



BC Public Service Agency

Minister of Finance Transition Binder

October 2024

Minister's Transition Binder – October 2024

BC Public Service Agency

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Where ideas work

Transition Briefing Note

BC Public Service Agency

October 2024

Prepared For: **Minister of Finance**

For Information

Issue: **Accountabilities of the Deputy Minister of the
BC Public Service Agency**

Background:

The BC Public Service Agency (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 is the 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 Deputy Minister of the PSA 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 Deputy Minister of the PSA's main accountabilities are established by the following authorities: Public Service Act, Accountability Framework for Human Resource Management, the Standards of Conduct for Public Service Employees, the Public Service Benefit Plan Act and Public Service Labour Relations Act.

Public Service Act

Under the Public Service Act, the Minister approves human resource policies. The Deputy Minister of the PSA has broad responsibility for personnel management in the public service including:

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

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 BCPS. Under the Framework, the Deputy Minister of the PSA 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 level; and,
- ensuring that human resource management responsibilities are carried out in a manner consistent with applicable legislation, collective agreements, terms and conditions of employment and the corporate human resources policy framework.

Standards of Conduct for Public Service Employees

Under the Standards of Conduct for Public Service Employees, the Deputy Minister of the PSA 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. The Deputy Minister of the PSA is also responsible for establishing procedures for managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

Public Service Benefit Plan Act

The Public Service Benefit Plan Act is the legal authority by which the government provides benefits to public service employees. These benefits include, but are not limited to, long term disability, extended health, dental care, and group life insurance. The PSA negotiates benefits with bargaining units, manages and administers the benefit plans, and

develops policy. The Deputy Minister of the PSA is responsible for implementing the Public Service Benefit Plan Act.

Public Service Labour Relations Act

The Public Service Labour Relations Act is the governing statute for labour relations in the BC Public Service. It defines the structure for collective bargaining and establishes three public service bargaining units. The Public Service Labour Relations Act works in tandem with the Labour Relations Code. Under the leadership of the Deputy Minister, the Act authorizes the PSA, on the direction of Treasury Board, to act as the bargaining agent for the government.

Other Accountabilities

Other responsibilities of the Deputy Minister of the PSA include:

- supporting the Deputy Minister to the Premier to deliver on HR mandate for the public service, including providing corporate direction to deputy ministers, corporate executive, and ministry human resources;
- overall administrative responsibility for the Terms and Conditions of Employment for Excluded Employees/Appointees;
- serving as Corporate Ethics Lead in the BCPS to ensure there is a consistent and coordinated approach to ethics management across the public service;
- making determinations regarding employee eligibility for indemnity coverage and other matters under the Excluded Employees (Legal Proceedings) Indemnity Regulation; and
- providing advice when requested to the Chief of Staff to the Premier on complex matters concerning the conduct of political staff under the Standards of Conduct for Political Staff.

Overview:

The Deputy Minister of the BC Public Service Agency leads the administration of personnel management in the BC Public Service, including key responsibilities related to corporate HR strategy, policy advice and program development, recruitment and appointment, service delivery, and representing the employer in collective bargaining.

Approved By:

Melissa Thickens

Assistant Deputy Minister - Strategy, Policy and Partnerships

250-213-5194

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	2023/24 Estimates	2024/25 Estimates	2025/26 Plan	2026/27 Plan
Operating Expenses (\$000)				
BC Public Service Agency	63,385	69,815	69,815	69,815
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	28,737	29,470	29,470	29,470
Total	92,123	99,286	99,286	99,286
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 (\$000s)				
Core Businesses	Estimates 2023/24	Estimates 2024/25	Plan 2025/26	Plan 2026/27
Human Resources Operations	16,961	17,925	17,925	17,925
Strategy, Policy and Partnerships	10,429	10,824	10,824	10,824
Communications, Learning and Engagement	1,618	2,033	2,033	2,033
Employee Relations	5,199	5,654	5,654	5,654
Corporate Services	29,178	33,379	33,379	33,379
Total	63,385	69,815	69,815	69,815

**BC PUBLIC SERVICE AGENCY
Agency Operations Vote (Vote 28)
IMPLICATIONS OF 2024/25 FUNDING**

Compared to the 2023/24 budget of \$63.385M, the 2024/25 budget for the BC Public Service Agency (Vote 28) increased by \$6.430M or 10.14% to \$69.815M (see Resource Summary per Estimates).

Highlights of changes include:

Agency expenditures increase by:

- \$2.687M for Schedule A and Management Classification and Compensation Framework (MCCF) wage increases.
- \$3.743M for contractual Consumer Price Index and growth fees on Telus contract.

Employee Benefits Chargeback Rate remains unchanged at 25.4%.

CRF Capital Budget

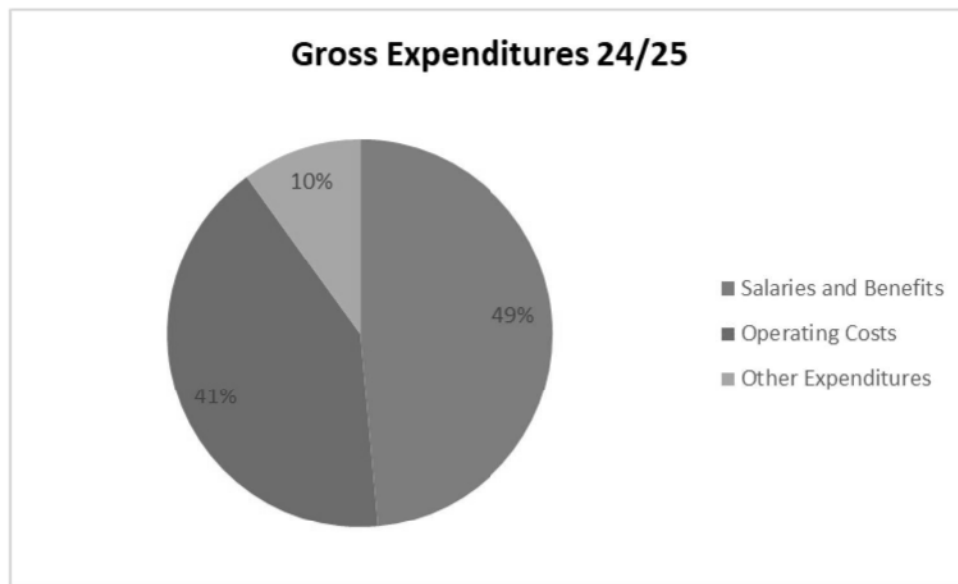
Compared to the 2023/24 budget, the capital budget in 2024/25 is unchanged at \$0.010M. The capital budget is for minor capital equipment needs in technology under the Workplace Health & Safety program and audio-video equipment used by the Agency to support the Premier's Awards ceremonies.

Reductions/Increases for 2025/26 and 2026/27

Compared to the 2024/25 budget of \$69.815M, the 2025/26 and 2026/27 budgets remain the same at \$69.815M.

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

	2023/24 Estimates \$000	2024/25 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) \$000
Salaries and Benefits	41,254	43,941	2,687	6.51%
Operating Costs	33,778	37,521	3,743	11.08%
Government Transfers	-	-	-	0.00%
Other Expenditures	9,060	9,060	-	0.00%
Expenses Sub-Total	84,092	90,522	6,430	7.65%
Transfer to LTD Special Account	0	0	-	0.00%
Recoveries from LTD Special Account	-450	-450	-	0.00%
Special Account Transfer Sub-Total	-450	-450	-	0.00%
Recoveries Internal to CRF	-16,237	-16,237	-	0.00%
Recoveries External to CRF	-4,020	-4,020	-	0.00%
Recoveries Sub-Total	-20,257	-20,257	-	0.00%
Total	63,385	69,815	6,430	10.14%
Capital	10	10	-	0.00%



Appendix 1 – Schedule A Employees

Schedule A Employees

The Agency has 299 Schedule A employees, 274 of whom are paid through the Operations Vote.

Resource Summary per Estimates

BC Public Service Agency				
Benefits and Other Employment Costs Vote				
Operating Expense (\$000s)				
Core Businesses	Estimates 2023/24	Estimates 2024/25	Plan 2025/26	Plan 2026/27
Pension Contributions & Retirement Benefits	467,138	491,241	492,966	493,805
Employer Health Tax	55,126	169,995	171,720	172,558
Employee Health Benefits	144,069	60,126	60,126	60,126
Long Term Disability	46,067	52,668	52,668	52,668
Other Benefits	9,082	9,082	9,082	9,082
Benefits Administration	11,247	11,542	11,542	11,542
Recoveries	(732,728)	(794,653)	(798,103)	(799,780)
Total	1	1	1	1

**BC PUBLIC SERVICE AGENCY
Benefits and Other Employment Costs (Vote 29)
IMPLICATIONS OF 2024/25 FUNDING**

The 2024/25 net budget for the Benefits Vote (Vote 29) increased by \$61.925M or 8.45% to \$794.654M compared to the 2023/24 budget of \$732.729M.

The 2024/25 gross budget for the Benefits Vote (Vote 29) increased by \$62.105 or 7.62% to \$876.994M compared to the 2023/24 budget of \$814.889M (see Supplement to the Estimates by STOB below).

Highlights of changes include:

- \$24.103M increase in pension contributions and retirement benefits due to higher projected salary base.
- \$26.106M increase in Employee Health Benefits mainly due to WCB claim changes and projected benefit costs
- \$6.601M increase in Long Term Disability costs due to higher salary base.
- \$5M increase in Employer Health Tax due to higher salary base.
- \$0.295M increase in Benefits Administration costs due to increase costs in Workplace Health and Safety.
- \$61.925M increase in internal recoveries (benefits chargeback) to cover projected costs.

CRF Capital Budget

Compared to the 2023/24 budget, there is no change to the capital budget in 2024/25. There is no capital budget for the Benefits Vote.

Reductions/Increases for 2025/26 and 2026/27

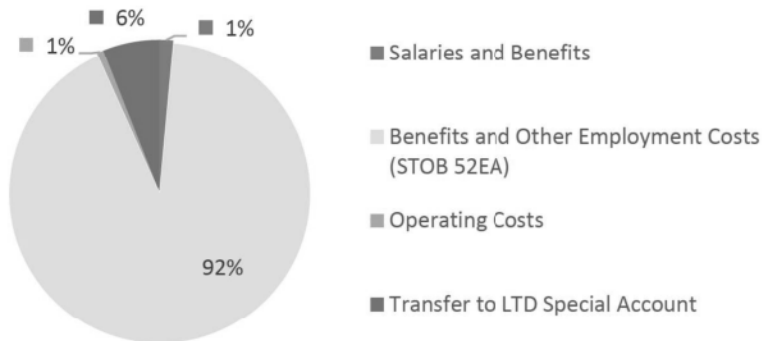
In terms of net expenditures, the 2025/26 budget for the Benefits Vote (Vote 29) will increase by \$3.450M or 0.43%, to \$798.104M, compared to the 2024/25 budget of \$794.654M and the 2026/27 budget will increase by \$5.127M or 0.65%, to \$799.781M, compared to the 2024/25 budget of \$794.654M.

In terms of gross expenditures, the 2025/26 budget for the Benefits Vote (Vote 29) will increase by \$3.450M or 0.39%, to \$880.444, compared to the 2024/25 budget of \$876.994M and the 2026/27 budget will increase by \$5.127M or 0.58%, to \$882.121M.

**BC PUBLIC SERVICE AGENCY
Benefits Vote (Vote 29)
Supplement to the Estimates by STOB**

	2023/24 Estimates \$000	2024/25 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) \$000
Salaries and Benefits	12,556	13,282	726	5.78%
Benefits and Other Employment Costs (STOB 52EA)	761,222	816,567	55,345	7.27%
Operating Costs	6,558	6,422	-136	-2.07%
Government Transfers	350	350	-	0.00%
Other Expenditures	201	201	-	0.00%
Expenses Sub-Total	780,887	836,822	55,935	7.16%
Transfer to LTD Special Account	47,398	53,999	6,601	13.93%
Recoveries from LTD Special Account	-13,395	-13,826	-431	3.22%
Special Account Transfer Sub-Total	34,003	40,173	6,170	18.15%
Recoveries Internal to CRF (Benefits Chargeback)	-732,728	-794,653	-61,925	8.45%
Recoveries Internal to CRF (Benefits admin)	-83	-83	-	0.00%
Recoveries External to CRF	-82,078	-82,258	-180	0.22%
Recoveries Sub-Total	-814,889	-876,994	-62,105	7.62%
Total	1	1	-	0.00%
Capital	-	-	-	0.00%

Gross Expenditures 2024/25



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 2024/25 employee benefits chargeback rate will stay at 25.4% as in fiscal year 2023/24.

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 (TB) staff compiles information regarding estimated salary budgets for ministries and agencies receiving benefits.
3. Finally, TB staff calculates and sets 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 299 Schedule A employees, 25 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	Estimates 2023/24	Estimates 2024/25	Plan 2025/26	Plan 2026/27
LTD Fund Special Account	28,737	29,470	29,470	29,470
Total	28,737	29,470	29,470	29,470

**BC PUBLIC SERVICE AGENCY
LTD Fund Special Account
IMPLICATIONS OF 2024/25 FUNDING**

Compared to the 2023/24 budget of \$28.737M, the 2024/25 budget for the LTD Fund Special Account increased by \$0.733M or 2.55% to \$29.470M (see Resource Summary per Estimates).

Highlights of changes include:

- Increase of \$12.800M in Benefit payments due to 2024/25 salary increases, excluded employee LTD benefits changes and potential impact of changes in actuarial assumptions.
- Increase of \$0.457M due to increases in administration costs.
- Increase of \$6.601M in Transfer from Benefits Vote due to increased salary base for provincial government employees.
- Increase of \$5.923M in recoveries due to increased salary base for provincial government employees and increases in entities' contribution rates.

CRF Capital Budget

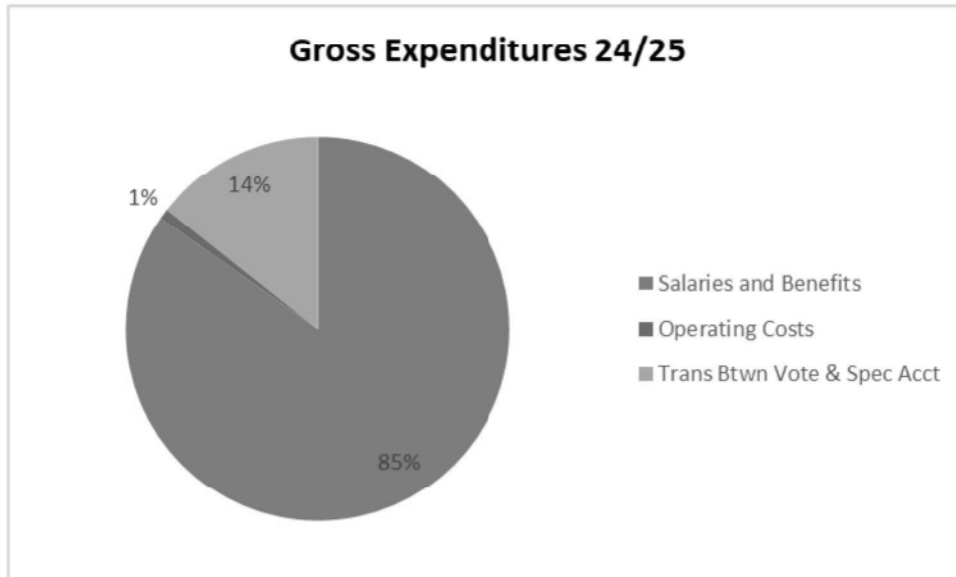
Compared to the 2023/24 restated budget, there is no change to the capital budget in 2024/25. There is no capital budget for the LTD Fund Special Account.

Reductions/Increases for 2025/26 and 2026/27

Compared to the 2024/25 budget of \$29.470M, the 2025/26 and 2026/27 budgets remain the same at \$29.470M.

BC PUBLIC SERVICE AGENCY
Long Term Disability Fund Special Account
Supplement to the Estimates by STOB

	2023/24 Estimates \$000	2024/25 Estimates \$000	Increase (Decrease) \$000	Increase (Decrease) \$000
Salaries and Benefits	71,200	84,000	12,800	17.98%
Operating Costs	875	901	26	2.97%
Trans Btwn Vote & Spec Acct	13,845	14,276	431	3.11%
Other Expenditures	70	70	-	0.00%
Expenses Sub-Total	85,990	99,247	13,257	15.42%
Transfer from Ministry Operations Vote	-47,398	-53,999	-6,601	13.93%
Recoveries from LTD Special Account	-	-	-	0.00%
Special Account Transfer Sub-Total	-47,398	-53,999	-6,601	13.93%
Recoveries Internal to CRF	-335	-652	-317	94.63%
Recoveries External to CRF	-9,520	-15,126	-5,606	58.89%
Recoveries Sub-Total	-9,855	-15,778	-5,923	60.10%
Total	28,737	29,470	733	2.55%
Capital	-	-	-	0.00%



BC PUBLIC SERVICE AGENCY
Long Term Disability Fund Special Account
Spending Authority Available
Per Estimates

	2023/24 Estimates \$000	2024/25 Estimates \$000	Variance \$000	Variance %
Spending Authority available at the beginning of the fiscal year	851,171	870,787	19,616	2.30%
Operating Transactions				
Revenue	48,353	51,071	2,718	5.62%
Expense	(85,990)	(99,247)	(13,257)	15.42%
Internal and External Recoveries	9,855	15,778	5,923	60.10%
Transfer from Ministry Operations Vote.	47,398	53,999	6,601	13.93%
Net Revenue (Expense)	19,616	21,601	1,985	10.12%
Financing Transactions				
Receipts	-	-	-	-
Disbursements	-	-	-	-
Capital Expenditures	-	-	-	-
Net Cash Source (Requirement)	-	-	-	-
Projected Spending Authority available at end of the fiscal year	<u>870,787</u>	<u>892,388</u>	<u>21,601</u>	<u>2.48%</u>

Compared to 2023/24, the Spending Authority available for 2024/25 has increased by \$21.601M or 2.48%, due primarily to the increase in the net revenue balance at the end of 2023/24.

Additionally, highlights of changes for 2024/25 include:

- Increase of \$13.257M in expenses, due primarily to increased benefit payments attributable to salary increases, excluded employee LTD benefits changes and potential impact of changes in actuarial assumptions.
- Increase of \$6.601M in transfer from Benefits Vote due to increased salary base for provincial government employees.
- Increase of \$5.923M in recoveries due to increased salary base for provincial government employees and increases in entities' contribution rates.
- Increase of \$2.718M in revenue, due to increased interest revenue.



Where ideas work

Transition Briefing Note

BC Public Service Agency

October 2024

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

Issue: **Public Service Renewal Fund**

Background:

The Public Service Renewal (PSR) Fund is an established approach for sharing the cost of corporate initiatives that support public service renewal and ensure the BC Public Service remains a competitive employer able to meet the needs of British Columbians.

The fund is administered by the Public Service Agency and all ministries contribute to the fund annually on a per-FTE basis.

The PSR Fund is overseen by the Deputy Ministers' Committee on Public Service Renewal (DMCPSR), a sub-committee of the Deputy Ministers' Council chaired by the Deputy Minister to the Premier.

Discussion:

Currently funded programs and initiatives include:

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

The fiscal 2024/25 budget for the PSR Fund is ^{Government Financial Information} more compared to the previous fiscal.

Approved By:

Steven Emery

Assistant Deputy Minister and Executive Financial Officer

250-217-8823

Appendix A

Public Service Renewal Fund - FY 25

Initiative	Budget
Leadership Engagement & Priority	
Initiatives	Government
Corporate Communications & Branding	Financial
Pacific Leaders	Information
Change Management	
Recruitment Marketing & Talent	
Corporate Recruitment Advertising	
Classification Project	
Surveys	
Workforce Intelligence & Planning	
CORE Concept Case	
Service Catalogue	
Leadership Training - Salaries	
Recruitment Marketing	
PSR Administration Salaries	
TOTAL	Government Financial Information

MINISTRY PROFILE

Ministry: BC Public Service Agency

Ministry Mandate:

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.

The PSA 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.

