



BC Public Service Agency

Minister of Finance Transition Binder

October 2022

Minister's Transition Binder – October 2022

BC Public Service Agency

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Prepared For: Minister of Finance
For Information

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

Background:

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

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

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

Discussion:

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

Public Service Act

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

- advising the minister, ministries and other government organizations regarding policies, standards, regulations and procedures;
- providing for the recruitment and appointment of persons to the public service;
- acting as bargaining agent for the government;
- developing and establishing training and education programs, occupational health and safety programs, and other tools, processes and systems;

- recommending to the minister that a policy be issued or amended, and performing other duties assigned by the minister.

Standards of Conduct for Public Service Employees

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

Accountability Framework for Human Resource Management

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

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

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

Approved By:

Rueben Bronee

Assistant Deputy Minister, Policy, Innovation and Engagement

250-213-6614

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

Legislation

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

Regulations

Regulations under the Public Service Act:

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

Regulations under the Public Service Benefit Plan Act:

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

Regulations under the Public Service Labour Relations Act:

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

Accountability Framework for HR Management:

- [Accountability Framework for HR Management](#)

Resource Summary

Core Business Area	2021/22 Estimates	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
BC Public Service Agency	59,507	59,628	59,628	59,628
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	24,763	23,985	23,985	23,985
Total	84,271	83,614	83,614	83,614
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
BC Public Service Agency	10	10	10	10
Total	10	10	10	10

*Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates."

Resource Summary per Estimates

BC Public Service Agency				
Operations Vote				
Operating Expense (\$000's)				
Core Businesses	Budget 2021/22	2022/23	2023/24	2024/25
Human Resources Services and Solutions	15,841	15,841	15,841	15,841
People and Organizational Development	9,768	9,768	9,768	9,768
Policy, Innovation and Engagement	1,565	1,565	1,565	1,565
Employee Relations	4,675	4,796	4,796	4,796
Corporate Services	27,658	27,658	27,658	27,658
Total	59,507	59,628	59,628	59,628

**BC PUBLIC SERVICE AGENCY
Agency Operations Vote (Vote 28)
IMPLICATIONS OF 2022/23 FUNDING**

Compared to the 2021/22 budget of \$59.507M, the 2022/23 budget for the BC Public Service Agency (Vote 28) increased by \$0.121M or 0.20% to \$59.628M (see Resource Summary per Estimates).

Highlights of changes include:

- Agency expenditures increase by \$0.121M for increase in legal services.
- Employee Benefits Chargeback Rate remains unchanged at 25.4%.

CRF Capital Budget

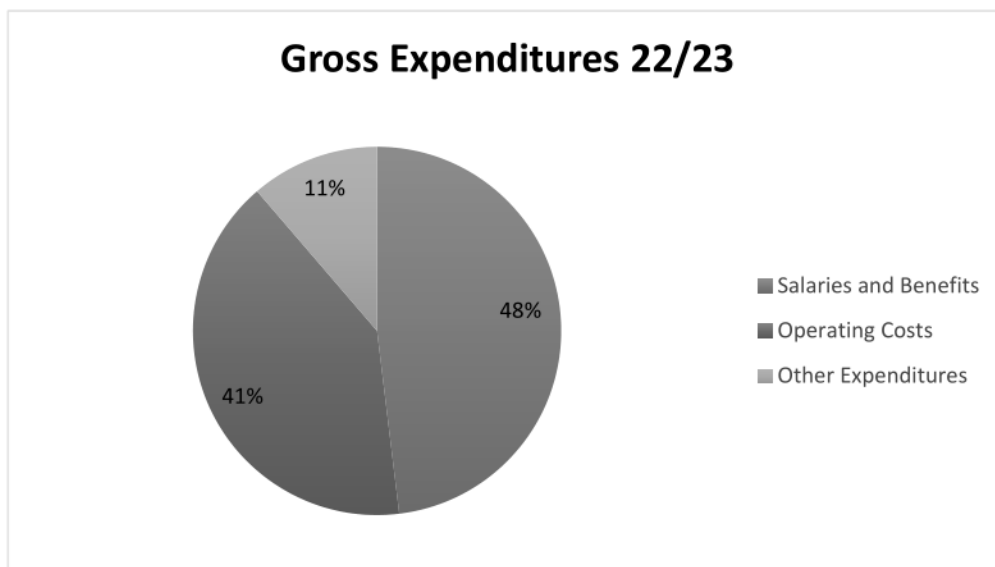
Compared to the 2021/22 budget, the capital budget in 2022/23 is unchanged at \$0.010M. The capital budget is for minor capital equipment needs in technology under the Workplace Health & Safety program and audio-video equipment used by the Agency to support the Premier's Awards ceremonies.

Reductions/Increases for 2023/24 and 2024/25

Compared to the 2022/23 budget of \$59.628M, the 2023/24 and 2024/25 budget remains the same.

BC PUBLIC SERVICE AGENCY
Operations Vote (Vote 28)
Supplement to the Estimates by STOB

	2021/22 Estimates \$000	2022/23 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) \$000
Salaries and Benefits	38,562	38,562	0	0.00%
Operating Costs	32,592	32,713	121	0.37%
Government Transfers	0	0	0	0.00%
Other Expenditures	9,060	9,060	0	0.00%
Expenses Sub-Total	80,214	80,335	121	0.15%
Transfer to LTD Special Account	0	0	0	0.00%
Recoveries from LTD Special Account	-450	-450	0	0.00%
Special Account Transfer Sub-Total	-450	-450	0	0.00%
Recoveries Internal to CRF	-16,237	-16,237	0	0.00%
Recoveries External to CRF	-4,020	-4,020	0	0.00%
Recoveries Sub-Total	-20,257	-20,257	0	0.00%
Total	59,507	59,628	121	0.20%
Capital	10	10	0	0.00%



Appendix 1 – Schedule A Employees

Schedule A Employees

The Agency has 219 Schedule A employees, 193 of whom are paid through the Operations Vote.

Resource Summary per Estimates

BC Public Service Agency				
Benefits and Other Employment Costs Vote				
Operating Expense (\$000's)				
Core Businesses	Budget 2021/22	2022/23	2023/24	2024/25
Pension Contributions & Retirement Benefits	376,268	409,533	413,282	415,190
Employer Health Tax	48,800	49,600	49,600	49,600
Employee Health Benefits	123,159	132,679	132,679	132,679
Long Term Disability	43,387	43,690	43,690	43,690
Other Benefits	8,522	9,025	9,025	9,025
Benefits Administration	9,993	10,193	10,193	10,193
Recoveries	(610,128)	(654,719)	(658,468)	(660,376)
Total	1	1	1	1

**BC PUBLIC SERVICE AGENCY
Benefits and Other Employment Costs (Vote 29)
IMPLICATIONS OF 2022/23 FUNDING**

The 2022/23 net budget for the Benefits Vote (Vote 29) increased by \$44.591M or 7.31% to \$654.720M compared to the 2021/22 budget of \$610.129M (see Resource Summary per Estimates).

The 2022/23 gross budget for the Benefits Vote (Vote 29) increased by \$45.182M or 6.59% to \$730.909M compared to the 2021/22 budget of \$685.727M (see Supplement to the Estimates by STOB below).

Highlights of changes include:

- \$41.412 increase in pension contributions and retirement benefits due to higher projected salary base offset by \$8.147M TBS adjustment to balance benefits chargeback across ministries.
- \$0.800M increase in Employer Health Tax due to higher salary base.
- \$9.520M increase in Employee Health Benefits mainly due to higher projected WCB claims and liability top up.
- \$0.503M increase due to procurement costs
- \$0.303M increase in Long Term Disability costs due to higher salary base.
- \$0.200M increase in Benefits Administration costs due to increase costs in Workplace Health and Safety.
- \$44.542M increase in internal recoveries (benefits chargeback) to cover projected costs.

CRF Capital Budget

Compared to the 2021/22 budget, there is no change to the capital budget in 2022/23. There is no capital budget for the Benefits Vote.

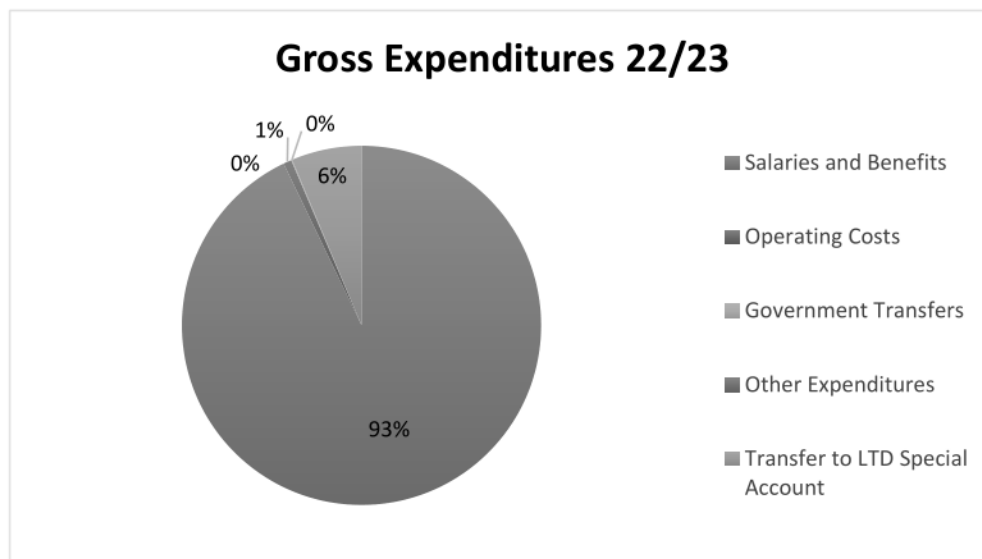
Reductions/Increases for 2023/24 and 2024/25

In terms of net expenditures, the 2023/24 budget for the Benefits Vote (Vote 29) will increase by \$3.749M or 0.57%, to \$658.469M, compared to the 2022/23 budget of \$654.720M and the 2024/25 budget will increase by \$5.657M or 0.86%, to \$660.377M, compared to the 2022/23 budget of \$654.720M.

In terms of gross expenditures, the 2023/24 budget for the Benefits Vote (Vote 29) will increase by \$3.749M or 0.51%, to \$734.658M, compared to the 2022/23 budget of \$730.909M and the 2024/25 budget will increase by \$5.657M or 0.77%, to \$736.566M, compared to the 2022/23 budget of \$730.909M.

BC PUBLIC SERVICE AGENCY
Benefits and Other Employment Costs (Vote 29)
Supplement to the Estimates by STOB

	2021/22 Estimates \$000	2022/23 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) %
Salaries and Benefits	648,071	692,247	44,176	6.82%
Operating Costs	5,719	6,422	703	12.29%
Government Transfers	350	350	0	0.00%
Other Expenditures	201	201	0	0.00%
Expenses Sub-Total	654,341	699,220	44,879	6.86%
Transfer to LTD Special Account	44,387	44,690	303	0.68%
Recoveries from LTD Special Account	-13,000	-13,000	0	0.00%
Special Account Transfer Sub-Total	31,387	31,690	303	0.97%
Recoveries Internal to CRF	-610,176	-654,767	-44,591	7.31%
Recoveries External to CRF	-75,551	-76,142	-591	0.78%
Recoveries Sub-Total	-685,727	-730,909	-45,182	6.59%
Total	1	1	0	0.00%
Capital	0	0	0	0.00%



Appendix 1 – Employee Benefits Chargeback Rate

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

The Vote is fully recoverable through a chargeback to all ministries, plus recoveries from a number of external entities participating in the benefits plans (e.g., Royal BC Museum, Pension Corporation of BC). The 2022/23 employee benefits chargeback rate will stay at 25.4% as in fiscal year 2021/22.

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

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

Example:

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

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

Schedule A Employees

The Agency has 219 Schedule A employees, 26 of whom are paid through the Benefits Vote.

Resource Summary per Estimates

BC Public Service Agency				
Long Term Disability Fund Special Account				
Operating Expense (\$000's)				
Core Businesses	Budget 2021/22	2022/23	2023/24	2024/25
LTD Fund Special Account	24,763	23,985	23,985	23,985
Total	24,763	23,985	23,985	23,985

**BC PUBLIC SERVICE AGENCY
LTD Fund Special Account
IMPLICATIONS OF 2022/23 FUNDING**

Compared to the 2021/22 budget of \$24.763M, the 2022/23 budget for the LTD Fund Special Account decreased by \$0.778M or 3.14% to \$23.985M (see Resource Summary per Estimates).

Highlights of changes include:

- Increase of \$0.475M in recoveries due to increase in entities contribution rates.
- Increase of \$0.303M in Transfer from Benefit Vote due to increased salary base for provincial government.

CRF Capital Budget

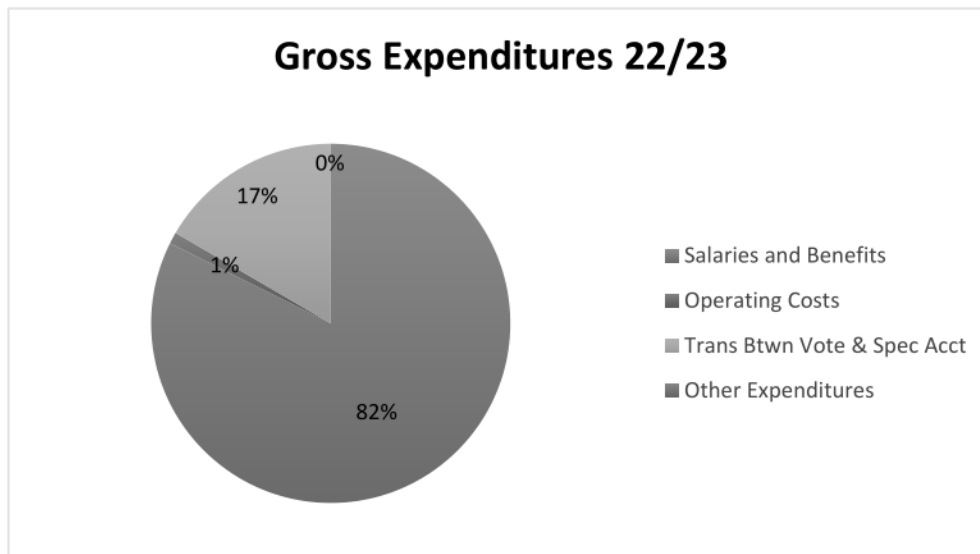
Compared to the 2021/22 restated budget, there is no change to the capital budget in 2022/23. There is no capital budget for the LTD Fund Special Account.

Reductions/Increases for 2023/24 and 2024/25

Compared to the 2022/23 budget of \$23.985M, the 2023/24 and 2024/25 budgets remain the same at \$23.985M.

