



June 30, 2017

CLIFF #359336

Lori Halls  
Deputy Minister  
BC Public Service Agency  
810 Blanshard Street  
Victoria, BC V8W 2H2

Dear Ms. Halls

Re: Reclassification of Senior Consultant – Band 2 to Band 3

It is the Ministry of Finance's request to reclassify the Senior Risk Management Consultant (Senior Consultant) role to Band 3. If the request is approved, it is also the Ministry's request to remove this position from the Benchmark listing.

The following business case describes the role of the Senior Consultant in the Risk Management Branch (RMB) and demonstrates the role meets the requirements of the Band 3 Leadership Criteria as Individual Contributors in Leadership Roles.

The Senior Consultant is currently a benchmark (BM 212). There are eight positions in the BC Public Service that have this role (position numbers 71306, 80643, 113239, 75860, 76436, 62087, 74471, and 62088). There are no other positions in other ministries or branches of the Ministry of Finance that have this role. If reclassified, there will be no reporting relationship impact in the RMB organizational unit (i.e. the positions currently report to Band 4 positions). There will also be no STOB 50 impact as all incumbents of these positions are currently compensated within the Band 3 salary range. (See enclosed spreadsheet.)

**Organizational and Positional Context**

RMB has 4 key roles - 1) central risk management agency within government; 2) risk management advisor/consultant; 3) risk management program development and delivery; and 4) claims and litigation management.

The Senior Consultant role's focus is on proactively managing risk, risk financing and insurance for BC's health and education sectors, Crown Corporations, and private corporations and members of the public. The Senior Consultant's mandate extends to the broader public sector and is not limited to a single organization or ministry. There is province-wide scope within each of the Senior Consultant positions.

.../2

The Senior Consultant is the most senior advisor for the branch roles described in 2) and 3), above. There are Intermediate Risk Management Consultants in Band 2 that support the work of the Senior Consultant and work on less complex cases and issues. There is an intentional work assignment of the most complex and contentious issues and portfolios to the Senior Consultant role.

Other non-benchmarked senior positions in RMB that provide services under the roles of 1) and 4) above have already been appropriately classified as Band 3. For reference, these are the Enterprise Risk Manager - 83288, 88764 and the Senior Claims Examiner 73354, 74410.

### **Changes Since Last Review**

As a result of the current review of the Insurance and Risk Management Account (IRMA) by Internal Audit and Advisory Services which is looking at opportunities to help reduce the volatility of IRMA's risk / insurance pools, the Senior Consultant role is being adjusted to more proactively work with sector executives clients on strategies to mitigate identified risks and trends linked to loss outcomes (e.g. learnings from obstetric claims).

The health sector has had significant risk introduced with opioid crisis, medical assistance in dying and obstetrics claims. In response to the actuarial adjustments occurring from obstetrics claims where significant costs were incurred from payouts of insurance claims, the Senior Consultant role has been redesigned to ensure a maturing of the risk management practices occurs. There is more proactive outreach to senior executives and leaders within the health sector (and spreading to other sectors) to mitigate the risks of this occurring in the future.

### **Qualifications and Expertise Required**

The issues managed by Senior Consultants have significant long term and precedent setting implications. Consultation, proactive advice, and communication of decisions are made to the highest level in client organizations, including deputy ministers, chief executive officers, chief financial officers, vice presidents, and boards of directors.

In order to provide this level of proactive consultation and operate with a high degree of independence, the incumbents are required to have significant levels of professional qualifications, training and experience, in many cases greater than the other Band 3 roles. Senior Consultants possess specialized education and training such as a bachelor's degree with business analysis or financial theory focus; a Canadian Risk Management designation (awarded by the Global Risk Management Institute and recognized internationally following completion of three specialized university courses); a Chartered Insurance Professional designation (awarded by the Insurance Institute of Canada and recognized internationally following completion of 10 specialized courses). They make the decisions and provide advice autonomously as experts in their field. Staff hired into these roles have at least 10 years' experience in the private commercial insurance business prior to joining government.

This private sector experience is necessary because in order to understand how government is approaching the financing of its insurable and uninsurable risk, there must be an understanding of the principles of insurance, risk financing and the mechanics and economics of the commercial insurance business. Many have technical skills greater than those of their Director.

### **Impact of the Position**

When RMB's Senior Consultants provide advice it is within the context of financial exposures that are in the millions of dollars (limits of coverage range from \$2 million for Foster Parents, to \$15 million for Midwives, \$50 million for Hospitals and Education, hundreds of millions of dollars for property exposures). The insurance business is regulated in Canada in order to ensure policyholders are sufficiently protected and receive credible and reliable advice. As a self-insurance risk financing model, the programs of RMB are not regulated, however, the same degree of credibility and reliability is critical to ensure the protection of policyholders. Were the advice to be misinformed or inaccurate, the clients could be disadvantaged financially and may opt to return to the commercial insurance market. This move would cost government millions of dollars as the savings from self-insurance versus commercial insurance over the past 30 years amounts to more than \$1.7 billion dollars. It is important to recognize that not all risk is covered by the self-insurance programs and the Senior Consultants also help clients understand the potential impacts of risks for which they may be assuming sole financial responsibility.

### **Examples**

The following examples illustrate the scope of these roles:

- 1) Recently RMB has been in consultations with Simon Fraser University (SFU) about joining the University, College and Institutions Program (UCIPP) – one of the major RMB programs. UCIPP presently insures 25 of the 27 public post-secondary institutions in the province. Steps the senior consultant will undertake include: evaluating the insurance needs of SFU, the coverage they are provided by their current insurer, gap analysis between the two, what deductibles may be reasonable depending upon the level of autonomy they seek and, how pricing compares. An in-depth review of their property portfolio in order to identify what is core (covered by the Ministry of Advanced Education) and non-core (requirement to be placed on an Optional Property Program and incur additional premium costs) is required. All of this is necessary in order to develop the business case which will be advanced eventually by Board Members of SFU and the Deputy Ministers of Advanced Education and Finance.
- 2) The program for Foster Parents is being modified to solidify the coverage provided to caregivers for allegations of sexual abuse. For many years the Foster Parents have been recipients of a loosely worded indemnity to protect caregivers against frivolous allegations brought by troubled children in their care. The coverage has proven problematic and has been re-written to introduce clearer terms and limitations. The work includes creating coverage wordings and dove-tailing them to operate with other insurance(s) held by the Foster Parents and working with the Ministry and the Foster Parents' Association.

Coverage for allegations of sexual abuse has limited availability in commercial markets so the innovative risk financing solution created by the Foster Parent Program assists with recruitment and retention of foster parents enabling valuable social services to take place.

- 3) Recent changes in legislation now allow health care providers to provide Medical Assistance in Dying (MAiD). This has introduced risk issues to the public sector health clients (Health Authorities and other publicly funded agencies) who practice within the new laws. Although the legislation has clearly changed there are a myriad of practical realities that are not as clear. The Senior Consultants must understand how new legislation works with existing laws and the legal framework, for example, balancing the need for information collection with privacy, or specialized requirements for informed consent. Criminal or intentional acts are not insurable so understanding and responding to inquiries that remove uncertainty around the scope of coverage is essential.
- 4) A significant increase in drug-related overdoses and deaths prompted the Provincial health Officer to declare a public health emergency. Health Authorities needed to quickly develop response plans such as the provision of naloxone (an overdose “antidote”) kits in places where overdose victims could have immediate administration of naloxone. Work of the Senior Consultant helped establish a coordinated and timely response to this by researching associated risk issues and acting as a central, trusted advisor to all clients ensuring consistent best practices and clear shared messaging across BC. This included working with the Health Authorities, the Ministry of Health and legal advisors to understand and interpret legislation that was rapidly changing to permit less restrictive access to naloxone and standards of practice as set out by regulating colleges; corresponding with Health Canada and national professional associations to ensure BC aligned with other jurisdictions; and understanding concerns of frontline health care workers and developing plans to address these (e.g. reassurance of coverage under Health Care Protection Program (HCPP); potential indemnification of social service agencies who may receive the kits).
- 5) Students participating in high risk activities such as school sponsored ski trips can expose the public school system to multi-million dollar claims resulting from student injury. Senior Consultants developed a standard best practice guide and waiver/release form for use by K-12 schools when undertaking these sorts of endeavours with students. This involved understanding common law principles related to negligence, assumption of risk by competent minors, the validity of waivers for high risk activities and who can waive the rights of a minor. Adherence to the best practices and use of the recommended waiver has resulted in the successful defense or significantly reduced awards in legal actions against schools, resulting in savings of hundreds of thousands of dollars.



- 6) Securities or land use is an area that falls to RMB through the Bonding Act. When individuals or companies introduce environmental hazards to the land they must register securities in an amount sufficient to guarantee there will be sufficient funds available to clean up the site when it is decommissioned or abandoned. Evaluating the risks of land use in conjunction with the combined financial assets of the company is a role of RMB Senior Consultants.
- 7) Similarly, evaluating the efficacy of insurance or financial securities held by counterparties doing business with the government, with the broader public sector, or providing services to private citizens is an important part of protecting the interests and assets of those parties. Evaluation within the context of the services being provided and the risk exposures requires significant knowledge and application of a very specific skill set. Job postings for these positions require the holding of or working toward the professional designation of Chartered Insurance Professional (CIP) along with requisite skills and experience.
- 8) Insurance for Midwives is provided by one of the programs of RMB. RMB Senior Consultants provide advice around delineation in coverage between that provided by the Midwives Protection Program and that arranged by the Midwives Association of BC (MABC) for Commercial General Liability. There are also coverage and risk issues related to expanded scope of practice, acting within or outside of a hospital and risk issues associated with quality of care reviews. In order to advise the midwives accurately, RMB Senior Consultants act similarly to a licensed insurance broker. The advice they provide directly influences the coverage that will subsequently be arranged by the midwife and/or the association and informs decisions made by the College of Midwives of BC, the MABC, and the midwives themselves.
- 9) Insurance particulars are provided to Public Private Partners (P3) related to Construction and Operation of new public infrastructure including roads, bridges, hospitals and schools/institutions. Where it makes sense to do so (this in itself based on the educated judgement of the Senior Consultant) the government saves millions of dollars by providing insurance to P3 partners rather than having them arrange it themselves. This necessitates educating the P3 consortium companies and their licensed insurance advisors on the coverage that is either purchased or self-insured by the Province. Insurance costs on these projects range in the hundreds of thousands of dollars.
- 10) RMB has a Stewardship role in relation the pooled funds of the IRMA. RMB has a fiduciary obligation to the pool participants to manage the fund (approximately \$500 - \$600 million) in accordance with the contractual agreements and the underlying principles of the risk financing programs. This creates an obligation on the part of RMB to be alive to changing exposures and to inform the clients where insurance should be purchased. An example of this is there the use of a patient residence building changes from long range care to assisted living.

The Ministry of Health, as payer, does not want to fund losses to assisted living (essentially housing) from health care dollars. The onus then is on RMB to assist the client to arrange private insurance. Other examples have been where organizations enter into revenue generating ventures through the manufacturing and sale of medical equipment, for example.


- 11) Indemnity provisions within contracts create financial obligations for the parties. Indemnities vary in complexity and must be analyzed within the context of specific roles and responsibilities between the parties. Contracts containing indemnities are subject to the approval of the Executive Director of RMB or the Minister of Finance in accordance with the *Financial Administration Act* and the Guarantees and Indemnities Regulation. Senior Consultants are responsible for conducting a thorough review of hundreds of contracts each year and the recommend approval or non-approval to the Executive Director of RMB. An understanding of contract law, limitations of liability, waiver and release of liability, insurance provisions and other contract elements is a requirement in order to adequately protect the Province and broader public entities from inappropriate risk transfer.
- 12) The Senior Consultants provide advice to clients around their Enterprise-wide Risk Management frameworks and processes. The Province relies on the RMB Enterprise Risk Managers (ERM) to do this for its ministries. Senior Consultants can themselves consult with the ERM to act as a link between the Province and the broader public sector in ERM initiatives. This enables a more consistent approach to ERM among all involved and facilitates sharing of best practices in ERM for public entities. For example, the risks of Health Authorities roll up to the Ministry of Health, informing its own enterprise risk management activities.
- 13) Our research has revealed that Equivalent Risk Management consultants in the jurisdiction of Alberta are classified as Band 1, Zone 2 with a salary up to \$107,000 annually. This is the same level as other senior positions within the organization such as claims examiners, falling within the same salary grid. Our request asks for the same consideration in BC, that Senior Consultants be banded in the same grid as Senior Claims Examiners.

### **Succession Management**

There is currently no succession path for risk management consultants within RMB as both the intermediate and senior consultant roles are in band 2. There is a need to develop internal capacity and expertise for the Senior Consultant. This would contribute to higher engagement within the branch, improve the likelihood of employee retention, and increase the ability to recruit high-quality industry experts in future years.

