement is in force, and the application is made during the seventh and eighth months that the agreement is in force, or within a greater period the board otherwise allows.

(2) If the board receives an application for change of certification of a bargaining agent under subsection (1), the board must determine whether the union applying represents a majority of the employees in the bargaining unit.

(3) If the board determines that the union applying represents a majority of the employees in the bargaining unit, the board must certify that union as bargaining agent for those employees, but otherwise must dismiss the application.

Collective bargaining

8 (1) If an employees' bargaining agent has been certified and no collective agreement respecting a bargaining unit is in force,

(a) the bargaining agent for the employees may, by written notice, require the government to begin collective bargaining, or

(b) the bargaining agent for the government may, by written notice, require the bargaining agent for the employees to begin collective bargaining in respect of the employees in the bargaining unit.

(2) If a bargaining agent has given notice under subsection (1), the employees' bargaining agent and the government's bargaining agent must, without delay, and in any case within 14 clear days after the notice was given or a further period that the parties agree on, meet and begin to bargain collectively with one another and make every reasonable effort to conclude a collective agreement.

Renewal or revision of collective agreement

9 (1) Not more than 90 days and not less than 60 days next preceding the date of the expiry or termination of a collective agreement, a party to the agreement may, by written notice, require the other party to begin collective bargaining with a view to renewing or revising the collective agreement or concluding a new collective agreement.

(2) Despite subsection (1), if a collective agreement provides for a period of notice to begin collective bargaining that is longer or shorter than that required under subsection (1), that provision of the collective agreement has effect and is deemed to be notice under this Act.

(3) If a party to the collective agreement gives notice under subsection (1), the parties must, without delay and in any case within 14 clear days after the notice was given or a further period the parties agree on, meet and begin to bargain collectively with one another and make every reasonable effort to conclude a renewal or revision of the collective agreement or a new collective agreement.

(4) If notice is not given under subsection (1) by either party 60 days or more before the date of expiry or termination of the collective agreement, both parties are deemed to have been given notice under this section 60 days before the date of expiry or termination, and then subsection (3) applies.

Form of collective agreements

10 (1) Two collective agreements are to apply to each bargaining unit, as follows:

(a) a master agreement including all the terms and conditions of employment common to all employees in the bargaining unit or to 2 or more occupational groups in the bargaining unit;

(b) a subsidiary agreement for each occupational group, including the terms and conditions of employment that apply only to employees in a specific occupational group in the bargaining unit.

(2) Specific occupational groups under subsection (1) (b) must be determined by negotiation between the parties.

Exclusions from collective agreement

11 (1) A collective agreement concluded under section 8 or 9 may exclude from its application certain employees or classes of employees.

(2) Employees or classes of employees to be excluded from the collective agreement may be determined by negotiation between the parties, but if the parties are unable to agree, either party may refer the matter to the board for a final and binding decision.

(3) In making its decision under subsection (2), the board must exclude those employees or classes of employees who are employed

(a) to exercise the functions, and do exercise the functions, of a manager or superintendent in the direction or control of employees,

(b) in a confidential planning or advisory position in the development of management policy for the government, or

(c) in a confidential capacity in matters relating to labour relations or personnel.

Content of collective agreement

12 Every collective agreement must include all matters affecting wages or salary, hours of work and other working conditions, except the following:

(a) the principle of merit and its application in the appointment and promotion of employees, subject to section 4 (2) of the *Public Service Act*;

(b) all matters included under the Public Service Pension Plan, continued under the *Public Sector Pension Plans Act*, and the pension plan rules made under that plan;

(c) the organization, establishment and administration of the ministries and branches of the government, except the effect of reductions in establishment of employees, which must be negotiated by the parties;

(d) the application of the system of classification of positions or job evaluation under the *Public Service Act*;

(e) the procedures and methods of training or retraining all employees not affected by section 15, other than training programs administered with a branch or ministry that apply to one occupational group only.

Union security

13 (1) Every collective agreement must contain terms that, respecting the persons in the bargaining unit who are employees on the date the union is certified as bargaining agent for that bargaining unit, provide that the government must do the following:

(a) deduct from the monthly wages or salary of each employee in the bargaining unit affected by the collective agreement, whether or not the employee is a member of the union, the amount of the regular monthly dues payable to the union by a member of the union;

(b) remit monthly to the union the amounts deducted under paragraph (a);

(c) inform the union monthly, or otherwise as provided in the collective agreement, of the names of the employees from whose monthly wages or salary deductions have been made in the preceding month and the amount deducted.

(2) This Act must not be construed as requiring a person who is an employee before the date the union is certified as bargaining agent to become a member of that union, but it is a condition of employment that a person who becomes an employee after a bargaining agent has been certified for the appropriate bargaining unit of that employee must become and remain a member of that union on completing 30 days as an employee.

(3) Any arrangement for deduction of dues between the government and a union must continue until

(a) a collective agreement is entered into by the parties, or

(b) that union fails to be certified, or is decertified, as the bargaining agent,

whichever first occurs.

Settlement of disputes

14 (1) On the written request of either party, the associate chair of the Mediation Division of the board must appoint a mediator to confer with the parties and assist them in reaching a collective agreement if the parties are unable to agree on a matter that

(a) is required by this Act to be included in a collective agreement,

(b) either party requires to be included in a collective agreement, or

(c) is required to be negotiated under section 10 or 11.

(2) Within 10 days of the date of the mediator's appointment, or a longer period agreed on by both parties, the mediator must submit a report to the associate chair of the Mediation Division of the board setting out the matters on which the parties have agreed and the matters on which the parties are unable to agree.

(3) If notified by the mediator under subsection (2) that the parties are unable to agree on a matter in dispute, the associate chair must request each party to advise him or her immediately whether the party agrees to have that matter submitted to arbitration for a final and binding decision.

(4) If the parties agree that the matter in dispute be referred to arbitrators under subsection (3), the arbitrators are to consist of 3 persons as follows:

(a) one to be nominated by the employees' bargaining agent;

(b) one to be nominated by the government's bargaining agent;

(c) a chair to be jointly nominated by the government's bargaining agent and the employees' bargaining agent.

(5) If

(a) either party fails to nominate a person under subsection (4) (a) or (b), or

(b) the parties fail to agree on a joint nomination of a chair under subsection (4) (c),

the associate chair of the Mediation Division of the board must nominate a person under paragraph (a) or (b) or a chair under paragraph (c).

(6) The decision of the arbitrators on a matter in dispute under this section is final and binding on the parties.

(7) If neither party makes a written request for a mediator under subsection (1) or if either party notifies the associate chair of the Mediation Division of the board under subsection (3) that the party does not agree to have the matter in dispute submitted to arbitrators for a final and binding decision, the

employees' bargaining agent may conduct a vote, by secret ballot, as to whether or not the employees will strike.

(8) A person must not declare or authorize a strike and an employee must not strike until

(a) after a vote has been taken by secret ballot of the employees in the bargaining unit as to whether to strike or not to strike, and

(b) a majority of those employees who vote have voted in favour of a strike.

(9) If the matter in dispute arises in respect of the master collective agreement under section 10 (1) (a), the vote must be taken of all members of the union certified as the bargaining agent of one of the bargaining units described under section 4.

(10) If the matter in dispute arises in respect of the subsidiary collective agreement under section 10 (1) (b), the matter is deemed to be a matter for resolution under the master agreement.

(11) If the members of the union have voted under subsection (7) in favour of a strike,

(a) a person must not declare or authorize a strike and an employee must not strike, except during the 3 months immediately following the date the vote was taken, and

(b) an employee must not strike unless and until

(i) the government's bargaining agent has been notified in writing by the bargaining agent for the employees that the employees have voted in favour of strike and 3 days have elapsed after the notice was received, and

(ii) if a mediator has been appointed under subsection (1), the employees' bargaining agent has been notified by the associate chair of the Mediation Division of the board that the mediator has made a report to the associate chair of the Mediation Division of the board.

(12) The government has a discretion as to whether or not employees in a bargaining unit will be locked out.

(13) The government must not lock out an employee unless and until

(a) the employees' bargaining agent has been notified in writing by the government that the government will lock out the employees and 3 days have elapsed after the notice was received, and

(b) if a mediator has been appointed under subsection (1), the government's bargaining agent has been notified by the associate chair of the Mediation Division of the board that the mediator has made a report to the associate chair of the Mediation Division of the board.

Notice of technological change

15 (1) If the government intends to make a technological change, it must give written notice of the change to the employees' bargaining agent.

(2) Within 14 days of the date of the notice under subsection (1), the government's bargaining agent and the employees' bargaining agent must begin collective bargaining to reach agreement as to the effects of the technological change and the way the collective agreement should be amended, if at all.

(3) If, under subsection (2), an agreement is not reached before the full implementation of the technological change, the employees' bargaining agent may apply to the board to have the collective agreement declared terminated.

(4) If the board determines, on application under subsection (3) and after the investigations it considers necessary, that a technological change has occurred, the board must declare the collective agreement terminated.

No notice of future technological change

16 (1) If notice is not received under section 15 and an employees' bargaining agent, or an employee, by written notice to the board, alleges that the government intends to make a technological change, the board must make

(a) the investigations it considers necessary to determine whether the alleged change would constitute a technological change, and

(b) an order as to whether the alleged changes, when fully implemented, would constitute a technological change.

(2) An order under subsection (1) (b) is final and binding on the parties and all persons affected.

(3) If the board determines that the alleged change would constitute a technological change, the board must notify the government in writing of its decision.

(4) Within 14 days of the date of the notice under subsection (3), the government must begin collective bargaining with the employees' bargaining agent to reach agreement as to the effects of the technological change and the way the collective agreement should be amended, if at all.

(5) If an agreement is not reached under subsection (4) before the full implementation of the technological change, the employees' bargaining agent may apply to the board to have the collective agreement declared terminated.

(6) If the board determines, on application under subsection (5) and after the investigations it considers necessary, that a technological change has occurred, the board must declare the collective agreement terminated.

No notice of current technological change

17 (1) If notice has not been received under section 15 and the employees' bargaining agent, or an employee, by written notice to the board, alleges that a technological change has occurred or is occurring, the board must make

(a) the investigations it considers necessary to determine whether a technological change has occurred or is occurring, and

(b) an order as to whether a technological change has occurred or is occurring.

(2) An order under subsection (1) (b) is final and binding on the parties and all persons affected.

(3) If the board determines that a technological change has occurred or is occurring, the board must notify the parties in writing of its decision.

(4) Within 14 days of the date of the notice under subsection (3), the parties must begin collective bargaining for the purpose of revising the collective agreement.

(5) If an agreement is not reached under subsection (4) within 14 days, the employee's bargaining agent may apply to the board to have the collective agreement declared terminated.

Report

18 Within 30 days after the start of the first session in each year, the minister must lay before the Legislative Assembly a report of the minister's administration of this Act during the preceding year.

Power to make regulations

19 (1) Subject to the approval of the Lieutenant Governor in Council, the board may make regulations referred to in section 41 of the *Interpretation Act*.

(2) Every regulation is deemed part of this Act.

Offence and penalty

20 (1) A person who refuses or neglects to observe or carry out an order made under this Act commits an offence.

(2) A person who commits an offence under this Act is liable on conviction

(a) if an individual, to a fine of not more than $1 000, or

(b) if the government or a union, to a fine of not more than $10 000.

Notices

21 For the purposes of this Act and any proceeding taken under it,

(a) a notice, application, request or nomination required or permitted to be given by the government or its bargaining agent may be given by the division,

(b) a notice required or permitted to be given to the government or its bargaining agent may be given to the division, and

(c) a communication given by registered mail or certified mail is presumed, unless the contrary is proved, to have been received by the addressee in the ordinary course of mail.

Copies to be filed

22 Each party to a collective agreement or amendment to a collective agreement must, promptly on its execution, file one copy with the minister and the Minister of Labour.

Other Acts

23 Unless otherwise provided in this Act, the *Labour Relations Code* applies, but, if this Act is contrary to, in conflict with or inconsistent with that or any other Act, this Act prevails.

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Resource Summary

Core Business Area	2016/17 Restated Estimates[1]	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses ($000)				
BC Public Service Agency	50,861	51,019	51,245	51,245
Benefits	1	1	1	1
Long Term Disability Fund Special Account	0	22,111	23,943	23,943
Total	50,862	73,131	75,189	75,189
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
BC Public Service Agency	10	10	10	10
Total	10	10	10	10

[1]For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 *Estimates*.

*Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates."

FTE Summary

BC Public Service Agency	
Fiscal Year 2016/17	
FTE Burn Summary	
Core Businesses**	**AVERAGE BURN**
Business Performance	38.3
Service Operations	166.5
Talent Management	99.8
Employee Relations	117.0
Corporate Services	25.0
Total	446.6

**Note:

Business Performance includes Business Performance and Strategic Partnerships Office
Service Operations includes Hiring and Service Operations
Talent Management includes Talent Management and Policy, Innovation and Engagement
Employee Relations includes Employees Relations and Workplace Health
Corporate Services includes the Deputy Minister's Office and the Financial Management Office

BC PUBLIC SERVICE AGENCY
Agency Operations Vote (Vote 25)
IMPLICATIONS OF 2017/18 FUNDING

Compared to the 2016/17 budget of $50.861M, the 2017/18 budget for the BC Public Service Agency (Vote 25) increased by $0.158M or 0.31% to $51.019M (see Resource Summary per Estimates).

Highlights of changes include:

- Increase of $0.543M in salaries & benefits for gross up to provide funding for new initiatives approved by DMCPSI recovered through the Public Service Innovation Fund (previously called Corporate HR Fund).
- Increase of $0.113M in salaries & benefits resulting from adjustments to the Economic Stability Mandate (Appendix 1).
- Increase of $0.039M in salaries resulting from negotiated salary increases under the Economic Stability Dividend (Appendix 1).
- Increase of $0.006M in benefits adjusted for the Employee Benefits Chargeback Rate change from 24.3% to 24.34%.
- Increase of $0.261M in operating and other expenses for new initiatives funded through the Public Service Innovation Fund (fully recovered).
- Increase of $0.804M in internal recoveries to fund the new initiatives funded through the Public Service Innovation Fund.
- Realignment of $0.200M from external recoveries to recoveries from the Long Term Disability Fund Special Account.

CRF Capital Budget

Compared to the 2016/17 budget, the capital budget in 2017/18 remains the same at $0.010M. The capital budget is for minor capital equipment needs for assistive technology for people with disabilities under the recently-launched WorkAble program and audio-video equipment used by the Agency to support the Premier's Awards ceremonies.

The capital budget in 2016/17 was $0.010M.

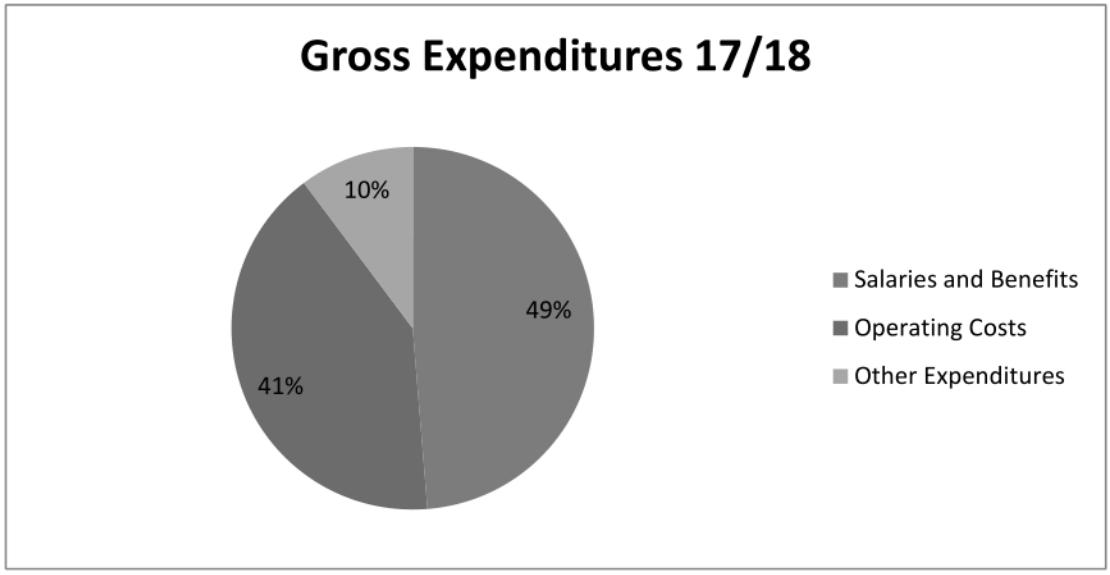
Reductions/Increases for 2018/19 and 2019/20

Compared to the 2017/18 budget of $51.019M, the 2018/19 budget will increase by $0.226M or 0.44% to $51.245M due to the Economic Stability Mandate, and a higher benefit chargeback rate in the out years.

Compared to the 2018/19 budget of $51.245M, the 2019/20 budget remains the same at $51.245M.

BC PUBLIC SERVICE AGENCY
Operations Vote (Vote 25)
Supplement to the Estimates by STOB

	2016/17 Estimates $000	2017/18 Estimates $000	Increase (Decrease) $000	Increase (Decrease) $000
Salaries and Benefits	29,618	30,320	702	2.37%
Operating Costs	25,409	25,568	159	0.63%
Government Transfers	0	0	0	0.00%
Other Expenditures	6,267	6,368	101	1.61%
Expenses Sub-Total	**61,294**	**62,256**	**962**	**1.57%**
Recoveries Internal to CRF	-8,693	-9,497	-804	9.25%
Recoveries External to CRF	-1,740	-1,540	200	-11.49%
Recoveries from LTD Special Account	0	-200	-200	100.00%
Recoveries Sub-Total	**-10,433**	**-11,237**	**-804**	**7.72%**
Total	**50,861**	**51,019**	**158**	**0.31%**
Capital	**10**	**10**	**0**	**0.00%**



Appendix 1 – Economic Stability Mandate and Economic Stability Dividend

Economic Stability Mandate

The Economic Stability Mandate provides for the negotiation of modest general wage increases to be negotiated within a fixed fiscal envelope, providing stability throughout the public sector and protecting the Province's fiscal plan through affordable collective agreements.

A five-year agreement with the BCGEU was ratified on December 2, 2013. BCGEU employees received a salary increase of 1.0% effective February 5th, 2017.

Economic Stability Dividend

The Economic Stability Dividend provides for a wage increase for union members covered by agreements under the Economic Stability Mandate for collective bargaining based on economic growth. If GDP growth for the Province is higher than the Economic Forecast Council's prediction, then half of the difference is used to calculate the increase.

The BC economy grew 3.3% in 2015/16, exceeding the forecast of 2.6% by 0.70%, resulting in a 0.35% salary increase for unionized public sector employees effective February 5, 2017.

Under the terms agreed to by the BCGEU in the last round of collective bargaining, BCGEU members will receive an equivalent cents per hour increase based on the average member salary. This results in a $0.1024 per hour increase for BCGEU members for the 2015 GDP results.

Schedule A Employees

The BCGEU Economic Stability Mandate and Economic Stability Dividend also apply to Schedule A employees. The Agency has 181 Schedule A employees, 150 of whom are paid through the Operations Vote.

Resource Summary per Estimates

BC Public Service Agency Operations Vote Operating Expense ($000's)				
Core Businesses**	**Budget 2016/17**	**2017/18**	**2018/19**	**2019/20**
Business Performance	22,056	22,060	22,074	22,074
Service Operations	12,540	12,652	12,779	12,779
Talent Management	10,632	10,653	10,705	10,705
Employee Relations	3,815	3,822	3,840	3,840
Corporate Services	1,818	1,832	1,847	1,847
Total	50,861	51,019	51,245	51,245

**Note:

Business Performance includes Business Performance and Strategic Partnerships Office
Service Operations includes Hiring and Service Operations
Talent Management includes Talent Management and Policy, Innovation and Engagement
Employee Relations includes Employees Relations and Workplace Health
Corporate Services includes the Deputy Minister's Office and the Financial Management Office

BC Public Service Agency

Operations Vote (Vote 25)

Explanation of Changes in Estimates Budget from FY17 to FY18

in 000's						
		STOB	2016/17 Estimates Final	2017/18 Estimates Final	Variance (Under)/Over	
Business Performance						
	Salaries	**50EA**	2,396	2,399	3	Economic Stability Dividend increase $1K & Economic Stability Mandate increase $2K.
	Benefits	**5298**	582	584	2	Due to benefits rate adjustment.
	Other Expenses	**85EA**	15	14	-1	Balancing due to benefits rate adjustment.
	Other STOBs		19,063	19,063	0	No change
Business Performance Total			**22,056**	**22,060**	**4**	
Service Operations						
	Salaries	**50EA**	9,679	9,765	86	Economic Stability Dividend increase $22K & Economic Stability Mandate increase $65K & benefit rate adjustment decrease $1K.
	Benefits	**5298**	2,352	2,377	25	Economic Stability Dividend increase $4K & Economic Stability Mandate increase $17K & benefit rate adjustment increase $4K.
	Other Expenses	**85EA**	44	45	1	Balancing due to benefits rate adjustment.
	Other STOBs		465	465	0	No change
Service Operations Total			**12,540**	**12,652**	**112**	
Talent Management						
	Salaries	**50EA**	7,736	8,187	451	Economic Stability Dividend increase $4K & Economic Stability Mandate increase $12K & Gross up of PIE for new PSIF activities increase $435K.
	Benefits	**5298**	1,880	1,993	113	Economic Stability Dividend increase $1K & Economic Stability Mandate increase $3K & Gross up of PIE for new PSIF activities increase $108K & benefit rate adjustment increase $1K.
	Other STOBs		1,016	473	-543	Gross up of PIE for new PSIF activities ($543K) = operating increase $159K, other exp increase $102K & recoveries increase ($804K).
Talent Management Total			**10,632**	**10,653**	**21**	
Employee Relations						
	Salaries	**50EA**	2,789	2,794	5	Economic Stability Dividend increase $2K & Economic Stability Mandate increase $4K & benefit rate adjustment decrease $1K.
	Benefits	**5298**	678	680	2	Economic Stability Mandate increase $1K & benefit rate adjustment increase $1K.
	Other STOBs		348	348	0	No change
Employee Relations Total			**3,815**	**3,822**	**7**	
Corporate Services						
	Salaries	**50EA**	1,056	1,068	12	Economic Stability Dividend increase $4K & Economic Stability Mandate increase $7K & benefit rate adjustment increase $1K.
	Benefits	**5298**	257	260	3	Economic Stability Dividend increase $1K & Economic Stability Mandate increase $2K.
	Other Expenses	**85EA**	123	122	-1	Balancing due to benefits rate adjustment.
	Other STOBs		382	382	0	No change
Corporate Services Total			**1,818**	**1,832**	**14**	
Vote Total			**50,861**	**51,019**	**158**	

Resource Summary per Estimates

BC Public Service Agency				
Benefits Vote				
Operating Expense ($000's)				
Core Businesses	**Budget 2016/17**	**2017/18**	**2018/19**	**2019/20**
Pension Contributions & Retirement Benefits	289,523	306,052	321,456	321,221
Employee Health Benefits	114,920	120,690	120,690	120,690
Long Term Disability	33,778	34,626	34,626	34,626
Other Benefits	5,198	5,360	5,360	5,360
Benefits Administration	7,277	7,322	7,355	7,355
Recoveries	(450,695)	(474,049)	(489,486)	(489,251)
Total	1	1	1	1

BC Public Service Agency
Benefits Vote (Vote 26)
Explanation of Changes in Estimates Budget from FY17 to FY18

in 000's

	STOB	2016/17 Estimates Final	2017/18 Estimates Final	Variance (Under)/Over	
Pension Contributions & Retirement Benefits					
Benefits	**52EA**	296,100	313,133	17,033	Expected increase of $19M in Pension benefits costs offset by $2M decrease in projected Employment Insurance costs (see 1.1 below).
Recoveries within CRF	**89EA**	-1,200	-2,062	-862	Alignment of recoveries to actual levels in recent years.
External Recoveries	**9003**	-5,377	-5,019	358	Alignment of recoveries to actual levels in recent years.
Pension Contributions & Retirement Benefits Total		**289,523**	**306,052**	**16,529**	
Employee Health Benefits					
Benefits	**52EA**	171,239	180,234	8,995	Increased employee health benefits costs (MSP premiums, EHD trends, Group Life Insurance, Flex Benefits).
Recoveries within CRF	**89EA**	-31,378	-34,915	-3,537	Alignment of recoveries to actual levels in recent years.
External Recoveries	**9003**	-24,941	-24,629	312	Alignment of recoveries to actual levels in recent years.
Employee Health Benefits Total		**114,920**	**120,690**	**5,770**	
Long Term Disability					
Benefits	**52EA**	34,515		-34,515	Re-alignment of Province's contribution to the Long Term Disability Fund Special Account to STOB 81, Transfer to Special Account.
Transfer to Special Account	**81EA**	0	35,474	35,474	Province's contribution to the Long Term Disability Fund Special Account, including an expected increase in contribution costs.
Recoveries within CRF	**89EA**	-117	-238	-121	Alignment of recoveries to actual levels in recent years.
External Recoveries	**9003**	-620	-610	10	Alignment of recoveries to actual levels in recent years.
Long Term Disability Total		**33,778**	**34,626**	**848**	
Other Benefits					
Benefits	**52EA**	3,115	3,320	205	Increased severance costs in anticipation of cyclical election year activities.
Legal Services	**5901**	2,120	2,120	0	
Professional Services	**60EA**	250	250	0	
Recoveries from Special Account	**86EA**		-100	-100	Recovery of designated expenditures from LTD Special Account.
Recoveries within CRF	**89EA**		-38	-38	Alignment of recoveries to actual levels in recent years.
External Recoveries	**9003**	-287	-192	95	Recoveries now coming from internal LTD Special Account (STOB 86) opposed to external LTD Fund.
Other Benefits Total		**5,198**	**5,360**	**162**	
Benefits Administration					
Salaries	**50EA**	6,171	7,043	872	Economic Stability Dividend increase $9K & Economic Stability Mandate increase $30K & allocation for Disabilty Benefits Administration Staff $833K.
Benefits	**5298**	1,500	1,714	214	Economic Stability Dividend increase $2K & Economic Stability Mandate increase $7K & allocation for Disabilty Benefits Administration Staff $208K & benefit rate adjustment decrease $3K.
Recoveries from Special Account	**86EA**		-2,267	-2,267	Recovery of designated expenditures from LTD Special Account
Internal Recoveries	**88EA**	-48	-48	0	
Recoveries within CRF	**89EA**	-131	-131	0	
External Recoveries	**9003**	-1,667	-559	1,108	Recoveries now coming from internal LTD Special Account (STOB 86) opposed to external LTD Fund.
Other STOBs		1,452	1,570	118	Allocation for Disabilty Benefits Administration Operational Costs.
Benefits Administration Total		**7,277**	**7,322**	**45**	
Charge Back Recoveries					
Internal Recoveries	**8805**	-450,695	-474,049	-23,354	Higher recoveries to fund expenditure increases.
Chargeback Recoveries Total		**-450,695**	**-474,049**	**-23,354**	
Vote Total		**1**	**1**	**0**	

1.1

Provincial Pension Contributions
- Increase in salary base.
- Increase of the maximum pensionable earnings by $400 from $54,900. to $55,300.

Employment Insurance
- Decrease in the employer's contribution premium from 1.219 times, to 1.183 times employee contributions.
- Increase of the maximum annual insurance earnings by $500 per employee ($50,800 up to $51,300).
- Decrease of the employer's maximum contribution by $30 per employee, annually.

Canada Pension Plan
- Increase in salary base.
- Increase of the maximum annual pensionable earnings by $400 per employee ($51,400 up to $51,800).

Cross government economic stability mandate
- A 1% salary increase to BCGEU and Schedule A excluded employees effective February 5, 2017.

Cross government economic stability dividend
- A 0.35% salary increase to BCGEU and Schedule A excluded employees effective February 5, 2017.

BC PUBLIC SERVICE AGENCY
Benefits Vote (Vote 26)
IMPLICATIONS OF 2017/18 FUNDING

The 2017/18 net budget for the Benefits Vote (Vote 26) increased by $23.354M or 5.18% to $474.049M compared to the 2016/17 budget of $450.695M (see Resource Summary per Estimates).

The 2017/18 gross budget for the Benefits Vote (Vote 26) increased by $26.029M or 5.04% to $542.490M compared to the 2016/17 budget of $516.461M (see Supplement to the Estimates by STOB below).

Highlights of changes include:

- $17.033M increase in pension contributions and retirement benefits:
    - Provincial Pension contributions are projected to increase by 7.4% mainly due to increases in the salary base and the maximum pensionable earnings amount, from $54,900 to $55,300.
    - CPP contributions are anticipated to be 8.9% higher mainly due to increases in the salary base and the maximum pensionable earnings amount from, $51,400 to $51,800.
    - A reduction of the province's EI contribution rate, from 1.219 times to 1.183 times the employee contribution, is expected to reduce EI costs by 7.4%.
- $8.995M increase in employee health expenses:
    - Extended Health and Dental conservatively increased by 3.8% based on Pacific Blue Cross advice that industry trends show increases of approximately 10.75% on extended health and 7.5% for dental. The Benefits Vote traditionally sees lower than predicted Extended Health and Dental costs.
    - MSP premiums are anticipated to rise by 4% in January 2018.
    - Based on Great-West Life's annual review of the Group Life plan, and given plan experience, premiums have been maintained at 18 cents per thousand dollars of coverage for 2017 with likelihood to increase by January 2018.
- $0.959M increase in Long Term Disability costs as the contribution rate for the Province increased from 1.88% to 1.92%. Now accounted for as transfer to a Special Account, not benefits.
- Increase of $0.037M in salaries & benefits resulting from negotiated salary increases under the Economic Stability Mandate (Appendix 2).
- Increase of $0.011M in salaries & benefits resulting from negotiated salary increases under the Economic Stability Dividend (Appendix 2).
- Increase of $0.205M in Severance benefits allocation in anticipation of election activities.
- Increase of $23.354M in internal recoveries from the benefits chargeback rate, due to requirement to balance increase in budgeted expenditures (Appendix 1).

CRF Capital Budget

Compared to the 2016/17 restated budget, there is no change to the capital budget in 2017/18. There is no capital budget for the Benefits Vote.

Reductions/Increases for 2018/19 and 2019/20

In terms of net expenditures, the 2018/19 budget for the Benefits Vote (Vote 26) will increase by $15.437M or 3.26%, to $489.486M, compared to the 2017/18 budget of $474.049M.

In terms of gross expenditures, the 2018/19 budget for the Benefits Vote (Vote 26) will increase by $15.437M or 2.83%, to $560.295M, compared to the 2017/18 budget of $544.858M.

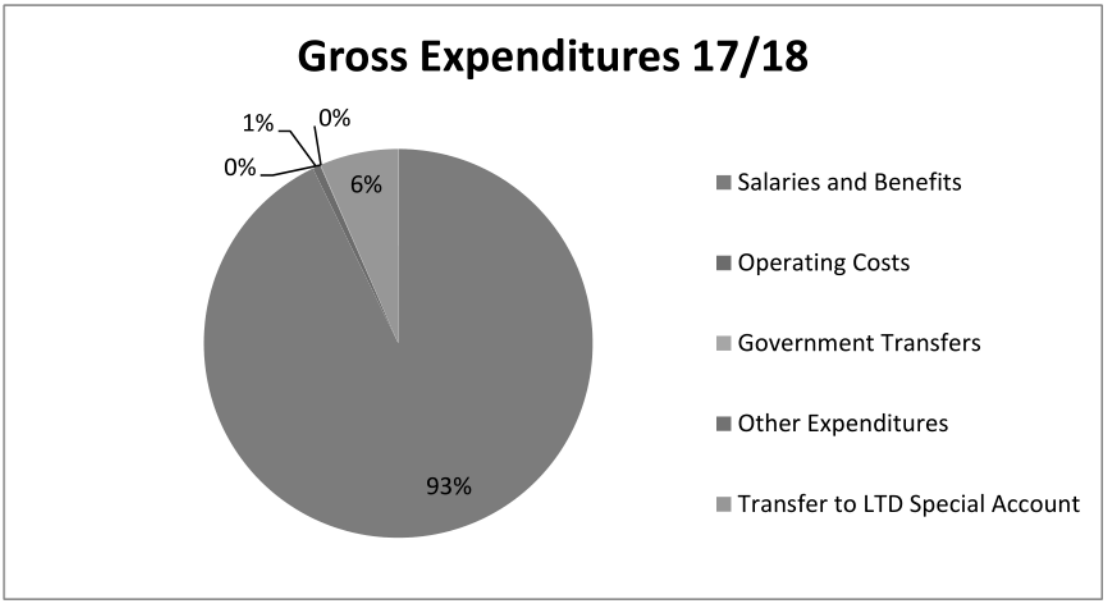
In terms of net expenditures, the 2019/20 budget for the Benefits Vote (Vote 26) will increase by $15.202M or 3.21%, to $489.251M, compared to the 2017/18 budget of $474.049M.

In terms of gross expenditures, the 2019/20 budget for the Benefits Vote (Vote 26) will increase by $15.202M or 2.79%, to $560.060M, compared to the 2017/18 budget of $544.858M.

A transfer to the Long Term Disability Fund special account of $34.626M is expected to continue through to 2019/20.

BC PUBLIC SERVICE AGENCY
Benefits Vote (Vote 26)
Supplement to the Estimates by STOB

	2016/17 Estimates $000	2017/18 Estimates $000	Increase (Decrease) $000	Increase (Decrease) %
Salaries and Benefits	512,640	505,444	-7,196	-1.40%
Operating Costs	3,450	3,568	118	3.42%
Government Transfers	350	350	0	0.00%
Other Expenditures	22	22	0	0.00%
Expenses Sub-Total	**516,462**	**509,384**	**-7,078**	**-1.37%**
Transfer to LTD Special Account	0	35,474	35,474	100.00%
Recoveries from LTD Special Account	0	-2,367	-2,367	100.00%
Special Account Transfer Sub-Total	**0**	**33,107**	**33,107**	**100.00%**
Recoveries Internal to CRF	-450,743	-474,097	-23,354	5.18%
Recoveries External to CRF	-65,718	-68,393	-2,675	4.07%
Recoveries Sub-Total	**-516,461**	**-542,490**	**-26,029**	**5.04%**
Total	**1**	**1**	**0**	**0.00%**
Capital	**0**	**0**	**0**	**0.00%**



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 2017/18 employee benefits chargeback rate increased 0.04%, to 24.34% from 24.30% in 2016/17.

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, Medical Services Plan) 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 – Economic Stability Mandate and Economic Stability Dividend

Economic Stability Mandate

The Economic Stability Mandate provides for the negotiation of modest general wage increases to be negotiated within a fixed fiscal envelope, providing stability throughout the public sector and protecting the Province's fiscal plan through affordable collective agreements.

A five-year agreement with the BCGEU was ratified on December 2, 2013. BCGEU employees received a salary increase of 1.0% effective February 5th, 2017.

Economic Stability Dividend

The Economic Stability Dividend provides for a wage increase for union members covered by agreements under the Economic Stability Mandate for collective bargaining based on economic growth. If GDP growth for the Province is higher than the Economic Forecast Council's prediction, then half of the difference is used to calculate the increase.

The BC economy grew 3.3% in 2015/16, exceeding the forecast of 2.6% by 0.70%, resulting in a 0.35% salary increase for unionized public sector employees effective February 5, 2017.

Under the terms agreed to by the BCGEU in the last round of collective bargaining, BCGEU members will receive an equivalent cents per hour increase based on the average member salary. This results in a $0.1024 per hour increase for BCGEU members for the 2015 GDP results.

Schedule A Employees

The BCGEU Economic Stability Mandate and Economic Stability Dividend also apply to Schedule A employees. The Agency has 181 Schedule A employees, 31 of whom are paid through the Benefits Vote.

BRITISH COLUMBIA
BC Public Service

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Transition Briefing Note

BC Public Service Agency

May 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: **Public Service Innovation Fund**

Background:

The Public Service Innovation (PSI) Fund is administered by the BC Public Service Agency (the 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 Innovation (DMCPSI) reviews and approves requests for PSI Fund support. All initiatives currently funded[1] are delivered by the Agency except for the Pacific Leaders Student Loan Forgiveness program, which is administered by StudentAid BC. Currently funded Agency programs and initiatives include:

- Pacific Leaders Scholarship for Children of Public Service Employees program.
- Welcome to the Public Service oath and orientation events.
- The Work Environment Survey and related research projects.
- Corporate recruitment marketing and advertising.
- Corporate communications and engagement initiatives, including:
    - Premier's Innovation and Excellence Awards.
    - Long Service Awards.
    - Region to Region engagement and learning program.
    - @Work corporate intranet and related corporate internal communications resources.
- The Innovation Hub.
- DMCPSI Secretariat resourcing.

The funding profile over time differs for the various initiatives funded through this corporate recovery model:

- Funding for some initiatives varies from year to year depending on program demand (e.g. Long Service Awards, oath and orientation ceremonies).
- Funding requirements for some are more stable year over year (e.g. Work Environment Survey, Pacific Leaders scholarships).
- Some initiatives funded in the early years are no longer operational.
- Some initiatives have been added more recently (e.g. The Innovation Hub and DMCPSI Secretariat in 2016/17).

[1] See Appendix A for historical funding amounts for major initiatives.

Discussion:

The forecasted recovery for fiscal year 2017/18 is $6.665 million and is still subject to review and approval by DMCPSI. The increase from last year's funding of $5.716 million is primarily due to the proposed funding for the Innovation Hub.

The Innovation Hub was established in fall 2016. DMCPSI approved a preliminary allocation of $250,000 for 2016/17 on the understanding that a more fulsome business model would be developed and presented to DMCPSI for 2017/18. The business model for the Hub has been completed with a proposed budget of $985,000.

It is anticipated that the agenda for the next DMCPSI meeting will include consideration of the PSI Fund allocations for 2017/18 and the Innovation Hub business model.

Approved By:
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Executive Lead, Policy, Innovation and Engagement
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APPENDIX A: Public Service Innovation Fund Amounts by Major Initiative

INITIATIVE	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18 (forecast)
Pacific Leaders (Loan forgiveness and children's scholarship programs)	$3,000,000	$2,877,000	$3,604,898	$2,172,432	$1,723,019	$1,580,455	$1,416,977	$1,461,036	$1,598,464	$1,600,000
Oath/Orientation Ceremonies	$780,000	$300,000	$120,000	$164,002	---	$75,000	$181,665	$246,000	$279,990	$274,395
Work Environment Survey	$650,000	$780,000	$800,000	$800,000	$630,000	$800,000	$600,000	$725,000	$775,000	$800,000
Corporate Recruitment Advertising	$1,500,000	$635,000	$350,000	$350,000	$83,255	$180,782	$99,244	$185,012	$194,664	$195,000
Recruitment Marketing (STOB 65) Salaries	---	---	$235,000	$235,000	$235,000	$235,000	$223,781	$282,7054	$297,736	$305,000
Corporate Engagement and Comms (includes @Work, Long Service Awards, Premier's Awards, Region to Region and other now decommissioned corporate initiatives)	$3,695,000	$2,255,000	$1,365,000	$1,535,000	$1,399,358	$1,193,488	$1,501,850	$1,665,500	$2,570,060	$3,490,514
Total	**$9,625,000**	**$6,847,000**	**$6,774,898**	**$5,356,434**	**$4,070,632**	**$4,064,715**	**$4,023,508**	**$4,565,252**	**$5,715,914**	**$6,664,909**

BRITISH COLUMBIA
BC Public Service

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Transition Briefing Note

BC Public Service Agency

June 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: **Election Platform Commitments**

Background:

The election platform for the incoming NDP government and its accord with the BC Green Party include a number of commitments that will 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 ministry recruitment and other HR requirements to support other commitments.

The table below identifies those commitments expect to impact the Agency. In many cases, the commitments lack sufficient detail to determine what, if any, role the Agency might play or the impact on Agency business. Preliminary assessments are underway to gauge the potential impact of all the commitments identified.