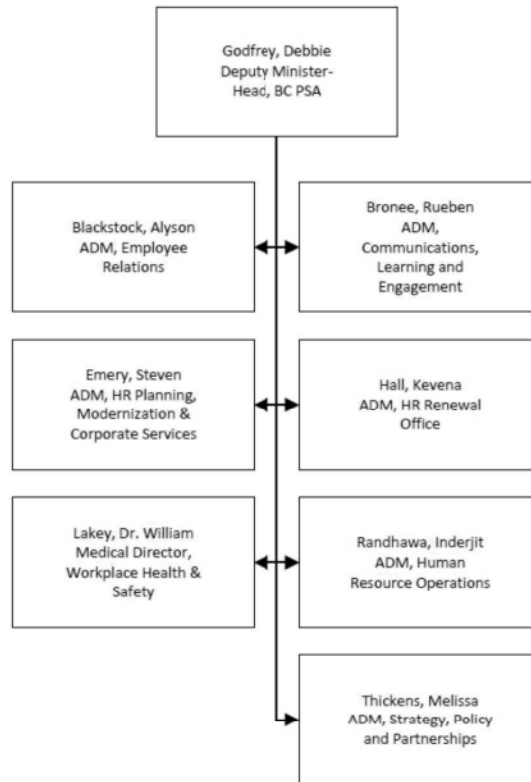
The BC Public Service is one of the largest employers in the province, serving all communities across B.C. The PSA is mandated to support this workforce by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, learning and development, workforce planning, employee engagement, and reconciliation, equity, diversity and inclusion supports. The PSA 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 PSA) reports to the Minister. Like all deputy ministers, the Head of the PSA also has a reporting relationship to the Deputy Minister to the Premier, who is the Head of the BC Public Service. The PSA is accountable to government ministries and agencies through its relationship with ministry executives.

Full Time Equivalent (FTEs):

FTE Summary to March 31, 2024	
Core Businesses	Average FTE burn
Human Resources Operations	295.51
Communications, Learning & Engagement	67.71
Strategy, Policy & Partnerships	76.47
Planning, Modernization & Corporate Services	86.99
Employee Relations and Workplace Health	149.43
Total	676.10

Executive Organizational Chart:



Budget:

Resource Summary

Core Business Area	2023/24 Estimates	2024/25 Estimates	2025/26 Plan	2026/27 Plan
Operating Expenses (\$000)				
BC Public Service Agency	63,385	69,815	69,815	69,815
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	28,737	29,470	29,470	29,470
Total	92,123	99,286	99,286	99,286
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."

EXECUTIVE MEMBER BIOGRAPHY



Name: Deb Godfrey

Title: Deputy Minister

Ministry: BC Public Service Agency

Biography:

Deb Godfrey was appointed Deputy Minister of the Public Service Agency in December 2022. Deb's range of leadership experience over the last 28 years has been extensive, including executive roles with the Ministry of Health, the Ministry of Children and Family Development, and with the Public Service Agency.

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

EXECUTIVE MEMBER BIOGRAPHY



Name: Inderjit Randhawa

Title: Assistant Deputy Minister - Human Resource Operations

Ministry: BC Public Service Agency

Biography:

Indy Randhawa was appointed Assistant Deputy Minister, Human Resource Operations on May 25, 2021. Indy's BC Public Service career spans 37 years, where her roles have been predominately related to service delivery and leading large operations 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, Ministry of Social Development and Poverty Reduction where she led 650 employees in the provision of delivering income and disability assistance across the province to over 125,000 clients.

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.

Personal Information

HUMAN RESOURCE OPERATIONS

ADM Responsible: Inderjit Randhawa

Overview of Core Business / Program Area:

Human Resource Operations (HRO) 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, Human Resource Specialist advisory, corporate project initiatives, employment program initiatives, interpretation services and recruitment.

Over the past three years, our HR Service Center managed a total of 444,581 service requests (SRs), averaging 148,194 SHs per year. In FY 2024, there was a 9% decrease in SRs (149,505) compared to FY 2023 (163,609). FY 2025 is forecasted to see a 3% decrease compared to FY 2024, resulting in an estimated total of 145,420 SRs.

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 HR Service Centre and the internal knowledge base to support the delivery of consistent and accurate information to customers and staff.

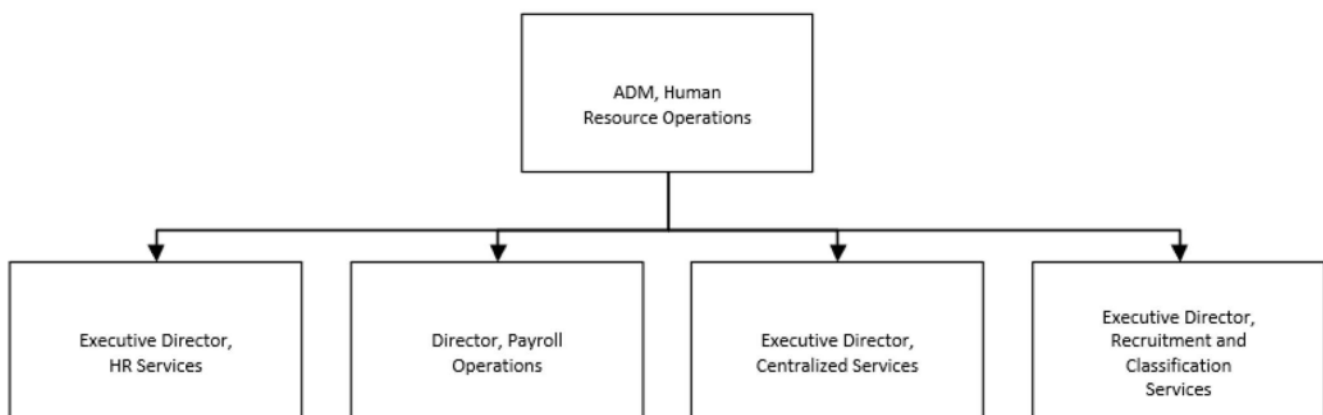
Budget: Operations Vote Working Budget: \$18,368,000

Full Time Equivalent (FTEs): 330

Related Legislation:

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

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Name: Melissa Thickens

Title: Assistant Deputy Minister - Strategy, Policy and Partnerships

Ministry: BC Public Service Agency

Biography:

Melissa Thickens joined the BC Public Service Agency in 2019 and most recently filled the position of Assistant Deputy Minister of Strategy, Policy and Partnerships in 2024. A long serving member of the BC Public Service (BCPS) HR community, she has held leadership positions with the Ministry of Finance, Citizens' Services and Transportation and Infrastructure. As an HR professional, she has provided leadership in the areas of workforce planning and succession, leadership development, organizational development and change management, and most recently, HR policy and reconciliation, equity, diversity and inclusion.

Prior to joining the BCPS, Melissa worked in all levels of government, including roles with the Government of Canada's workforce renewal initiative and building capacity within Alberta's local governments. She has also led public sector leadership programming with the University of Alberta's School of Business. Melissa holds an undergraduate degree in Music (University of British Columbia), and a Master of Public Administration (University of Victoria).

STRATEGY, POLICY and PARTNERSHIPS

ADM Responsible: Melissa Thickens

Overview of Core Business / Program Area:

Strategy, Policy and Partnerships (SPP) division is accountable for leading the development and implementation of human resource legislation and policy direction; leading the BC Public Service (BCPS) reconciliation, equity, diversity and inclusion agenda; and leading a number of organization effectiveness programs and services, including conflict management, coaching and management consulting services, executive talent and succession programs, the BCPS performance development program, and the corporate Provincial Employee Community Services Fund program.

SPP is accountable for programs and activities including:

- Leading the employer's legislative, regulatory and Human Resource policy framework;
- Providing governance for the Ethics Program, center of excellence, evaluation, reporting, awareness, education and outreach, and providing expert advice to executive and employees on ethics issues;
- Facilitating executive performance management, succession management, and executive orientation and supports through the provision of programs and services;
- Leading the integration of equity, diversity and inclusion into our human resources practices and employee experience, including promoting accessibility across PSA business and service areas and supporting the *Accessible BC Act*, *Pay Transparency Act*, *Anti-Racism Act*, and *Anti-Racism Data Act*.
- Leading the *Declaration on the Rights of Indigenous Peoples Act* Action Plan commitments for the BC Public Service Agency and across the public service (3 commitments);
- Optimizing organizational and individual performance through leadership coaching, conflict management and management consulting services;
- Leading corporate performance development through the Performance Development Platform and policy; and
- Modernizing competencies for the BCPS.

Budget:

Operations Vote Working Budget: \$5,651,000

Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of \$11,542,000 in the Benefits Vote

Full Time Equivalents (FTEs): 62 (59 & 3)

Related Legislation:

- *Public Service Act*
- *Declaration on the Rights of Indigenous Peoples Act*
- *Accessible BC Act*
- *Anti-Racism Data Act*
- *Anti-Racism Act*
- *Pay Transparency Act*

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Name: Alyson Blackstock

Title: Assistant Deputy Minister - Employee Relations

Ministry: BC Public Service Agency

Biography:

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.

EMPLOYEE RELATIONS

ADM Responsible: Alyson Blackstock

Overview of Core Business / Program Area:

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 and benefits.

Budget:

Operations Vote Working Budget: \$7,576,000

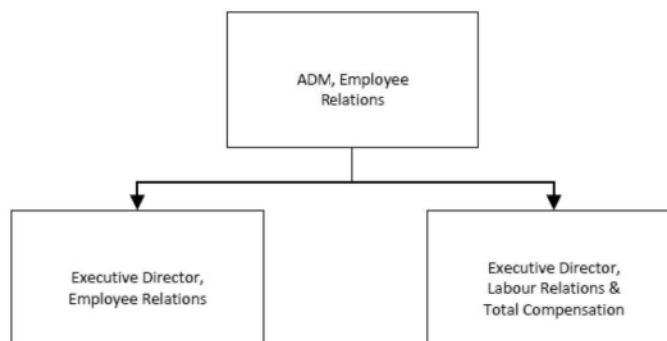
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of \$11,542,000 in the Benefits Vote

Full Time Equivalents (FTEs): 79 (70 & 9)

Related Legislation:

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

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Name: Steven Emery

Title: Assistant Deputy Minister and Executive Financial Officer - Planning, Modernization and Corporate Services

Ministry: BC Public Service Agency

Biography:

Steven Emery was appointed Assistant Deputy Minister of Corporate Services on June 6, 2022. He has focused his time in the PSA on negotiating a new three-year deal with TELUS for payroll and IM/IT services, and on addressing the budget challenges facing the agency. 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 25 years in the BC Public Service, Steven has been a champion of providing excellent customer service and of promoting innovation in an employee-centered 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).

HR PLANNING, MODERNIZATION and CORPORATE SERVICES

ADM Responsible: Steven Emery

Overview of Core Business / Program Area:

HR Planning, Modernization and Corporate Services acts as a support function for the BC Public Service Agency (PSA), 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:

- **Financial Management Office (FMO)** is 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, payroll remittances, the Provincial Employees Community Services Fund (PECSF) and delivery of the leave liability program for government.
- **Information Management and Digital Transformation and Strategic Vendor Management Office**
Information Management and Digital Transformation (IMDT) includes the Data and Insights Office who are responsible for business intelligence, measurement, analytics and research to support organizational insights and decision making for PSA, Ministry clients and Agencies, Boards and Commissions. In addition, IMDT supports the PSA, ensuring that the tools, technology, and business process supports are in place to efficiently provide services to the broader BC Public Service. A critical component of this support is to ensure that the PSA has a robust and secure technology infrastructure that meets business needs and remains compliant with Government Policies and Standards. **The Strategic Vendor Management Office** oversees the governance and management of government's alternate service delivery contract for payroll operations and HR Talent Management applications.
- **Workforce Intelligence and Planning (WIP)** is responsible for leading corporate intelligence and human resources planning efforts to solve provincial workforce challenges and inform PSA service delivery improvements. This includes corporate workforce planning and direction, key work streams, workforce data analysis, workforce intelligence, reporting, and surveys and measurement.
- **People and Workplace Strategies** is responsible for human resource programs and service delivery to the PSA and oversees the PSA's internal communications and engagement function. Human resources programs and services include workforce planning, reconciliation, equity, diversity and inclusion planning, learning programs, performance development, work environment survey and engagement, development of organizational charts, and advisory services. Internal communications and engagement services include all-PSA communications and events such as DM messaging, the PSA intranet, and events like the PSA Awards of Excellence and Public Service Week.

Budget:

Operations Vote Working Budget: \$31,903,000

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

Administration budget of \$11,542,000 in the Benefits Vote

Full Time Equivalents (FTEs): 104 (94 - Funded through Operations Vote & 10 – Funded through Benefits Vote)

Related Legislation: N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Name: Rueben Bronee

Title: Assistant Deputy Minister – Communications, Learning and Engagement

Ministry: BC Public Service Agency

Biography:

Rueben Bronee was appointed Assistant Deputy Minister for Communications, Learning and Engagement in September 2023. He previously served as Assistant Deputy Minister for Policy, Innovation and Engagement since 2021, after serving as Executive Lead for the same division since 2016. His portfolio includes responsibility for corporate executive and internal communications, employee engagement programs, corporate employee learning, and executive and leadership development strategies. He also serves as the BC Public Service Agency's lead for issues management, and is a member of the Deputy Ministers' Committee on Public Service Renewal.

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. Before that, he held senior leadership positions in the Ministry of Citizens' Services and the Office of the Deputy Ministry to the Premier.

COMMUNICATIONS, LEARNING and ENGAGEMENT

ADM Responsible: Rueben Bronee

Overview of Core Business / Program Area:

The Communications, Learning and Engagement division is broadly responsible for programs and initiatives that shape and define the organizational culture of the BC Public Service as an employer. This includes development of the corporate human resources plan for the BC Public Service under the direction of the Deputy Ministers' Committee on Public Service Renewal.

The division is responsible for a range of 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.
- Issues management for the BC Public Service Agency.
- Corporate employee recognition programs, including the Premier's Innovation and Excellence Awards, the Long Service Awards and the King Charles III Coronation Medals.
- Corporate employee learning programs to meet the diverse and ever-changing needs of BC Public Service employees and strengthen both individual and organizational capability and capacity.
- Leadership development initiatives, including an Executive Development and Engagement Strategy to strengthen the senior leadership capacity of the public service as a key driver of organization performance.
- Corporate employee onboarding and orientation programs, including executive onboarding.

Budget:

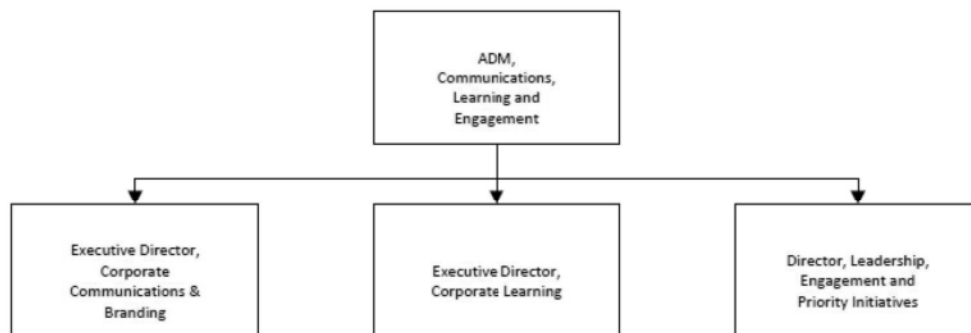
Operations Vote Working Budget: \$3,796,000

Full Time Equivalents (FTEs): 90

Related Legislation:

N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Name: Kevena Hall

Title: Assistant Deputy Minister - HR Renewal Office

Ministry: BC Public Service Agency

Biography:

Kevena joined the BC Public Service in 2007 and has held several executive leadership positions. Prior to her appointment as Assistant Deputy Minister (ADM) at the BC Public Service Agency (PSA), Kevena was ADM of the Childcare Division between March 2021-July 2023. Prior to her executive appointment in 2021, Kevena was an executive director for 10 years, leading complex policy and technology transformation initiatives in the Ministry of Education, Children and Family Development, Citizen Services and the Ministry of Sustainable Resource Development.

Before coming to the public service, Kevena was a senior project manager for a mid-sized consulting company, a desktop software instructor and a teacher on-call for grades K-7. Kevena holds an undergraduate degree in psychology and history, and a second undergraduate degree in education. She has a Master's Certificate in Project Management from Royal Roads University and is certified by Cambridge University Press to teach ESL.

HR RENEWAL OFFICE

ADM Responsible: Kevena Hall

Overview of Core Business / Program Area:

The HR Renewal Office is responsible for the portfolio of projects within the HR Renewal portfolio. The Public Service Agency’s HR Renewal includes six main priorities (service modernization, recruitment, retention, information and technology, major operational projects, people and organization). There are 4 core areas of business within the HR Renewal Office:

1. **Governance:** Enable and support executive in making business decisions, ensuring consistent project intake & prioritization process, and reporting to ensure alignment to the HR Renewal vision.
2. **Strategy:** Set the direction for organizational change (change management strategy), digital HR transformation strategy & vision for technology, and define the scope and approach for the Human Capital Management (HRCM) procurement.
3. **Planning:** Project and communications and engagement planning supports and enablement across the portfolio of HR Renewal priorities.
4. **Implementation:** Execute high complexity projects: Oracle Fusion and HRCM Procurement.

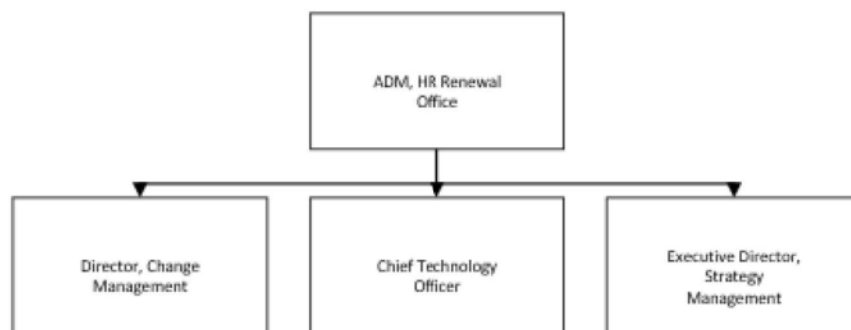
Budget:

Salaries & Benefits: \$3,404,000
 Operating: \$233,000
 FY25 Working Budget: \$3,637,000

Full Time Equivalents (FTEs): 37

Related Legislation: N/A

Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY



Name: Dr. William H. Lakey

Title: Medical Director - Workplace Health and Safety

Ministry: BC Public Service Agency

Biography:

Dr. William Lakey has led the Workplace Health and Safety Division since July 2006. This multidisciplinary team leads health and safety practice and delivers advice, services and programs that enable ministries to operate safely and build a healthy, productive and engaged public service. The Workplace Health and Safety Division equips ministry leaders to respond to emerging hazards, including providing invaluable health and safety guidance for the BC Public Service throughout the COVID-19 pandemic.

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. Previously, Dr. Lakey led the Occupational Health Program with a focus on employee health and benefits. His teams have developed a successful early intervention disability management program, substance use recovery programs, and initiatives to deliver preventive health programs to employees that build individual and workforce health.

WORKPLACE HEALTH and SAFETY

Medical Director Responsible: Dr. William Lakey

Overview of Core Business / Program Area:

Workplace Health and Safety (WHS) provides leadership on the development, implementation and maintenance of health and safety programs for the BC Public Service. Workforce health, safety, and well-being are core policy objectives because they protect the capacity of the workforce to deliver reliable and efficient public services. The Division uses 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 enable ministries to design their work to meet or exceed WorkSafeBC requirements and the National Standard of Canada for Psychological Health and Safety in the Workplace. WHS also equips 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 workforce health initiatives.

The division has three primary program areas:

1. Safety Programs

Works with a variety of interested parties 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 senior leaders, managers, supervisors and employees in the workplace. In partnership with the Government Security Office Safety Programs provides threat assessment services to the Public Service except for courts and judiciary.

Senior safety specialists represent the employer on inter-jurisdictional working groups, the WorkSafeBC Policy and Practice Consultative Committee, and in WorkSafeBC prevention review and appeals including, prohibited actions and administrative (monetary) penalties.

2. Workplace Health Planning and Programs

Supports ministries in building workplace cultures that improve safety and health-related performance, including driving engagement in the division's health, safety, and well-being programs and resources. Develops and administers corporate wide injury and illness prevention programs, including psychological health and safety, Employee and Family Assistance Services, respiratory virus awareness and influenza immunization, smoking cessation, and health and well-being learning.