For the reasons noted above, please consider the request to reclassify the Senior Consultant position to Band 3 as well as remove it from the benchmark listing. Please contact myself or Tara Richards, Assistant Deputy Minister and Executive Financial Officer, Corporate Services Division, should you wish to discuss this request. Thank you in advance for your consideration.

Sincerely,



Athana Mentzelopoulos  
Deputy Minister and  
Secretary to Treasury Board

Enclosure

cc: Tara Richards  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Finance

Jim Hopkins  
Assistant Deputy Minister  
Ministry of Finance

**TITLE:** SENIOR RISK MANAGEMENT CONSULTANT

**CLASSIFICATION:** BAND 3

**MINISTRY:** MINISTRY OF FINANCE - PROVINCIAL TREASURY

**WORK UNIT:** RISK MANAGEMENT BRANCH

**SUPERVISOR TITLE:** DIRECTOR, CLIENT SERVICES (BAND 4) **SUPERVISOR POSITION #:** 00075854, 00083021, 00008601

## **JOB OVERVIEW**

The Senior Risk Management Consultant proactively influences the development of best risk management practice by providing expert risk management advice to ministry, government corporation, and broader public sector (healthcare, K-12 schools, post-secondary education) clients from the perspective of enabling clients to take advantage of opportunities while mitigating risk and assuming accountability for losses. Activities include reviewing and recommending for approval indemnities and related risk allocation language in non-standard contracts, developing and implementing risk management and risk financing strategies (including self-insurance programs) based on a detailed analysis of the underlying risks, and developing and delivering risk management training programs.

## **ACCOUNTABILITIES**

**Leads consistent risk management processes and practices across ministries and government corporations, including for the broader public sector:**

- Proactively influences the development of best risk management practice within client organizations by providing expert risk management and insurance advice and risk management consulting to assist staff and senior management in strategic, procurement and other initiatives. Works in concert with executive, senior staff, senior project managers and clients' legal counsel to inform their decisions. Consequences of inaccurate or incomplete advice are wide ranging and have financial and precedent setting implications.
- Works with clients to review and discuss current risk management issues including new or changing legislation, plans and business objectives, or claims exposures/loss history. Participates or facilitates client or corporate working groups for programs, plans, and projects to identify and assess clients' risks. Assists clients in determining optimal risk allocation and recommends changes and amendments for continuing and new major initiatives. Provides interpretive risk management advice and recommendations with respect to operational practices and procedures of Program client organizations.
- Proactively identifies researches and evaluates urgent and emerging issues (including learnings from Risk Management Branch (RMB) self-insurance programs litigations) and develops advice on best practices to translate these into innovative strategies and action plans for clients, thus reducing overall cost of risk for clients and helping to minimize exposure to RMB risk financing pools.

- Designs, develops and delivers customized client education resources, such as formal presentations/workshops and forums, informal presentations, communication strategies, publications and other reference/resource materials, thus creating consistent approaches to risk management across client bases, reducing overall cost of risk to clients, and minimizing exposure to RMB risk financing pools.
- Assist clients and legal counsel with the development of standardized contract language with respect to risk allocation. Reviews non-standard agreements and procurement documents to provide expert advice and recommendations on appropriate insurance, securities, indemnity, limitation of liability, and other terms respecting allocation of risk. Contracts require thorough and expert analysis in order to assess the incremental increase and avoid acceptance of third party liability to the province or broader public sector.
- Reviews, analyses and evaluates major procurement projects, including Public Private Partnership (P3) and Alternative Delivery Service proposals, to determine optimal risk allocation between private and public sector parties and recommends changes and amendments.
- Assists clients and their legal counsel during negotiation of assumption of risk and premiums in dealings with contractors/suppliers for major projects in order to ensure the strategic goals of the province and/or public sector organization are achieved via the proposed models
- Reviews, analyses, suggests alternate wording and recommends for approval to the Executive Director or Minister of Finance indemnities granted by ministries and government corporations in non-standard contracts in accordance with the *Financial Administration Act* and regulations.
- Provides expert advice and support for risk financing solutions for clients including commercial insurance and self-insurance options. Develops, implements, supports and provides advice on RMB risk financing programs such as Health Care Protection Program, Schools Protection Program, Universities Colleges and Institutions Protection Program, Master Insurance Program, Stewardship Partners Insurance Program, Appointee Indemnity Program, Directors Indemnity Protection Program, Crown Corporation Insurance Programs.
- Ongoing evaluation of RMB risk financing programs content, identifying areas where additional coverage may be required and recommending strategies for addressing client needs. As a designated professional, provides interpretation of RMB risk financing program coverages to clients to ensure their understanding between insured and uninsured damages and the cost implications of them.
- Updates the content of self-insurance program reference manuals, websites and other publications in response to new issues, changes within the private sector insurance marketplace and the field of public sector risk management.
- Prepares briefing materials, decision notes, reports and other correspondence.
- Serves as chair, branch representative, or alternate representative for the Director on various committees including the Program Advisory Committees.
- Maintains current technical and case law knowledge of risk management, insurance, security and loss control issues and trends. Maintains current knowledge of client business operations and programs comprising a broad range of subject areas.

- Ensures effective information sharing by applying sound knowledge management. Acts as mentor by working with and developing risk management consultants across the branch. Participates in team and RMB meetings including providing input at planning meetings.
- Establishes, builds, and maintains relationships with clients, experts, and other stakeholders and promotes the services of RMB. Represents RMB and the Province by presenting or participating at national or international conferences and other forums
- Acts on behalf of the Director upon request.

## **JOB REQUIREMENTS**

### **Education/Experience:**

- Bachelor's degree plus extensive years (minimum 5 years) of risk management, financial risk management, banking, securities, financial market and services, or insurance industry experience, or an equivalent combination of education and related experience.
- Demonstrated experience performing complex financial or risk analysis to resolve complex client issues.
- Demonstrated experience developing and implementing risk financing and risk management programs.

### **Preference may be given to the following:**

- Candidates who hold one or more of the following designations:
  - Canadian Risk Management (Canadian Risk Management designation will be required of this position if not completed prior to hiring)
  - Chartered Insurance Professional
  - Canadian Accredited Insurance Broker
  - Chartered Financial Analyst
  - Financial Risk Management
  - Professional Risk Manager
  - Canadian Securities Course
- Experience with Construction or Commercial Lines Insurance
- Experience with surety products, specialty insurance products, financial assurance instruments (e.g. surety bonds, letters of credit, trusts, guaranteed investment certificates, etc.), or working with large treasury operations. Experience in: policy interpretation and/or development; procurement; legislation analysis (e.g. Financial Administration Act); contract Law; and/or group facilitation.
- Experience in one or more of the following: business analysis; financial theory and principles; proactively identifying, assessing and managing operational risk; project management; group facilitation.
- For CGC Consultant roles, minimum of 2 years' experience working in a public sector environment.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).**

### Skills/Abilities:

- Demonstrated ability to communicate with, and establish and maintain effective working relationships and partnerships with, stakeholders at various levels including senior executives.
- Excellent written and oral communications skills including the ability to write, edit, and present a range of written and visual materials.
- Excellent group facilitation and presentation skills with a demonstrated ability to explain complex concepts in plain language to diverse audiences of various sizes.
- Excellent attention to detail, organizational skills and an ability to handle a number of complex issues simultaneously.
- Demonstrated ability to research, analyze and synthesize complex issues or subjects and provide recommendations often when options are indistinct and may require innovation.
- Ability to understand diverse organizations, provide in-depth risk analyses and develop effective risk mitigation strategies.
- Ability to learn new skills and concepts quickly.
- Ability to work independently and as part of a team.
- Ability to interpret and apply legislation, policy and procedures.
- Ability to maintain confidentiality.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position)

### **BEHAVIOURAL COMPETENCIES**

- **Partners with Stakeholders** the desire to work co-operatively with all stakeholders to meet mutual goals. It involves awareness that a relationship based on trust is the foundation for success in delivering results.
- **Analytical Thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Customer/Client Development** involves the genuine intent to foster the learning or development of a diverse clientele. "Customers/clients" include the public, internal clients, colleagues, partners, co-workers, peers, branches, ministries/agencies and other government organizations.



- **Information Seeking** is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.
- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.
- **Flexibility** the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as situations change and accepting changes within one's own job or organization.

DRAFT

Risk Management Branch  
Senior Risk Management Consultant  
June 22, 2017

Program Division	Program Branch	NAME	Job code DESCR	POSITIO N	Position Title	Annual Rate If Full Time	Plus 2%
Provincial Treasury	Risk Management	Oomen, Helen Louise	Band 2	00080643	Sr Risk Mgmt Consultant	\$82,442.97	\$84,091.83
Provincial Treasury	Risk Management	Moen, Milaine	Band 2	00075860	Sr Risk Mgt Consul - Health	\$82,238.95	\$83,883.73
Provincial Treasury	Risk Management	Sofrova, Andrea	Band 2	00113239	Sr Risk Mgmt Consultant	\$80,000.23	\$81,600.23
Provincial Treasury	Risk Management	Milne, Jeffrey	Band 2	00062087	Sr Risk Mgmt Consultant	\$78,945.18	\$80,524.08
Provincial Treasury	Risk Management	Arsenault, Megan	Band 2	00076436	Sr Risk Mgmt Consul - Health	\$78,944.92	\$80,523.82
Provincial Treasury	Risk Management	Kenny, Kira	Band 2	00062088	Sr Risk Mgmt Consultant	\$77,397.30	\$78,945.25
Provincial Treasury	Risk Management	Lukoni, Aaron S	Band 2	00071306	Sr Risk Mgmt Consultant	\$73,709.84	\$75,184.03

**MINISTRY OF ATTORNEY GENERAL  
BC PROSECUTION SERVICE  
BRIEFING NOTE**

**PURPOSE:** For **DECISION** of Richard J. M. Fyfe, QC  
Deputy Attorney General, Ministry of Attorney General  
For **DECISION** of Lori Halls  
Deputy Minister, Public Service Agency

**ISSUE:**

Classification and associated Benchmark for current Business Manager, Regional Operations position.

**SUMMARY:**

Following organizational restructuring within the Ministry of Attorney General, the BC Prosecution Service (BCPS) has updated the job profile for the Deputy Director, Regional Operations (previously Business Manager, Regional Operations) position. As a result the BCPS is seeking removal of the associated Benchmark (BM 200) for this position under the Management Classification and Compensation Framework (MCCF) in order to allow for a classification review.

**BACKGROUND:**

- When the MCCF was updated in 2016, the Business Manager, Regional Operations position was used to develop Benchmark 200. At that time, these positions were part of the Corporate Management Services Branch (CMSB – note that in Justice, Branches are equivalent to Divisions in other Ministries). The accountabilities of the position were focused on establishing financial controls, leading the analysis and development of budget forecasts and annual budget submissions, leading continuous improvement projects and other HR initiatives, determining the resources required to manage court cases, and coordinating facilities projects. Limited supervision was required (up to one Financial Officer position).
- Although the Business Manager, Regional Operations positions were part of CMSB, support and services were provided exclusively to the BCPS. The BCPS was not consulted in the process of developing the position as a benchmark, and would have taken issue with the approach, given the opportunity.
- A reorganization recently took place within the Ministry of Attorney General. As a result of a review of roles and responsibilities conducted jointly by both CMSB and the BCPS, a number of positions were transferred back to BCPS from CMSB, including all seven Business Manager, Regional Operations positions and three Financial Officer positions.
- Following this reorganization, the roles and responsibilities of the position have been updated with significantly enhanced reporting relationships directly tied to front-line operations. A new job profile has been prepared with a new job title of Deputy Director, Regional Operations.

## DISCUSSION:

- As a result of the reorganization that recently took place within the Ministry of Attorney General, a comprehensive review of the current Business Manager, Regional Operations position has been undertaken. The newly created job profile reflects the following updates:
  1. A significant increase in the leadership and supervision requirements of the role. This change will support accountability within the regions and ensure that there is a focus on corporate strategic priorities. Although the Deputy Director, Regional Operations position does not lead professional and/or management employees, these positions constitute the only non-legal excluded managers within each region. Each position now directly and indirectly supervises, on average, approximately 50 employees (ranging from Grid 11 to Grid 21) in geographically dispersed offices across the region. The supervised employees are front-line legal administrative staff (Legal Office Managers, Legal Assistants, Legal Clerks), who provide essential services to Crown Counsel and the overall court process (witness management, vetting of primarily electronic disclosure packages to defence). Note that the nature of the work of legal administrative staff has changed drastically over the past 5 years due to electronic disclosure, so much so that a project has been initiated to re-write all job profiles and/or create new to capture and adequately classify these positions.
  2. A focus on the BCPS's strategic priorities, developing operational plans that specifically address regional needs, and managing significant initiatives (such as management of the exponential growth of electronic disclosure).
  3. A change in focus from leading the analysis and development of regional budget forecasts to overseeing the development and monitoring of the regional budget (in conjunction with CMSB). The role will continue to identify and manage potential and actual budget pressures identified.
  4. While historically responsible for ensuring the availability of required resources for the BCPS to achieve its core mandate (the conduct of criminal prosecutions and appeals), the position will take the lead in developing a regional staff acquisition strategy, using business intelligence metrics and considering changing demographics. With current human resource challenges and critical resource requirements, the position will be accountable for exploring innovative solutions to address staffing and recruitment challenges. In addition, the position will be influential in recommending updates and changes to the current curriculum for Paralegals in order to address future paralegal needs within the BCPS, particularly with regards to management of electronic disclosure.
  5. A greater focus on how the role acts as a trusted advisor for senior lawyers. As the only non-legal excluded manager within each region, the position holder is heavily relied upon for their knowledge, advice and initiative in making decisions that minimize potential risks, improve operations and support the overall function of the criminal justice process. This allows Legal Counsel Managers within the regions (who earn approximately \$220K annually) to more appropriately focus on leadership over legal issues.