Platform Commitments

COMMITMENT	AGENCY LEAD/SUPPORT/ IMPACT	NOTES
Remove MSP premiums	Impact	MSP premiums are currently part of the compensation and benefits package for excluded and included employees. Elimination of premiums will impact the collective agreement and related policies regarding benefits. PSA and unions will need to negotiate how the savings from MSP fee reductions will be treated prior to coming into effect in 2018.
Tackle the backlog in courts	Support	Anticipated need to support significant and expedited hiring of new staff.
Hire more park rangers and conservation officers	Support	Anticipated need to support significant and expedited hiring of new staff.
Create a Ministry of Mental Health and Addiction Services	Support	May require organizational design support and hiring of new staff.
Provide incentives to public sector employers to hire and train apprentices	Potential Impact	Assuming this applies to core government, updates to the existing co-op and intern strategy for the BC Public Service may be required.
Take immediate action to address the shortage of court sheriffs	Support	Anticipated need to support significant and expedited hiring of new staff.
Use BC software firms to deliver major development projects for government	Potential Impact	Could impact procurement of new systems currently in early stages of procurement under the Agency's IM/IT plan.
Make government IT and software development procurement work better for companies that hire locally and have a local supply chain	Potential Impact	Could impact procurement of new systems currently in early stages of procurement under the Agency's IM/IT plan.
Expand tech-sector co-op programs offered through BC's colleges and universities	Potential Impact	Could require updates to the existing co-op and intern strategy for the BC Public Service.

COMMITMENT	AGENCY LEAD/SUPPORT/ IMPACT	NOTES
Appoint a Chief Talent Officer who will bring focus to government's efforts to train, repatriate and recruit the talent necessary for the tech sector to grow.	Support	Assuming the Chief Talent Officer is a new role within the BC Public Service, the Agency may be called upon to support the executive recruitment.
Bring in a cap on the value and the length of government IT contracts to save money, increase innovation, improve competition and help the tech sector grow	Potential Impact	Could impact procurement of new systems currently in early stages of procurement under the Agency's IM/IT plan.
Assess mining applications with an improved, properly resourced approvals process	Support	The Agency would support the recruitment of any new staff required.
Ensure employment laws and standards match the realities of working today	Potential Impact	Could have potential impacts for BC Public Service HR policies and practices to comply with any changes to employment law and standards.
Make workplace safety a priority, and enforce workplace safety rules	Potential Impact	Could have potential impacts for BC Public Service HR and workplace safety policies and practices.
Increase mining industry safety, by establishing an independent oversight unit, and providing it with the resources to do its jobs thoroughly	Support	The Agency may be asked to support the recruitment of any new staff required.
Expand the role of the BC Geological Survey	Support	The Agency would support the recruitment of any new staff required.
Protect whistleblowers, strengthen conflict-of-interest legislation and improve access to information rules.	Lead/Support	Links with the response to the Ombudsperson's report recommendation #32 that public interest disclosure legislation be introduced by March 31, 2018.
Ensure government is inclusive to minority communities, persons with disabilities, racial groups, immigrants, and the LGBTQ community	Support	Potential to affect hiring and learning and development If this includes hiring practices and strengthening a culture that embraces diversity within the BC Public Service. It would impact existing work on the diversity strategy for the public service.

Accord Commitments

COMMITMENT	AGENCY LEAD/SUPPORT/ IMPACT	NOTES
Institute a multi-year prohibition on lobbying for former Senior Public Office Holders	Potential Impact	Could require legislative amendments or new legislation from the Agency depending on how Senior Public Office Holders are defined and depending on whether this is achieved through amendments to the existing Lobbyists Registration Act.
Respect the integrity and independence of a professional public service	Lead	May impact existing HR policies and practices.
Improve fairness for workers, ensure balance in workplaces, and improve measures to protect the safety of workers at work so that everyone goes home safely and that workers and families are protected in cases of death or injury	Potential Impact	Could impact on HR policy and workplace safety depending on the nature and scope of the action taken.
Invest over four years to support co-op, apprenticeship and work experience programs for high-school and undergraduate students	Support	Assuming this applies to core government, this could require updates to the existing co-op and intern strategy for the BC Public Service.

COMMITMENT	AGENCY LEAD/SUPPORT/ IMPACT	NOTES
Establish an Innovation Commission to support innovation and business development in the technology sector, and appoint an Innovation Commissioner	Support	Assuming the commission is within government, the Agency would support recruitment of new staff and potentially the executive recruitment of the proposed commissioner.
A dedicated Minister responsible for developing and implementing a Mental Health and Addiction Strategy	Support	If "a dedicated minister" means the same as the platform commitments to establish a full ministry, organizational design support and hiring of new staff may be required.
Hire additional social workers and staff to support social workers, and to implement incentives to attract social workers to rural and underserved regions.	Support	Anticipated need to support significant and expedited hiring of new staff, and potential changes to existing HR policies and practices to support incentives.

Approved By:
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BRITISH COLUMBIA
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Transition Briefing Note

BC Public Service Agency

June 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue:

- Effect of proposed changes to the Medical Services Plan (MSP) premium rates and premium assistance program effective January 1, 2018 on the employer.

Background:

- As part of the proposed 2017/18 provincial budget, the Liberal government announced plans to change the MSP premium rates and premium assistance program effective January 1, 2018. These changes include reducing MSP premiums by 50% for all British Columbians with annual combined family net income up to $120,000. In order to proceed with implementation of these proposed changes, amendments must first be made to the Medical and Health Care Services Regulation under the *Medicare Protection Act*.

- While the NDP platform in the recent election called for moving forward with the Liberal plan to reduce MSP fees by 50% for families earning less than $120,000 a year in January 2018, it also called for the elimination of MSP fees entirely within four years.

- For over 24,000 public service employees and their families covered under the employer's MSP group plan, the employer pays the full cost of the MSP premiums. The premiums paid on behalf of an employee by the employer are a taxable benefit to the employee.

- The BCGEU collective agreement includes a clause (25.8) that is triggered if a benefit premium "is reduced as a result of any legislative or other action". It requires that any savings generated by such a change should be used to increase other benefits as agreed to by the union. The total annual cost of MSP premiums for bargaining unit employees in the Public Service is approximately $30 million.

- Prior to these proposed changes, premium assistance under the MSP group plan for public service employees has never been administered because the majority of employees do not qualify under the current rules due to their income levels.

Discussion:

- To action the NDP election platform commitment, the proposed legislative changes will need to be introduced in the Fall, 2017. Confirmation of these changes would be needed prior to implementing the administrative actions that the Public Service, as an employer, will need to take to be aligned with the planned legislative changes.

- A significant number of employees would qualify for premium assistance under the proposed changes. Since these premiums are a taxable benefit for employees, employees who enroll in premium assistance would pay less tax on the employer paid premiums. The number of eligible employees cannot be determined because the family net income is unknown and employees must complete a self-registration process to be eligible.

- Employees will need to complete a one-time registration process for premium assistance to take advantage of the tax savings. By registering, Health Insurance BC (HIBC) has the employee's authorization to verify income with the Canada Revenue Agency to determine eligibility. TELUS Sourcing Solutions (TSS), as the Province's payroll service provider, would then be notified by HIBC of the amount of premiums for each employee on a monthly basis to ensure the appropriate amount of tax is taken from the employee's pay.

- The implementation timelines are very aggressive and require TSS to begin the technical work immediately to ensure that this change is implemented on time and without issues. This project has some risk because the same technical resources will be involved as the PeopleSoft 9.2 upgrade project. The project team is currently reviewing if it is possible to implement this change retroactively in the payroll system.

- The flexible benefits program for excluded employees must be reviewed based on these proposed changes to determine if it is possible to continue to administer MSP within the scope of the program.

- The BCGEU has contacted the PSA and advised it is of the view that if the changes are implemented in January 2018 then the savings to the benefit plans would need to be distributed to employees in accordance with the collective agreement.

- The BCGEU will likely approach the PSA by September 2017 to negotiate how to treat the savings from the MSP fee reduction in January 2018. The PSA will need to formulate a plan for those negotiations this summer and finalize the costing of the expected savings.

Summary:

- The PSA should seek confirmation early in the new government`s mandate that the proposed legislation to significantly reduce MSP premiums in 2018 will proceed.

- In anticipation of the 2018 MSP changes, weekly project meetings are occurring to ensure the proposed changes may be implemented, if approved, and to monitor any impacts to the 9.2 PeopleSoft Upgrade project.

- The PSA and the Public Service unions will need to negotiate how the savings from the MSP fee reductions will be treated prior to any changes coming into effect in 2018.

Recommended By
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Labour Relations & Total Compensation

Approved By
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BRITISH COLUMBIA
BC Public Service

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Transition Briefing Note

BC Public Service Agency

July 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: Ombudsperson's Report - *Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters*

Background:

- The Ministry of Health's review of allegations of employee misconduct began in March 2012 when it received a copy of a complaint that had been made to the Auditor General. A subsequent investigation process led to the dismissal of seven Ministry of Health employees.
- One of these employees, Mr. Roderick MacIsaac committed suicide four months later. On September 30, 2014, his sister, Ms. Linda Kayfish, called on government to apologize and explain the reasons for her brother's firing.
- On October 3, 2014, government announced that it had asked Ms. Marcia McNeil to conduct a review of the public service response to the allegations against the Ministry of Health employees who were fired in 2012. Government and the BC Public Service Agency (the Agency) accepted accountability for all of the findings in Ms. McNeil's report, received on December 19, 2014. See Appendix 1 for the Deputy Minister of the PSA's letter to the Minister on December 14, 2015 outlining all of the steps taken in response to the McNeil Report.
- While implementation of the McNeil Report recommendations provided a foundation to improve how the public service responds to serious allegations of employee misconduct, the government faced criticisms that the report left many questions unanswered, including who was ultimately responsible for the termination decisions. Responding to these criticisms, the government called for the matter to be referred to the BC Ombudsperson in July, 2015.
- The terms of reference for the Ombudsperson's review were approved by the all-party finance committee of the Legislature provided the Ombudsperson with wide-ranging discretion to review any matters related to the Health firings that he thought were relevant.
- The Ombudsperson's report, *Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters,* was published April 6, 2017.

Discussion:

- Upon the release of the report, the Deputy Minister to the Premier and Head of the Public Service, offered an unqualified and comprehensive apology to all who were adversely affected by public service conduct, and, on behalf of government, accepted all of the report's 41 recommendations committed to go further where appropriate "to ensure that nothing like this ever happens again."
- The Agency is responsible for addressing 17 of the Ombudsperson's recommendations. See Appendix 2 for more a detailed list of the recommendations and the response plan for each.
- Specific issues to be addressed through changes to the *Public Service Act* and HR policies include clarification of corporate accountability for ethics management, roles and responsibilities

with respect to terminations, conflict of interest, reporting, and public interest disclosure. The report also called for an independent body to review all just cause terminations in the public service.

- The Deputy Minister responsible for the Agency will be a member of a Project Board, chaired by the Deputy Minister to the Premier and Head of the Public Service to coordinate government's response to the reports.

- Policy direction on proposed legislative reforms will be required from the Minister Responsible for the Agency and Cabinet as early as Summer 2017 to meet the timelines for introducing legislation by March 31, 2018.

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Related Matters:

HR investigation into a leaked OCG Report

- An investigation report prepared by the Office of the Comptroller Genera in the contracting practices in the Ministry of Health in 2012 was disclosed to the Vancouver Sun without authorization in February 2016.

- Although a privacy breach investigation conducted by the Privacy, Compliance and Training Branch of the Ministry of Finance was not able to determine the source of the breach to the Vancouver Sun, the report did conclude in February 2016 that a defined number of individuals collected and/or disclosed an internal government report that contained personal information in a manner not authorized under the *Freedom of Information and Protection of Privacy Act*.

s.14,s.22

FOI requests related to the 2012 Health Firings

- While the Ombudsperson's review process was under way s.22
s.22

- The Information Access Office at the Ministry of Finance hired additional resources to process these and other related requests, but took over a year to begin responding to the requests because the number of documents that were requested was in the hundreds of thousands.

- s.22

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s.22

Appendices:

1. Due Consideration of Investigations
2. Amended Terms of Reference
3. Ombudsperson Recommendations Work Plan

Recommended By
John Davison, ADM
Employee Relations & Workplace Health Division

BRITISH COLUMBIA

May 31, 2017

AMENDED TERMS OF REFERENCE

WHEREAS

A. The Ombudsperson's report invites:
- an appreciation by government and all individuals who were involved in the Ministry of Health investigations and their aftermath of the full effects of those events on all persons involved, including in relation to personal feelings, peace of mind and sense of self-worth, professional or employment prospects, adverse effects on relationships within and outside government, and interruption of data access;
- acknowledgement by government of its responsibility for those events and the effect on those persons, and to apologize to them;
- consideration by government of the appropriateness of reparation and also the possibility of further litigation claims against government, and for processes for addressing those matters in a constructive and healing way.

B. The government is already working on how best to implement all of the Ombudsperson's recommendations;

C. In order to achieve a measure of reparation for persons adversely affected during or as a result of the Ministry of Health investigations and aftermath, but who may not have legal claims, the government considers it appropriate to authorize a reparation fund from which ex gratia payments may be made in appropriate amounts, to persons or classes of persons (the "reparation fund"), including but not limited to those persons referred to in the Ombudsperson's recommendations R1-R5 and R14;

D. As tangible recognition of the pain suffered by the family of Roderick MacIsaac, and in honour of his memory, the government considers it appropriate to give effect to Ombudsperson's recommendation R15, using money from the reparation fund;

E. As an adjunct to the administration of the reparation fund, and in order to allow prompt justice and closure for those persons who may have legal claims based on the findings in the Ombudsperson's report, but who would prefer to avoid litigation if possible, the government considers it appropriate to establish a proactive and expeditious process to facilitate settlement of such claims as meet the requirements of s.14 of the Crown Proceeding Act;

F. The government and the BC Government and Services Employee Union have reached agreements necessary to enable to government to give effect to the Ombudsperson's recommendations with respect to ex-gratia payments and to make additional payments as contemplated hereinafter.

NOW THEREFORE, in order to give effect to those initiatives, the government:

1. Appoints the Honourable Thomas Cromwell to serve

    a. as independent monitor of the government's progress in implementing or giving effect to the recommendations in the Ombudsperson's report referred to in recitals A and B, for a term of one year, with quarterly reports to the government;

    b. as administrator of the reparation fund referred to in recital C, and directs him, based on the Ombudsperson's report:

        i. to take such steps as may be necessary for the government to give effect to payment from the reparation fund and/or other non-monetary relief to the persons referred to in the Ombudsperson's recommendations R1-R5, R6 and R14; and further to identify such of those persons as are in Mr. Cromwell's opinion not eligible for the facilitated settlement process under section 1(c), but whom government could appropriately offer additional ex gratia payment from the reparation fund, and to make recommendations to the government in that regard;

        ii. to identify such other persons or classes of person, who were adversely affected during or as a result of the Ministry of Health investigations and aftermath and who are in Mr. Cromwell's opinion not eligible for the facilitated settlement process under section 1(c), but whom government could appropriately offer ex gratia payments from the reparation fund and/or other non-monetary relief, and to make recommendations to the government in that regard;

        iii. if a recommendation in subparagraph (i) or (ii) is accepted, to offer payment to the persons without the requirement of a release, other than as part of a full and final settlement of a grievance referred to in recommendation R6;

        iv. if those offers are accepted, to provide the information necessary for government to process those payments; and

        v. to take such steps as are necessary for the government to give effect to the payment from the reparation fund contemplated in recital D;

    c. as facilitator with respect to the settlement process referred to in recital E,

        i. to make recommendations to government as to the design and implementation of that process; and if those recommendations are accepted by government, to identify persons who may have legal claims or grievance or other rights or remedies, based on the findings in the Ombudsperson's report and on any additional information he may reasonably require;

ii. to assess, based on information in the Ombudsperson's report, any information provided by that person and any additional information he may reasonably require, a range of damages to which the identified person may be entitled;

iii. to provide a written opinion on each identified person's eligibility for payment of a particular amount, under and in accordance with s. 14 of the Crown Proceeding Act – and specifically that such person has a claim which, if pursued, could result in an order for the payment of money by the government, and that it is in the public interest to settle the claim in that amount; and for greater certainty, persons ***are not*** eligible for payment under the Crown Proceeding Act if they previously reached a settlement and/or provided a release in relation to causes of action relating to the Ministry of Health investigations and their aftermath, the IU report, or otherwise, or any legal claim or grievance in that regard has now been extinguished or barred by the effluxion of time under the Limitation Act or a collective agreement or otherwise, but they ***may*** be eligible for an ex gratia payment or payments under paragraph (b) despite any prior settlement, release or limitation period.

iv. the amount referred to in subparagraph (iii) will take into consideration what, if any, set-off should be made for any payment the person has already received, whether as a result of prior settlement or ex gratia payment or both;

v. to make a recommendation to the Deputy Attorney General in that regard;

vi. if the recommendation is accepted, to offer payment by government of that amount in comprehensive settlement of all their claims in any way related to the Ministry of Health investigations and their aftermath, the IU report, or otherwise; and

vii. if offers are accepted, to provide the information necessary for government to process those payments;

and

d. to use his best efforts to assist in giving effect to Ombudsperson recommendation R15.

2. Directs that Mr. Cromwell will, through the exercise of his independent judgment, help government to give effect to the objectives set out in these terms of reference in a manner which:

a. is consistent with the spirit and intent of the recitals,

b. accords with reasonable expectations,

c. respects the need for confidentiality of all parties' personal and privileged information, and

d. thereby enhances public confidence in the process.

3. Requests Mr. Cromwell to consider and recommend any modifications or additions to these terms of reference as from time to time that he or the government may consider necessary and appropriate.

4. Commits, in addition to monies paid out under the Crown Proceeding Act to give effect to facilitated settlements, to recommend that Treasury Board authorize payment from the contingencies vote or from any other authorized sources to provide for

   a. the monitoring function referred to in section 1(a),

   b. the ex gratia payments referred to in 1(b), and

   c. the costs of administration of these terms of reference, including payments in relation to Mr. Cromwell's appointment and performance of his duties as monitor, administrator and facilitator.

5. Invites Mr. Cromwell to make recommendations concerning coverage of the cost of legal advice to persons who may wish to avail themselves of the process described in subparagraphs 1(b) or (c), in relation to their participation in those processes.

6. Directs Mr. Cromwell in his capacity as administrator and facilitator to do such things and execute such documents, including certificates of eligibility, as are necessary to give effect to the various types of payments referred to in these terms of reference.

7. Directs Mr. Cromwell to keep an account of the amounts paid out of the reparation fund, by person or by class as he considers appropriate, as well as such other information as the government may reasonably require for fiscal accountability, and to provide a report to government in that regard, together with his final account for the costs referred to in section 4(c).

BRITISH COLUMBIA

May 31, 2017

PROCESSES OF ADMINISTRATOR AND FACILITATOR

Confidentiality

1. In carrying out the roles and responsibilities of administrator and facilitator, it is expected that the Honourable Thomas Cromwell will obtain or receive information

   (a) from persons who may be eligible for payment under the Amended Terms of Reference, and in doing so treat all such information as confidential as between the person, their counsel and himself, and in particular but without limitation not disclose any such information to the Government, except:

      (i) to the extent necessary for and as part of a recommendation or written opinion on the person's eligibility for payment of a particular amount, and for payment of an approved amount,
      (ii) disclosure to the BCGEU of amounts paid to bargaining unit employees (including former employees) under any agreement between the Government and the BCGEU, and
      (iii) as otherwise required by law; or

   (b) from other sources as he in his absolute discretion considers desirable, and subject to any conditions of confidentiality as he may consider appropriate.

As administrator

2. With respect to the persons referred to in recommendations R1, R2, R3a, R4, R5 and R14 of the Ombudsperson's report, it is expected the Honourable Thomas Cromwell will proceed substantially as follows:

   (a) Seek from the Ombudsperson or the Ministry of Health the contact information of each of those persons and confirmation of each of their consent to be contacted by him for the purpose of obtaining any necessary information from them, and for the purpose of the Government making payment to them of the amounts contemplated in those recommendations;

   (b) On receipt of the contact information and confirmation of consents under paragraph (a), provide the Government, through the office of the Assistant Deputy Attorney General, with that information and a certificate evidencing the amount of the ex gratia payment(s) payable to each of them.

3. After giving effect to the processes in section 2, it is expected the Honourable Thomas Cromwell will proceed substantially as follows:

   (a) Identify those additional persons or classes of person to whom he considers the Government should offer ex gratia payments, including any additional amounts for the persons referred to in the Ombudsperson's recommendations;

   (b) Provide the Deputy Attorney General with a summary of his rationale for identifying persons or classes of person falling within paragraph 3(a), including any specific persons whom he considers should receive a larger payment than others in their class based on a material difference between the Government conduct toward or affecting them and the conduct toward or affecting others in the class, and recommend to the Deputy Attorney General the amount(s) of such payments to such persons or classes of person;

   (c) On receipt of the Deputy Attorney General's approval of a recommendation under paragraph 3(b), seek from the Ombudsperson the contact information of the persons who are eligible for an ex gratia payment under that approved recommendation, and confirmation of each of their consent to be contacted by Government for purposes of receiving payment;

   (d) On receipt of the contact information and confirmation of consents, contact each of the persons, offer them the proposed ex gratia payment and advise them of the reason for it;

   (e) If a person agrees to accept the proposed ex gratia payment, provide the Government, through the office of the Assistant Deputy Attorney General, with that information and a certificate evidencing the amount of recommended ex gratia payment(s) payable to that person;

   (f) If a person does not agree to accept the proposed ex gratia payment, invite the person – if that person wishes – to pursue a claim under the facilitated settlement process contemplated in section 7;

   (g) If a person under paragraph (f) pursues a claim under section 7 but is unsuccessful, that person may nevertheless then accept and receive payment under paragraph 3(e), in whatever amount the Honourable Thomas Cromwell, in his role as the administrator, then recommends and the Government accepts;

   (h) For greater certainty, persons ***may*** receive payment under both this section and section 2, but ***may not*** receive payment under both this section and through a facilitated settlement under section 7.

4. With respect to recommendation R3b, it is expected the Honourable Thomas Cromwell will proceed substantially as follows:

   (a) Identify, for each of the three individuals referred to in that recommendation, what types and amounts of financial impact each has suffered as a result of the discipline, up to the date of the Ombudsperson's report as well as for any subsequent period;

   (b) Consider whether and to what extent an ex gratia payment to an individual in paragraph 4(a) may serve to reverse that financial impact;

(c) Provide the Deputy Attorney General with a summary of his findings under paragraphs 4(a) and (b) and recommend to the Deputy Attorney General the amount of an ex gratia payment for each individual he considers necessary to meet the objective in recommendation R3b;

(d) On receipt of the Deputy Attorney General's approval of a recommendation under paragraph 4(c), contact each of the individuals, offer them the proposed ex gratia payment and advise them of the reason for it;

(e) If an individual agrees to accept the proposed ex gratia payment, provide the Government, through the office of the Assistant Deputy Attorney General, with that individual's contact information and a certificate evidencing the amount of recommended ex gratia payment(s) payable to that individual;

(f) If an individual does not agree to accept the proposed ex gratia payment, invite the individual – if he or she wishes – to pursue a claim under the facilitated settlement process contemplated in section 7;

(g) If an individual under paragraph 4(f) pursues a claim under section 7 but is unsuccessful, that individual may nevertheless then accept and receive payment under paragraph 4(e), in whatever amount the Honourable Thomas Cromwell, in his role as the administrator, then recommends and the Deputy Attorney General accepts;

(h) In proceeding under this section, it is expected the Honourable Thomas Cromwell will base his findings and recommendations on the evidence and findings in the Ombudsperson Report, any additional information from a record created by or for the Ombudsperson, or that is in the Ombudsperson's custody or control, relating to the Ombudsperson's investigation which the Honourable Thomas Cromwell, in his role as the administrator, reasonably requires and the Ombudsperson agrees to provide, and whatever additional information the Honourable Thomas Cromwell in his absolute discretion considers desirable;

(i) For greater certainty, individuals ***may*** receive payment under both section 3 and this section 4, but ***may not*** receive payment under both this section and through a facilitated settlement under section 7.

5. With respect to recommendation R6, it is expected the Honourable Thomas Cromwell will proceed substantially as follows:
   (a) Identify, for each of the three individuals referred to in that recommendation, what claim(s) each of them may have had pursuant to the collective agreement which were the subject of the June and September 2013 grievance settlements;

   (b) Determine based on a statement of facts agreed to by the Public Service Agency of the Government as employer and counsel for the individuals, or by whatever further or other means the Honourable Thomas Cromwell considers appropriate, whether and to what extent an ex gratia payment and/or other relief to such an individual may serve as a fair and appropriate substitute for the grievance settlements referred to in paragraph 5(a);

(c) Provide counsel for each of the individuals with a summary of his findings under paragraphs 5(a) and (b), and his draft recommendation to the Deputy Attorney General of the amount of a further, ex gratia, payment and/or other relief for each individual sufficient to meet the objective in recommendation R6;

(d) Invite counsel for each of the individuals to provide any comments on the draft recommendation within a specified period of time and make such amendments to the draft recommendation as he considers appropriate;

(e) If an individual agrees to accept the proposed ex gratia payment, provide the Deputy Attorney General with a summary of his findings under paragraph 5(c), including as amended under paragraph 5(d), and recommend to the Deputy Attorney General the amount of an ex gratia payment and/or other relief for each individual;

(f) If the recommendation is accepted by the Deputy Attorney General, offer to that individual payment by Government of that further amount, with the sum of the amount previously paid plus that further amount plus any other relief to stand in full and final settlement of all their claims referred to in paragraph 5(a), in return any further comprehensive release the Government may require, in a form acceptable to Government;

(g) If the offer is accepted, provide the Government, through the office of the Assistant Deputy Attorney General, with contact particulars for and a certificate evidencing the amount payable to that individual under paragraph 5(f);

(h) If an individual does not agree with his intended recommendation, including as it may be amended under paragraph 5(d), terminate the process under this section and return or destroy all information obtained under paragraph 5(i);

(i) In proceeding under this section, it is expected the Hon. Thomas Cromwell will base his findings and recommendations on the agreed statement of facts referred to in paragraph 5(b) and whatever additional information he in his absolute discretion consider desirable for the purposes of this section;

(j) Further to paragraph (i), if the Honourable Thomas Cromwell identifies an additional form of relief (i.e. other than or in addition to an ex gratia payment) which, if implemented, may have collateral impact on the collective agreement between the Government and the BCGEU or on matters covered thereunder, it is expected that he will seek further information from the Public Service Agency and the BCGEU in that regard as he considers desirable, and include in his recommendation such advice in that regard as he considers appropriate;

(k) For greater certainty, individuals ***may*** receive payment under both section 3 and this section 5, but ***may not*** receive payment under both this section and through a facilitated settlement under section 7.

6. If a payment under section 3 through 5 is proposed to be made to an individual who is or previously was an employee in the bargaining unit represented by the BCGEU, it is a condition of eligibility for such payment that the employee or former employee consent to disclosure to the BCGEU of amount paid, and it is expected, as part of the processes contemplated in this Article, that the Honourable Thomas Cromwell will seek such consent when making any offer of such payment.

As facilitator

7. With respect to persons ***other than*** those who receive payment as contemplated in section 3 through 5, it is expected the Honourable Thomas Cromwell will proceed substantially as follows:

   (a) Identify the persons he considers may have a legal claim or grievance or other rights, based on the evidence and findings in the Ombudsperson's Report and any additional information from a record created by or for the Ombudsperson, or that is in his custody or control, relating to the Ombudsperson's investigation which the Honourable Thomas Cromwell reasonably requires and the Ombudsperson agrees to provide;

   (b) Seek from the Ombudsperson the contact information of the persons identified under paragraph 7(a), and confirmation of each of their consent to be contacted by him, direct or through their counsel, for the purposes of engaging in the facilitated settlement process;

   (c) Establish a means for making contact and communicating with other persons who may consider they have a legal claim or grievance or other rights and who may wish to engage in the facilitated settlement process;

   (d) Seek consent of each of the persons in paragraphs 7(a) or (c) for him to obtain such information as he considers necessary, from whatever source, in order to provide a written opinion and recommendation to the Deputy Attorney General on the person's eligibility for payment of an amount he determines appropriate under and in accordance with s. 14 of the *Crown Proceeding Act*, for the purposes of giving effect to a facilitated settlement;

   (e) On receipt of a person's consent, seek from such persons any additional information which he may reasonably require and which the person agrees to provide, subject to mutually binding agreement as to privilege and confidentiality, in relation to

      (i) the legal claims or grievance or other rights identified by him
      (ii) any additional legal claims or grievance or other rights identified by the person or his or her counsel
      (iii) the basis for and quantum of damages in relation to each of the legal claims or grievance or other rights
      (iv) the basis for and nature of any additional or alternative remedies the Honourable Thomas Cromwell may recommend to government;

(f) If a person under paragraph (e) fails or refuses to provide him with information he may reasonably require, terminate the facilitated settlement process and return or destroy all information obtained under paragraphs 7(d) or (e);

(g) Obtain whatever additional information he in his absolute discretion considers desirable;

(h) Provide the person with a draft of his intended recommendation as to the person's eligibility for payment under and in accordance with s. 14 of the *Crown Proceeding Act*, and specifically addressing

(i) whether the person has a claim which, if pursued, could result in an order for the payment of money by the Government, and that it is in the public interest to settle the claim in that amount; and

(ii) the amount of payment recommended, taking into consideration any set off which he considers should be made for any payment the person has already received, whether as a result of prior settlement or ex gratia payment recommended by the Ombudsperson or both;

(i) Invite the person to provide any comments on his draft within a specified period of time and make such amendments to his recommendation as he considers appropriate;

(j) If the person does not agree with his intended recommendation, including as amended, terminate the facilitated settlement process and return or destroy all information obtained under paragraphs 7(d), (e) or (g);

(l) If the person agrees with his intended recommendation, provide a written opinion and recommendation to the Deputy Attorney General on the person's eligibility for payment of an amount he determines appropriate under and in accordance with s. 14 of the *Crown Proceeding Act*;

(m) If the recommendation is accepted by the Deputy Attorney General, offer to that person payment by Government of that amount in full and final settlement of all their claims in any way related to the Ministry of Health investigations and their aftermath, the IU report, or otherwise, in return for a comprehensive release in a form acceptable to Government;

(n) If the offer under paragraph 7(l) is accepted and the release is given, provide the name and contact information to Government, through the office of the Assistant Deputy Attorney General, together with a certificate evidencing the amount payable , grossed up as necessary for any taxes which may be payable on such payment(s);

(o) For greater certainty, persons are ***not*** eligible for payment under this section if they previously reached a settlement and/or provided a release in relation to causes of action relating to the Ministry of Health investigations and their aftermath, the IU report, or otherwise, or any legal claim or grievance in that regard has now been extinguished or barred by the effluxion of time under the Limitation Act or a collective agreement or otherwise, but they ***may*** be eligible for an ex gratia payment or payments under section 2 through 5 despite any prior settlement, release or limitation period.

Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
R1	By June 30, 2017, government make an ex gratia payment in the amount of $75,000 to each of Dr. Malcolm Maclure, Dr. Rebecca Warburton, Ron Mattson, Robert Hart, Ramsay Hamdi, David Scott, and the estate of Roderick MacIsaac.	June 30, 2017	Finance	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	Completed. Ex gratia payments along with personal apologies identified in R8 sent.
R2	By June 30, 2017, government make an ex gratia payment in the amount of $50,000 to each of Mark Isaacs, Dr. Colin Dormuth and Dr. William Warburton.	June 30, 2017	Finance	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	Completed. Ex gratia payments along with personal apologies identified in R8 sent.
R3	By June 30, 2017, government make: a. an ex gratia payment in the amount of $15,000 to each of six public servants who were also subjects of the investigation; and, b. in the case of the three individuals in paragraph (a) who were disciplined, reverse the financial impact of that discipline and	June 30, 2017	3(a) Finance 3(b) Finance/ PSA	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's	**R3(a):** Completed. Ex gratia payments along with personal apologies identified in R8 sent. **R3(b):** Mr Cromwell agreed with the PSA to facilitate agreements with the three individuals identified in

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	remove the disciplinary findings from their employment record.			report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations. In reference to paragraph b – government commits to working with the three individuals to reverse the financial impact resulting from the discipline and further to ensure the disciplinary findings are removed from their employment records.	R3(b). s.22
R4	That government: a. By September 30, 2017: i. Establish a compensation fund in an amount not less than $250,000 ii. Identify and contact individuals (other than individuals identified in the other ex gratia payment recommendations) who were employees, associates or research subcontractors of: 1. Resonate 2. Blue Thorn Research and Analysis Group 3. the Therapeutics Initiative who were impacted by the data and contract suspensions and cancellations and invite them to make applications to	September 30, 2017	Finance	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	**R4(a)i:** – completed. **R4aii:** By August 31, 2017, identify employees, associates and research subcontractors of Resonate, Blue Thorn Research and Analysis Group and the Therapeutics initiative who were impacted by the data and contract suspensions and cancellations and provide that information to Mr. Cromwell, if he requests it. By September 15, 2017, working with Hon. Thomas Cromwell, identify a process to remunerate individuals from the compensation fund. By September 30, 2017 working with Hon. Thomas Cromwell, provide information to impacted individuals on the process to apply to the compensation fund.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	the fund. b. By March 31, 2018 make ex gratia payments to the applicants from the fund on a fair and equitable basis, taking into account the impact the data and contract suspensions and cancellations had on them.	March 31, 2018			**R4b:** By March 31, 2018 make ex gratia payments, as directed by the Hon. Thomas Cromwell.
R5	By June 30, 2017, government make an additional ex gratia payment in the amount of $50,000 to each of Ron Mattson and Mark Isaacs.	June 30, 2017	Finance	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	Completed. Ex gratia payments along with personal apologies identified in R8 sent.
R6	If by June 30, 2017 the BCGEU, following consultation with David Scott, Ramsay Hamdi, and a representative of the estate of Roderick MacIsaac, approaches government about revisiting any or all of the June and September 2013 grievance settlements, that government: a. Enter into good faith negotiations with the BCGEU concerning the replacement of the existing settlements with new settlements, and b. If new settlements cannot be reached (or the parties prefer this option as their primary option), make its best efforts to work with the	June 30, 2017	PSA	Government accepts this recommendation. Government is committed to revisiting the bargaining unit settlements and negotiating in good faith with the BCGEU while respecting the wishes of David Scott, Ramsay Hamdi and a representative of the estate of Roderick MacIsaac.	Mr. Cromwell has conducted a review of previous settlement agreements and employment histories of the individuals in R6 post 2012 to determine adverse financial and disciplinary impacts. Counsel s.22 s.22 will be sending Mr. Cromwell a submission to consider before the end of June, 2017.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	BCGEU to develop a Statement of Agreed Facts concerning the circumstances of the dismissals, which Statement the parties can agree to place before a labour arbitrator pursuant to the collective agreement, in order to allow for a proper adjudication of damages. Whether the existing settlements would terminate upon tendering the Statement of Agreed Facts, or after the labour arbitrator's decision, can be addressed by the parties as a matter of labour law.				
R7	By May 31, 2017, government make a public statement that acknowledges and apologizes for the harm caused by the Ministry of Health investigation and the decisions that resulted, including the employee suspensions, employee discipline and terminations, contract suspensions and terminations, and unwarranted data suspensions.	May 31, 2017	Premier	Government accepts this recommendation. On April 6, 2017, the head of the public service, Kim Henderson, offered an unqualified and comprehensive apology to all who were adversely affected by the public service conduct as part of government's statement on receiving the Ombudsperson report. (https://news.gov.bc.ca/releases/2017PREM0046-001149) The Terms of Reference of the Hon. Thomas Cromwell speak to the acknowledgement by government of its responsibility for these events, the effect on those persons impacted, and to apologize to them. The appointment of Mr. Cromwell and his Terms of Reference confirm government's acknowledgement of the harms caused to those adversely impacted by public service conduct.	Completed. On May 31, 2017, the Head of the Public Service, Kim Henderson offered the following public statement: http://www2.gov.bc.ca/gov/content/home/ombudspersons-report

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
R8	By July 31, 2017, government issue a personal apology to each of Dr. Malcolm Maclure, Dr. Rebecca Warburton, Ron Mattson, Robert Hart, Ramsay Hamdi, David Scott, Dr. William Warburton, the family of Roderick MacIsaac, Mark Isaacs, Dr. Colin Dormuth, Contractors 1 and 2, and the six public servants referred to in recommendation R3.	July 31, 2017	Premier	Government accepts this recommendation. The Government will issue a personal apology to each of the individuals identified by July 31, 2017.	Completed. Letters of apology along with ex gratia payments identified in R1, R2, R3(a), R5 and R14 along with personal apologies have been sent.
R9	By March 31, 2018, the Ministry of Health issue a written apology to each of the individuals to whom an ex gratia payment is made from the compensation fund established in R4.	March 31, 2018	Health	The Government accepts this recommendation. The Ministry of Health will issue a written apology to each of the individuals to whom an *ex gratia* payment is made by March 31, 2018.	s.13
R10	By March 31, 2018, the Ministry of Health issue a written apology to each person not included in the above recommendations, to whom it sent a data demand letter in 2012 and 2013 as a consequence of the investigation.	March 31, 2018	Health	The Government accepts this recommendation. The Ministry of Health will issue a written apology to each person to whom it sent a demand letter in 2012 or 2013 as a consequence of the investigation by March 31, 2018.	
R11	By May 31, 2017, the Ministry of Health make arrangements for each of Dr. Malcolm Maclure, Dr. Rebecca Warburton, Ron Mattson, Robert Hart, Ramsay Hamdi, David Scott, Dr. William Warburton and a representative for the estate of Roderick MacIsaac to review the contents of the boxes of material packed up from their offices for	May 31, 2017	Health	The Government accepts this recommendation. The Ministry of Health will make arrangements for each of the individuals listed in the recommendation to review the contents of the materials from their offices and will return their personal belonging by May 31, 2017.	Completed.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	the purpose of identifying, and having returned to them, any books, papers, articles or other personal belongings.				
R12	By June 30, 2017, government issue a public statement confirming that the ministry has withdrawn the final report of the Investigation and Forensic Unit, and acknowledge that the report contains inaccuracies and will not be relied on.	June 30, 2017	Finance	The Government accepts this recommendation. Ministry of Finance officials will prepare a letter of withdrawal to attach to the final report, direct all individuals who have a record of the final report to confirm copies of the report have been destroyed, and prepare a public statement confirming these actions for release by June 30, 2017. Further, as the Ombudsperson identified, the Ministry of Finance will continue to implement the recommendations on practice improvements identified by KPMG.	Response combined for R12 and R13. Completed. Letters of apology have been issued to the individuals referenced in the report confirming the ministry has withdrawn the report and that the report will not affect the ability of those individuals to work for or with government in the future should they wish to do so. A copy of the report remains in the Office of the Comptroller General for information retention requirements. The copy includes an annotation that indicates the report includes inaccuracies and will not be relied on by Government. The Ministry of Finance has asked parties known to have copies of the report to confirm the destruction of any copies that may remain in their possession. Redacted copies of the report posted on the Open Information website as part of four FOI response packages have been removed and replaced with a notice that the report has been withdrawn and acknowledging that it contains inaccuracies and will not be relied on. Future FOI requests for the report will include the notice that the report has been withdrawn and that it contains inaccuracies and will not be relied on. Copies of the report will not be posted to the Open

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					Information website in response to any future FOI requests.
R13	By June 30, 2017, the Ministry of Finance send a letter of apology to each of the individuals named in the report of the Investigation and Forensic Unit, who it notified following the unauthorized disclosure of the report, confirming that the ministry has withdrawn the report and that the report will not affect the ability of those individuals to work for or with government in the future should they wish to do so.	June 30, 2017	Finance	Government accepts this recommendation. Ministry of Finance officials will send letters of apology to each of the individuals named in the final report, confirming the withdrawal of the report and that it will not affect their ability to work for or with government in the future. This work will be completed by June 30, 2017.	Completed. See R 12 above.
R14	By June 30, 2017, government make an additional ex gratia payment in the amount of: a. $25,000 to Dr. Malcolm Maclure b. $25,000 to Dr. Rebecca Warburton	June 30, 2017	Finance	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	Completed. Ex gratia payments along with personal apologies identified in R8 sent.
R15	By September 30, 2017, government provide funding in the amount of $500,000 to endow a scholarship for PhD candidates at the University of Victoria.	September 30, 2017	Health	Government accepts this recommendation. To enact this recommendation, government is committed to working with a representative(s) of Mr. MacIsaac's estate and will respect their wishes on the process for the establishment of	Funding has been secured for the endowment. The University of Victoria is aware of the recommendation. Mr. Cromwell agreed to act as an intermediary with

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
				the scholarship endowment.	the representatives of Mr. MacIsaac's estate. s.22
R16	By September 30, 2017, the Ministry of Health establish an annual staff award for excellence in training, mentoring and supporting co-op students.	September 30, 2017	Health/ PSA	Government accepts this recommendation. The Ministry of Health will establish an annual staff award for excellence in training, mentoring and supporting co-op students by September 30, 2017. In addition, the Public Service Agency will consider the establishment of a similar award for co-op students government-wide. Government will report out on progress of this additional award by September 30, 2017.	By July 31, 2017, MoH and PSA will consult within MoH and across the BC public service to create two awards: • a MoH staff award for excellence in training, mentoring and supporting co-op students; and • an annual government-wide award for outstanding contribution for excellence as part of the corporate co-op intern program. By September 30, 2017 MoH will announce details of the annual staff award and nomination process. MoH will utilize a variety of communications approaches including DM announcement at the annual all staff meeting, intranet postings and emails from executives to ensure wide knowledge and understanding of the staff award. By fall 2018, MoH will announce the first recipient of the annual staff award. By September 30, 2017, the PSA will launch the corporate award and identify the nomination process. By November 30, 2017, the PSA will solicit nominations for the 2017 calendar year. The award will be announced by December 15, 2017 prior to the end of

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					the first Fall term. Similar awards will be offered after each trimester.
R17	By March 31, 2018, the Public Service Agency develop and implement a policy framework for assessing situations to determine whether a real or perceived conflict of interest exists. The framework should: a. Require employees to disclose circumstances that may give rise to a real or perceived conflict of interest, including any outside remunerative work. b. Specifically require issues of conflict of interest to be addressed at the outset of employment and on an ongoing basis where the employee's job function or less than fulltime employment necessarily contemplates external remunerative work or external affiliation. c. Where a disclosure is made by an employee under paragraph (a), the employer shall identify the specific work duties of the employee and the underlying government interests that are relevant to the circumstances. i. Identify the specific personal interests of the employee that are relevant to the circumstances. ii. Analyze whether those interests conflict, or could be perceived to conflict, in a way that impairs the employee's ability to act in the public interest, undermines the	March 31, 2018	PSA	Government accepts this recommendation. The Public Service Agency will develop and implement a policy framework for determining conflict of interest. The framework will provide guidance to employees and supervisors and will incorporate all of the components identified in the recommendation. The framework will be established by March 31, 2018.	s.13,s.17

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	public's confidence in the employee's ability to discharge work responsibilities, or undermines the public's trust in the public service. iii. Decide whether the circumstances give rise to a perceived or actual conflict of interest, and, if they do, consider whether there are steps that government or the employee must take to address or mitigate the conflict such that it does not pose an unacceptable risk to government or the public interest. iv. Document, on the employee's personnel file, and elsewhere as is required in the circumstances, the reasons for the conclusion reached and the directions, if any, to be followed. A copy of the reasons should be provided to the employee. v. To the extent reasonable and necessary, be transparent within the organization about how the conflict of interest has been addressed so that misunderstandings are minimized.				
R18	By March 31, 2018, every ministry and government agency whose employees are subject to the public service Standards of Conduct assign a senior and fully trained staff member the task of assessing and providing advice to the employee and their supervisor about disclosed prospective conflicts of interest in their organization.	March 31, 2018	PSA	Government accepts this recommendation. The government commits to assigning a senior and fully trained staff member to this task in every government ministry and agency by March 31, 2018.	s.13,s.17

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					s.13,s.17
R19	By March 31, 2018, the Public Service Agency revise its existing Accountability Framework for Human Resource Management to ensure a clear allocation of responsibility among senior executives of PSA and of line ministries responsible for ensuring that any internal human resource investigations occurring under their leadership: a. are conducted in accordance with the principles of administrative fairness, b. have a clearly articulated scope and focus, both of which are reassessed on a regular basis, and c. have appropriate lines of reporting.	March 31, 2018	PSA	Government accepts this recommendation. The Public Service Agency will ensure the Accountability Framework for Human Resource Management described by the Ombudsperson is established by March 31, 2018 which builds on the work the Ombudsperson identified has been done by government since the McNeil report was released.	