Responsible for the administration of the Long-Term Disability (LTD) plan and WorkSafeBC accounts, and the coordination of WorkSafeBC 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, clinical and rehabilitative occupational health services, and expert advice to ministries in meeting their accountabilities to manage disability costs and retain their workforce capacity.

Budget:

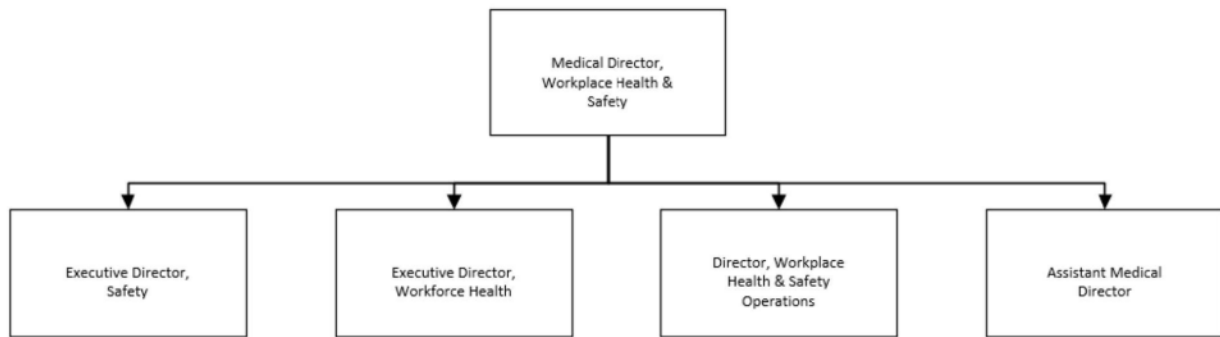
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of \$11,542,000 in the Benefits Vote

Full Time Equivalent (FTEs): 97

Related Legislation:

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

Organizational Chart:



**BC PUBLIC SERVICE AGENCY
KEY STAKEHOLDERS**

Name	Description	Key Issues / Interests
BC Government and Service Employees' Union (BCGEU)	The BCGEU is the public service's largest union representing approximately 32,000 employees, representing a wide array of occupational groups. The Public Service Agency (PSA) is preparing to enter into bargaining with the BCGEU in fall 2024.	Government Financial Information
Professional Employees Association (PEA)	The PEA is the professional employees union and represents approximately 1,700 members, including foresters, engineers and agrologists. As of 2023, the PEA also represents included government civil lawyers as a result of the Public Service Labour Relations Amendment Act.	
BC Nurses Union (BCNU)	The BCNU represents approximately 100 nurses working in the BC Public Service, primarily in the Ministry of Children and Family Development.	
BC Crown Counsel Association	The Crown Counsel Association represents approximately 500 crown prosecutors.	

Name	Description	Key Issues / Interests
Office of the Merit Commissioner	<p>The Merit Commissioner, an independent officer reporting directly to the Legislative Assembly of British Columbia, provides oversight into the conduct of merit-based hiring in the BC Public Service. The Merit Commissioner is also responsible for conducting independent reviews of just cause dismissals in the public service.</p>	<ul style="list-style-type: none"> • The Merit Commissioner has four central responsibilities under the Public Service Act related to hiring: <ul style="list-style-type: none"> ○ 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. • The Merit Commissioner has announced plans to do a special audit report (fall 2024) on the use of preference statements in BC Public Service job postings. • For dismissals, the purpose of the Merit Commissioner review is to examine the processes followed leading up to the dismissal decision, including the investigation and the advisory steps in support of the decision, to confirm whether applicable PSA policies and procedures were followed.
BC Excluded Employees' Association (BCEEA)	<p>The BC Excluded Employees Association supports and advocates for excluded employees. The BCEEA is not a union and membership is voluntary.</p>	<p>Government Financial Information</p>

Name	Description	Key Issues / Interests
TELUS Employer Solutions (TES)	TES provides payroll & HR transactional related services for the Province. They are also responsible for supporting all the computer systems related to payroll and human resources.	<ul style="list-style-type: none"> • TES signed a 3-year contract on October 2023 with possible 1 year extension. • TES has a technology roadmap commitment in the contract, which includes moving PSA's HR systems to the cloud and implementing Oracle Fusion Recruitment and Core HR. • Business Information
Ombudsperson	The Ombudsperson, an independent officer reporting directly to the Legislative Assembly, receives and investigates disclosures of alleged misconduct in the public service under the Public Interest Disclosure Act.	<ul style="list-style-type: none"> • Ombudsperson's Public Interest Disclosure Act (PIDA) Day conference is planned for October 25, 2024. The draft agenda includes highlighting proposals for legislative change to a Special Committee of the Legislature that will be struck before the end of the year. • Ombudsperson may report out further on the recent report finding gross systemic mismanagement related to the practice of Order in Council Appointee's movement into temporary appointments in the BC Public Service.
Presidents Group	The Presidents Group is a network of change-driven business leaders who are champions for more accessible, inclusive workplaces. A number of initiatives are focused under this group including Accessible Employers, Pledge to Measure and Community of Accessible Employers.	<ul style="list-style-type: none"> • Accessible Employers is a BC wide initiative that provides employers with tools, resources and access to training focused on recruiting, hiring and retaining employees with disabilities. • BC Public Service participates in the Pledge to Measure initiative which is a public commitment to hiring and improving representation of persons with disabilities.
First Nations Leadership Council (FNLC)	FNLC is comprised of the political executives of the BC Assembly of First Nations, First Nations Summit, and the Union of BC Indian Chiefs. This group works together to develop coordinated approaches to issues relevant to First Nations communities throughout the province.	<ul style="list-style-type: none"> • The FNLC technical team is a primary partner in the PSA's implementation of Declaration Act Action Plan items 3.1, 3.2, and 4.44. • The FNLC technical team also advises on initiatives including the new First Nations Government Exchange Program.

Name	Description	Key Issues / Interests
Alliance of BC Modern Treaty Nations (the Alliance)	The Alliance is a coalition of each of the eight modern treaty nations in BC that work together to advance and advocate for areas of shared interest relating to implementation of modern treaties in BC.	<ul style="list-style-type: none"> • The Alliance is a primary partner in the PSA's implementation of the Declaration Act Action Plan items 3.1, 3.2, and 4.44. • The Alliance is also a key partner in the new First Nations Government Exchange Program.
Métis Nation BC (MNBC)	MNBC is a political organization representing 40 Métis chartered communities in the province and is the recognized organization representing Métis by the provincial and federal governments.	<ul style="list-style-type: none"> • MNBC is a primary partner in the PSA's implementation of the Declaration Act Action Plan items 3.1, 3.2, and 4.44.

**BC PUBLIC SERVICE AGENCY
30-60-90-Day Issues**

Issue / Decision / Activity	Brief Description
30 Days	

Government Financial Information

Essential Services	<p>Across the public sector, it is common practice for large employers to begin work on essential services several months before bargaining begins. This practice helps to ensure plans are in place and action can be taken in the event of job action. Given the diversity and expanse of the workforce, the last round of essential services negotiations, in 2022, required a significant amount of preparation and work. Given the three-step process set down by the Labour Relations Board (LRB) which involves local-level discussions to narrow issues, followed by mediation and, if the parties are still too far apart, then adjudication by the LRB, timing was a key factor. The PSA is accountable for negotiating essential services with BCGEU, PEA, BCNU and Unifor.</p> <p>Preparation for this round of essential services began January 2024, ahead of bargaining for collective agreements expiring in 2025. Government Financial Information Government Financial Information with a focus on reaching agreement or narrowing issues between the parties. Mediation began in August 2024 with the bulk of mediation to occur September to mid-December. Government Financial Information Government Financial Information</p>
Equity, Diversity, and Inclusion Strategy report out	<p>Where We All Belong is the corporate equity, diversity and inclusion strategy for the BC Public Service. It was launched as a three-year strategy in 2021 and will conclude summer 2024. A report out on the activities and progress of the strategy is under development and will be released to BC Public Service employees and communicated to key government committees in late 2024. This progress report will be communicated across the public service including being available on the Equity, Diversity and Inclusion Resource Centre. A refresh of Where We All Belong is in development and will be released in 2025.</p>

Issue / Decision / Activity	Brief Description
Declaration Act Action Plan item 3.1	<p>In support of the elimination of Indigenous-specific racism (theme three of the Declaration Act Action Plan), the BC Public Service Agency has worked with Indigenous Partners to create a mandatory course, Indigenous Crown Relations Essentials, which will be piloted in late fall 2024. Course content was co-developed with Indigenous partners including the First Nations Leadership Council, Alliance of BC Modern Treaty Nations, Metis Nation BC, and Treaty 8 First Nations. The course will be mandatory learning for all entire BC Public Service employees and Crown Agency Board members.</p>
Sheriffs Recruitment and Retention	<p>Prior to 2024, the BC Sheriff Service (BCSS) experienced severe recruitment and retention issues that impacted the ability to deliver on their mandate. As result of significant effort on recruitment, BCSS is seeing record intake for new Deputy Sheriffs, however it will take longer to assess whether retention issues are abated.</p> <p>Deputy Sheriffs have received a Temporary Market Adjustment (TMA) since 2008. In the last round of bargaining, an additional TMA increase was negotiated for select categories of sheriffs (Staff Sergeants and Senior Intelligence and Training Officers) but there was not an additional TMA for Deputy Sheriffs who form most of the service.</p> <p>Advice/Recommendations; Government Financial Information</p>
Release of Annual BC Public Service Pay Transparency Report	<p>Scheduled release date is November 1, 2024.</p> <p>This is the second annual report prepared by the BC Public Service Agency in accordance with the provisions of B.C.'s <i>Pay Transparency Act</i>. As part of the Province's efforts towards closing the pay gap, starting in 2023 the BC Public Service must annually report on differences between hourly wages, overtime, and bonus payments between men, women, and non-binary people.</p>

Issue / Decision / Activity	Brief Description
60 Days	
Cabinet Confidences	
BC Wildfire Service (Ministry of Forests)	Government Financial Information
90 Days	
BC Public Service Collective Bargaining	<p>There are five collective agreements within the BC Public Service. Collective agreements for the BC General Employees Union (BCGEU), the Professional Employees Association (PEA) and the BC Nurses Union (BCNU) expire on March 31, 2025. The collective agreement with Unifor expires June 30, 2025. The PSA has been bargaining with the BC Crown Counsel Association (BCCCA) under the previous mandate as their collective agreement expired March 31, 2019.</p> <p>Government Financial Information</p> <p>BCGEU: Inclusive of 35,212 bargaining unit members. Bargaining is expected to commence January 2025, to renew the collective agreements which expire on March 31, 2025. Bargaining usually begins with negotiations for the five component tables (on non-monetary items).</p>

Issue / Decision / Activity	Brief Description
	<p>PEA: Inclusive of 1700 bargaining unit members. Government Financial Information Government Financial Information</p> <p>Government Financial Information The parties met to negotiate a subsidiary agreement over December 18 to 20, 2023, April 23 to 25, 2024. The parties are looking to set additional dates. Bargaining to renew the collective main collective agreement which expires on March 31, 2025, is expected to follow after BCGEU.</p> <p>BCCA: Inclusive of 523 members. The PSA has also been bargaining with the BC Crown Counsel Association (BCCCA) under the previous collective agreement that expired March 31, 2019. The provisions of that agreement remain in place.</p> <p>Unifor: Inclusive of 13 bargaining unit members who work for the King's Printer. Bargaining to renew the collective agreement which expires June 30, 2025, is expected to follow the BCGEU.</p> <p>BCNU: Inclusive of 100 bargaining unit members with 95% working in the Ministry of Children and Family Development. As of August 2024, the PSA and BCNU are in negotiations under the Shared Recovery mandate to renew the collective agreement which expired March 31, 2022.</p>



Where ideas work

Transition Briefing Note

BC Public Service Agency

October 2024

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

Issue: **Labour Relations Issues**

Background:

The Public Service Agency (PSA) is responsible for providing guidance and direction to ministries on matters related to human resources and terms and conditions of employment for public service employees. Within the public service HR ecosystem, the PSA's Employee Relations division is responsible for providing cross-government and cross-agency labour relations services on behalf of the public service.

Discussion:

The following includes issues of note:

- BC Wildfire Service (BCWS):

Government Financial Information

Additionally, the PSA Workplace Health and Safety has been supporting BCWS to respond to WorkSafeBC reviews for administrative penalties issued for violations of the Occupation Health and Safety Regulation.

- BC Government Lawyers Association (BCGLA) civil suit:

On July 14, 2023, Bill 5 – Amendments to the *Public Service Labour Relations Act (PSLRA)* came into force, in response to the BCGLA's request to access collective bargaining, which placed BCGLA members within the Professional Employees' Association (PEA). On July 18, 2023, the BCGLA filed a second civil suit in BC Supreme Court challenging Bill 5 and the operation of the three bargaining unit model under the PSLRA. No court dates have been scheduled at this time.

- PEA/Government lawyers:

The PEA and PSA met to negotiate a subsidiary agreement for government civil lawyers who were added to the bargaining unit through Bill 5 over December 18 to 20, 2023, April 23 to 25, 2024. The parties are looking to set additional dates. Bargaining to renew the collective main collective agreement which expires on March 31, 2025.^{Government Financial Information}
Government Financial Information

- BC Sheriffs and Corrections Recruitment and Retention Initiatives:

In August 2023, the PSA and BCGEU negotiated a recruitment and retention Incentive payment for Sheriffs, adult correctional officers, and youth custody officers. The annual incentive amount to eligible employees is \$10,000 and is paid out in lump sums of \$5,000 twice each year, one payment covering January 1 to June 30, the second covering July 1 to December 31.^{Government Financial Information}
Government Financial Information

Overview:

The PSA's Employee Relations division is engaged on several issues of note including:

- Supporting BCWS and engaging with the BCGEU and other parties as needed regarding various initiatives to support enhanced recruitment and retention of BCWS employees and supporting BCWS in transitioning to a year-round all-hazards response organization;
- Responding to the civil suit filed by the BCGLA which seeks to challenge Bill 5 and the operation of the three bargaining unit model under the PSLRA;

- Engaging in collective bargaining negotiations with the PEA to negotiate a subsidiary agreement with respect to the inclusion of BCGLA members in that union;
- Successful negotiation with the BCGEU and implementation of a semi-annual recruitment and retention incentive payment for BC Sheriffs, Adult Corrections Officers and Youth Corrections Officers, Government Financial Information
Government Financial Information

Approved By:

Alyson Blackstock

Assistant Deputy Minister, Employee Relations

Phone: 778-698-7912



Where ideas work

Transition Briefing Note

BC Public Service Agency

October 2024

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

Issue: **BC Public Service Collective Bargaining**

Background:

- The BC Public Service Agency (PSA) is preparing for collective bargaining of our public service collective agreements that expire in 2025.
- This includes the agreements with the BC General Employees' Union, the Professional Employees Association, the BC Nurses Union and Unifor.
- The PSA has also been bargaining with the BC Crown Counsel Association (BCCCA) under the previous collective agreement that expired March 31, 2019. The provisions of that agreement remain in place.
- The public sector bargaining mandate is established by the Public Sector Employers' Council Secretariat (PSEC), which is responsible for overseeing overall public sector bargaining on behalf of the Minister of Finance.

Discussion:

- A key feature of the current collective agreements is wage protection based on the average change in the B.C. Consumer Price Index over the 12-month period prior to the scheduled pay increase for each year of the 3-year term of the agreement.
- The PEA and PSA met to negotiate a subsidiary agreement for government civil lawyers who were added to the bargaining unit through Bill 5. These meetings occurred in December 2023 and April 2024 with additional dates to be determined.
- On March 31, 2019, the unprecedented 12-year Crown Counsel agreement expired. The BCCCA and the PSA commenced negotiations under the previous bargaining mandate on January 16, 2019. Negotiations arrived at an impasse in August 2020. Mediation in October 2021 did not result in an agreement and therefore, the provisions of the previous collective agreement remain in place.
Government Financial Information
- As a result of a previous arbitration decision, Crown Counsel annual wage increases remain linked to the wage increases of Provincial Court Judges until a new agreement is reached, or the old agreement is terminated by either a strike or lockout.
Government's acceptance of the recommendations set out in the 2022 Judicial

Compensation Commission Report results in Crown Counsel receiving an 18.89% increase plus interest effective April 1, 2023 and 4.96% effective April 1, 2024.

Overview:

- There are three bargaining units within the BC Public Service defined by s. 4 of the *Public Service Labour Relation Act* (PSLRA):
 - o British Columbia General Employees' Union (35, 212 public service employees),
 - o Professional Employees Association (1700 public service employees), and
 - o British Columbia Nurses Union (100 public service employees).
- Two other bargaining units exist within the BC Public Service outside of the PSLRA:
 - o British Columbia Crown Counsel Association (500 public service employees), and
 - o Unifor (13 public service employees).
- The PSA is preparing for collective bargaining of our public service collective agreements that expire in 2025 and this includes completing negotiations with the unions to set essential service levels in the event the union(s) decide take job action. Assistance from the BC Labour Relations Board will be sought as necessary and appropriate.
- Government Financial Information
-

Approved By:

Alyson Blackstock

Assistant Deputy Minister, Employee Relations

Phone: 778-698-7912



Where ideas work

Transition Briefing Note

BC Public Service Agency

October 2024

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

Issue: Cabinet Confidences

Background:
Cabinet Confidences

Discussion:
Cabinet Confidences

Cabinet Confidences

Overview:

Cabinet Confidences

Approved By:

Melissa Thickens

Assistant Deputy Minister, Strategy, Policy and Partnerships

250 213-5194



Prepared For: **Minister of Finance**

For Information

Issue: **Human Resource Policy - Hiring and Employing Foreign Nationals with Work and Study Permits**

Background:

Under the Public Service Act, the Minister responsible for the BC Public Service Agency (PSA) and the Deputy Minister (DM) of the PSA are accountable for corporate HR Policy. There are gaps in the HR Accountability Framework and HR policies regarding hiring and employing foreign nationals that must be addressed. These issues can and should be addressed by policy.

As an employer, the BCPS has legal obligations when hiring and employing persons with work or study permits. These include ensuring, monitoring, and documenting that employment aligns with the dates and any conditions or restrictions on their permit, as well as any other eligibility criteria set forth by Immigration, Refugees and Citizenship Canada.

Discussion:

Applicants and employees with permits are offered auxiliary or term-limited OIC appointments in alignment with the dates and restrictions or conditions of their permit because ongoing employment beyond the date of their permit should not be expected and cannot be guaranteed.

In 2023, there were 359 employees with permits. A year later this increased to 633. The result has been a significant increase in inquiries and a need to provide clear corporate direction about responsibilities to hiring managers and potential applicants.

Advice/Recommendations

Overview:

Advice/Recommendations

Attachments:

Appendix 1 Advice/Recommendations
Advice/Recommendations

Approved By:

Melissa Thickens

Assistant Deputy Minister, Strategy, Policy and Partnerships

250 213-5194

Appendix 1

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Where ideas work

Transition Briefing Note

BC Public Service Agency

October 2024

Prepared For: **Minister of Finance**

For Information

Issue: **Equity, Diversity and Inclusion in the BC Public Service**

Background:

The BC Public Service has an obligation to reflect the demographic profile and values of the citizens it serves. Legislation and human resource policies reflect and support an equitable, diverse and inclusive organization, including the Standards of Conduct and the Public Service Act, Declaration on the Rights of Indigenous Peoples Act, Accessible BC Act, Anti-Racism Data Act, Anti-Racism Act and Pay Transparency Act.

The Equity, Diversity and Inclusion (EDI) Branch provides leadership or corporate direction for EDI in the public service through a corporate strategy, Where We All Belong. It also works with ministry partners to meet our obligations under legislation, especially around addressing systemic racism within our government and institutions, and removing barriers to accessibility in the workplace.

Discussion:

Where We All Belong was launched in 2021 and will conclude in fall 2024. A refreshed strategy is being planned for release and will align with legislative commitments.

Where We All Belong has twenty objectives in four areas of focus: structure and alignment; leadership and education; recruitment and retention; and flexibility. The twenty objectives are all complete, and a report is scheduled to be released in late 2024.