The position is an active member of the Regional Management Team, consisting of senior lawyers within each region, and actively participates in and contributes to strategic and business planning, significantly influencing decisions with regards to improving operations.

- The current salary range for this position under Band 2 of the MCCF is \$62K to \$86K. All of the Business Managers, Regional Operations are currently at the top step of the salary range at \$86K.
- If this position were to be classified at Band 3, the salary range would be \$72K to \$100K annually. While there would be no immediate salary increases for those currently in the role, there could be opportunities for small merit increases over time. Posting at the full salary range for a Band 3 would also assist with future recruitment needs relating to this position.

**OPTIONS:**

- 1) **Recommended:** Approve the creation of a new Deputy Director, Regional Operations position outside of Benchmark 200. A classification review would need to be completed to determine the appropriate Band level under MCCF for this new position. Benchmark 200 could be retained, as it represents a good example of a position at Band 2.
- 2) **Not Recommended:** Approve the updated job profile for the Deputy Director, Regional Operations under Benchmark 200.

**OTHER MINISTRIES IMPACTED/CONSULTED:**

- There is no anticipated impact on any other Ministries at this time.

**DECISION APPROVED**




Richard J. M. Fyfe, QC  
Deputy Attorney General

**DATE:**

June 14, 2018

**DECISION APPROVED NOT APPROVED**



Lori Halls  
Deputy Minister, Public Service Agency

**DATE:**

July 25, 2018

**Prepared by:**

Brian Anderson  
Director, Business Operations  
BC Prosecution Service  
250-356-1486

**Approved by:**

Peter Juk, QC  
Assistant Deputy Attorney General  
BC Prosecution Service  
250-387-5172

**Attachment(s)**

- Comparison of Accountabilities

## **Comparison of Accountabilities**

### **Business Manager, Regional Operations (BM # 200) compared to Deputy Director, Regional Operations (New Job Profile)**

<b><u>Business Manager, Regional Operations</u></b> Benchmark #200 Accountabilities	<b><u>Deputy Director, Regional Operations</u></b> New Job Profile Accountabilities **	<b>Summary of Changes</b>
	Translates strategic and business plans into defined operational plans by identifying local needs and issues and establishing priorities and goals.	New accountability outside of current benchmark, with a focus on strategic priorities for the BCPS.
	Develops a regional staff acquisition strategy by analyzing business intelligence metrics and changing demographics and, through a collaborative process ensures access to skilled resources (administrative and legal) to sustain current staffing levels and deliver major cases/critical services that support the criminal justice process.	New accountability outside of current benchmark to address recruitment and staffing challenges.
	Provides expert advice to senior Crown Counsel on current and emerging issues within the region and contributes to key decision making on priorities and deliverables.	New accountability outside of current benchmark. As the only non-legal excluded manager within the region, this position is heavily relied upon for their knowledge and expertise. With the return of these positions from CMSB, this is a critical function of the role that must be reflected.
Establishes financial management controls and leads the analysis and development of budget forecasts and annual regional budget submissions.	Oversees development and monitoring of the regional budget (\$15 - 30M), establishes financial management controls to ensure compliance, reduce risk and incorporate best practices; identifies and manages potential and actual budget pressures.	Updated as a result of position transfer from CMSB to BCPS. Reflects change in focus from leading the analysis and development of regional budget forecasts (CMSB) to overseeing development and monitoring of the regional budget (BCPS).

\*\* Accountabilities for the Deputy Director, Regional Operations job profile have been re-ordered slightly.

## **Comparison of Accountabilities**

### **Business Manager, Regional Operations (BM # 200) compared to Deputy Director, Regional Operations (New Job Profile)**

<b><u>Business Manager, Regional Operations</u></b> Benchmark #200 Accountabilities	<b><u>Deputy Director, Regional Operations</u></b> New Job Profile Accountabilities **	<b>Summary of Changes</b>
Determines resources required to manage court cases (including emerging major cases) that include information technology, equipment and facility needs, as well as FTE allocations.	Determines resources required to manage criminal court cases (including emerging major cases) that includes human, information technology, equipment and facility needs.	No change
Develops project frameworks to address changing business requirements that incorporate project objectives and implementation plans and reflect strategic priorities; monitors projects to ensure outcomes are delivered and quality standards are met.	Develops project frameworks to address changing business requirements that incorporate project objectives and implementation plans and, reflect strategic priorities (e.g., disclosure strategy, file management, witness notification).	No change
Leads the development and implementation of continuous improvement projects and business processes for new and emerging issues and collaborates on the development of strategic and operational plans (e.g., business continuity, facilities, communications management).	Establishes a culture of continuous improvement by leading the development and implementation of business improvement projects to streamline processes and reduce costs across all lines of business.	No change
Leads a range of human resource initiatives for the region, such as development of hiring strategies, recruitment and retention strategies, and recognition and employee development that are broadly aligned with ministry/corporate level plans.	Leads a range of human resource initiatives for the region that includes developing hiring, recruitment and retention strategies, recognition and employee development that are broadly aligned with ministry/corporate level plans.	No change
	Collaborates with educational institutions to influence the curriculum for Paralegals to support the needs and interests of the Prosecution Service and the Administrative Staff Learning and Development Strategy.	New accountability outside current benchmark. This work is critical to addressing future paralegal needs within the BCPS, particularly with regards to electronic disclosure management.

\*\* Accountabilities for the Deputy Director, Regional Operations job profile have been re-ordered slightly.



## **Comparison of Accountabilities**

### **Business Manager, Regional Operations (BM # 200) compared to Deputy Director, Regional Operations (New Job Profile)**

<u><b>Business Manager, Regional Operations</b></u> Benchmark #200 Accountabilities	<u><b>Deputy Director, Regional Operations</b></u> New Job Profile Accountabilities **	<b>Summary of Changes</b>
Prepares and/or negotiates contracts (e.g., security), monitors performance and authorizes payment.	Oversees regional procurement practices and authorizes expenditures for services (e.g., transcripts and witness expenses); prepares and/or negotiates contracts (e.g., security and legal services), monitors performance and authorizes payment.	Updated to better reflect current accountabilities of role, in conjunction with CMSB.
	Oversees and maintains the region's records management systems, ensures practices are in compliance with legislated requirements, and storage (physical, electronic and evidentiary) supports access requirements.	New accountability outside current benchmark. This is especially critical given current work underway with regards to electronic disclosure management and data storage requirements.
Identifies facilities issues and advocates for solutions; coordinates tenant improvement and major construction projects.	Coordinates tenant improvement and major construction projects and, identifies and resolves facilities issues.	No change
Contributes to the development of regional security policies, procures security related devices, and provides input into the design of security related tenant improvements applicable to Crown operations.	Contributes to the development of regional safety and security policies and strategies, procures security related devices, and provides input into the design and management of security related tenant improvements applicable to Crown operations.	No change
Supervises staff, including assignment of work, development and evaluation of performance plans, approval of leave, response to grievances and initiation of disciplinary processes.	Supervises, both directly and indirectly, a large team (~50), including assignment of work, development and evaluation of performance plans, approval of leave, response to grievances and initiation of disciplinary processes.	Previously responsible for supervision of up to one Financial Officer. Updated to reflect a significant increase in supervision requirements (up to 50 employees) with a direct link to operations (front-line legal administrative staff).

\*\* Accountabilities for the Deputy Director, Regional Operations job profile have been re-ordered slightly.

**TITLE: BUSINESS MANAGER, REGIONAL OPERATIONS**

**CLASSIFICATION: BAND 2**

**CONTEXT**

*This position resides in the Corporate Management Services Branch (CMSB) that provides facilities management, finance and administration and organizational development for the Criminal Justice Branch. This position reports to a corporate services excluded manager at Band 3 or higher and functionally to a Regional Crown Counsel.*

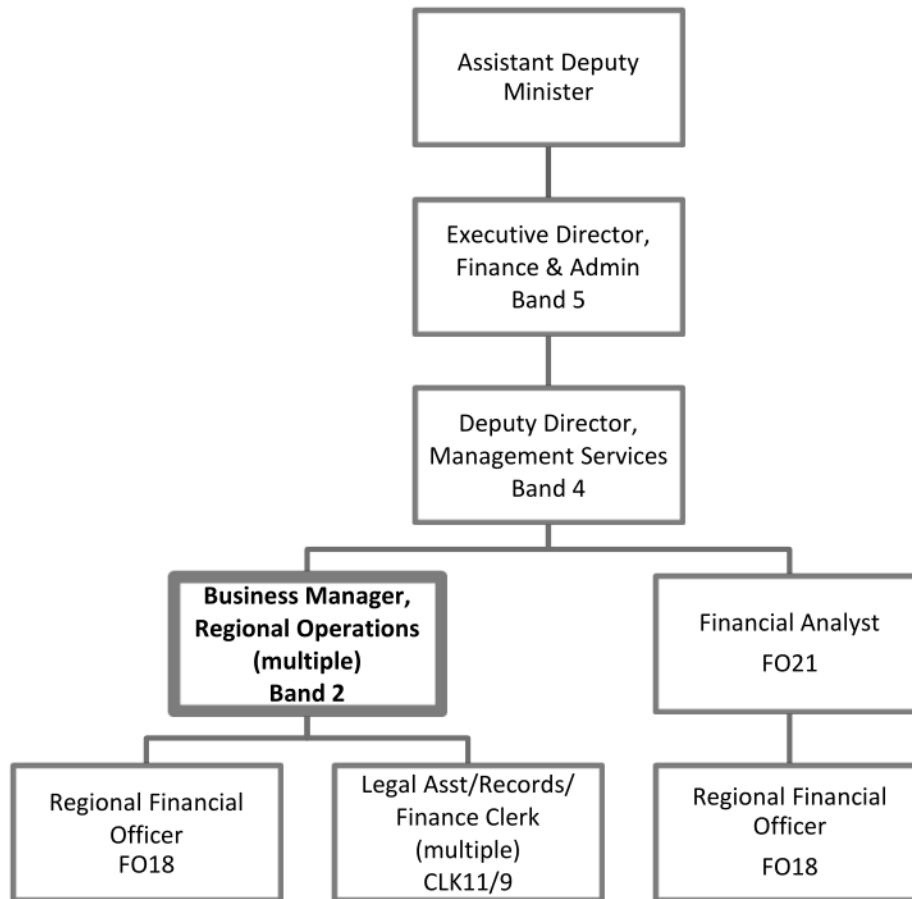
**JOB OVERVIEW**

*The position provides leadership in the planning, management, and implementation of business operations including finance/budgeting and human resources/labour relations, and provides advice and recommendations on a range of corporate services for a region.*

**ACCOUNTABILITIES**

- Establishes financial management controls and leads the analysis and development of budget forecasts and annual regional budget submissions.
- Determines resources required to manage court cases (including emerging major cases) that include information technology, equipment and facility needs, as well as FTE allocations.
- Develops project frameworks to address changing business requirements that incorporate project objectives and implementation plans and reflect strategic priorities; monitors projects to ensure outcomes are delivered and quality standards are met.
- Leads the development and implementation of continuous improvement projects and business processes for new and emerging issues and collaborates on the development of strategic and operational plans (e.g., business continuity, facilities, communications management).
- Leads a range of human resource initiatives for the region, such as development of hiring strategies, recruitment and retention strategies, and recognition and employee development that are broadly aligned with ministry/corporate level plans.
- Prepares and/or negotiates contracts (e.g., security), monitors performance and authorizes payment.
- Identifies facilities issues and advocates for solutions; coordinates tenant improvement and major construction projects.
- Contributes to the development of regional security policies, procures security related devices, and provides input into the design of security related tenant improvements applicable to Crown operations.
- Supervises staff, including assignment of work, development and evaluation of performance plans, approval of leave, response to grievances and initiation of disciplinary processes.

## ORGANIZATION CHART



## RATIONALE – BAND 2

### Leadership

*Supervisory:* Leads non-management employees; provides functional supervision to operational employees for non-legal functions.