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					s.13,s.17
R20	By March 31, 2018 the Public Service Agency undertake, and publish the results of, an independent compliance review of its investigatory policies established in response to the McNeil Review.	March 31, 2018	PSA	Government accepts this recommendation. The Public Service Agency agrees to undertake an independent compliance review of the investigatory policies established in response to the McNeil Review. Results of the review will be made public by March 31, 2018.	
R21	By September 30, 2017, to ensure that the principles of administrative fairness are appropriately exercised by the Investigation and Forensic Unit (IU): a. The IU implement a program of ongoing professional development on administrative and procedural fairness for its investigators and any employees leading an investigation. b. The IU revise its draft policies and procedures manual to adequately integrate the principles of administrative fairness into its investigative approach. c. The Comptroller General review each investigative plan developed by the IU to ensure that the plan's scope is appropriate, and within jurisdiction, and the office can adequately resource the investigation as set out in the plan. d. The Comptroller General reassess the investigative plan on a regular basis, in	September 30, 2017	Finance	Government accepts this recommendation. Work in support of this recommendation is already underway at the Ministry of Finance as the Investigation and Forensic Unit implements the recommendations in the KPMG report referenced by the Ombudsperson. The Ministry of Finance is mindful additional work will be necessary to meet the full intent of the Ombudsperson's recommendation and commits to implementing the recommendation by September 30, 2017.	**R21(a):** A community of practice has been formed that includes all employees from across government who have internal investigative functions. These include employees from the OCG, the office of the Chief Records Officer, the Public Service Agency and the Office of the Chief Information Officer. Three courses at the Justice Institute of BC have been identified and all government staff performing investigative functions are enrolled over July and August 2017. The courses are: • Enhanced Investigative Interview; • Introduction to Administrative Law; and, • Investigative Report Writing In addition, one employee is studying to receive Certified Fraud Examiners (CFE) accreditation. The community of practice have developed common investigative standards and these have been incorporated into the policies and procedures manuals

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	consultation with the IU, and authorize adjustments to investigative scope or resources as necessary.				of all four agencies. These standards include hierarchy f9or incidents and executive accountabilities. The community of practice continue to develop common principle-based standards over summer 2017 for conclusion by mid-September 2017. **R21(b):** The process to update the Policy and Procedures Manual at the OCG was initiated following the practice review by KPMG. The manual incorporates all recommendations from the KPMG report plus a review of best practice and CPA recommendations. The Manual was reviewed and updated through April and May 2017 to ensure administrative fairness provisions identified in the Ombudsperson's report are included. **R21(c) and (d):** Based on the work done by KPMG, a new process for investigative oversight is already underway. This process provides for a clearly identified point at which the OCG must decide to move from information assessment to an investigation. This decision point, and other points along the path from initiation to final report, will be guided by an oversight committee comprised of the OCG, the DM of Finance and the ministry executive team in the implicated ministry. In developing these procedures, the OCG remains vigilant about ensuring the integrity of the

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					investigative process is not compromised while, at the same time, there is appropriate oversight in place. This plan is evolving and will be reviewed and updated as necessary.
R22	By September 30, 2017 the Ministry of Finance provide a report to the Auditor General on the progress of implementing each recommendation of the KPMG report. Such reporting is to continue quarterly or on such other schedule and for as long as specified by the Auditor General.	September 30, 2017	Finance	Government accepts this recommendation. The Ministry of Finance will consult with the Auditor General on the content and schedule of the progress reporting.	By July 30, 2017 the Ministry of Finance will meet with the Auditor General to discuss schedule, level of detail and extent of information the office is interested in receiving. It is recognized and understood the Auditor General is an independent Officer of the Legislature and as such will determine their own interest in receiving the information provided by government. Subject to this discussion, material will be provided by no later than September 30, 2017 and on a schedule agreed to with the Auditor General thereafter.
R23	By March 31, 2018, the Ministry of Justice develop: a. for approval by the Head of the Public Service, a new procedure regarding reporting employee misconduct in non-emergency situations to the police, b. and implement training for public service investigators who, as part of their duties, report potential crimes to the police. This training should focus on: i. the factors to consider in determining whether to report a potential crime to the police, and ii. what information is appropriately shared	March 31, 2018	Justice/ PSA?	Government accepts this recommendation. The Ministry of Justice will develop a procedure, for approval by the Head of the Public Service, on reporting non-emergency employee misconduct to the police. In addition, the Ministry of Justice, working with the Public Service Agency, will develop the appropriate training materials for both investigators and senior decision makers. These actions will be complete by March 31, 2018.	Justice has met with the PSA and key internal investigation offices to discuss current authorities and process and identify issues as well as completing an initial review of legal issues. **R23(a):** s.13

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	with the police, particularly in the absence of a legal requirement to do so.				s.13,s.17

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					s.13,s.17
R24	By December 31, 2017, following consultation with the Information and Privacy Commissioner, the Ministry of Health create new guidelines for making decisions about suspending access to administrative health data. The guidelines should address the flaws in ministry practice that we identified in this report including better defining the threshold for data suspensions in cases where there is only an unconfirmed suspicion of a data breach.	December 31, 2017	Health	Government accepts the recommendation. The Ministry of Health, after consulting with the Information and Privacy Commissioner, will create new guidelines for making decisions about suspending access to administrative data by December 31, 2017.	Working in collaboration with the Ministry of Health, the Ministry of Finance's Corporate Information and Records Management Office (CIRMO) has taken the lead on this commitment and is drafting corporate procedures to be shared with MOH for review and consultation. s.13
R25	By June 30, 2017, the Public Service Agency (PSA) and the Head of the Public Service develop and implement a policy that requires the following steps to take place before a Deputy Minister dismisses an employee for just cause under section 22(2) of the Public Service Act: a. In relation to excluded employees, the PSA obtain a written legal opinion about whether there are sufficient grounds to support the termination. The PSA should provide its lawyer	June 30, 2017	PSA	Government accepts the recommendation. The Public Service Agency will work with the Head of the Public Service to develop and implement this policy. This process will be in place by June 30, 2017, and builds on changes to policies and practices made in response to the McNeil report.	Completed. New policy on steps to take place before a Deputy Minister dismisses an employee for just cause were communicated from the Head of the Public Service to Deputy Ministers' Council members and inside the PSA on June 28, 2017.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	with sufficient background and file material for the lawyer to assess the evidentiary strength of the government's just cause position. b. In relation to included employees, the PSA obtain written senior labour relations advice about the strength of government's just cause position from one of its senior labour relations advisors. The PSA should provide its advisor sufficient background and file material for the advisor to assess the evidentiary strength of the government's just cause position. c. The Deputy Minister with authority to dismiss be required to review and consider the PSA's advice, and the legal advice, prior to making a decision about whether to terminate an employee for cause. Such consideration should be confirmed in writing.				
R26	Effective immediately, government cease its practice of suspending excluded employees without pay pending an investigation in the absence of authority in the Public Service Act to do so.	Immediately	PSA	Government accepts the recommendation. The Deputy Minister of the Public Service Agency wrote to relevant staff on April 7, 2017, to cease the practice of suspending excluded employees without pay pending an investigation.	Government ceases the practice of suspending excluded employees without pay pending an investigation on April 7, 2017. The policy change, and the date it took effect, was communicated by the head of the PSA to Deputy Ministers' Council members and inside the PSA. s.12,s.13,s.14

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					s.13,s.14
R27	By March 31, 2018, government introduce legislation for consideration by the Legislative Assembly to amend the Public Service Act to provide the Merit Commissioner with the authority to: a. Conduct reviews of all public service dismissals for just cause, to ensure adherence to public service standards and legal requirements. Such reviews are to take place following the completion of all labour relations or litigation proceedings related to the termination. b. Publicly report the results of these reviews, along with whatever recommendations the Merit Commissioner considers appropriate in the circumstances.	March 31, 2018	PSA	Government accepts the recommendation. The Public Service Agency and the Head of the Public Service will prepare for government's consideration a request for legislation to address this recommendation. Legislation is subject to passage by the Legislative Assembly of British Columbia.	
R28	By June 30, 2017, the Public Service Agency and Government Communications and Public Engagement make public their policies regarding internal and external communications about personnel matters.	June 30, 2017	GCPE	Government accepts the recommendation. Government Communications and Public Engagement (GCPE) and the Public Service Agency will review current policies regarding internal and external communications about personnel matters with full consideration of the Ombudsperson's findings and recommendations,	For R28 and R29 GCPE has established a working group of communications subject matter experts who have reviewed current policy and recommended specific wording to the new policy.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
				and take into consideration the communication policies in use in law enforcement agencies. This review will inform a renewed policy regarding the internal and external communication of personnel matters for public release by June 30, 2017.	The PSA and MoJ have been consulted and approved the proposed policy. The working group has updated the current policy, guidebook and messaging and messaging and identified and engaged appropriate public release channel(s). GCPE Executive and PSA executive have given final approval to the policy. On June 30, 2017 GCPE will post the policies to the public website. By Sept. 30, 2017 GCPE will develop a training plan for all communications staff in government to ensure the policy and practices are thoroughly understood.
R29	By June 30, 2017, the Public Service Agency and Government Communications and Public Engagement develop and make public a policy on announcing police referrals related to the conduct of a public servant. The policy should clearly state that unless there is an immediate risk to public health, safety or other similar exceptional circumstances, government should not publicly announce that it has referred the conduct of a public servant to the police prior to Crown Counsel approving charges.	June 30, 2017	GCPE	Government accepts the recommendation. GCPE and the Public Service Agency's policy regarding police referrals will ensure clear guidance is provided that government should not publicly announce it has referred the conduct of a public servant to the police prior to Crown Counsel approving charges, unless there is immediate risk to public health, safety, or other exceptional circumstances.	See R28 above.
R30	By September 30, 2017, the Public Service Agency provide a report to the Head of the Public Service on ensuring excellence in executive transitions so that senior executives new to their portfolio are appropriately and effectively supported to	September 30, 2017	PSA	Government accepts the recommendation. The Public Service Agency will issue a report to the Head of the Public Service on ensuring excellence in executive transitions. The report will be completed by September 30, 2017.	Contractor hired on May 29, 2017. Work underway including finalizing the jurisdictional review and the scope/logistics for the focus group. Contractor will provide an interim report by July 28, 2017.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	immediately carry out their new responsibilities.				By August 30, 2017 the contractor will identify gaps and make recommendations on what ministries should undertake to ensure adequate orientation and transition for executives in a new role. By September 30, 2017 the contractor will submit a report to the HoPS that outlines a framework for excellence in orientating and transitioning senior executives new to their role.
R31	By March 31, 2018, the Head of the Public Service establish written protocols that address: a. Who has the authority to decide that government will not follow risk-based legal advice; b. The process to be used when ministries decide to act contrary to legal advice, including how decisions in such situations are to be escalated, disputes resolved and outcomes documented; and c. The process to be followed when limited legal advice is obtained, including who needs to be advised that the scope of the advice is limited.	March 31, 2018	Premier	Government accepts this recommendation. The Head of the Public Service will work with the Ministry of Justice to establish written protocols on the appropriate use of legal advice by March 31, 2018.	s.13
R32	By March 31, 2018, government introduce, for consideration by the Legislative Assembly, public interest disclosure legislation that provides for the reporting, assessment, fair investigation, resolution and independent oversight of allegations about wrongful conduct within the	March 31, 2018	PSA	Government accepts this recommendation. The Public Service Agency, Ministry of Justice and the Head of the Public Service will prepare for government's consideration a request for legislation to address this recommendation. Legislation is subject to passage by the Legislative	s.12,s.13

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	government of British Columbia.			Assembly of British Columbia.	s.12,s.13
R33	By September 30, 2017, and following consultation with the BCGEU and BC Excluded Employees' Association, and in a manner consistent with its privacy obligations, the Ministry of Health develop and implement a carefully designed organizational reconciliation program with the goal of re-establishing positive, respectful professional relationships with staff and contractors who will productively support the mandate of the ministry moving forward. This program should: a. build on the recent ministry initiatives to support employee morale and engagement, invite the participation of ministry staff and contractors, b. involve the active participation of management, c. include clear objectives and deliverables, and d. be completed within 12–18 months by providing a final report to all ministry staff and contractors.	September 30, 2017	Health	Government accepts this recommendation. The Ministry of Health, following consultation with the BCGEU, the BC Excluded Employees' Association and the Public Service Agency, will, in a manner consistent with its privacy obligations, develop and implement a carefully designed organizational reconciliation program as set out in this recommendation. The Public Service Agency will support the Ministry of Health in implementing this recommendation.	MoH with support from the PSA, has completed a literature review on best practices in the development of organizational reconciliation processes. The DM MoH has met with all staff, by Division, the ministry Employee Advisory Forum (a ministry-wide group of included and excluded employees) and the BCGEU. Meetings with the Excluded Employers Association and contractors meetings are being set up. MoH senior executive team are designing a reconciliation program that includes an ongoing commitment to consult with groups and MoH staff. By July 31, 2017, DM MoH will approve the reconciliation program. By July 31, 2017, DM MoH will provide a status update to all stakeholder groups and all MoH staff. In September 2017, the program will officially launch. Communication to staff will be ongoing throughout development and rollout. By fall 2018, a final report from the DM MoH to stakeholders and all MoH staff will be provided on the outcomes of the reconciliation program.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
R34	By September 30, 2017, the Ministry of Health review and assess the extent to which the termination of evidence-based programs during the internal investigation may have created gaps that now remain in providing evidence-informed, safe, effective and affordable drug therapy and related health care services to British Columbians.	September 30, 2017	Health	Government accepts this recommendation. The Ministry of Health will, by September 30, 2017, review and assess the extent to which the termination of evidence-based programs during the internal investigation may have created gaps in the areas set out in this recommendation.	Ministry of Health has begun consultation with BC health researchers affiliated with drug therapy research to determine how the investigation may have created research gaps. By August 30, 2017, MoH will do impact analysis to look for gaps and develop a draft plan to resolve any identified gaps in research. By September 30, 2017, DM MoH will approve a plan to resolve any identified gaps in research.
R35	By December 31, 2017, to the extent that such gaps are found to exist as a result of the review under the preceding recommendation, the Ministry of Health publicly release a plan, with a reasonable timeline and transparent objectives and deliverables, to address the gaps.	December 31, 2017	Health	Government accepts this recommendation. The Ministry of Health will, by December 31, 2017, publicly release a plan to address any identified gaps as proposed in this recommendation.	s.13
R36	By March 31, 2018 government establish a new category of Premier's Awards (in addition to the existing categories of leadership, innovation, legacy and partnership) to recognise public servants whose work is outstanding in the area of evidence-based or evidence-informed policy or program development.	March 31, 2018	PSA	Government accepts this recommendation. The Public Service Agency and the Head of the Public Service will establish a new category of Premier's Award that recognizes the important role of evidence-based or evidence-informed policy or program development for the 2018 Premier's Awards.	By December 15, 2017 the PSA will prepare options for modifications to the Premier's Awards presented for consideration by the Head of the Public Service. By February 28, 2017 a new category will be incorporated into the 2018 Premier's Awards program launch.
R37	By March 31, 2018, government grant $200,000 to the University of British Columbia (UBC), Faculty of Medicine, Department of Anaesthesiology, Pharmacology & Therapeutics.	March 31, 2018	Health	Government accepts this recommendation. The Ministry of Health will provide a grant of $200,000 to the University of British Columbia, Faculty of Medicine, Department of Anaesthesiology, Pharmacology and Therapeutics by March 31, 2018, to offset the accumulated	By March 31, 2018, MoH will make all necessary arrangements with UBC for transfer of the grant payment.

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
				deficit identified in the Ombudspersons' report.	
R38	By March 31, 2018, UBC and the government meet to discuss the sufficiency of the 2005 endowment regarding patient safety.	March 31, 2018	Health	Government accepts this recommendation. The Ministry of Health will, by March 31, 2018, meet with UBC to discuss the sufficiency of the 2005 endowment regarding patient safety.	s.13
R39	By September 30, 2017, the BC Coroners Service develop a policy about disclosure, to a deceased's family or personal representative, of documents discovered on the deceased person's electronic devices, including password-protected and cloud-stored documents.	September 30, 2017	PSSG	Government accepts this recommendation. The Coroner's Service is very cognizant of its legal duty to responsibly manage information, much of which is personal and confidential, collected by coroners during an investigation. Given the ever-increasing variety of sources where this information is found, including digital storage, it is important for the Coroner's Service to continually review its information management policies. The agency has already begun a review to establish a new and comprehensive policy framework for information gathering, retention, and disclosure.	Coroners Act identifies three documents for which the coroner has discretion to provide information to a deceased family or personal representative: • Coroner's Report; • Inquest Report; and, • Death Review Panel Report All other information, after an investigation has been completed, must be accessed through a Freedom of Information request. The Coroner's Service will update its Investigative Policy to ensure all information management practices are clear. The Chief Coroner consulted with all Coroners Service staff on the Investigative Policy for Information Management at four professional development meetings held in May and June in Kelowna, Victoria, Burnaby and Prince George. A legal opinion in conjunction with the discussions at the Coroners Service professional development

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					meetings is being used to inform the drafting of a new Investigative Policy. In July and August, 2017, the Chief Coroner will seek legal advice on the updated draft Investigative Policy. By September 30, 2017, the Chief Coroner will make public its new Investigative Policy and will concurrently release a training plan to ensure all Community Coroners are fully trained in the Policy.
R40	By April 20, 2017, government provide, in a single document, a response to each of the preceding recommendations, including stating whether it does or does not accept the recommendation. In the event government is of the view it cannot give due consideration to any particular recommendation within that time, it may identify the recommendation, the reason further time is required and the timeline within which it will respond.	April 20, 2017	Premier	The cover memo of April 7, 2017, and this appended document fulfill the recommendation to provide a response to each of the preceding recommendations. Government has accepted all of the recommendations.	Complete. Government response to the Ombudsperson was sent on April 7, 2016 and posted online.
R41	By April 30, 2018, government provide a written status report to the Ombudsperson on the implementation of the recommendations made in this report, and at such other times as required by the Ombudsperson.	April 30, 2018	Premier	Government accepts this recommendation. In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process and report quarterly on progress towards implementation of the recommendations. This independent assessment of progress is intended to be complementary to your Office's role in monitoring government's implementation of these recommendations.	

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Withheld pursuant to/removed as

s.14;s.22;s.13

BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

June 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: Auditor General's Report on Ethics Management (March 2017)

Background:

- The ethics framework for the BC Public Service (BCPS) includes legislation, policy and collective agreements administered by the BCPS, the Office of the Comptroller General, the Office of the Chief Information Officer, and the Office of the Chief Information and Records Management Officer.
- The Auditor General published a report assessing the effectiveness of the BCPS's ethics management framework on March 9, 2017 (attached). The audit methodology included interviews with senior executive, a survey of employees and a survey of crown agency boards/CEOs.
- The Auditor General found that government has set expectations for ethical behaviour (primarily through such authorities as the Public Service Oath and Standards of Conduct) and that most employees perceive the likelihood of unethical conduct in the public service as low.
- However, the Auditor General concluded government can do more to improve coordination of ethics management across the BCPS and made eight recommendations for improvement.[1] Government agreed with the recommendations and committed to exploring options to address them.

Discussion:

- The Corporate Plan - *Where Ideas Work* – highlights how integrity defines the work culture and unique responsibilities of a professional public service. In addition, ethics has been profiled in new corporate learning programs, website content and communication made available to all members of the BCPS.
- The Agency is conducting preliminary research and policy analysis to respond to the recommendations of both the Auditor General (ethics management) and the Ombudsperson (2012 Ministry of Health terminations). s.12,s.13,s.14

s.12,s.13

Summary:

- The Deputy Minister responsible for the Agency will be required to report to the Public Accounts Committee on progress toward implementing the recommendations as early as fall 2017.

s.12,s.13,s.14

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

[1] See Appendix A for the full text of the Auditor General's recommendations.

Appendix A – Auditor General's Recommendations on Ethics Management in the BCPS

1. Ensure that all public servants regularly review and sign off that they understand both the Oath of Employment and the Standards of Conduct for public service employees.

2. Implement an ethics training plan to ensure that all levels of staff are receiving appropriate and timely ethics training.

3. Ensure that ministries clearly formalize and communicate the role of ethics advisors to act as a point of contact for matters related to standards of conduct.

4. Formally evaluate ethics risks as part of regular risk reviews.

5. Provide employees with a way to report perceived unethical conduct where the process and protections are transparent and easy to understand, address the barriers to reporting, and where the individual who comes forward to report is informed of the outcome as far as appropriate.

6. Share with staff information on the types of misconduct raised and action taken to address them.

7. Regularly evaluate the effectiveness of controls to prevent, detect and correct misconduct, and address any gaps identified.

8. Clearly designate the lead role for coordinated ethics management across the public service.

BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

June 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
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, BC Public Service Agency and the Merit Commissioner was established by a Memorandum of Understanding dated July 17, 2006.
- The Merit Commissioner, Fiona Spencer, 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). BC is the only province with a Merit Commissioner, appointed as per *the Act*.
- The Deputy Minister, BC Public Service Agency and the Merit Commissioner meet several times per year or as required. Quarterly working group meetings occur between the 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; and
  - 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 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 (GCPE) 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, 67 competition files are selected for audit, for a total of 268 files annually. These audits are compiled and reported out to the Legislative Assembly and publicly reported through the OMC website annually. For competitions audited during the 2016/17 cycle, the OMC has adjusted how they report their audit findings and the definitions they apply during the audit.

- The OMC has not yet officially notified the deputy ministers of this change. Due to the shift in reporting audit findings, it will make it difficult for the Agency to compare year over year audit results.

Audit Findings

- Audit findings are categorized under four 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.
  - **Did Not Demonstrate** – Situations where the evidence provided was insufficient to determine whether the process was based on merit.
- The overall audit results demonstrate improvement in total merit. However, Merit with Exception year over year results demonstrate an ongoing focus on process deficiencies. The Agency will continue to provide tools and supports for hiring managers to be supported in the consistent application of merit in hiring across the BC Public Service.
- Summary of Merit Audit Results:

	Appointments Audited 2010 to 2016					
Overall Findings	Merit Applied	Merit with Exception	**Combined Merit/Merit with Exception**	Merit not Applied	Did not Demonstrate	Total Audited Appts
2010*	78.10%	17.50%	**95.60%**	4.40%	-	183
2011	65.77%	24.77%	**90.54%**	8.56%	0.90%	222
2012	55.70%	36.40%	**92.10%**	6.14%	1.75%	228
2013/2014**	52.67%	38.00%	**90.67%**	9.33%		150
2014/2015	60.08%	32.10%	**92.18%**	7.82%		243
2015/2016	42.50%	51.56%	**94.06%**	5.94%	0.31%	320

*2010 - focused only on appointments made between September 1, 2010 and December 31, 2010
**2013/2014 - focused only on appointments made between September 1, 2013 and March 31, 2014

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 investigation 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.

- Since 2011, the percentage of inquiries that proceed to the OMC has decreased significantly from 68% to 28%. This translates to 72% of unsuccessful applicants who receive a review completed by the Agency are satisfied with the content of the report they receive, resulting in fewer requests for review conducted by the OMC.
- 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 two, full-time staff within the Hiring Branch, Hiring and Service Operations Division. At present, inquiries are completed on an average of 25 days.

Proposed Changes to the *Public Service Act* and *Staffing Review Regulations*

- The Ombudsperson Report, "*Misfire: The 2012 Ministry of Health Employment Terminations and Related Matters*", included Recommendation #27 (R27):

  By March 31, 2018, government introduce legislation for consideration by the Legislative Assembly to amend the Public Service Act to provide the Merit Commissioner with the authority to:

  - *Conduct reviews of all public service dismissals for just cause, to ensure adherence to public service standards and legal requirements. Such reviews are to take place following the completion of all labour relations or litigation proceedings related to the termination.*
  - *Publicly report the results of these reviews, along with whatever recommendations the Merit Commissioner considers appropriate in the circumstances.*

s.12,s.13,s.14

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 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 Merit Commissioner has requested a draft response by June 30, 2017. The Agency is preparing a general response to the Merit Commissioner to be provided by this date.

- The Merit Commissioner is expected to publish annual Report on Staffing Reviews July 2017. No action from the Agency is required, however, report may draw conclusions of Deputy Minister Staffing inquiries conducted over the 2016/17 fiscal.

Next Steps: Within 90 Days

s.12,s.13,s.14

Recommended By
Susan Wood
Director, Hiring Operations

Approved By
Joanne Hanson
ADM, Hiring & Service Operations

Appendix 1: Merit Performance Audit - Changes Related to Process Findings
Appendix 2: Merit Commissioner - Annual Report 2015/16

Page 439 to/à Page 440

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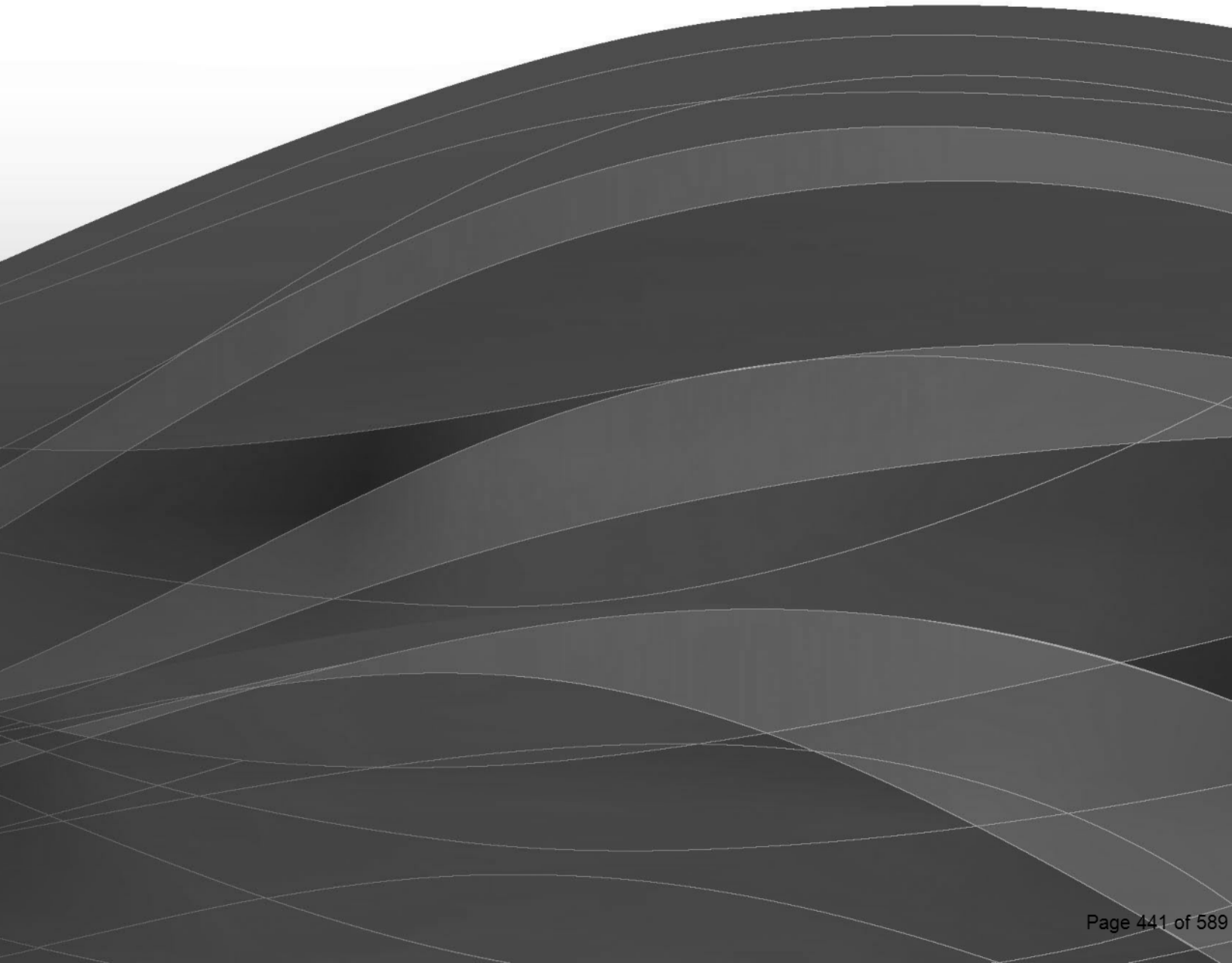
Merit Commissioner

Annual Report 2015/16

UPHOLDING FAIR HIRING IN THE BC PUBLIC SERVICE



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Office of the
Merit Commissioner

The Honourable Linda Reid
Speaker of the Legislative Assembly
Province of British Columbia
Parliament Buildings, Room 207
Victoria, British Columbia V8V 1X4

Dear Madam Speaker:

It is my honour to present the 2015/16 Annual Report of the Merit Commissioner. This report is submitted pursuant to section 5.2 of the *Public Service Act*, Chapter 385 of the Revised Statutes of British Columbia.

As an Officer of the Legislative Assembly, I would be pleased to appear and report further on these matters at the request of the Members of the Legislative Assembly.

Respectfully submitted,

Fiona Spencer

Fiona Spencer
Merit Commissioner

Victoria, British Columbia
May 2016

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Merit Commissioner

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Fiona Spencer
Merit Commissioner

Message from the Merit Commissioner

I am pleased to present this 2015/16 Annual Report. As my current term comes to an end, I remain confident in the value of the work of the Office and look forward to continuing in this important role as I begin a new term.

This past year, we have maintained focus on our core lines of business: completing employee-requested reviews of staffing decisions and undertaking audits of randomly selected appointments to and from within the BC Public Service. I strongly believe that, if acknowledged and adopted, the findings and recommendations resulting from our audit of hiring processes can produce positive change and improve the ability of the organization to succeed.

Our annual audits are conducted to determine if hiring processes are reasonable, fair and consistent, and result in appointments based on the principle of merit. In addition to providing deputy ministers and heads of organizations with an individual audit report for each appointment audited within their organization, we also report the collective audit results to them, to the Legislative Assembly, and to the BC Public Service Agency.

Our audits are designed to provide positive assurance where appropriate. However, given that hiring processes change from year to year, competition to competition, and even hiring manager to hiring manager, we often find some aspects of the hiring process that could be improved. The hiring process is not static – change is essential if the process is to adapt to a myriad of evolving circumstances in the work environment. Audits can assess newly introduced practices or provide a safeguard by detecting problems early and preventing those problems from being incorporated into subsequent hiring processes. As it may be difficult to anticipate the implications of new approaches until they are put into practice, audits provide a valuable means of identifying weaknesses or problem areas. Audits also identify areas where improvements to systems or processes are needed to help ensure that the principle of merit-based hiring is respected.

Taken as a whole, our audits allow us to draw conclusions about the extent to which appointments during the period audited were the result of a merit-based recruitment and selection process. They provide an independent third-party perspective on the state of merit-based hiring in the BC Public Service.

Details of our audit results, which are summarized in this Annual Report, can be found on our website, along with information related to staffing reviews. I continue to be encouraged that the work of the Office of the Merit Commissioner is used by individuals and organizations for learning and to enhance their merit-based hiring practices.

Fiona Spencer, Merit Commissioner

The Office of the Merit Commissioner

The Merit Commissioner is appointed by the Legislative Assembly on a part-time basis for a three-year term. The Office of the Merit Commissioner (the Office) consists of a small team of core staff supplemented by contract auditors.

Our Audit Advisory Committee provides a forum for discussion, consultation, advice and guidance with respect to our audit program and process. Members are selected for their professional qualifications, relevant knowledge about the public service and expertise related to performance audits. The Committee meets periodically with the Merit Commissioner and her staff to provide audit advice, contribute to audit planning and examine issues of interest.

The Office is guided by the principles of fairness and impartiality. We apply to ourselves the same standards of integrity in performance and accountability that we apply to others and we make certain all those who contact the Office are treated with respect. We are passionate about our work and understand that a vital part of being independent is to have the courage to deliver facts and recommendations about where improvements are needed, as well as to report on progress and accomplishments.

The Merit Principle

The *Public Service Act* states that all appointments to and from within the BC Public Service must be based on the principle of merit. Merit is commonly accepted to mean that appointments are based on an assessment of competence and ability to do the job, and are non-partisan.

Vision

A professional and non-partisan public service that is hired and promoted on the principle of merit.

Mission

To serve the people of British Columbia through their elected representatives of the Legislative Assembly, by monitoring public service appointments to ensure the application of the merit principle in hiring and promotions in the BC Public Service.

Role

The Merit Commissioner provides independent oversight of and insight into the conduct of merit-based hiring in the BC Public Service. The Office achieves this oversight by randomly auditing staffing appointments, conducting special audits and studies, and reviewing appointment decisions upon request by employee applicants. The Office also informs hiring managers, employees and the public of our findings through reports and studies. As well, we deliver presentations to increase awareness about the value of merit-based hiring practices. The Merit Commissioner reports annually to the Legislative Assembly on the application of the merit principle in the BC Public Service.

Stakeholders

The Office provides oversight of provincial government organizations that have employees appointed under the *Public Service Act* (the *Act*), including: ministries, tribunals, agencies, boards, commissions, independent offices of the Legislature, and the offices of the Courts. The Office broadly shares responsibility for upholding merit-based hiring and promotions in the BC Public Service with key stakeholders as illustrated in Table 1.

Table 1 - Stakeholder Responsibilities for Merit-Based Hiring

Deputy Minister, BC Public Service Agency	Sets staffing policy and the accountability framework for human resource management with the Deputy Ministers' Council Provides staffing support and training to client groups Delegates responsibilities for staffing activities to deputy ministers and heads of organizations Authorizes direct appointments Receives and takes action as appropriate on the Merit Commissioner's audit and study findings
Deputy Ministers and Organization Heads	As a Council, carry out the corporate human resource plan Create and lead a culture supportive of merit-based hiring Sub-delegate staffing activities to line managers and supervisors Hold hiring managers accountable for hiring decisions Respond to requests at the second step in the staffing review process Receive and take action as appropriate on the Merit Commissioner's audit and staffing review decisions
Hiring Managers	Acquire and maintain the knowledge and skills required to conduct merit-based hiring processes Make fair and unbiased hiring decisions Respond to requests at the first step in the staffing review process by providing feedback

Fair hiring practices are of significant interest to employees and are key to their engagement and retention. Employees can have a positive impact on hiring practices when they raise issues and concerns, as that helps us gauge the state of merit-based hiring within the BC Public Service, and may contribute to informing the Office's work related to future audits and special studies.

The bargaining units that represent most BC Public Service employees (BC Government and Service Employees' Union [BCGEU], the Professional Employees Association [PEA], and the nurses' unions), as well as the BC Excluded Employees' Association, have long records of encouraging and supporting merit-based hiring in the public service.

Our Work

The Office has two main lines of business: conducting merit performance audits and, upon request, reviewing individual staffing decisions. The following sections include synopses of work completed during 2015/16 and work in progress. Detailed reports related to the work we completed in 2015/16 and past years can be found at **www.meritcomm.bc.ca.**

Merit Performance Audits

Overview

The Office monitors the application of the principle of merit in the BC Public Service by conducting random audits of permanent appointments and temporary appointments greater than seven months. Any organization to which section 8 of the *Act* applies may be audited by the Office.

Appointments on Merit

Section 8(1) of the *Act* states that, other than in some defined exceptions, appointments to and from within the public service must: (a) be based on the principle of merit, and (b) be the result of a process designed to appraise the knowledge, skills and abilities of eligible applicants.

We conduct audits in accordance with generally accepted professional audit standards and methodology, work with independent statisticians to ensure rigour and objectivity in obtaining random and representative samples, and incorporate quality assurance reviews into the audit process.

In accordance with section 5.1(a) of the *Act*, the purpose of a merit performance audit is to determine:

(a) whether the recruitment and selection processes were properly applied to result in appointments based on merit, and

(b) whether the individuals when appointed possessed the required qualifications for the positions to which they were appointed.

Recruitment and Selection Process

In accordance with an established audit program, we determine whether the design and conduct of a hiring process led to a merit-based appointment. As part of this determination, we consider the application of relevant legislation, policy, and provisions of collective agreements, such as whether the factors of merit were appropriately assessed, and whether the hiring decisions were properly communicated to employee applicants. The overall approach (i.e., process) employed to recruit and select applicants is examined, as well as specific aspects of the process, which we categorize as assessment (e.g., short-listing, testing, and interviewing), past work performance, years of continuous service and notification. In addition, consideration is given to whether there was sufficient supporting documentation (i.e., evidence) of the actions taken and decisions made. The detailed audit program can be viewed at **www.meritcomm.bc.ca.**

For each recruitment and selection process audited, one of the findings described in Table 2 is made.

Individual Appointed

We also determine, in accordance with the established audit program and based on the evidence provided, whether the individual appointed possessed the education and experience specified as required for the position and met the minimum criteria established for the other factors assessed during the process. With respect to the individual whose appointment is being audited, this determination leads to one of the findings described in Table 3.