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

	2021/22 Estimates \$000	2022/23 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) \$000
Salaries and Benefits	65,700	65,700	0	0.00%
Operating Costs	840	840	0	0.00%
Trans Btwn Vote & Special Account	13,450	13,450	0	0.00%
Other Expenditures	70	70	0	0.00%
Expenses Sub-Total	80,060	80,060	0	0.00%
Recoveries Internal to CRF	-371	-392	-21	5.66%
Recoveries External to CRF	-10,539	-10,993	-454	4.31%
Transfer from Ministry Operations Vote	-44,387	-44,690	-303	0.68%
Recoveries Sub-Total	-55,297	-56,075	-778	1.41%
Total	24,763	23,985	-778	-3.14%
Capital	0	0	0	0.00%



Prepared For: Minister of Finance
For Information

Issue: Public Service Innovation Fund

Background:

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

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

Discussion:

Currently funded programs and initiatives include:

- Pacific Leaders Loan Forgiveness and Scholarship for Children of Public Service Employees programs.
- Welcome to the Public Service oath and orientation events for new employees.
- The Work Environment Survey and related employee engagement research projects.
- Corporate recruitment marketing and advertising.
- Corporate communications and engagement initiatives, including:
 - Premier's Innovation and Excellence Awards.
 - Long Service Awards.
 - Compass corporate intranet and related corporate internal communications resources.

The Innovation Hub and the Behavioural Insights Group, which support capacity-building for public service innovation.

DMCPSR approved allocations totaling Government
Financial Information from the fund for fiscal 2022/23. This equates to Government
Financial

Approved By:

Rueben Bronee

Assistant Deputy Minister, Policy, Innovation and Engagement
250-213-6614

APPENDIX A: Public Service Innovation Fund Amounts by Major Initiative

INITIATIVE	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23 (forecast)
Pacific Leaders	\$1,723,019	\$1,580,455	\$1,416,977	\$1,461,036	\$1,598,464	\$2,000,000	\$2,273,335	\$2,654,732	\$2,958,240	\$2,896,895	Government Financial Information
Oath/Orientation Ceremonies	---	\$75,000	\$181,665	\$246,000	\$279,990	\$300,902	\$360,906	\$355,112	\$358,430	\$264,538	
Work Environment Survey	\$630,000	\$800,000	\$600,000	\$725,000	\$775,000	\$830,200	\$754,000	\$715,000	\$433,500	\$560,000	
Recruitment Advertising	\$83,255	\$180,782	\$99,244	\$185,012	\$194,664	\$280,000	\$280,000	\$211,000	\$209,792	\$280,000	
Recruitment Marketing (STOB 65) Salaries	\$235,000	\$235,000	\$223,781	\$282,7054	\$297,736	\$305,000	\$360,000	\$295,000	\$305,000	\$305,000	
Corporate Engagement and Comms (includes Compass, LSA, Premier's Awards)	\$1,399,358	\$1,193,488	\$1,501,850	\$1,665,500	\$2,129,784	\$2,340,344	\$2,369,257	\$3,108,781	\$2,670,637	\$2,825,052	
Innovation Hub, MITACS and Behavioural Insights Group					\$440,276	\$1,159,976	\$2,110,281	\$1,961,476	\$1,909,671	\$1,749,350	
Total	\$4,070,632	\$4,064,715	\$4,023,508	\$4,565,252	\$5,715,914	\$7,216,421	\$8,507,779	\$9,301,101	\$8,845,270	\$8,880,835	

MINISTRY PROFILE

Ministry:

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

Ministry Mandate:

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

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

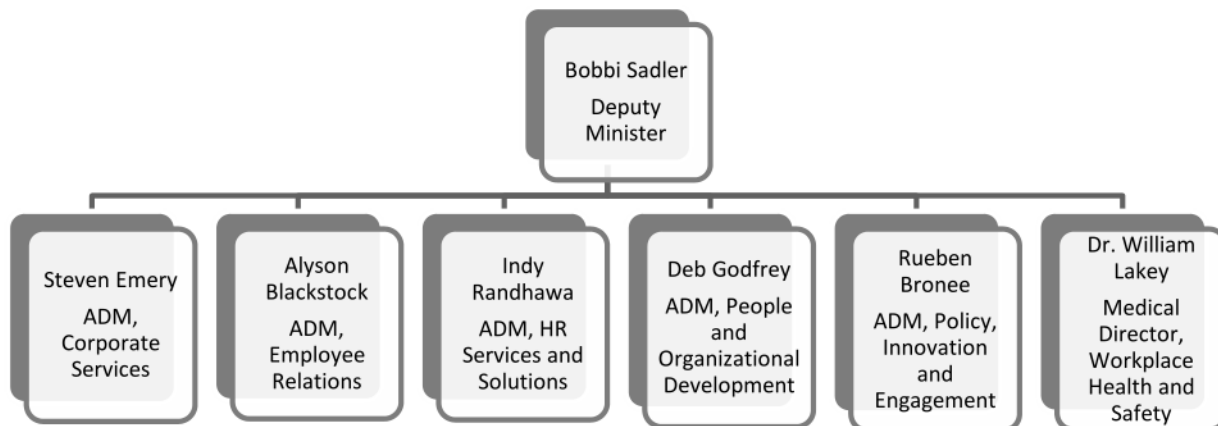
As a central agency, the PSA is responsible to the Minister of Finance as the minister responsible for the *Public Service Act*. The Deputy Minister (or Head of the BCPSA) reports to the Minister. Like all deputy ministers, the Head of the BCPSA also has a reporting relationship to the Deputy Minister to the Premier, who is the Head of the BC Public Service. The BCPSA is accountable to government ministries and agencies through its relationship with ministry executives. More information can be found in Volume 4.

Full Time Equivalents (FTEs):

FTE SUMMARY TO MAR 31/22

Core Businesses	YTD AVG BURN
Human Resources Services and Solutions	207.9
People and Organizational Development	97.3
Policy Innovation and Engagement	51.6
Employee Relations & Workplace Health	136.5
Corporate Services	64.7
Total	557.9

Executive Organizational Chart:



Budget:

Resource Summary

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
BC Public Service Agency	59,507	59,628	59,628	59,628
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	24,763	23,985	23,985	23,985
Total	84,271	83,614	83,614	83,614
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
BC Public Service Agency	10	10	10	10
Total	10	10	10	10

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

EXECUTIVE MEMBER BIOGRAPHY



Bobbi Sadler
Deputy Minister and Head of the BC Public Service Agency
Deputy Minister's Office
BC Public Service Agency

Bobbi Sadler was appointed Deputy Minister of the BC Public Service Agency on November 26, 2020. Before her role as Deputy Minister, Bobbi was the Assistant Deputy Minister (ADM) of Citizens' Services Procurement and Supply division from October 2017 to November 2020.

During her 35-plus year career with the BC Public Service, Bobbi successfully managed several large information management and information technology (IM/IT) projects and business transformation initiatives across the justice and social sectors.

Bobbi was the Ministry Chief Information Officer (MCIO) for Citizens' Services in 2011, and prior to her appointment as ADM of Procurement and Supply, Bobbi was an Assistant Deputy Minister and Ministry Chief Information Officer responsible for the IM/IT portfolio in the justice sector.

Bobbi holds certificates in business administration from Camosun College and computer-based information systems from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY



Alyson Blackstock
Assistant Deputy Minister
Employee Relations Division
BC Public Service Agency

Alyson has been in the Assistant Deputy Minister, Employee Relations role at the BC Public Service Agency since March 2021. She oversees a full range of employee relations services, including negotiation and administration of collective agreements, human resource investigations, advice and dispute resolution. She also oversees benefit plans, and classification and compensation governance, for included and excluded provincial government employees. She has been with the BC Public Service Agency since 2008. She has been a Trustee of the BC Public Service Pension Plan since 2018.

Alyson has a Master of Business Administration with a specialization in strategic management from the University of British Columbia. She also has a Bachelor of Commerce with a major in human resources from the University of Alberta and maintains a Certified Compensation Professional designation.

EXECUTIVE MEMBER BIOGRAPHY



Rueben Bronee
Assistant Deputy Minister
Policy, Innovation and Engagement
BC Public Service Agency

Rueben Bronee was appointed Assistant Deputy Minister for Policy, Innovation and Engagement in November 2021 after serving as Executive Lead for the same division since 2016. His portfolio includes responsibility for corporate human resources policy, executive and internal communications, employee engagement programs, and corporate planning for the BC Public Service. He also oversees the secretariat supporting the federal/provincial/territorial Public Service Commissioners of Canada committee, currently chaired by the BC Public Service.

Before joining the BC Public Service Agency, Rueben held roles leading stakeholder relations and engagement with the Ministry of Advanced Education and the Ministry of Education. He previously held senior leadership positions in the Ministry of Citizens' Services and the Office of the Deputy Ministry to the Premier.

EXECUTIVE MEMBER BIOGRAPHY



Steven Emery
Assistant Deputy Minister & Executive Financial Officer
Corporate Services Division
BC Public Service Agency

Steven Emery was appointed Assistant Deputy Minister of Corporate Services on June 6, 2022. Previously, Steven was the Executive Director of the Property Taxation Branch in the Ministry of Finance where he was responsible for the administration of government's property related tax programs. Over his eight years in property tax, Steven was responsible for leading the implementation and administration of two high profile property taxes, for the successful implementation of a modern web-based tax administration software system, and for modernizing the administration of several other property tax programs.

Over his 24 years in the BC Public Service, Steven has been a champion of providing excellent customer service and of promoting innovation in an employee-centred workplace.

Steven has a Bachelor of Arts degree from the University of British Columbia majoring in political science and a Master of Public Administration degree from the University of Victoria. He is also a Chartered Professional Accountant (legacy CMA).

EXECUTIVE MEMBER BIOGRAPHY



Deb Godfrey
Assistant Deputy Minister
People and Organizational Development
BC Public Service Agency

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

In her current role, Deb leads and is accountable for executive talent programs and support services, strategic management of the Deputy Minister's Committee on Public Service, the overall public service diversity and inclusion change agenda, corporate learning, performance and development, and for understanding emerging trends and leading public service workforce planning and associated corporate workforce strategies.

Deb is known as a forward-thinker, focused on improving organizational culture. She brings a wealth of public service leadership, strategy development, organizational change, and human resource experience.

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

EXECUTIVE MEMBER BIOGRAPHY



Inderjit Randhawa
Assistant Deputy Minister
Human Resources Services and Solutions
BC Public Service Agency

Indy Randhawa was appointed Assistant Deputy Minister, Human Resources Services and Solutions on May 25, 2021. Indy's BC Public Service career spans 35 years, where her roles have been predominately related to service delivery in the social sector. For the past 19 years, Indy has held progressively more senior positions in the Ministry of Social Development and Poverty Reduction including: Supervisor, Interior Service Contact Centre; Manager, Field Services; Director, Service Delivery, and Executive Director, Virtual Services/Specialized Intake and Self-Serve.

Prior to coming to the PSA, Indy was the Executive Director, Virtual Services, where she led 650 employees in the provision of income and disability assistance across the province.

Indy's passion is to support and promote staff and provide responsive service to clients while ensuring relationships and engagement are at the core of this process. Indy lives in Kamloops **Personal Information** and is a champion of diversity and inclusion for all.

EXECUTIVE MEMBER BIOGRAPHY



Dr. William H. Lakey
Medical Director
Workplace Health and Safety Division
BC Public Service Agency

Dr. William Lakey has led the Workplace Health and Safety team since July 2006. This multidisciplinary team leads health and safety practice and delivers advice, services and programs that enable ministries to operate safety and workforce health programs to build a safe, healthy, productive and engaged public service workforce.

Previously Dr. Lakey lead the Occupational Health Program with a focus on employee health and benefits; He originally was employed as a clinic physician first at the BC Center for Disease Control, and following the organization move into the central HR agency. His teams have developed a successful early intervention disability management program, substance use recovery programs, and he has led a number of initiatives to deliver preventive health programs to employees that build individual and workforce health.

This team has successfully led the health and safety guidance for the BC Public Service through the COVID-19 pandemic as evidence of the effectiveness of integrating workplace safety with employee health programs.

Dr. Lakey is a graduate of the University of Alberta medical school. His career passion in Occupational Medicine is driven by the important role safe workplaces can play in building and protecting health.

EMPLOYEE RELATIONS

ADM Responsible: Alyson Blackstock

Core Business/ Program Area Description/Critical Business Processes:

This division provides for a full range of employee relations services, including negotiation and administration of collective agreements, human resource investigations, advice and dispute resolution. In addition, the division provides leadership for employee compensation & benefits.

Budget:

Operations Vote Budget: \$4,796,000

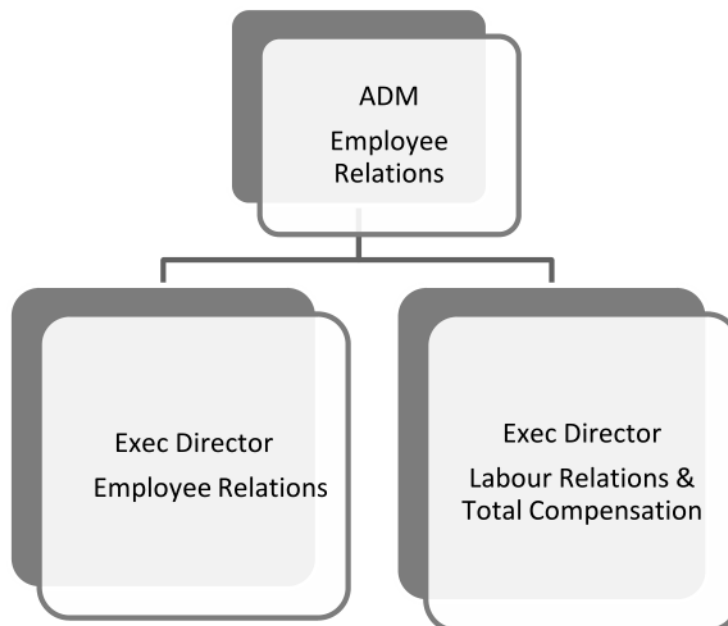
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of \$10,193,000 in the Benefits Vote

Full Time Equivalents (FTEs): 61

Related Legislation:

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

Organizational Chart:



POLICY, INNOVATION AND ENGAGEMENT

ADM Responsible: Rueben Bronee

Core Business/ Program Area Description/Critical Business Processes:

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

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

- Corporate internal communications, including strategic communications advice and support for the Deputy Minister to the Premier in their capacity as Head of the BC Public Service.
- Development of the corporate plan for the BC Public Service under the direction of the Deputy Ministers' Committee on Public Service Renewal.
- Corporate employee recognition programs, including the annual Premier's Innovation and Excellence Awards and the Long Service Awards.
- The Provincial Employee Community Services Fund, an employee charitable giving program supporting hundreds of registered charities across B.C. through payroll deductions.
- Initiatives to promote a more innovative culture in the public service, including capacity building in disciplines such as applying behavioral insights to improve program and policy design and development.