### Problem Solving

*Scope/Impact:* Establishes financial controls, determines resource allocations, develops business processes, and supports development of security policies for a region.

*Complexity:* Manages the business operations for, and provides advice and recommendations to, Crown Counsel on a range of operational issues; develops business cases and resource request submissions for facilities, information technology and FTEs and leads regional recruitment.

*Influence:* Identifies and maintains working relationships with regional and CMSB staff in order to provide corporate services, and with service providers (contractors and Public Service Agency staff) to deliver services related to finance and administration, human resources, and facilities/security.

### Autonomy

*Independence:* Develops options for new/changed priorities required to effectively manage court proceedings for major cases.

*Discretion:* Works within guidelines established for corporate services when providing HR, finance, and facilities advice and recommendations; uses discretion to develop business processes/plans that are heavily influenced by technological changes and determining priorities to address business issues; keeps the Regional Executive Management Team advised on new and emerging operational issues.

## **BM200 – Business Manager, Regional Operations Benchmark Challenge**

Richard Fyfe, Deputy Attorney General has requested the reclassification of Benchmark 200 Business Manager, Regional Operations. Attached is the briefing note outlining their rationale behind the request.

### **Analysis**

When the attached benchmark 200 was developed the position was located within the Corporate Management Services Branch within the Ministry of Justice AG. This role provides services exclusively to the BC Prosecution Services (BCPS) branch.

The Ministry of Attorney General recently completed a re-organization and a review of roles and responsibilities. As a result of this review the Business Manager, Regional Operations was transferred back to BCPS along with a number of financial officer positions and re-titled Deputy Director, Regional Operations.

The accountabilities and responsibilities of this role also changed with this transfer. New accountabilities include:

- Significant increase in supervisory responsibilities under the new organizational structure from a couple of staff to up to 50 front line operational positions.
- Greater focus incorporating strategic priorities and new initiatives into regional operational plans.
- Identifying local issues and prioritizing regional goals.
- Leads regional HR recruitment and retention acquisition strategies.
- Collaborates with educational institutions to influence the curriculum for Paralegals to support the needs and interests of the BCPS.
- The role is the only non-legal counsel manager on each regional team. The intent is for these positions to take on regional operational issues and planning so that legal counsel managers can focus more on legal work, versus operation issues.
- Oversees and maintains the region's records management systems, ensures practices are in compliance with legislated requirements, and storage supports access requirements.

### **Recommendation**

As a result of the restructuring and role changes, the benchmark position has undergone a significant increase in scope and impact in regards to regional prosecution services operations. Previously this role provided corporate services support for each region. The role now provides direct supervision for front line legal operations staff increasing supervisory and leadership accountabilities. The role is also now responsible

for integrating and implementing organizational priorities and initiatives into regional operations. Many of these planning and operational responsibilities were previously assigned to legal counsel managers who can now focus on actual legal work. The benchmark position now provides advice and expertise to legal counsel managers in regards to prosecution regional operations. **Recommend approval of reclassification to band 3.** The Ministry has indicated there will be no compensation increases for current incumbents as a result of this reclassification.

**TITLE:** DEPUTY DIRECTOR, REGIONAL BUSINESS OPERATIONS      **CLASSIFICATION:** TBD

**MINISTRY:** ATTORNEY GENERAL  
BC PROSECUTION SERVICE, BUSINESS OPERATIONS

**SUPERVISOR:** DIRECTOR, BUSINESS OPERATIONS      **SUPERVISOR POSITION #:** 00093750, 00085745

## CONTEXT

*The BC Prosecution Service (BCPS) contributes to the protection of society by conducting prosecutions and appeals in all levels of courts independently, fairly and effectively.*

*The mandate of Business Operations is to develop and implement strategies to address issues and challenges, improve service delivery effectiveness and oversee the development of BCPS policies and processes related to finance, information and other technologies, human resources, labour relations, and facilities. Business Operations also leads the provision of legal support services.*

## JOB OVERVIEW

*As the only non-legal excluded manager within each Region, the Deputy Director, Regional Operations is an active member of the Regional Management Team accountable for managing a diverse portfolio of operational and legal support services with a direct impact on front-line operations. Regions are comprised of multiple, often geographically disbursed, offices ranging in size from small (2-3 employees) to large (over 100 employees).*

*The Deputy Director, Regional Operations provides expert advice and recommendations to senior Crown Counsel on a range of issues within the region, including the establishment of financial controls and management of human resource/labour relations issues.*

## ACCOUNTABILITIES

- Provides expert advice to senior Crown Counsel on current and emerging issues within the region and contributes to key decision making on priorities and deliverables.
- Supervises, both directly and indirectly, a large team (~50) of legal administrative support staff with a direct link to front line operations (e.g. disclosure of material, witness management), including assignment of work, development and evaluation of performance plans, approval of leave, response to grievances and initiation of disciplinary processes.
- Oversees the regional budget (\$15 - 30M), establishes financial management controls to ensure compliance, reduce risk and incorporate best practices; identifies and manages potential and actual budget pressures.
- Determines staffing resources required to ensure that the mandate of the BC Prosecution Service is fulfilled (attendance at court and management of criminal court cases, including emerging major cases). Analysis includes consideration of business intelligence metrics, changing demographics, broader justice initiatives, and how the criminal justice system functions.
- Determines resources required to ensure that information technology, equipment and facility needs are met in order to support front-line operations.
- Translates strategic and business plans into defined operational plans by identifying local needs and issues and establishing priorities and goals.
- Develops project frameworks to address changing business requirements that incorporate project objectives and implementation plans and, reflect strategic priorities (e.g., disclosure strategy, file management, witness notification).

April 8, 2018



- Leads a range of human resource initiatives for the region that includes developing hiring, recruitment and retention strategies, recognition and employee development that are broadly aligned with ministry/corporate level plans.
- Develops a regional staff acquisition strategy and, through a collaborative process, ensures access to skilled resources (administrative and legal) to sustain current staffing levels and deliver major cases/critical services that support the criminal justice process.
- Collaborates with educational institutions to influence the curriculum for Paralegals to support the needs and interests of the Prosecution Service and the Administrative Staff Learning and Development Strategy.
- Oversees procurement practices across the region to ensure compliance with financial policies and authorizes expenditures for services (e.g., transcripts and witness expenses); prepares and/or negotiates contracts (e.g., security and legal services), monitors performance and authorizes payment.
- Establishes a culture of continuous improvement by leading the development and implementation of business improvement projects to streamline processes and reduce costs across all lines of business.
- Directs and ensures records management practices are in compliance with legislated requirements; ensures appropriate storage (physical, electronic and evidentiary) to support access requirements.
- Coordinates tenant improvement and major construction projects and, identifies and resolves facilities issues across the region.
- Contributes to the development of regional safety and security policies, procures security related devices, and provides input into the design and management of security related tenant improvements applicable to Crown operations; contributes to the development of regional security strategies.

## JOB REQUIREMENTS

- Degree or Diploma in Business Administration, Public Administration (or related) or a Professional Accounting Designation and five years of progressive experience in a leadership role or an equivalent combination of education and experience.

### Progressive related experience:

- Program planning and, balancing program objectives, priorities and budgets.
- Developing policies, procedures and practices for effective program management.
- Leading projects.
- Implementing corporate initiatives.
- Managing complex organizational resource challenges (people, materials, assets, budgets).
- Knowledge of the Justice sector.
- Knowledge of BC Public Service legislation, policies and practices.
- Knowledge of government accounting and financial management legislation, policies and practices.
- Ability to lead and influence people, encourage innovation and creativity, and embrace change and continuous improvement.
- Ability to communicate, both verbally and in writing.
- Ability to find effective solutions to business and technology issues.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal record check and/or Criminal Records Review Act (CRRA) check and/or enhanced security screening checks as required.

## COMPETENCIES

- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Planning, Organizing and Co-ordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.

- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g., people, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.
- **Improving Operations** is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Ministry. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions
- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Impact and Influence** is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.

**TITLE: SENIOR RISK MANAGEMENT CONSULTANT**

**CLASSIFICATION: BAND 3**

**CONTEXT**

*This position resides in the Risk Management Branch responsible for the effective management of risk that the government is exposed to by virtue of its assets, programs and operations. The position reports to an excluded manager at Band 4 or higher.*

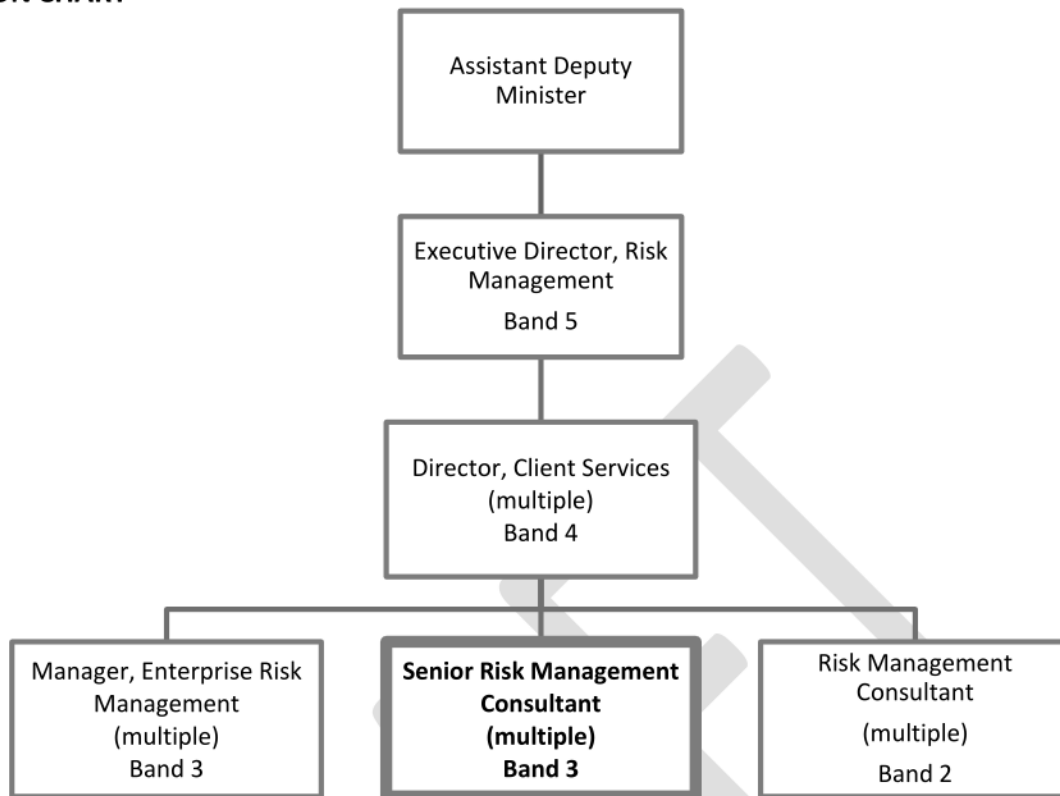
**JOB OVERVIEW**

*The position plans, develops, and implements strategies for the proactive management of risk, risk financing and insurance for BC's health, education, Crown Corporations, private corporations and members of the public.*

**ACCOUNTABILITIES**

- Identifies urgent and emerging issues and develops strategies and action plans.
- Works with senior executive clients on strategies to mitigate identified risks and trends linked to loss outcomes.
- Works with clients to discuss current issues, review claims history, and facilitate risk identification and assessment.
- Provides advice and recommendations with respect to client's Enterprise Wide Risk Management framework and practices.
- Reviews and evaluates program content, identifying areas where additional coverage may be required and recommends strategies for addressing coverage options. Provides interpretation of program coverages.
- Develops risk management curriculum for clients to use to develop risk management programs, policies, and procedures.
- Reviews non-standard contracts providing expert advice and recommendations with respect to risk management implications including limitations of liability, insurance, and indemnification provisions; makes recommendations and/or coordinates the development of standardized wording.
- Reviews major P3 project proposals to determine optimal risk allocation between private and public sector parties, and recommends changes and amendments; provides advice on negotiating assumption of risk and premiums with private contractors/suppliers.
- Maintains current technical and case law knowledge of risk management, insurance, security, and loss control issues and trends in the commercial insurance industry.

## ORGANIZATION CHART



## RATIONALE – BAND 3

### Leadership

*Individual Contributor:* The position is a corporate specialist providing risk identification, assessment and advice to client organizations within a sector.

### Problem Solving

*Scope/Impact:* Reviews client programs to identify coverage required, and recommends strategies for addressing coverage options; determines optimal risk allocation between private and public sector partnerships.

*Complexity:* Reviews the claims history of client organizations, facilitates risk identification and assessment, and provides recommendations to improve client's risk management practices and procedures.

*Influence:* Maintains collaborative relationships with client organizations and proactively influences their use of best practices.

