

*Public Service Employee
Relations Commission*

**2002/03
Annual Service Plan Report**



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Accountability Statement

The 2002/03 Public Service Employee Relations Commission Annual Service Plan Report was prepared under my direction and in accordance with the *Budget Transparency and Accountability Act*. This report compares the actual results to the expected results identified in the commission's 2002/03 Service Plan. I am accountable for the commission's results and the basis on which they have been reported.

A handwritten signature in black ink, appearing to read 'S. Santori', with a long horizontal stroke extending to the right.

Honourable Sandy Santori
Minister of Management Services and
Minister Responsible for the Public Service
Employee Relations Commission

June 13, 2003



Public Service Employee Relations Commission



The Public Service Employee Relations Commission has, over the past year, completed a transition of significant proportions in order to meet the goal of being more cost-effective and client-service oriented. Extensive consultation, across many levels of the B.C. public service, resulted in the consolidation of human resource services into one agency for all of government.

On April 1, 2003 the new BC Public Service Agency and Leadership Centre emerged as the result of this intensive process.

The visions for these two new organizations are strongly aligned with the renewal of B.C.'s public service. The Agency and Leadership Centre reflect values that support a workforce focused on excellence through employee performance, learning, innovation and progressive employer-employee relationships.

This annual report charts the final year of the Public Service Employee Relations Commission. It describes the transformation that has resulted in human resources programs that reflect the best modern practice. Government ministries are now seen as clients and professional development opportunities are becoming readily available to the staff of the largest employer in the province.

I am confident that the BC Public Service Agency is now ready to support excellence in our public service. British Columbia will benefit from the results.

Honourable Sandy Santori
Minister of Management Services and
Minister Responsible for the Public Service Employee Relations Commission

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Year-at-a-Glance Highlights

Planning and transition activities in 2002/03 focused PSERC's work as the Commission prepared to consolidate human resource services across the B.C. public service into one organization for all of government. The new organization was to be more cost-effective and efficient while at the same time striving for excellence. Significant time and resources were invested to ensure the model for the new Agency had the agreement of stakeholders and would therefore be positioned for success.

Major achievements over the past year included the following:

- Designed and built the new human resources delivery model.
- Worked with stakeholders throughout the public service to conduct business process reviews of all major human resource functions.
- Developed and introduced government's first corporate human resource plan to support the goals of the Public Service Renewal initiative.
- Worked with ministries to complete the design and selection of staff for the new BC Public Service Agency.
- Developed a Leadership Centre, to deliver a wide range of human resource policies, programs and services to approximately 1 100 executives and senior managers.
- Developed the Corporate Learning Strategy, in consultation with ministries.
- Developed a corporate Employee Performance Management Framework, to help ministries in developing a performance-focused workforce.
- Developed a benefits call center and a new disability case management framework to properly administer the \$380 million benefits budget and provide better services.
- Developed a simplified classification process to increase efficiency in the job classification process.
- Achieved a 12% target to reduce regulatory requirements.

During this transition, PSERC focused on maintaining levels of service delivery to ministries:

- Administered an \$8 million Public Service Learning Fund, and a \$2.2 million IT Learning Fund, and supported ministries on delivery of corporate training.
- Ran a gross payroll of \$1.5 billion.
- Provided services to ministries during the second round of government-wide workforce adjustment.

Commission's Role and Services

Commission Vision, Mission and Values

Vision

The Government of British Columbia is a preferred employer that attracts, retains and develops people with talent and commitment to the public service.

Mission

The Commission provides Human Resource leadership, governance and management to assist the public service to effectively deliver programs and services to British Columbians.

Values

- We have clear priorities that we openly communicate to our clients.
- We are professional and non-partisan.
- We are publicly accountable for results.

Overview

2001/02 to 2002/03 was a year of incredible transition for the Public Service Employee Relations Commission. In addition to carrying out its responsibilities for human resources management and development across the public service, considerable effort and energy was focused on the following areas:

Workforce Adjustment — The Commission played a key role in managing the workforce adjustment process across the public service.

Public Service Renewal — The Commission led efforts to 'rebuild and sustain a professional public service' through a variety of strategies and projects.

HR Organization Project — The human resource function was identified for consolidation across the public service in order to increase both efficiency and effectiveness. Planning and implementation of all aspects of this process were completed over this fiscal year. The scope of this effort was considerable and involved collaborative planning processes with Ministry Executives and the entire HR community. It included finalizing of models and structures, review of all major business processes for efficiency and effectiveness, and determination of staffing levels, filling of positions, and associated workforce adjustment for the HR community.