The division also includes the secretariat for the Public Service Commissioners of Canada, a committee of federal, provincial and territorial public service chief human resource officers currently chaired by the Head of the BC Public Service Agency.

Budget:

Operations Vote Budget: \$1,565,000

Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of \$10,193,000 in the Benefits Vote

Full Time Equivalents (FTEs): 52 (49 & 3)

Related Legislation:

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

Organizational Chart:



CORPORATE SERVICES

ADM Responsible: Steven Emery

Core Business/ Program Area Description/Critical Business Processes:

Corporate Services acts as a support function for the BC Public Service Agency, providing expertise to deliver on new products and processes and to continuously improve the PSA's ability to deliver services to the BC Public Service as an employer. The division has four primary business units.

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

Information Technology Services Office (ITSO) supports the PSA, ensuring that the tools, technology, and business process supports are in place to efficiently provide services to the wider BC Public Service. A critical component of this support is to ensure that the PSA has a robust and secure technology infrastructure that meets the business needs and remains compliant with Government Policies and Standards. The governance and management of government's alternate service delivery contract for payroll operations and all human resource technology delivery is a key component in ensuring this success. In addition, ITSO is charged with the responsibility for facilities management for the twelve PSA locations, freedom of information, information privacy, emergency preparedness

Data & Insights Office (DIO) is responsible for business intelligence and customer research. The Business Intelligence team is focused on integrating PSA data sets, and providing meaningful visualizations and analysis, as well as creating automated data feeds for the PSA, Ministry clients and Agency's Boards and Commissions. The Customer Research team provides survey research (e.g. WES, Exit Survey, New Job Survey), reporting and analytics for PSA service lines including engagement and retention insights in partnership with BC Stats.

The Strategy Management Office (SMO) supports and enables the PSA to achieve its strategic goals, set out in Catalyst, and helps the BC Public Service achieve its vision of a more trusted, talented and modern public service, as set out in the Corporate Plan. The SMO is the secretariat for the Deputy Ministers' Committee on Public Service Renewal, which has strategic oversight of the Corporate Plan. The SMO leads governance in support of renewal, leads prioritization and approval processes for renewal initiatives, and measures progress on identified priorities. In addition, the SMO provides applied project management tools and expertise to support PSA lines of business and deliver value for clients.

Budget:

Operations Vote Budget: \$27,658,000

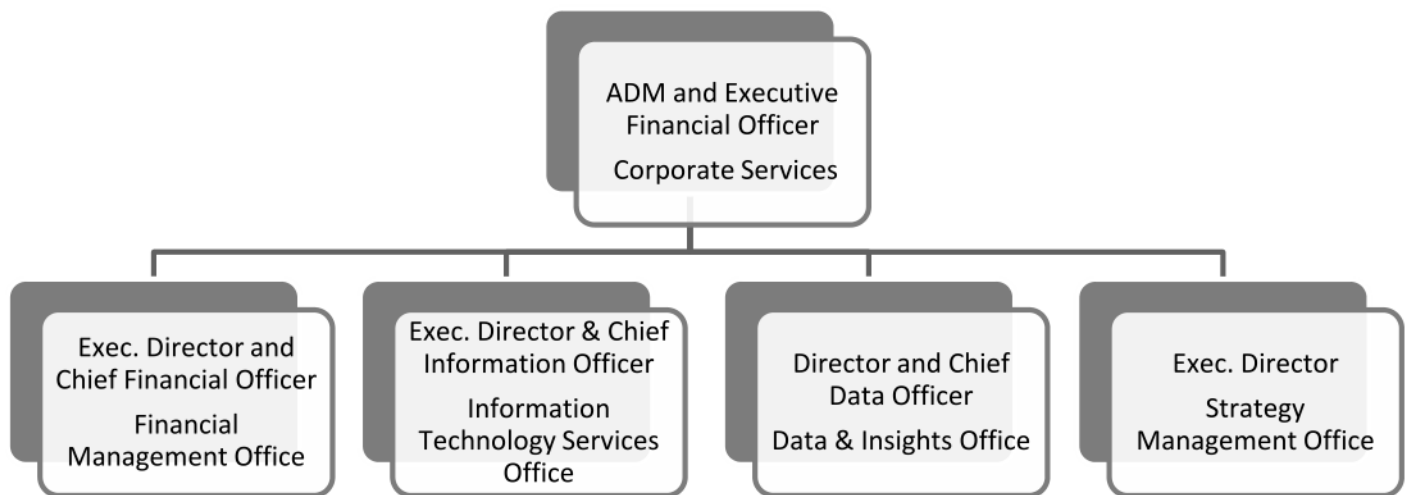
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of \$10,193,000 in the Benefits Vote

Full Time Equivalents (FTEs): 67 (58 & 9)

Related Legislation:

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

Organizational Chart:



PEOPLE AND ORGANIZATIONAL DEVELOPMENT

ADM Responsible: Deb Godfrey

Core Business/ Program Area Description/Critical Business Processes:

People and Organizational Development (POD) is accountable for the development and implementation of executive and cross organizational human resources talent strategies, programs and systems related to workforce and workplace performance, planning, delivery, and services in the areas of equity, diversity and inclusion, executive recruitment, performance development and employee learning and development.

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

- Developing and delivering core and corporate learning as a legislated accountability under the *Public Service Act*;
- Utilizing human resources data, trends and knowledge to ensure corporate programs, projects and services meet the BC Public Service requirements for a robust, sustainable, inclusive and optimized public sector workforce now and in the future;
- Facilitating BC Public Service human resources planning in alignment with corporate direction and implementing key workforce strategies;
- Facilitating executive performance management, succession management, compensation, and learning and development through the provision of programs and services;
- Providing executive recruitment, onboarding, orientation and support services;
- Providing business management consulting services to identify and address complex and sensitive human resources and business issues;
- Leading the integration of equity, diversity and inclusion into our human resources practice and employee experience, including promoting accessibility across PSA business and service areas and supporting *Building a Better B.C. for People with Disabilities*;
- Optimizing performance through coaching and conflict management strategic advice and services;
- Championing and integrating the *Declaration on the Rights of Indigenous Peoples Act* and Action Plan into planning and the BC Public Service Agency's work; and,
- Piloting a new service model in partnership with the Ministry of Health aimed at providing a unified human resources experience for clients.

The ADM of POD also has responsibility for leading the alignment of the Public Service Renewal agenda and associated governance and, as the executive sponsor, leads the Talent, Executive, and Diversity and Inclusion priorities. Public Service Renewal is focused on achieving the goals of B.C.'s corporate plan, *Where Ideas Work* and making lasting positive change to the Public Service. Action is being taken to meet these objectives within priority areas of focus (Nature of Work, Culture, Talent, Executive, Diversity and Inclusion, and Modern Enablers).

Budget: \$9,768,000

Full Time Equivalents (FTEs): 97

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*
- *Declaration on the Rights of Indigenous Peoples Act*

Organizational Chart:



HUMAN RESOURCES SERVICES AND SOLUTIONS

ADM Responsible: Inderjit Randhawa

Core Business/Program Area Description/Critical Business Processes:

Human Resources Services and Solutions (HRSS) is responsible for providing diverse Human Resource services to support the entire employee lifecycle across the BC Public Service through a multi-channel, technology enabled service model. The division's core business includes the delivery of a wide range of Human Resource services including payroll, benefits, personnel records, classification, labor relations advisory, corporate project initiatives, employment program initiatives, interpretation services and recruitment.

Recruitment services are focused on leading and implementing strategies that address the shifting demands of recruitment in today's labor market and developing and implementing new marketing and recruitment practices.

The division's mandate, which must align with the Office of the Chief Information Officer's (OCIO) strategy for IT Infrastructure, includes governance and stewardship of six significant IT platforms: PeopleSoft, Time and Leave, Telephony, Customer Relationship Management (CRM) Recruitment Management Services (RMS), and web-based tools like Employee Self-Service and the Careers & MyHR website, as well as the Contact Centre and the internal knowledge base to support the delivery of consistent and accurate information to customers and staff.

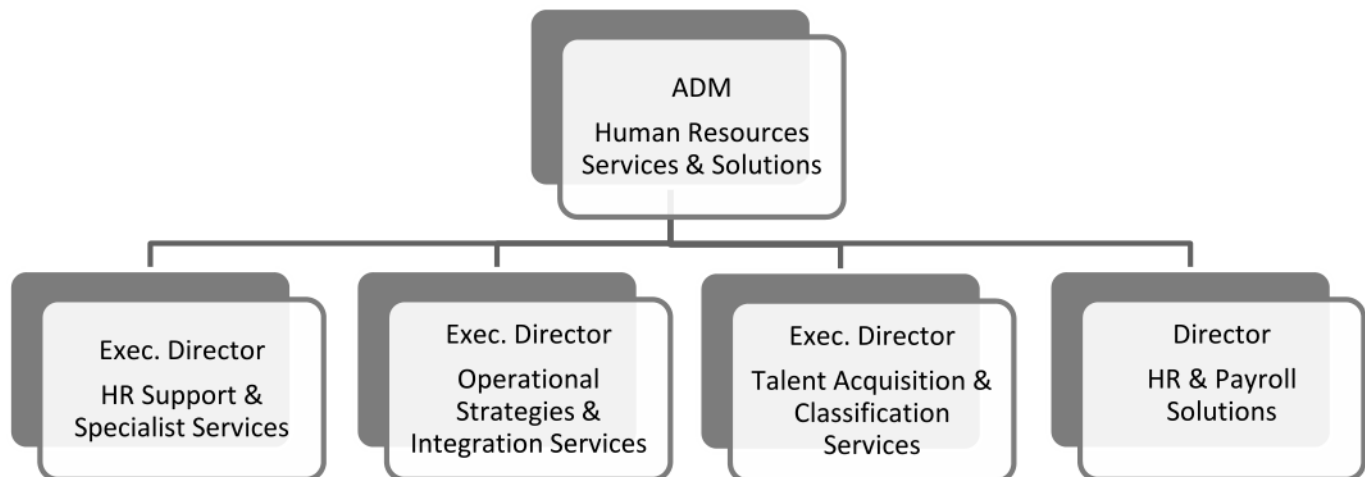
Budget: \$15,841,000

Full Time Equivalents (FTEs): 208

Related Legislation:

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

Organizational Chart:



WORKPLACE HEALTH AND SAFETY

Medical Director Responsible: Dr. William Lakey

Core Business/ Program Area Description/Critical Business Processes:

Workplace Health and Safety (WHS) provides leadership on the development, implementation and maintenance of health and safety programs for the BC Public Service. Workforce safety and well-being are core policy objectives in maintaining workforce capacity in delivery of reliable and efficient public services. The Division operates an integrated approach to health and safety that delivers comprehensive solutions and creates long term stability in workforce health and safety performance. This includes specialist advice and services to ensure work environments meet or exceed WorkSafeBC requirements. WHS also assists ministries with prevention advice and programs to build and promote workforce health and well-being through a range of services, including occupational health and rehabilitation programs, disability plan administration and health and well-being initiatives.

The division has three primary program areas:

1. Safety Programs:
Works with a variety of stakeholders to promote a safe and healthy workplace and supports the well-being of employees by providing credible advice and guidance on the development, implementation and maintenance of health and safety programs and products for management, supervisors and employees in the workplace.
2. Workplace Health Planning and Programs
Workplace Health Planning supports ministries in building workplace cultures that improve safety and health related performance and build engagement in the division's health, safety, and well-being programs. Includes corporate wide injury and illness prevention programs, including psychological health and safety, Employee Family Assistance Services (EFAS), cold and flu awareness and immunization, smoking cessation, and health and well-being learning.

Corporate Health Programs is responsible for management of the Long-Term Disability (LTD) plan and coordination of WorkSafe BC claims for the BC Public Service.

3. Workplace Health Services
Provides specialized services to support workforce health, including assisting ill and injured employees remain at work or return to work in a timely, safe, and sustainable manner. Builds workforce health through fitness to work assessments and clinical and rehabilitative occupational health services and supports to ministries in improving accountability and management of health-related absences in the public service and managing disability costs and improving case outcomes.

Budget:

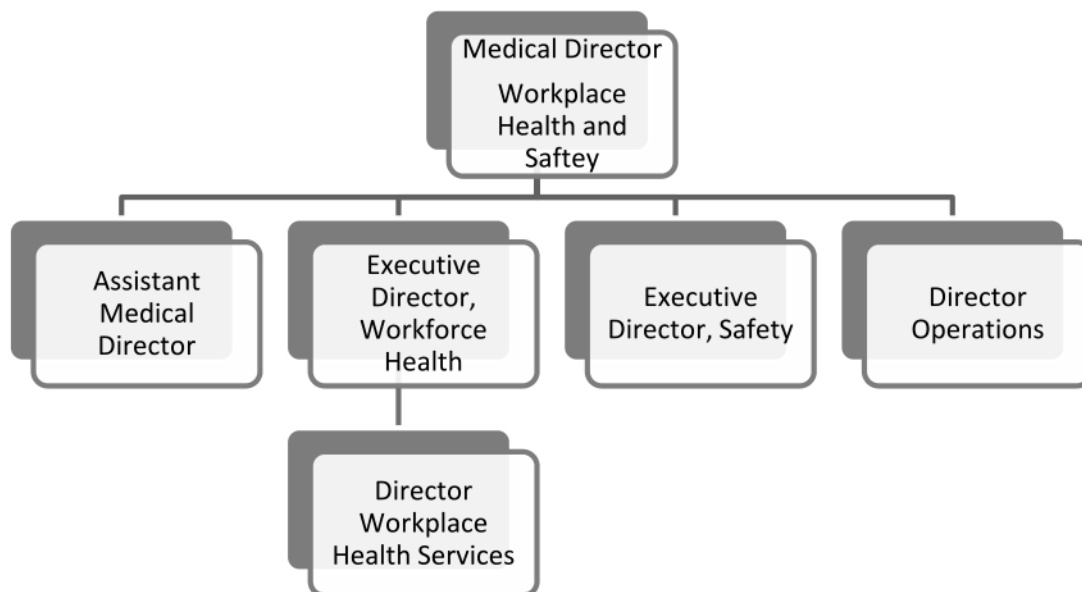
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of \$10,193,000 in the Benefits Vote

Full Time Equivalents (FTEs): 76

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Long Term Disability Plan Regulation*
- *Public Service Labour Relations Act*

Organizational Chart:



Prepared For: Minister of Finance
For Information

Issue: Human Resource Policy 25

Background:

On October 5, 2021, the Deputy Minister to the Premier announced the intent to introduce a policy requiring all BC Public Service employees to provide proof of full vaccination against COVID-19 as a measure to further support the safety of workplaces in the ongoing global pandemic.

Human Resource Policy 25, the COVID-19 Vaccination Policy, was approved by the Minister of Finance and the policy and supporting resources were made available to all employees on November 1, 2021. Under the policy, effective November 22, 2021, all BC Public Service employees are required to provide proof of vaccination.