### Autonomy

*Independence:* Proactively identifies urgent and emerging issues, and develops and implements strategies and action plans, occasionally consulting with legal counsel and insurance underwriting experts within the branch.

*Discretion:* Provides expert advice and guidance within current contract law, and Canadian insurance practices, with discretion to develop strategies and action plans to address emerging issues.

May 16, 2017

Attention: Lori Halls

BC Public Service Agency

Dear Lori:

Re: Re-Classification of Senior Risk Management Consultant – Band 2 to Band 3

This paper will describe the role of the Senior Risk Management Consultant in the Risk Management Branch (RMB) and present a business rationale for reclassifying this position from a Band 2 to a Band 3. The intent of this paper is to demonstrate the Senior Consultants meet the requirements of the Band 3 Leadership Criteria as Individual Contributors in Leadership Roles.

The Benchmarked position of Senior Risk Management Consultant has been identified as BM 212. This Role is unique in the Ministry of Finance. The role may be more suitably described as Senior Risk Management and Risk Financing or Insurance Consultant. There are 8 positions in the branch falling into this category. The position numbers are - 71306, 80643, 113239, 75860, 76436, 62087, 74471, and 62088. There will be no impact in the organizational unit of RMB resulting from the reclassification of these positions insofar as reporting and peer relationships.

The Risk Management Branch (RMB) has 4 key roles - 1) central risk management agency within government; 2) risk management advisor/consultant; 3) risk management program development and delivery; and 4) claims and litigation management.

The issues managed by Senior Risk Consultants are complex, province-wide (impacting not only government but the broader public sector and private individuals and corporations) and have significant long term and precedent setting implications. The Senior Risk Management Consultant is the most senior advisor for the branch roles described in 2) and 3) , above. Other non-benchmarked senior positions in the Risk Management Branch that provide services under the roles of 1) and 3), above, have already been properly classified as Band 3. For reference, these are the Enterprise Risk Manager - 83288, 88764 and the Senior Claims Examiner 73354, 74410.

The individuals in the Senior Risk Management Consultant roles have significant levels of professional qualifications, training and experience, in many cases greater than the other Band 3 roles. For example, most people hired into these roles must have at least 10 years' experience in the private commercial insurance business prior to joining government. This private sector experience is necessary because in order to understand how government is approaching the financing of its insurable and uninsurable risk, it is necessary to understand the principles of insurance, risk financing and the mechanics and economics of the commercial insurance business. Many have technical skills greater than those of their Director. They make these decisions and provide advice autonomously as experts in their field.

When RMB's Senior Consultants provide advice it is within the context of financial exposures that are in the millions of dollars (limits of coverage range from \$2 million for Foster Parents, to \$15 million for Midwives, \$50 million for Hospitals and Education, hundreds of millions \$\$ for property exposures). The insurance business is regulated in Canada in order to ensure policyholders are sufficiently protected and receive credible and reliable advice. As a self-insurance risk financing model the programs of RMB are not regulated, however, the same degree of credibility and reliability is critical to ensure the protection of policyholders. Were the advice to be mis-informed or inaccurate the clients could be disadvantaged financially and may opt to return to the commercial insurance market. This move would cost government millions of dollars as the savings over the past 30 years amounts to more than \$1.7 billion dollars.

It may be helpful to refer to the following examples to understand the scope of these roles:

- 1) Recently RMB has been in consultations with Simon Fraser University (SFU) about joining the University, College and Institutions Program (UCIPP – one of the major RMB programs). UCIPP presently insures 25 of the 27 public post-secondary institutions in the province. Steps the senior consultant will undertake include: evaluating the insurance needs of SFU, the coverage they are provided by their current insurer, gap analysis between the two, what deductibles may be reasonable depending upon the level of autonomy they seek and how pricing compares. An in depth review of their property portfolio in order to identify what is core (covered by the Ministry of Advanced Education) and non-core (requirement to be placed on an Optional Property Program and incur additional premium costs) is required. All of this is necessary in order to develop the business case which will be advanced eventually by Board Members of SFU and the Deputy Ministers of AVED and Finance.
- 2) The program for Foster Parents is being modified to solidify the coverage provided to caregivers for allegations of sexual abuse. For many years the Foster Parents have been recipients of a loosely worded indemnity to protect caregivers against frivolous allegations brought by troubled children in their care. The coverage has proven problematic and has been re-written to introduce clearer terms and limitations. The work includes creating coverage wordings and dove-tailing them to operate with other insurance(s) held by the Foster Parents and working with the Ministry and the Foster Parents' Association.
- 3) Recent changes in legislation now allow health care providers to provide Medical Assistance in Dying (MAiD). This has introduced risk issues to the public sector health clients (Health Authorities and other publicly funded agencies) who practice within the new laws. Although the legislation has clearly changed there are a myriad of practical realities that are not as clear. Criminal or intentional acts are not insurable so understanding and responding to inquiries that remove uncertainty around the scope of coverage is essential.
- 4) Securities or land use is an area that falls to RMB through the Bonding Act. When individuals or companies introduce environmental hazards to the land they have to register securities in an

amount sufficient to guarantee there will be sufficient amount to clean up the site when it is decommissioned or abandoned. Evaluating the risks of land use in conjunction with the combined financial assets of the company is a role of RMB Senior Consultants.

- 5) Similarly, evaluating the efficacy of insurance held by counterparties doing business with the government, with the broader public sector, or providing services to private citizens is an important part of protecting the interests and assets of those parties. Evaluation within the context of the services being provided and the risk exposures requires significant knowledge and application of a very specific skill set. Job postings for these positions require the holding of or working toward the professional designation of Chartered Insurance Professional (CIP) along with requisite skills and experience.
- 6) Insurance for Midwives is provided by one of the programs of RMB. RMB Senior Consultants provide advice around delineation in coverage between that provided by the Midwives Protection Program and that arranged by the Midwives Association of BC for Commercial General Liability. There are also coverage issued related to expanded scope of practice; acting within or outside of a hospital and risk issues associated with quality of care reviews. In order to advise the midwives accurately, RMB Senior Consultants act as a licensed insurance broker. The advice they provide directly influences the coverage that will subsequently be arranged by the midwife and/or the association.
- 7) Provide insurance particulars to Public Private Partners (P3) related to Construction and Operation of new public infrastructure including roads, bridges, hospitals and schools/institutions. Where it makes sense to do so (this in itself based on the educated judgement of the Senior Consultant) the government saves millions of dollars by providing insurance to P3 partners rather than having them arrange it themselves. This necessitates educating the P3 consortium companies and their licensed insurance advisors on the coverage that is either purchased or self-insured by the Province. Insurance costs on these projects range in the hundreds of thousands of dollars.
- 8) RMB has a Stewardship role in relation the pooled funds of the Insurance and Risk Management Account (IRMA). RMB has a fiduciary obligation to the pool participants to manage the fund (approximately \$500 - \$600 million) in accordance with the contractual agreements and the underlying principles of the risk financing programs. This creates an obligation on the part of RMB to be alive to changing exposures and to inform the clients where insurance should be purchased. An example of this is there the use of a patient residence building changes from long range care to assisted living. The Ministry of Health, as payer, does not want to fund losses to assisted living from health care dollars. The onus then is on RMB to assist the client to arrange private insurance. Other examples have been where organizations enter into revenue generating ventures through the manufacturing and sale of medical equipment, for example.



- 9) Indemnity provisions within contracts create financial obligations for the parties. Indemnities vary in complexity and must be analyzed within the context of specific roles and responsibilities between the parties. Contracts containing indemnities are subject to the approval of the Executive Director of the Risk Management Branch or the Minister of Finance in accordance with the Financial Administration Act and the Guarantees and Indemnities Regulation. Senior Risk Management Consultants are responsible for conducting a thorough review of hundreds of contracts each year and the recommend approval or non-approval to the Executive Director of RMB. An understanding of contract law, limitations of liability, waiver and release of liability, insurance provisions and other contract elements is a requirement in order to adequately protect the Province and broader public entities for inappropriate risk transfer.
- 10) Our research has revealed that Equivalent Risk Management consultants in the jurisdiction of Alberta are classified as Band 1, Zone 2 with a salary up to \$107,000 annually. This is the same level as other senior positions within the organization such as claims examiners, falling within the same salary grid. Our request asks for the same consideration in BC, that Senior Consultants be banded in the same grid as Senior Claims Examiners.

In conclusion, as a unique role within the Ministry of Finance please consider the request to remove this position from the benchmark.

Sign off by Athana

Department	DeptID	Title	Sup_Pos#	Supervisor	D	I	Position	JobCode	Classification	EE_JobCode	EE_Classification	EE_Gr	Std Hours	Base	Name	EmplID	Appt	Pos Class Max	Job Class Max	Annual	ABBR	Admin Plan	AMA	CAD	CAD Limit	SPP	SPP Limit
PT - Risk Management	022-2725	Risk Management Consultant	00008601	McCabe, Melissa J			00092596	185001	Band 1	185001	Band 1	B1	35 B		Koejer, Dragana	S. 22	Regular	\$74,000	\$74,000	\$58,506	\$58,506	MG					
PT - Risk Management	022-2725	Risk Management Consultant	00083021	Green, Andrew John			00092597	185001	Band 1	185001	Band 1	B1	35 B		Dahlseide, Michael		Regular	\$74,000	\$74,000	\$59,824	\$59,824	MG					
PT - Debt Management	022-2723	Portfolio Risk Analyst	00071007	Cholette, Frank			00071007	185002	Band 2		185002	Band 2	B2	35 B	Mailoux, Carmen		Regular	\$86,000	\$86,000	\$69,901	\$69,901	MG					
PT - Risk Management	022-2725	Sr Risk Mgmt Consultant	00083021	Green, Andrew John			00062067	185002	Band 2		185002	Band 2	B2	35 B	Milne, Jeffrey		Regular	\$86,000	\$86,000	\$78,945	\$78,945	MG					
PT - Risk Management	022-2725	Sr Risk Mgmt Consultant	00083021	Green, Andrew John			00062068	185002	Band 2		185002	Band 2	B2	35 B	Kenny, Kira		Regular	\$86,000	\$86,000	\$77,397	\$77,397	MG					
PT - Risk Management	022-2725	Intermediate Risk Consultant	00008601	McCabe, Melissa J			00074471	185002	Band 2		185002	Band 2	B2	35 B	Lukoni, Aaron S		Regular	\$86,000	\$86,000	\$70,200	\$70,200	MG					
PT - Risk Management	022-2725	Intermediate Risk Mgmt Cons	00075854	White, Sharon P			00075858	185002	Band 2		185002	Band 2	B2	35 B	FitzSimons, Cheryl		Regular	\$86,000	\$86,000	\$64,902	\$64,902	MG					
PT - Risk Management	022-2725	Sr Risk Mgt Consul - Health	00075854	White, Sharon P			00075860	185002	Band 2		185002	Band 2	B2	35 B	Moan, Mlaire		Regular	\$86,000	\$86,000	\$82,239	\$82,239	MG					
PT - Risk Management	022-2725	Sr Risk Mgmt Consul - Health	00075854	White, Sharon P			00076436	185002	Band 2		185002	Band 2	B2	35 B	Arnsault, Megan		Regular	\$86,000	\$86,000	\$78,945	\$78,945	MG					
PT - Risk Management	022-2725	Intermediate Risk Consultant	00008601	McCabe, Melissa J			00076691	185002	Band 2		185002	Band 2	B2	35 B	Steffens, Margo		Regular	\$86,000	\$86,000	\$66,939	\$66,939	MG					
PT - Risk Management	022-2725	Security Risk Consultant	00007747	Stanley, Paul N *			000077942	185002	Band 2		185002	Band 2	B2	35 B	Foxall, Robert David	Regular	\$86,000	\$86,000	\$82,443	\$82,443	MG						
PT - Risk Management	022-2725	Sr Risk Mgmt Consultant	00008601	McCabe, Melissa J			00080643	185002	Band 2		185002	Band 2	B2	35 B	Comen, Helen Louise	Regular	\$86,000	\$86,000	\$82,443	\$82,443	MG						
PT - Risk Management	022-2725	Intermediate Risk Mgmt Consul	00075854	White, Sharon P			00089256	185002	Band 2		185002	Band 2	B2	35 B	Nelson, Darren E	Regular	\$86,000	\$86,000	\$63,651	\$63,651	MG						
PT - Risk Management	022-2725	Security Risk Consultant	00007747	Stanley, Paul N *			00109597	185002	Band 2		185002	Band 2	B2	35 B	Trehear, Jeffrey	Regular	\$86,000	\$86,000	\$73,160	\$73,160	MG						
PT - Risk Management	022-2725	Intermediate Risk Consultant	00083021	Green, Andrew John			00113060	185002	Band 2		185002	Band 2	B2	35 B	Watson, Lori	Regular	\$86,000	\$86,000	\$64,360	\$64,360	MG						
PT - Risk Management	022-2725	Sr Risk Mgmt Consultant	00008601	McCabe, Melissa J			00113239	185002	Band 2		185002	Band 2	B2	35 B	Sofrova, Andrea	Regular	\$86,000	\$86,000	\$80,000	\$80,000	MG						
PT - Risk Management	022-2725	Manager, Enterprise Risk Mgmt.	00008601	McCabe, Melissa J			00083268	185003	Band 3	185003	Band 3	B3	35 B		Orchard, Todd	Regular	\$100,000	\$100,000	\$82,982	\$82,982	MG						
PT - Risk Management	022-2725	Manager, Enterprise Risk Mgmt.	00008601	McCabe, Melissa J			00088764	185003	Band 3	185003	Band 3	B3	35 B		Campbell, Anna Maria	Regular	\$100,000	\$100,000	\$85,531	\$85,531	MG						
PT - Debt Management	022-2723	Director Risk&Perf Measurement	00008852	Myers, Samuel	1	0	00074782	185004	Band 4	185004	Band 4	B4	35 B		Cholette, Frank	Regular	\$112,000	\$112,000	\$92,332	\$92,332	MG						
PT - Risk Management	022-2725	Exec Dir, Risk Mgmt.	00008171	Hopkins, James	7	39	00008941	185005	Band 5	185005	Band 5	B5	35 B		Irvine, Linda	Regular	\$125,000	\$125,000	\$104,040	\$104,040	MG						
PT - Risk Management	022-2725	Sr Risk Mgmt Consultant	00008601	McCabe, Melissa J			00071306	185002	Band 2									\$86,000									