The Office of the Auditor General (OAG) released an audit report of the governance of Where We All Belong in March 2023. The report provided seven recommendations to improve the governance of the strategy in the areas of risk management; documentation; clarity around ministry responsibility; and performance measurement. The PSA developed a response plan and is on track for all recommendations. The OAG indicated they would ask for a progress update in winter/spring 2025.

Accessibility: The Accessible BC Act (ABCA) was created to make government and organizations more accessible by identifying and removing barriers people with disabilities face. ABCA is led by the Ministry of Social Development and Poverty Reduction, with partnership on specific components with the PSA.

Under ABCA, accessibility standards are currently being developed to remove barriers in specific areas of focus, including employment. As B.C.'s largest employer, the PSA is preparing to implement these standards when they are released in 2025.

The ABCA also has an associated Accessibility Plan in which the PSA has eight actions under two priorities, including: creating a culture of accessibility and inclusion, and employment in the BC Public Service. This includes working on a cohesive action plan for the PSA and better supporting hiring managers and job applicants. The PSA also delivers:

- The Work-Able Graduate Internship Program, now in its 10th year, which coordinates paid internships across the BC Public Service for recent post-secondary graduates self-identifying as having a disability. The year's cohort has 27 interns in 17 ministries.
- AccessAbility Awareness Week, which had five events and over 1,200 attendees in 2024.
- The Employee Accessibility Advisory Council (EAAC), where members champion accessibility in the workplace and share input, advice and feedback on best practices related to accessibility and disability inclusion.
- Outreach to disability organizations to support inclusive recruitment. In addition to building relationships with organizations focused on connecting with people with disabilities, the marketing team attended or presented at 14 events with an accessibility focus from September 2023 to September 2024.

In addition, the PSA participates in or supports:

- Pledge to Measure, a B.C. wide initiative that invites participants to commit to creating inclusive and accessible workplaces by measuring and reporting on disability inclusion within their organization. In 2024 this initiative recognized the B.C Public Services as a leader in disability inclusion in the workplace.
- Global Accessibility Awareness Day, focused on digital access and inclusion.
- The Employee and Onboarding and Transfer Project (joint PSA project with CITZ) that is addressing employee experience and productivity loss associated with employee transfers within government.

Anti-Racism: The PSA has accountabilities under both the Anti-Racism Data Act (ARDA) and the Anti-Racism Act (ARA). ARDA work is led by the Ministry of Citizens' Services and ARA is led by the Ministry of Attorney General; both partner with the PSA on specific components.

ARDA allows government to safely collect and use information to address systemic racism. In 2023, the Anti-Racism Data Act Committee developed ten research priorities for ARDA, with the first focused on racial diversity within the BC Public Service and equity in hiring and career development. In May 2024, the first report on demographics in the BC Public Service was released, Racial Diversity In the BC Public Service, which demonstrated significant under-representation of most racialized communities at supervisor and executive levels, and over-representation of the same communities in clerical and administrative roles. The report concluded that "Although preliminary and descriptive, the results are meaningful and show where there are consistent patterns of systemic racism, in terms of the racial diversity within and across the public service." Plans are underway for the second report to be released in June 2025. In addition, a qualitative research project to better understand the experiences of racialized employees in the BC Public Service is underway.

ARA was introduced in 2024 and requires government to create and support an anti-racism strategy that will identify and address racism in public policies, programs and services. PSA will support the Ministry of Attorney General in the creation of an action plan to advance this work.

Employee Resource Groups: The PSA supports identity-focused employee resource groups (ERG) to create a space for employees with similar identities and experiences to connect and build community. These include the 2SLGBTQIA+ ERG, an ERG for Black, Indigenous and people of colour, and the Indigenous Employee Network. In addition, the PSA also supports the Accessibility Community of Practice and leads the Employee Accessibility Advisory Council.

Overview:

Progress is being made. According to the Work Environment Survey 2024 (WES), drivers related to the EDI strategy show consistent improvement. For example, employee perceptions of their day-to-day work environment being respectful shows a positive gain as compared to the results from WES 2022. Workforce profiles from WES 2024 will be available later this fall.

Approved By:

Melissa Thickens

Assistant Deputy Minister, Strategy, Policy and Partnerships

250-213-5194



Prepared For: **Minister of Finance**

For Information

Issue: **Reconciliation and the *Declaration on the Rights of Indigenous Peoples Act* Action Plan**

Background:

The *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) establishes the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation between the Province of BC and Indigenous peoples.

The BC Public Service Agency's (PSA) responsibilities under the Declaration Act (2019) stem from section 4, which required the co-development of a five-year cross-government action plan. Under the 2022-2027 Declaration Act Action Plan, the PSA is designated as a lead for three items focused on learning, representation, and program evaluation. The PSA is not currently engaged in realignment of legislation per section 3 of the Declaration Act. Progress reports on the action plan are provided to Cabinet twice each year; the next updates are scheduled for December 2024 and June 2025. The annual report is published in June each year.

Reconciliation in the BC Public Service (BCPS) is further supported by the *Anti-Racism Data Act* led by the Ministry of Citizens' Services, *Anti-Racism Act* and forthcoming Anti-Racism Action Plan led by the Ministry of the Attorney General, and the corporate diversity and inclusion strategy, *Where We All Belong*.

Within the PSA, Indigenous Initiatives branch provides leadership and guidance on reconciliation from an employment lens.

Discussion:

A summary of each action item is included below:

- 3.1, Develop essential training with Indigenous organizations 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 respectful relations, Indigenous-specific racism, and meaningful reconciliation: In alignment with a distinctions-based approach, the PSA is working with key external partners to develop and deliver a learning framework that addresses the learning needs identified in this action item. These partners provide guidance and feedback on the mandatory Indigenous Crown Relations Essentials (ICRE) e-course (level 1 of 3) content currently under development. The final course content will be made available to Crown Agency board appointees through a Memorandum of Understanding with the Crown Agency and Board Resourcing Office (CABRO) as action item co-lead.

- 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: This action is focused on increasing representation of Indigenous Peoples and aligns with commitments in the *Anti-Racism Act*. This is a highly complex project which touches on every phase of the employee life cycle and requires input and coordination from several internal and external partners. There are data collection, reporting and technology requirements and dependencies to other PSA and BCPS initiatives, including the *Antia Racism Data Act* and collection of data. The role of the Public Service Employer Secretariat Council (PSEC) as action item co-lead will be further defined as activities progress.
- 4.44, Review, evaluate and improve BC's Indigenous Youth Internship Program (IYIP): IYIP is entering its 18th year. Upon completion of the project, the BPCS will have recommendations for changes to IYIP to improve recruitment and placement of interns, and retention of interns in BC Public Service, First Nations communities, and Indigenous organizations. A key area of focus in the evaluation is examination of Indigenous partner organizations needs and program impacts in building leadership capacity external to BCPS.

Overview:

The PSA is responsible for implementation of three items from the Declaration Act Action Plan, all of which are aimed at increasing Indigenous representation in the workforce and working toward the elimination of Indigenous-specific racism in the workplace. Due to the nature of the action items, the primary focus of the work has been establishing healthy partnerships with Indigenous organizations. Concerted efforts are being made to build competency in the Declaration Act and Indigenous relations across the PSA. The PSA's role will be to provide resources to ministries and reinforce knowledge- and skills-building of the BC Public Service workforce. Project health and resourcing the action items remains a

challenge given the significant dedicated resources and change management required to lead and implement this work across government.

Approved By:

Melissa Thickens

Assistant Deputy Minister, Strategy, Policy and Partnerships

250-213-5194



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Transition Briefing Note

BC Public Service Agency

October 2024

Prepared For: **Minister of Finance**

For Information

Issue: **BC Public Service HR Renewal**

Background:

The Public Service Agency (PSA) is responsible for setting HR policy for the BC Public Service (BCPS), fulfilling employer accountabilities for the BCPS, and providing essential Human Resource (HR) services to leaders, employees and people leaders in all BCPS ministries. In the delivery of these accountabilities the PSA provides an essential shared service that is required for BC ministries to successfully accomplish their mandates.

The context within which the PSA operates has changed significantly in recent years. The BCPS has increased in size, employees are more regionally distributed across the province, supervisor time in role and years of service have decreased, the volume and complexity of HR requests has increased, and the BCPS is continuing to work to achieve its commitments to reconciliation, equity, diversity, and inclusion.

Discussion:

Advice/Recommendations

Overview:

To guide this renewal the PSA has established priorities for HR Renewal that support strategic HR requirements within the public service, align with the employee lifecycle, and will ensure HR services are supported by modern and effective applications and system infrastructure.

HR Renewal Priorities:

- Service Modernization
 - To improve client services, maximize resources and align accountabilities

- Recruitment
 - To attract and acquire the talent needed by the BCPS
- Retention
 - To develop and retain BCPS talent
- Information & Technology
 - To modernize and strengthen the delivery of HR services

Projects aligned to these priorities are managed under the oversight of the PSA Executive Steering Committee and are focused on delivering results that will position HR to act as an accelerator of Ministry mandate commitments.

Within the PSA the HR Renewal portfolio is supported by the HR Renewal Office which provides governance, portfolio management and change management supports.

Approved By:

Kevena Hall

Assistant Deputy Minister, HR Renewal Office

778-974-5557



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Transition Briefing Note

BC Public Service Agency

October 2024

Prepared For: Minister of Finance
For Information

Issue: BC Public Service Agency Budget Pressures

Background:

The PSA operates with a base budget of \$69.815M for Fiscal 2025. Government Financial Information
Government Financial Information

Discussion:

Government Financial Information increased demand for PSA services
and an expanded mandate. Government Financial Information
Government Financial Information Over the
past five fiscal years, service demand pressures at the PSA have grown substantially,
including a 42.5% increase in the number of service requests received by the PSA, from
233,000 requests in 2018 to 333,000 requests in 2023. There was a 25% increase over last
year alone.

Government Financial Information

Government Financial Information

In response to these budgetary pressures, the PSA is transforming its business model through modernizing its technology systems,

Government Financial Information

Overview:

The PSA executive have focused on setting a clear path to renew and modernize how the PSA will deliver services including (1) finding options to modernize technology and enable a digital first self-service approach for all employees,

Government Financial Information

The digital first self-service approach the PSA to priority services,

Government Financial Information

will enable focus on value added

Government Financial Information

Approved By:

Steven Emery

Assistant Deputy Minister, HR Planning, Modernization and Corporate Services

250 217-8823



Prepared For: **Minister of Finance**

For Information

Issue: **Pay Transparency Annual Report**

Background:

As part of the Province’s efforts towards closing the pay gap, the *Pay Transparency Act* was passed in May 2023. The first BC Public Service Pay Transparency Report was released in November 2023.

This first report shows the BC Public Service has a gender pay gap of 8.3% (median) for hourly pay. This is less than half the overall provincial workforce gap (17%).

While there is still progress to be made, this first pay transparency report for the BC Public Service highlights the progress made to date to establish the public service as a leader in advancing pay equity. The BC Public Service Agency continues to take actions to reduce the gender pay gap with its partners in public service unions and the Public Sector Employers’ Council Secretariat. Examples include, increasing some lower salary grids to higher ranges during the last round of bargaining with the BCGEU.

The report also shows that a higher percentage of women than men (47% vs. 37%) occupy the highest paying jobs in the BC Public Service. This reflects the BC Public Service’s long-standing and ongoing commitment to advancing pay equity through collective agreement provisions for unionized staff and to developing and advancing women in leadership roles.

Discussion:

B.C.’s overall labour force has one of the highest gender pay gaps in Canada, with women earning 17% less (median) than men in 2022. The BC Public Service employee population consists of 45.6% women, 26.8% men, and 0.75% non-binary.

Because gender identity information is collected on a voluntary basis through the employee surveys, there is a significant portion of employees (26.9%) whose gender could not be determined. These are employees who may have declined to complete the

demographic portion of the surveys, chose not to take part in the surveys, or who were hired within the reporting period but after the surveys were administered.

This percentage of unknown gender is not unique to the BCPS. Many of the reporting Crowns are experiencing similar or even higher gaps in their gender data.

In future reporting years, the BC Public Service Agency will focus on reducing this proportion of unknown gender data.

Overview:

The next BC Public Service Pay Transparency Report will be released in November 2024.

Gender data is collected on a voluntary basis through employee surveys. This includes the 2024 Work Environment Survey completed by 76% of employees From January 25 to February 16, 2024, and the New Job Survey to capture data from employees newly hired into the public service.

Approved By:

Steven Emery

Assistant Deputy Minister, HR Planning, Modernization & Corporate Services

250-217-8823

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

Issue: **Merit Commissioner Dismissal Reviews & Special Committee review of the Public Service Act dismissal review provisions**

Background:

In response to the Ombudsperson's 2017 *Misfire* report, government amended the *Public Service Act* (the Act) to make the Merit Commissioner responsible for conducting independent reviews of just cause dismissals in the public service. The amendments give the Merit Commissioner the authority to review any just cause dismissal that occurs on or after April 1, 2018. The Merit Commissioner's authorities do not extend to rejections on probation or without cause dismissals of excluded employees. The purpose of the Merit Commissioner's review is to examine the processes that were followed leading up to the dismissal decision, including the investigation and the advisory steps in support of the decision, to confirm whether applicable PSA policies and procedures were followed. It is not to determine whether the decision to terminate the employee was correct. An impacted employee has access to the grievance process or the legal system to challenge the actual dismissal decision itself. On June 22, 2022, David McCoy was appointed as the Merit Commissioner for a three-year term.

Pursuant to section 25.1 of the Act, a Special Committee to Review Provisions of the *Public Service Act* (the Committee) was appointed by the Legislative Assembly to review the dismissal process reviews by the Merit Commissioner. On November 30, 2023, the Committee released its one-time review of provisions of the Act.

Discussion:

In total, the Committee issued nine recommendations to the Legislative Assembly for improvement to process. Government has reviewed the recommendations and is currently considering what action may be appropriate to take to address them.

The Merit Commissioner's most recent report on public service just cause dismissal files found that all public service dismissals reviewed were conducted fairly and met acceptable practices, policies, and standards. While the reviewed files demonstrated that all due process steps were followed, the Merit Commissioner did note some opportunities for improvement to the overall just cause dismissal process; government is currently

considering these recommendations and working on process improvements, where applicable.

Within the BC Public Service, between April 1, 2018, and August 1, 2024, there were 455 just cause dismissals, which included 315 just cause dismissals for non-compliance with the HR policy 25 on COVID-19 vaccination. Given the volume of dismissals for non-compliance with HR policy 25 on COVID-19 vaccination, the Merit Commissioner opted to conduct a strategic sampling approach in review of these files; thus far, 21 related files have been reviewed. In total, as of August 1, 2024, 92 dismissal files had become eligible for the Merit Commissioner's review and have been submitted to their office.

Overview:

The Merit Commissioner is responsible for conducting independent reviews of just cause dismissals in the public service. In their most recent report on public service just cause dismissal files, the Merit Commissioner found that all public service dismissals reviewed were conducted fairly and met acceptable practices, policies, and standards. In November 2023, the Special Committee to Review Provisions of the *Public Service Act* was appointed by the Legislative Assembly to review the dismissal process reviews by the Merit Commissioner. The Committee delivered its recommendations to the Province, which are now being considered. Government continues its efforts to enhance best practices respecting human resource investigations and just cause dismissals to ensure ongoing confidence in those processes.

Approved By:

Alyson Blackstock

Assistant Deputy Minister, Employee Relations

778-698-7912

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Five reasons to work for the BC Public Service

1. An unparalleled opportunity to do meaningful work improving the lives of more than 5 million British Columbians and the communities we share.
2. Hundreds of different types of work that allow you to explore different career opportunities and paths while maintaining the benefits of staying with the same employer.
3. A real commitment to building a work environment where everyone feels welcome and a workforce that reflects and celebrates the full diversity of the province we serve.
4. Strong support for remote and hybrid work arrangements in communities throughout B.C. wherever the nature of the job allows for it.
5. B.C. student loan forgiveness and scholarships for you and your children to pursue post-secondary education.



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Corporate Values



The BC Public Service acknowledges the territories of First Nations around B.C. and is grateful to carry out our work on these lands. We acknowledge the rights, interests, priorities and concerns of all Indigenous Peoples (First Nations, Métis and Inuit), respecting and acknowledging their distinct cultures, histories, rights, laws and governments.

Message from the Head of the BC Public Service



Since I took on this role less than a year ago, I've had the wonderful opportunity to connect with thousands of public service employees across government. You've shared your perspectives, your experiences, your ideas and your aspirations with me, and I continue to enjoy learning from all you have to offer.

As I have these conversations, I'm consistently inspired by the deep commitment you bring to your work. Each of us begins a career in the public service for different reasons. But what seems to compel so many of us to stay is a deep and abiding sense of caring about the work we do, about the institutions we uphold and, more than anything, the people and communities we serve.

We are so fortunate to work in the BC Public Service. We grapple with some of the most complex problems our province has ever faced. Yet it is the very things that make our work so challenging that also make it so rewarding. A career in the public service provides an unparalleled opportunity to make a deep and meaningful impact in the communities and province we call home.

As we move beyond the impact... how we do our work. We have learned many valuable lessons about ourselves, individually and collectively, and what we can achieve. We also learned where we could and should change and evolve. Now comes the opportunity to build on that experience. It's time to reflect on what we have learned, to reset expectations and to refocus on priorities and possibilities for the future.

One example of this is the shift in our adoption of hybrid work. While many employers are now restricting access to remote and hybrid work, the BC Public Service is embracing it more than ever. Today, more than half of employees have telework agreements in place that allow them to work from home up to and including full-time. Meeting our obligations to the public and government is always our first priority. But we also know the more successful we are at attracting, engaging and retaining the skilled people we need, the more successful we will be in meeting the needs of people in British Columbia.

So we will continue building on the significant steps we've taken in our approach to flexible work. We will continue to support the safety of our workplaces and the health and wellbeing of our workforce. And we will expand our efforts to strengthen our reputation as an inclusive, competitive employer so we continue to attract, develop and retain the talented people who are the heart of the public service.

Thank you for all you have done and continue to do every day for the province and its people. I look forward to working with you to seize this unique opportunity to carry the public service further together.

Shannon Salter
Deputy Minister to the Premier,
Cabinet Secretary and Head of the BC Public Service

Introduction:

A trusted, talented and modern BC Public Service

In the BC Public Service, our job is to loyally, ethically and impartially serve the people of British Columbia through their democratically elected government. Each of us takes an oath committing to fulfil this purpose, and we do in a myriad of ways every day in every community throughout the province. It's how we make B.C. better.

As an employer, our challenge is how we continually strive to make the BC Public Service better. This 10th edition of our corporate human resource plan sets out a two-year path forward with concrete actions to renew the public service. Even for those who have worked with the public service since the first corporate plan in 2006, it can be easy to forget how much we have changed and how far we have come. It is thanks to our collective hard work, dedication and ability to change that we have been named one of B.C.'s Top Employers every year for the past 15 years and one of Canada's Top Employers every year for more than a decade.

There is always more we can do. And that is what this plan is about: continuing our commitment to reassess how we can adapt and improve so we remain the trusted, talented and modern public service people in British Columbia need and depend on.



This edition of the corporate human resource plan is built around three goals:

Goal 1

Recruitment

We are a competitive employer that successfully competes for the skilled, diverse talent we need.

Goal 2

Retention

We offer a positive, inclusive and rewarding employee experience that meets the needs and aspirations of our employees.

Goal 3

Results

We show results that demonstrate our progress as an employer and inform future actions.

Pursuing these goals enables us to be the best public service we can be, not for our own benefit but for the benefit of British Columbians. Achieving that outcome depends on more than policies and processes. It depends on the people who make the choice to pursue a career with us. It depends on the more than 38,000 professionals trusted every day to build and maintain the essential physical, social and economic infrastructure our province needs. Together we have built a public service that has proven it can achieve remarkable things. And together, we will make it even better in the years ahead.

Goal 1: Recruitment

We are a competitive employer that successfully competes for the skilled, diverse talent we need.

Our ability to continually meet the expectations of people in British Columbia and their government is directly dependent on the quality of people who embrace the challenge and rewards of a public service career. But a career in the public service isn't for everyone. It's for those willing to dedicate their professional lives to something greater than themselves. For those who care about the province we have and the province we aspire to build and who are willing to do the hard work this requires. It's for those who believe in what is possible when smart and talented people commit themselves to being the best by doing their best to help B.C. realize its full potential.