A regulation under the *Public Service Act* established the policy as a condition of employment and that an employee terminated under the policy is deemed to have been dismissed for just cause. An employee who does not meet the requirements of the policy will be placed on leave without pay for three months. After three months of being placed on leave without pay, employees who have not become at least partially vaccinated may be terminated. The policy does allow employees to request an exemption for medical or other grounds protected under B.C.'s Human Rights Code.

At the time of implementation in November 2021, more than 98% of employees confirmed they were partially or fully vaccinated. The Public Service Agency (PSA) has subsequently proceeded with reviewing accommodation requests and initiating termination proceedings with those employees who chose not to comply with the policy and who did not have an approved accommodation.

Discussion:

The primary purpose of HR Policy 25 is to promote the health and safety of employees and others in the workplace through COVID vaccinations. The primary purpose of the available vaccines is to reduce the severity of illness and risk of hospitalization, and not necessarily to eliminate transmission. Taking steps to minimize the risk and severity of illness from COVID-19 is consistent with the BC Public Service's obligations as an employer. Furthermore, it also reduces the risk of interruptions in the delivery of essential government services to the public and reduces the cost to the employer of lost productivity due to absence.

The Professional Employees' Association has initiated a policy grievance regarding HR Policy 25. Similarly, the BC Public Service is the subject of legal proceedings initiated by a number of excluded employees seeking a judicial review of the policy. The PSA is working with the Ministry of Attorney

General to respond in both these cases. A court date for the judicial review has not yet been confirmed. However, On April 1, 2022, the BC Supreme Court denied a petition from the employees in the judicial review case seeking an injunction against their termination under the policy.

Most other public service employers in Canada, including the federal government, have rescinded or suspended their vaccination policies. B.C.'s Provincial Health Officer (PHO) has lifted most pandemic-related public health restrictions in B.C., although the order requiring vaccination for employees in the health care sector in B.C. remains in place. The World Health Organization's declaration of a global pandemic also remains in place. The PHO has advised the PSA that the future trajectory of the pandemic remains uncertain, with the possibility of a resurgence in fall 2022. Further the PHO advises that vaccination remains an essential measure to reduce severity of illness and transmission. As a result, the BC Public Service has chosen to retain HR Policy 25 at this time.

Overview:

The BC Public Service continues to take a cautious approach in retaining HR Policy 25 until there is greater certainty regarding a potential resurgence of COVID-19 in B.C. While the policy has negatively impacted the less than 2% of the public service workforce who chose not to be vaccinated, it remains an important measure to fulfil government's obligations as an employer and to support continuity of service delivery across government.

The policy states that it will remain in place "until general public health concerns regarding COVID are reduced to a level, prescribed by government, to enable workplaces to operate without COVID-related restrictions" and that it will be reviewed and updates as needed based on guidance and directives from the PHO.

Approved By:

Rueben Bronee

Assistant Deputy Minister, Policy, Innovation and Engagement

250-213-6614

Prepared For: Minister of Finance
For Information

Issue: COVID-19 Terminations

Background:

On November 1, 2021, the BC Public Service implemented HR Policy 25: COVID-19 Vaccination (HR Policy 25), making it mandatory for BC Public Service employees to be fully vaccinated against COVID-19. Active employees who confirmed they were unvaccinated or refused to disclose their vaccination status by November 22, 2021 were placed on leave without pay for a period of three months after which they were advised their employment may be terminated. On November 19, 2021, government established a regulation to the *Public Service Act* (Regulation 284/2021 – Public Service Covid-19 Vaccination Regulation) which made HR Policy 25 a term and condition of employment for BC Public Service employees and established that if an employee was terminated under HR Policy 25, the employee would be deemed to have been dismissed for just cause. Employees can request an exemption (“accommodation”) from the policy on a protected ground under the *Human Rights Code*.

HR Policy 25 applies regardless of whether an employee works onsite at a BC Public Service worksite or remotely and includes those employees working under telework arrangements.

On February 24, 2022, the BC Public Service began terminating employees who were in non-compliance with HR Policy 25 and had completed a minimum of three months on leave without pay.

Discussion:

The BC Public Service Agency’s (PSA) Employee Relations Team continues to work with ministries across government to process pending HR Policy 25 terminations, which must be reviewed and approved on an individualized basis. As of September 23, 2022, 251 terminations under HR Policy 25 had been completed.

Because these terminations are for just cause, it is not a requirement to pay severance to employees when they are dismissed under HR Policy 25. While employees are on leave without pay prior to termination, the employer has continued to provide their employer-paid basic benefit coverage (such as health, dental and employee basic life insurance). The Employee and Family Assistance Program has also remained available to them while on leave without pay.

Prior to implementation of HR Policy 25, the employer provided multiple communications to BC Public Service employees to ensure awareness of the policy.

Legal Information

Legal Information

Four excluded employees had filed a judicial review in B.C. Supreme Court in hopes of petitioning the court to overturn HR Policy 25 as unreasonable. The judicial review had been scheduled for a 2-day hearing during the week of July 18, 2022, but this was adjourned, and dates will need to be rescheduled.

The petitioners had also previously applied for an injunction to prevent them from being terminated before the judicial review hearing could be determined by the courts. The injunction hearing occurred during the week of March 21, 2022, and the Court decided against the request for an injunction.

Overview:

As of September 23, 2022, 142 employees were on three-month leave without pay leading to termination. Of those, 125 had completed a minimum of three months on leave without pay.

As of September 23, 2022, 251 terminations had been completed and 403 employees had requested an accommodation under a ground protected under the *Human Rights Code*. Each request is assessed on an individual basis and considered on its own merits.

It is important to note that the number of employees on leave without pay leading to termination has changed and will continue to change. In some cases, employees are removed from the list of expected terminations. This happens when the employee becomes fully vaccinated in compliance with the policy or retires, resigns, or applies for an accommodation.

Employees also continue to be added to the list of pending terminations. The largest group of employee terminations under HR Policy 25 went on leave without pay on November 23, 2021. However, subsequently additional employees have been placed on leave without pay leading to termination and this is expected to continue through 2022. This happens when an employee's accommodation request is denied, when an employee returns from leave (since before the requirement to show proof of vaccination was implemented) and the employee either refuses to disclose their vaccination status or confirms they are not fully vaccinated. Parental leave, extended illness, and seasonal work are examples of where people are returning and must show proof of vaccination.

Of the 385 employees currently due to be terminated for non-compliance with HR Policy 25 (*including* terminations that have already been processed): 374 are union and 11 are non-union who live in the following regions: Lower Mainland/ Southwestern BC (e.g., Whistler) (109), Vancouver Island/Coast (118), Interior (111), North (47).

In most ministries, only a small number of employees have been, are, or will be eligible for termination. Six ministries had 25 or more such employees: Attorney General and Housing; Children and Family Development; Forests, Lands, Natural Resource Operations and Rural Development; Public Safety & Solicitor General; the Ministry of Finance (specifically, the Liquor Distribution Branch); and the Ministry of Citizen's Services.

Approved By:

Alyson Blackstock

Assistant Deputy Minister, Employee Relations

778-698-7912

Prepared For: Minister of Finance
For Information

Issue: Equity, Diversity, Inclusion and Commitment to Reconciliation in
the BC Public Service

Background:

The BC Government is committed to ensuring that government is reflective of our province and inclusive of Indigenous peoples, minority communities, immigrants, persons with disabilities, and members of the LGBTQ2S+ community. As pledged in the 2020 Corporate Plan, “the BC Public Service believes diversity and inclusion are fundamental to our role in society... We believe in the value of every individual. Believing anything less is incompatible with the values and responsibilities of the public service.”

To action this commitment, the BC Public Service Agency released *Where We All Belong*, a corporate equity, diversity and inclusion strategy, on March 1, 2021. The goals of this strategy are to:

- Support an increasingly diverse workforce;
- Enhance inclusion in the workplace;
- Build a strong foundation for lasting and meaningful reconciliation; and
- Remove barriers to accessibility in the workplace.

The strategy has four areas of focus: structure and alignment; leadership and education; recruitment and retention; and flexibility.

In addition, the People and Organizational Development team within the BC Public Service Agency leads four corporate programs to support cross-ministry commitments to reconciliation: the Indigenous Youth Internship Program (IYIP), the House of Indigenous Learning (HOIL), the Indigenous Applicant Advisory Service (IAAS), and the pilot Indigenous Leadership and Mentorship Program (ILMP).

Discussion:

In year one and the start of year two of implementing *Where We All Belong*, the focus has been on establishing oversight mechanisms, tools and supports to enable success. These include:

- Establishing effective and cross-ministry governance, which drives accountabilities at all levels of government. Governance tables include:
 - Deputy Ministers’ Committee on Public Service Renewal, where Equity, Diversity and Inclusion is one of the areas of focus.
 - ADM Committee on Equity, Diversity and Inclusion
 - Cross-Ministry Working Group on Equity, Diversity and Inclusion

- Public Service Agency Steering Committee on Equity, Diversity and Inclusion
- Diversity Leads Working Group, including members from the complementary but distinct priority areas – Declaration on the Rights of Indigenous Peoples Act; Accessible BC Act; gender equity and GBA+; and multiculturalism and anti-racism, including the Anti-Racism Data Legislation.
- Conducting a cross-ministry inventory on diversity and inclusion that provides information on how ministries are integrating equity, diversity, and inclusion into their ministry work and practices.
- Incorporating diversity and inclusion goals and deliverables into overall workforce planning efforts.
- Developing an evaluation framework to measure and report on outcomes and progress against deliverables.
- Guiding corporate executive on leadership and strategy accountabilities through individualized presentations to each ministry, agency, and organization in the BC Public Service.

Programs supporting corporate reconciliation have focused on:

- Aligning House of Indigenous Learning course offerings with the Declaration on the Rights of Indigenous Peoples Act Action Plan essentials learning commitment.
- Providing more than 500 Indigenous applicants with advice on navigating the BC Public Service hiring system since March 2021.
- Supporting Indigenous Youth Interns to gain leadership experience.
- Supporting Indigenous professionals to obtain mentors.

The 2020 workforce profile for the BC Public Service provides a self-reported diversity portrait within the BC Public Service. Employees self-identified as the following:

- Women in the public service increased slightly from 62.1% in 2018 to 62.2% in 2020
- Indigenous identities in the public service increased from 4.3% in 2018 to 4.6% in 2020
- Visible Minorities in the public service increased from 17.0% in 2018 to 20.5% in 2020
- People with Disabilities in the public service increased from 5.0% in 2018 to 6.9% in 2020
- LGBTQ2S+ identities increased from 4.5% in 2018 (the first time this information was collected) to 6.6% in 2020.
- Results from the 2020 Work Environment Survey (WES) provide some insight on the representation of transgender and/or non-binary employees:
 - Transgender and/or non-binary gender identities in the public service increased from 0.2% of survey respondents in 2018 to 1.5% in 2020.
 - Data from the 2022 Work Environment Survey is expected late March/early April 2023.

Overview:

Priorities for *Where We All Belong* for the upcoming year focus on advancing the areas of leadership and education, and recruitment and retention.

On the commitment to reconciliation, the focus will be on implementing the Declaration on the Rights of Indigenous Peoples Act Action Plan commitments for which the PSA has been identified as the lead.

Approved By:

Deb Godfrey

Assistant Deputy Minister, People and Organizational Development

250-952-1026

Prepared For: Minister of Finance
For Information

Issue: Declaration on the Rights of Indigenous Peoples Act (DRIPA)
Action Items

Background:

Passed in November 2019, the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) establishes the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) as the framework for reconciliation as called for by the Truth and Reconciliation Commission (TRC).

A five-year cross-government action plan was released in March 2022 in accordance with section 4 of the Declaration Act. The plan includes 89 actions organized into four themes: self-determination and inherent right of self-government; title and rights of Indigenous Peoples; ending Indigenous-specific racism and discrimination; and, social, cultural, and economic well-being.

The BC Public Service Agency is tasked to lead three actions over the next five years:

- Action 3.1: Develop essential training in partnership with Indigenous organizations, and deliver to the BC Public Service, public institutions and corporations, that aims to build foundational understanding and competence about the history and rights of Indigenous Peoples, treaty process, rights and title, the UN Declaration, the BC Declaration Act, the dynamics of proper and respectful relations, Indigenous specific racism, and meaningful reconciliation.
- Action 3.2: Establish an operational approach to set and achieve targets for equitable recruitment and retention of Indigenous Peoples across the public sector, including at senior levels.
- Action 4.44: Review, evaluate and improve BC's Indigenous Youth Internship Program.

The Ministry of Finance – Crown Agencies and Board Resourcing Office is also responsible for action 3.1 for public institutions and corporations. The Public Sector Employers' Council Secretariat is also responsible for Action 3.2.

The Declaration Act requires an annual report on achievement of the action plan in June of each year.

Discussion:

The action plan reflects an unprecedented and collaborative development process that was informed by significant feedback from Indigenous leadership, rights and title holders, local governments, and business and industry stakeholders. The action plan commits government to the same level of

collaboration in implementing the 89 actions. As such, it is likely that there will be increased attention paid to the annual reports on progress of the action plan items.

Overview:

This fall, the BC Public Service Agency will begin work on actions 3.1, co-development of essentials training, and 4.44, evaluation of the Indigenous Youth Internship Program. This will include identification of a contractor to assist with consultation and engagement with Indigenous partners.

Work on implementation of action 3.2, setting an operational approach for equitable recruitment and retention, complements the 2017 mandate to increase representation of Indigenous, Black and People of Colour (IBPOC) in the BC Public Service. Work to identify a suitable contractor to achieve IBPOC targets is currently underway.

Approved By:

Deb Godfrey

Assistant Deputy Minister, People and Organizational Development

250-952-1026

Prepared For: Minister of Finance
For Information

Issue: Collective Bargaining

Background:

Following almost eight months of negotiations and a two-week job action, the BC Public Service Agency (PSA) reached a tentative agreement with the BC General Employees' Union (BCGEU) on September 6, 2022. The tentative agreement was ratified by a final count of 53.4% in favour with 71% of eligible members voted.

Government Financial Information

Discussion:

There are five collective agreements within the BC Public Service. Collective agreements for the BCGEU, PEA and BCNU expired on March 31, 2022. The collective agreement with Unifor expired June 30, 2022.

Government Financial Information

The public sector Shared Recovery bargaining mandate for agreements expiring on or after March 31, 2022, has been established by the Public Sector Employers' Council Secretariat (PSEC).

The following table provides a summary of the bargaining status for each of the five BC Public Service collective agreements (numbers as of May 2022):

Union/Association	Contract Expiry	Negotiation Status	Employee Count
BCGEU	March 31, 2022	Government Financial Information	30,176
PEA	March 31, 2022		1,283
BCCCA	March 31, 2019		523
BCNU	March 31, 2022		102
Unifor	June 30, 2022		14

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Withheld pursuant to/removal as
Government Financial Information

Overview:

The public sector bargaining mandate is established by PSEC which is responsible for overseeing overall public sector bargaining on behalf of the Minister of Finance. PSEC's authority is under the *Public Sector Employers' Act*.