March 31, 2003 marked the last day of operation for the Commission as the structure and mechanisms for human resource management services were completely transformed. As of April 1, 2003 the new consolidated services were provided through the BC Public Service Agency. Accordingly, this is the final annual report for the Public Service Employee Relations Commission.

Commission Operating Context

Link to Government's *New Era* Vision and Strategic Plan

"The best public service in Canada" is the goal that drove this year of transition to the BC Public Service Agency and Leadership Centre. Processes were designed and implemented to ensure the new organizations would provide leadership in people management and human resource practices. At the same time a focus on cost-effectiveness and efficiency was required for future success. In implementing the new model, the HR Organization Project team modeled the values of connecting with clients, providing excellence in service, and achieving results. The resulting organizations, launched on April 1, 2003 accomplished one of the Commission's top priorities: the consolidation of human resource management across government.

Core Services Review Mandate for the Commission

The Commission's mandate under the Core Services Review was to support government's workforce adjustment plan; and, to develop a human resource strategy to support the Public Service Renewal initiative. This mandate was fully served with the transition to the BC Public Service Agency and Leadership Centre and the successful completion of the second year of workforce adjustment.

The Changing Face of Human Resource Management

As fiscal pressures continue to impact government, societal and demographic changes influence the province's workforce. To be effective, human resource management must be state-of-the-practice, without duplication and able to enhance employee performance to achieve results. The BC Public Service Agency and Leadership Centre position the province to respond to the changing needs of government and its workforce for the long-term.

Update of *New Era* Commitments

Merit Legislation

The first report of the Merit Commissioner was tabled in the Legislature in May 2002. Subsequent reports will be tabled annually.

Strategy for Recruitment and Retention of a Professional Public Service

This was a key project charged to the Commission. As discussed in the Core Business Areas and Performance Reporting sections, the renewal initiatives to rebuild and sustain a professional and qualified public service have been developed and will be implemented with the launch of the new British Columbia Public Service Agency April 1, 2003.

Core Business Areas

HR Strategy and Policy

Overview

The Commission develops and implements policies and guidelines related to terms and conditions of employment and the effective management of public service human resources. It prepares draft legislation, regulations and policy directives for the approval of the Minister Responsible for the Public Service.

The Commission provides ongoing policy advice and project support to the human resource community. It provides research analysis, and advice on human rights, ethics, and standards of conduct.

Year in Review

The Commission initiated an overall review of policies and legislation to prepare for the move to consolidate human resources and to meet targets for the deregulation initiative. As a result of this review, several redundant policies and regulations were identified and eliminated, while others were streamlined and updated. The Policy Branch worked closely with the Staffing Branch and ministry representatives in the review and revision of the recruitment and selection policy. Corresponding changes to the *Public Service Act* were also initiated. This paves the way for major changes to the recruitment and selection process across government. In addition, the Policy Branch assisted the BC Pension Corporation in changes to regulations under the *Public Service Benefits Plan Act*.

The Commission plays a key role in the development of workforce adjustment strategies and procedures, including those related to voluntary exit programs. Two voluntary exit programs were offered: Early Retirement Incentive Program (ERIP) and Voluntary Departure Program (VDP). Voluntary exit programs help meet overall workforce adjustment targets.

An employee recognition review was conducted as part of the Renewal initiative. The review confirmed the usefulness of current recognition programs:

- Employee Recognition Program — provides taxable awards of up to \$2 000 per employee for improvements resulting from adopted employee ideas or successful, team-based improvement projects;
- Staff Appreciation Awards Program — enables fast nominal recognition for excellent performance; and
- Long Service Awards — recognizes employees who have 25, 35, or 40 years of public service.

The review recommended a new Premier's Public Sector Awards program. In addition it recommended an emphasis on informal recognition — feedback from managers and supervisors to their staff.

A province-wide consultation process was undertaken with 100 line managers and staff to develop core public service and core leadership competencies. These competency models provide managers and staff with a common set of definitions and descriptions about the behaviours that result in high performance. They can be used in recruitment, staffing, performance management, succession planning and training and development to ensure high service quality. These were accepted by the Deputy Ministers' Council on Shared Services. The competencies are:

Core Public Service Competencies:

- Service Orientation;
- Results Focus;
- Teamwork and Cooperation.

Core Leadership Competencies:

- Strategic Orientation;
- Leading Others;
- Innovation and Change;
- Developing Others;
- Empowering Others.

To support the application of competencies in the public service, a number of resources were provided to managers and supervisors. These resources included:

- A dictionary of 43 competencies.
- A Development Resource Guide outlining development activities in relation to each of the competencies.
- A Behavioural Interview Guide providing an interview methodology and criteria for each competency.