The unique nature of our work offers a depth of meaning and purpose few other employers can match. The great breadth of work offers a scope of career paths and opportunities that make it possible to shift and change careers and career locations without changing employers. More than ever before, opportunities are available in communities throughout B.C., with more than half allowing for remote or hybrid work arrangements.

Yet, particularly in a competitive and rapidly shifting labour market, we need to always refine and renew what we offer as an employer to attract and recruit the skilled and dedicated people government needs to support the people of British Columbia and our communities.



With that in mind, over the next two years we will implement a new recruitment modernization initiative including actions to:

- Further enable adoption of flexible work arrangements where the nature of jobs allows for it.
- Significantly increase the availability of jobs outside of Victoria and the Lower Mainland.
- Expand the use of more efficient and timely hiring processes to expedite recruitment, particularly for entry-level and high-demand jobs.
- Introduce a new marketing strategy to increase recognition of the BC Public Service as an attractive employer.
- Encourage greater use of part-time and other options to attract candidates seeking greater flexibility.
- Modernize our recruitment technology platform to provide candidates and hiring managers with a more efficient and user-friendly experience.
- Establish more consistent and inclusive qualifications in job profiles and further strengthen accessible, inclusive hiring practices.
- Increase hiring of co-op students and expand marketing of career options to recent high school graduates.
- Improve our onboarding processes so employees are equipped with the tools, information and resources they need to start working on day one of a new job.

Goal 2: Retention

We offer a positive, inclusive and rewarding employee experience that meets the needs and aspirations of our employees.


The extent to which the public service is trusted as an institution depends on the calibre of the people who work here. More than ever, the public service needs competent, qualified and dedicated people applying their skills and ideas to solving the most challenging problems faced by society. From those in entry-level roles to the most senior executive positions, everyone who works here has a chance to make our province better. That's a unique privilege and opportunity not offered by any other employer. Due to the wide range of career paths available, the meaningful nature of and impact of our work, and a competitive compensation and benefits package, many employees build long and lasting careers with the public service.

As an employer, we provide the opportunities, resources and positive work environment all public servants need to be successful and engaged in their work. By ensuring individuals of diverse backgrounds and identities feel welcome and included, funding scholarships to pursue career-related training and providing safe and modern work environments and tools, we are continuously adapting to ensure the best possible employee experience.



To achieve this goal, over the next two years we will support and empower BC Public Service employees by:

- Updating and implementing the Where We All Belong diversity and inclusion strategy to sustain our commitment to building a BC Public Service that benefits from a work environment where all employees feel and are involved, respected, valued and connected.
- Implementing a new Future Workplace Strategy to modernize our physical workplaces to support and capitalize on our embrace of hybrid work.
- Making it easier for co-op students and interns to transition to permanent public service positions.
- Introducing improvements to the Pacific Leaders program to enhance access to employer-funded learning opportunities that align career development with public service skill needs.
- Implementing a new people leader development program to grow diverse leaders able to manage and lead with confidence, purpose, passion and integrity.
- Introducing modern cloud-based tools to support performance and productivity in a hybrid workforce.
- Launching an engagement with all employees seeking their views on how best to ensure a continued strong BC Public Service culture in today's work context.
- Maintaining and enhancing measures to ensure ministries and supervisors can lead workplaces that operate safely, effectively support workforce wellbeing and build workplace psychological health and safety.
- Building, aligning and integrating respectful workplace programs and services that foster a respectful and ethical workplace with an inclusive, healthy, productive and conflict competent culture.



Goal 3:

Results

We show results that demonstrate our progress as an employer and inform future actions.

Individual ministries across government set their own performance measures to ensure they are fulfilling their obligations to the people of British Columbia. As an employer, the BC Public Service also needs to demonstrate it is making a tangible impact in our goal of providing an excellent employee experience that translates into better performance and service delivery for the public.

It is also essential we use available evidence and data to inform the decisions we make to strengthen the public service workforce, so we can ensure we get the best value possible from the resources we invest in supporting more than 38,000 trusted professionals across government.



To ensure we assess progress and make informed decisions for the future, over the next two years we will:

- Introduce an effective governance and measurement framework as part of the refreshed Where We All Belong diversity and inclusion strategy, including targets where appropriate.
- Fulfill our obligations as an employer under the Declaration on the Rights of Indigenous Peoples Act Action Plan.
- Reinforce leadership accountability for action in response to the Work Environment Survey as our primary tool for assessing employee engagement.
- Introduce new tools to enhance the performance assessment and development of executives.
- Improve existing new employee and exit surveys so they provide more timely and relevant insights to better inform human resource policy and program design.
- Reduce the time it takes to hire a new employee, including additional resources for supervisors to help them complete their steps in the hiring process more efficiently and effectively.
- Establish regular publicly available reporting of key public service human resource data to provide increased transparency on our performance as an employer.
- Partner with other federal and provincial jurisdictions to explore research into the long-term talent needs of the public service in Canada.
- Establish the necessary data and reporting requirements to meet our obligations under the Anti-Racism Data Act, the Pay Transparency Act, the Accessibility Act and the Declaration on the Rights of Indigenous Peoples Act.
- Explore the potential to create a regular mechanism to assess public perception of the public service and satisfaction with our performance.

Reflecting our province

The BC Public Service is one of the largest employers in the province, with talented people working in hundreds of different jobs. We provide financial, legal and technical expertise ensuring a stable, accountable system of government. We deliver frontline services protecting public safety, communities, the environment, natural resources and our most vulnerable. We support the success of the broader public sector, including education, health care and local governments. And we help lay the groundwork for the economic and social prosperity of everyone who calls B.C. home.

In the 2022 Work Environment Survey, 82 percent of employees said they feel their workplace values diversity in people and backgrounds, and 79 percent say their workplace is free from discrimination, bullying and harassment. Of course, we would like to see these numbers rise even higher. In 2021, we released our updated diversity and inclusion strategy, *Where We All Belong*. It set out a three-year plan for ensuring the BC Public Service is an inclusive organization where all employees are supported to reach their full potential as we pursue four goals:

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

Complementary to this, we are also undertaking a series of significant initiatives to strengthen the

According to employee data from the 2022 Work Environment Survey*:

28.8%

identified as a visible minority**.

8.1%

identified as 2SLGBTQ+.

2.2%

identified as trans or gender diverse.

21.8%

identified as having a disability***.

4.5%

identified as Indigenous.

representation and inclusion of Indigenous employees in the BC Public Service, reflecting government's commitments to respect and uphold the human rights of Indigenous Peoples as set out in the Declaration on the Rights of Indigenous Peoples Act Action Plan.

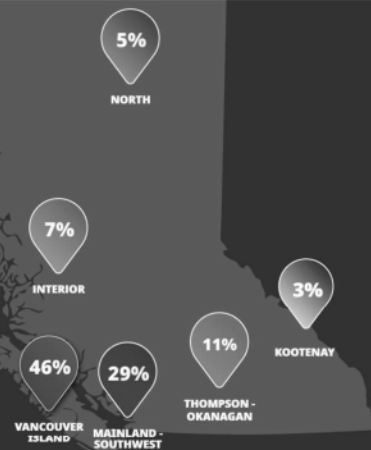
In June 2021, the Accessible B.C. Act became law. It provides a framework to identify, remove, and prevent barriers to accessibility. Implementing this law helps create a more inclusive and accessible BC Public Service.

In 2021, we also updated our discrimination, bullying and harassment policy to ensure employees feel

Regional representation of the BC Public Service

We expect this regional distribution to shift in the years ahead as we open up more jobs to be done outside the capital and the Lower Mainland. While many employers have begun restricting remote work, the BC Public Service is embracing the potential it offers to support service delivery, employee retention, and recruiting a more diverse workforce across the province.

The demographic profile of the BC Public Service workforce continues to evolve, just like the population of B.C. communities. The median age of the public service has continued to decline to 42 years old in 2022, down from 43 just two years ago. Employees aged 30 to 39 are now the largest age cohort, accounting for more than 28 percent of our workforce. And for the first time in at least a decade, there are more public service employees in their 40s than in their 50s.



Employees identifying as women account for almost 61 percent of the BC Public Service, although this varies across roles. For example, women fill 60 percent of management level positions, more than 52 percent of executive roles, almost 80 percent of administrative support jobs and more than 80 percent of health, education and social work positions.

supported and know what to do if an issue arises in the workplace. The responsibility for building and maintaining a respectful workplace is shared by everyone in the BC Public Service. We all have the right to be respected, and to work in a positive work environment free from bullying and harassment, racism or any other form of discrimination. Our efforts to strengthen the respectful workplace program continue.

In the BC Public Service, how we treat one another is something we care deeply about. It's why we set clear expectations for workplace behaviour and

support those with robust policies and resources. There is no place for discrimination, bullying or harassment of any form in our workplaces. We can only be the best public service if we are the best place for everyone who chooses to build a career with us.

* Demographic data from WES2022 was self-reported and reflects only those who chose to answer relevant questions either on the active survey or if the demographic is comparable, on a previous corporate survey up to and including data from WES 2020.

** In this report, a person is considered to be part of a visible (or ethnic) minority if they identified as belonging to any ethnic groups) other than solely "White". This includes those that identified as "Indigenous", or those that identified as being from multiple ethnicities.

*** The definition and response options for the Disability Status variable were revised considerably for WES 2022; comparisons with previously reported results are not recommended.

Conclusion

As an employer, the BC Public Service will continue to identify ways it can evolve and adapt to the needs and expectations of employees and the priorities of British Columbians and their government.

But there is more to who we are as a public service than the processes, policies, practices and tools we have in place. Like any organization, we shape and are shaped by the culture in our province, in our communities and within the public service itself. Our fundamental purpose and role are enduring. But who we are as a public service, how we approach our work, how we work together and treat one another, and the culture that all creates are all choices we make with our words and actions every day.

As much as this plan sets out some steps to shape our path forward, our ability to be the best public service in Canada also depends on each of us to fully embrace the values that guide our work: courage, curiosity, service, accountability, teamwork, passion and integrity. That's the commitment we have all made, and it's one for all of us to keep.



Who we are as a public service, how we approach our work, how we work together and treat one another and the culture that all creates are all choices we make with our words and actions every day.

Corporate values

<p>INTEGRITY</p> <p>To perform with integrity is to uphold both the Standards of Conduct for the BC Public Service and to make the individual choice to do what is right as a professional public servant.</p> <p>True public service cannot exist without an individual and shared commitment to integrity. We will demonstrate the values and we will do so always with integrity above all else.</p>	 <p>TEAMWORK</p> <p>Collaborate. Seek out and value new ideas and different perspectives. Cultivate trust and respect others.</p>	 <p>COURAGE</p> <p>Take thoughtful risks. Speak up and empower others to do their best.</p>	 <p>SERVICE</p> <p>Serve the needs, interests and expectations of the public and each other.</p>
	 <p>CURIOSITY</p> <p>Ask questions. Learn different ways to do things. Be open to new ideas. Work with creativity and imagination.</p>	 <p>PASSION</p> <p>Take pride in our work. Lead by example. Motivate others to succeed.</p>	 <p>ACCOUNTABILITY</p> <p>Be responsible. Show tenacity to overcome obstacles. Focus on outcomes. Take ownership of decisions and actions.</p>



Where ideas work

Ministry of Finance

2024/25 – 2026/27 Service Plan

February 2024



For more information on the Ministry of Finance contact:
PO BOX 9417 STN PROV GOVT
VICTORIA, B.C.
V8W 9V1
1-800-663-7867

Or visit our website at
www.fin.gov.bc.ca

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Minister's Accountability Statement



The Ministry of Finance 2024/25 – 2026/27 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in cursive script that reads "Katrine Conroy".

Honourable Katrine Conroy
Minister of Finance and Minister responsible for the Columbia Basin Trust, Columbia Power Corporation, and the Columbia River Treaty
February 12, 2024

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Strategic Direction

In 2024/25, the Government of British Columbia will remain focused on providing the services and infrastructure that people depend on to build a good life. Government will continue delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy. Government will continue working collaboratively with Indigenous Peoples as it implements the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 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 [December 2022 Minister Mandate Letter](#) and [Parliamentary Secretary Mandate Letter](#).

Purpose of the Ministry

The Ministry of Finance is responsible for the core financial functions of the Government of British Columbia. Key functions of the ministry include economic, fiscal, and financial policy, budgeting and forecasting, accounting, investment planning, debt management, banking services, security and risk management, and internal audit and compliance monitoring. The ministry is also responsible for the province's revenue, tax and benefit administration and is committed to ensuring gender equity is reflected in government budgets, policies, and programs.

The Ministry of Finance carries out all activities related to the fiscal planning and reporting, including the preparation of the province's annual budget, three-year fiscal plan, estimates and quarterly reports and the Public Accounts. The ministry plays a key role in providing professional, well-informed advice to Treasury Board and Cabinet to support other ministries, crowns, agencies, and boards in delivering services to citizens of British Columbia and helping government achieve its priorities and commitments.

The Minister is also accountable for several agencies that reside within the Ministry of Finance:

- BC Public Service Agency
- Crown Agencies Secretariat
- Government Communications and Public Engagement
- Public Sector Employers' Council

The Ministry supports the Minister in exercising accountability for the following Crown Agencies:

- BC Assessment
- BC Financial Services Authority

- BC Infrastructure Benefits
- Infrastructure BC
- BC Lottery Corporation
- BC Securities Commission
- Columbia Basin Trust
- Columbia Power Corporation

Operating Environment

The Ministry of Finance is responsible for ensuring that B.C.'s finances are managed responsibly through the government's fiscal plan, financial monitoring and reporting, and administration of the province's tax system. A sustainable fiscal plan allows government to provide services and supports for British Columbians. As part of this responsibility, the ministry directly supports the work of all other ministries, crowns, agencies and boards.

Similar to other jurisdictions, B.C. has observed increased economic instability over the past several years which creates challenges to the operating environment. British Columbians continue to face hardships posed by high global inflation and rising interest rates. The ministry is working to ensure that B.C.'s economic and fiscal policies promote a strong, well performing economy that works for all British Columbians and that B.C.'s tax system is fair and able to fund services and programs, including cost of living supports.

Housing availability and affordability remain a concern for those across the province. The ministry is working to fight housing speculation by strengthening and expanding its existing legislation and developing a fair and effective tax to address short-term real estate flipping activities.

Reconciliation with Indigenous peoples remain a steadfast priority. This includes economic inclusion, where government is working to improve economic balance and equality for Indigenous communities across B.C. The ministry is advancing key policy initiatives that will help overcome systemic barriers to Indigenous wealth generating opportunities and support meaningful participation in the provincial economy.

The increasing frequency and severity of natural disasters continues to affect people and communities across B.C. The ministry works with government partners to mitigate the financial impacts of climate events on ministry operating budgets, strengthen community resilience to climate change by investing in infrastructure, and ensure the provision of core program and services to all British Columbians after an extreme weather event. The Ministry of Finance is committed to continue working toward government's climate commitments and building a clean economy for the province.

B.C. has one of the largest gender-based pay gaps in Canada. For Indigenous and Black people, people of colour and newcomer women, the gap is even higher. The ministry will continue advancing work to address the gender-based pay gap and ensure gender equality is

included in budgets, policies and programs. With more than one million job openings anticipated for B.C. over the next decade, people all along the gender continuum will continue to play an increasingly important role in keeping B.C.'s economy diverse, strong and growing.

Recent changes to government's policy on remote and hybrid work reflect the demands of a changing workforce and will have a positive impact on the ministry's ability to recruit and retain a talented workforce. However, the ability to recruit skilled employees that reflect the diversity of the province remains a challenge for the ministry.

Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among our trading partners. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 0.9 per cent in 2023 and expects growth of 0.5 per cent in 2024 and 2.1 per cent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 per cent in 2023 and projects national real GDP growth of 0.5 per cent in 2024 and 1.9 per cent in 2025. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook continue to center around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.

Performance Planning

Goal 1: B.C.'s finances are managed responsibly

The ministry is responsible for ensuring that B.C.'s finances are managed responsibly through government's fiscal plan, financial monitoring and reporting, and administration of the province's tax system. A sustainable fiscal plan allows government to provide services and supports for British Columbians.

Objective 1.1: B.C.'s fiscal plan is sustainable and responsive to the needs of British Columbians

The ministry plays a critical role in achieving government priorities and fiscal objectives with Treasury Board and Cabinet, and in overseeing the development of the province's fiscal plan to enable ministries and other public sector partners to deliver critical public services, drive economic growth, respond to changing circumstances or economic uncertainty, and support government's priorities.

Key Strategies

- Provide advice and guidance to the Minister of Finance and Treasury Board that balances government's fiscal objectives while supporting ministries to deliver on government's commitments.
- Develop and manage the corporate capital plan to deliver on the infrastructure needs across the province and maintain long-term fiscal sustainability.
- Incorporate appropriate levels of prudence into the fiscal plan to ensure fiscal flexibility is available to respond to changing circumstances in the economy.
- Manage the province's borrowing program by accessing lowest cost debt available from the domestic and offshore capital markets, while managing interest rate and foreign currency risks, among others.
- Provide effective oversight of government's management of risk through the development and maintenance of enterprise-wide risk management policies and framework, and regular monitoring of risk registers.

Discussion

The fiscal plan adopts levels of prudence including contingency funds to respond to economic uncertainty and emergent issues that may not be known at the time of developing the budget. The ministry centrally coordinates fiscal activities and provides analysis and advice to decision makers aligned with government's fiscal and policy objectives. The ministry works closely with provincial ministries and other public sector partners to ensure that government's fiscal plan is responsive to the needs of British Columbians.

Objective 1.2: Public resources are managed in an accountable and transparent manner

The ministry is transparent and accountable for the use of public funds and for assisting the public sector to do the same.

Key Strategies

- Monitor progress against government's fiscal plan by reporting quarterly on province's economic and fiscal forecasts, identifying risks and opportunities to the fiscal plan, developing risk mitigation strategies, and taking corrective action as required.
- Provide effective oversight of public sector organizations by developing and maintaining government's financial control framework and monitoring compliance with it.
- Report government's financial position and actual results by publishing the Public Accounts annually in accordance with statutory requirements and Generally Accepted Accounting Principles (GAAP).

Discussion

In preparing the Public Accounts, the ministry strives to provide an open, accurate and fair representation of the government's financial position in accordance with GAAP. To validate this position, government seeks an independent audit opinion that offers an objective assessment of its financial reporting. The government's financial control framework guides ministry and public sector activities in areas such as procurement and spending and is monitored through account reconciliation and quarterly budget approvals.

Objective 1.3: Fair and effective revenue, tax, and benefit administration

The ministry works with citizens, clients, and other jurisdictions to ensure revenue, tax and benefit programs are fairly and effectively administered. This includes helping individuals and businesses understand their financial obligations to ensure everyone pays their fair share of taxes and delivering supports to British Columbians who need it most.

Key Strategies

- Encourage compliance with the province's revenue and tax system through public information, education, and outreach with citizens.
- Implement new technology and processes to improve citizen experience, enhance self-serve options, and improve enforcement activities.
- Align administrative practices across tax and revenue legislation where possible to improve compliance and effectiveness of revenue, tax and benefit administration.

Discussion

Progress towards this objective is monitored through various measures that report on the overall effectiveness of revenue collection programs, including the percentage of on-time

payments. The ministry focuses on education and promoting citizen-centered tax information to help people understand their financial obligations to the province. The ministry also plays a key role in administering benefit programs to British Columbians.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.a Meet or exceed current year surplus/(deficit) budget target as set out in government's fiscal plan.	(\$5,914) million	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

Discussion

This measure reflects the ministry's overall success in managing British Columbia's finances. The ministry will monitor actual results against the budget targets as set out in government's fiscal plan. This provides an indicator of whether risks and opportunities to the fiscal plan were identified and managed appropriately, and whether the ministry was able to respond to changing economic conditions and unforeseen events over the fiscal year. This performance measure reflects the Balanced Budget and Ministerial Accountability Act amendment that permits deficits for the 2021-22 to 2024-25 fiscal years.