## Mino, Lise CITZ:EX

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**From:** Siu, Raeleen FIN:EX  
**Sent:** June 8, 2017 12:16 PM  
**To:** Riddell, Todd PSA:EX  
**Cc:** Irvine, Linda FIN:EX; Guidoriagao, Kimberley MMHA:EX  
**Subject:** Senior Risk Management Consultant - request for rebanding  
**Attachments:** JP 00075860\_00076436 Sr RM Consultant\_Hlth.doc; JP 00062087\_00062088\_SrRM Consultant-Educ\_20170310.doc; JP 71306\_74471\_80643\_113239 CGC Sr RM Consultant-20170228.doc; JP 83288\_88764\_ERM\_Mgr\_20170227.doc; JP 00074410 00073354 Sr Claims Examiner 20170227.doc; JP 00064905 SrTechClaimsExaminer 20170227.doc; Rationale for rebanding 8 positions.docx; 2017-06\_RMB\_Org.pdf

Hi Todd,

Attached is the proposed submission to PSA from our ministry regarding the Sr Risk Management Consultant (currently benchmarked in Band 2). We are requesting Band 3. You and I had discussed last month that this position, when initially reviewed, was not seen to be in Band 3, however its peers in the same branch (Sr Claims Examiner and Sr Enterprise Risk Mgmt Consultant) were banded as 3s and the complexity of the role may have been missed.

The focus of these roles is external—it is not a corporate BCPS-wide role and there are no comparable roles to these in other ministries. There are risk management consultant positions in ministries but their focus is on the internal program risks of that respective ministry. These are one-off positions supporting the health sector, education sector, crown corps with assessing their risks as the rationale outlines more articulately than I am doing here. The second last attachment in this email is the draft rationale for Lori's consideration. This is not the formal submission; I am sending it to you for an initial review to understand and anticipate the remaining classification concerns and questions that Lori may have re: this position.

Jim Hopkins (ADM, Provincial Treasury) and Tara Richards strongly support this request and Tara has briefed Athana on this role, indicating it will be one of the positions our ministry formally submits for a reclassification review as you and I have discussed.

I am happy to answer any questions you have as is Linda Irvine (Exec Director of Risk Mgmt Branch). Look forward to your feedback and thank you very much for considering.

Raeleen

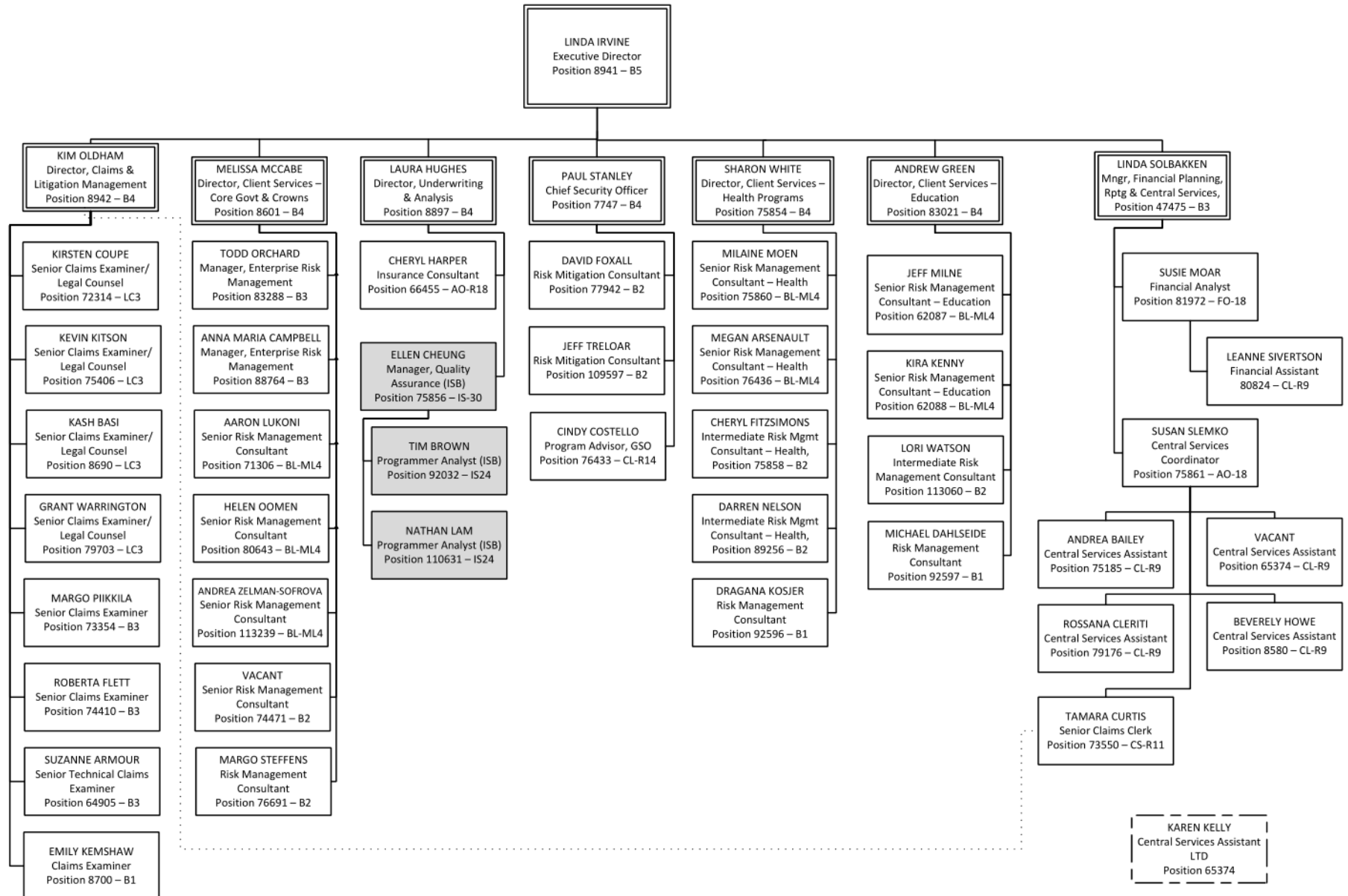
**Raeleen Siu | Executive Director, Strategic Human Resources**

*Serving the Ministry of Finance and the Office of the Premier*

3<sup>rd</sup> flr, 617 Government Street | Victoria, BC V8W 9V1 | office (250) 387-2984 | mobile (250) 812-1747

# RISK MANAGEMENT BRANCH ORG CHART

June, 2017



**TITLE:** SENIOR RISK MANAGEMENT CONSULTANT –EDUCATION

**CLASSIFICATION:** BUSINESS LEADERSHIP

**MINISTRY:** MINISTRY OF FINANCE

**WORK UNIT:** RISK MANAGEMENT BRANCH

**SUPERVISOR TITLE:** DIRECTOR, CLIENT SERVICES – EDUCATION

**SUPERVISOR POSITION #:** 00083021

### **JOB OVERVIEW**

The position is responsible for the planning, development and implementation of strategies for the ongoing delivery, enhancement and maintenance of the self-insurance / risk management programs for K-12 and post-secondary educational institutions.

### **ACCOUNTABILITIES**

- Develops risk management profile upon which member organizations rely in developing their own risk management programs, policies and procedures. Proactively influences the development of best risk management practice within Program client organizations.
- Serves as Chair, branch representative, or alternate representative for the Director on various committees including the Program Advisory Committee.
- Travels to client locations to discuss current issues, review claims history, conduct risk identification surveys and, provides interpretive risk management advice and recommendations with respect to operational practices and procedures.
- Identifies, researches and evaluates urgent and emerging issues and develops and implements innovative strategies and action plans.
- Reviews and evaluates Program content, identifying areas where additional coverage may be required and recommends strategies for addressing coverage options.
- Reviews non-standard contracts providing expert advice and recommendations with respect to risk management implications involving limitations of liability, insurance and indemnification provisions and makes recommendations and/or coordinates the development of standardized wording.
- Reviews, analyses and evaluates major P3 project proposals, to determine optimal risk allocation between private and public sector parties and recommends changes and amendments. Negotiates assumption of risk and premiums with private contractors/suppliers for major P3 projects.
- Reviews, suggests alternate wording and recommends approval to the Executive Director or Minister of indemnities in non-standard contracts (per requirements of the *Financial Administration Act*).
- Updates the content of Program reference manuals, websites and other publications in response to new issues, changes within the private sector insurance marketplace and the field of education risk management.
- Provides interpretation of program coverages.
- Maintains current technical and case law knowledge of risk management, insurance, security and loss control issues and trends in the education sector.

- Develops client specific and general risk management education sessions, communication strategies, publications and references.
- Acts as mentor to working and developmental risk management consultants within the business unit and provides input at planning meetings.
- May act on behalf of the Director, Client Services – Education.
- Ensures effective information sharing by applying sound knowledge management strategies

## **JOB REQUIREMENTS**

- Chartered Insurance Professional designation or Canadian Risk Management designation or Canadian Accredited Insurance Broker or working towards one of these qualifications.
- A minimum of five years of experience in an insurance, risk management, or enterprise risk management environment or equivalent combination of education and experience. Preference may be given for Construction or Commercial Lines Insurance experience.
- Preference may be given for a relevant degree level education.
- Preference may be given for experience evaluating risks and controls and developing and implementing sound risk management and control practices in a complex working environment.
- Preference may be given for experience in: policy interpretation and/or development; procurement; legislation (e.g. Financial Administration Act); Contract Law; and/or group facilitation.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

## **BEHAVIOURAL COMPETENCIES**

- **Analytical Thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Customer/Client Development** involves the genuine intent to foster the learning or development of a diverse clientele. "Customers/clients" include the public, internal clients, colleagues, partners, co-workers, peers, branches, ministries/agencies and other government organizations.
- **Information Seeking** is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.
- **Integrity** refers to actions that are consistent with what one says are important. People with integrity "walk the talk" by communicating intentions, ideas and feelings openly and directly, and welcoming openness and honesty even in difficult negotiations.

- **Self Confidence** is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decision or opinions.
- **Flexibility** the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as situations change and accepting changes within one's own job or organization.
- **Partners with Stakeholders** the desire to work co-operatively with all stakeholders to meet mutual goals. It involves an awareness that a relationship based on trust is the foundation for success in delivering results.

**TITLE: SENIOR TECHNICAL CLAIMS EXAMINER**

**CLASSIFICATION: BAND 3**

**MINISTRY: FINANCE**

**WORK UNIT: RISK MANAGEMENT**

**SUPERVISOR TITLE: DIRECTOR, CLAIMS & LITIGATION MANAGEMENT**

**SUPERVISOR POSITION #: 00008942**

### **JOB OVERVIEW**

This position is responsible for the overall management of adjusters for the investigation and defence of significant and technically complex property damage claims.