Factors of Merit

Section 8(2) of the *Act* sets out the matters to be considered in determining merit, which must include the applicant's education, skills, knowledge, experience, past work performance and years of continuous service.

Table 2 - Recruitment and Selection Process Findings	
Merit	The appointment was the result of a process designed to assess the factors of merit based on the duties to be performed. The process was applied in an objective and transparent manner, and assessment decisions were fair and reasonable.
Merit with exception	Overall, the appointment was the result of a merit-based process; however, one or more issues were found with the design or application of the process, none of which had an identifiable negative impact on the outcome.
Merit not applied	The appointment was not the result of a merit-based process. A critical flaw or error was found in the design or application of the process, which resulted in an identifiable negative impact on the outcome.
Did not demonstrate	There was insufficient evidence provided to demonstrate that the design or application of the process was based on merit.

Table 3 - Individual Appointment Findings	
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.
Did not demonstrate	There was insufficient evidence provided to demonstrate that the individual, when appointed, possessed the qualifications specified as required for the position.

Audit findings for each appointment are reported to the respective deputy minister or organization head. A report of overall results is provided to the Deputy Minister of the BC Public Service Agency (Agency Head) and presented to the Legislative Assembly before being posted on our website. The audit findings and report acknowledge and support good hiring practices throughout the BC Public Service and also hold managers accountable for hiring decisions. The merit performance audit is a means of bringing issues and opportunities for improvement to the attention of the Agency Head, deputy ministers and organization heads.

Audit Determinations

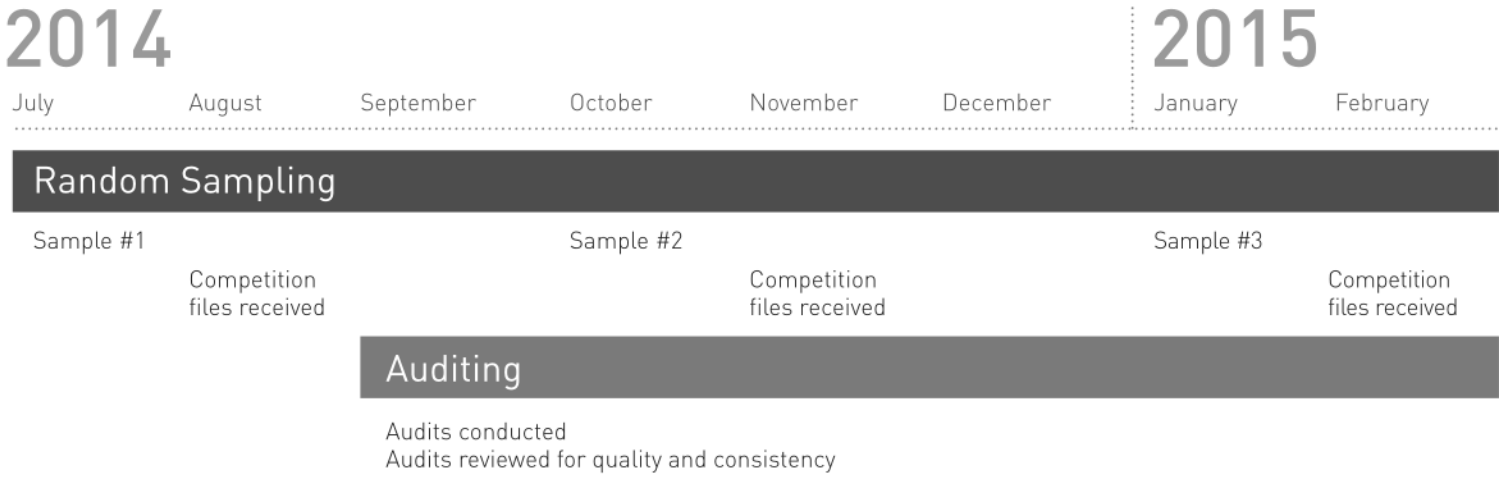
Each audit results in two determinations: whether the recruitment and selection process was based on merit and whether the individual appointed was qualified.

Work Completed

2014/15 Merit Performance Audit

The Office moved from a calendar year to a fiscal year audit cycle during 2013/14, and in 2014/15 we conducted our first full fiscal year audit. A graphic representation of the timeline for the 2014/15 Merit Performance Audit is shown in Chart 1.

Chart 1 – 2014/15 Merit Performance Audit Timeline

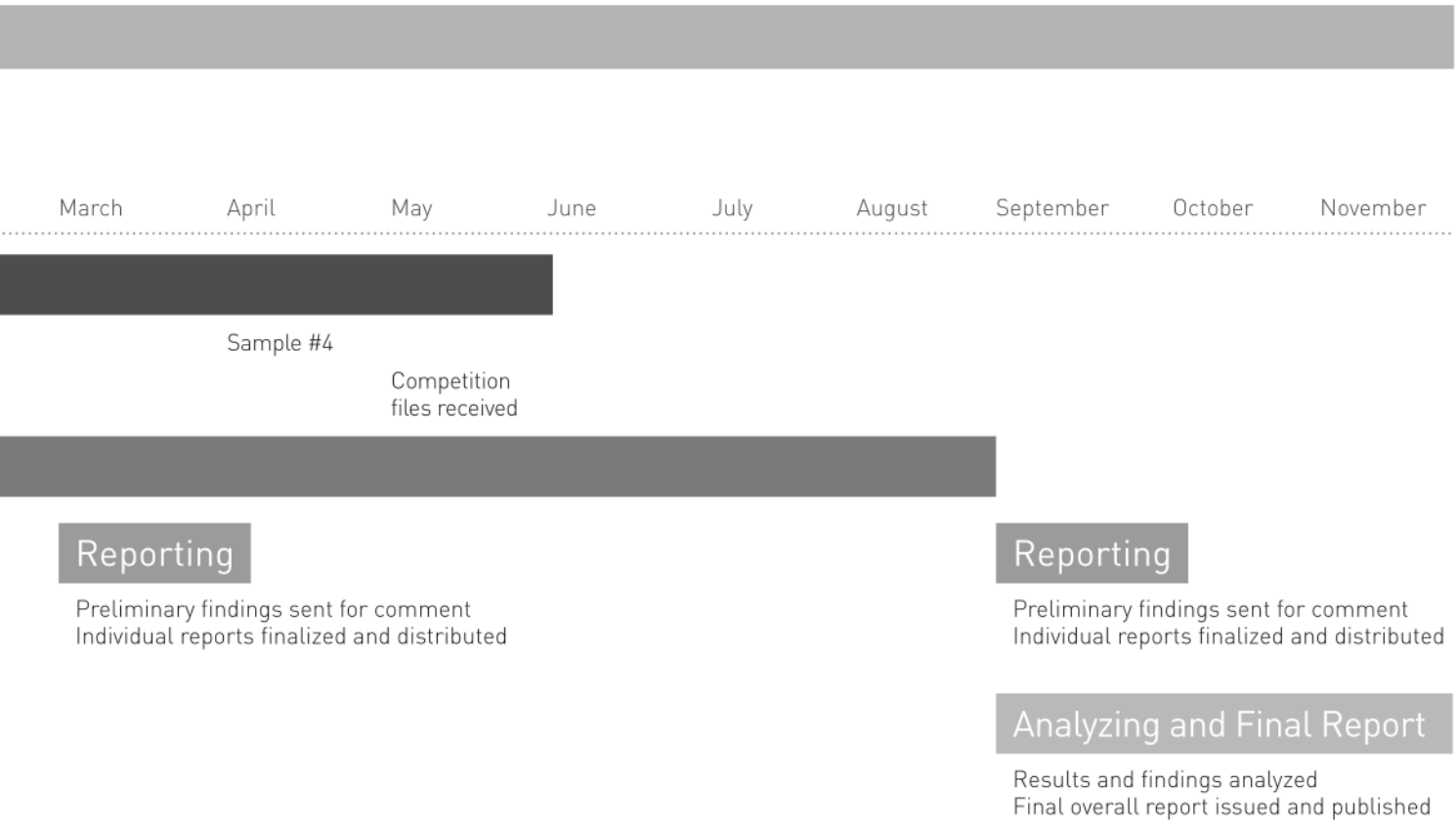


The appointments audited in the 2014/15 Merit Performance Audit were randomly selected by BC Stats from a population of 4,045 appointments made between April 1, 2014 and March 31, 2015. To ensure these appointments were representative of the overall appointment population, the data was stratified by organization size (up to 1,000 employees or more than 1,000 employees) and appointment type (permanent, temporary exceeding seven months, or direct appointment). An overall sampling rate of six per cent ensured that audit results would be generalizable to the same types of appointments across the BC Public Service. A total of 252 appointments were selected, of which nine were determined to be outside the scope of the audit and removed from consideration. The Office conducted audits of the remaining 243 hiring processes.

Where preliminary findings of "merit not applied" were made, we provided the responsible deputy minister or organization head with the draft results and the opportunity to provide additional or clarifying information. They also received a final report for each appointment audited within their organization. At the conclusion of the audit, we completed a comprehensive analysis of the overall findings. Our findings and analysis were reported to the Legislative Assembly in November 2015, were published on our website, and are summarized as follows.

Individual Appointed

The 2014/15 Merit Performance Audit found that all individuals whose appointments were selected for audit possessed the education and experience specified as required for the position to which they were appointed and met the minimum criteria established for the other factors which were assessed during the selection process.



Recruitment and Selection Process

The audit found that 60 per cent of appointments were the result of a merit-based recruitment and selection process with no issues or flaws. An additional 32 per cent of appointments were found to be in the "merit with exception" category: this determination indicates one or more issues with the recruitment and selection process, ranging from minor to serious, that did not have an identifiable negative impact on the outcome. The "merit not applied" findings show that flaws in the process affected the outcome in eight per cent of the audited appointments. Based on the extrapolations provided by BC Stats, this means that an estimated 1,280 appointments made throughout the BC Public Service in 2014/15 had issues which were considered to be exceptions to merit-based hiring and 2,306 did not. As well, a total of 329 appointments made throughout the BC Public Service in 2014/15 were estimated to have been the result of a flawed process (i.e., they were not merit-based).

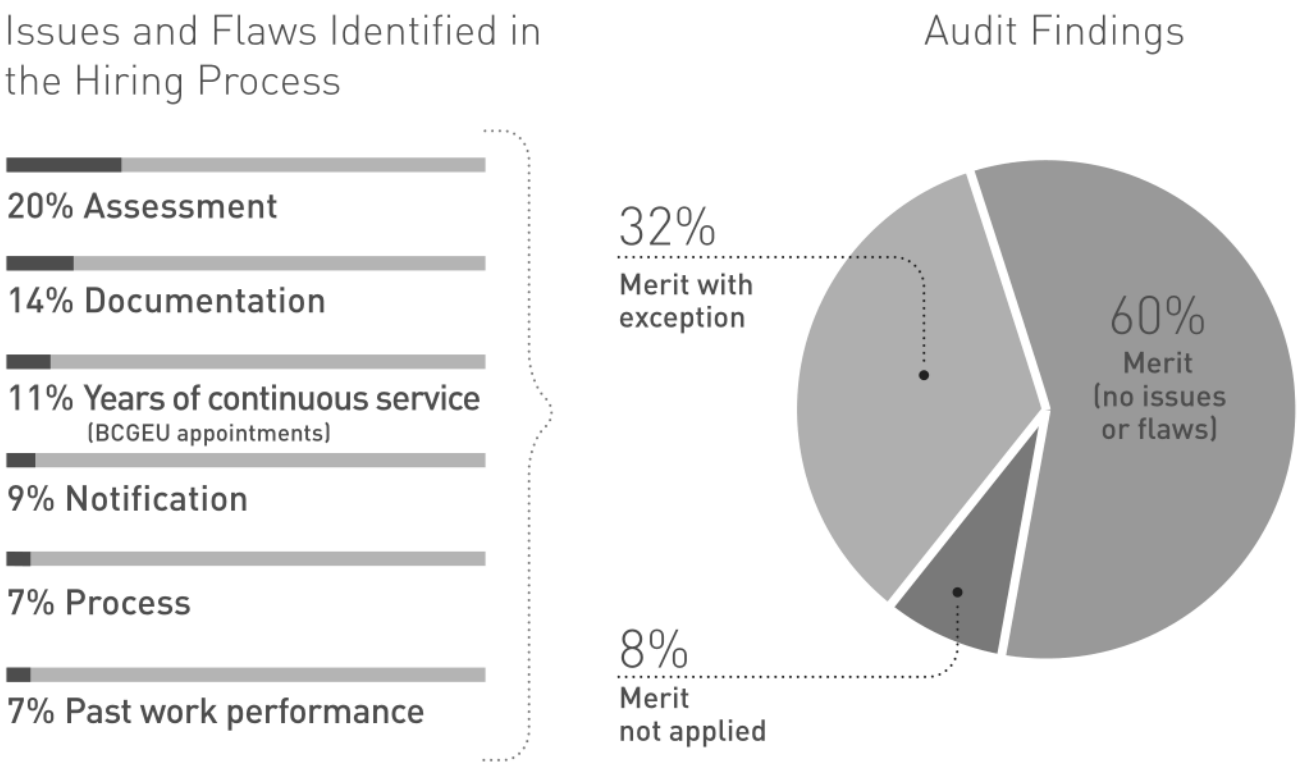
The issues and flaws identified with the design and application of the recruitment and selection process were grouped into the following categories: process, assessment, past work performance, years of continuous service, notification and documentation. These categories are described in Table 4.

Table 4 - Categories of Issues and Flaws

Category	Audit Considerations
Process	Was the overall approach to recruit and select applicants fair, reasonable and transparent, given the job and its requirements?
Assessment	Were applicants consistently and appropriately evaluated in accordance with the following factors of merit: education, skills, knowledge and experience?
Past work performance	Was this factor properly assessed, including at least one reference from a supervisor or equivalent?
Years of continuous service	Was this factor properly considered, and assessed where applicable?
Notification	Were employee applicants notified of the final outcome of the hiring process?
Documentation	Was there sufficient documentation to show that process, actions and decisions were transparent, consistent, relevant and reasonable?

The frequency of the identified issues and flaws that led to "merit with exception" or "merit not applied" findings are indicated in Chart 2. While many appointments had more than one issue or flaw identified, there was only one overall finding reported for each audit.

Chart 2 - 2014/15 Merit Performance Audit Findings



The 2014/15 audit found an overall improvement from 2013/14 in the percentage of hiring processes free of issues or flaws. Similar to 2013/14, the highest number of problematic findings related to the areas of assessment or documentation. It was also noted that errors in calculating years of continuous service markedly increased in 2014/15. This may have resulted from the introduction of a new formula for this calculation and will be monitored going forward.

2014/15 Merit Performance Audit Recommendations

Based on the analysis of the 2014/15 Merit Performance Audit findings, the Merit Commissioner made a number of recommendations to deputy ministers and organization heads to strengthen merit-based hiring. These recommendations, which follow, highlight areas for improvement related to process, assessment, and notification. It is recognized that the BC Public Service Agency's action and assistance may be necessary to support their implementation.

- Ensure appointments are made using a competitive process which, at a minimum, allows for the possibility of a reasonable applicant pool and evaluation of applicants, rather than using an approach which has only one possible outcome.
- When using the results of a previous competitive process, confirm that the position to be filled is similar enough to the initial vacancy to legitimately use the results; and give consideration to the continued validity of the results when circumstances, such as time elapsed since the initial competition, are taken into account.
- Ensure the qualifications advertised as minimum requirements are accurate and are not reduced at the short-listing stage.
- Establish meaningful and sufficient assessment standards for each element of the selection process.
- Ensure final notification of the competition outcome to employee applicants includes those eliminated during screening or early stages of the process.

Work Underway

2015/16 Merit Performance Audit

The 2015/16 Merit Performance Audit of appointments made from April 1, 2015, through March 31, 2016, is currently underway. Random samples of appointments were drawn each quarter, and in March 2016 audit reports for 166 appointments from the first two quarters were provided to deputy ministers and organization heads. In the fall of 2016 the audit reports for appointments identified in the last two quarters of the fiscal year are expected to be distributed. The final comprehensive report, including the analysis and summary of the overall audit results, is targeted for publication in November 2016.

Staffing Reviews

Overview

The *Act* provides employee applicants who are unsuccessful in competitions for permanent appointments or temporary appointments exceeding seven months with the right to request a review of the appointment decision. There is a three-step staffing review process which an employee may initiate when notified of a competition outcome.

Staffing Review Process

Step 1	Step 2	Step 3
Feedback	Internal Inquiry	Review
from the hiring manager	by the deputy minister or organization head	by the Merit Commissioner

The third step in the process, a review by the Merit Commissioner, is available to employees who are applicants for bargaining unit positions. Should the employee proceed to this step, the Merit Commissioner conducts an independent review and determines whether the aspects of the selection process related to the employee's grounds comply with the requirements of section 8(1) of the *Act*. If the appointment is determined to comply, the Merit Commissioner upholds the appointment decision; if not, she directs a reconsideration of the appointment decision. The Merit Commissioner's decisions are final and binding. In general, decisions are issued within 30 days following receipt of the documents necessary to conduct the review.

Work Completed

2014/15 Report on Staffing Reviews

An analysis of the 15 eligible staffing reviews conducted during 2014/15 was completed in the spring of 2015 and a final report was published on our website in June 2015. Given the relatively small number of reviews, broad conclusions were not drawn; however, the report discussed several common grounds put forward by the employees who requested this final level of examination of appointment decisions. These grounds, representative of employee concerns, included: the improper consideration or weight given to a factor of merit (typically experience); the unfair use of behavioural interviewing and/or the incorrect assessment of behavioural

competencies; the assessment of past work performance based on a sole and/or inappropriate referee or an assessment inconsistent with previous evaluations; and the incorrect calculation of years of continuous service.

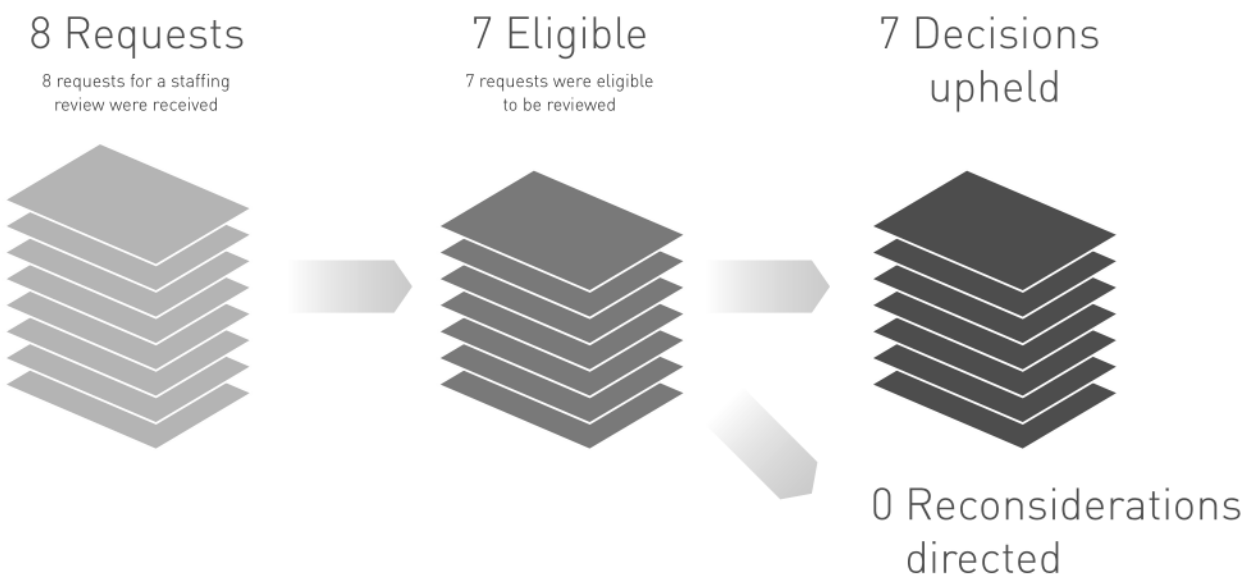
In 10 of the cases, the Merit Commissioner dismissed the review and upheld the original appointment decision. In the other five cases, she found that in relation to one or more aspects of the employee's grounds, the process was not in compliance with section 8(1) of the *Act* and she directed a reconsideration of the appointment decision. In 2014/15, although reconsiderations were directed in a record high 33 per cent of the reviews conducted, flaws found in the competitions were unique to the particular circumstances and were not considered indicative of any major shifts in merit-based hiring practices.

The Merit Commissioner did identify a significant area of concern with respect to the provision of feedback to unsuccessful employee applicants, which is the first step in the staffing review process. As in previous years, there were several instances where unsuccessful applicants were not provided with a sufficient explanation as to why they were not successful. Complete, clear and timely feedback is essential to ensuring unsuccessful employee applicants understand how they were assessed in a selection process and have the best information available should they choose to exercise their right to a staffing review.

2015/16 Staffing Reviews

In 2015/16, the Merit Commissioner received eight requests for review of appointments within five different ministries or organizations. The majority of these requests requests involved in-service competitions for permanent appointments. One request was deemed ineligible, as no internal inquiry had been conducted. Reviews of the remaining seven appointments were undertaken.

The conduct of each review included a detailed analysis of the documented evidence contained within the competition file, supplemented by information obtained through discussions with the employee requesting the review, the hiring manager and, where necessary, with other relevant individuals such as hiring panel members. Each review was guided by the requirements of legislation, collective agreement provisions, and hiring policies. Consideration was given as to whether the hiring process was fair and transparent, the assessment conducted was relevant to the job, and the decisions made were reasonable.



The Merit Commissioner issued seven decisions in 2015/16. Each decision was rendered after thoughtful consideration of the employee's concerns and a thorough examination of the hiring process. In each case, the appointment was found to be merit-based.

The reviews were concluded, on average, within 29 days and the detailed reports shared with the employee and responsible deputy minister or organization head.

2015/16 Grounds for Review

Common grounds for review in the fiscal year included:

- insufficient recognition or credit given to extensive related experience;
- too many or too few applicants short-listed;
- irrelevant criteria used to short-list applicants;
- insufficient points awarded to test or interview responses; and
- inconsistencies with previous assessment processes for similar positions.

Work Underway

2015/16 Report on Staffing Reviews

An analysis of the staffing reviews conducted in 2015/16 is being undertaken and a final report will be published in the summer of 2016. Recurring themes in employees' grounds provide the Office with insight into areas where future audits or studies of specific aspects of the hiring process may be warranted.

Special Studies

Study of Self-Assessment Questionnaires

In conducting audits and reviews of BC Public Service appointments, the frequent use of self-assessment questionnaires as a short-listing tool was observed. As short-listing is generally the first step in a selection process, and the inappropriate or incorrect use of self-assessment questionnaires could potentially have a significant impact on merit-based hiring processes, we concluded that an examination of this practice was warranted.

We conducted a special study of this recruitment and selection tool and found that self-assessment questionnaires are effective where they are well-designed, applied thoughtfully and used in the appropriate circumstances. Further, it was apparent that the BC Public Service Agency had identified the limitations of using self-assessment questionnaires and had taken steps to mitigate these shortcomings. We are aware of the ongoing improvements being made in this regard and will continue to observe on the use of this tool as part of our regular random audit of appointments. A summary report of the study's findings was posted on our website in the fall of 2015.

Merit-based hiring is an important part of:

- building a qualified and professional public service;
- sustaining an engaged and productive workforce;
- demonstrating credible leadership; and
- maintaining public trust.

Budget

The Office's operating budget and expenditures for the 2015/16 fiscal year are shown by expenditure type in Table 5.

In November 2015, the Merit Commissioner met with the Select Standing Committee on Finance and Government Services to review results of the work of the Office over the previous year, establish priorities for the year ahead and review budget requirements for the next three fiscal years. The Committee acknowledged the work of the Office and endorsed the Service Plan as it was presented. Subsequently, the Office was allocated a budget of $1,054,000 for fiscal 2016/17. Details of this budget allocation are also shown in Table 5.

Table 5 – Budget and Expenditures

	Approved Budget 2015/16	Actual Expenditures 2015/16	Approved Budget 2016/17
Salaries & Benefits	$611,000	$579,950	$637,000
Travel Expenses	$15,000	$17,000	$15,000
Office Expenses	$328,000	$302,370	$302,000
Professional Services	$100,000	$148,178	$100,000
Total	$1,054,000	$1,047,498	$1,054,000

Note: As of April 1, 2015, shared services costs previously reported as salaries & benefits are reported as office expenses.

Appendix A

Organizations Subject to Oversight by the Merit Commissioner

(as of March 31, 2016)

Ministries

Aboriginal Relations and Reconciliation
Advanced Education
Agriculture
Children and Family Development
Community, Sport and Cultural Development
Education
Energy and Mines
Environment
Finance
Forests, Lands and Natural Resource Operations
Health
International Trade
Jobs, Tourism and Skills Training
Justice
Natural Gas Development
Public Safety and Solicitor General
Small Business and Red Tape Reduction
Social Development and Social Innovation
Technology, Innovation and Citizens' Services
Transportation and Infrastructure

Independent Offices

Auditor General
Elections BC
Information and Privacy Commissioner
Merit Commissioner
Ombudsperson
Police Complaint Commissioner
Representative for Children and Youth

Courts of British Columbia

Provincial Court of BC
Supreme Court of BC
BC Court of Appeal

Other Public Sector Organizations

Agricultural Land Commission
Auditor General for Local Government
BC Human Rights Tribunal
BC Pension Corporation
BC Public Service Agency
BC Review Board
Community Care and Assisted Living Appeal Board
Destination BC
Employment and Assistance Appeal Tribunal
Environmental Appeal Board
Financial Institutions Commission
Financial Services Tribunal
Forest Appeals Commission
Forest Practices Board
Health Professions Review Board
Hospital Appeal Board
Independent Investigations Office
Islands Trust
Office of the Premier
Oil and Gas Appeal Tribunal
Property Assessment Appeal Board
Public Guardian and Trustee
Public Sector Employers' Council Secretariat
Royal BC Museum
Safety Standards Appeal Board
Surface Rights Board

Merit Commissioner

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Printed on recycled paper

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: **Potential Amendments to the Public Service Act**

Background:

- The BC Public Service Agency (Agency) is responsible for administering the Public Service Act, and related corporate human resource policies that govern public service ethics in the BC Public Service BCPS).
- Two recent independent reviews by the Office of the Auditor General and the Office of the Ombudsperson include recommendations that highlight a number of opportunities to strengthen the legislative and human resource policy framework for public service ethics.
- Implementing these recommendations will require changes to the Public Service Act and to corporate HR policies.
- s.12,s.13

Discussion:

Potential Amendments Arising from the Reports

- The recommendations from the Ombudsperson, accepted in March 2017, require that legislation be introduced for consideration by the Legislative Assembly by March 31, 2018.
- The Agency is conducting preliminary research and policy analysis to review and respond to the recommendations of both reports. s.12,s.13,s.14
s.12,s.13,s.14
-
-
- The Deputy Minister responsible for the Agency will also be required to report on the progress related to implementing the Office of the Auditor General's recommendations as early as fall 2017 (Public Accounts Committee related to ethics audit).

s.12,s.13,s.14

Page 466

Withheld pursuant to/removed as

s.12;s.14;s.13

Decision required by Minister:

s.12,s.13,s.14

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

BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

July 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: Public Service Collective Bargaining

- The BC Public Service Agency (BCPSA) is the bargaining agent for the government in negotiations with Public Service unions. Bargaining is currently underway between the BCPSA and the BC Nurses' Union (BCNU) to renew the collective agreement for 116 public service nurses.

Background:

- 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, 2019.

Union/Association	Employees	Expiry Date
BCGEU	25,000	March 31, 2019
PEA	1135	March 31, 2019
Nurses (BCNU)	116	March 31, 2014
Unifor (Queen's Printer)	15	June 30, 2019
Crown Counsel Association	500	March 31, 2019*

- The majority of the 116 public service nurses are within the Ministry of Children and Family Development, with 3 nurses working in the Ministry of Health and 7 nurses in the Ministry of Public Safety &Solicitor General (Road Safety BC).

- 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.

- Currently, there are about 310,000 public-sector employees covered by tentative and ratified agreements negotiated under the Economic Stability Mandate that was established by PSEC. This represents 99.9 per cent of all unionized employees in BC.

- The Economic Stability Dividend Mandate allowed for general wage increases of 5.5% over the 5 year term of the collective agreements, with the potential for annual "Economic Stability Dividend" increases in the last four years if the Province's real GDP exceeds forecasts.

Discussion:

Nurses' Bargaining under the Economic Stability Dividend Mandate

- The Nurses' table is the only Public Service table covered by the Economic Stability Mandate that has yet to reach an agreement under the mandate.

- Bargaining with the BCNU began on January 30, 2017 and reached impasse on March 14 2017. The BCNU conducted a strike vote in early April 2017 and received a positive mandate.

s.17

- An Essential Services agreement between the BCPSA and the BCNU was signed on April 28, 2017 which sets out that, with the exception of 5 nurses, all nurses are deemed essential and therefore must continue working in the event of a strike.

- The BCPSA reached essential services agreements with the BCGEU and the PEA which will see 100% of the employees belonging to those unions being considered essential in the event a Nurses' strike impacts those employees.

- Bargaining on a new contract between the BCPSA and the BCNU resumed on June 6, 2017. The parties remain hopeful that an agreement can be reached prior to the BCNU taking any formal strike action.

Preparation for the 2019 Round of Collective Bargaining

- The collective agreements for bargaining unit employees within the BC Public Service will begin to expire in March 2019. The 2019 round of bargaining will occur under a new provincial mandate set by PSEC as the Economic Stability Mandate will have expired.

- In preparation for the 2019 round of bargaining, the BCPSA is planning to engage in a cross-government consultation process to ensure that the unique needs of ministries and employees have been heard and incorporated into the bargaining strategy.

- As part of our preparations for bargaining in 2019, the BCPSA will also work closely with PSEC to ensure that the mandate established for the broader public sector is reflective of the Public Service's needs.

Summary:

- The BCPSA is continuing to work towards a negotiated settlement with the BCNU and will soon begin consultations with ministries in preparation for the 2019 round of bargaining.

Recommended By
Alyson Blackstock, Executive Director
Labour Relations & Total Compensation

Approved By
John Davison, ADM
Employee Relations & Workplace Health Division

BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

June 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue:

- Ongoing union-management issues.

Background:

- The collective agreements in the public service are the BC Government and Service Employees' Union (BCGEU), Professional Employees Association (PEA), BC Nurses Union (BCNU), Queens Printer (Unifor), and Crown Counsel Association.
- The Public Service Agency (PSA) represents the employer in managing the relationships with the applicable unions.
- The Public Sector Employers' Council (PSEC) is responsible for the strategic coordination of labour relations for the broader public sector.

Discussion:

- The following are some of the more pressing issues between the unions and the employer that are currently being managed by the employer.

s.22

s.22

Chiron Health Services Inc. Bargaining

- Health care services in correctional facilities are currently delivered by a private provider (Chiron Health Services), which has been under contract with the Ministry of Public Safety and Solicitor General (PSSG) since 2015, expiring September 2017.
- On March 6, 2017, PSSG and Ministry of Health issued a news release stating that the Provincial Health Services Authority (PHSA) would be taking on the responsibility for Corrections Health Services effective October 1, 2017.
- There are more than 200 Chiron employees at BC Corrections Centres that are represented by the BCNU.
- The BCNU's collective agreement with Chiron expired April 1, 2017. Chiron and the BCNU are currently in collective bargaining.
- The BCNU has conducted a successful strike vote at Chiron, but has not given strike notice. PHSA and the BCNU share negotiating issues related to the transfer of services, including priority hiring, seniority, sick and vacation banks, and other issues of interest for nurses.

s.14,s.17

s.13,s.17

s.17

- Executive and senior management within the ministry has had ongoing discussions with both the union and PSA to attempt to work through the issues.

Summary:

- The management and union issues described above are being managed and/or closely monitored by the PSA and, where appropriate, PSEC.

_____
Approved By
John Davison
ADM, Employee Relations and Total Compensation

Page 474 to/à Page 475

Withheld pursuant to/removed as

s.13;s.17

BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

July 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: Payroll and HR Shared Services Contract

Background:

In 1993 the Province initiated an RFP to select a software product to support HR and payroll transaction services. PeopleSoft was selected as the winning vendor. The Province purchased 40,000 user licenses (one license is consumed for every active employee in the system). During this timeframe, human resource transactional and payroll services were delivered within each government ministry.

A new payroll vision to centralize, standardize and streamline payroll, leave management and time reporting services was created in the early 2000's. The Province decided to centralize these services and then to outsource to a vendor. Using the joint solution procurement process, the Province and TELUS Sourcing Solutions Incorporated (TSSI) entered into a ten year agreement in November of 2004. The term of the Master Services Agreement (MSA) provided for an option to extend for up to five years, which was exercised by the Province in 2014 creating a new end of term of November 2019. Under the MSA, BCGEU members transferred to TSSI continue to be represented under a collective agreement of the BCGEU with TSSI.

The Province has delivered stable and reliable payroll services through the entirety of this partnership agreement, which has also helped enable other advances in human resource service delivery and technology. This stands in contrast to the significant challenges currently faced by the Federal Government in implementing a consolidated pay system (PHOENIX), which has been plagued with inaccuracy in payment processing, negative impacts on employee morale, significant additional project costs and substantial pressure on senior government leadership.

The following sections of this document highlight major milestones in the Province's relationship with the vendor (TSSI) and with the main supporting technology licensor (Oracle).

Discussion:

PeopleSoft License Change

In 2004, to align with the Master Services Agreement, and to support a long-term vision of encouraging other Broader Public Sector (BPS) entities to use its licenses and on-board to its PeopleSoft instance(s), the Province amended its agreement with PeopleSoft, increasing the license count to 140,000. In addition, the range of useable modules within PeopleSoft was enhanced to include the 'Gold Disc' (essentially all modules available within PeopleSoft). Shortly after this amended agreement was made, PeopleSoft was purchased by Oracle Corporation.

Change Orders

Over the course of the relationship with TSSI, a number of change orders have been implemented, broadening the range of HR and technology services provided to the Province. Highlights include the introduction of flexible benefits services; implementation of recruitment and contact centre technologies; business intelligence expertise and services; development of Time & Leave / Absence Management functionality (retiring of Time On Line); and onboarding of broader public sector clients.

Renewal: Benefits Realized
As mentioned above, following significant internal due-diligence as well as third-party benchmarking analysis, the Province opted to exercise its right to extend the term of the MSA and negotiated a five-year renewal term with TSSI. The three principal outcomes of the renewal include: financial gains; streamlining and improving service levels to support customer satisfaction; and realignment of contact centre activities and payroll transaction services to support service delivery.

Financial Gains:
Value gained from the extension include a five year cost reduction of $12M; an additional $7M value realized in the form of reinvestment funds aimed at supporting the replacement of TOL; an agreement to automate forms to support self-service; and improvement in transaction timeliness. In total, $19.55M of value was realized by the Province through the MSA Renewal and Amendment extension.

Improved Service Level Agreement (SLA):
SLA's were streamlined from over 50 measures to 12. The new measures focus equally on technology reliability; business processing accuracy and timeliness; and policy and legislative compliance. An additional 4 key performance indicators were implemented to support internal operational activities.

Realignment of contact centre and payroll transaction service:
To improve customer experience, and glean operational efficiencies, all contact centre services moved from TSSI to the Agency. Conversely, all payroll transaction services migrated from the Agency to TSSI. The model in summary is to have customer-facing services managed through the Agency, and back-office activities managed by TSSI.

Benchmarking
Per the Agreement, the Province has the right to initiate a benchmarking exercise every five years. In the fall of 2016, Deloitte completed the final benchmarking exercise for the Province. The purpose of the benchmarking exercise was to re-affirm the Province is receiving service and price value from its vendor. Had the benchmarking exercise determined TSSI fees and services were not within the top quartile of comparable providers, a joint executive review of fees and services would have taken place. However, the results of the benchmarking indicated the Province is receiving good value in the current contract.

Contract Ends / New Contract Commences
A Strategic Partnerships team has been formed in the Agency to prepare for the end of the current contract and the procurement of a new contract that best meets the Agency's business needs. In general, the procurement process phases (of preparation, initiation, negotiation, selection, and implementation) will take approximately 2 years. With that timeline in mind, and given the MSA 2019 end date, re-procurement activities were initiated in 2017. Unless government chooses to bring services back in-house, the Province intends to have selected a successful proponent to provide HR information systems and payroll transaction services by the end of November, 2018, allowing a year for transition.

The recent benchmarking exercise has assisted the Agency in positioning itself as an informed consumer prepared for end-of-term activities, negotiations and selection of a future vendor.

Summary:

Since 2004, the Province has utilized, successfully, a contracted agreement to deliver essential functions including the Province's human resource core data systems, payroll and benefit administration, as well as talent management applications. Changes implemented in the 2014 contract renewal and a subsequent third-party benchmarking review indicate the contract is delivering good value to the Province. The current contract expires in 2019 and planning is underway to determine the best avenue to deliver these core services in the future.

Approved By
Nick Grant, Executive Lead

WHERE IDEAS WORK

A CORPORATE PLAN FOR THE BC PUBLIC SERVICE

2016

Contents

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18 Goal 2: Improving Our Competitiveness

20 Goal 3: Enhancing Service to Citizens

22 Conclusion: Integrity and Innovation

Message from the Head of the BC Public Service

We all come to careers in the BC Public Service with talents, aspirations and ideas as diverse as the communities in which we work. Today, there are more than 26,000 individuals serving the government and people of B.C. – each with our own story and having followed our own path to get here.

We do hundreds of different jobs, some with broad skill sets that allow us to move across the organization and others drawing on focused and highly specialized expertise. But despite all those varied ambitions, talents and roles, every one of us shares a unique and remarkable responsibility. Wherever we work in the BC Public Service and whatever our work, we are united by a shared commitment, not just to deliver the services and programs and policies of government but to do so in ways that maintain and enhance the trust and confidence of British Columbians.

No other employer offers that blend of purpose, impact and ethical commitment. It is what makes our careers so rewarding and so challenging. It is woven into the very fabric of who we are as an organization and how we work. It is embedded in the Oath sworn by every one of us when we begin our career, and in the corporate values we bring to our jobs every day. That same responsibility is what also motivates us to evolve and adapt as an organization. The public service has never been able to stand still. It must always be responsive to the world around it – to the priorities of the democratically elected government we serve, to the changing expectations and needs of B.C.'s citizens, and to the broader forces that shape and reshape our communities and world.

That need to adapt is what led to the first-ever corporate human resource plan for the BC Public Service – *Being the Best* – a decade ago. In 2006, we began to anticipate the impact of the intersecting challenges of an aging workforce, an increasingly competitive labour market and rapidly evolving citizen expectations. We recognized that we could be a better, more competitive, more successful organization if we approached that challenge as a single employer. And we knew that we needed to act or we'd risk being unable to meet our obligations to citizens and their government. A number of factors over the years delayed some of the challenges we anticipated in 2006. But they have not gone away. In fact, in some ways, those challenges are now more acute and urgent. That is why our corporate approach is more valuable than ever, and why our commitment to that approach is renewed in this plan.

A decade ago, the idea of adopting a corporate human resource plan for the province's largest employer was a ground-breaking concept. Other public service jurisdictions have followed our lead, but none have sustained it for this long. Our willingness to take a different approach is something we now need to embrace more broadly and more eagerly than ever before – not just in how we chart our course as an

employer but in every aspect of how we do our work as a public service. Like public service jurisdictions around the world, we need to become more innovative in how we design, develop and deliver policies, programs and services. The change demanded of us is accelerating and expanding at an exponential rate. You will see more on this need for innovation set out in this plan, but it is reflected in two significant changes from the corporate human resource plans we have produced since 2006.

First, you will see a change in the goals of this plan. Our original and enduring goals remain: Building Our Internal Capacity and Improving Our Competitiveness. But the third updated goal in this plan is Enhancing Service to Citizens. The commitments under this goal embrace many of the elements in 2010's *Citizens @ the Centre,* which was released as a companion to *Being the Best* and set out a bold vision for transforming the operations of the BC Public Service. With this new goal, we are effectively merging *Citizens @ the Centre* and *Being the Best* in this new plan – a natural evolution. We increasingly recognize the deep-rooted connection between empowering and unleashing the ideas of our workforce, and transforming services to citizens through technology.