The PSA is the bargaining agent for the government, as set out under s. 3 of the *Public Service Labour Relations Act* (PSLRA), in negotiations with public service unions.

There are three bargaining units within the BC Public Service defined by s. 4 of the PSLRA:

- British Columbia General Employees' Union (BCGEU),
- Professional Employees Association (PEA) and
- British Columbia Nurses Union (BCNU).

Two other bargaining units exist within the BC Public Service outside of the PSLRA:

- British Columbia Crown Counsel Association (BCCCA) and
- Unifor (Queen's Printer).

Approved By:

Alyson Blackstock

Assistant Deputy Minister, Employee Relations

778-698-7919

Prepared For: Minister of Finance
For Information

Issue: Payroll and HR Service Contract

Background:

In 2004, the Province entered into an Alternative Service Delivery (ASD) partnership with TELUS. The ASD led a new payroll vision for the Province of British Columbia. This new vision was to centralize, standardize, and streamline payroll, leave management and time reporting services. The resulting contract also included data centre hosting and maintenance and development of the Province's HR Talent Management applications.

The TELUS contract was originally set to expire in 2019. By leveraging a contractual obligation under the larger, central government Strategic Relationship Agreement (SRA) with TELUS, this term was extended, and the PSA Services were onboarded as Service Tower 17 of the Telecommunications Services Master Agreement (TSMA). This onboarding to the TSMA was effective April 1, 2018 and provided an Initial Service Term to July 2021 and a two (2) year extension to expire July 2023, with no option to renew.

The BC Public Service Agency (PSA) is in the process of planning for the next generation contract to ensure a smooth continuation of services as the TSMA comes to end of life.

Based on the research and analysis to date, modernization of HR technology, unbundling payroll and technology services in a future contract and exploring the potential repatriation of core payroll transactional services, will optimize value to the Province. Given there is insufficient time prior to the TSMA's expiry to effectively modernize technology and rationalize and unbundle services, the PSA recommended and requested approval of a three-year direct award to TELUS to complete this work.

Cabinet Confidences

Discussion:

The current environment is stable and consistently meeting or exceeding the SLA commitments. TELUS completes an annual external audit of their systems and process to the CSAE 3000 standard. The latest audit report shows that TELUS remains compliant to policies and operational standards.

BC Government's mission critical HR and payroll systems run on Oracle PeopleSoft.

In 2022, this stable system processed and accurately processed gross payroll of \$2.78 billion to government employees and received and processed 2.0 million payroll transactions.

The scope of the contract includes a number of other HR and payroll applications which support our employees throughout their employment lifecycle.

In addition to delivering HRMS and Payroll Services for core government, the contract also provides services to the broader public sector including:

- BC Infrastructure Benefits Incorporated (BCIB)
- BC Financial Services Authority (BC FSA)
- BC Pensions Corporation (BCPC)
- Liquor Distribution Branch (LDB)
- Transportation Investment Corporation (TICORP)

Additionally, the PSA provides IT services to a number of organizations such as WorkSafe BC, Vancouver School Board, and Island Health Authority to support those organizations' HR systems initiatives. The PSA continues to explore extending IT services to additional broader public service organizations, such as provincial health authorities, where synergies are identified.

Cabinet Confidences; Government Financial Information

Overview:

The PSA manages the alternative service delivery contract with our long-time vendor partner TELUS. It is currently estimated that the total value of this contract for the period of 2004 to 2023 will be \$320M.

The deal will expire in July 2023 with no option to renew.

Government Financial Information
Government Financial Information

Over the term of the combined contractual relationship with TELUS the PSA has experienced first-rate service level performance and considerable cost savings. Contract objectives have been consistently achieved, and TELUS has performed well over the life of the contract with no major payroll issues. Independent third-party benchmarking reviews by Deloitte have also concluded that the contract delivers good value for money for the Province of British Columbia.

The ASD partnership with TELUS continues to support the PSA objectives to enhance and integrate HR systems for employees, to maintain the existing payroll systems which have proven reliable and stable, while allowing HR payroll technology to mature.

The contract cost is approximately ^{Government Financial Information} this varies due to ongoing system upgrades and enhancements) and delivers payroll processing and human resource technology services for the core BC Public Service.

The following tables shows a breakdown of these fees for fiscal 2022.

POIM	Fees associated with the IM/IT portion of the contract.	Government Financial Information
Payroll	Fees associated with delivering of payroll	
Growth	Fees attributed to the increase in size of the Public Service	
CPI	Contractual mechanism to ensure fees are aligned with inflation.	
Total		

The total value of payroll processed over the life of the contract is approximately \$37.54B, which is about 30.8M transactions over 472 pay periods without failure. The PSA has been satisfied with this performance, as consistent and accurate payroll execution is one of its core businesses.

Approved By:

Steven Emery

Assistant Deputy Minister, Corporate Services

250-217-8823

Prepared For: Minister of Finance
For Information

Issue: Remote Work for the BC Public Service

Background:

While not widely adopted prior to the pandemic, the BC Public Service has had policies and supporting resources in place to enable remote working since at least 2012. These include telework agreements and training and other resources to support effective supervision, performance management, and employee health and safety for virtual workers. The existing provisions and updates made in 2021 were supported by the BCGEU and align with language included in the main collective agreement.

With the onset of the pandemic in March 2020, the BC Public Service encouraged employees to work from home where operationally possible in accordance with the recommendations of the Provincial Health Officer. Corporate data is not available, however input from ministries indicates the majority of employees who were not operationally required to be in a particular workplace chose to work from home on at least a part-time basis with no substantive impact on service delivery.

A February 2021 survey of a sample of employees found 83 per cent of those working from home would like to do so post-pandemic, but the majority of those only on a part-time basis. This is consistent with external research among other employers, which consistently finds a preference for long-term part-time remote work. It is anticipated that most private and public sector employers will support increased part-time remote work – a so-called “hybrid model” – after the pandemic.

Discussion:

In May 2021, the Public Service Agency (PSA) initiated an employee and stakeholder engagement process to gather further perspectives on the benefits and challenges experienced working remotely. This and extensive research and stakeholder engagement informed a new long-term corporate approach to remote work focused on:

1. Maintaining and enhancing effective service delivery to British Columbians.
2. Upholding the BC Public Service’s accountabilities and priorities as an employer.
3. Supporting employee engagement and maintaining the competitiveness of the BC Public Service as an employer.

These efforts resulted in the launch of an updated model for flexible work in Fall 2021, including a modernized telework agreement, and supporting tools and resources for both employees and supervisors. Telework agreements established under this model took effect April 4, 2022.

The updated flexible work model established by the employer has led to a significant increase in the number of public service employees with approved telework agreements. Approximately 51% of public service employees now have telework agreements in place in comparison to approximately 10% of employees prior to the onset of the pandemic. On average, these arrangements provide that an employee will attend their workplace at least two days per week. Almost 10% of the workforce have full-time remote work arrangements.

Overview:

Ministries retain significant discretion to tailor the flexible work model to their unique business context and provide flexible work options only where beneficial to both an employee and their work unit. But all flexible work arrangements must adhere to the corporate guidelines established by the PSA and use the prescribed telework agreement template.

Under the direction of the Deputy Ministers' Committee on Public Service Renewal, the PSA will continue to review and refine its approach to flexible work, with service to the public remaining the primary focus. The PSA is also working with the Ministry of Citizens' Services to support a new "Future of the Workplace" strategy that will consider changes to how the public services uses and allocates workspace in a hybrid work environment.

Approved By:

Rueben Bronee

Assistant Deputy Minister, Policy, Innovation and Engagement

250-213-6614

WHERE IDEAS WORK

2020 Corporate Plan FOR THE BC PUBLIC SERVICE

Advice/Recommendations



Where ideas work



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

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MESSAGE FROM THE DEPUTY MINISTERS' COUNCIL



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

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

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

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

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

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

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

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

INTRODUCTION



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

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

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

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

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

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

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

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

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

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

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

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

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



PROFILE OF A CHANGING BC PUBLIC SERVICE¹

Smithers

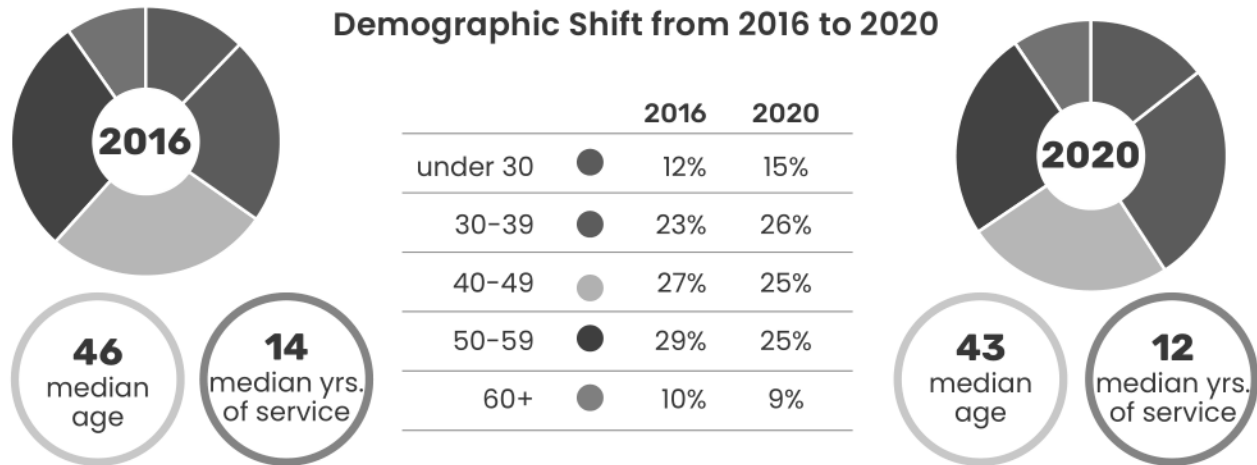
With approximately 35,000 regular and auxiliary employees, the BC Public Service is the largest single employer in the province.² The number of employees has increased over the last five years to support the priorities of government, but we remain one of the leanest public services in Canada.

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

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

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

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



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

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



35,000+
employees

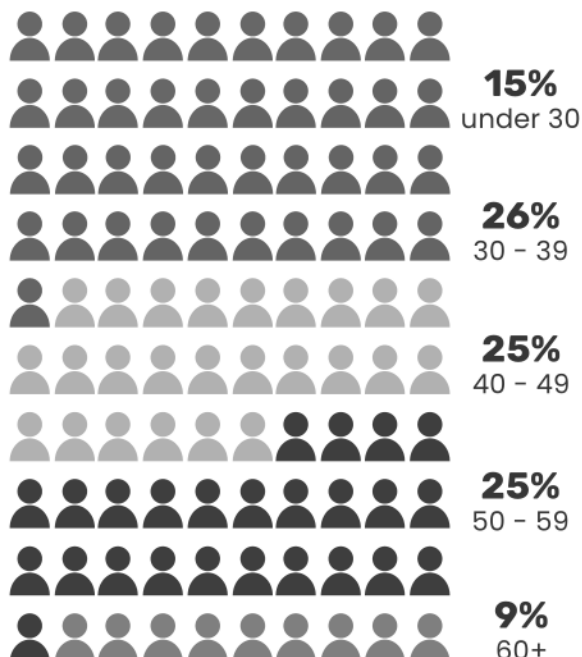


200+
occupations

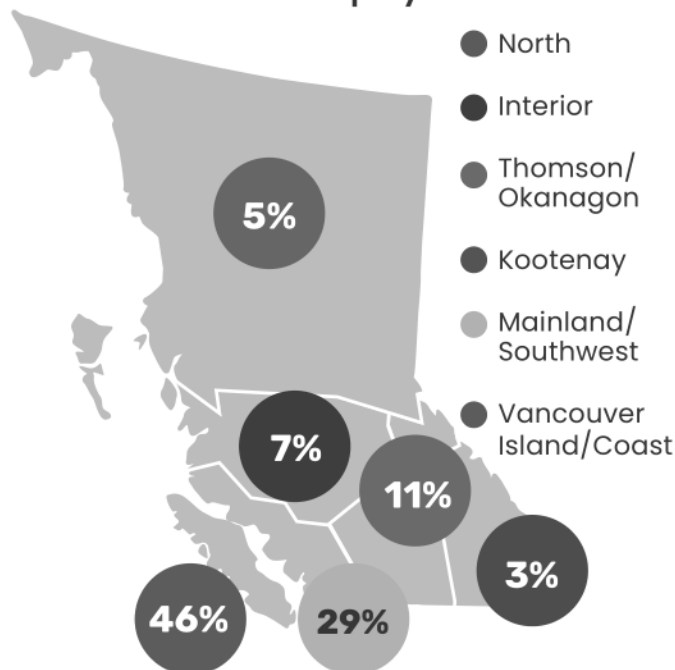


280+
communities

Demographic Breakdown



Where BCPS Employees Work



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

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

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



Visible
minorities



Persons with
a disability



LGBTQ2S+



Indigenous
peoples



Trans or
gender diverse

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

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

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

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

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



A TRUSTED PUBLIC SERVICE

Prince Rupert

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

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

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

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

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

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

A TALENTED PUBLIC SERVICE



Kelowna

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

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

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

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

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

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



A MODERN PUBLIC SERVICE



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

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

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

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

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

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

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

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

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

REMAINING TRUE TO OUR VALUES



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

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



Integrity

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



Service

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



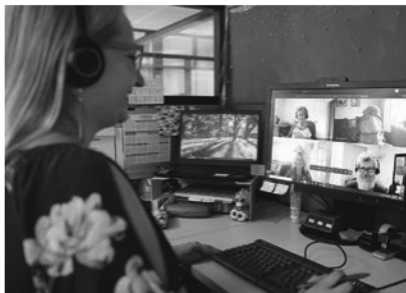
Curiosity

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



Accountability

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



Teamwork

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



Passion

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



Courage

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

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

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

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

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



Where ideas work

Ministry of Finance

2022/23 – 2024/25 SERVICE PLAN

February 2022



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Published by the Ministry of Finance

Minister's Accountability Statement



The *Ministry of Finance 2022/23 – 2024/25 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in dark ink, appearing to read 'Selina Robinson'.