Performance Measure	2018/19 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.b Percentage of on-time tax and royalty payments.	97.75%	97.17%	Upward trend	Upward trend	Upward trend

Data source: Revenue Division

Discussion

This measure reports on the ministry's overall effectiveness in encouraging compliance and collecting revenues owed to government. It tracks tax and royalty payments received on or before their legislated due date. The ministry seeks to continually improve this measure and the targets reflect the commitment to an upward trend for on-time payments every year.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.c Taxpayer-supported debt service costs as percentage of revenue (interest bite) ranks among the three lowest provinces	3.0% ¹ Expected to rank among the three lowest provinces	Remain among the three lowest provinces ²	Remain among the three lowest provinces ²	Remain among the three lowest provinces ²

Data source: Provincial Treasury

¹ Second Quarterly Report 2023/24

² Public Accounts

Discussion

Interest bite measures the affordability of the province's debt burden. Keeping debt affordable is an important component of the province's financial sustainability because it frees up revenues for government priorities in lieu of servicing debt. The interest bite is favorably lowered by less debt, lower borrowing costs and strong economic and fiscal performance. Overall, it is a measure that B.C.'s finances are managed responsibly and targeting the interest bite to remain among the three lowest provinces keeps debt affordable. Progress toward this objective is tracked through reports from Moody's Investors Service which provides the interest bite information for other provinces.

Goal 2: B.C. has a sustainable and secure economy

The ministry is responsible for ensuring B.C.'s economic and fiscal policies promote a strong, well-performing economy that works for all British Columbians now and in the future.

Objective 2.1: A fair and competitive tax system and progressive revenue programs

The ministry is responsible for ensuring B.C.'s tax system is fair, able to support services and programs, and competitive with other jurisdictions.

Key Strategies

- Deliver supports and measures for British Columbians as announced in Budget 2024.
- Develop and diversify provincial revenue programs to support stable funding for government priorities, critical services, and public infrastructure projects.
- Co-develop new policy frameworks for resource revenue-sharing and other fiscal mechanisms with Indigenous Peoples.
- Explore new ways to incentivize more construction of rental housing through tax or other programs.
- Work with other provincial and territorial governments and the federal government to mitigate pressure for tax competition between provinces and territories by seeking increased federal funding for shared national priorities.

Discussion

Tax measures and other revenue programs are designed to generate funding for government services and programs, support a secure and sustainable economy, and address inequality to improve the lives of British Columbians. The ministry will monitor tax and other fiscal information and perform program evaluations to provide advice and information to the Minister of Finance on these subjects to help inform the annual budget process and other decision making.

Objective 2.2: An economy that balances consumer protection with economic growth

A sustainable economy depends on a regulatory environment that is robust and competitive with other jurisdictions nationally and internationally.

Key Strategies

- Monitor the real estate and insurance markets and consider policies to improve access for British Columbians.
- Work with regulators to maintain effective financial regulation in the areas of capital markets, credit unions and pensions.
- Update the framework for cooperative associations and continue improving corporate transparency through a beneficial ownership registry.
- Explore ways to strengthen tax legislation and take enforcement actions against those avoiding taxes and driving up real estate prices in the province.

Discussion

Maintaining a sound and robust regulatory framework in the financial, corporate and real estate sectors contributes to a secure and sustainable economy by balancing the need to protect the financial interests of all British Columbians with the need to maintain a financial marketplace that can flourish and innovate. Furthermore, these strategies are needed to create and maintain sound regulatory frameworks for corporate and commercial entities, providing an environment that maintains public confidence in those entities and protecting those with a vested interest in them.

Objective 2.3: Prevent and deter money laundering in British Columbia

The ministry works with other partners to prevent and deter money laundering in British Columbia.

Key Strategies

- Work with the federal government, provincial ministries, and provincial financial services regulators to address recommendations made to prevent and deter money laundering in B.C.
- Strengthen anti-money laundering regulations in the financial services sector, including beneficial ownership, mortgage services and money services businesses.
- Communicate B.C.'s progress on anti-money laundering initiatives through a dedicated website and stakeholder engagement.

Discussion

This objective reflects responsibility for the Anti-Money Laundering Secretariat and the ministry's critical role as a part of government's collective response to money laundering.

Progress toward this objective will require coordination across government and with key partners to prioritize and address recommendations.

Performance Measures

Performance Measures	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2a.i Provincial ranking of corporate income tax rates	Remain in lowest four	Remain in lowest four	Remain in lowest four	Remain in lowest four
2a.ii Provincial ranking of personal income tax rates for bottom two brackets	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

Discussion

The targets for corporate and personal income tax rates speak to the competitiveness of the province’s tax rates. Maintaining a competitive corporate tax environment represents sustainability because it fosters economic growth by encouraging business investment and promoting a business-friendly environment. Maintaining a competitive personal income tax environment for families and individuals in lower tax brackets ensures people of all income levels are supported in B.C.

The measures of the provincial ranking of both corporate and personal income tax rates provide a comparison of B.C.’s tax rates, as of March 31st each year, with those of the other nine provinces.

Goal 3: B.C. is an inclusive and equitable place to live

This goal reflects the ministry’s role in shaping the development of corporate policies to advance the broader priorities of government.

Objective 3.1: Improve equity for British Columbians

The ministry provides leadership and support to ministries across government in promoting equity for British Columbians. Gender equity is a significant step towards broader inclusivity as it removes the barriers that stop people from reaching their full potential.

Key Strategies

- Close the gender pay gap by continuing to implement pay transparency legislation and leading public reporting.
- Work with community leaders, ministries and key partners to implement government’s action plan to address gender-based violence.
- Support all ministries to implement gender-based analysis plus (GBA+) in government policies, programs and services.

Discussion

This objective reflects the strong governance role of the ministry in improving gender equity for British Columbians. Achieving this objective requires coordinating across government and public sector organizations. The Ministry of Finance will develop individual plans to monitor progress on each strategy, including annual reports and evaluation frameworks developed in collaboration with key partners and stakeholders.

Objective 3.2: Social, environmental and economic values are reflected in British Columbia's programs, policies and capital projects.

Public sector investments in critical infrastructure and supports are valuable tools to promote the province's social, environmental and economic values. In support of this objective, the Ministry of Finance developed the Environmental Social Governance (ESG) Framework for Capital projects to guide government and crown partners in the delivery of key government priorities through provincial taxpayer-supported projects.

Key Strategies

- Update the province's ESG Report to showcase for stakeholders and the financial community how the government's policies, programs and infrastructure projects align with ESG values.
- Seek feedback from stakeholders and the financial community for including more ESG performance data and activity in reports on the province.
- Work with government and crown partners to ensure capital projects consider the following policy objectives: child care space creation, mass timber construction, greenhouse gas emission reduction, climate resilience and work opportunities for apprentices and members of under-represented groups.

Discussion

Government and its Crown agencies align well with ESG values and outcomes which are increasingly important to global investors. Robust ESG reporting supports investor purchases of British Columbia debt securities which are offered to finance delivery of essential services and capital projects. The ESG Framework for Capital provides guidance and resources for provincial project teams as they consider which objectives are suited to each project.

Objective 3.3: Support Indigenous economic inclusion and participation

The Ministry of Finance is committed to advancing meaningful reconciliation with Indigenous Nations across B.C. The ministry supports provincial reconciliation efforts, working to ensure Nations can meaningfully participate in major provincial capital projects and other economic opportunities identified by Nations. Economic inclusion is a vital step forward in supporting a Nation's self-determining path, where opportunities can directly support community vision, priorities, and wellbeing.

Key strategies:

- Work with Nations, ministry partners, labour and industry to implement new ways of supporting Indigenous opportunities on major public sector capital projects.
- Work with federal and provincial ministry partners to explore financing support tools for Nations seeking equity options in major resource projects across the province and other opportunities identified by Nations.
- Continue to strengthen internal capacity within the Ministry of Finance particularly with respect to meaningful engagement practices that promote Indigenous inclusivity and partnership.

Discussion:

This objective reflects the Ministry of Finance’s commitment to strong relationships with Indigenous Nations towards building a more inclusive, sustainable economy. The Ministry will also work closely with provincial ministries to ensure a unified approach to economic reconciliation efforts.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3a Annual median hourly gender pay gap in B.C.	17% ¹	Downward trend	Downward trend	Downward trend

Data source: Statistics Canada. Table 14-10-0340-02 Average and median gender wage ratio, annual.

Discussion

The gender pay gap refers to the difference in earnings between people of different genders. While it affects people all along the gender continuum, it is most often expressed as a difference between men and women. The negative impacts of the gap disproportionately affect women and presents a significant barrier to gender equity.

In B.C., the median pay gap between men and women was 17 percent in 2023, higher than the national median of 15 percent. The gender pay gap is caused by multiple factors. Enacting pay transparency legislation is one way the ministry is attempting to close the gender pay gap. It is intended to empower employers and employees with accurate information about their pay gaps.

Over the fiscal planning period, the aim is for B.C. to be lower than the national median gender pay gap.

Financial Summary

(\$000s)	2023/24 Restated Estimates ¹	2024/25 Estimates	2025/26 Plan	2026/27 Plan
Operating Expenses				
Treasury Board Staff	9,563	9,910	9,910	9,910
Office of the Comptroller General	22,901	23,722	23,722	23,722
Treasury	1	1	1	1
Revenue Division	222,337	284,501	286,670	286,670
Policy and Legislation	8,690	8,999	8,999	8,999
Public Sector Employers' Council Secretariat	23,769	31,257	31,257	31,257
Crown Agencies Secretariat	7,513	8,243	8,243	8,243
Executive and Support Services	45,083	46,474	46,474	46,474
Housing Priority Initiatives special account	1,042,010	1,038,949	878,154	827,390
First Nations Equity Financing special account	0	0	0	0
Insurance and Risk Management Account	5,858	6,218	6,218	6,218
Provincial Home Acquisition Wind Up special account	10	10	10	10
<i>Land Tax Deferment Act</i>	70,000	81,000	92,000	92,000
Total	1,457,735	1,539,284	1,391,658	1,340,894
Capital Expenditures				
Executive and Support Services	272	341	434	170
Total	272	341	434	170
Other Financing Transactions				
Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)				
Disbursements	0	0	0	0
Receipts	(1,500)	(1,000)	(1,000)	(1,000)
Net Cash Requirements (Source)	(1,500)	(1,000)	(1,000)	(1,000)

Student Aid BC Loan Program

Disbursements	325,467	432,039	439,603	447,300
Receipts	(115,000)	(115,000)	(115,000)	(115,000)
Net Cash Requirements (Source)	210,467	317,039	324,603	332,300

**International Fuel Tax Agreement
(Motor Fuel Tax Act)**

Disbursements	7,000	7,000	7,000	7,000
Receipts	(16,000)	(15,000)	(15,000)	(15,000)
Net Cash Requirements (Source)	(9,000)	(8,000)	(8,000)	(8,000)

Land Tax Deferment Act

Disbursements	300,000	445,000	475,000	505,000
Receipts	(120,000)	(120,000)	(120,000)	(120,000)
Net Cash Requirements (Source)	180,000	325,000	355,000	385,000

**Improvement District Loans (Local
Government Act)**

Disbursements	2,000	2,000	2,000	2,000
Receipts	(2,000)	(2,000)	(2,000)	(2,000)
Net Cash Requirements (Source)	0	0	0	0

Total Disbursements	634,467	886,039	923,603	961,300
Total Receipts	(254,500)	(253,000)	(253,000)	(253,000)
Total Net Cash Requirements (Source)	379,967	633,039	670,603	708,300

¹ For comparative purposes, amounts shown for 2023/24 have been restated to be consistent with the presentation of the 2024/25 Estimates.

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

Appendix A: Public Sector Organizations

As of February 2024, the Minister of Finance and Minister responsible for the Columbia Basin Trust, Columbia Power Corporation, and the Columbia River Treaty is responsible and accountable for the following organizations:

BC Assessment Authority

[BC Assessment](#) is a Crown corporation that produces annual property assessments for all property owners in the province.

BC Financial Services Authority

[BC Financial Services Authority](#) regulates credit unions, trust companies, insurance companies, pension plans, mortgage brokers and real estate professionals, ensuring financial services transactions are protected, for the prosperity of consumers and the province of B.C.

BC Infrastructure Benefits

[BC Infrastructure Benefits](#) is the Crown corporation accountable for implementing the Community Benefits Agreement on select public infrastructure projects. BCIB's purpose is to partner in the successful delivery of projects, mobilize and grow a safe, diverse and skilled workforce and honour community strength by building on local assets, knowledge and potential.

BC Lottery Corporation

The [British Columbia Lottery Corporation](#) is a Crown corporation that conducts and manages gambling in a responsible manner while focusing on innovation, strategic partnerships and community outreach.

BC Securities Commission

The [British Columbia Securities Commission](#) is a Crown corporation that administers the Securities Act and is responsible for regulating capital markets in B.C.

Columbia Basin Trust

The [Columbia Basin Trust](#) is a regional Crown corporation that manages its assets for the ongoing economic, environmental and social benefit of the Columbia Basin region, without relieving governments of any obligations in the region.

Columbia Power Corporation

The [Columbia Power Corporation](#) develops, owns and operates hydro power projects in the Columbia Basin and manages power project joint ventures with Columbia Basin Trust.

Infrastructure BC

[Infrastructure BC](#) supports the public sector in meeting its infrastructure needs by partnering with the private sector in the procurement of complex capital projects.

Land Title and Survey Authority of British Columbia

The [Land Title and Survey Authority of British Columbia](#) is a publicly accountable, statutory corporation formed in 2005 responsible for operating the land title and survey systems of BC.

Appendix B: Government Communications and Public Engagement

Purpose of the Organization

Government Communications and Public Engagement (GCPE) provides strategic advice and communications leadership across government. Through a multi-faceted and integrated communications practice, GCPE ensures British Columbians are meaningfully connected to the information, programs and services that matter to them, and that government has the insight and support needed to advance and communicate its priorities.

Strategic Direction

GCPE plays a critical role in helping government achieve its key commitments - helping people with the cost of living; delivering the services people count on; and building a strong, sustainable economy that works for everyone – by keeping people in British Columbia informed about the actions government is taking to make life better, and the programs and services that benefit and support people.

GCPE provides strategic communications counsel, services and tactics to the Executive Council, Cabinet, ministry executives and program staff. GCPE performs our work through a variety of communications channels, including paid, earned, owned and shared media. GCPE also ensures that peoples’ voices are heard when important decisions are being made through direct engagement and research on a variety of issues.

Financial Summary

(\$000s)	2023/24	2024/25	2025/26	2026/27
	Restated Estimates ¹	Estimates	Plan	Plan
Operating Expenses				
Government Communications	29,921	31,660	31,660	31,660
Total	29,921	31,660	31,660	31,660

¹ For comparative purposes, amounts shown for 2023/24 have been restated to be consistent with the presentation of the 2024/25 Estimates.

Appendix C: BC Public Service Agency

Purpose of the Organization

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.

Strategic Direction

The mission of the PSA is to provide the HR leadership the BC Public Service needs to respond to the ever-changing needs of British Columbians. The PSA works to fulfil this mandate with a focus on three primary goals as set out in its strategic plan:

1. Excellence In HR Practice and Service Delivery: providing a foundation of effective HR policy, services, advice and programs designed to build a more trusted, talented and modern public service.
2. A Modern HR Delivery Organization: drawing on modern approaches to HR services, policy, systems, data, engagement and culture change.
3. Talented People in a Trusting Culture: making the most of the talented people who work in the PSA and fostering trust through inclusion, engagement and collaboration.

Priorities for the PSA in the year ahead include:

- Modernizing core HR technology platforms, with a priority on replacing the current recruitment management system with a new solution that improves the user experience for employees, applicants and hiring managers.
- Reliable delivery of core HR services, including payroll, hiring, labour relations, occupational health and safety, professional development and employee engagement, as well as supporting the government priority of ensuring the B.C. Public Service is an inclusive organization where all employees are supported to achieve their full potential.
- Clarifying and refining the roles and responsibilities of the PSA and ministry HR partners, to reduce duplication and provide more effective and efficient HR support across government.

Financial Summary

(\$000s)	2023/24 Restated Estimates¹	2024/25 Estimates	2025/26 Plan	2026/27 Plan
Operating Expenses				
BC Public Service Agency	63,385	69,815	69,815	69,815
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	28,737	29,470	29,470	29,470
Total	92,123	99,286	99,286	99,286
Capital Expenditures				
BC Public Service Agency	10	10	10	10
Total	10	10	10	10

¹ For comparative purposes, amounts shown for 2023/24 have been restated to be consistent with the presentation of the 2024/25 Estimates.

Appendix D: Crown Agencies Secretariat

Purpose of the Organization

The Crown Agencies Secretariat (CAS) supports public sector organizations (PSOs) to operate effectively, in the public interest, and aligned with government's strategic direction and priorities.

Strategic Direction

There are approximately 260 public sector organizations (PSOs) in B.C. They include agencies, boards, commissions, tribunals, advisory bodies, independent authorities and societies. PSOs deliver public services to the people of B.C. and collectively provide stewardship of a large portion of government spending. They are accountable to the public through a government minister that is responsible for the PSO. CAS adopts a collaborative approach to supporting and advising ministries and their public sector organizations, working in partnership with the organizations and the ministries responsible for them to manage and resolve issues and leverage opportunities. CAS offers a range of services, including:

- Leadership and oversight of appointments to approximately 260 public sector organizations, encompassing approximately 2,000 appointees.
- Governance supports and training for public sector boards and executive, as well as operational support for Crown executive and 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.
- Expertise in governance leadership and capacity building, with resources for leadership and management of projects to deliver on government's priorities through public sector organizations.
- Integrated policy and financial analysis, regulatory changes, stakeholder relations and communication, and issues management for select public sector organizations.

The work that CAS leads with PSOs directly supports government's priorities, such as improving affordability for British Columbians; ensuring British Columbians have the services they want and need; and ensuring PSOs are reflective of our province and inclusive of Indigenous peoples, people of colour, all genders, 2SLGBTQ+, and persons with disabilities. 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.

BC Public Service Human Resources Statistics

INTRODUCTION

The BC Public Service (BCPS) is one of the largest employers in the province, with talented people working in hundreds of jobs. Employees provide financial, legal and technical expertise ensuring a stable, accountable system of government. The BCPS delivers frontline services protecting public safety, communities, the environment, natural resources and our most vulnerable. We support the success of the broader public sector, including education, health care and local governments. And we help lay the groundwork for the economic and social prosperity of everyone who calls B.C. home

This document is intended to provide a snapshot of the BC Public Service workforce. The data shown in this report is as of March 31, 2024, unless otherwise noted. Some information will only be updated biennially as available.

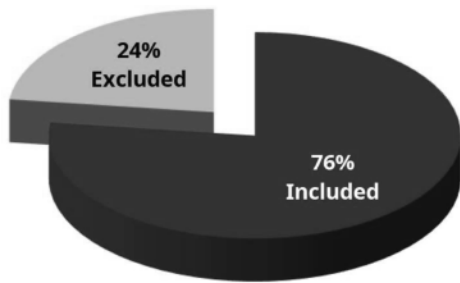
BC Public Service Human Resources Statistics

EMPLOYEE COMPOSITION

Current Headcount (CORE Government, Regular and Auxiliary employees as of March 31, 2024):

40,363 employees

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

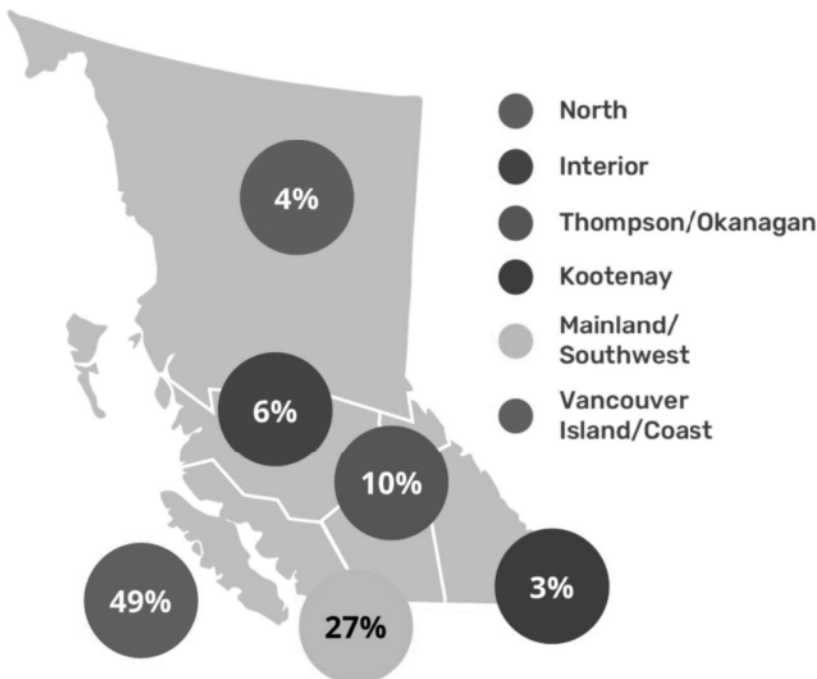


The BC Public Service composition has remained stable in the last decade.