Reflecting this convergence of our human resource, operational and technology goals for the BC Public Service, we have also changed the title of the plan. We remain committed to being the very best employer and public service in Canada. But to do so, we must become more open to applying new ideas and approaches to established practices and policies. To reflect that priority, we have adopted the brand of the BC Public Service as the new title of this plan: *Where Ideas Work*. Because our greatest opportunity to maintain and enhance public trust and confidence in our work rests in our ability to develop and apply our ideas.

Innovation is not new to the public service, but we need to more fully embrace a mindset of creativity, experimentation, taking thoughtful risks, trying new concepts and learning from the results. You will see some actions to encourage that shift outlined in the pages of this plan, and you can expect to hear more about them from me and the corporate executive in the months ahead. But, as important as leadership is, we also fully appreciate that innovation is not something that can be delivered by senior leaders alone. We know that often the most compelling and successful ideas for how we can do our work better come from you – from all levels and corners of the public service. As executive, our biggest task is to provide the conditions, the space and the opportunity for you to bring forward, test, adapt and implement your ideas.

Over the next two years, you can expect us to do some new things that significantly change the experience of working in the BC Public Service, and others that significantly improve how we serve citizens. You can expect the leadership of the BC Public Service to challenge you to think differently about your work. And we will expect you to challenge us in return. I look forward to those exchanges.

Kim Henderson
Deputy Minister to the Premier,
Cabinet Secretary and
Head of the BC Public Service

Deputy Ministers' Council

As the executive leaders of the BC Public Service, we share a unique opportunity and obligation to shape both the citizen experience of government and the employee experience of all those who choose a career in the public service. It is our great honour to work alongside the 26,000+ members of the most committed, creative and ethical public service in Canada, all of whom work with such dedication to maintain and enhance the public's trust and confidence every day. The actions set out in this plan are fully endorsed by each of us, and reflect the commitment of the senior leadership teams in every ministry to ensure the BC Public Service is a place where ideas work for the betterment of our province, its citizens, and the people who work with such integrity on their behalf.

Front (left to right): John Jacobson *(Technology, Innovation and Citizens' Services)*, Wes Shoemaker *(Environment)*, Dave Byng *(Education)*, Stephen Brown *(Health)*, Kim Henderson *(Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service)*, Athana Mentzelopoulos *(Finance)*, Becky Denlinger *(Emergency Management)*, Shannon Baskerville *(Jobs, Tourism and Skills Training)*, Derek Sturko *(Agriculture)*

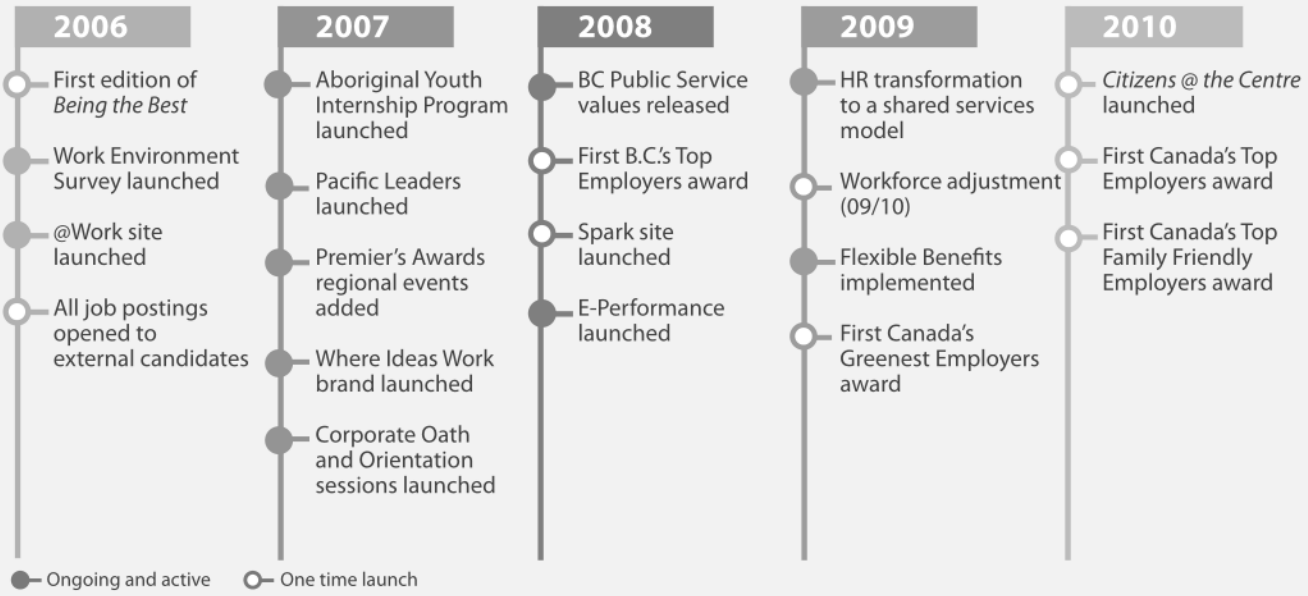
Middle (left to right): Tim Sheldan *(Forests, Lands and Natural Resource Operations)*, Bobbi Plecas *(Corporate Initiatives, Office of the Premier)*, Doug Caul *(Aboriginal Relations and Reconciliation)*, Tim McEwan *(Small Business and Red Tape Reduction)*, Mark Sieben *(Public Safety and Solicitor General)*, Lori Halls *(BC Public Service Agency)* Sheila Taylor *(Social Development and Social Innovation)*, Dave Nikolejsin *(Natural Gas Development)*, Sandra Carroll *(Advanced Education)*, Richard Fyfe *(Justice and Attorney General)*, Fazil Mihlar *(Climate Leadership)*

Back (left to right): Grant Main *(Transportation and Infrastructure)*, Jacquie Dawes *(Community, Sport and Cultural Development)*, Elaine McKnight *(Energy and Mines)*, Sarf Ahmed *(Technology, Innovation and Citizens' Services)*, Christina Zacharuk *(Public Sector Employers' Council)*, Clark Roberts *(International Trade)*

Missing: John Paul Fraser *(Government Communications and Public Engagement)*, Neil Sweeney *(Corporate Policy, Office of the Premier and Intergovernmental Relations Secretariat)*, Lori Wanamaker *(Children and Family Development)*

Introduction: A Decade of Being the Best

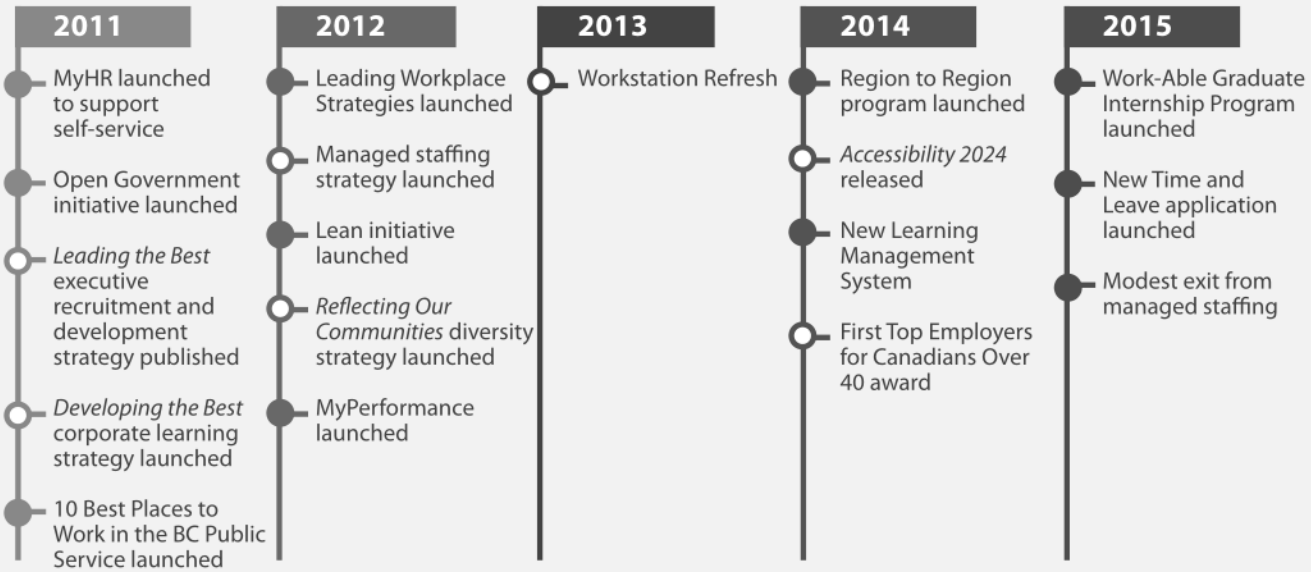
This year is the 10th anniversary of the first corporate human resource plan for the BC Public Service, *Being the Best*. This year's plan, under the title *Where Ideas Work*, continues the corporate approach to setting out actions to improve the employee experience in the BC Public Service to help us better serve the people of B.C.



Many of the actions taken since 2006 are now deeply embedded in the public service experience. Over the last decade, the Pacific Leaders program has continued to support ongoing learning and career development for employees and their families. More than 3,330 public service employees have been approved for scholarships through the Pacific Leaders Scholarships for Public Servants program. Over 600 children have been awarded scholarships in the Pacific Leaders Scholarships for Children of Public Servants program and over 2,000 employees have had the B.C. portion of their outstanding student loans forgiven through the Pacific Leaders B.C. Loan Forgiveness program. The Leading Workplace Strategies initiative allows thousands of employees to work in more flexible and collaborative ways, taking advantage of mobile technology. In 2015, 79 per cent of employees completed the Work Environment Survey, which helps shape corporate and ministry-level actions to improve employee engagement.

The @Work corporate intranet provides opportunities to communicate with and collaborate between employees that did not exist until it was launched a decade ago. This year we welcomed our 10th cohort of Aboriginal Youth Interns across the public service. Our corporate values are now integrated into the culture of the organization. And we have been named one of Canada's top employers every year since 2010.

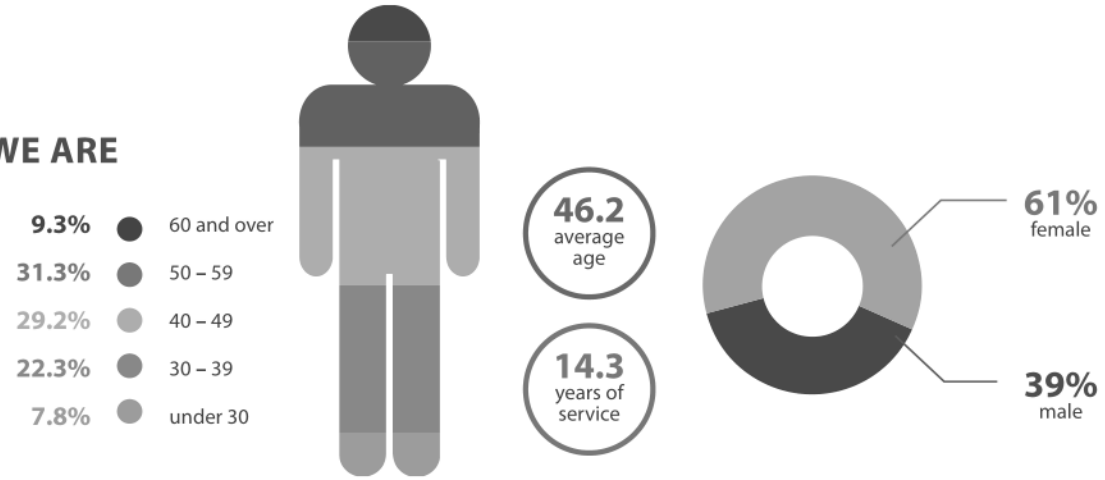
During that same decade, we have also seen significant changes in how the BC Public Service approaches its work. It is sometimes easy to forget how much our context has changed in recent years. Social media is now so much a part of our daily lives, but just a handful of years ago we became the first public service jurisdiction in Canada to provide guidelines for the use of social media in our workplace. We adopted a whole new mindset and approach to citizen engagement, now giving the



public a more active, accessible and transparent role in helping to shape major government policy decisions. There are now more than 3,600 data sets in the DataBC portal, giving citizens, and private and public-sector agencies access to a wealth of opportunities to generate new value and insights from the data we share. And across the public service, innovative minds are applying new approaches like agile development and Lean to rethink how we serve the government and people of B.C.

Where do we go from here in our continued efforts to be not just a better employer but also a better organization that can better fulfil our obligations to the province? This year we invited members of the BC Public Service to help answer that question and provide direct input into this plan through our Region to Region events. Many of the commitments you will read about are a direct result of the ideas shared by hundreds of employees in those sessions and in online discussions. Some commitments continue to build upon the progress made in past years, and others reflect new steps in our continued evolution as an employer and as an organization.

WHO WE ARE



The impetus for our continued evolution is more compelling and more urgent than ever before. In the early years of *Being the Best*, detailed actuarial forecasts looked at our workforce and trends in the broader labour force. Those forecasts indicated that by 2016 the BC Public Service would become a significantly smaller organization – not by choice, but because of increased retirements and a more competitive labour market. The economic downturn that began in late 2008, combined with other factors, resulted in those forecasts not coming to fruition. But the factors at play have not gone away. They have only been delayed and, in some ways, amplified.

The size of the BC Public Service workforce has remained relatively the same over the last decade, and it remains one of the leanest public service jurisdictions in Canada, based on the ratio of employees to citizens. But we are an older workforce than we were a decade ago. Today, the average BC Public Service employee is over 46 years old. Approximately 70 per cent of our employees are age 40 or older – a significantly higher proportion than the population we serve. And we have almost three times as many employees over age 60 as there were in 2006.

We benefit greatly from the experience that so many of our long-serving employees offer, but as more and more of them approach well-earned retirement we are significantly at risk if we do not do more to identify, attract and develop the next generation of the public service. Right now, one out of every four members of the BC Public Service is eligible to retire, including one in three members of our executive leadership cohort. At the same time, less than eight per cent of our employees are under 30, even though under-30s make up a quarter of the B.C. labour force. This imbalance was amplified by the global economic downturn and its impact on hiring over several years. But, with the province's stronger economic and fiscal position, hiring has returned as an important focus.

This plan includes a number of actions designed to develop and retain current employees, while also increasing our recruitment of younger candidates with the skills and commitment the public service needs. It also includes actions to help transform the operations of the public service, recognizing that traditional approaches are often inadequate to meeting the challenges we face. We must empower all our employees – wherever they stand in their public service careers – with the opportunities and environment to take innovative approaches to work that is

WHERE WE WORK

4% people with disabilities

14% visible minorities

3.1% Aboriginal peoples

% of workforce identifying themselves as belonging to diversity groups

1/4 of the workforce is eligible for retirement

often as complex and challenging as it is important and rewarding. The steps we take and decisions we make as an employer and as an organization have lasting impacts on our ability to meet the needs of British Columbians. That is why, despite challenges, the BC Public Service has remained committed to the original intent and goals of this corporate plan for the past decade.

This new edition retains the first two goals from *Being the Best* and introduces an important updated third goal:

1. **Building Our Internal Capacity:** Actions focused on developing and retaining the talented people we have across the province.
2. **Improving Our Competitiveness:** Actions focused on ensuring the BC Public Service is the kind of employer that attracts and recruits new employees at all stages of their careers.
3. **Enhancing Service to Citizens:** Actions focused on enhancing innovation in the BC Public Service to meet the changing expectations of citizens.

The commitments outlined in this plan are not necessarily an exhaustive list of every corporate initiative anticipated in the next two years. Other opportunities will arise and, where it makes sense, they will be vigorously pursued. Some of the commitments here are specific and work on them is already underway. Others are broader and will take more time to fully design and implement. But all the actions committed to are fully endorsed by the Deputy Ministers' Council, which is accountable for realizing the guiding vision and goals for the future of the BC Public Service. And all of these actions are steps toward ensuring the BC Public Service, with its ongoing commitment to the people and government of B.C., continues to be a place where ideas work, thanks to the exceptional people who make those ideas possible.

WHAT WE'VE ACCOMPLISHED

LEADING WORKPLACE STRATEGIES

- **22** projects
- **42%** mobile workers
- **2,393** employees participated

PACIFIC LEADERS PROGRAM

- **3,300+** employees approved for scholarships
- **600+** children of employees participated in scholarship program
- **2,000+** employees participated in loan forgiveness program

WORK ENVIRONMENT SURVEY 2015 TOP DRIVERS

- Score of **77** Teamwork
- Score of **77** Job Suitability
- Score of **74** Respectful Environment

PROVINCIAL EMPLOYEES COMMUNITY SERVICES FUND

- **$45M+** raised
- **6,000+** employees donated
- **900+** charities supported
- **1,000+** volunteers

ABORIGINAL YOUTH INTERNSHIP PROGRAM

- **9** years
- **192** participants

INTEGRITY

IN THE BC PUBLIC SERVICE

In the rotunda of the provincial Parliament Buildings in Victoria, alongside a copy of the Canadian Charter of Rights and Freedoms, hangs a framed copy of the BC Public Service Oath of Employment. Its placement at the heart of our provincial parliamentary democracy reflects the importance of the Oath, and of the role and values of the professional public service.

Within the first 90 days of their careers, every member of the BC Public Service is required to swear the Oath. It's a unique requirement of the job that highlights how different a public service career is from working with any other employer. The Oath reinforces the significance and special trust placed in public service employees by the citizens of British Columbia. It also highlights the importance of ethics, impartiality and integrity in all that we do as members of the BC Public Service.

By taking the Oath, we each promise to:

- Be loyal to the government as our employer.
- Give service to the government of the day.
- Perform our work duties in a way that will not bring the public service into disrepute.
- Respect confidential information that we receive through our employment.
- Faithfully abide by the Standards of Conduct.

Alongside the Oath, the Standards of Conduct define how we go about fulfilling our obligations to citizens and government. These guiding documents help all of us understand the intersection between our lives as private citizens and our responsibilities as public servants, setting out expectations on issues such as conflict of interest, loyalty, confidentiality, political involvement and other aspects of our ethical approach to our work.

The idea of professional integrity contained in the Oath and Standards of Conduct is embraced by all BC Public Service employees. In fact, when we asked them to help define the values of the BC Public Service, integrity was the single word most often put forward by employees to define their work. Today courage, passion, service, accountability, teamwork and curiosity are the accepted values of the BC Public Service, and above them all is the belief that true public service cannot exist without an individual and shared commitment to integrity.

OUR CORPORATE VALUES

The values and integrity of the public service are not just something we bring to our jobs. The values are also reflected in how employees see themselves in their communities. This is evident in our individual and collective support for initiatives like the annual Public Service Blood Donor Drive, which sees hundreds of employees donate blood each summer. Another example is the BC Public Service's partnership with BC Transplant to actively encourage employees to register as organ donors. Or our commitment to unique opportunities like our partnership with CUSO International, which allows employees to take on overseas volunteer assignments for up to two years while maintaining their benefits coverage and a job on their return.

But nowhere is the integrity and community commitment of the BC Public Service and its employees more evident than in the annual Provincial Employees Community Services Fund (PECSF) campaign. Started by a group of employees over 50 years ago, each year more than 1,000 employees volunteer their time to help PECSF coordinate donations from more than 6,000 of their colleagues. The BC Public Service absorbs the administrative costs so that 100 per cent of employee donations go directly to more than 900 charitable organizations in communities across the province. To date, employees have donated more than $45 million through PECSF, including $1.7 million last year alone.

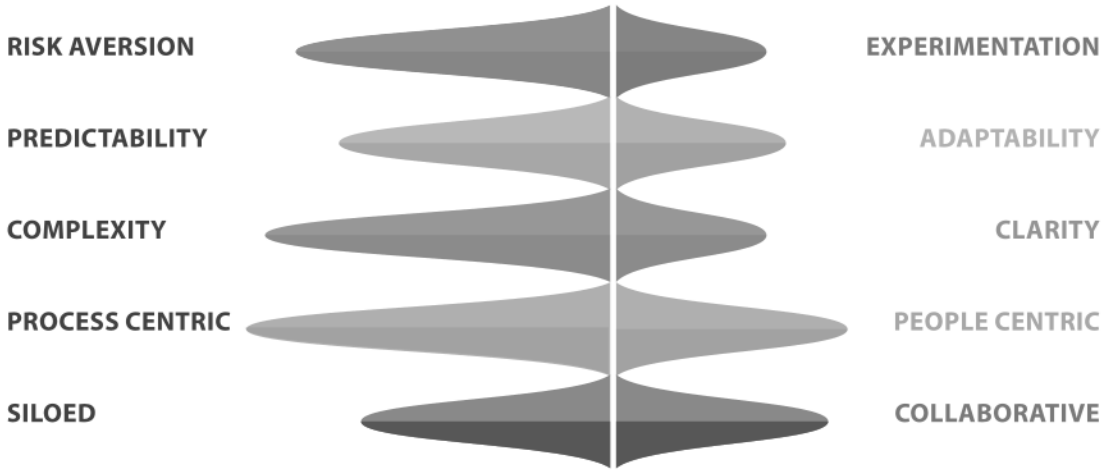
The BC Public Service attracts people who believe deeply in work that matters and rewards them with an opportunity to do work defined by our duties to the citizens of B.C., and to maintaining their trust and confidence. We are people who care about our work and care about how we do it. We believe in keeping our commitments and in the values of courage, passion, service, accountability, teamwork, curiosity and, above all, integrity – and we believe in applying these values to make our province and our communities better.

INNOVATION

IN THE BC PUBLIC SERVICE

The context in which we work continues to shift at a more rapid pace than at any period in the history of the public service. Social, economic and technological changes present a new set of complex problems to which we must respond. Like many organizations and public service jurisdictions around the world, the BC Public Service has made significant changes to adapt to these dynamics. Pockets of innovative practice and policy are emerging across government, but there is a clear and compelling need to embed the spirit and practice of innovation more consistently in the culture of the BC Public Service.

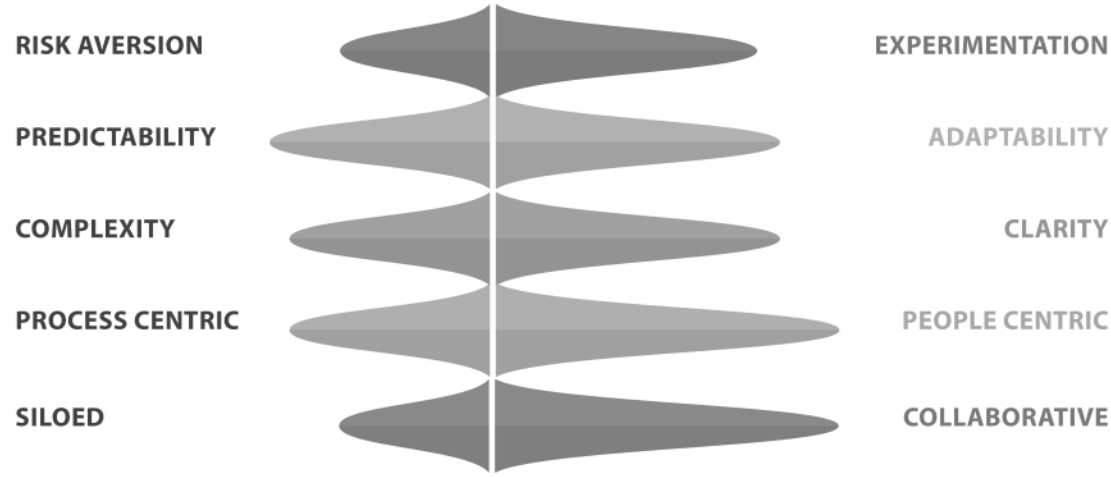
THE CULTURE WE HAVE



Traditional ways of working are inadequate to solving today's complex public policy challenges. It is the role of the public service to solve those challenges, and so we must adopt and apply new approaches to tackle them. In recent years, the BC Public Service found success in adopting Lean practices, with hundreds of skilled practitioners now applying the practice and philosophy of continuous improvement across government. But Lean is only one example of the kind of different approaches that can be brought to bear in a more innovative public service.

Emerging practices like agile development, behavioural insights, design thinking and advanced data analytics have the potential to help the public service tackle public policy, service and program development and design in ways that yield significantly better results for citizens – often faster and more efficiently than traditional solutions.

THE CULTURE WE NEED

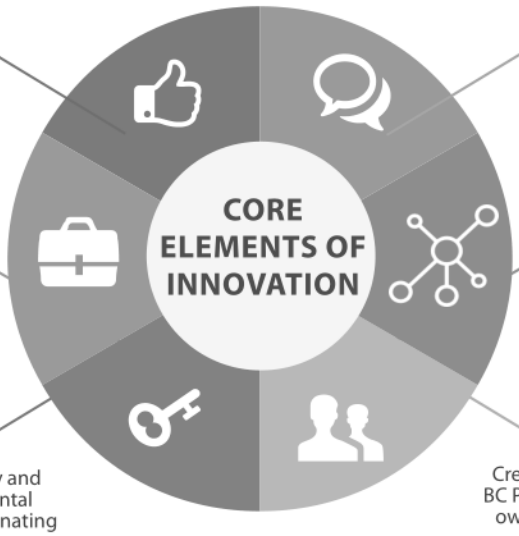


Shifting to a more innovative culture means rebalancing how we work. We need to become less risk averse and more experimental while also respecting our obligation to be accountable and prudent. We need to be more responsive and adaptable while ensuring stability and continuity of service. We need to deliver a simpler experience for citizens despite the often deeply complex nature of our work. We need to deliver services that are shaped more by the needs of citizens than by our own administrative priorities. We need to work more collaboratively despite our traditionally siloed accountability models. We need to be more open even as we maintain our obligation to security and privacy protection.

On the surface, these dynamics may seem incompatible. But they are not. It is entirely possible for the public service to uphold its responsibilities to the public while also changing how we deliver on our obligations to citizens and government. In fact, it would be irresponsible and unethical not to seek a more effective balance.

To do so, we need to also apply the same perspective to our internal processes. We cannot deliver better, simpler, more secure and more relevant public services if we are operating under outdated processes, policies and practices. In part that may require new tools, but more than anything it requires a new mindset – one in which all members of the BC Public Service feel both the confidence and the expectation to rethink how we do our work.

To help encourage the adoption and advancement of a more innovative mindset across the public service, a renewed focus on innovation is underway, built around a number of core elements: leadership, communication, resources, networks, removing barriers and building capacity.



LEADERSHIP

A corporate leadership that is accountable for actively, deliberately and visibly supporting and encouraging new approaches to solving problems.

COMMUNICATION

Ongoing, active and transparent communication that elevates examples of innovation, celebrates successes and explores lessons to be learned from failures.

RESOURCES

New corporate resources through an Innovation Hub dedicated to helping move ideas from concept to execution.

NETWORKS

Efforts to reach across and outside the public service to empower those willing and able to pursue and enable innovative work.

REMOVING BARRIERS

Providing permission, space, opportunity and time to test new ideas through experimental approaches, and act on reducing or eliminating barriers to implementing what works.

BUILDING CAPACITY

Creating opportunities for members of the BC Public Service to learn and develop their own capability and our corporate capacity for solving problems in new ways.

This renewed innovation agenda will not be driven by mandate but by harnessing the capacity, capability and commitment of employees already pursuing new ideas and ways of working. You can expect to see it emerge in new corporately supported initiatives, including:

1. The **CENTRE FOR DATA INNOVATION**, which is working to harness and access data in new ways to support evidence-based policy, program and service design.
2. The **CONTINUOUS SERVICE IMPROVEMENT LAB**, which is joining with internal and external partners to support accelerated solutions to service improvement.
3. The **BEHAVIOURAL INSIGHTS GROUP**, which is drawing on the experience of other jurisdictions to demonstrate and develop the potential for applying behavioural insights to policy and service design.

These and other initiatives across government will provide new opportunities for BC Public Service employees to explore innovation and expand the range of skills they can apply in their own work.

Like everything we do, these efforts are motivated by an overriding commitment to doing the work of the BC Public Service better through innovation that enhances the employee experience and simplifies, modernizes and streamlines the citizen experience.

GOAL 1 BUILDING OUR INTERNAL CAPACITY

The BC Public Service is and always will be an organization dependent on the capacity, capability and commitment of the people who bring their talents, skills and passion to work for government every day in hundreds of communities across the province. There are approximately as many people working in the public service today as there were in the 1970s, even though the provincial population has grown significantly in the last four decades. Technology and other advances have allowed us to keep pace with the ever-growing range of services we provide to citizens. But our continued evolution requires us to redouble our efforts as an employer both to develop our employees and ensure they can be successful in our modern context. At the same time, an increasingly competitive labour market and our aging workforce requires us to better prepare and support employees in building lasting careers in the public service.

We know from our own data that the most important factor for many employees in deciding whether to continue their career with us is the extent to which they see a career future and opportunities in the public service. With more than 200 different types of jobs, we offer a range of experiences no other employer can match. Our challenge is to ensure every employee with the talent and commitment to grow a career with us has the opportunity to do so. Moreover, as our work changes and the needs of citizens and government change, we need to provide support for employees to shift their careers, taking on the new roles and opportunities that exist in today's public service.

TO CONTINUE BUILDING OUR INTERNAL CAPACITY, OVER THE NEXT TWO YEARS WE WILL:

1. INTRODUCE A NEW AND CONSISTENT APPROACH TO SUCCESSION MANAGEMENT, INCLUDING:

- New mechanisms to promote mobility and experiential learning opportunities.
- A new career advisor model to help employees map their future with the public service.
- An initial focus on key streams like IM/IT, finance and senior leadership where we face our most urgent pressures, but with a commitment to implement succession management in all corners, at all levels of the organization.
- A new knowledge transfer strategy with tools and resources to ensure continuity as more of our workforce approaches retirement.
- Potential new flexible work arrangements targeted at employees approaching retirement.
- A new retention strategy that draws on exit and new employee survey data to identify critical actions we can take to retain new hires.

2. ENABLE NEW OPPORTUNITIES TO SUPPORT EMPLOYEE PROFESSIONAL DEVELOPMENT, INCLUDING:

- Encouraging greater supervisor support for temporary assignments with clearly defined criteria under which supervisors can deny a temporary assignment opportunity.
- Developing potential employee exchange partnerships with the broader public sector and other public service jurisdictions.
- Fully implementing the Aboriginal Relationship Behavioural Competencies to help BC Public Service employees better understand working with Indigenous people and increase awareness to improve opportunities for Aboriginal recruitment in the BC Public Service.
- Improving e-learning resources, better mobile access to e-learning, and introduction of a new Managing in the BC Public Service workshop to better support excluded managers and improve their knowledge on the fundamentals of government and its operations.
- Continuing enhancements to the Region to Region program to provide valuable professional development opportunities to employees across the province.
- Reviewing the Pacific Leaders employee scholarship program to identify potential enhancements that better support employee professional development and alignment with the current and future needs of the BC Public Service.

3. EXPLORE MORE OPTIONS TO SUPPORT FLEXIBILITY, REFLECTING THE INTERTWINED RELATIONSHIP BETWEEN WORK AND LIFE, INCLUDING:

- The potential for elder care leave support and the creation of a new elder care advisor within the BC Public Service Agency to help employees access supports to care for aging family members.
- Re-establishment of a parental advisor within the BC Public Service Agency as a dedicated resource to help new parents prepare for parental leave or return to work when they are ready.

4. DEVELOP NEW WAYS TO SUPPORT INCREASED WORKPLACE MOBILITY, INCLUDING:

- Improving resources and training for supervisors to help them successfully lead mobile and distributed teams.
- Establishing Leading Workplace Strategies as the default approach for workspaces to support mobility and flexibility.
- Shifting to a "mobile first" approach for technology provisioning wherever possible and appropriate for the nature of the work.

5. TAKE STEPS TO ENSURE NEW EMPLOYEES HAVE THE BEST START IN THEIR PUBLIC SERVICE CAREERS THROUGH A NEW CORPORATE ONBOARDING PROCESS TO ENSURE A CONSISTENT AND POSITIVE EXPERIENCE FOR EVERY EMPLOYEE IN THEIR FIRST YEAR.

6. IMPROVE OUR MANAGEMENT CLASSIFICATION AND COMPENSATION APPROACH SO IT BETTER DIFFERENTIATES EXCLUDED MANAGER ROLES, ALLOWS FOR COMPENSATION RANGES MORE IN-LINE WITH THE MARKET AND PUTS US ON A MORE SOLID FOOTING FOR ANNUALLY ASSESSING COMPENSATION IN THE CONTEXT OF PERFORMANCE.

7. TAKE FURTHER STEPS TO ENSURE GREATER ALIGNMENT OF HUMAN RESOURCE PRACTICES ACROSS THE PUBLIC SERVICE TO DELIVER A MORE CONSISTENT EMPLOYEE EXPERIENCE AND LEVEL OF SERVICE.

GOAL 2 IMPROVING OUR COMPETITIVENESS

Developing the talented people already in the public service isn't enough to meet our current and future needs. As our workforce continues to age and more and more experienced employees move to retirement, and as the expectations of the public service continue to shift, we need to be able to compete for new talent. While this is not solely an issue of demographics, attracting younger and more diverse new employees is an essential component. The BC Public Service lags behind other employers in attracting and retaining younger talent, in part due to our response to the economic pressures in recent years. But with a more positive fiscal outlook, we are now able to redouble our efforts to recruit more of those early career candidates in search of an employer that offers a wide range of options, increasing flexibility and meaningful work that has the kind of impact no other employer can offer. We know that more and more people look for a career that takes its corporate social responsibility seriously, and no other employer can compare with the BC Public Service in terms of our commitment and contribution to improving our communities and our province.

We also continue our commitment to becoming a truly inclusive employer that reflects the diversity of the communities we serve. This is not only motivated by our workforce needs. The BC Public Service has a unique responsibility both to be more inclusive as the largest employer in the province and also to set an example for other employers. It is an opportunity and responsibility we take seriously. Real progress depends on consistently demonstrating our commitment to inclusiveness and embracing all our differences, including sexual orientation, gender identity, ability, ethnicity or religion. This pledge is fully aligned with the values we uphold as a public service, and it is also an important part of how we can ensure we have the people we need to meet the expectations of the people we serve. As a public service that takes its ethical commitment to government and citizens seriously, we must make this shift or risk failing in our obligations to them.

TO CONTINUE IMPROVING OUR COMPETITIVENESS, OVER THE NEXT TWO YEARS WE WILL:

1. EXPAND OPPORTUNITIES TO RECRUIT NEW TALENT INTO THE BC PUBLIC SERVICE, INCLUDING:

- Re-opening all job postings to external applicants, as we committed to do when government returned to a positive fiscal footing.
- A new corporate co-op and intern strategy to promote recruitment of young employees through experiential opportunities.
- Exploring the potential to become the first provincial public service to introduce the Science Policy Fellowship program in partnership with Mitacs.
- Targeted recruitment for key talent communities, including a northern recruitment strategy.
- A new Ambassador Program to give employees the opportunity to actively support recruitment by representing the BC Public Service as an employer.
- Making job opportunities open to working from any part of the province by default, unless there is a clear necessity for a position to be located in a particular community.
- A renewed emphasis on supporting flexible work options, including the potential for job-sharing and other part-time options for individuals returning to the workforce.

2. ENHANCE OUR EFFORTS TO EMBRACE AND EXPAND THE INCLUSIVENESS OF THE BC PUBLIC SERVICE AS A DIVERSE EMPLOYER, INCLUDING:

- Launch of a new Being Accessible Strategy to position the BC Public Service as a leading employer in alignment with the Accessibility 2024 strategy.
- Enhancements to the Work-Able Graduate Internship Program, which provides 12-month paid work experience opportunities for recent graduates with disabilities.
- Enhancements to the Aboriginal Youth Internship Program, which provides 12-month paid internships for up to 25 Aboriginal youth residing in British Columbia, ages 19 to 29.
- Steps to ensure the BC Public Service is a leader in inclusion of LGBTQ2S (lesbian, gay, bisexual, transgender, queer, two-spirited) employees.

3. SIMPLIFY THE FLEXIBLE BENEFITS PROGRAM FOR EXCLUDED EMPLOYEES TO MAKE IT EASIER TO UNDERSTAND WHILE STILL MAINTAINING CHOICE AND FLEXIBILITY.

4. ENHANCE THE PROVINCIAL EMPLOYEES COMMUNITY SERVICES FUND (PECSF) PROGRAM TO FURTHER DEMONSTRATE THE CORPORATE SOCIAL RESPONSIBILITY COMMITMENT OF THE BC PUBLIC SERVICE AS AN EMPLOYER.

5. IMPLEMENT THE HEALTH 2.0 STRATEGY, BUILDING ON OUR ESTABLISHED REPUTATION AS A LEADER IN SUPPORTING EMPLOYEE HEALTH AS A KEY BUSINESS DRIVER, INCLUDING A FOCUS ON MUSCULOSKELETAL AND MENTAL HEALTH.

6. INITIATE A REVIEW OF BC PUBLIC SERVICE HUMAN RESOURCE POLICIES AND LEGISLATION TO ENSURE THEY FULLY SUPPORT EMPLOYEE AND EMPLOYER EXPECTATIONS IN OUR MODERN CONTEXT.

7. USE WORK ENVIRONMENT SURVEY RESULTS AND OTHER SOURCES OF EMPLOYEE DATA TO BETTER INFORM OUR WORKFORCE PLANNING, INCLUDING TARGETED SURVEYS TO INFORM SUCCESSION MANAGEMENT EFFORTS.

GOAL 3 ENHANCING SERVICE TO CITIZENS

The public's expectations of their experience when they interact with public services continue to shift. The opportunities for us to dramatically improve those services are changing even faster. In 2010, we released *Citizens @ the Centre*, which set out a series of actions to ensure the BC Public Service could keep pace with the technological and societal shifts then at play. When *Citizens @ the Centre* was released, the first iPad had only been on the market for a few months. We are all conscious of the rapid advances in technology in the years since and how those advances have changed our daily lives. But for the BC Public Service it is not just a matter of applying new technology for technology's sake. Our approach has become more sophisticated, with a focus that is more citizen-centric than technology-centric. In our approach to enhancing service to citizens, we will start by understanding what people need, including directly engaging citizens in sharing their ideas for improvement through avenues like government's red tape reduction initiative. We will take a design-based approach that uses the most suitable technology to deliver a service that is accessible, consistent and relevant. We will make better use of the data and resources we have to develop and test new services, learn from the results and feedback, and improve – all with the goal of providing services that are easier to access, simpler to use and relevant to citizens' needs.

This more nimble and open mindset can be a challenge for public sector organizations. We have a vital ethical and legal obligation to respect and maintain the security and privacy of citizens' data and information. At the same time, citizens have an expectation that also drives us to provide better, more convenient, more accessible and more reliable services in a modern context. We recognize that it is our job to respond to and balance these dynamics so we can simplify, modernize and streamline the citizen experience. Drawing on the talents of the members of the BC Public Service, we're doing that more creatively and successfully than ever before.

TO CONTINUE TO ENHANCE SERVICE TO CITIZENS, IN THE NEXT TWO YEARS WE WILL:

1. IMPLEMENT A NEW PERSONALIZED DIGITAL SERVICES STRATEGY TO MODERNIZE AND SIMPLIFY CITIZEN ACCESS TO EXPANDED ONLINE SERVICES, THAT WILL CONSIDER:

- Enabling citizens to conveniently authenticate their identity online.
- Adopting the Service Design Playbook and other citizen-centred service design principles and practices consistently in the development and delivery of public services.
- Giving citizens the option of their preferred choice of service channel and offering accessible services (e.g. mobile, online, call centre, in person).
- Ensuring we maintain citizen trust by adopting new ways of securely handling citizen information in the digital age.

2. CREATE A NEW INNOVATION HUB TO PROVIDE ACCESS TO THE RESOURCES AND EXPERTISE NEEDED TO SUPPORT A CULTURE OF INNOVATION ACROSS THE BC PUBLIC SERVICE, INCLUDING:

- Experiential development assignments to contribute to innovative policy and program development.
- New learning resources and opportunities to increase capacity for innovative approaches to problem solving such as agile development, behavioural insights and design thinking.
- Network and collaboration opportunities with other public, private and academic sector partners to foster innovative solutions.
- Co-locate multi-disciplinary teams on suitable projects to improve innovation, engagement, productivity, collaboration and delivery of value.

3. DEVELOP A CENTRE FOR DATA INNOVATION THAT ESTABLISHES AN UNCOMPLICATED ENVIRONMENT FOR CROSS-GOVERNMENT DATA DISCOVERY AND, IN THE PROCESS, DRIVES EVIDENCE-BASED DECISIONS THAT IMPROVE THE POLICIES, PROGRAMS AND SERVICES WE PROVIDE TO CITIZENS.