Honourable Selina Robinson
Minister of Finance
February 11, 2022

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Purpose of the Ministry

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

- Developing forecasts of the provincial economy; and developing and monitoring government's budget, capital plan and three-year fiscal plan.
- Policy development with respect to provincial taxes; financial services, capital markets, pension plans, mortgage broker sectors, real estate services and societies and anti-money laundering in real estate.
- Providing policy advice with respect to federal-provincial fiscal arrangements and federal-provincial income security programs, such as Employment Insurance and the Canada Pension Plan.
- Oversight for government's financial, procurement and administrative governance as well as banking, payment card, corporate accounting, insurance, risk, security, and debt management services.
- Performance and financial management audits of ministry, agency and Crown corporation programs and functions to help improve efficiency and ensure governance, management and control systems are operating effectively.
- Identifying and collecting amounts owed to the government in relation to statutes the ministry directly administers, as well as statutes administered by other ministries.
- Coordinate cross-government action on gender equity issues, including addressing and responding to Gender-Based Violence (GBV), closing the gender pay gap and advancing the application and use of Gender-Based Analysis Plus (GBA+).
- Through the Public Sector Employers' Council, oversight of strategic coordination of bargaining and labour relations, total compensation planning and human resource management for the provincial public sector, in addition to representing the Minister of Finance as Government Pension Plan Partner.
- Providing guidance to ministries in the delivery of strategic government objectives on public infrastructure projects.
- Through the Crown Agencies Secretariat (CAS), ensuring specified Crowns are operating effectively, in the public interest and in support of government's strategic direction and fiscal, financial and other policy principles; and
- oversight of governance, corporate accountability and appointments to all Crown corporations, agencies, boards and commissions.
- Through Government Communications and Public Engagement (GCPE), ensuring British Columbians are informed about programs, policies and services that affect them and communicate essential features and changes in these areas through a wide variety of communication channels, direct engagement, and online services.
- Through the BC Public Service Agency (PSA), providing human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole. These services include hiring, payroll, labour relations, occupational health and safety, professional development, succession management, and employee engagement.

- Operation of Government House and accountability for the BC Securities Commission, the BC Financial Services Authority, BC Infrastructure Benefits, Infrastructure BC, BC Assessment Authority, BC Lottery Corporation, Liquor Distribution Branch and Real Estate Foundation of BC.

Strategic Direction

In 2022/2023, the Government of British Columbia will continue its whole-of-government response to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each ministry's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first; working toward lasting and meaningful reconciliation; supporting equity and anti-racism; ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets; and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the Ministry of Finance will support the government's priorities including the foundational principles listed above and selected action items identified in the November 2020 Minister's Mandate Letter.

Economic Statement

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

Performance Planning

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

The ministry is responsible for achieving government's goal of balancing the needs and priorities of British Columbians within a fiscal plan that helps keep the province financially sound over the long run. This includes management of government's budget and fiscal plan, oversight of financial monitoring and reporting, and administration of the province's tax system.

Objective 1.1: Effective management of government's fiscal plan

Government is focused on supporting people, rebuilding critical infrastructure, and making major progress in recovery from the pandemic and flooding events of 2021. Government continues to be focused on balancing the needs of British Columbians with the longer-term fiscal sustainability of the province.

The government's ability to achieve fiscal sustainability flows from a prudent and resilient fiscal plan. The ministry plays a critical role in overseeing the development of the fiscal plan and works closely with provincial ministries and other public sector partners to ensure that government's annual and three-year revenue, operating and capital expenditure targets are met, while achieving government's priorities.

Key Strategies

- Prepare the annual Budget and Fiscal Plan, Estimates and quarterly reports in accordance with statutory requirements.
- Develop and prepare the economic forecast, incorporating an appropriate amount of prudence relative to the private sector outlook, and monitor changes in the forecast and B.C.'s economy that impact government's fiscal plan.
- Develop, prepare and monitor forecasts of revenues, expenditure and debt set out in Budget 2022 to identify risks and opportunities to the fiscal plan, develop risk mitigation strategies, and take corrective action as required to meet targets.
- Develop and manage government's corporate capital plan consistent with the strategic priorities of government.
- Ensure effective cash management and debt issuance to minimize borrowing requirements and debt service costs.
- Prepare the province's first-ever report on how the government's programs, policies and projects align with Environmental, Social and Governance (ESG) values and outcomes, and thereby assist investors to appreciate BC's strong ESG credentials and the compelling case for investment in the province.
- Complete the province's borrowing program as set out in the fiscal plan by accessing lowest cost debt available from the domestic and offshore capital markets, while prudently managing interest rate and foreign currency risks, among others.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 Meet or exceed current year budget targets as set out in government's fiscal plan.	Deficit \$196 M	As set out in government fiscal plan	As set out in government fiscal plan	As set out in government fiscal plan

Data source: British Columbia Budget and Fiscal Plan

Linking Performance Measure to Objective

This measure reflects the ministry's overall success in implementing, monitoring, and maintaining government's fiscal plan. The ministry will monitor the post-COVID economic recovery and update the fiscal plan accordingly.

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

Key Strategies

- Oversee government's financial, procurement and administrative management framework and ensure core policies are effectively administered.
- Monitor, evaluate and report on the effectiveness of internal controls and prepare the annual Public Accounts in accordance with statutory requirements.
- Ensure treasury, risk management and security services align with related policies and support the requirements of government and public sector clients.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2 Audit opinion provided by the Office of the Auditor General	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP

Data source: Release of *Public Accounts*.

Linking Performance Measure to Objective

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

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

Key Strategies

- Work with citizens, clients, and other jurisdictions to ensure tax, revenue and benefit programs are effectively administered, including compliance and enforcement activities.

- Help improve and promote citizen-centred tax information and education to ensure individuals and businesses fully understand their financial obligations and ensure everyone pays their fair share of taxes.
- Continue to implement new technology and process improvements to the tax administration system that improves the citizen experience, increases engagement with clients, enhances self-service options, and enables effective compliance and enforcement activities.

Performance Measures	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.3a Percentage of on-time payments	97.75%	97.45%	Upward trend	Upward trend	Upward trend
1.3b Cost to collect one dollar of tax revenue	\$0.0059	\$0.0045	Downward trend	Downward trend	Downward trend
1.3c Accounts receivables as a percentage of total tax revenue	1.43%	3.87%	Downward trend	Downward trend	Downward trend

Data source: Revenue Services Division information systems.

Linking Performance Measure to Objective

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

The percentage of on-time payments measure tracks tax payments and other revenues received on or before their legislated due date.

The cost to collect revenue measure reflects the cost incurred to collect tax amounts owed to government.

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

Goal 2: Strong, sustainable and innovative economy

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

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

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

Key Strategies

- Develop and implement tax and other measures through the annual Budget process that foster economic growth and help address inequality to ensure the tax system works for all British Columbians, especially disadvantaged and marginalized populations.
- Ensure financial services and real estate regulatory frameworks are efficient and effective and protect the public interest, Respond to financial service regulatory developments in other provinces and territories to ensure effective coordination and harmonization with these partner jurisdictions.
- Ensure the property assessment system remains fair and equitable; and continue to work on emerging and existing property assessment issues including the valuation of properties with development potential occupied by small businesses, non-profits and arts and cultural organizations.
- Expand the ministry's capacity to leverage data holdings¹ to support evidence-based policy development.
- Review and provide advice on federal-provincial fiscal arrangements.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Provincial ranking of corporate income tax rates	Remain in lowest four	Remain in lowest four	Remain in lowest four	Remain in lowest four
2.1b Provincial ranking of personal income tax rates for bottom bracket	Remain in lowest two	Remain in lowest two	Remain in lowest two	Remain in lowest two
2.1c Provincial ranking of personal income tax rates for second lowest bracket	Remain in lowest two	Remain in lowest two	Remain in lowest two	Remain in lowest two

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

¹ The ministry maintains a variety of datasets related to information collected through ministry programs and from public sector partners.

Linking Performance Measure to Objective

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

Objective 2.2: A fair and transparent housing market

Key Strategies

- Continue work on the ministry's commitments in government's [Homes for BC: a 30-Point Plan for Housing](#).
- Strengthen consumer protection in B.C.'s real estate market.
- Monitor effects of the speculation and vacancy tax, and the foreign buyers' tax to ensure desired results are achieved.
- Work with federal government and the B.C. financial services regulators to address money laundering.

• Performance Measure(s)	2021/22 Actual	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Residential sales-to-new listing ratio	77%	Ratio between 40% and 60%	Ratio between 40% and 60%	Ratio between 40% and 60%

Data source: Haver Analytics/Canadian Real Estate Association. The data used for this measure is for the calendar year that ends in the stated fiscal year (e.g., 2021 calendar year data is used for 2021/22).

Linking Performance Measure to Objective

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

Objective 2.3: Effective oversight of public sector organizations

Key Strategies

- Continue to ensure that GBA+ is effectively implemented through training as well as monitoring and reporting on practices.
- Build and maintain strong governance capacity within government and the broader public sector by providing tools, education, and professional development opportunities.

- Provide training and facilitate an open, transparent, and merit-based process for provincial appointments, resulting in effective public sector organization boards that reflect the diversity of B.C.
- Strengthen alignment between government and public sector organizations by establishing and maintaining strong relationships and using a collaborative approach to identify and resolve issues and opportunities in partnership with public sector organizations and responsible ministries.
- Provide consistent and comprehensive financial and operational policy oversight of Crown corporations under the responsibility of the Crown Agencies Secretariat.
- Promote a culture of public sector governance best practices and rigorous financial accountability for Crowns and other public sector organizations across government.
- Report on financial plans and performance in accordance with statutory requirements.
- Through training and information sharing on promising practices, support ministries to build out respective GBA+ capacity to aid the broader public sector in the development and implementation of increasingly inclusive and equitable programs.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3a Total number of current staff who have taken GBA+ training ^{1, 2, 3, 4}	-	32%	35%	38%	40%
2.3b Number of public sector organization board members and executive who have completed the Governing in the Public Interest Certificate training courses ⁵					
• Level 1 (cumulative) ⁶	313	350	425	TBD	TBD
• Level 2 - Financial Management - Module 3 ⁷	30	150	180	TBD	TBD

¹ Data source: Public Service Agency data.

² Data captures the percentage of employees (out of a total 35,988) who undertook either the Federal or Provincial GBA+ training and were employed with the BC Government as of January 2022. Data excludes duplicate counts of training (i.e., if staff took a course multiple times or if they took multiple types of GBA+ courses).

³ Data does not include training undertaken by Crown Corporations.

⁴ Targets for the 2022/23 Ministry Service Plan have been updated as training targets from the 2021/22 Service Plan were met early on. Additionally, targets now reflect percentages of employees who received training as opposed to absolute numbers. This was done to ease interpretation of training targets and future training target estimations.

⁵ Data source-2021/22: Ministry of Finance - Crown Agencies Secretariat. There are a total of 1,889 appointees on BC's public crowns, boards and commissions. Approximately 400 new appointments are made annually.

⁶ Governing in the Public Interest Certificate Program Level 1 includes Public Sector Organization Basics, and Your Role as Board/Tribunal Member.

⁷ Financial Management eModule was launched in September 2021. Baseline data, forecast and target for the first full year reflects an estimate based on 3 months of data.

Linking Performance Measure to Objective

For performance measure 2.3a, these percentages capture all current public service employees who have completed federal or provincial GBA+ training. GBA+ courses are designed to increase staff awareness of how diverse groups of people benefit from and are impacted by policies, programs, services, budgets, and legislation. Increasing the number of employees who receive this training will help ensure GBA+ is effectively implemented across the public service.

Performance measure 2.3b tracks the Ministry's commitment to maintaining a strong governance capacity within government and the broader public sector. Through training provided by the Crown Agencies Secretariat, public sector organization board members and executive can expand their knowledge in areas that are key to the effective oversight of public sector organizations: public sector organization basics; roles as board/tribunal members; financial governance; risk management; and human resources. Additional support is provided to key Crown agency boards and executive in specific areas of focus related to their organizations.

Discussion

The figures in 2.3a capture the ambition to train new staff entering the public service, and a commitment to increase training completion. As of February 2022, 10,875 of the public service's 35,998 employees have taken at least one of the offered GBA+ trainings. The percentage of staff expected to complete GBA+ training is expected to grow over the next several years; and over time, as a greater percentage of existing employees complete the training, the targets will be driven by new employees onboarding into the public service. All future training targets will be formally assessed, reviewed and updated as part of the provincial GBA+ Strategy. Updated training targets will be integrated into future service plans.

The figures in 2.3b are cumulative, with a focus on a steady increase in completed training year-over-year. As the *Governing in the Public Interest Certificate Program* is developed and additional training programs are explored, targets are expected to increase. Targets will be determined in next year's service plan for fiscal years 2023/24 and 2024/25, after the development and launch of Module 4 (Risk Management) and Module 5 (Human Resources Management).

Financial Summary

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
Treasury Board Staff	8,355	9,150	9,150	9,150
Office of the Comptroller General	21,799	21,799	21,799	21,799
Treasury	1	1	1	1
Revenue Division	210,418	212,895	212,421	212,421
Policy and Legislation	9,790	8,280	8,280	8,280
Public Sector Employers' Council Secretariat	16,958	17,339	17,339	17,339
Crown Agencies Secretariat	2,589	7,034	6,962	6,871
Executive and Support Services	37,556	42,349	42,416	42,416
Housing Priority Initiatives special account	565,110	785,738	530,740	538,044
Insurance and Risk Management Account	4,630	4,630	4,630	4,630
Provincial Home Acquisition Wind Up special account	10	10	10	10
Total	877,216	1,109,225	853,748	860,961
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	181	292	112	10
Total	181	292	112	10
Other Financing Transactions (\$000)				
Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)				
Receipts	(2,000)	(1,750)	(1,500)	(1,000)
Disbursements	0,000	0,000	0,000	0,000
Net Cash Requirements (Source)	(2,000)	(1,750)	(1,500)	(1,000)
Student Aid BC Loan Program				
Receipts	(115,000)	(115,000)	(115,000)	(115,000)
Disbursements	230,000	230,000	230,000	230,000

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
Net Cash Requirements (Source)	115,000	115,000	115,000	115,000
International Fuel Tax Agreement Motor Fuel Tax Act				
Receipts	(16,000)	(18,000)	(18,000)	(18,000)
Disbursements	5,000	7,000	7,000	7,000
Net Cash Requirements (Source)	(11,000)	(11,000)	(11,000)	(11,000)
Land Tax Deferment Act				
Receipts	(100,000)	(120,000)	(120,000)	(120,000)
Disbursements	300,000	300,000	300,000	300,000
Net Cash Requirements (Source)	200,000	180,000	180,000	180,000
Improvement District Loans (Local Government Act)				
Receipts	(2,000)	(2,000)	(2,000)	(2,000)
Disbursements	15,000	2,000	2,000	2,000
Net Cash Requirements (Source)	13,000	0	0	0
Total Receipts	(235,000)	(256,750)	(256,500)	(256,000)
Total Disbursements	550,000	539,000	539,000	539,000
Total Net Cash Requirements (Source)	315,000	282,250	282,500	283,000

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

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

Appendix A: Government Communications and Public Engagement

Purpose of the Organization

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

Strategic Direction

GCPE plays a critical role in helping government achieve its key commitments: make life more affordable; deliver the services people count on; and build a strong, sustainable economy that works for everyone by informing British Columbians about government actions to achieve these priorities and about the programs and services available. GCPE also supports direct engagement with citizens through ongoing dialogue concerning the development and design of key initiatives (e.g., supporting communications and public engagement activities for the implementation of COVID-19 pandemic response and recovery).