Specifically,

- The **regional distribution** of our workforce has been largely the same over time.
- The **ratio of excluded to included** has remained stable with only ~1% variance over the past five years.
- Our headcount is increasing, and our workforce is getting younger.

REGIONAL DISTRIBUTION OF EMPLOYEES



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 17,224 employees, making up 42.7%, and Vancouver, with 3,575 employees making up 8.9% of the total.

BC Public Service Human Resources Statistics

EMPLOYEE CLASSIFICATION GROUPS

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

Last year, the largest number of BC Public Service positions were within the Admin Support group. This year, the Senior Admin & Research band has grown to exceed the size of the Admin Support classification 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 31/24)	1 Year Change	5 Year Change	10 Year Change
Admin Support	6,635	8.6%	8.3%	22.2%
Assistant Deputy Minister & Executive Lead	167	3.7%	14.4%	41.5%
Associate Deputy Minister	12	-14.3%	-20.0%	20.0%
Deputy Minister	29	-3.3%	0.0%	7.4%
Enforcement & Corrections	2,614	-4.0%	-8.0%	4.1%
Finance & Economics	1,513	9.6%	27.5%	69.2%
Health, Education & Social Work	5,378	4.6%	5.9%	15.2%
Information Technology	1,998	14.7%	47.0%	76.8%
Legal Counsel	1,030	4.1%	17.4%	30.2%
Management Band (1-6)	6,742	8.7%	26.9%	58.3%
Non-Public Service Act	417	0.5%	6.1%	27.5%
Science & Technical Officers	5,237	9.9%	17.9%	40.2%
Senior Admin & Research	7,385	14.0%	48.9%	106.8%
Trades & Operations	1,206	17.2%	26.9%	37.8%
Total	40363	8.6%	19.7%	42.4%

BC Public Service Human Resources Statistics

This table further breaks down the Management Band (1-6) classification by Ministry.

Ministry	Headcount (Mar 31/24)	1 Year Change	5 Year Change
Agriculture and Food	69	15%	44%
Attorney General	482	8%	-9%
BC Public Service Agency	442	9%	32%
Children and Family Development	508	15%	20%
Citizens' Services	575	6%	46%
Education and Child Care	203	10%	64%
Emergency Management and Climate Readiness *	102	31%	-
Energy, Mines and Low Carbon Innovation	126	20%	80%
Environmental Assessment Office	40	18%	43%
Environment and Climate Change Strategy	143	11%	28%
Finance	705	6%	-5%
Forests	351	-15%	-34%
Health	454	15%	41%
Housing	130	35%	117%
Indigenous Relations & Reconciliation	123	1%	27%
Jobs, Economic Development and Innovation	173	6%	-13%
Labour	256	11%	68%
Mental Health and Addictions	58	12%	132%
Municipal Affairs	141	7%	66%
Office of the Premier	68	10%	24%
Post-Secondary Education and Future Skills	108	10%	27%
Public Safety & Solicitor General	562	3%	37%
Social Development and Poverty Reduction	215	-1%	11%
Tourism, Arts, Culture and Sport	52	11%	68%
Transportation and Infrastructure	332	8%	26%
Water, Land and Resource Stewardship *	330	39%	-

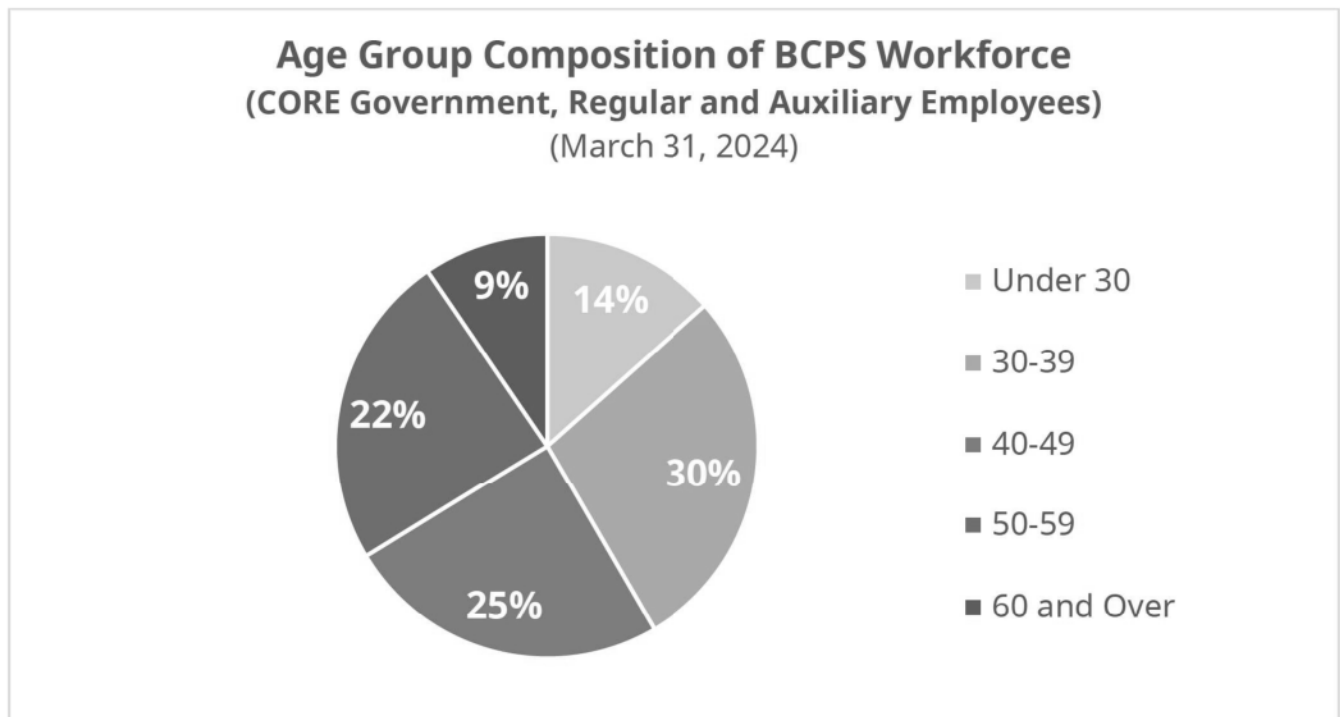
* 5 Year data not available due to significant organization realignments

BC Public Service Human Resources Statistics

EMPLOYEE AGE COMPOSITION

The average age of regular employees in the BC Public Service is 42.7 years old with 10.7 years of service, both historic lows. Over the past five years, the average age has decreased by 0.9 years and the average years of service has declined by almost 11%.

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



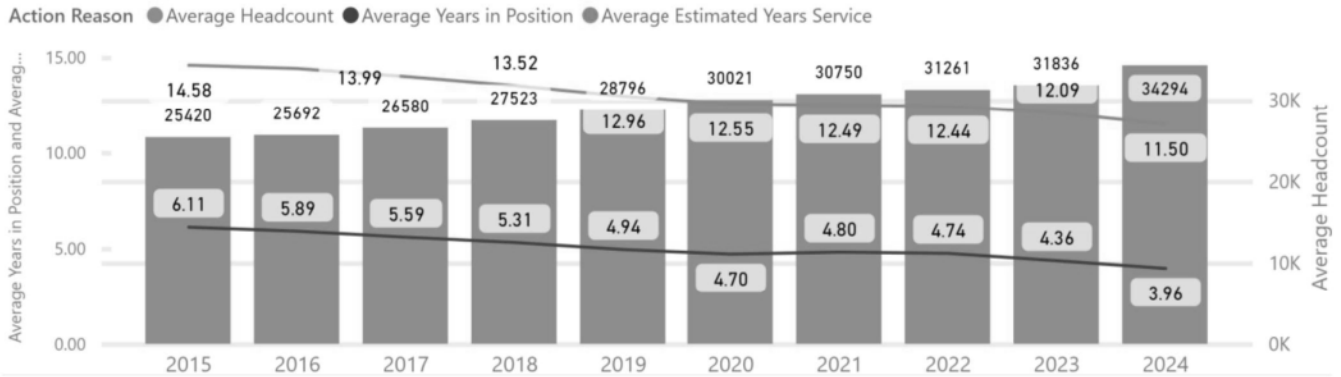
Major shifts in the generational composition of the workforce have contributed to the decreasing age of the BC Public Service. While the overall BCPS has seen 19.7% growth over the last five years, the 30-39 age group has grown by 38%. This growth is partially attributed to increased efforts targeting a younger demographic, which has expanded the under 40 age group from 32% of the total workforce in 2012 to over 44% in 2024.

BC Public Service Human Resources Statistics

CHANGING SIZE OF THE BC PUBLIC SERVICE

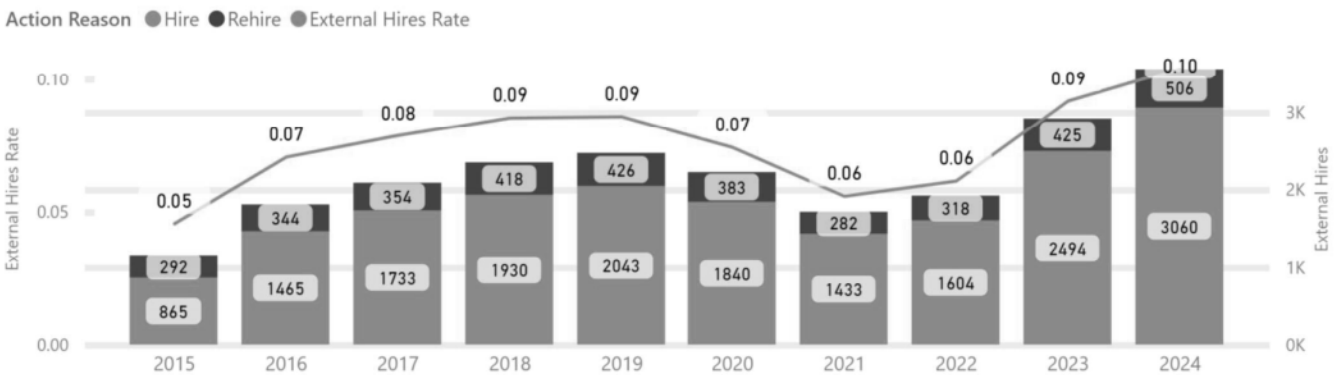
Over the last ten years, both employee average years of service and average years in position have been trending down steadily. Average time in position has decreased by 35% over the last 10 years and is currently at a historic low of 3.96 years.

**Headcount, Years in Position & Years of Service by Fiscal Year as of Mar 31, 2024
(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 a little over 36% of current regular employees, as we recruit new talent, and more employees seek out new opportunities across government.

**Trend of Overall Entry Rate by Fiscal Year as of Mar 31, 2024
(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

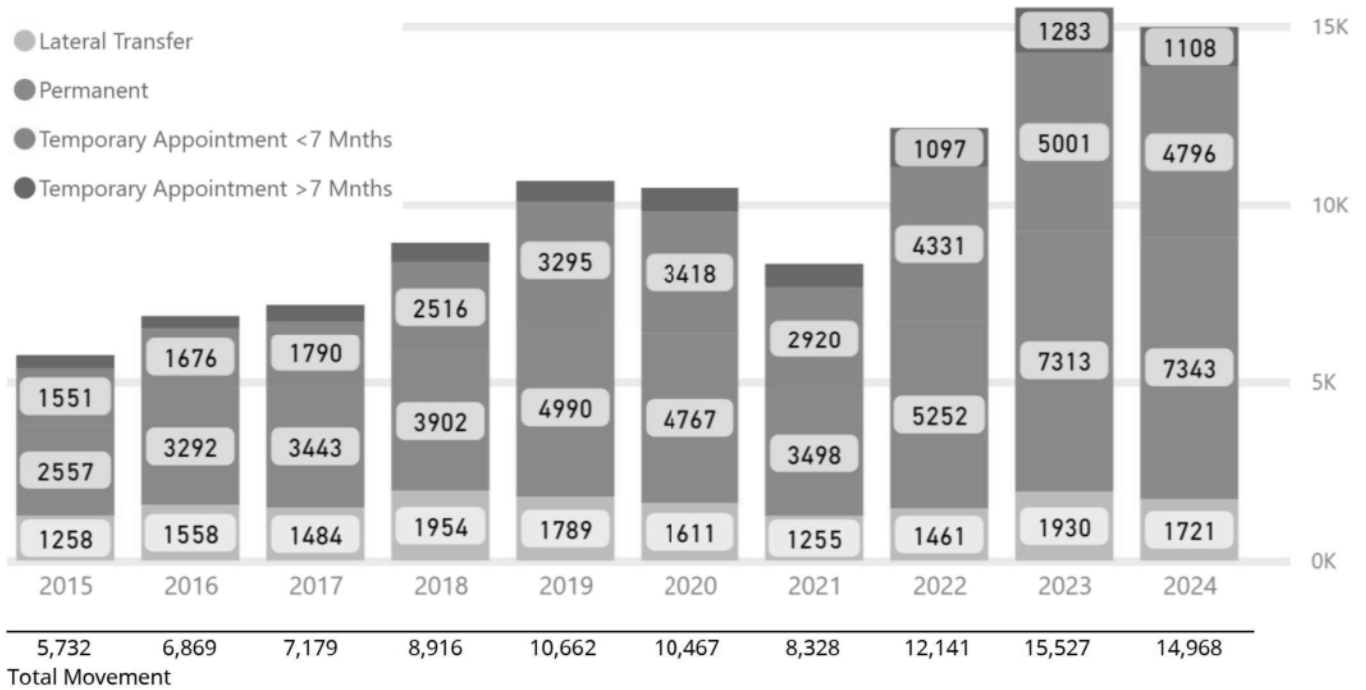
External Hires Rate = ratio of number of hires to total headcount (percentage of total headcount hired per fiscal year)

BC Public Service Human Resources Statistics

EMPLOYEE MOVEMENT

As time in position has been falling, employee movement has been trending up from a 10-year low in 2013 increasing by 39% in the last five years. Movement rates slowed during the first half of the pandemic (FY21), but have since rebounded significantly in the last three years. Employee movement has decreased by almost 5% since last year but it is still higher than pre-pandemic levels.

Trend of Internal Movement by Fiscal Year as of Mar 31, 2024
(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.

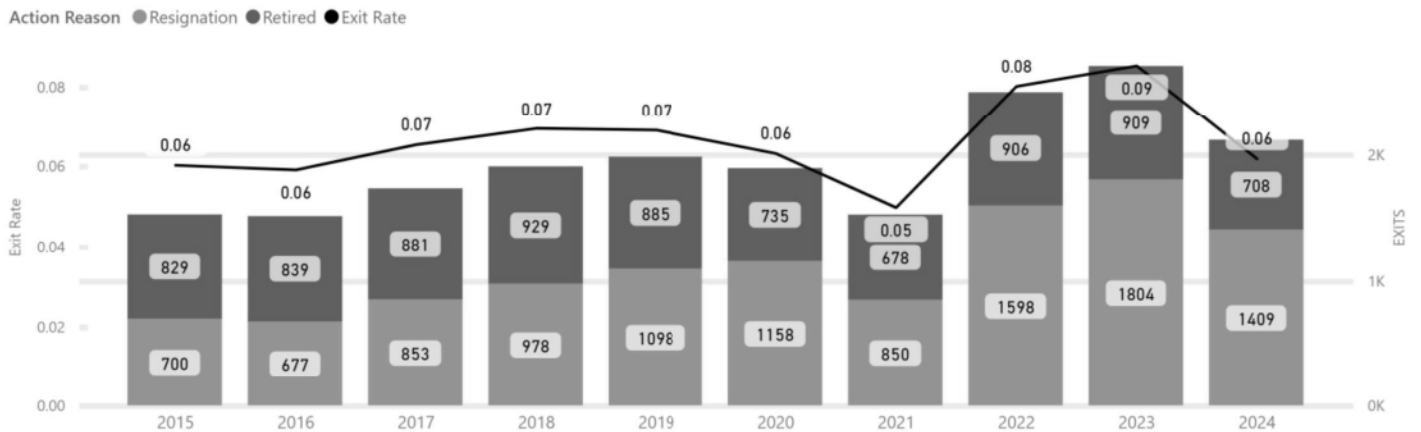
BC Public Service Human Resources Statistics

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 three years. Last year (FY23), resignations, retirements, and the overall exit rate were at or near historic highs.

Retirements have decreased by 22% in the last year and, except for FY21, are at their lowest levels in the last 10 years. Resignations have also decreased by 22% in the last year but are still higher than pre-pandemic levels. The overall exit rate has now stabilized to pre-pandemic levels.

Trend of Overall Exit Rate by Fiscal Year as of Mar 31, 2024
(CORE Government, Regular Employees Only)



Definitions:

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

BC Public Service Human Resources Statistics

BC PUBLIC SERVICE DEMOGRAPHICS BY LEADERSHIP GROUP

Age Composition by Classification Group

(CORE Government, Regular and Auxiliary Employees)

Age Group	Executive Leadership	Management All Bands	BCPS Overall
<30	0.5%	3%	14.4%
30-39	3.4%	23.4%	29.7%
40-49	30.8%	33.3%	24.8%
50-59	53.4%	31.3%	21.9%
60+	12.0%	9.0%	9.2%
Average Age	52.1	46.6	42.7

Diversity and Inclusion (2022 Workforce Profiles)

Designated Group	Executive Leadership	Management All Bands	BCPS Overall
Indigenous Peoples	2.4%	3.5%	4.5%
Persons with Disabilities	16.6%	16.9%	21.8%
Visible Minorities	8.1%	16.3%	21.0%
Women	50.0%	58.5%	62.7%
Non-Binary	2.4%	1.7%	1.9%
2SLGBTQ+	11.8%	6.8%	8.1%

This data is based on self-reported demographics captured in corporate surveys. It is updated later in the year after each Work Environment Survey (WES). Corporate surveys include additional gender categories; therefore, representation of women may not align with PeopleSoft data (see note below).

Gender – Female/Male (PeopleSoft Data)

Gender	Executive Leadership	Management All Bands	BCPS Overall
Female	53.8%	60.8%	60.3%
Male	46.2%	39.2%	39.7%

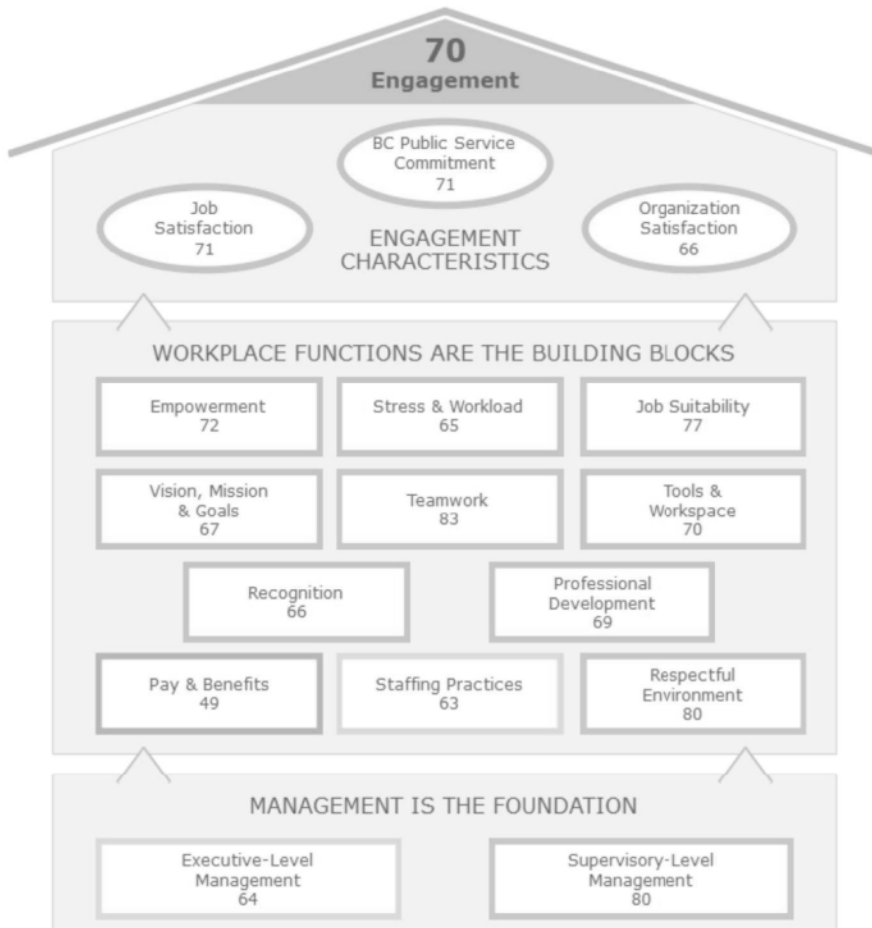
This data is based on employee data captured in PeopleSoft. PeopleSoft currently includes only binary categories (female/male); therefore, representation of women may not align with the corporate Workforce Profile (see note above). Future administrative data will include additional categories.