4. IMPROVE COLLABORATION WITH THE PRIVATE AND PUBLIC SECTOR TO TAKE ADVANTAGE OF SHARED EXPERTISE AND PARTNERSHIPS, INCLUDING THE PREMIER'S TECHNOLOGY COUNCIL AND THE FEDERAL, PROVINCIAL AND TERRITORIAL VIRTUAL INNOVATION NETWORK.

5. MOVE TO RUN SERVICES ON A FLEXIBLE INFRASTRUCTURE, LIKE CLOUD COMPUTING, SO MINISTRIES CAN QUICKLY AND EASILY PURCHASE RESOURCES ON DEMAND, ONLY PAY FOR WHAT THEY ACTUALLY USE, SCALE UP OR DOWN DEPENDING ON NEEDS AND IMPROVE OVERALL RESILIENCY WHILE MAINTAINING APPROPRIATE PRIVACY PROTECTION.

Conclusion: Integrity and Innovation

The last decade has seen some profound changes in the culture of the BC Public Service. For employees who have joined us in that time, those changes may be less apparent. And even for those who have been here for longer than a decade, it can sometimes be easy to lose sight of how much has changed. The next decade will only see and demand further change at a faster pace. We cannot always predict what lies ahead. The goal for the BC Public Service is to become more nimble and adaptable, so we can be more responsive. Our ability to do that relies heavily on the talent of the people who make up our organization.

In the midst of this dynamic environment, our obligations to citizens and their government remain constant. How we approach our work is, and always will be, driven by the expectation that we will meet those obligations with the utmost professionalism, always striving to maintain and enhance the public's trust and confidence in all that we do. There is an inherent tension between our traditional responsibilities and the need for innovation. But our integrity is not at odds with innovation. Our integrity is what compels us to innovate. And that is what makes a career in the public service both more challenging and more exciting than ever.

We will need new people with new skills to choose that career path, and recruiting and retaining them requires us to make some different choices when it comes to our human resource policies and practices. At the same time, our responsibility as an employer that embraces the strength of our employees' diversity is to ensure all those who work with us – long-standing employees and new recruits – have the opportunities and resources to be successful in our modern context. It is not enough that we be an attractive employer, but also that we be an organization that enables our employees to fully deliver on the expectations we and the public have of them. That is what this plan is all about.

Nobody in the BC Public Service has a monopoly on the solutions for how we continue to evolve and adapt. Every member of the BC Public Service should have the opportunity and the confidence to contribute their ideas, expertise and insight to make us better. Through the consultations that helped inform the commitments in this plan, we can see the value of those contributions. Over the next two years, the commitments here will be acted on. At the same time, we will seek further ideas from within and outside the public service to help shape where we go next.

Where ideas work

BRITISH COLUMBIA
BC Public Service

Where ideas work

Public Service Agency

Integrated Strategic Plan

2016/17 – 2018/19

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Message from the Deputy Minister

I am pleased to present the BC Public Service Agency's Integrated Strategic Plan for 2016/17-2018/19.

This plan builds on our previous business plan and outlines our priorities in delivering Human Resource services to the BC Public Service. It focuses on providing a clear understanding of the Agency's core services and the specific corporate initiatives we will pursue to refine and improve our services to meet the needs of our clients.

Meeting the needs of those we serve begins with the efficient and effective delivery of our core functions. Core functions are the day to day delivery of services for which an organization is responsible. They encompass both the services we deliver to clients as well as enabling functions such as information technology, business intelligence and financial management.

Along with delivering our core functions we have identified a number of areas in this plan where we will concentrate our efforts to change or develop new services to meet evolving needs in the workforce. Leading these initiatives is an ongoing focus on refining hiring services, building and implementing a robust succession management program, and launching our conflict management service.

Our Executive recognizes we need the right balance between managing our core functions and pursuing change initiatives – and we make this part of our individual executive accountability agreements. Some of you will be almost entirely focused on core service delivery and some will have a mix of core services and corporate initiatives. Both are highly valued in our organization.

We will also be focusing on developing and supporting our own staff to ensure we have the commitment, capacity and capability in our organization to successfully meet business needs. The Agency will adopt corporate succession management framework initiatives internally, and implement an Agency Learning Plan to support developing the skills we need to deliver our business now and in the future. Aligned with that work, we will continue to support and enable staff to identify and make improvements in their workplaces, and also focus on developing key lag and lead measures for our core services to assist us in understanding, assessing and improving our performance.

I look forward to implementing this plan with all of you, and to an energetic and successful year for the Agency.

Sincerely,

Lori Halls
Deputy Minister

Purpose of the Agency

The Agency, formed in 2003, provides leadership and services in people management. Established by the *Public Service Act*, the Agency provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole.

Agency Context: A Diverse and Changing Workforce

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

The Agency supports the work of public servants by providing a wide range of Human Resource services. In doing so, we help ensure the BC Public Service continues to have the right people to do that work.

The economy and shifting demographics

The Canadian economy continues to improve, and while not all regions are expected to experience growth, many are forecasting positive economic performance over the next couple of years. In particular, British Columbia is expected to lead Canada in economic growth. As the economy improves, so does the possibility for a tightening of the labour market, where organizations can expect increased competition for skilled workers.

Retirement eligibility in the BC Public Service sits at over 20% and by 2030, net population growth will be due to immigration – resulting in a diverse workforce and citizenry.*

*Statistics Canada

Changing demographics, such as an aging and increasingly diverse population, continue to influence employers in many ways. An aging workforce is contributing to rising benefits costs through factors such as higher benefit utilization, increased absenteeism and escalating health premiums. As benefits costs make up an increasing percentage of the total cost of employment, the B.C. Public Service is working to contain these costs through a proactive and preventative approach to supporting a healthy and productive workforce.

While global economic influences delayed the retirement of many baby boomers, the oldest of this cohort is now aged 69 and beginning to exit the workforce in growing numbers. This exodus is only expected to increase, and when combined with fewer entrants to the workforce and greater demand for skilled workers, will bring about both labour and skill shortages. The increased competition will require organizations to put greater emphasis on recruitment and retention.

Statistics Canada predicts that by 2030, net population growth in Canada will be due to immigration, which will partially offset the effects of our aging population, but will not be enough to prevent the tightening of the labour market. At the same time, the expected growth in immigration indicates the Canadian public sector can expect increased diversity in both their workforce, as well as the citizens they serve.

Recognizing this changing dynamic, the Agency is responsible for ensuring the Public Service has the commitment, capacity and capability within its workforce to meet the needs of British Columbians now and in the future.

Our Landscape: corporate strategic context and direction

The inter-related nature of the social, economic and environmental issues that face the BC Public Service, and British Columbians, require government to plan and act in a holistic manner that includes workforce training and engagement, improved problem solving and process design, and e-services. Three corporate strategies exist to effectively support people, process and technology:

- *Being the Best,*
- *Lean BC, and*
- *Citizens @ the Centre*

There are significant linkages between these initiatives and they highlight the need for increased cross-Ministry and sector-based planning and collaboration to ensure whole system thinking. This extends to partners, such as education and health care providers, as well as crown corporations as they have a critical service delivery role. We must also consider our customers or clients – whether they are businesses, citizens, jurisdictions or colleagues.

In addition to the complexity of our mandates, the public service remains committed to a balanced budget and fiscal restraint, requiring innovative service delivery that keeps pace with citizen demands and expectations. As an organization, we must focus on what our customers, clients and businesses need and on eliminating non-value add activities (waste). To that end, the BC Public Service has adopted Lean Six Sigma, a proven process improvement philosophy and methodology, to guide us in changing our business processes to eliminate steps that don't benefit our customers. The commitment to reducing red-tape guides many of our decisions and is supported by our corporate strategies and the goals and objectives within this plan.

A key tenet of the Lean philosophy is that the right process supports the right outcomes for our customers and clients.

The aging population, immigration and a recovering economy will all lead to increased or changing service demands. Meeting these expectations requires we create efficient standardized processes and transfer knowledge; as well as support, engage and retain a diverse, multigenerational workforce and build organizational capacity at all levels. This includes strategies for cohorts with high turnover such as new and mid-tenure employees.

With increasingly rapid advances in technology, citizens now expect easy on-line access to seamless government services. Meeting these expectations requires a shift to nimble and responsive information architecture or procurement with a solid business case. This may involve migration to new cloud-based services where viable, or the consolidation of existing technologies to support multiple business lines. All of which must be supported by early identification of business needs and understanding of cross-government systems and capacity.

Delivering high-quality on-line services requires technologically astute workers. This shift, along with demographics means attracting and retaining staff experienced in flat team-based environments that challenge hierarchical norms. The public service must engage teams and provide opportunities for career mobility.

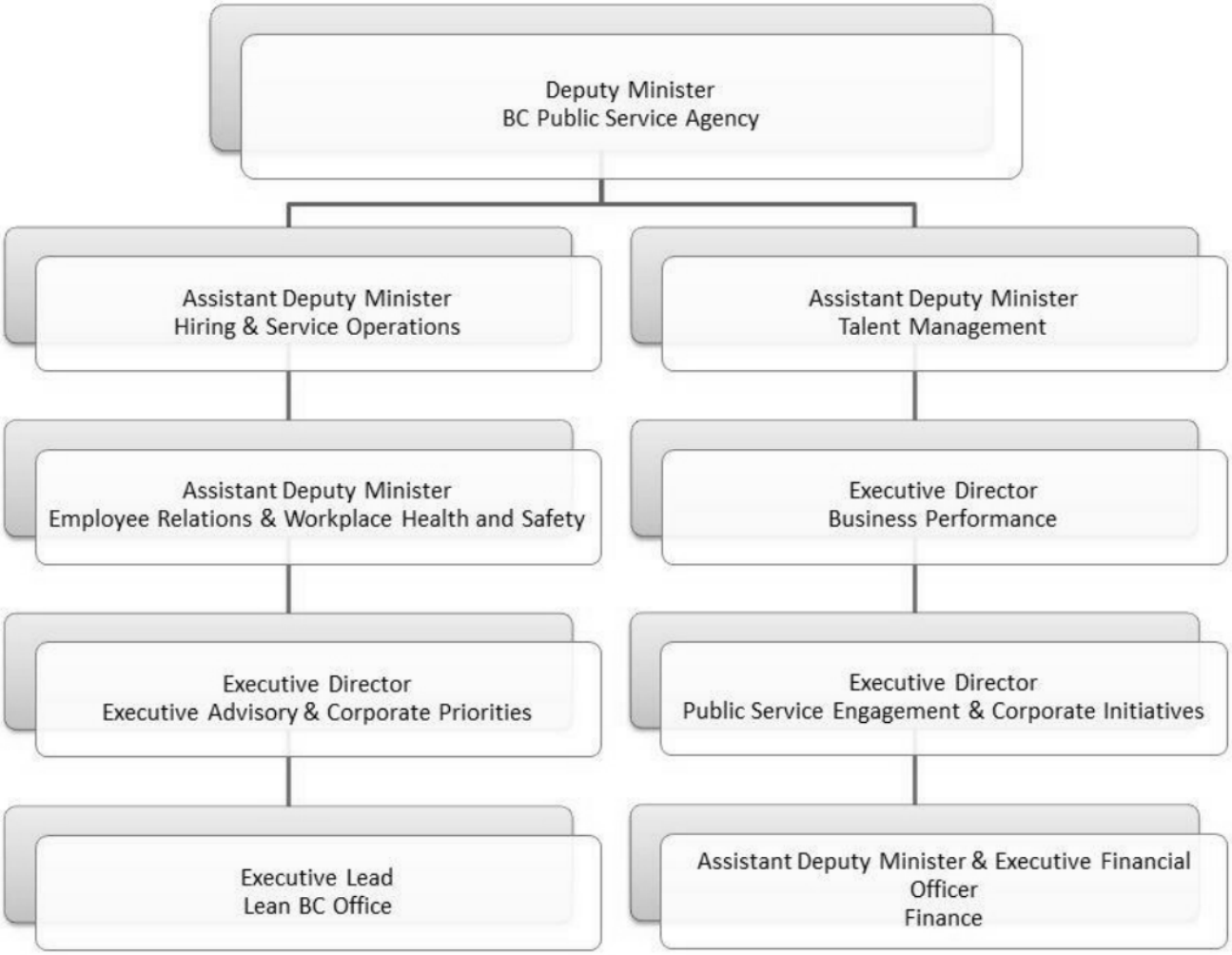
Big data and predictive analytics supports data-driven decision making and enable the public service to create services that meet the changing needs of clients and citizens.

Public sector data is a key asset, and when unlocked, supports research, program development, performance measurement, economic growth, and social program opportunities. With new business intelligence capabilities, ministries can identify and collect sufficient information to simplify, streamline and manage processes using both leading and lagging indicators where possible.

To Citizen's, the BC Public Service is perceived as a single organization, and they expect connected systems, policies and a high-level of professionalism. We must meet the needs of citizens in a timely and seamless manner, remain engaged in our work and recognize the contribution we make to our communities. Our corporate strategies, and a focus on enabling staff to contribute their best across the wide spectrum of services we provide, support a strong and vibrant British Columbia.

Organizational Structure

The organizational chart below shows the major business lines across the Agency.



Business Functions

As an organization, the Agency has refined its service delivery model over the past decade and has developed new products, services, and expertise to meet the growing expectations and changing needs of our workforce and clients. Our functions span from direct customer services to policy development to managing the financial, human resource and physical infrastructure of the Agency itself. Delivery of these functions is the core business of the Agency and the key to meeting our goals.

BC Public Service Agency Core Functions

Public Service Human Resource Planning, Legislation and Governance

- Public Service, LR & Benefit Plan Acts
- Workplace Safety Services
- Bargaining and Agreements
- Human Resource Strategy Development
- Corporate Policy

Human Resource Programs

- Hiring Program
- Pay and Benefits
- Organization design and classification
- Payroll Services
- Employee Relations
- Occupational Health & Return to Work Programs
- Corporate Systems (PeopleSoft, MyHR etc.)
- Executive Advisory & Organizational Development

Employee Development Programs

- Succession Management
- Leadership Development
- Learning
- Performance Management
- Coaching
- Conflict Management

Corporate Initiatives

- Communication, events and publications
- @Work information and engagement site
- PECSF
- Health Promotion Programs
- Lean BC

Agency Operations Support

- Strategic Planning
- People and Workplace Initiatives
- Financial Management
- Information Management & Technology
- Vendor Management
- Project Management
- Business Intelligence
- Knowledge Management
- Agency Lean
- Agency Marketing & Communications
- Records Management
- Facilities Management

2016/2017 Priority Improvement Opportunities

Business Function	Improvement Project	Methodology/approach	Expected Benefit
Hiring Services	Hiring process optimization	Lean improvement of services identified through time and motion analysis. Implement technology (updates and/or a new system) which supports modern hiring practices.	Reduced time for Agency hiring processes. Increased quality in recruitment.
Succession Management	Service Line Design for Succession Management	Lean process design used to create new service lines identified by the Succession Management Project Board and implementation of an integrated system to align talent with organizational needs.	High quality standards for new service and effective system to support identification and placement of the right person in the right role at the right time.
Conflict Management	Pilot efficiency review	Lean review of pilot process in advance of full program roll-out.	The conflict program incorporates learnings from the pilot and realizes efficiency and effectiveness in delivery of the full program.

Agency Goals, Objectives, Initiatives and Performance Measures

Goal 1: A trusted business partner delivering effective human resource services.

Objectives

1. Improve human resource service delivery processes to meet customer expectations for timeliness and quality.
2. Focus service delivery on priority business needs identified through analytics and workforce planning.
3. Improve customer trust and satisfaction with the reliability of core HR services.

Initiatives

- Continue to review processes and implement projects to improve hiring services to efficiently and effectively meet customer and client needs.
- Actively create, monitor and update information available in the Customer Relationship Management system to enable improved service and efficiency, and enhance the client experience.
- Develop and implement a plan to improve customer self-service options and resources.
- Implement new processes for employee relations services and investigations to improve efficiency and effectiveness.
- Implement policies, tools and practices within the Agency that support accountability, security and privacy best-practices in records stewardship.

Performance Measures				
Description	**Baseline 2015/16**	**2016/17**	**2017/18**	**2018/19**
Hiring Services Customer Rating:				
Staff provided sufficient support throughout.	74	≥80	≥90	≥90
I was satisfied with this service experience.	68	≥75	≥90	≥90
I was satisfied with the total amount of time taken to complete my request.	71	≥75	≥90	≥90
I was confident in the PSA's ability to handle my request.	75	≥80	≥90	≥90
I view the staff I dealt with as experts.	77	≥80	≥90	≥90
Total Compensation Customer Rating:				
Staff provided sufficient support throughout.	70	≥75	≥90	≥90
I was satisfied with this service experience.	69	≥75	≥90	≥90
I was satisfied with the total amount of time taken to complete my request.	66	≥75	≥90	≥90
I was confident in the PSA's ability to handle my request.	70	≥80	≥90	≥90
I view the staff I dealt with as experts.	74	≥80	≥90	≥90

Data Source: B.C. Public Service Agency. Survey results are collected continuously at the time the service is completed, with results aggregated and reported on a quarterly basis.

Goal 2: A Public Service that attracts, enables, develops and retains a highly skilled and professional workforce.

Objectives

1. Support clients to develop the commitment, capacity and capability in the workforce to meet business needs.
2. Support public service workplaces to be healthy, inclusive and productive.

Initiatives

- Develop a revitalized corporate human resource strategy with an increased emphasis on succession management, employee development and knowledge transfer to ensure the BC Public Service is able to meet citizen expectations and maintain public trust and confidence in government.
- Design and implement a comprehensive succession management program focused on leadership development and critical operational roles to ensure essential talent pipelines are built and the depth of talent is improved across the public service.
- Update existing and implement new learning programs in line with recommendations from the Learning Needs Assessment.
- Develop and implement a Health Strategy 2.0 that takes a proactive and preventative approach in supporting a healthy and productive workforce.
- Implement and refine conflict management services, including providing direct support and tools, to assist ministries in increasing their capacity to effectively manage disputes and conflict in the workplace.
- Build on the success of the Lean B.C. initiative and continue to emphasize ongoing improvement in the daily work of the Public Service.
- Begin to prepare for 2019 bargaining through consultation, identification of issues and development of policy positions.
- In partnership with MARR, develop a framework and supporting initiatives to build Public Service capacity in Aboriginal reconciliation.

Performance Measures				
Description	**Baseline**	**2016/17**	**2017/18**	**2018/19**
Absences related to illness and injury per FTE* (across the public service)	9 days (2012/13)	9 days	8.9 days	8.8 days
Succession Management Framework	N/A	Implement Framework** and at least 3 supporting initiatives	TBD	TBD
Conflict Management Services	N/A	Develop measurement model	TBD	TBD

Data Source: B.C. Public Service Agency

*For the purpose of this performance measure, absences refer to short term illness and non-occupational injuries.

**The Succession Management Framework will include a measurement model and specific measures (e.g. % of identified critical roles in government with succession management plans in place) for reporting progress in future years.

Goal 3: Strong people, processes and technology to effectively meet business needs.

This goal and its related objectives support the BC Public Service's corporate strategies of *Workforce Planning, Lean BC, and Citizens @ the Centre.* These corporate strategies have been directly imbedded within the Agency's plan to ensure integration into our business priorities and align our contribution to the Public Service meeting the expectations of citizens overall.

People Strategies and Workforce Planning

The Agency attracts, develops, enables and retains a professional workforce that is skilled, engaged and delivers the services British Columbians expect.

Objectives

1. Workforce planning is based on best practice and grounded in analysis of metrics.
2. The Agency's workforce has the commitment, capacity and capability and to deliver its mandate.

Initiatives

- Identify, through analytics, mission-critical positions and key stream priorities to meet medium- to long-term business priorities.
- Provide clarity of priorities and accountability for staff through performance plans aligned from the Agency level through to division, branch and individual accountabilities.
- Ensure Agency staff are trained in and practicing best practice standards in records management.
- Implement a Learning Plan that will support Agency staff to develop or expand capabilities to achieve BC Public Service, Agency, business unit and personal goals.

Performance Measures			
Description	**2016/17**	**2017/18**	**2018/19**
% of FTEs within the Agency where National Occupation Classification (NOC) codes have been assigned.	100%	100%	100%
Completion of workforce analysis to identify mission-critical positions and key stream priorities within the Agency.	To be completed using Stage 1 data and to establish baselines	To be completed using Stage 2 data	To be completed using Stage 3 data
Agency Learning Plan.	To be confirmed in first quarter of 2015/16	TBC	TBC

Lean BC – Process and Daily Management Improvement

The BC Public Service will embed a fully mature Lean culture within every ministry by 2018/19.

Objectives

1. The Agency continually implements a spectrum of improvements that support the delivery of human resource services and achieve benefits in time, cost or quality.
2. The Agency has capacity to practice Lean daily management and lead a spectrum of continuous improvement events.
3. Agency staff is engaged, empowered, supported and accountable to continually improve process to deliver value to British Columbians.

Initiatives

- Provide ongoing engagement, communication and training to all Agency staff to foster the culture of Lean.
- Identify and conduct Lean projects that are aligned to Agency strategic priorities, and prioritize Lean projects that support the KPI's and provide opportunities to stop doing or redirect work to create capacity to manage workloads.
- Empower staff to make Lean part of everyday work including providing training and support for Lean tools such as Huddle boards, Kanban, Standard Work, Gemba walks and Performance dashboards; and encourage reporting of Lean Where You Work events.
- Complete Standard Lean Projects (On Boarding, Accounts Payable, Account Processing).

Performance Measures			
Description	**2016/17**	**2017/18**	**2018/19**
Staff effort saved.	redirect 0.50% staff hours (3,864 hrs / $145,000)	redirect 0.75% staff hours (5,796 hrs / $220,000)	redirect 0.90% staff hours (6,955 hrs / $262,000)
# of active advanced lean practitioners per 100 FTE.	1.5 Advanced Practitioners/ 100 FTE's	1.75 Advanced Practitioners per 100 FTE's	2 Advanced Practitioners per 100 FTE's
# of implemented and reported Lean Where You Work improvements	Implement 60 improvement s	Implement 100 improvement s	Implement 100 improvements
Freedom of Information Requests: % of responses to Information Access Operations within the established timeframe (14 days)	100%	100%	100%
Freedom of Information Requests: % of responses receiving Executive sign off within the established timeframe (6 days) following Information Access Operations review.	100%	100%	100%

Citizens @ the Centre – Technology Investment

The BC Public Service Agency has made a concerted effort to transform Human Resource processes and systems, with a focus on improved self-service. Technology supports our pursuit of quality in two significant ways: through direct improvements to service delivery via new or improved systems; and through understanding the value of measurement and utilizing the information contained in our operational systems to make better business decisions.

Objectives

1. Improve the usability, efficiency, and effectiveness of government services by:
    - Streamlining: improving the integration, standardization and sharing of services and systems within and across ministries.
    - Modernizing: providing the services citizens want, when and how they want them, using digital tools and collaborative design and delivery.
    - Simplifying: making it easier to do business with government and improving the citizen experience of public services.

2. Adopt enabling technologies that:
    - Improve the availability, accessibility, and adoption of digital government services;
    - Encourage opportunities for service co-design and co-delivery;
    - Increase access to, and the value of, public data;
    - Enhance digital connectivity across the province; and
    - Leverage flexible infrastructure options, including cloud.

Initiatives

- PeopleSoft Human Capital Management (HCM) **-** An upgrade will be performed on the current PeopleSoft Human Capital Management (HCM), Time and Labour, Enterprise Learning Management and PeopleTools applications. This will provide additional innovative self-service features including mobility, and allows for a new way to manage PeopleSoft upgrade paths that will help adopt new functionality more easily and at a reduce cost.
- Customer Relationship Management (CRM) **-** Upgrading CRM to a current version will provide the foundation to build a more robust self-service model, including guided assistance, segmented audience information, and enhanced survey capabilities.
- Hiring System - Implement technology (updates and/or a new system) which supports modern hiring practices, including the ability to identify, develop and mobilize talent.

- Succession Management – A comprehensive corporate succession management framework is being developed in the Agency that will encompass better understanding supply and

demand and require advancement in measurement and technology. Once the framework has been approved the Agency will be completing a due diligence exercise and requirements gathering to determine the best technology.

- Time and Leave Mobility – This modernization project will be implementing a software solution that will enable managers and supervisors to approve time and leave requests from mobile devices on the new Time and Leave system while adhering to the current Device Strategy and Architecture and Standards policy.
- Encourage the broader public sector to leverage the investment in the human resource, payroll and technology services platform to create economies of scale and enable reinvestment in workforce initiatives.

Performance Measures

Description	2016/17	2017/18	2018/19
# of services delivered digitally	Establish baseline	TBD	TBD
# of data sets available through open data platforms (Data BC) or through other access channels.	Establish baseline	TBD	TBD

Note: Baselines to be established by Ministry of Technology, Innovation and Citizens' Services.

Appendix

Resource Summary

Core Business Area	2015/16 Restated Estimates[1]	2016/17 Estimates	2017/18 Plan	2018/19 Plan
Operating Expenses ($000)				
BC Public Service Agency	50,957	50,861	51,090	51,206
Benefits	1	1	1	1
Long Term Disability Fund special account	0	0	22,844	24,476
Total	**50,958**	**51,063**	**73,935**	**75,883**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
BC Public Service Agency	0	10	10	10
Total	**0**	**10**	**10**	**10**

BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

June 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue:

- Representation of Diverse Groups

Background:

- The BC Public Service (BCPS) supports Diversity and Inclusion with the goal of reflecting the communities we serve. We have a Corporate Diversity Strategy: *Reflecting Our Communities* to support this important goal.
- The 2017 Corporate Plan *Where Ideas Work* outlines many of the corporate diversity and inclusion initiatives we are committed to as an organization
- *Accessibility 2024 i*s a 10 year action plan to make BC more accessible for people with disabilities.

CURRENT STATISTICS: BASED ON MOST RECENT AVAILABLE STATISTICS 2015, WITH WES 2017 MORE RECENT STATS WILL BE AVAILABLE

- ABORIGINAL: We employ 786 Aboriginal people, representing 3.1% of our workforce. BC Aboriginal population 5.4%.
- PERSONS WITH DISABILITIES: We employ 976 persons with disabilities, representing 3.9% of our workforce. BC population 5.6%
- VISIBLE MINORITIES: We employ 3,471 people who are visible minorities, representing 13.9% of our workforce. BC population 27.3%
- WOMEN: We employ 15,410 women in the BCPS, representing 61.6% of our workforce. BC population 50.8%
- Lesbian, Gay, Bi, Trans, Queer, 2 Spirit (LGBTQ2S): We do not currently gather statistics for this group, but are exploring ways of capturing this information. (Estimated statistically at approx. 10% of population)

Discussion:

- The BCPS has not yet reached the goal of reflecting the citizens we serve, and we have many corporate initiatives underway to support this goal, provide visionary and change leadership, and are developing more corporate resources (see current statistics below)

Summary:

- The Executive Development and Diversity Branch in the BC Public Service Agency (Agency) takes a lead or supporting role in many diversity initiatives, and works with many other Agency business areas and other ministries to support the goals outlined in our corporate plans.
- We have updated our Human Resources policies to reflect the recent inclusion of “gender identity and expression” in the BC Human Rights Code, including support for gender neutral washrooms for Trans and Transitioning employees.

- We have developed a new guide to support Transitioning and Gender Diverse Employees and are developing a new guide to Inclusive Language for use across the BCPS to support a diverse and inclusive workplace.
- The branch also houses the Aboriginal Youth Internship Program (AYIP) going into its 11th year in September 2017 (217 Aboriginal Youth have completed the program) and the Work-Able Graduate Internship Program (Work-Able) going into its 3rd year in 2017 (9 interns first year, 13 interns second year, 15 interns 3rd year).
- Ongoing development of Marketing and Outreach activities to increase engagement with Aboriginal People including establishing partnerships and targeted marketing for job opportunities. Current efforts include BCPS representation at Aboriginal community events and partnerships with Friendship Centres to directly market job opportunities.
- Building Capacity in Aboriginal Reconciliation in the Public Service (BCARPS) is working on initiatives to support the recruitment, retention and development of Aboriginal People in the BCPS.
- Under the BCARPS initiative, we are working in partnership with the Ministry of Aboriginal Relations and Reconciliation to support the Innovative Young Indigenous Leaders Symposium June 24-27 in Vancouver to promote Executive attendance at this reconciliation engagement.
- British Columbia has led the development of Aboriginal Relations Behavioral Competencies in partnership with Aboriginal communities, which support the hiring of more Aboriginal People at all levels in government. We are focusing on full implementation of the competencies.
- We have a new workshop in Managing in the BC Public Service on Inclusive Leadership Practice that includes information on unconscious bias and developing indigenous competency.

Recommended By
Sasha Hobbs, Director
Executive Development and Diversity

Approved By
Alison Paine, ADM
Talent Management Division

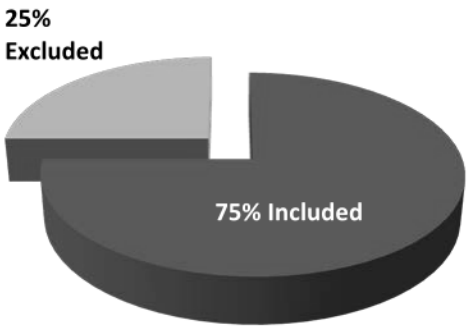
BC Public Service Human Resources Statistics

Current Headcount (March, 2017):

26,763 employees

In the last decade, the *peak* headcount was **27,423** in 2009

The *lowest* was in **23,942** in 2007



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

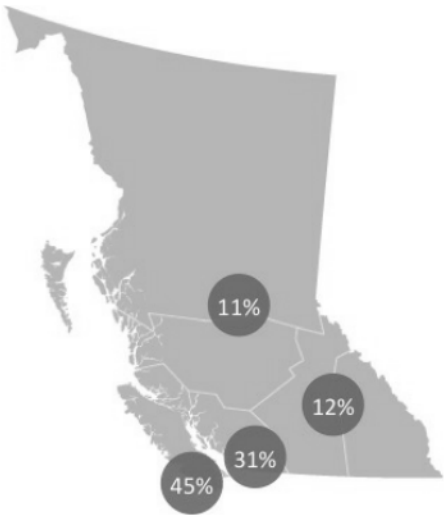
- The **regional distribution** of our workforce has been largely the same over time.
- The **ratio of excluded to included** has remained stable with only ~1% variance over the past five years.
- Our **job classification groupings** and size relative to one another has also remained stable.

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, but the gradual aging of our workforce has.

Changing size of the BC Public Service

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Headcount	23,942	25,726	27,423	26,619	25,968	25,985	25,698	25,497	25,353	26,167	26,763

Employee Regions



BC Public Service employees are located throughout the Province in the proportions shown on the map. The largest two regions are the Capital Region District, with 10,954 employees, making up 41%, and Greater Vancouver Regional District, with 6,521 employees making up 24% of the total.

Classification Groups

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

The majority of BC Public Service positions are within administrative support, even though this classification has undergone the largest net decrease. The two groups Health, Education and Social Work, and Senior Admin & Research have undergone steady increases over the decade.

Classification Group	2007	2012	2017
Admin Support	5156	4974	**4632**
Management (business leaders)	4004	4458	**4609**
Health, Education & Social Work	3911	4566	**4530**
Senior Admin & Research	2522	3392	**3811**
Science & Technical Officers	3256	3187	**3310**
Enforcement & Corrections	2060	2378	**2594**
Information Technology	1044	1152	**1175**
Finance & Economics	975	876	**1066**
Legal Counsel	690	756	**791**
Assistant Deputy Minister	126	112	**111**
Trades & Operations	158	99	**94**
Deputy Minister	40	35	**40**
Grand Total	23, 942	25, 985	**26, 763**

BC Public Service Demographics

Age composition

The average age in the BC Public Service is currently over 45.8 years old with more than 13.8 years of service (as of March, 2017). The gradual increase in both average age of our workforce and years of service from 2009-2015 began to reverse in 2015-16 with increased hiring and growth.

The BC Public Service average age is consistent with other Canadian public service jurisdictions, where the average employee age has been 45-46 years of age for the past five years, increasing slightly each year.

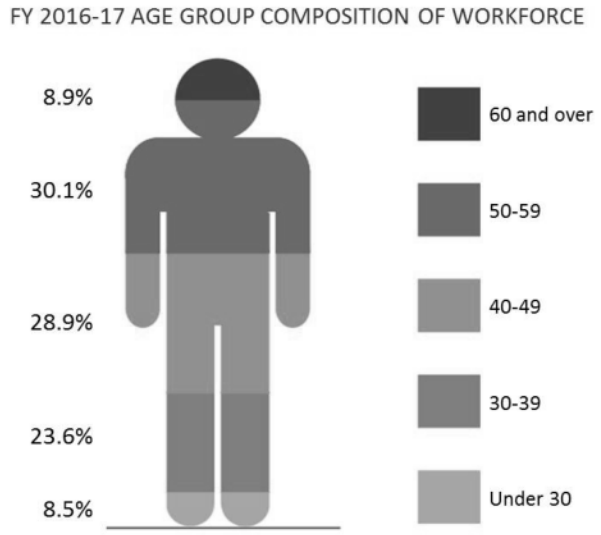
FY 2016-17 AVERAGE

years of age:

45.8

years of service:

13.8



Two age groups have grown in the last decade. There is a larger proportion of under 30's than any other fiscal year except in 2008/2009. During this time there was a target focus on hiring under 30's, which increased this segment from 4.8% in 2007 to 8.9% in 2009. The percentage has remained at around 7% since then with a slight increase last fiscal.

The BC Public Service now has a bigger proportion of over 60s than any other time in the past decade, likely due in part to the abolishment of mandatory retirement and to the 2008/2009 economic downturn (and lack of financial readiness to retire).

Diversity groups

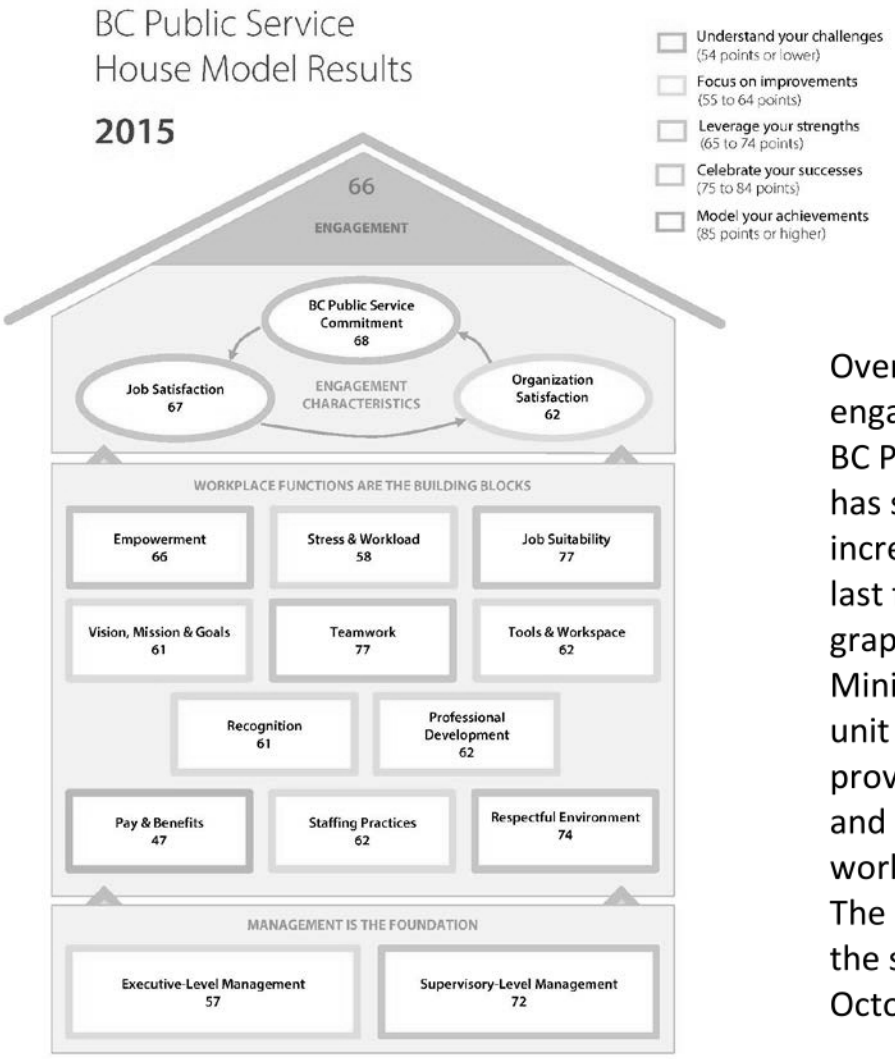
Diversity information is collected through the BC Public Service Work Environment Survey (WES). Therefore, statistics shown only include those who responded to the biennial survey, and to the self-identification questions.

In 2015, 14% of those who answered the WES, self-identified as a visible minority, an increase over 2013. Across all categories, the available workforce is higher than representation in the BC Public Service.

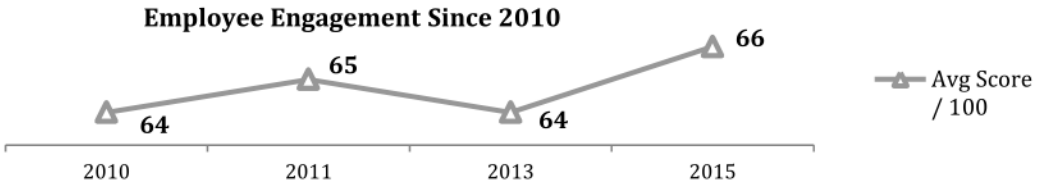
The BC Public Service Agency's *Aboriginal Youth Internship* and the *Work-Able Graduate Internship Programs* aim to increase representation in both the aboriginal and persons with disabilities categories.

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 (October, 2015) are shown below. Aggregated employee responses are represented as average scores out of 100.



Overall employee engagement in the BC Public Service has seen a slight increase over the last few years (see graph below). Ministry and work unit level results provide more detail and variation across workplace topics. The next fielding of the survey is October, 2017



PROVINCE OF BRITISH COLUMBIA

FORTIETH ANNUAL REPORT

pursuant to the

PUBLIC SERVICE BENEFIT PLAN ACT

YEAR ENDED MARCH 31, 2016

Clerk Legislative Assembly
RECEIVED
MAR 13 2017
VICTORIA, B.C.

Honourable Michael de Jong
Minister of Finance

Dear Minister de Jong:

I am pleased to submit the Annual Report of the business done by the BC Public Service Agency pursuant to the *Public Service Benefit Plan Act* during the fiscal year ended March 31, 2016.

Respectfully submitted,

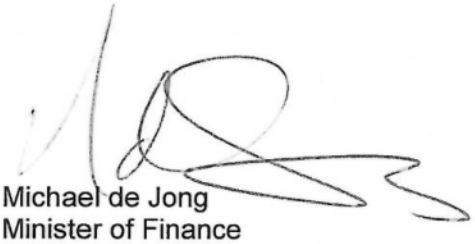
Lori Halls
Deputy Minister

February 2, 2017

To: The Honourable Judith Guichon
Lieutenant-Governor of the Province of British Columbia

YOUR HONOUR:

The undersigned respectfully submits the Annual Report of the business done pursuant to the *Public Service Benefit Plan Act* during the fiscal year ended March 31, 2016.



Michael de Jong
Minister of Finance

February 2, 2017

INTRODUCTION

This annual report represents business completed under the *Public Service Benefit Plan Act* during the 2015/2016 fiscal year.

The *Public Service Benefit Plan Act* was introduced in 1976. The Act was designed to allow contracts to be made with insurers in providing a variety of health benefits, dental benefits and long term disability benefits programs to employees in the public service.

The BC public service and other participating employers receive benefits under the Act. Details of the insurance arrangements of each benefit plan and the participating employers are set out in the *Public Service Benefit Plan Act* regulations. The benefit plans are funded through a Benefits Vote that recovers the costs from ministries (and some participating employers) in the form of a charge back as a percentage of payroll. Other participating employers pay the actual costs or premiums for the benefits provided to their employees, plus a 3% management fee.

This annual report includes the Flexible Benefits Program for excluded employees which allow employees to choose benefit coverage that best fits their needs. There are approximately 6,700 employees covered under the Flexible Benefits Program. The Flexible Benefits Program provides employer funded level of coverage for basic medical, extended health, dental, and employee basic life insurance. Optional coverage includes: Health Spending Account; Optional Family Funeral Benefit, Optional Life Insurance and Optional Accidental Death and Dismemberment (AD&D) Insurance for employees and their families.