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

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

Resource Summary

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
Government Communications	28,338	28,338	28,338	28,338
Total	28,338	28,338	28,338	28,338

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

Appendix B: BC Public Service Agency

Purpose of the Agency

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

Strategic Direction

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

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

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

- Working to ensure the BC Public Service is an inclusive organization reflective of the people of British Columbia where all employees are supported to reach their full potential.
- Supporting employees with the policies, programs and services needed to ensure their health, safety, and performance during the ongoing COVID-19 pandemic.
- Maintaining a strong focus on the ethical foundation of the professional public service.

Links to Key Programs and Initiatives

[Public Service Agency Programs & Services](#)

[Careers in the BC Public Service](#)

[Indigenous Youth Internship Program](#)

[Diversity, Inclusion & Respect](#)

[Where Ideas Work 2020 Corporate Plan for the BC Public Service](#)

Resource Summary

Core Business Area	2021/22 Restated Estimates ¹	2022/23 Estimates	2023/24 Plan	2024/25 Plan
Operating Expenses (\$000)				
BC Public Service Agency	59,507	59,628	59,628	59,628
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	24,763	23,985	23,985	23,985
Total	84,271	83,614	83,614	83,614
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
BC Public Service Agency	10	10	10	10
Total	10	10	10	10

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

Appendix C: Crown Agencies Secretariat

Purpose of the Organization

The Crown Agencies Secretariat (CAS) supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. CAS supports specific Crown agencies that are strategically important to government and provides advisory and supportive services across ministries, Crown agencies and the Crown sector. CAS also includes the Crown Agencies and Board Resourcing Office (CABRO), which provides oversight of governance, training, corporate accountability and appointments to all Crown corporations, agencies, boards and commissions.

Strategic Direction

CAS was established in November 2020 to provide strategic oversight and support to Crown agencies and the Crown sector. CAS adopts a collaborative approach to supporting and advising ministries and their public sector organizations, working in partnership with the organizations and their responsible ministries to manage and resolve issues and leverage opportunities.

CAS offers a range of services, including:

- Integrated financial, policy and communications oversight for select Crown agencies.
- Analytical services including expertise in public sector finance, policy, communications and stakeholder engagement, governance, and performance planning and reporting.
- Identification and management of risks and opportunities in the Crown sector.
- Advisory/consultative services as requested by ministries or Crowns including issues management.
- Centralized leadership for the delivery of Crown agency mandate letters, and the legislated annual budget planning and reporting cycle for ministry and Crown agency service plans and annual service plan reports.
- Leadership and oversight of appointments to 264 public sector organizations and approximately 2000 appointees.
- Governance supports and training for public sector boards and executive, as well as operational support for Crown executive and management.

The work that CAS leads with Crown agencies directly supports government's priorities, such as improving affordability for British Columbians and ensuring good jobs and livelihoods for citizens. In addition, CAS serves as a key resource for government in advancing COVID-19 recovery efforts within and across the Crown sector. CAS's ongoing work will help establish a culture of collaboration, transparency and accountability across the Crown sector, enabling government to be nimble and responsive when issues emerge.

Appendix D: Agencies, Boards, Commissions and Tribunals

As of July 31, 2021, the Minister of Finance is responsible and accountable for the following:

Crown Corporations

- BC Assessment Authority: www.bcassessment.ca
- BC Financial Services Authority: www.bcfsa.ca
- BC Infrastructure Benefits: www.bcib.ca
- BC Lottery Corporation: www.bclc.com
- BC Securities Commission: www.bcsc.bc.ca
- Infrastructure BC: www.infrastructurebc.com
- Real Estate Foundation of British Columbia: www.refbc.com
-

Other Key Organizations

- British Columbia Investment Management Corporation (BCI): www.bci.ca
- Credit Union Deposit Insurance Corporation: www.cudicbc.ca
- Insurance Council of British Columbia: www.insurancecouncilofbc.com
- Liquor Distribution Branch: www.bcldb.com

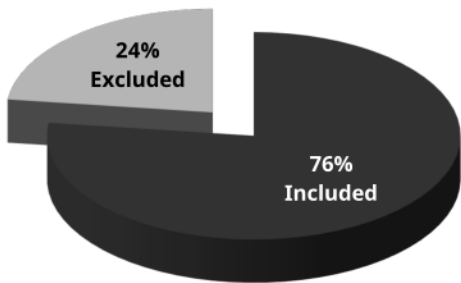
BC Public Service Human Resources Statistics¹

Current Headcount as of Aug 31, 2022
(CORE Government, Regular and Auxiliary employees):

36,219 employees

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

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

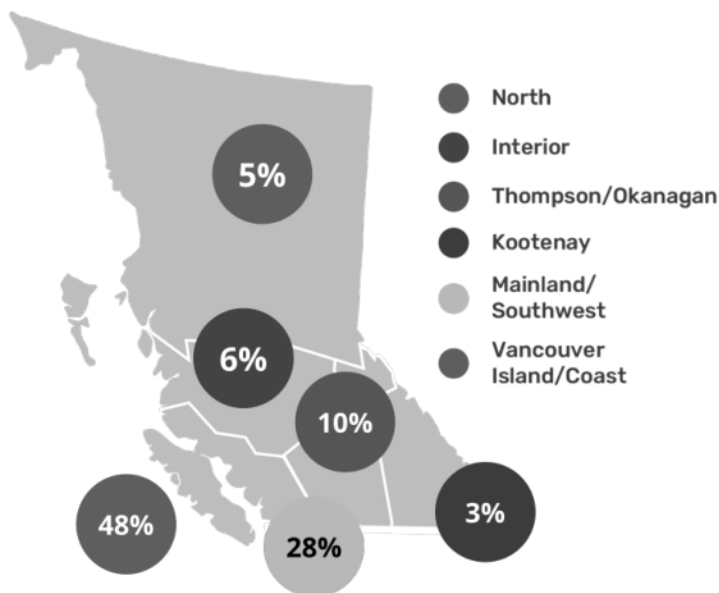


The BC Public Service composition has remained stable in the last decade. Specifically,

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

In 2006, forecasts told us the BC Public Service could be as much as 30% smaller by 2016, an impact of an aging workforce. That dramatic outcome has not materialized. Our headcount is increasing, and our workforce is getting younger.

Employee Regions



BC Public Service employees are located throughout the province in the proportions shown on the map to the left.

The largest two concentrations of employees are in Victoria, with 14,744 employees, making up 41.1%, and Vancouver, with 3,172 employees making up 8.8% of the total.

¹ Tables and charts based on fiscal year; all other data as of March 31, 2022 unless otherwise noted.

Employee Classification Groups

A breakdown of the classification groups of BCPS employees is shown below.

The largest number of BC Public Service positions are within the Admin Support group.

The table below shows the headcount of each classification group and the growth of each group over the last 1, 5, and 10 years:

Classification Group	Headcount (Mar 31/22)	1 Year Change	5 Year Change	10 Year Change
Deputy Minister	31	3.3%	n/a	n/a
Associate Deputy Minister	15	15.4%	7.1%	25.0%
Assistant Deputy Minister & Executive Lead	151	5.6%	n/a	3.4%
Senior Admin & Research	5,874	6.2%	40.5%	58.6%
Management Bands 1-6	5,867	4.5%	25.6%	31.6%
Information Technology	1,547	5.8%	26.7%	31.5%
Finance & Economics	1,309	1.9%	18.5%	46.1%
Enforcement & Corrections	2,952	-2.9%	6.8%	16.2%
Science & Technical Officers	4,772	2.2%	16.4%	25.5%
Legal Counsel	953	2.9%	16.6%	24.9%
Health, Education & Social Work	4,991	-2.9%	4.2%	2.8%
Admin Support	6,051	-0.2%	7.5%	-0.9%
Trades & Operations	979	8.4%	14.1%	9.5%
Non Public Service Act	387	2.7%	26.9%	17.6%
Total	35,879	1.9%	17.2%	20.9%

Changing size of the BC Public Service

In the last five years, the average years an employee has been in their current role has dropped by one quarter. Average time in position is currently near a historic low of 4.7 years.

Headcount, Years in Position & Years of Service by Fiscal Year
(CORE Government, Regular Employees Only)



Five years ago, about one in four regular employees had been in their current position less than one year. Today, that has jumped to over 28% of current employees, as we recruit new talent, and more employees seek out new opportunities across government.

Trend of Overall Entry Rate by Fiscal Year
(CORE Government, Regular Employees Only)



Definitions:

Hire = hiring of new employee into the BCPS

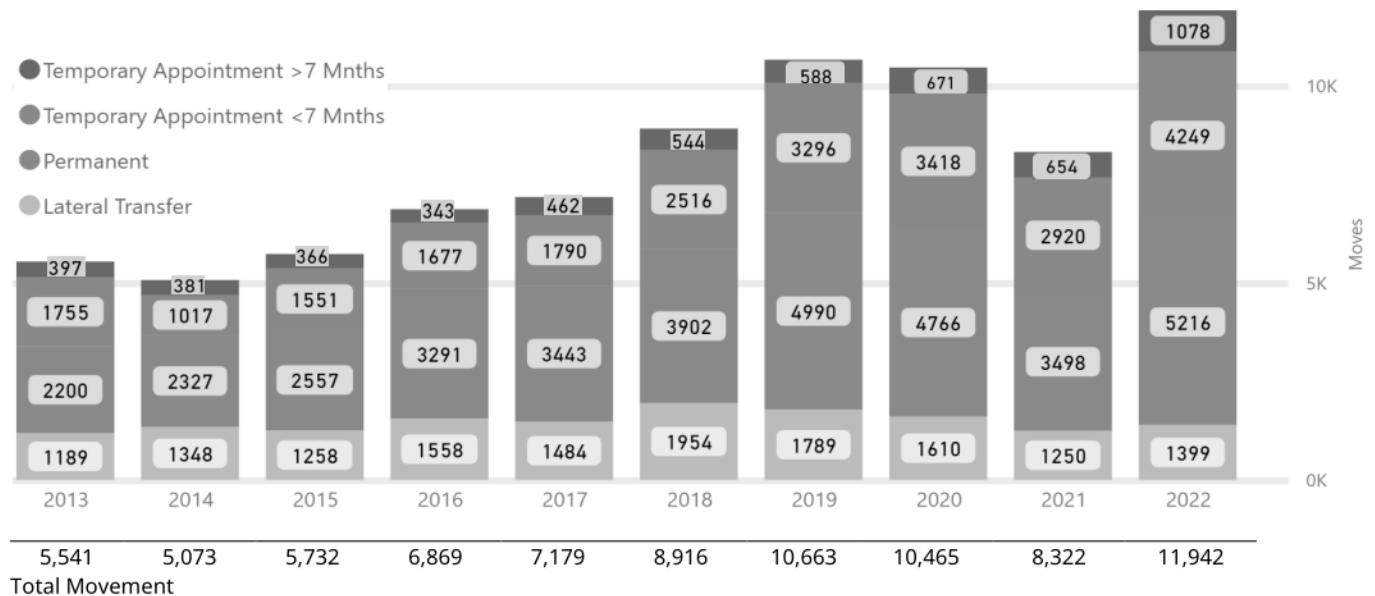
Re-hire = re-hiring of a former employee back into the BCPS

External Hires Rate = ratio of number of hires to total headcount (percentage of total headcount hired per fiscal year)

Employee Movement

As time in position has been falling, employee movement has been trending up from a 10-year low in 2013 increasing by 66% in the last five years. Movement rates slowed during the first half of the pandemic (FY21), but have since rebounded significantly in the last year, and all types of employee movement are now at historic highs.

Trend of Internal Movement by Fiscal Year
(CORE Government, Regular Employees Only)



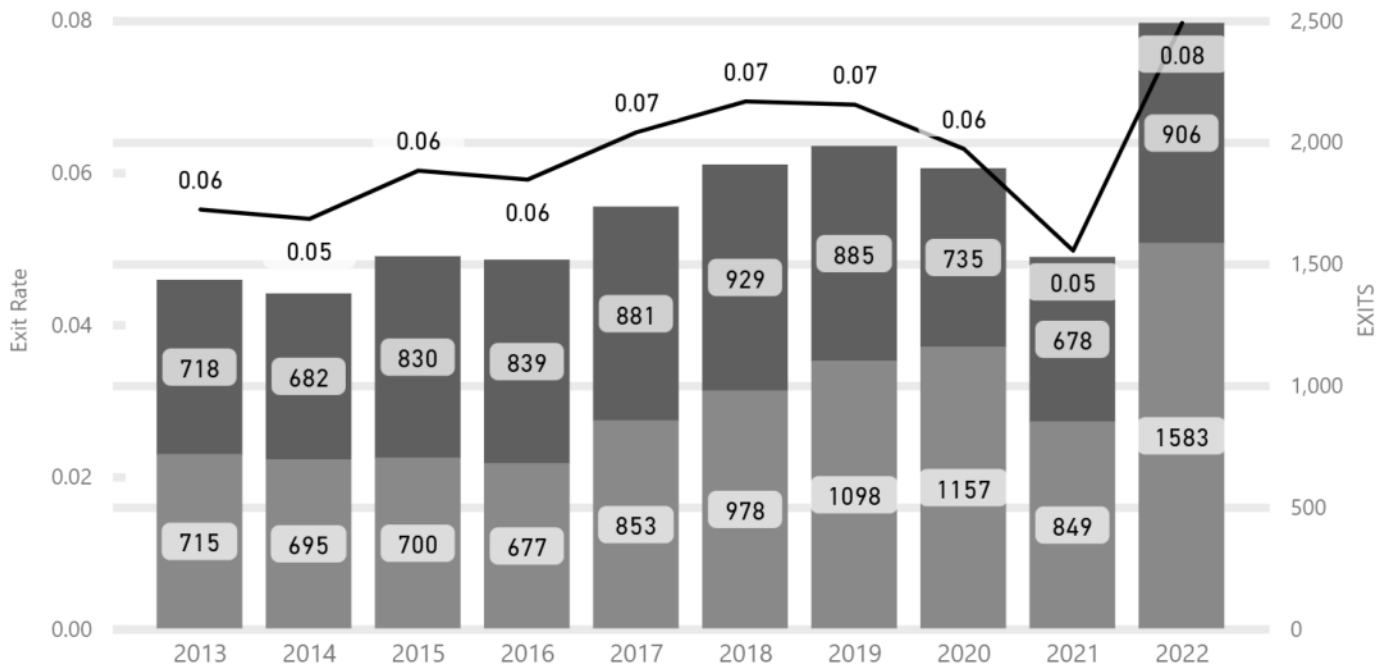
Increasing employee movement requires us to manage in new ways such as: focusing on onboarding, development, knowledge transfer, and overall alignment of talent management strategies. Consistency in all these areas and a “one employer” approach is critical to keep pace with this trend.