### **ACCOUNTABILITIES**

- Ensures efficient review and adjudication of property claim damages for the branch's program area.
- Analyses physical evidence and witness statements provided by adjusters and legal counsel to ensure the Province's exposure and liability is legally defended and subrogated interests are protected.
- Determines client eligibility for indemnity and/or legal defence in accordance with the terms and conditions of various contracts.
- Reviews decisions and strategies to ensure consistency and appropriateness of file management.
- Prepares briefing notes on complex and contentious property damage claims, reviewing case materials that may proceed to litigation or administrative review.
- Recommends program policies and procedures by anticipating and responding to new and emerging issues.
- Analyses data and trends to inform senior and executive decision making in relation to business direction, policy and risks.
- Develops manuals, directives and guidelines for dissemination to clients, partners and stakeholders.
- Exercises accountability for key human resource functions, monitoring employee standards and performance in conjunction with the director.
- Hires appropriate professional contract services, supervising and evaluating contractor services provided.
- Assists the Director with annual audit and file reviews, undertaking assigned projects as required.
- Prepares and delivers information and training materials for clients, partners and stakeholders.
- Functions as client liaison for issues relating to property claims.
- Participates in working groups and committees as required.
- Functions as emergency contact outside of regular business hours.
- Ensures effective information sharing by applying sound knowledge management strategies

**Date: February 27, 2017**



## JOB REQUIREMENTS

- Chartered Insurance Professional designation or Canadian Risk Management designation or Canadian Accredited Insurance Broker or working towards one of these qualifications; AND
- A minimum of five years' experience in an insurance, risk management, or enterprise risk management environment or equivalent combination of education and experience; OR
- A minimum of 8 years of experience in handling complex property and liability losses.
- A minimum of 3 years of experience negotiations and conflict resolution.
- A minimum of 5 years of experience as an insurance claims specialist.
- Experience in the conduct of litigation at both the Provincial and Supreme Court levels.
- Experience with contract law and Insurance wordings and applicable legislation.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

## BEHAVIOURAL COMPETENCIES

- **Business acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Problem solving/judgement** is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.
- **Conflict management** is the ability to develop working relationships that facilitate the prevention and/or resolution of conflicts within the organization.
- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.
- **Self-control** is the ability to keep one's emotions under control and restrain negative actions when provoked, faced with opposition or hostility from others, or when working under stress. It also includes the ability to maintain stamina under continuing stress.
- **Building partnerships with stakeholders** is the ability to build long-term or on-going relationships with stakeholders (e.g. someone who shares an interest in what you are doing). This type of relationship is often quite deliberate and is typically focused on the way the relationship is conducted. Implicit in this competency is demonstrating a respect for and stating positive expectations of the stakeholder.
- **Service orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Developing others** involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this competency to be considered, the individual's actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.
- **Customer/client development** involves the genuine intent to foster the learning or development of a diverse clientele. "Customers/clients" include the public, internal clients, colleagues, partners, co-workers, peers, branches, ministries/agencies and other government organizations.

**TITLE:** SENIOR RISK MANAGEMENT CONSULTANT, CORE  
GOVERNMENT & CROWNS

**CLASSIFICATION:** BUSINESS LEADERSHIP

**MINISTRY:** FINANCE

**WORK UNIT:** RISK MANAGEMENT BRANCH & GOVERNMENT  
SECURITY OFFICE

**SUPERVISOR TITLE:** Director, Client Services - Core  
Government and Crowns

**SUPERVISOR POSITION #:** 8601

## **JOB OVERVIEW**

The Senior Risk Management Consultant, Core Government & Crowns proactively influences the development of best risk management practice by providing expert risk management advice to ministry and government corporation clients from the perspective of enabling clients to take advantage of opportunities while mitigating risk and assuming accountability for losses. Activities include reviewing and recommending for approval indemnities and related risk allocation language in non-standard contracts, developing risk management and risk financing strategies based on a detailed analysis of the underlying risks, and developing and delivering risk management training programs.

## **ACCOUNTABILITIES**

### **Leads consistent risk management processes and practices across ministries and government corporations:**

- Provides expert risk management and insurance advice and risk management consulting to assist staff and senior management in strategic, procurement and other initiatives.
- Develops and communicates risk management policy, tools and best practices.
- Reviews various legislation, plans and business objectives to identify and analyze risk factors.
- Reviews non-standard agreements and procurement documents to provide expert advice and recommendations on appropriate insurance, securities, indemnity, limitation of liability, and other terms respecting allocation of risk.
- Reviews, analyses, suggests alternate wording and recommends for approval to the Executive Director or Minister of Finance indemnities granted by ministries and government corporations in non-standard contracts in accordance with the *Financial Administration Act* and regulations.
- Assist clients and their legal counsel with the development of standardized contract language with respect to risk allocation
- Assists clients and their legal counsel during negotiation of risk allocation terms in dealings with contractors/suppliers for major projects.
- Designs, develops and delivers customized client education sessions such as formal presentations / workshops and forums (e.g. insurance, general risk management) and other communication materials.
- Plans and delivers formal and informal presentations to a variety of audiences.
- Participates in client or corporate working groups for programs, plans, and projects to assist clients determine optimal risk allocation and recommends changes and amendments for continuing and new major initiatives.

**Date:** February 28, 2017

- Provides expert advice and support for commercial insurance programs for government corporations.
- Develops, supports and provides advice on RMB risk financing programs such as Master Insurance Program, Stewardship Partners Insurance Program, Appointee Indemnity Program, Directors Indemnity Protection Program, Crown Corporation Insurance Programs.
- Represents RMB and the Province by presenting or participating at national or international conferences and other forums
- Establishes, builds, and maintains relationships with clients, experts, and other stakeholders and promotes the services of RMB.
- Prepares briefing materials, decision notes, reports and other correspondence.
- Maintains current technical industry knowledge of risk management, insurance, surety and other financial assurance.
- Maintains current knowledge of client business operations and programs comprising a broad range of subject areas.
- Acts as mentor by working with and developing risk management consultants across the branch.
- Participates as a member of the Core Government and Crowns team including providing input at planning meetings.
- Ensures effective information sharing by applying sound knowledge management strategies
- May act on behalf of the Director upon request.
- Ensures effective information sharing by applying sound knowledge management strategies

## **JOB REQUIREMENTS**

### Education/Experience:

- Bachelor's degree and a minimum of five years of risk management, financial risk management, banking, securities, financial market and services, or insurance industry experience, or an equivalent combination of education and related experience.
- Demonstrated experience performing complex financial or risk analysis to resolve complex client issues.
- Demonstrated experience developing and implementing risk financing and risk management programs.
- Preference will be given to candidates who hold one or more of the following designations:
  - Canadian Risk Management (Canadian Risk Management designation will be required of this position if not completed prior to hiring)
  - Chartered Insurance Professional
  - Chartered Financial Analyst
  - Financial Risk Management
  - Professional Risk Manager
  - Canadian Securities Course
- Preference will be given to candidates who have experience with surety products, specialty insurance products, financial assurance instruments (e.g. surety bonds, letters of credit, trusts, guaranteed investment certificates, etc.), or working with large treasury operations.

**Date: February 28, 2017**

- Preference will be given to candidates with experience in one or more of the following: business analysis; financial theory and principles; proactively identifying, assessing and managing operational risk; project management; group facilitation.
- Preference will be given to candidates with a minimum of 2 years experience working in a public sector environment.

#### Knowledge:

- Knowledge of risk management methodology and application.
- Knowledge of operational and financial risk and financial methodology as applied in risk assessment.
- Good knowledge of technical insurance concepts and corporate risk financing strategies.
- Good knowledge of contract law and government policies, procurement and contract management practices.
- Working knowledge of *Financial Administration Act, Personal Property Security Act, Insurance Act and Bonding Act*.
- Working knowledge of best practices in project management and conflict management.

#### Skills/Abilities:

- Demonstrated ability to communicate with, and establish and maintain effective working relationships and partnerships with, stakeholders at various levels including senior executives.
- Excellent written and oral communications skills including the ability to write, edit, and present a range of written and visual materials.
- Excellent group facilitation and presentation skills with a demonstrated ability to explain complex concepts in plain language to diverse audiences of various sizes.
- Excellent attention to detail, organizational skills and an ability to handle a number of complex issues simultaneously.
- Demonstrated ability to research, analyze and synthesize complex issues or subjects and provide recommendations often when options are indistinct and may require innovation.
- Ability to understand diverse organizations, provide in-depth risk analyses and develop effective risk mitigation strategies.
- Ability to learn new skills and concepts quickly.
- Ability to work independently and as part of a team.
- Ability to interpret and apply legislation, policy and procedures.
- Ability to maintain confidentiality.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).

#### **BEHAVIOURAL COMPETENCIES**

- **Communicating effectively** involves good presentation skills (verbal and written), careful listening, problem framing and use of presentation technologies.

Date: February 28, 2017

- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.
- **Business acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Analytical thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Flexibility** is the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as situations change and accepting changes within one's own job or organization.
- **Information seeking** is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.

**TITLE: SENIOR CLAIMS EXAMINER**

**CLASSIFICATION: BAND 3**

**MINISTRY: FINANCE**

**WORK UNIT: RISK MANAGEMENT**

**SUPERVISOR TITLE: DIRECTOR, CLAIMS AND LITIGATION MANAGEMENT**

**SUPERVISOR POSITION #: 00008942**

### **JOB OVERVIEW**

The Senior Claims Examiner selects, retains, manages and directs contracted legal counsel, adjusters and experts in the investigation and defense of large and technically complex property damage and bodily injury claims, which have the potential for, or are involved in litigation; negotiates or directs early and just settlement of meritorious claims, contests unmeritorious or exaggerated claims, and pursues recovery from responsible parties. The Senior Claims Examiner also authorizes the settlement and payment of claims and controls the reserving/budgeting process to ensure the programs' financial integrity. The position participates in the strategic planning for each of the programs and is also responsible for advising senior risk management consultants and directors and for analyzing data for the purpose of implementation of broader risk management and loss prevention strategies.

### **ACCOUNTABILITIES**

- Directly controls the investigation and resolution of a high volume of large and complex property and liability claims through appropriate use of experts and application of own expert knowledge.
- Selects and retains adjusters and legal counsel on the basis of capability, cost, and orientation to client interest.
- Directs and instructs adjusters, legal counsel and experts in the investigation of claims, the conduct of the matter and appropriate strategies.
- Directs and instructs adjusters and legal counsel in the settlement or litigation of claims, optimizing the balance between short and long-term costs including setting precedent, drain on reserves, reputation damages, subrogation and other matters of consequence.
- Determines procedures to be followed, including type of negotiation required and options to manage litigation process.
- Directs the use of alternative techniques for successfully narrowing the scope of issues in dispute; and the negotiation of levels of compensation, and employment of alternative payment option approaches to settlement.
- Analyzes physical evidence, witness evidence and opinions rendered by adjusters, lawyers, expert witnesses, police and private investigators.
- Quantifies and reserves the government's financial exposure on each claim.
- Determines the client's eligibility for indemnity and/or legal defence under the terms of various indemnity contracts.

- Authorizes payments and exercises sound financial judgment in respect of settlement of losses for Government and all program clients.
- Estimates future claims costs and ensures that adequate reserves are maintained.
- Travels to active major forest fire sites to determine potential liability of the government to third parties.
- Provides expert advice and strategic direction to the various boards and committees of the branch.
- Provides authoritative advice to all program clients, ministries and other areas of government for the purposes of loss mitigation and prevention, preservation of evidence, claims handling, litigation management and risk management.
- Develops comprehensive manuals, directives, and guidelines for dissemination to clients, adjusters, lawyers, and the general public.
- Recommends legislation and policy amendments.
- Responsible for project management in respect of rebuilding projects including the selection, retention and instruction of contractors, consultants, and legal counsel, where appropriate.
- Supervises staff including assignment of work, development and evaluation of performance plans, approval of leave, response to grievances and initiation of discipline processes.
- Ensures effective information sharing by applying sound knowledge management strategies

#### **JOB REQUIREMENTS**

- Chartered Insurance Professional Designation or equivalent experience.
- Certified Risk Manager Designation is preferred.
- Minimum eight years experience in handling complex property and liability losses.
- Experience in the conduct of litigation at both the Provincial and Supreme Court level.
- Experience specializing in insurance claims.
- Knowledge of contract law insurance wordings and applicable legislation.
- Excellent negotiation and conflict resolution skills.

#### **BEHAVIOURAL COMPETENCIES**

- **Information seeking** is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.
- **Analytical thinking**: is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Decisive insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down



problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.

- **Initiative** involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities. As such, initiative can be seen in the context of proactively doing things and not simply thinking about future actions. Formal strategic planning is not included in this competency.
- **Integrity** refers to actions that are consistent with what one says are important. People with integrity "walk the talk" by communicating intentions, ideas and feelings openly and directly, and welcoming openness and honesty even in difficult negotiations.

**TITLE:** SENIOR RISK MANAGEMENT CONSULTANT – HEALTH

**CLASSIFICATION:** BUSINESS LEADERSHIP

**MINISTRY:** MINISTRY OF FINANCE - PROVINCIAL TREASURY

**WORK UNIT:** RISK MANAGEMENT BRANCH

**SUPERVISOR TITLE:** DIRECTOR, CLIENT SERVICES – HEALTH

**SUPERVISOR POSITION #:** 00075854

### **JOB OVERVIEW**

The position is responsible for the planning, development and implementation of strategies for the ongoing delivery, enhancement and maintenance of the self-insurance / risk management programs for public health sector organizations.