BC Public Service Human Resources Statistics

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 February 2024 survey are shown below. Aggregated employee responses are represented as average scores out of 100. The next update of this information will be available in Spring 2026.

BC Public Service 2024 Results



- Understand your challenges (54 points or lower)
- Focus on improvements (55 to 64 points)
- Leverage your strengths (65 to 74 points)
- Celebrate your successes (75 to 84 points)
- Model your achievements (85 points or higher)

Overall employee engagement in the BC Public Service had seen very little variation over the last three cycles (see table below), but this year saw a statistically significant 3-point increase in engagement.

Ministry and work unit level results provide more detail and variation across workplace topics. The next fielding of the survey is expected in early 2026.

	2011	2013	2015	2018	2020	2022	2024
Overall Engagement Score (out of 100)	65	64	66	68	68	67	70



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 workplace 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.

Given an increasing prevalence of chronic disease and mental health issues, and as part of ensuring a present and able workforce that can best support the needs of the public, the BC Public Service is prioritizing the psychological health and safety of employees in alignment with elements of *The National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard)*.

Discussion:

The 2023 corporate plan, *Where Ideas Work*, includes a commitment to, *“Maintaining and enhancing measures to ensure ministries and supervisors can lead workplaces that operate safely, effectively support workforce wellbeing and build workplace psychological health and safety.”* This reflects an understanding that organizational leadership, attention, services, skills 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.

In the prevention of work-related illness and injury, the current focus is on equipping ministries to develop and maintain safety management systems which incorporate risk identification and mitigation principles into business practices, rather than viewing them as a separate function. Integral to safety management is the concept of continual improvement, which encourages ministries to mature their systems based on injury and illness data such as rates, and casual patterns such as nature and type. The PSA provides ministries with a variety of tools to enable the collection and analysis of their information.

Corporate-wide occupational health and disability management services focus on early intervention and support, and the triage of illness/injury-related leave to identify and prioritize appropriate clinical, workplace or other related supports. Specialists in disability management and occupational health work with people leaders and employees to enable early, safe, and sustainable return to work and minimize the individual and operational impacts of illness or injury.

Workplace health planning and programs works with clients at the ministry/organization level to provide evidence-based tools to identify and mitigate their risks to workforce health. Programs like respiratory virus awareness, influenza vaccination, smoking cessation, and recovery-focused substance use treatment funding are key workforce health programs. Currently, the focus of the health planning service is on equipping ministries to assess their performance on the 13 psychosocial factors in the Standard and then develop actionable plans to remove barriers to achieving full workforce capacity.

For those seeking individual health programming, BC Public Service employees and their families have access to an Employee and Family Assistance Service (EFAS) with 24/7 access by phone, online or via the provider's app. TELUS Health has been the service provider since April 1, 2023. EFAS offers short term general clinical counselling and work/life advisory services, as well as targeted programs for critical incident response and cumulative stress management. EFAS also provides new self-directed digital programs through the Total Mental Health Platform and specialized support programs where clients are guided by counsellors as they work through the programs at their own pace, including:

- Trauma Assist – a clinical support program to address symptoms of post-traumatic stress for those exposed to workplace or personal trauma.
- Depression Care – a clinical support program for clients experiencing moderate to severe symptoms of depression, anxiety, or chronic stress.
- AbilitiCBT – a digital, therapist-guided, cognitive behavioural therapy program.

The BC Public Service's broad range of proactive and targeted health programming has led to positive outcomes, including keeping illness/injury leave claim costs under 5% of payroll (STIIP, LTD, and WSBC, excluding LDB). Continued investment by ministries in creating a safety and health focused culture will maintain the health and safety performance to date, preserve and build workforce capacity, and will position the public service to efficiently respond to emerging health issues in the future.

Overview:

Short Term Illness and Injury Plan (STIIP)

- The average number of sick days last fiscal year was 8.9 days per FTE. British Columbia continues to have lower sick days than that of other Provincial and Federal administrations. For example, Statistics Canada data states the 2023 Federal Administration measures at 12.7 days per FTE while the average 2023 Provincial Administrations was 12.8 days per FTE.

Long Term Disability (LTD)

- LTD Plan benefits costs as a percentage of payroll have decreased over the last four fiscal years from a high of 1.88% in 2021/22 to a low of 1.73% in 2023/24.
- The new LTD claims rate has decreased from 12.0 (2022/23) to 10.6 (2023/24) new claims per 1000 employees. There were 460 new claims accepted in 2023/24 – a decrease from 555 in 2022/23.
- New LTD claims for mental health conditions have been relatively stable over the past five years though there was a 5% reduction in the number of new claims from 2022/23 to 2023/24. There were 208 new LTD claims for mental health conditions in 2023/24 (45% of all new LTD claims)

Mental Health

- The number of managed STIIP cases with mental health diagnoses has increased by 14% since 2019, however, the percentage of managed mental health STIIP cases has remained stable since 2021.
- Mental health disorders account for 53% of new LTD claims since 2018/19 (58% of new LTD claims were for mental health disorders last fiscal year, costing approximately \$30M).
- Mental health disorder claims represent 18% of total WSBC claims, and account for 50% of days lost and 63% of total claims costs over the past 5 years.
- Of the ministries that developed Workforce Plans in 2023, 76% included at least one action item related to workplace mental health.

Employee and Family Assistance Services (EFAS) for Fiscal Year 2023/24 – provided by TELUS Health

- Clinical Counselling and WorkLife support (e.g., financial and healthy living supports) were accessed by 4239 employees and family members and employee utilization was at 17.8%, which was greater than 3 of 5 other governments using TELUS Health services.
- There were 469 instances of employees signing up for specialized programs - Trauma Assist, Depression Care, and AbilitiCBT.
- Critical Incident Response and Cumulative Stress Management Program used by ministries increased by nearly 60% over 2022/23, with 429 cases initiated in 2023/24.
- The Total Mental Health digital platform (TMH) was a new service as of April 1, 2023, offering self-directed mental health and work/life programs via an app-or online. TMH had an employee adoption rate of 20% for new accounts, with 73% of these employees engaging at some level with the programs on the platform.

Approved By:

Dr. William Lakey

Medical Director, Workplace Health and Safety

604-398-5692

Government 101

Overview of Key Roles, Structures & Processes

October 2024



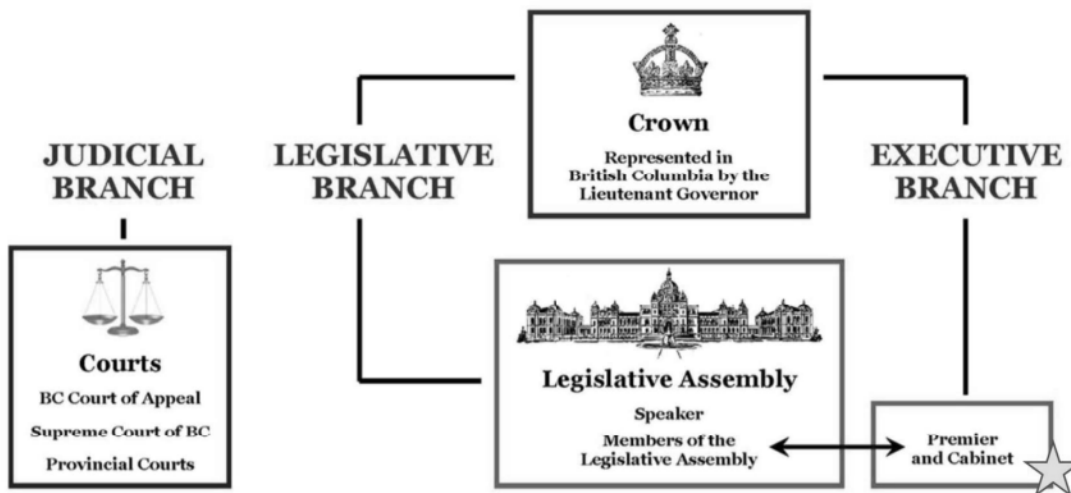
Overview

- Introduction
- Office of the Premier
- Roles & Responsibilities
- Government Decision Making
- Cabinet Confidentiality
- Conflict of Interest
- Records Management

Introduction



The Three Branches of Government



The Executive Council or Cabinet

- Established under section 9 of *Constitution Act*
- Ultimate decision-making body of government
- Members appointed by the Lieutenant Governor on advice from Premier
- Chaired by the Premier

Office of the Premier



Office of the Premier

- The Office of the Premier has two principal roles:
 - 1) **Political:** overseen by the Premier's Chief of Staff, who acts as the senior political advisor to government
 - 2) **Non-partisan Public Service:** overseen by the Deputy Minister to the Premier
- Premier's **Chief of Staff** and **Deputy Minister to the Premier** work collaboratively to:
 - Support the Premier to advance government's policy and legislative agendas
 - Represent the Premier in providing direction to their respective staffs:
 - Chief of Staff provides direction to political staff, including Ministers' chiefs of staff
 - Deputy Minister to the Premier provides direction to public servants

Key Roles

Premier's Chief of Staff

- Most senior political advisor
- Provides strategic advice to the Premier and Executive Council (Cabinet) to advance government's policy and legislative agenda
- Coordinates and develops governments strategic and policy objectives
- Coordinates cross-government communications and issues management
- Develops and maintains relationships with major stakeholders
- All Ministers' chiefs of staff report to the Premier's Chief of Staff

Deputy Minister to the Premier

- Most senior public servant (non-political official)
- Serves as Cabinet Secretary and head of the BC Public Service
- Provides non-partisan advice to the Premier on public policy, development of legislation, and operational issues
- Ensures effective administration of programs and services, the development and implementation of key policy initiatives
- Manages a professional and non-partisan public service
- All Deputy Ministers report to the Deputy Minister to the Premier

Roles & Responsibilities



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Government Decision-Making



Cabinet-Level Decisions



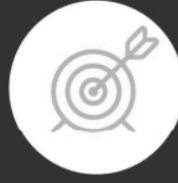
Policy

Cabinet considers and provides direction on significant new policies or shifts in policy. It may also provide direction on contentious issues and issues with significant cross-government and inter-governmental implications.



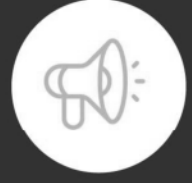
Fiscal

Treasury Board considers and provides direction on the overall financial decision making of the province and the execution of the fiscal plan, including making regulations or issuing directives to control or limit expenditures.



Legislative

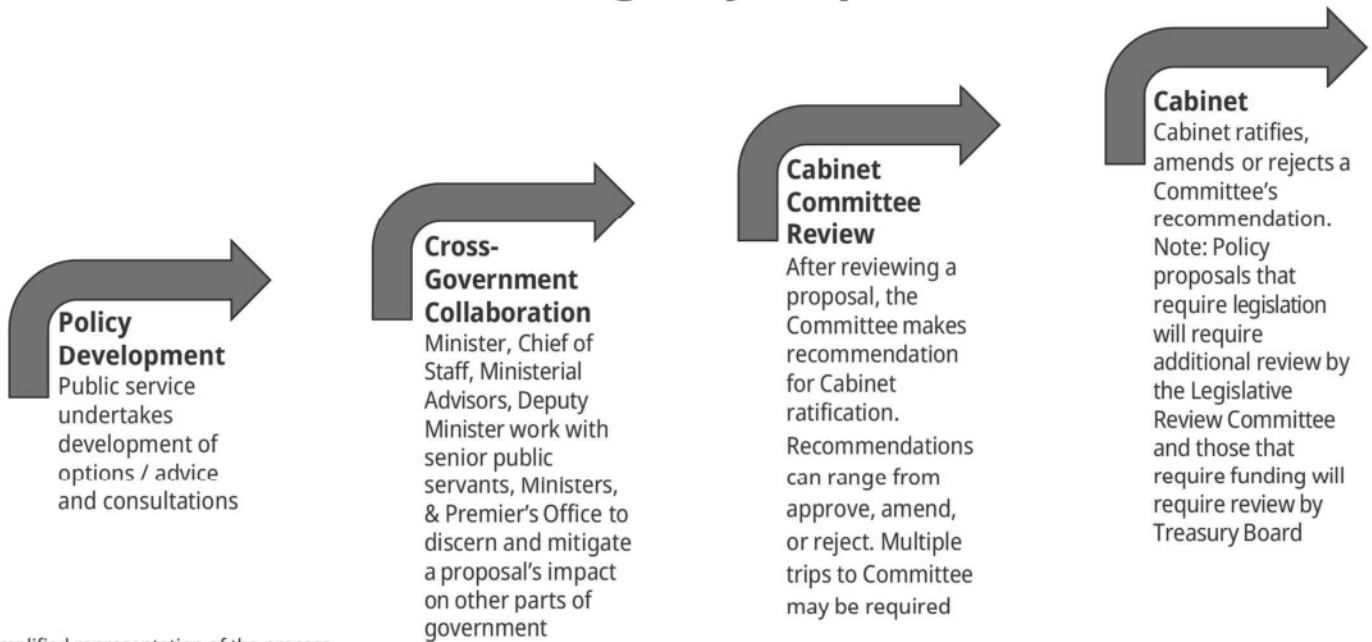
Cabinet considers and provides direction on legislative priorities and legislation.



Regulations / OICs

Cabinet considers and provides direction on regulatory changes, appointments and more through Orders in Councils (OICs).

Government Decision-Making: Key Steps*



*This is a simplified representation of the process

Mandate Letters

- Usually, Mandate Letters are issued to each Minister by the Premier and set out the expectations and deliverables regarding their portfolio and priorities for government as a whole
- Mandate Letters act as a guide for the Minister and Deputy Minister to follow in their day-to-day work, as well as the means for evaluating it
- How and when Mandate Letter deliverables are achieved is determined through collective decision making at Cabinet
- Any policy proposal that falls outside of the objectives set out in Mandate Letters requires approval from the Premier's Office to enter into the Cabinet review and decision-making process

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Cabinet and Cabinet Committees

- Policy or program proposals require formal Cabinet approval to proceed:
 - This process involves a Cabinet Submission, sometimes more than one, for review and decision
 - Policy and funding decisions are determined separately, through Cabinet and Treasury Board respectively
 - This process applies even if the item is listed in a Minister's Mandate Letter
 - The Deputy Minister to the Premier, in their role of Cabinet Secretary, is responsible for what advances into the Cabinet review process
 - The process and administration of Cabinet and Cabinet Committees is managed through the office of Cabinet Operations
- Cabinet and Cabinet Committees reach decisions through discussion and consensus
- Decisions are set out in minutes and are formally communicated to ministries through Records of Decision

Role of Cabinet Committees in the Review Process

- Prior to proceeding to Cabinet for decision, a submission may be vetted by a Cabinet Committee
- Practically speaking, Cabinet Committees help manage the high volume of items requiring decision so that Cabinet meetings can focus on the most significant, high-profile public policy issues
- Cabinet Committees are established by the Premier, by convention or by legislation
- Membership is composed of Cabinet Ministers and some government caucus MLAs. Each Committee is chaired by a member of the Executive Council (Cabinet)
- Cabinet Committees assess submissions and make recommendations to Cabinet, which the Chair reports out on at a full Cabinet meeting
- Cabinet can ratify, amend or reject the Committee's recommendation and Ministers are expected to leave Cabinet with a united voice

Cabinet Confidentiality



Cabinet Confidentiality

- The work undertaken by Cabinet and its Committees is and must remain confidential. This includes anything that would reveal the substance of Cabinet deliberations:
 - Cabinet and Treasury Board Submissions and supporting documents
 - Discussion around the Cabinet table
 - Attendees, agendas and dates that items are scheduled to come forward
- Cabinet is a safe place to talk frankly and emerge with one voice
- All Ministers, MLA Cabinet Committee members and their supporting political staff are required to uphold the confidentiality provisions under the oaths or confidentiality agreements they have taken:

Cabinet Minister	Oath for Member of Executive Council
MLA Cabinet Committee Member	Oath of Confidentiality for Committees of Executive Council
Ministers' Chiefs of Staff	Political Staff Oath Confidentiality Agreement for attending Cabinet & Committee meetings

Cabinet Confidentiality

- The requirement for Cabinet confidentiality prohibits direct and indirect disclosures outside of government – to stakeholders, lobbyists or the media
- Breaches in Cabinet confidentiality violate the collective responsibility shared by all Cabinet Ministers and can have serious implications for Government as a whole
- Confidentiality applies to Cabinet as an entity – individual ministers do not have the authority to waive it
- Advice/Recommendations

Conflict of Interest



Conflict of Interest

- Ministers and political staff are required to avoid conflicts of interest
- Ministers must abide by the *Members' Conflict of Interest Act*, which prohibits acting in an official capacity if a conflict of interest or a perceived conflict of interest exists
- Similarly, political staff must abide by the conflict of interest requirements outlined in the Standards of Conduct for Political Staff
- There are three types of conflict of interest: real, potential and perceived
- A conflict of interest exists if an official power or an official duty or function is performed when the person knows that there is the opportunity to further a private interest
- A private interest does not include an interest that applies to the general public or affects a minister as a broad class of people
- **Effectively managing conflicts of interest is one of the primary ways that public confidence in the integrity of government is fostered and maintained**

Conflict of Interest Commissioner

- The Conflict of Interest Commissioner is an independent, non-partisan Officer of the Legislative Assembly who is responsible for independently and impartially interpreting and administering the *Members' Conflict of Interest Act*
- All Members of the Legislative Assembly are required to file a confidential disclosure statement with the Commissioner within 60 days of being elected, and after that, annually
- Once the contents of the confidential disclosure statement have been finalized, a Public Disclosure Statement is prepared, which contains most, but not all, of the information provided to the Commissioner
- The Public Disclosure Statement is filed with the Clerk of the Legislative Assembly and is available for public inspection

Records Management



Records Management

- All records created are subject to the *Freedom of Information and Protection of Privacy Act (FOIPPA)*, whether they are considered transitory in nature or are related to government decisions
- These include both hard copy and electronic records (E.g., emails, texts, Post-It notes, notebooks)
- Records relating to government decisions need to be maintained by Ministers and Ministers' office staff
- Maintaining records does not equate to disclosure of records
- Records belong to government, not to individual members of Executive Council or political staff

Records Management

- Content related to Cabinet and Cabinet Committee deliberations cannot be disclosed under section 12 of FOIPPA
- Section 13 of FOIPPA provides a similar rule for policy advice or recommendations developed for a Minister
- Information and Privacy Analysts in the public service help with redacting content from records from records in accordance with FOIPPA as part of preparing responses to freedom of information requests
- Some records are proactively disclosed, including Minister's calendars and travel expenses

Records Management

- Deputy Minister Offices (DMOs) are responsible for the proper management of government records that reside in a Minister's Office and sign off on the final response packages for freedom of information requests
- DMO and Minister's Office staff should establish protocols regarding records management and responses to freedom of information requests
- Minister's Office staff should undertake training via the Corporate Information and Records Management Office related to records management, freedom of information requests, and protecting the personal privacy of individuals
- Specific executive training may be available via dedicated sessions in addition to online learning courses through the Public Service Agency
- **Staying on top of records management is key – any record you didn't need to keep but is still in existence is subject to FOIPPA**