Employee Exits

Employee exits rates had been trending up until changes in the Public Service Pension Plan in 2019 caused a significant decrease in retirements. The decrease in retirements and resignations intensified during the first year of the pandemic (FY21), but have “boomeranged” back in the last year. Resignations and the overall exit rate are now at historic highs.

Trend of Overall Exit Rate by Fiscal Year
(CORE Government, Regular Employees Only)

Action Reason ● Resignation ● Retired ● Exit Rate



Definitions:

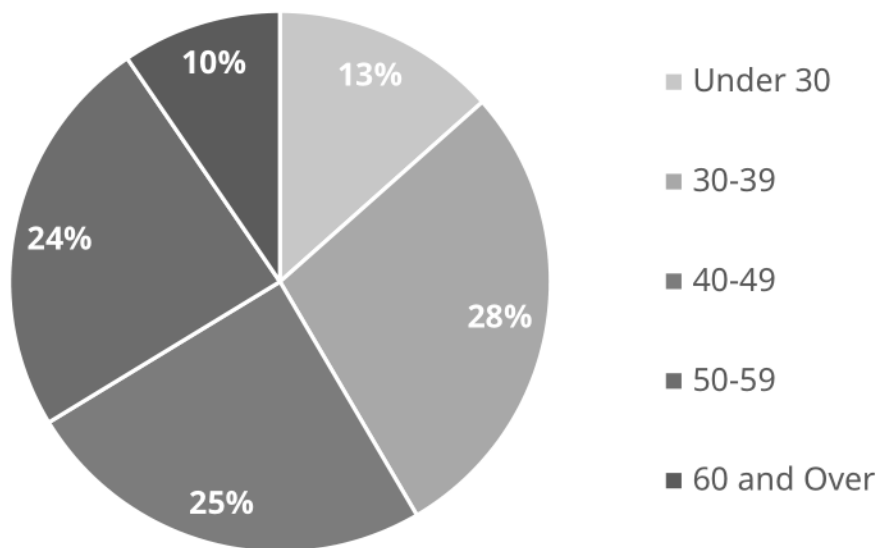
Exit Rate = ratio of number of resignations and retirements to total headcount (percentage of total headcount resigning or retiring per fiscal year)

Employee Age Composition

The average age of regular employees in the BC Public Service (as of March 31, 2022) is 44.3 years old with 12.4 years of service, both historic lows. Over the past five years, the average age has decreased by 1.1 years and the average years of service has declined by 10%.

The table below shows the age group composition of the BC Public Service workforce:

Age Group Composition of BCPS Workforce
(March 31, 2022)



Major shifts in the generational composition of the workforce have contributed to the decreasing age of the BC Public Service. While the overall BCPS has seen 17.2% growth over the last five years, the 30-39 age group has grown by 41%. This growth is partially due to a continued focus on hiring younger employees across the BCPS, which has increased the under 40 age group from 32% of the total workforce in 2012 to 41% in 2022.

BC Public Service Demographics by Leadership

(CORE Government, Regular and Auxiliary Employees)

Age Composition by Classification Group

Age Group	Executive Leadership	Management All Bands	BCPS Overall
<30	0%	3%	14%
30-39	3%	22%	28%
40-49	28%	32%	24%
50-59	53%	34%	24%
60+	15%	10%	9%
Average Age	52.3	47.1	43.3

Diversity and Inclusion (2020 Workforce Profiles)

Designated Group	Executive Leadership	Management All Bands	BCPS Overall
Indigenous Peoples	1.8%	3.5%	4.6%
Persons with Disabilities	3.0%	5.2%	6.9%
Visible Minorities	8.6%	15.6%	20.5%
Women	46.2%	57.5%	62.2%
Non-Binary	1.8%	1.0%	1.1%
LGBTQ2S+	10.3%	6.0%	6.6%

This data is based on self-reported demographics captured as part of corporate surveys. It is updated after each Work Environment Survey, which was last done in early 2020. Representation of women thus may not align with data pulled from PeopleSoft, which can be up to date but also based on binary categories (male, female).

Gender – Female/Male (PeopleSoft)

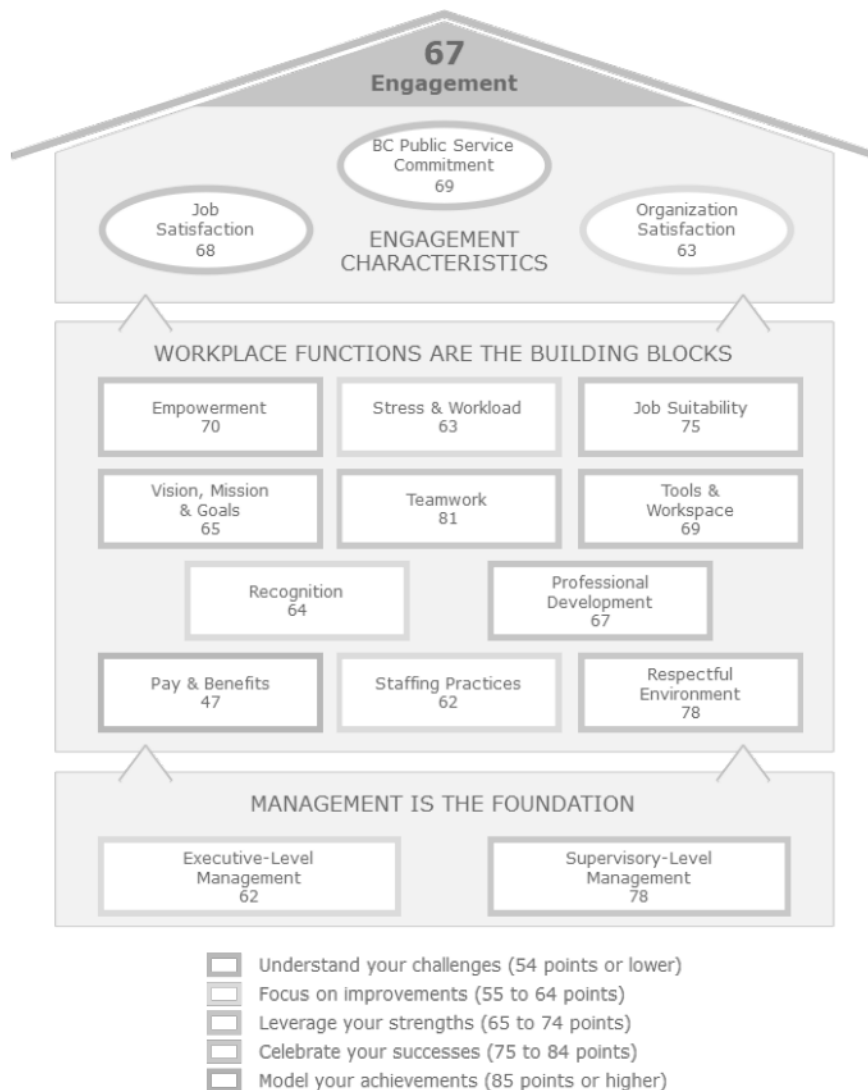
Gender	Executive Leadership	Management All Bands	BCPS Overall
Female	52.5%	60%	61%
Male	47.5%	40%	39%

This data is based on employee data captured in PeopleSoft, which includes only binary categories (female, male). Representation of women may not align with numbers from the corporate Workforce Profile, which is based on self-reported demographic information collected in corporate surveys, includes additional gender categories, and is updated only after each Workforce Environment Survey.

Employee Engagement in the BCPS

The Work Environment Survey is the corporate employee engagement survey that measures a range of workplace topics and fields every two years. High level results of the most recent survey (February 2022) are shown below. Aggregated employee responses are represented as average scores out of 100.

BC Public Service 2022 Results



Overall employee engagement in the BC Public Service has seen very little variation over the last three cycles (see table below). Ministry and work unit level results provide more detail and variation across workplace topics. The next fielding of the survey is expected in early 2024.

	2010	2011	2013	2015	2018	2020	2022
Overall Engagement Score (out of 100)	64	65	64	66	68	68	67

Prepared For: Minister of Finance
For Information

Issue: Office of the Merit Commissioner (OMC)

Background:

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

Discussion:

Annual Merit Performance Audit Report

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

Audit Process

- Using random sampling, the OMC conducts quarterly audits of permanent appointments and temporary appointments over seven months. Each quarter, approximately 65-70 competition files are selected for audit, for a total of 269 in 2020-2021. These audits are compiled and reported out to the Legislative Assembly and publicly reported through the OMC website annually.

2020/21 Audit Findings

- There is no evidence of patronage in any appointments and 100% of all appointments audited demonstrate the successful candidate was qualified for the position.
- Overall audit results demonstrate 98% of competitions across the BC Public Service were merit-based. The PSA continues to provide tools and supports for hiring managers in the consistent application of merit with a focus on promoting inclusive hiring practices.
- Audit findings are categorized under three definitions:
 - **Merit** - The recruitment and selection process was properly designed and applied to result in an appointment based on merit.
 - **Merit With Exception** - The recruitment and selection process contained one or more errors in design or application: there was no identifiable negative impact on the outcome.
 - **Merit Not Applied** - The recruitment and selection process contained one or more errors in design or application: the impact on the outcome was known to be negative and as a result, the appointment was not based on merit. This finding is also made if there is insufficient evidence to demonstrate that the design or application of a process was based on merit.
- Audit findings on the individual appointed are categorized under three definitions:
 - **Qualified** - The individual, when appointed, possessed the qualifications specified as required for the position.

- **Not Qualified** - The individual, when appointed, did not possess the qualifications specified as required for the position.
- **Qualifications Not Demonstrated** - There was insufficient evidence provided to demonstrate that the individual, when appointed, possessed the qualifications specified as required for the position.

Deputy Minister Inquiries

- The BCGEU Master Agreement includes a provision that allows unsuccessful employee applicants to request an inquiry of a staffing decision. Deputy Minister Inquiries are first conducted as a requirement prior to proceeding to the OMC for a staffing review.
- In the past, staffing inquiries were conducted by deputy ministers or their delegate, commonly their respective Strategic Human Resources branch. In 2011, the PSA committed to conducting staffing inquiries on behalf of deputy ministers. These inquiries include a recommendation to the deputy minister whether to support a proposed appointment decision. The deputy minister retains accountability for the final decision.
- The inquiry process mirrors the approach used by the Merit Commissioner to respond to staffing reviews at the final stage, Step 3, with the expectation that the PSA's findings would be the same as those of the Merit Commissioner. The inquiry is based on a comprehensive review of the competition to determine whether the hiring process was based on merit, that assessments were based on job-related factors and that the process used was fair, consistent and transparent.
- Conducting deputy minister staffing inquiries requires a comprehensive review of the full competition package and is required to be completed within 30 days as per the relevant Collective Agreements. Inquiries are currently performed by four, full-time staff within the Talent Acquisition and Classification Services Branch, Human Resources Services and Solutions Division.

Overview:

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

Next Steps: Within 30 Days

- Fiscal 2022/23 Q1 audit is currently underway.

Next Steps: Within 90 Days

- The next quarter audit for fiscal 2022/23, Q2 where appointments are made during July 1st to September 30th, will begin on October 8th.

Approved By:

Inderjit Randhawa

Assistant Deputy Minister, Human Resources Services and Solutions

250-318-6861

Prepared For: Minister of Finance

For Information

Issue: Health and Safety of the BC Public Workforce**Background:**

A healthy and safe workforce delivers reliable and efficient services to citizens and is a core policy objective of the BC Public Service. The Public Service Agency (PSA) takes an integrated approach to addressing workforce health and safety, including psychological health and safety.

The corporate health strategy aims to build the knowledge and skills of people leaders to meet legislative requirements, cultivate safe and healthy workplace cultures, engage the workforce in future safety and health planning, and understand more fully the impact of existing programming.

Health and safety programming is focused on prevention, through risk identification and mitigation. It is also designed to support people leaders and employees early in any illness or injury, using evidence-based rehabilitation interventions, including modified duties, to strengthen recovery and a sustainable return to work.

With an increasing prevalence of chronic disease and mental health issues (especially during the pandemic), the BC Public Service is prioritizing the psychological health and safety of employees in alignment with elements of *The National Standard for Psychological Health and Safety in the Workplace*.

Discussion:

The corporate plan, *Where Ideas Work*, includes a commitment to, “Work with ministries to build safety-oriented cultures that support psychological health and employee well-being in the workplace.” This reflects an understanding that organizational leadership, attention, services, skill development and measurement lead to positive health and safety results and outcomes. Ministry leaders have responsibility for employee performance and support, including employee attendance, disability management, modified duties opportunities, and connecting employees to a wide range of prevention-oriented health resources.

Corporate-wide occupational health and disability management services focus on early intervention and support, and the triage of disability cases to identify appropriate clinical, workplace or other supports. Current mental health-related programming, available through internal and external partners aims to support both employees and workforce leaders in reducing barriers and increasing uptake in mental health services.

BC Public Service employees and their families have access to an Employee and Family Assistance Service (EFAS) with 24/7 intake. This program provides short term counselling services, critical incident

response and other supports. The EFAS contract is currently in the procurement process and new contract will start April 1, 2023.

A health planning service is being designed to engage with and equip ministries to develop and implement effective workforce health strategies as part of their health and safety and overall business planning.

The BC Public Service's broad range of proactive and targeted health programming has led to positive outcomes. Continued investment in creating a safety and health focused culture will maintain the health and safety performance to date and will position the public service to better respond to emerging health issues in the future.

Overview:

Short Term Illness and Injury Plan (STIIP)

- Average number of sick days last fiscal year was 9.2 days per FTE. British Columbia continues to have lower sick days than that of other Provincial and Federal administrations.

Long Term Disability (LTD)

- LTD Plan benefit costs as a percentage of payroll have dropped over the last four fiscal years from 2.0% to 1.7%.
- The new LTD claims rate has decreased from 14.7 (2018/19) to 10.8 (2021/22) new cases per 1000 employees. There were 328 new cases accepted in 2021/22.
- New LTD claims for mental health conditions have been relatively stable over five years with 182 new cases 2021/22. Musculoskeletal LTD claims have declined leading to the improved LTD results.

Mental Health

- Mental health conditions are diagnosed in 47% of 2021/22 short term disability cases managed by the Occupational Health team
- Mental health disorders account for almost 46% of new LTD claims since 2019-20, approximately \$23M last fiscal year.
- Mental health disorder claims represent 17% of total WSBC claims, account for 45% of days lost, and 42% of total claims costs over the past 7 years.

Employee and Family Assistance Services (EFAS) – provided by LifeWorks

- Approximately 7537 employees accessed EFAS last fiscal year, with 265 Depression Care cases and 64 Trauma Assist cases initiated.

Approved By:

Dr. William Lakey
Medical Director, Workplace Health and Safety
604-660-2587

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