PARTICIPATING EMPLOYERS

Employers participating in some, or all, of the employee benefits plans include:

- Province of British Columbia
- Members of the Legislative Assembly
- BC Freshwater Fisheries Society
- BC Innovation Council
- BC Investment Management Corporation
- BC Oil and Gas Commission
- BC Securities Commission
- BC Utilities Commission
- British Columbia Excluded Employees' Association
- British Columbia Ferry Services Inc.
- British Columbia Government and Service Employees' Union
- British Columbia Pension Corporation
- British Columbia Treaty Commission
- Broadmead Care Society
- Business Practices and Consumer Protection Authority
- Community Living BC
- Constituency Assistants
- First Peoples' Heritage, Language and Culture Council
- Forest Practices Board
- Government House
- Habitat Conservation Trust Foundation
- Islands Trust
- Labour Relations Board
- Partnerships British Columbia
- Professional Employees Association
- Public Sector Employers' Council
- Royal BC Museum
- Transportation Investment Corporation
- Workers' Compensation Appeal Tribunal

PUBLIC SERVICE BENEFIT PLAN ACT

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Schedule 3 - 5 Year Comparative Analysis

PART V — LONG TERM DISABILITY PLAN
Summary
Schedule 1 - Claims Analysis
Schedule 2 - Statement of Financial Position
Schedule 3 – Statement of Operations and changes in Net Financial position
Schedule 4 - 5 Year Comparative Analysis

PUBLIC SERVICE BENEFIT PLAN ACT

PART I

MEDICAL SERVICES PLAN OF BRITISH COLUMBIA

For the Year
April 1, 2015 to March 31, 2016

PUBLIC SERVICE BENEFIT PLAN ACT

MEDICAL SERVICES PLAN OF BRITISH COLUMBIA

SUMMARY OF BENEFITS AND PREMIUMS

For the Year
April 1, 2015 to March 31, 2016

Benefits:

The Medical Services Plan provides medically required services of physicians or surgeons. Other Ministry of Health benefits include coverage for hospital accommodations, hospital services and expenses such as laboratory tests, and partial reimbursement of specific medications.

Enrolment:

Enrolment numbers on March 31, 2016 totaled 24,820 which include active employees and those on long term disability.

Financial Arrangement:

The Medical Services Plan expense is based on a monthly premium arrangement. This benefit is 100% employer paid. The monthly premiums for the reporting period were:

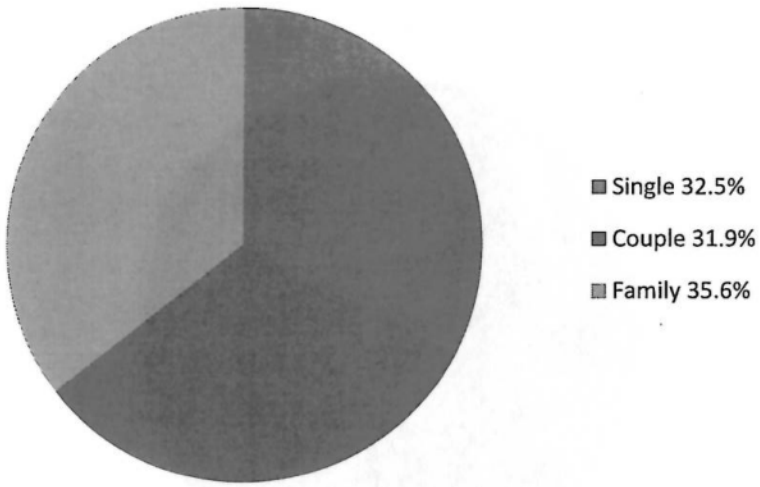
	Single	Couple	Family
Effective January 1, 2015	$72.00	$130.50	$144.00
Effective January 1, 2016	$75.00	$136.00	$150.00

Carrier:

Medical Services Plan of British Columbia

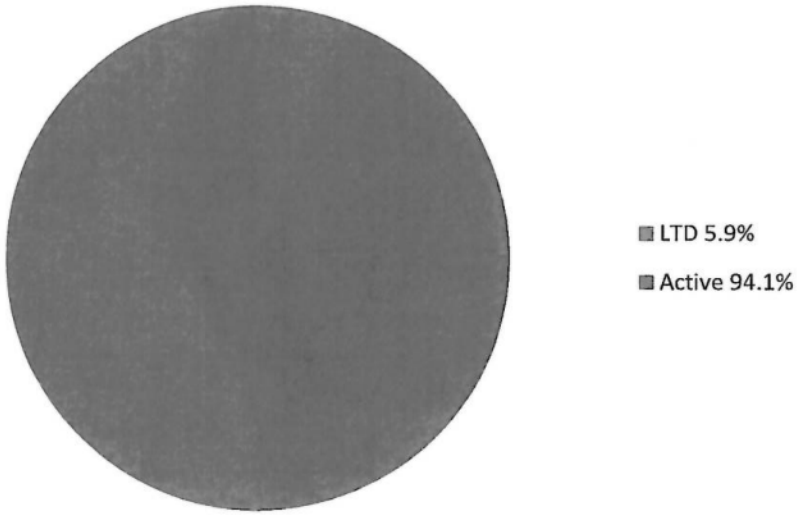
PUBLIC SERVICE BENEFIT PLAN ACT
MEDICAL SERVICES PLAN
SCHEDULE NO. 1
PARTICIPATION ANALYSIS
As At March 31, 2016

	Single	Couple	Family	Total
BC Public Service Active Employees	7,349	7,303	8,568	23,220
Long Term Disability (LTD) Recipients	727	615	258	1,600
Total	**8,076**	**7,918**	**8,826**	**24,820**



PUBLIC SERVICE BENEFIT PLAN ACT
MEDICAL SERVICES PLAN
SCHEDULE NO. 2
GROSS EXPENDITURES ANALYSIS
For the Year April 1, 2015 to March 31, 2016

Total Expense		**$35,071,542**
BC Public Service Active Employees	$33,001,401	94.1%
Long Term Disability (LTD) Recipients	$2,070,141	5.9%
Total	**$35,071,542**	**100.0%**



PUBLIC SERVICE BENEFIT PLAN ACT
MEDICAL SERVICES PLAN
SCHEDULE NO. 3
GROSS EXPENDITURE
5 YEAR COMPARATIVE ANALYSIS

Cost Factors:

Medical Services Plan costs are premium based and change according to the number of members covered, and by the status of those members. Costs are affected by the total number of employees and dependents enrolled in the plan and the mix of single, couple and family coverage.

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Percentage Change 2015 to 2016
Active	$28,272,768	$31,299,269	$30,748,603	$31,609,943	$33,001,401	4.4%
LTD	$1,721,921	$1,867,615	$1,924,822	$1,986,247	$2,070,141	4.2%
Total	**$29,994,689**	**$33,166,884**	**$32,673,425**	**$33,596,190**	**$35,071,542**	**4.4%**

PUBLIC SERVICE BENEFIT PLAN ACT

PART II

EXTENDED HEALTH CARE

For the Year
April 1, 2015 to March 31, 2016

PUBLIC SERVICE BENEFIT PLAN ACT

EXTENDED HEALTH CARE PLAN

SUMMARY OF BENEFITS AND CLAIMS

For the Year
April 1, 2015 to March 31, 2016

Benefits:

The Extended Health Care Plan partially reimburses specified medical expenses which are not covered by the Medical Services Plan or the Pharmacare program. Eligible expenses include: charges for prescription drugs, the cost of emergency ambulance services, fees of a Physiotherapist, Chiropractor, Naturopathic Physician or Registered Psychologist. The benefit also provides partial reimbursement of eyeglasses, hearing aids, and reasonable charges for physicians in emergency cases while traveling outside British Columbia.

Excluded employees under the flexible benefits program may choose from five extended health options along with the opportunity to contribute to a Health Spending Account.

Enrolment:

Enrolment numbers on March 31, 2016 totaled 37,761, which includes public service employees (active and on Long Term Disability), and employees from other participating employer groups.

Financial Arrangement:

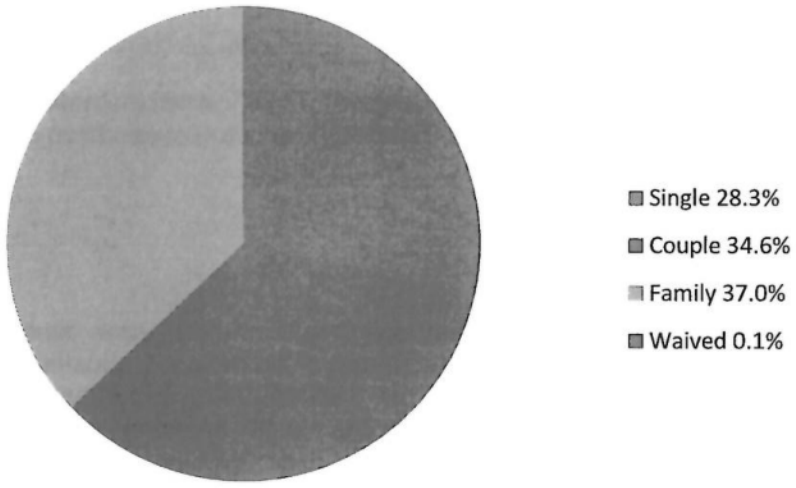
The Extended Health Care Plan is financed on a "cost-plus" basis, consisting of an administration charge (based on a percentage of claims paid), plus time, materials, postage, and interest costs. Effective April 1, 2015, the extended health administration charge is 2.81% of paid claims and 5% for the Health Spending Account.

Claims Administrator:

Pacific Blue Cross

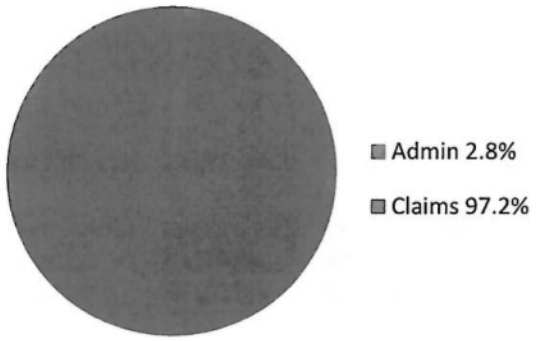
PUBLIC SERVICE BENEFIT PLAN ACT
EXTENDED HEALTH CARE PLAN
SCHEDULE NO. 1
PARTICIPATION ANALYSIS
As At March 31, 2016

	Single	Couple	Family	Waived	Total
BC Public Service Active Employees	8,607	10,446	11,665	30	30,748
Other Participating Employers	1,443	1,778	1,970	2	5,193
Long Term Disability Recipients	644	828	347	1	1,820
Total	**10,694**	**13,052**	**13,982**	**33**	**37,761**

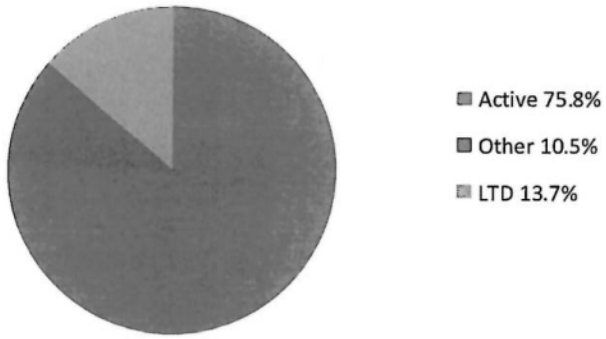


PUBLIC SERVICE BENEFIT PLAN ACT
EXTENDED HEALTH CARE PLAN
SCHEDULE NO. 2
CLAIMS ANALYSIS
For the Year April 1, 2015 to March 31, 2016

Total Expense	**$35,929,968**
Claims	$34,947,931
Administration	$982,037
Total	**$35,929,968**



BC Public Service Active Employees	$27,219,580
Other Participating Employers	3,781,458
Long Term Disability (LTD) Recipients	4,928,930
Total	**$35,929,968**



PUBLIC SERVICE BENEFIT PLAN ACT
EXTENDED HEALTH CARE PLAN
SCHEDULE NO. 3
GROSS EXPENDITURE
5 YEAR COMPARATIVE ANALYSIS

Cost Factors:

Extended Health Care costs such as drugs, medical equipment, eyeglasses, hearing aids, diabetic supplies, physiotherapy and other expenses are increasingly used as the population ages. These costs are being impacted by the increased use, and frequency of use of the services. Costs are impacted by the number of employees and dependents covered under the plan. Drugs not reimbursed under other programs and new drugs including significant medical breakthroughs are much more expensive.

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Percentage Change 2015 to 2016
Active	$26,118,440	$25,620,067	$24,247,425	$26,878,242	$27,219,580	1.3%
Other	3,548,006	3,018,271	3,268,044	3,517,319	3,781,458	7.5%
LTD	4,604,656	4,541,849	4,770,010	4,550,252	4,928,930	8.3%
Total	**$34,271,102**	**$33,180,187**	**$32,285,479**	**34,945,813**	**$35,929,968**	2.8%

PUBLIC SERVICE BENEFIT PLAN ACT

PART III

DENTAL PLAN

For the Year
April 1, 2015 to March 31, 2016

PUBLIC SERVICE BENEFIT PLAN ACT

DENTAL PLAN

SUMMARY OF BENEFITS AND CLAIMS

For the Year
April 1, 2015 to March 31, 2016

Benefits:

The Dental Plan provides financial assistance for basic dental expenses incurred by eligible employees as follows:

Basic Services – 100%	Major Services – 65%	Orthodontics – 55%
Diagnostic services	Crowns	Orthodontics
Preventive services	Bridges	
Endodontics	Dentures	
Periodontic services		
Oral surgery		
Restorative services		
Prosthetic repair services and relines		

The percentage of expenses covered, based on the Pacific Blue Cross fee schedule and fee guide, are Basic Services 100%, Major Services 65% and Orthodontics 55%.

Excluded employees in the flexible benefits program may choose from 6 options for dental coverage.

Enrolment:

Enrolment numbers on March 31, 2016 totaled 37,065, which includes public service employees (active and on Long Term Disability), and employees from other participating employer groups.

Financial Arrangement:

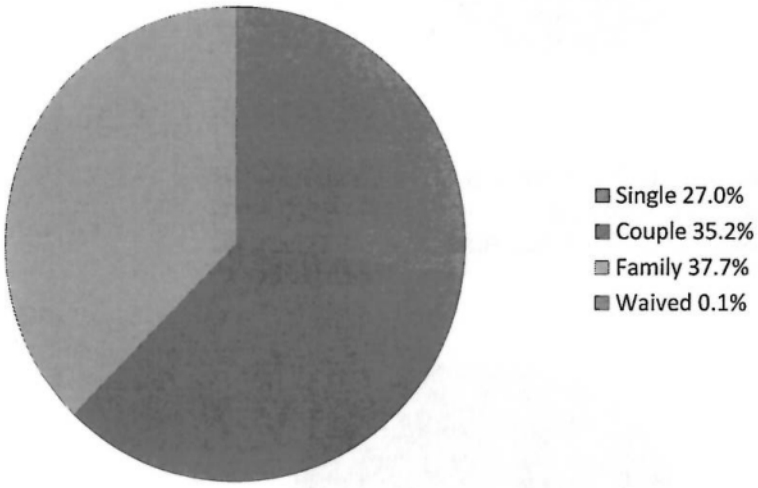
The Dental Plan is financed on a "cost-plus" basis, consisting of an administration charge (based on a percentage of claims paid), plus time, postage, materials, and interest costs. Effective April 1, 2015, the dental administration charge is 2.24% of paid claims.

Claims Administrator:

Pacific Blue Cross

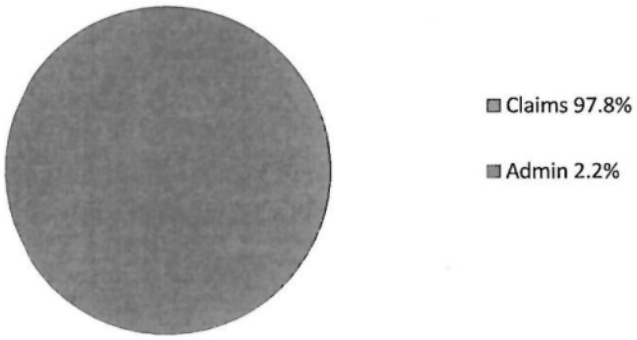
PUBLIC SERVICE BENEFIT PLAN ACT
DENTAL PLAN
SCHEDULE NO. 1
PARTICIPATION ANALYSIS
As At March 31, 2016

	Single	Couple	Family	Waived	Total
BC Public Service Active Employees	7,935	10,428	11,648	46	30,057
Other Participating Employers	1,443	1,778	1,968	0	5,189
Long Term Disability Recipients	645	825	346	3	1,819
Total	**10,023**	**13,031**	**13,962**	**49**	**37,065**

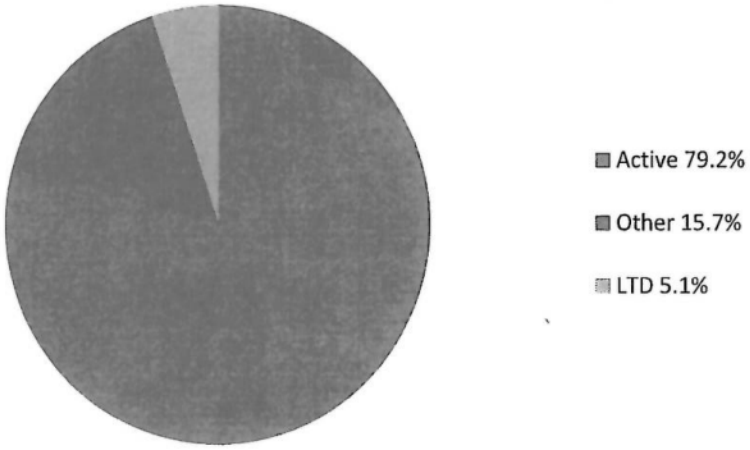


PUBLIC SERVICE BENEFIT PLAN ACT
DENTAL PLAN
SCHEDULE NO. 2
PARTICIPATION ANALYSIS
As At March 31, 2016

Total Expense	**$40,154,447**
Claims	$39,274,694
Administration	879,753
Total	**$40,154,447**



BC Public Service Active Employees	$31,784,219
Other Participating Employers	6,310,323
Long Term Disability (LTD) Recipients	2,059,905
Total	**$40,154,447**



PUBLIC SERVICE BENEFIT PLAN ACT
DENTAL PLAN
SCHEDULE NO. 3
GROSS EXPENDITURE
5 YEAR COMPARATIVE ANALYSIS

Cost Factors:

Dental Plan costs are affected by the number of employees and dependents enrolled in the plan and the amount the plan is used. The utilization rates are affected by the demographics of the plan members. Reimbursement is made in accordance with the Pacific Blue Cross Dental Fee Schedule which is adjusted annually. Changes to the Plan coverage are reflected in the costs.

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Percentage Change 2015 to 2016
Active	$32,936,875	$34,064,991	$33,303,860	$31,662,376	$31,784,219	0.4%
Other	$6,632,582	5,638,401	6,436,834	5,327,638	6,310,323	18.4%
LTD	$2,045,148	2,068,362	2,159,144	2,037,738	2,059,905	(1.1%)
Total	**$41,614,605**	**$41,771,753**	**$41,899,838**	**$39,027,752**	**$40,154,447**	(2.9%)

PUBLIC SERVICE BENEFIT PLAN ACT

PART IV

GROUP LIFE INSURANCE PLAN

For the Year
April 1, 2015 to March 31, 2016

PUBLIC SERVICE BENEFIT PLAN ACT

GROUP LIFE INSURANCE PLAN

SUMMARY OF PREMIUMS AND BENEFITS

For the Year
April 1, 2015 to March 31, 2016

Benefits:

Upon the death of an insured employee, the Group Life Insurance Plan provides a payment to that employee's designated beneficiary or estate.

For employees in the traditional benefit program, the basic life insurance coverage is a multiple of the employee's annual salary computed at either two or three times the annual salary, which is determined by their employment category. Minimum coverage levels are $40,000 (Nurses), $65,000 (BC Ferry Services Inc.) or $80,000 (all others). This group is also able to purchase optional spouse and dependent life insurance.

For employees under the flexible benefits program, three levels of basic employee life insurance coverage are available: $25,000, $80,000 or 3 times annual salary with a minimum of $80,000 of coverage. The flexible benefits program also offers additional optional insurance including employee/spouse/child life insurance, family funeral benefit, and employee/spouse/child Accidental Death and Dismemberment insurance.

Claims Experience:

There were 80 life claims and 31 optional spouse and dependent claims during the fiscal year ending March 31, 2016. The total cost of claims including terminally ill advances was $14,747,935. Enrolment is mandatory for all eligible public service employees and employees of other participating employer groups.

Financial Arrangement:

The Group Life Insurance Plan is financed on a premium basis. The cost of this benefit is shared between the employee and the employer, with the employer paying the premium for the minimum coverage level and the employee paying the premium for coverage in excess of the minimum.

The premium rate for the plan is reviewed annually by Great-West Life to determine whether the premiums are at a sufficient level to cover future life insurance claims. On January 1, 2016, the monthly premium paid by both the employer and employees increased from 17¢ per $1,000 to 18¢ per $1,000 of insurance.

The carrier retention fee includes a general expense of 0.25% of billed premiums, profit of 0.25% of billed premiums, plus $178 per life claim.

Carrier:

The Great-West Life Assurance Company

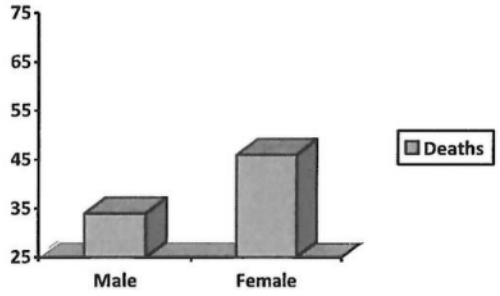
PUBLIC SERVICE BENEFIT PLAN ACT
GROUP LIFE INSURANCE PLAN
SCHEDULE NO. 1
CLAIMS ANALYSIS
For the Year April 1, 2015 to March 31, 2016

Cost

Amount of Claims:	$13,494,000
Amount of Advances:	$1,253,934
Total	**$14,747,934**

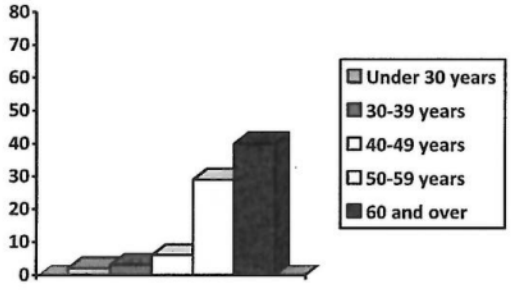
Gender Analysis

Male	34
Female	46
Total	**80**



Age at Death

Under 30 years	2
30-39 years	3
40-49 years	6
50-59 years	29
60 years plus	40
Total	**80**



PUBLIC SERVICE BENEFIT PLAN ACT
GROUP LIFE INSURANCE PLAN
SCHEDULE NO. 2
FINANCIAL SUMMARY
For the Year Ending March 31, 2016

FUNDING

Premiums	$ 15,766,980
Surplus Funds used for Partial Premium Holiday	(849,998)
Interest Received on Surplus	87,272
Interest on Cash Flow	201,825
Interest on Segregated Funds	60,286
Total	**$ 15,266,365**

EXPENDITURES

Employee Death Claims	$13,494,000
Disabled Life Death Claims	0
Dependent Death Claims	283,000
Advance Payments	1,253,934
Dismemberment Claims	0
Conversion Charges	144,768
Interest on Claim Payments	13,014
Assurance Company Retention	98,525
Benefit Premium Tax	307,866
Total	**$15,595,107**
Fund Balance at Beginning of Year	$15,932,539
Net Gain/(Loss)	(328,742)
Fund Balance at End of Year	**$15,603,797**

RESERVES

	Advanced Death Claim Reserve	Callable Refund Deposits	Surplus	Fund Balance
Beginning Balance	$1,701,000	$3,046,606	$11,184,934	**$15,932,539**
Increase/(Decrease)	206,786	895,139	(1,430,667)	**(328,742)**
Ending Balance	$1,907,786	$3,941,745	$9,754,267	**$15,603,797**

PUBLIC SERVICE BENEFIT PLAN ACT
GROUP LIFE INSURANCE PLAN
SCHEDULE NO. 3
TOTAL CLAIMS
5 YEAR COMPARATIVE ANALYSIS

Cost Factors:

The total cost is determined by the number of employee death and advance payment claims and the amount of each claim. The benefit formula is based on salary, therefore as salaries increase, the cost of the claims increases.

Year	Number of Claims	Total Amount of Claims	Percentage Change to to Total Amount of Claims
2011/2012	107	$15,999,016	19.7%
2012/2013	89	$14,218,618	(11.1%)
2013/2014	93	$15,415,380	8.4%
2014/2015	85	$14,375,116	(6.7%)
2015/2016	80	$14,747,935	2.6%

PUBLIC SERVICE BENEFIT PLAN ACT

PART V

LONG TERM DISABILITY PLAN

For the Year
April 1, 2015 to March 31, 2016

PUBLIC SERVICE BENEFIT PLAN ACT

LONG TERM DISABILITY PLAN

SUMMARY OF BENEFITS AND CLAIMS

For the Year
April 1, 2015 to March 31, 2016

Benefits:

The Long Term Disability Plan provides income to employees who become totally disabled due to illness or injury. Benefits are payable after the employee has been totally disabled for at least six months.

Employee Group	Monthly Benefit (on average)
Bargaining unit employees	70% of the first $2,300 of monthly earnings and 50% of the monthly earnings above $2,300.
Excluded employees	70% of the first $2,600 of monthly earnings and 50% of the monthly earnings above $2,600.
BC Ferry Services Inc. (bargaining unit employees only)	68.3% of the first $2,200 of monthly earnings and 50% of the monthly earnings above $2,200.
Judges	70% of the regular gross monthly earnings.

Employees on long term disability continue to accrue pensionable service and are covered by the Group Life Insurance Plan, Dental Plan, Extended Health Care Plan and Medical Services Plan. All are covered by the LTD Fund.

Claims Experience:

Open claims on March 31, 2016 totaled 1,860. This benefit is extended to eligible public service employees and to employees of other participating employer groups. There is no enrolment process prior to receipt of a long term disability claim for adjudication.

Financial Arrangement:

The Long Term Disability Plan is funded through employer contributions based on a percentage of payrolls using an independent actuarial review of experience. This benefit is 100% employer paid.

The Long Term Disability Plan pays any required contributions to continue the employee coverage under the Group Life Insurance Plan, Dental Plan, Extended Health Care Plan and Medical Services Plan.

Service Provider:

The Great-West Life Assurance Company

PUBLIC SERVICE BENEFIT PLAN ACT
LONG TERM DISABILITY PLAN
SCHEDULE NO. 1
4 YEAR COMPARATIVE CLAIMS ANALYSIS
For the Year April 1, 2015 to March 31, 2016

	2012/2013	2013/2014	2014/2015	2015/2016
Active Claims as at April 1	1,878	1,944	1,923	1,889
Approved/Re-opened claims	498	453	508	493
Resolved claims	432	474	542	522
Active Claims as at March 31	1,944	1,923	1,889	1,860

PUBLIC SERVICE BENEFIT PLAN ACT
LONG TERM DISABILITY PLAN
SCHEDULE NO. 2
STATEMENT OF FINANCIAL POSITION
AVAILABLE FOR BENEFITS
AS AT MARCH 31, 2016

($ thousands)

ASSETS		
Cash	$	1,400
Accounts Receivable		541
Prepaid expenses		9
Dues From Other Government Organizations		712
Dues from Province		9,009
Investments		588,845
Assets	**$**	**600,516**
LIABILITIES		
Accounts Payable		2,123
Actuarial value of accrued LTD benefits		360,378
Liabilities	**$**	**362,501**
ACCUMULATED SURPLUS (DEFICIT)	**$**	**238,015**

The LTD Plan is funded through employer contributions. The contributions are deposited in the LTD fund operating account and invested by BC Investment Management Corporation. Reserves are established and maintained based on actuarial valuation.

PUBLIC SERVICE BENEFIT PLAN ACT
LONG TERM DISABILITY PLAN
SCHEDULE NO. 3
STATEMENT OF OPERATIONS AND CHANGES IN NET FINANCIAL POSITION
FOR THE YEAR ENDED MARCH 31, 2016

	Province of BC*	Other Participating Organizations	Total
	($ thousands)	($ thousands)	($ thousands)
INCREASE IN ASSETS			
Net Investment Income	$ (6,644)	$ (482)	$ (7,126)
Employers' Contributions	36,412	3,804	40,216
Total Increase in Assets	**$ 29,768**	**$ 3,322**	**$ 33,090**
DECREASE IN ASSETS			
Disability Benefits	$ 40,112	$ 4,601	$ 44,712
Contributions to Other Employee Benefit Plans**	8,806	1,008	9,815
Net Change in Actuarial Liability for Plan Benefits	2,594	(451)	2,143
Program Administration Expenses	2,284	270	2,554
Rehabilitation Program Expenses	64	0	64
Claims Administration Expenses	1,375	153	1,528
Fund Management Fees	421	33	454
Bad Debt Expense	45	1	46
Claims Review Committee Expenses	329	47	376
Total Decrease in Assets	**$ 56,030**	**$ 5,662**	**$ 61,692**
EXCESS (DEFICIENCY) OF INCOME OVER DISBURSEMENTS	**$ (26,262)**	**$ (2,340)**	**$ (28,602)**

*Includes Liquor Distribution Branch and B.C. Mental Health Society Forensic Psychiatric Services
**As reflected in other benefit sections of this report

PUBLIC SERVICE BENEFIT PLAN ACT
LONG TERM DISABILITY PLAN
SCHEDULE NO. 4
GROSS EXPENDITURE
5 YEAR COMPARATIVE ANALYSIS

Cost Factors:

Year	Gross Expenditure	Percentage Change
2011/2012*	$48,680,000	(20.7%)
2012/2013	$65,700,000	35.0%
2013/2014	$63,500,000	(3.4%)
2014/2015	$62,805,000	(1.1%)
2015/2016	$61,692,000	(1.8%)

*There were decreases in Long Term Disability expenditures in 2011/2012 due to a reduction in the value of the actuarial liability of LTD claims of the Plan.

BRITISH COLUMBIA
BC Public Service

Where ideas work

Transition Briefing Note

BC Public Service Agency

May 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
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) Branch which 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. The promotion of this approach has been advocated by the Center for Disease Control (US), National Institutes for Safety and Health and the American College of Occupational and Environmental Medicine. It is seen as a key strategy in managing associated safety and health risks of an ageing workforce.

- 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.

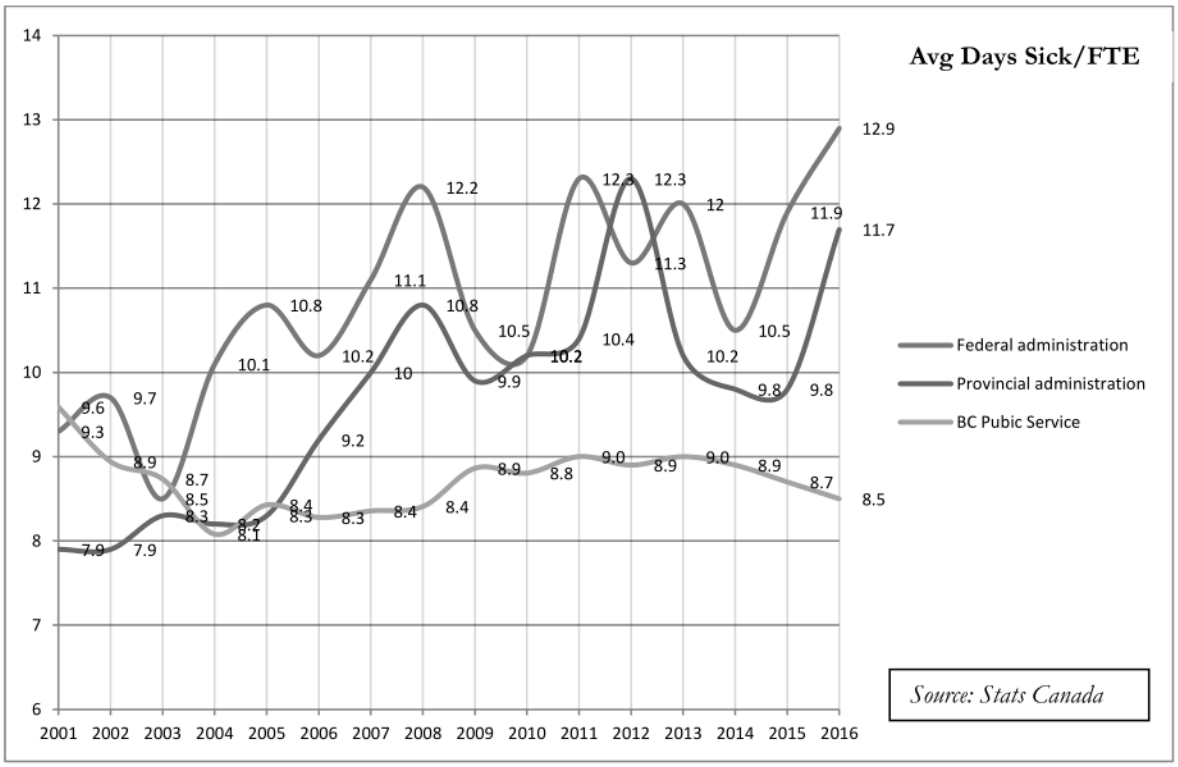
- A key focus currently is delivering helpful, actionable information to managers and leaders to intervene early; engaging the workforce in future health planning; and understanding more fully the current risks and impacts of existing programing.

- 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* is included in the 2016 Corporate Plan. It reflects that organizational leadership, attention, services, skill development and measurement lead to positive health and safety results and outcomes.

- The strategy addresses risks arising from an aging workforce and a high prevalence of chronic disease (primary issues are mental health and musculoskeletal issues). This health strategy focus will assist in improving health and safety performance that has resulted in disability benefit savings between $19 and $24 million annually when compared to benchmarks. Sick days per FTE for the BC Public Service are significantly lower than other Canadian public administrations.



- 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.

- Corporate-wide services focus on early intervention and support and triage of disability cases to identify appropriate clinical, workplace or other supports. For complex cases, managers and employees are supported with a multidisciplinary team of workplace health professionals to provide rehabilitation support and to build safe, timely and sustainable return to work.

- 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.

Summary:

- The BC Public Service health strategy has achieved significant results as compared to other jurisdictions and is seen as a leader. Continued focus at engaging leaders 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.

Recommended By

Nick Grant, Executive Lead
Approved By

BRITISH COLUMBIA
BC Public Service

Where ideas work

Health Strategy 2.0

Building better Health and Safety Practice

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BC PUBLIC SERVICE AGENCY

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Introduction

Health and safety performance is becoming recognized as a foundational driver of effective and top performing organizations. The Conference Board of Canada in 2013 reported that short term and long term absences from work cost Canadian businesses approximately $16.6 billion per year. Costs of this magnitude have a direct impact on business' viability, effectiveness, and ability to meet customer demands both in the short and long terms.

The BC Public Service, one of BC's largest employers, is not immune to the trends that are being witnessed across the country. The annual cost of health issues to the BC Public Service averages nearly $150 million in benefits and time away from work each year. Additionally, approximately $50 million of at work productivity loss is experienced by individuals who are at work but impacted by either an injury or illness.[20]

The BC Public Service workforce is aging. Currently the average age of a public service employee is 45. In five years, it is projected that 41% of our workforce will be over the age of 50. Considering that older employees tend to use short term disability benefits more than younger employees, we can expect to see increased financial pressure on disability plans in the magnitude of 1716 additional days lost per year for this age group alone at a cost of approximately $500,000 annually.

Chronic disease is on the rise in both the general population and in public service. This is especially of concern when considering the trend that older people report more chronic disease as well. Currently 49% of employees in the BC Public Service report dealing with a least one chronic disease. Based on demographic projections, the rate of employees with chronic conditions is expected to climb, contributing to the fact that people with chronic conditions are also at greater risk of a workplace accident. Conference Board of Canada (2013) report mental/behavioural health and Musculoskeletal/back issues as the two most frequent chronic conditions leading to short term and long term disability. These results are mirrored in the BC Public service disability results.

Meanwhile, new employee safety legislation and regulations are recognising the impact of the work environment on the mental health in addition to the physical health of employees. It is becoming more and more socially acceptable to have greater expectations of employers to safe guard the psychological environment in which employees work. Additionally, it is becoming more acceptable for employees to make claims related to mental and psychological health. In the BC Public Service context, approximately 33% of employees in a voluntary sample self-reported having, or having had, a diagnosis of anxiety; 25% reported having, or having had, a diagnosis of depression; and 25% having, or having had, a diagnosis of sleep disorders.[20]

What We Have Done to Date

In 2010, the BC Public Service took a first step in improving health and safety performance when a Health and Productivity Strategy was introduced and endorsed by the Deputy Minister's Council.[1] This Strategy outlined both the direct and indirect cost to the employer when employees are ill, injured, or at risk of future illness. These costs can be potentially very high for certain health concerns, such as mental health issues, where direct costs are combined with even higher productivity loss costs for those employees who remain at work.

The 2010 strategy capitalized on the evidence-based concept that prevention and early intervention efforts have the potential to create the most impactful return-on-investment over the long term. It focused on reducing employee risk factors, keeping healthy employees safe and healthy, intervening early to support symptomatic employees at work, as well as assisting those off work to return in a safe and sustainable way. Developing and providing tools and services to assist employees was central to the strategy. There were challenges however. In particular, uptake of services was inconsistent and sporadic, often influenced by external factors that were unforeseen such as collective bargaining, fiscal restraint, and general employee distrust of the employer.

Despite the challenge of limited uptake, much work was done to promote and provide services and supports that encourage positive health and safety behaviour in the BC Public Service and includes:

- Increased access to and range of options of EAP services
- Just in time e-Learning for managers on disability management
- An at-work depression care option for EAP services
- Comprehensive health issues marketing campaigns and service promotions
- A voluntary health risk assessment and health management tool
- On-site biometric screening clinics
- Mindfulness training for employees to belter cope with stress
- New learning courses for employees and managers on health and safety environments

The 2010 strategy and resulting actions gave birth to a climate where the dialogue on safety and health began to be more mainstream throughout the public service. However, it's clear that there's a further opportunity to nurture the development of awareness and buy-in around the critical role of workplace health and safety in achieving individual, organizational and business success.

Why the continued focus on workplace health and safety?

There is considerable evidence that paying attention to employee health and safety makes good business sense, and that failure to do so results in multiple losses to organizations. Much research in this realm has looked at quantifiable dollar losses, particularly as they relate to: absenteeism, benefits/ drug costs, and other productivity concerns, including when employees are at work but performing at sub-optimum levels due to health-related conditions (presenteeism).[11,12,17,18] In a similar vein, evidence in support of Health and Productivity 1.0 calculated annual BC Public Service-incurred benefits and productivity-loss costs, due to common health conditions, to be in the neighbourhood of $150 million.[1]

But the benefits of healthy employees, including those in the BC Public Service, extend far beyond the savings gained when absenteeism and health benefits costs are avoided. Employee engagement is of great interest and there is a strong and multifaceted relationship between engagement and employee health. Research suggests that these states are involved in a two-way, possibly self-reinforcing relationship: healthy employees are more committed ***and*** committed employees are healthier.[19] Flowing from strong engagement and employee satisfaction come other benefits to organizations, including increased customer satisfaction and related organizational profitability.[16] Sears U.S. established a strong link between employee and customer satisfaction, which then leads to positive business outcomes (profitability), as represented in its compelling service-profit chain theory/model.[2,21]

An employer focus on employee health and safety can also be an important recruitment tool[7] and, for current employees, it's an influential factor in retaining those employees and preventing unnecessary turnover.[2,7] Efforts to support employee health, and particularly mental health and psychological safety, can also: enhance creativity and innovation; positively impact employee adaptability and resilience in the face of change and other stressors; facilitate learning potential, focus, and initiative, and decrease the likelihood of unproductive conflict.[4,5,13,14] Also, given that mental health issues are relatively common, and costly in terms of lost productivity, there is a strong case for facilitating positive workplace mental health.[11,17,18] At a broader level, there are additional social benefits that can accrue from healthier workplaces and employees, including less use of the health care system; improved health and quality of life within communities, and potentially more employee energy to contribute to family, volunteerism, and other societal concerns.[2,3] This serves to establish an organization's reputation as a contributing corporate citizen, which can further enhance employee engagement, recruitment, and retention efforts.