### **ACCOUNTABILITIES**

- Develops risk management curriculum upon which member organizations rely in developing their own risk management programs, policies and procedures. Proactively influences the development of best risk management practice within Program client organizations.
- Works with Program clients to discuss current issues, review claims history, and facilitate risk identification and assessment.
- Provides interpretive risk management advice and recommendations with respect to operational practices and procedures of Program client organizations.
- Identifies, researches and evaluates urgent and emerging issues and develops and implements innovative strategies and action plans.
- Reviews and evaluates Program content, identifying areas where additional coverage may be required and recommends strategies for addressing coverage options. Provides interpretation of program coverages.
- Reviews non-standard contracts providing expert advice and recommendations with respect to risk management implications including limitations of liability, insurance and indemnification provisions and makes recommendations and/or coordinates the development of standardized wording.
- Reviews, analyses and evaluates major P3 project proposals, to determine optimal risk allocation between private and public sector parties and recommends changes and amendments. Acts as advisor to Program clients in negotiating assumption of risk and premiums with private contractors/suppliers for major P3 projects.
- Reviews, suggests alternate wording and recommends approval to the Executive Director or Minister of indemnities in non-standard contracts (per requirements of the *Financial Administration Act*).
- Updates the content of Program reference manuals, websites and other publications in response to new issues, changes within the private sector insurance marketplace and the field of health care risk management.

- Maintains current technical and case law knowledge of risk management, insurance, security and loss control issues and trends in the health care sector.
- Serves as chair, branch representative, or alternate representative for the Director on various committees including the Program Advisory Committees.
- Develops client specific and general risk management education sessions, communication strategies, publications and references.
- Acts as mentor by working with and developing risk management consultants within the business unit and provides input at planning meetings.
- May act on behalf of the Director, Client Services – Health upon request.

## JOB REQUIREMENTS

- Chartered Insurance Professional designation or Canadian Risk Management designation or Canadian Accredited Insurance Broker or working towards one of these qualifications.
- A minimum of three years' experience in an insurance, risk management, or enterprise risk management environment with preference given to five years or an equivalent combination of education and experience.

Preference may be given to the following:

- Experience with Construction or Commercial Lines Insurance
- Experience evaluating risks and controls and developing and implementing sound risk management and control practices in a complex working environment.
- Experience in: policy interpretation and/or development; procurement; legislation (e.g. Financial Administration Act); Contract Law; and/or group facilitation.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).**

## BEHAVIOURAL COMPETENCIES

- **Analytical Thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

- **Customer/Client Development** involves the genuine intent to foster the learning or development of a diverse clientele. "Customers/clients" include the public, internal clients, colleagues, partners, co-workers, peers, branches, ministries/agencies and other government organizations.
- **Information Seeking** is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.
- **Integrity** refers to actions that are consistent with what one says are important. People with integrity "walk the talk" by communicating intentions, ideas and feelings openly and directly, and welcoming openness and honesty even in difficult negotiations.
- **Self Confidence** is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decision or opinions.
- **Flexibility** the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as situations change and accepting changes within one's own job or organization.
- **Partners with Stakeholders** the desire to work co-operatively with all stakeholders to meet mutual goals. It involves an awareness that a relationship based on trust is the foundation for success in delivering results.

**TITLE: Manager, Enterprise Risk Management****CLASSIFICATION: BAND 3****MINISTRY: FINANCE****WORK UNIT: RISK MANAGEMENT BRANCH & GOVERNMENT  
SECURITY OFFICE****SUPERVISOR TITLE: Director, Client Services - Core  
Government and Crowns****SUPERVISOR POSITION #: 8601****JOB OVERVIEW**

The Manager, Enterprise Risk Management is one of two positions that aggregates, identifies and analyzes the inter-dependencies of major risks across all ministries and public sector agencies in support of the Executive Director in his/her role as Chief Risk Officer. In addition, the Managers promote the implementation of Enterprise Risk Management (ERM) as a process which can be built into business or service plans and provides services to all ministries, government corporations and the broader public sector.

This position also provides expert risk management advice to ministry and government corporation clients from the perspective of enabling clients to take advantage of opportunities while mitigating risk and assuming accountability for losses. Activities include reviewing and recommending for approval indemnities and related risk allocation language in non-standard contracts, developing risk management strategies, and developing and delivering risk management training programs.

**ACCOUNTABILITIES**

- Ensures effective information sharing by applying sound knowledge management strategies

**Deliver a Chief Risk Officer function across government and other public sector agencies. This position:**

- Develops and refines government's ERM strategic plan.
- Helps ministries create and update their ministry risk registers when required.
- Coordinates the province's corporate risk register by aggregating the major risks identified by each ministry or ministry agency and identifies and prioritizes major risk inter-dependencies and government-wide risk implications and recommends mitigation plans.
- Reports findings to the Deputy Ministers' Council and feeds back relevant information to the reporting ministries.
- Prepares other briefing materials, decision notes, Cabinet Submissions and Treasury Board Submissions, the Deputy Ministers' Council, and senior managers or others. Prepares responses for related ministerial correspondence.

**Enable ERM implementation that fosters a culture of informed risk taking. This position:**

- Ensures the BC provincial enterprise risk management model is current and incorporates best practices.
- Develops and communicates ERM policy and best practices.

Date: May 30, 2019

- Develops and refines tools and provides advice in support of ERM policy implementation
- Leads or participates in forums where clients can share best practices, experiences and address concerns.
- Develops risk maturity models and assessment tools to enable clients to continually improve their implementation of ERM.
- Representing the Branch and the Province by presenting or participating at national or international conferences and other forums
- Provide ERM facilitation services and ERM training and other ERM support to broader public sector clients.
- Managing and/or liaising with external suppliers to support ERM when required.

**Lead consistent risk management processes and practices across ministries and government corporations by:**

- Provides general risk management advice and risk management consulting to assist staff and senior management in strategic, procurement and other initiatives.
- Reviews various legislation, plans and business objectives to identify and analyze risk factors.
- Reviews agreements and procurement documents to provide advice on appropriate insurance, securities, indemnity, limitation of liability, and other terms respecting allocation of risk.
- Facilitates risk assessments for programs, plans, and projects to enable clients to develop and implement mitigation strategies for continuing and new major initiatives.
- Designs, develops and delivers customized client education sessions such as formal presentations / workshops and forums (e.g. ERM, general risk management).
- Promotes the services of RMB to new clients.
- Plans and delivers formal and informal presentations to a variety of audiences.
- Establishes, builds, and maintains relationships with clients, experts, and other stakeholders.

**JOB REQUIREMENTS**

Education/Experience:

- Bachelor's degree and a minimum of four years risk management experience, or an equivalent combination of education and related experience.
- Canadian Risk Management Diploma Program through an approved university is preferred.
- A minimum of 2 years' experience working in a public sector environment is required.
- Experience applying the risk management process in the context of managing projects, contract/procurement management or business planning.
- Experience with implementation of new processes and practices into organizations using knowledge of change management principles.
- Experience facilitating risk assessments preferred.
- Experience implementing risk management framework (e.g. Enterprise Risk Management / Integrated Risk Management) in organizations is preferred.

**Date: May 30, 2019**

### Knowledge:

- Comprehensive knowledge of Enterprise Risk Management with an emphasis on implementation.
- Strong understanding of strategic and business planning including the integration of risk management practices into business processes.
- Good knowledge of public sector organizations and structures.
- Working knowledge of government policies, procurement and contract management preferred.

### Skills/Abilities:

- Demonstrated ability to communicate with, and establish and maintain effective working relationships and partnerships with, stakeholders at various levels especially senior executives within government and other public sector organizations.
- Excellent written and oral communications skills, including facilitation, presentation and editing skills to write, edit, and present a range of educational and training materials, with emphasis on the ability to speak to large groups and ability to explain complex concepts in plain language to a diverse audience.
- Demonstrated ability to research, analyze and synthesize complex issues or subjects.
- Ability to understand diverse organizations, provide in-depth risk analyses and develop effective risk mitigation strategies.
- Excellent organizational skills and an ability to handle a number of complex issues simultaneously
- Ability to work independently and as part of a team.
- Strategic planning and negotiating skills.
- Demonstrated ability to learn new skills and concepts quickly.
- Ability to interpret and apply legislation, policy and procedures.
- Excellent attention to detail.
- Ability to maintain confidentiality.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).

### **BEHAVIOURAL COMPETENCIES**

- **Communicating Effectively** involves good presentation skills (verbal and written), careful listening, problem framing and use of presentation technologies.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

Date: May 30, 2019

- **Problem Solving/Judgement** is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.
- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Change Management** is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.
- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.



July 10, 2017

CLIFF #

**I Prepared for** **Lori Halls, Deputy Minister, BC Public Service Agency**  
For Decision

## **II Issue**

The Ministry of Finance has submitted a business case requesting the reclassification of an MCCF benchmark.

## **III Background**

In December 2016, the public service implemented an updated Management Compensation and Classification Framework (MCCF) which governs the classification and compensation of excluded management employees. The updated MCCF includes a six band classification plan and a selection of benchmark positions which assist plan users in allocating excluded positions to one of six bands. The MCCF job evaluation plan rates positions based the level of leadership, problem solving (scope/impact, complexity, and influence) and autonomy (independence, and discretion).

The benchmarks were reviewed and approved by the Management Compensation Benchmark Committee in 2016. This committee was comprised of a selection of senior excluded management employees from across the public service along with a number of executives. With support from classification experts, the committee reviewed a large number of positions which were considered to be well understood and stable roles in the public service. The list of finalized benchmark positions and their band allocations was subsequently approved by the Deputy Ministers' Committee on the Public Service and Innovation (DMCPSI).

Benchmark 212 represents the Senior Risk Management Consultant (SRMC) position which was allocated to band 2 under the updated MCCF. There are currently eight of these positions located in the Risk Management Branch, Provincial Treasury, Ministry of Finance. The DM, Ministry of Finance, has submitted the attached business case requesting a reclassification of the positions to band 3 (attached).

The Risk Management Branch is accountable for the effective management of risk to which the provincial public sector is exposed by virtue of its assets, programs and operations. In delivering its mandate, the branch has four major roles: central risk management agency within government, risk management advisor/consultant, risk management program development and delivery, and claims and litigation management.

The Senior Risk Management Consultant's role is to proactively manage risk, financial risk and insurance for BC's health and education sectors, Crown Corporations, private companies and members of the public. These positions provide advice to senior leaders including Deputy Ministers, CEOs, CFOs and boards of directors. The advice they provide has significant long term impact and can be precedent setting. These roles handle the most complex or sensitives cases within the Risk Management Branch.

Because of the large scope and impact of these roles and the nature of their work, employees require high levels of professional qualifications and work experience. Typically qualified individuals require a bachelor's degree in business analysis or financial theory, a Canadian Risk Management designation, and a Chartered Insurance Professional designation. In addition to this formal training, people hired into

these roles have a minimum of ten years' experience in the private commercial insurance business. As the result of a recent review of the Insurance and Risk Management Account by the Internal Audit and Advisory Services, the SRMC role is being adjusted to work more proactively with clients on strategies to mitigate risks linked to loss outcomes.

## **IV Discussion**

In terms of the MCCF job evaluation plan, the SRMC's role meets the band 3 leadership role criteria in the following ways:

### **Leadership**

- The highly specialized qualifications and education means these positions meet the band 3 leadership criteria as a recognized subject matter expert providing professional advice.

### **Problem Solving**

- Scope/Impact: The role makes decisions that have long term impact with a province wide scope.
- Complexity: The role handles a portfolio of the most complex risk management cases.
- Influence: The role develops and maintains pro-active relationships with a broad range of senior executives.

### **Autonomy**

- Independence: The role takes on the most complex cases in the branch and provides advice which can be precedence setting.
- Discretion: Acts as the primary subject matter expert for senior leaders within and external to the BC public sector.

Much of the above noted details were not present in the original thumbnail (attached) used to allocate the position to band 2. The original thumbnail does not accurately reflect the level of relationship building with senior executives. As well, it does not indicate the large provincial scope and impact of the role. The thumbnails also do not include the required qualifications of the role.

As the SRMC positions are unique to the Ministry of Finance, no other positions would be impacted by this change. The SRMC currently report to an excluded position allocated to band 4, so there would not be any supervisor-subordinate reporting impacts by reclassifying the SRMCs to band 3. There would be no salary impacts by reclassifying these positions to band 3.

## **V Options**

s.13

s.22

## **VI Recommendation**

s.13

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**Approved/Not Approved**

Lori Halls  
Deputy Minister, BC Public Service Agency

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**Recommended By**

John Davison  
ADM, Employee Relations and Workplace Health

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**Reviewed By**

Alyson Blackstock  
Executive Director, Employee  
Relations and Total  
Compensation

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