The Culture Connection

The workplace plays an integral role in the system that connects individual employees, their health and organizational business performance.

The workplace can influence and make a difference in the health outcomes of employees which in turn impacts performance and organizational outcomes. In fact, the workplace is viewed as an

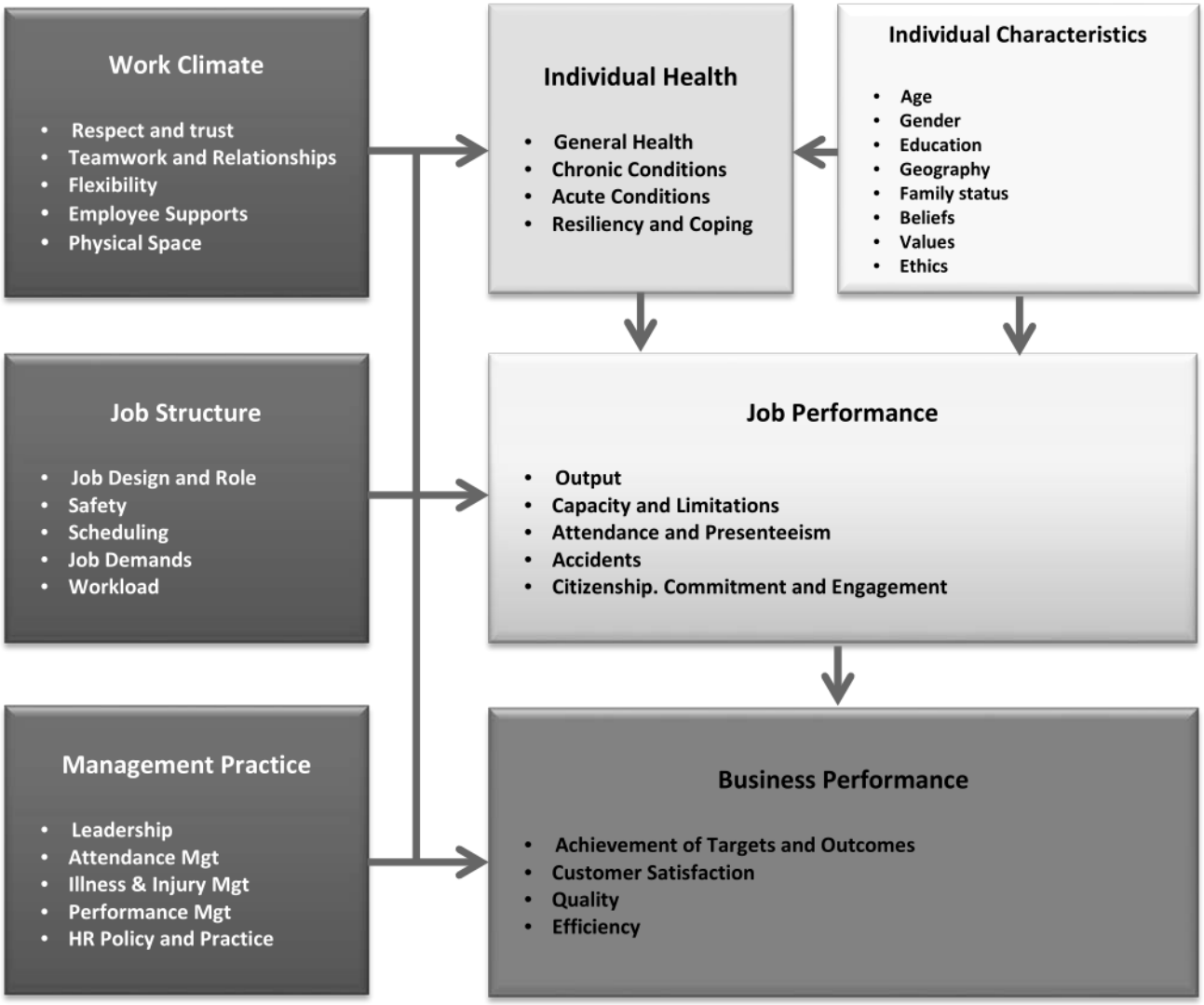
ideal and influential setting in which to positively impact employee health.[22] Increasingly, well-designed evidence-based health and safety-focused programming, education and supports is being provided and promoted to employees, including those in the BC Public Service.

The workplace can also have a positive impact on the health behaviours of individual. Employee attendance for employees with higher degrees of acute or chronic disease symptoms tends to be better in supportive environments versus unsupportive environments. Additionally, employee performance is also better for employees experiencing higher degrees of mental health symptoms when they work in supportive environments versus unsupportive environments.[23]

Employers have the ability to limit employee exposure to harmful stimuli that can negatively affect both health and performance. In addition to the psychosocial elements contained in the work climate, issues such as the job structure provided to employees and the management practices in which employees work impact their work experience. Increasing employee supports focused on individual health have a limited impact if the job structure and management practices do not follow suit.

These are important components regarding efforts to positively impact workplace health, safety and performance. A consensus is emerging that a more foundational transformation of beliefs and attitudes is also needed to change behaviours that inadvertently create an environment prone to health and safety risks. Such a transformation is commonly referenced within the context of an organization's "culture" and involves: emphasizing the importance of employee health, creating sustained leadership support at multiple levels, and offering motivational programming to reduce major health risks.[6] It also entails creating a vision for workplace health and safety, articulating this throughout the organization, and aligning organizational/workplace systems (e.g. job structure and management practices) with this vision in order to "effect the way employees [at all levels] think, feel, and behave related to matters of personal and group health."[8,9]

Improving Workforce Performance (Adapted) [23]



The culture of an organization serves to facilitate and maintain a common and engrained system of belief and understanding about the importance of health and safety to the individual, the workforce, and the overall organization. This shared understanding helps promote broader and more sustainable health and safety-focused practice, and maximize the potential of existing health and safety-focused programming and resources. While it can sometimes be hard to wrap one's mind around the somewhat esoteric concept of culture its benefits to an organization are very tangible:[9]

- A shared understanding and expectation that health and safety is an organizational priority
- Management ownership and support of health as an organizational priority and value
- Improved employee loyalty
- Improved employee job and life satisfaction
- Improved labour-management relationships
- Improved retention of key employees

- Optimized performance [of all stakeholders]
- Appropriate levels of absenteeism (and other productivity losses)
- Appropriate levels of benefits/health-related costs

How does culture change happen?

Culture, which is supported by shared values, assumptions, definitions, and expectations, can be difficult to shift. It is not changed by the mere communication of a new set of values or expectations. Instead, it involves a more incremental process that typically begins with an influential person or group who sees the need for change in the way things are being done. Armed with a vision for change, the influencer(s) starts to act differently and enlist others to do the same. If these actions create better results, and those results are communicated and celebrated, new norms will form and shared values will grow.[10]

In the BC Public Service culture, health and safety is beginning to grow in pockets, often spurred on by the practice of enthusiastic local champions or leaders. There is opportunity, however, for a broader infusion of such a culture throughout the whole of the BC Public Service. For this to happen, a considered long term strategic approach and plan is needed.

The Next Ten Years (2016 – 2026)

Building a culture within the BC Public Service that reflects a belief and value of safety and health practice is a long term commitment. This plan is intended to set the direction for the next ten years and to be an evolving document that builds on short term successes. It outlines a safety and health vision for the BC Public Service as an employer which is hoped will encourage and lead other employers to do the same. Long range strategic objectives as well as initial short term activities are provided to shape the actions that will be evident to employees throughout the organization and will shape how employees experience the workforce culture.

Safety and Health Vision for the Public Service

> ***By 2026, the BC Public Service will have a thriving, high performing, and sustainable workforce culture where safety and health are managed as strategic assets, ensuring individual quality of life, well-being and engagement.***

A thriving workforce is one where individual members and groups are able to grow, flourish and experience positive health and social outcomes in all aspects of their lives including work, family, and community. The interplay between health, safety, social connections, the work environment, and organizational factors cannot be ignored and is related directly to how well a workforce performs.

This vision recognizes the strategic yet practical value of workforce safety and health and how individual, management and organizational investments of time, effort and resources will result in better individual outcomes for the workforce and services to the people of British Columbia.

Long Term Strategic Objectives

1. *Use an evidence base to target existing and new health and safety risks faced by employees across the BC Public Service.*

   There is a great value in taking an early intervention approach to risks that already exist and identifying those emerging risks whose prevalence is on the rise. We already know through our metrics and confirmed through the experience of other employers that the issues of mental health and musculoskeletal injury are two risks that need priority attention through evidence-based mitigation strategies and action plans. While these two issues are current threats to the health and safety of the workforce, continued research and analysis of workforce demographics and risk will allow the BC Public Service to intervene early and address issues as they arise over time.

   Actions will include:

- Evaluating population health trends and comparing to BC Public Service to identify emerging issues needing intervention
- Developing and launching a comprehensive musculoskeletal injury prevention, support and rehabilitation system of services
- Enhancing the current range of mental health supports and services that are available to employees and managers

2. *Identify and eliminate systemic organizational barriers and enhance the opportunity for proactive and effective health and safety practices across the BC Public Service*

   An organization can have exceptional health and safety-focused programs and services, but it is all too easy for there to exist organizational barriers to proactive safety and health practices. Initiatives that are designed to increase the cost-effectiveness and efficiency of an organization can often have unintended consequences that negatively affect health and safety practice. Unintended consequences may take the form of a supervisor who does not allow an employee access/time to take a health and safety course(s); unmanageable work demands that makes it difficult for employees to take breaks or results in long working hours; hiring processes that do not adequately consider psychological job fit; performance management systems that reward leaders for reaching business goals but fail to incent/acknowledge safe and healthy people practices. Through identifying and addressing these barriers organizations and individuals within them can be stimulated to make safety and health practices a priority.

   Actions will include:

   - Initiating a corporate forum with Agency, Central Agency and Ministry representation to identify and coordinate initiatives to address systemic barriers to safety and health practice
   - Identifying and resolving business processes that inadvertently interfere with effective and proactive health and safety practice
   - Identifying effective processes that reinforce health and safety practice and evaluate characteristics that can be used to inform other process improvement actions

3. *Build the capacity of all public service employees to prioritize, maintain and improve their own health and safety practices and those of their peers*

   Health and safety is a shared responsibility, and individual employees have the power and some responsibility to act in the service of their own health, and ideally that of their peers. The employer can facilitate this though: building awareness, skills & self-efficacy; encouraging health & safety-focused leadership practices; creating opportunities and permission for employees to participate in health-focused events/initiatives; relaying relevant ongoing messaging (using social marketing principles) about the importance of

health and safety; and visibly recognizing efforts in the area of workplace health and safety efforts, mutual support, and leadership.

Actions will include:

- Establishing a network of health ambassadors across the public service that are provided resources to engage with fellow employees regarding safety and health supports and services in their own environments
- Increasing accessibility to employee and supervisor tools and resources to build and sustain individual and group safety and health practices
- Launching systematic marketing campaigns to engage employees to participate in programming and address key health and safety risks
- Developing and launching an online health planning tool for ministries and workgroups to respond to localized safety and health needs

4. *Build and maintain a robust measurement, evaluation and performance system to monitor and direct health programming and workforce health and safety outcomes.*

Presently, our measurement systems are dated and exist in silos that are not inter-connected. This can make it difficult to get an accurate overall picture of the health & safety outcomes for the BC Public Service workforce, and its many segmentations. A more robust, integrated system, focused on measuring the total health and safety outcome for the workforce will provide a fuller picture of the health and safety status of various sub-populations; detect trends and changes in health and safety status and performance; and provide evidence to help inform targeted health and safety initiatives and monitor the success of those interventions.

Actions will include:

- Introducing a system of metrics that accurately report workforce heath, productivity and organizational effectiveness.
- Regularly evaluating current and new health and safety programming to ensure effectiveness in achieving desired health and safety outcomes

5. *Embed corporate and organizational commitment to safety and health by integrating health and safety into management and leadership practices across the BC Public Service*

Both management and leadership roles (at all levels) are central to influencing the quality of the employee experience at work. Specifically, leadership and management actions set the tone for the health and safety practices of an organization. Enhancing these practices can be accomplished through multiple mechanisms: manager training, orientation, and developmental activities; performance management; accountabilities articulated through policy/guidelines; and compelling business cases that speak to what is important to managers.

Actions will include:

- Delivering awareness campaigns for all employees demonstrating the relationship between individual safety, health and organizational performance
- Maintaining executive engagement, awareness and development that emphasizes safety and health as a key business driver and input to organizational performance
- Developing and deploying an integrated safety and health training program for supervisors, managers and executives.

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Transition Briefing Note

BC Public Service Agency

May 2017

Prepared for: **Minister responsible for the BC Public Service Agency**
For Information

Issue: Mental Health Strategy for the BC Public Service

Background:

- There is considerable focus currently on the impacts of mental health issues in the workplace. Many reputable studies, spanning over a decade, speak to the costs (both direct and indirect) to organizations of unaddressed mental health problems, as well as the significant opportunities for cost mitigation when these issues are addressed or ideally avoided in the first place.
- The BC Public Service is no exception. When benefits costs and productivity losses are added together, mental health represents the highest cost illness/injury category, and the second most common cause of work disability. Up to 22% of health benefits costs are attributed to mental health issues. In dollar figures this translates into at least $14 million in benefits costs annually, with an estimated added $35 million in productivity losses.
- Acknowledging the high degree of knowledge work required of the BC Public Service—with the cognitive, creativity and adaptability demands that entails—mental health problems create further productivity loss risks.
- Broader influences further highlight the issue of workplace mental health. Changes to BC's *Workers Compensation Act* extend workers' compensation coverage to include a broader range of stress-related conditions/diagnoses and further recognize the impact of the work environment on the mental health (not just the physical health) of employees. The increased profile of workplace bullying dovetails with such changes, and psychological injury claims are likely to increase.
- A Canadian voluntary standard for psychological health and safety in the workplace, released in 2013, serves to heighten the priority and profile of workplace mental health, and creates greater expectations that employers will safeguard the psychological work environment.
- In addition, the issue of workplace stress, which is a risk factor for mental health problems in certain vulnerable employees, continues to be a BC Public Service concern. Only 41% of respondents of the 2014 *Stress and Health Survey* (BC Stats) assessed their work-related stress as manageable.
- Given these clear impacts and trends, *Health Strategy 2.0: Building Safety and Health Practice* identified mental health as an emerging health and safety risk within the BC Public Service, and an issue needing further focus.
- As a result, the strategy document *Mental Health in the Public Service: Minding our Future (2017-2020)* (the Mental Health Strategy) was developed and finalized. This document will guide multi-faceted work over the next three years, with the aim of improving the mental health status of BC Public Service employees.

Discussion:

- In creating the three-year Mental Health Strategy, an inventory of current mental health-focused programs and services was created. The list was extensive and reinforced the fact that there is already a robust range of existing resources.
- *Health Strategy 2.0* used a seven-element framework to help guide its strategy and a similar framework was used in developing the Mental Health Strategy. This framework focuses on: 1) Governance context, 2) Evolving research and practice, 3) Emerging health and safety risks, 4) Systemic barriers, 5) Health and safety prioritization, 6) Monitoring performance, and 7) Leadership practices.
- Applying this framework helped highlight the gaps and opportunities in terms of our current mental health-focused programs and services, the knowledge and skills of employees and managers/ supervisors, as well as broader workplace factors and practices related to workplace mental health.
- Better understanding how the Canadian voluntary standard for psychological health and safety in the workplace can be further implemented in our large and diverse BC Public Service workforce is a significant piece of work flowing out of the Mental Health Strategy. This work will involve prioritization of actions and a staged approach, facilitated by consultation with experts.
- Another focus of the Mental Health Strategy will be the implementation of enhanced services for targeted mental health concerns including trauma, depression, and substance use disorder recovery. These represent areas needing greater attention, based on evidence and stakeholder feedback.
- Arming leaders with further resources, knowledge and skill-building opportunities related to workplace mental health is another priority of the Mental Health Strategy. The manager/supervisor can play a critical role in early identification and intervention of mental health issues, as well as in creating a work environment that supports employee resilience and psychological health/safety.
- Given that stigma can be a significant barrier to employees seeking assistance for mental health issues, the Mental Health Strategy also puts forward several actions aimed at breaking down stigma. These include educating employees about mental health basics, including skill-building to support positive mental health, as well as creating multiple opportunities for employees at all levels to communicate about mental health, including their lived experience, in safe and respectful forums.
- The Agency is in the early months of implementing this three-year strategy.

Summary:

- *Health Strategy 2.0* identified mental health as an emerging health and safety risk within the BC Public Service workforce, and as an issue needing further focus.
- In response, the mental health strategy: *Mental Health in the Public Service: Minding our Future (2017-2020)* was developed.
- In that development process, current mental health-focused resources and capacity were identified, as well as gaps and opportunities to build upon those existing resources.
- Some areas for particular focus and action over the next three years include:
    - Implementing the Canadian voluntary standard for workplace psychological health/safety;
    - Enhancing services for targeted mental health concerns, such as trauma and depression;
    - Arming leaders with further resources, knowledge, and skill-building opportunities, and
    - Increasing mental health-focused awareness, skills, and conversations among employees.

Recommended By

Nick Grant, Executive Lead
Approved

Mental Health in the BC Public Service

Minding our Future (2017-2020)

Background

There is considerable and undeniable focus these days on the impacts of mental health issues in the workplace. Many reputable studies, spanning over a decade, speak to the costs (both direct and indirect) to organizations of unaddressed mental health problems, as well as the significant opportunities for cost mitigation when these issues are addressed or ideally avoided in the first place.[4,7,8] A recent report by the Conference Board of Canada found that mental health conditions among working-aged Canadians cost employers $20.7 billion annually due to losses in labour force participation and that this cost was forecast to approach $30 billion by 2030.[5]

The BC Public Service is no exception. When benefits costs and productivity losses are added together, mental health represents the highest cost illness/injury category, and the second most common cause of work disability. Up to 22% of health benefits costs are attributed to mental health issues. In dollar figures this translates into at least $14 million in benefits costs annually, with an estimated added $35 million in productivity losses.[2] In addition, 17% of respondents in the *BC Public Service Stress and Health Survey 2014* reported a diagnosis of mental illness. Of those, almost 30% also reported some form of musculoskeletal disease: another major health-related cost driver.[3] In another, smaller employee questionnaire, 25% of 4000 respondents reported having/having had a sleep disorder diagnosis.[9] And, given the high degree of knowledge work required of the BC Public Service—with the cognitive, creativity and adaptability demands that entails—mental health problems create further productivity loss risks.

Broader influences further highlight the issue of workplace mental health. Changes to BC's *Workers Compensation Act* extend workers' compensation coverage to include a broader range of stress-related conditions/diagnoses and further recognize the impact of the work environment on the mental health (not just the physical health) of employees. The increased profile of workplace bullying dovetails with such changes, and psychological injury claims are likely to increase. A Canadian voluntary standard for psychological health and safety in the workplace [6], released in 2013, serves to heighten the priority and profile of workplace mental health, and creates greater expectations that employers will safeguard the psychological work environment. In addition, the issue of workplace stress, which is a risk factor for mental health problems in certain vulnerable employees, continues to be a BC Public Service concern. Only 41% of *Stress and Health Survey* [3] respondents assessed their work-related stress as manageable.

Given these clear impacts and trends, *Health Strategy 2.0: Building Safety and Health Practice* [10] identified mental health as an emerging health and safety risk within the BC Public Service, and an issue needing further focus.

Current Programming/Resources

At a corporate level, the BC Public Service Agency's Workplace Health & Safety Branch (WHS), provides health and safety programs and services across a spectrum: from prevention-focused resources to more complex return to work supports. This is no less the case in the area of workplace mental health, where employees can benefit from different types/levels of programming at different periods throughout their employment.

What follows is a survey of the mental health-related resources currently offered:

Prevention Focus

Health Issues Awareness Program

A communication program designed to increase employee health (including mental health) literacy, and provide a platform for discussion of these topics. The *Health-bent* blog: a cornerstone of this program is typically published bi-weekly, as are blogs or articles on a newer online community group: *Health Where You Work*. Corporate promotional or social marketing campaigns are also offered throughout the year (typically three to four) that focus on health topics or programs such as Healthy Workplace Month. As well, MyHR hosts *Mental Health Matters*, a web-based toolkit of mental health-focused information.

***LifeSpeak* video subscription**

An externally produced video collection (500+ videos), offering a further health/mental health literacy resource that touches on a broad range of topics including mental health, relationships, and personal growth. Employees view over 20,000 minutes of video material annually.

***Healthy Minds* and related educational workshops**

Offer face to face, Lync-delivered, and e-courses (in-house & external content) to employee and manager/supervisor audiences. *Healthy Minds* workshops are typically delivered at three points during the year, providing approximately 40 learning events annually.

Lifestyle management phone-based services

Morneau Shepell (Employee and Family Assistance Services [EFAS] contractor) delivers a range of phone-based services concerned with common life management issues that employees encounter. Some issues include: legal matters, financial concerns, relationships, and family-focused issues (parenting, elder care). Service use continues to be strong, with 2031 cases recorded in 2015/16.

Manager Advice Line

A phone service that connects managers/supervisors with Morneau Shepell (EFAS contractor) clinical professionals who provide just in time advice around a range of workplace issues, including having difficult conversations, suspected mental health issues, and understanding difficult or perplexing behaviour. Uptake on this service is low relative to the potential utility but is growing with more promotion (76 cases in 2015/16 versus 45 in 2014/15).

Health Risk Assessment (HRA) tool

In the past we have employed a multi-faceted health management system, which included a health risk assessment (HRA) tool, with mental health-related components and high-quality resource information. Low uptake of this resource meant that its benefit were not optimized. As HRA data can be a valuable source of information for program planning and evaluations, launch of an updated HRA is anticipated.

Support for ministry-specific promotional initiatives, wellness committees, etc.

Involves a program (Health Bound) of enhanced promotion of resources, done for four ministries in the last year, as well as all-services presentations/orientations, and assistance at health/mental health fairs. Volume varies with demand but can amount to 25-30 presentations/health fair attendances per year.

Mindfulness meditation-based programming

Programming has included 2 pilots of an 8-week stress-focused course for at-risk employee groups: one in 2014 and another in 2015. Both pilots found positive results overall for participants. Ongoing mindfulness-related resources include a new web page of audio/video support materials, in addition to ongoing short-term workshops offered under the *Healthy Minds* banner (20-25 per year).

Critical Incident Response services

A specialized professional on-site response to a workplace crisis or traumatic event. Service is provided through Morenau Shepell (EFAS contractor) on a fee-for-service basis. This service was used 29 times in 2015/16, 33 times in 2014/15, and 25 the previous year. As of April 1, 2016, Ministry of Children and Family Development began receiving these services via the Corpoate EFAS contract. This has significantly increased the number of critical incident response cases seen annually.

Stay at Work Support

Counselling services/support

Morneau Shepell (EFAS contactor) delivers a short-term counselling service primarily in person, but also by phone, and online methods. Last year there were approximately 5100 cases, which is above average for this work sector. In addition, employees have access to extended health benefits for psychological services (registered psychologist or counsellor). In 2014/15, $656,874.41 was claimed for this benefit, which represented an increase of approximately $45,000 over the previous year.

Enhanced "Depression Care"

A specialized service through the EFAS contractor that offers a more in-depth cognitive behavioural therapy-focused intervention to self-referred employees who are at work but experiencing depression and/or anxiety symptoms. Two pilots of this service have been offered to: 50 employees in pilot one and approximately the same number in pilot two. Results of both pilots were inconclusive, due to low overall completion rates; however, there does appear to be a need for moderate-length mental health support in well selected cases.

Managing Employee Health Issues at Work service

This in-house service through supports supervisors who have employees at work with health conditions that are negatively impacting their work. In such cases, a supervisor and employee work together with an occupational health nurse to identify options to help the employee better manager his/her health condition. The service sees approximately 72 cases per year, and a good portion of these involve mental health issues in whole or in part.

Learning Supports for Managers/Leaders

On an ad hoc basis, work groups can request dedicated (fee-for-service) mental health-focused course such as *Mental Health Fundamentals*. Also, in the past a branch return-to-work specialist/occupational health nurse team have delivered manager-focused sessions on supporting mental health issues in the workplace. This happens infrequently, and the latter service lacks capacity given other work priorities.

Workplace Health Planning Service

A relatively new service that provides workplace health planning assistance in several ways. The service may: 1) offer health resource-focused recommendations as part of a broader workplace intervention plan; 2) work with a business area to recommend and help roll out a single tactic intervention, or 3) consult with a workplace to create a more extensive plan to address identified health-related issues. An anticipated service focus is helping workplaces create plans to better deal with workplace stressors.

Trauma Support pilot

Provided regular onsite specialized clinical support, through the EFAS contractor, for a work group at risk of experiencing secondary/vicarious trauma. This pilot began in spring of 2015 and wrapped up in early 2016. Results of the pilot, included employee survey feedback, although the response rate was low. However, other indicators suggested a positive response to the program, including: full uptake of available counsellor appointment times, strong referral rate to subsequent EFAS-delivered counselling, and endorsement by worksite manager. This specialized service could be appropriate for other work sites with similar challenges, given the right workplace climate and strong support by worksite managers.

Return to Work

Early Intervention and Return to Work Program

An integrated case management program designed to assist supervisors manage their employees' health-related absences. A supervisor works with an early intervention & return to work specialist, their employee, often an occupational health nurse, and other practitioners as needed, to develop an appropriate and sustainable return to work plan. This Program saw approximately 466 mental health-related complex cases in the 2014/15 fiscal year; this represents about 42% of total complex cases.

Cognitive Behavioural Therapy (CBT)

In a return-to-work case, where mental health issues are involved, an occupational health nurse may recommend a course of CBT (typically up to 10 sessions) to be delivered by a contracted practitioner. Often several sessions would occur before return to work, then the balance upon return to work as a support during this period. There is no easy way to calculate how many cases occur annually.

E-Learning Series/Skill-building E-course: "Early Intervention & Return to Work"

This resource for supervisors focuses on multiple aspects of disability plans, the benefits of early intervention, and the return to work process. It includes nine modules, developed with in-house expertise, including an introductory module that sets the foundation for the series. Uptake of the modules is at approximately 250 views in total per month. A new e-course has recently been developed, which creates opportunities for skill-building with a range of employee health issue scenarios.

Substance Abuse Treatment Funding program

Provides an interest-free loan and a grant to support the funding of recommended abstinence-based residential treatment for employees. The loan is up to a maximum of $3000, and a grant of up to $3000 is also available after the employee finances the first $3000 (through the loan or other financial sources). On average, this program receives approximately 20 applications for funding per year, although demand appears to be on the rise.

Recovery Management Program

A specialized, structured continuing care program for employees in safety sensitive positions who are in substance dependence recovery. This program typically includes third party biological monitoring of employees, as well as an agreement that sets out a schedule of other recovery-related activities with which the employee must comply. Such agreements typically span two years (sometimes longer). There is no current mechanism to count how many employees are involved in this program at any one time. A recovery support service for non-safety sensitive positions is slated to be introduced in 2017.

Are We Minding the Gap?

A Mental Health Framework

As outlined in the previous section, there is a spectrum of mental health-focused programs and services currently in place to support BC Public Service employees. In addition, highly endorsed initiatives such as the Work Environment Survey (WES) and respectful workplace-related policies and resources further support employee mental health in the workplace. That being said, there remain opportunities to expand current programs, services, and other supportive initiatives in this realm.

To guide thoughtful identification of opportunities for moving forward, the following mental health framework is helpful. This framework is aligned with strategic objectives set out in the endorsed *Health Strategy 2.0*.[10]

External Elements

The BC Public Service exists in a broader context, where legal, legislative, and societal influences; as well as evolving research and best practices, inevitably impact the direction and priorities of its workplace mental health-focused strategic planning.

Governance Context

The governance context of this framework includes the laws, policies, standards, and even societal expectations that direct and promote mentally healthy and protective environments, including those in the workplace. An example of this were changes to the (BC) *Workers' Compensation Act* in 2012, which expanded the scope of mental disorder compensation to include the impact of cumulative work-related stressors, in addition to acute traumatic events. Another current influencer in the governance context is

a growing focus on psychological safety in the workplace. *The Canadian Standard for Psychological Safety in the Workplace* (the Standard) [6] was released in 2013. While this Standard is still voluntary, there's an increasing expectation that employers will be familiar with it, and implement its elements in whole or in part.

The Opportunity

As an employer, we are in the early days of fully understanding the Standard's multiple aspects, assessing the gaps relative to the supports we currently have in place, and creating a realistic implementation plan that takes into account the complexity of the BC Public Service and the potential levels of implementation responsibilities. As well, the issue of trauma awareness, prevention and mitigation is on the radar of this employer, particularly among certain high-risk occupational groups. There is a demand from these groups for more supports in this area. We have delivered some awareness sessions related to this issue, but there is potential to make further resources available.

To close the gap we will:

- ✓ Establish how Standard elements relate to our broader health strategies (as well as other relevant corporate initiatives). What is currently being addressed and where are there gaps?
- ✓ Design a *Canadian Standard for Psychological Safety in the Workplace* awareness session.
- ✓ Explore policy-focused mechanisms for facilitating/supporting a culture of workplace health and safety. This could involve creation of a new health-focused policy and or amendments to existing human resource policies.
- ✓ Include Standard-related implementation expertise in the next EFAP Request for Proposal (RFP).
- ✓ Work with EFAP contractor to co-develop standard and tailored trauma-related educational workshops for employee and manager/supervisor audiences (and continue to evaluate these).
- ✓ Complete onsite trauma counselling support pilot with Victoria Court Services, and wrap up the evaluation, including an assessment of cost-benefit, lessons learned, and possible broader applications. This will guide decisions on future offerings of this tailored, higher touch service.
- ✓ Continue to work with Ministry of Children and Family Development and our current Critical Incident Response (CIR) provider to ensure ministry-specific needs are met, including continuity of care for post-CIR counselling that is relevant to employees' tailored needs.
- ✓ Explore other trauma supports, which could include offering specialized trauma-focused counselling/psychological support or expanded counselling cases with counsellors who have expertise in dealing with trauma. In addition, such service options need to be included in the EFAP RFP that is currently under development.

Evolving Research and Practice

This external contextual component also informs and influences the direction and priorities of workplace mental health programs and initiatives. It includes research into mental health risk factors and issues, as well as academic study that examines the efficacy of mental health-focused programs and interventions. Industry best practices, as well as trends in programming as reported by industry experts in workplace mental health, also need to be taken into account when developing and implementing new mental health programming. Research and best practice may intersect with the governance context. For example, an increased research focus on workplace trauma/stressors and the increasing emphasis on workforce psychological protection is both in response to—and has informed—regulations around

mental disorders compensation, as well as the Standard.

The Opportunity

The research and practice around workplace mental health is plentiful and multi-focused. Some of this work includes a focus on psychological safety in the workplace, as well as the prevention and treatment of multiple levels of trauma: issues addressed above. In addition, other current issues of research interest, investigation, and application include: stress management, building resilience, mindfulness meditation, and the significant role of such factors as work environment characteristics and manager knowledge/skills in promoting and protecting employee mental health. Our current resource offerings address each of these issues to some degree, but there is scope for more work to be done.

To close the gap we will:

- ✓ Learn more about what other organizations are doing around employee resilience, including how supports related to resilience (and or stress management) are being offered through mobile applications. Also, include inquiry about such resources in the upcoming EFAP RFP.
- ✓ Continue to explore high quality external/academic research in the realm of workplace mental health, looking both at risks related to mental health and the prevalence of particular employee issues. Ideally this will alert us to possible risks for further investigation and or inform us where we sit relative to other comparable workplaces or sectors. An example of a potential emerging research area would be the mental health and social well-being impacts of *Leading Workplace Strategies*, [1] mobile work or working alone.

Internal Elements

Sitting within these external contexts are several areas of focus that need to be attended to in order to create a comprehensive, integrated, and strategic response to workplace mental health-focused initiatives and supports.

Emerging Health & Safety Risks

As was put forward in *Health Strategy 2.0*,[10] a range of BC Public Service metrics has identified mental health as a top health risk. Deeper-dive internal evidence, including the Work Environment Survey, the Stress & Health Survey,[3] EFAP data, customer/client feedback, as well as relevant external research point to more specific mental health risks and issues to be addressed.

The Opportunity

Some of these risks and issues include: stress management, use of alcohol as a stress management tool, anxiety, and trauma prevention and support for targeted occupational groups. Again, current resource offerings address most of these issues to some degree, but there is room for further work.

To close the gap we will:

- ✓ Use evaluation results from the two pilot offerings of the eight-week Mindfulness-Based Stress Reduction (MBSR) program to inform recommendations regarding future offerings of this or relating programming.

- ✓ Explore and offer further workshops and presentations in the area of resilience, and stress management/hardiness, potentially including the related topic of more effectively navigating and leading change. This would include sessions for managers/supervisors around better understanding workplace stressors and how leaders can help mitigate some of these.
- ✓ In the upcoming RFP for EFAP services, include inquiry around clinician-lead support groups and or addiction-specific post-treatment case supports.
- ✓ See also trauma-intervention-related actions in the "Governance Context" section above.

Systemic Barriers

Identifying and addressing systemic organizational barriers to mental health promotion and protection is another important element of focus. Initiatives that are designed to increase the cost-effectiveness and efficiency of an organization can have unintended consequences that negatively affect employee mental health. This may result in a supervisor who does not allow an employee access/time to take health-related course(s) due to time constraints; unmanageable work demands that make it difficult for employees to take breaks or result in long working hours; hiring processes that do not adequately consider psychological job fit; performance management systems that reward leaders for reaching business goals but fail to incent/acknowledge practices and knowledge acquisition that facilitate a mentally healthy work environment.

<u>The Opportunity</u>

Health Strategy 2.0[10] challenges us as an employer to think in a different way about how policies, work practices, initiatives, and priorities in one area can impact those in another, and possibly lead to negative health and safety implications. Taking a broader, systems view and considering these potential impacts—often unintended—represents a new lens and way of thinking for many of us.

To close the gap we will:

- ✓ Establish a cross-government ADM-level advisory committee that would provide strategic advice to the Medical Director re applying workplace health and safety practices within the BC Public Service. This would include practices that support employee mental health, and illness recovery.
- ✓ Work with the Learning Centre, and the health and safety training framework, to identify opportunities to integrate relevant mental health-related information and supportive practices into standard supervisor-specific learning.
- ✓ Engage in cross-Employee Relations Division discussions (adding other players as needed) to create an agreed upon framework/approach/philosophy for addressing employee substance abuse cases that come to the attention of the employer.
- ✓ See also exploring policy-focused mechanisms in the previous "Governance Context" section.

Health & Safety Prioritization

There is a strong business case to be made that workforce mental health, and the conditions that reduce risk and optimize health, are of interest to the employer. However, there is also the need for BC Public Service employees to share in that responsibility and act in the service of their own mental health, and ideally that of their peers. The employer can facilitate employee mental health capacity-building through: building awareness, skills, and self-efficacy; encouraging mental health-promoting leadership practices; creating opportunities and permission for employees to participate in mental health-focused

programs/initiatives; creating/shaping programs and initiatives that are responsive to employee needs; relaying relevant ongoing messaging (using social marketing principles) about the nature and importance of mental health, and recognizing individual and manager/supervisor promotional efforts in this realm.

The Opportunity

Through the Workplace Health Consultations done in 2014 and regular feedback from employees, we learned that mental health is an important issue for employees. Employees are looking for information about mental health and related resources, including resources that support upstream management of mental health, such as skills for coping effectively with stress. Identified barriers to employee mental health-related self-care and help-seeking include pockets of stigma and a culture of silence around this issue (as well as that of substance abuse). In addition, systemic barriers and leadership practices impact the degree to which employees feel able to, or supported in, supporting their own mental health.

To close the gap we will:

- ✓ Work with the EFAP contractor to create e-course related to mental health (first aid) basics, and or include this requirement in future RFP for EFAP services.
- ✓ Continue to engage employees in conversations about mental health through corporate communication tools and supported campaigns, as well as through increasing presentations about health and mental health-related programs and services.
- ✓ Launch a multi-year campaign to address the individual and workplace impacts of alcohol use and misuse (with alcohol being a potential health threat and most common substance of abuse).
- ✓ Review the Substance Abuse Treatment Funding program in terms of: scope, eligibility, and benefits offered.

Monitor Performance

Monitoring performance is another key element of the mental health framework. As outlined in *Health Strategy 2.0*,[10] there is work to be done in terms of creating an updated, integrated system for measuring the total health and safety outcomes for the workforce, as well as its subpopulations. Workplace mental health outcomes represent one component of this larger health and safety-related measurement system. As well, performance measurement and evaluation is also an important aspect of any individual program or service offering and mental health-focused programs need to be regularly evaluated in terms of output and outcome.

The Opportunity

Recognizing the importance of a more integrated approach to health and safety performance measurement and monitoring, *Health Strategy 2.0*[10] outlines several key initiatives in this area. This will be enabled by new research and data analysis expertise in the Workplace Health & Safety branch. Measuring mental health-related outcomes will be an important aspect of these initiatives.

To close the gap we will:

- ✓ Assist with mental health-related aspects of planned program/service review schedule of existing WHS resources to assess output and outcome achievement and effectiveness.
- ✓ Explore practical measurement tools to assist managers/supervisors in assessing their efforts in creating psychologically safe and healthy workplaces.

Leadership Practices

At the centre of the centre of the Mental Health Framework's integrated and inter-related elements is a focus on embedding corporate and organizational commitment to employee mental health into management and leadership practices across the BC Public Service. Both management and leadership roles (at all levels) are central to influencing the quality of the employee experience at work. Specifically, leadership and management actions set the tone for the mental health-impacting practices of an organization. Enhancing these practices can be accomplished through multiple mechanisms: manager training, orientation, and developmental activities; performance management; accountabilities articulated through policy/guidelines; and compelling business cases that speak to what is important to managers.

The Opportunity

Supervising/managing people and team is an important and challenging function. Doing so in a manner that promotes and protects the mental health of employees adds a further layer of challenge. In addition, the ability to notice when an employee may be struggling with a mental health issue, or life challenges that may compromise his/her mental health, and have an effective conversation around this, involves knowledge, awareness, and some level of confidence and skill. Through various channels, including health consultations, we have heard that managers/supervisors are looking for resources to develop or boost their competence in this area. In addition, our current EFAP contractor identifies this as the top request among their customers.

With respect to a broader level of leadership there remain opportunities to create conditions and incentives that encourage and reinforce a culture of safety and health, and send a strong signal that psychologically safe and healthy workplaces are a priority.

To close the gap we will:

- ✓ Create and include health-focused behavioural leadership competencies for leadership roles, with a lens on behaviours that promote psychological safety and health.
- ✓ Propose that *Mental Health Fundamentals* or other course focused on mental health basics/first aid be part of the Supervisor Development Certificate Program. [The issue of stigma, early intervention, barriers to return to work, and how to support an employee are important topics]
- ✓ Explore capacity of WHS to offer short, practical in-house developed information sessions, led by WHS specialists (this has been offered on an ad hoc basis and feedback was very favorable).
- ✓ Review *Mental Health Matters* (and other mental health-focused MyHR material) with an eye to enhancing the relevance, usability, and promotion of content for managers/ supervisors. For example, there is potential to address accommodations related to mental health and or noticing behaviour that might signal a mental health or impairment issue and guidance around response.
- ✓ Continue to promote the *Manager Advice Line*, as well as educating about other support services for managers and employees.
- ✓ Include a workplace mental health-related component in leadership awareness sessions related to *Health Strategy 2.0*.[10]
- ✓ See activity establishing a high-level cross-government advisory committee in the previous "Systemic Barriers" section.

Concluding Comments

As was outlined in the opening section of this paper, the case for focusing on workplace mental health as a health and safety risk is clear. Currently there is a solid spectrum of programs and services in place to support employee mental health; however, there are also opportunities to take action to improve workplace mental health-related practice and outcomes. As set out above, our mental health framework—aligned with the strategic objectives of *Health Strategy 2.0*[10]—represents a comprehensive guiding structure for systematically thinking through/planning workplace mental health direction and priorities for the next several years. The accompanying tactics for moving forward and "closing the gap" reflect a mix of approaches, ranging from enhancing existing resources to tackling the more complex issues of barriers and culture as they pertain to supporting psychologically safe and healthy workplaces.

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