In preparation for the transition to the new BC Public Service Agency, functional competencies were also developed for the human resources community in a separate process. These competencies were used in the process of staffing the new Public Service Agency.

Organizational Development

Organizational Development embraces several functions throughout the Commission. Following is a summary that describes the major organizational development functions and achievements over the past year.

Staffing

Overview

The past year has been an extremely active one in the staffing area from a planning perspective. In order to address issues identified in the staffing process, a shift in authority and accountability was planned through proposed changes in legislation, policy, practice and philosophy. While the authority to hire under the *Public Service Act* rests with the Commissioner, ministries have typically carried out this function with the support of human resource professionals who have delegated staffing authority. Under existing legislation and regulation, an appeal mechanism is used to address unsuccessful candidates' concerns that the merit principle has not been applied appropriately. This has led to a very bureaucratic and rigid process for staffing in the public service to avoid prolonged delays and the high cost of repeating staffing processes if decisions are overturned. Change was necessary.

Year in Review

Under the Core Service Review, the strategic shift endorsed by government for the Commission was to rebuild and sustain a professional public service capable of providing quality services that meet the needs of British Columbians. This led to the review of staffing in the public service with the primary goal of developing a flexible and responsive hiring process based on merit. This review involved analyzing the definition and application of merit, establishing a simplified staffing process, reviewing the appeals process and recommending legislative and policy changes. Many changes have been proposed to legislation, policy and practice including replacing the appeal mechanism with a faster and more practical review process.

A significant shift for staffing in the public service was introduced with the creation of the new BC Public Service Agency on April 1, 2003. It involves a shift in authority and accountability for staffing from the human resource community to line management. The shift is consistent with the government's commitment to support line managers in their role to manage efficiently and effectively. Support for line managers in this transition will occur through streamlined delivery of human resource services, a reduction in policy and regulations and a refocusing on principles, providing managers with practical guidelines rather than dictating processes. All of this is being done with an expectation that we will not only maintain but also, strengthen the merit principle. This has been accomplished in part by the establishment of the Merit Commissioner in the previous fiscal year.

Staffing Actions

There were 1 385 competitions posted, covering 1 633 regular positions, of which 964 were in-service and 669 out-of-service. An additional 191 temporary competitions were posted covering 213 appointments.

Of the 32 appeals of hiring decisions, six went before a hearing; one was granted while five were denied. The remainder were settled without a hearing or through a pre-hearing decision.

From April 2002 to March 31, 2003, 367 youth were hired under the Co-op and Youth Employment and IT Work Practicum Programs.

Employee Learning Services

Overview

The Corporate Human Resource Plan identified employee learning and development as a critical element in revitalizing the public service. Employee Learning Services provided government-wide employee learning programs (corporate learning) to address government strategic directions and ministry business needs. In addition, training specific to each ministry's priorities and mandate was provided. The range of programs offered included: assessment of government-wide learning needs, provision of competency-based learning programs and evaluation of their success.

Employee Learning Services' responsibilities include:

- Implementing the Corporate Learning Strategy;
- Managing the Public Service and Information Technology Learning Funds;
- Managing the planning, procurement and delivery of competency-based corporate learning programs, products and services;
- Planning, consulting and evaluating activities to enable and ensure quality service.

Year in Review

The Employee Learning Services Branch budget for 2002/03 consisted of \$8 million in the Public Service Learning Fund, and \$2.2 million in the Information Technology Learning fund, for a total of \$10.2 million. This funding supported delivery of corporate learning programs in finance, human resources, information technology, leadership and management development, career development, and workforce adjustment. New learning projects included:

- Pilot delivery of the "Leading the Way" leadership training program;
- Development of a new enterprise-wide risk management program for government;
- Introduction of the competency dictionary into planning and development of new training;
- Continued support of the Public Service Renewal project;
- Increased province-wide training to support individuals in their uptake of workforce adjustment options;

- Development and delivery of a two day orientation for all BC Public Service Agency staff;
- Development and implementation of the on-line Course Information and Registration system.

The Corporate Learning Strategy was developed in consultation with ministries, and published in November 2002. The strategy identified three key objectives:

- The creation of a culture in the public service that encourages learning and the acquisition, transfer and use of knowledge.
- Training and development programs that meet the needs of: government strategic priorities, ministry business objectives, and employee job requirements.
- Efficient delivery of training and development programs to employees of all ministries and across all regions.

Program Delivery

Budget area	Number of sessions	Number of employees
Public Service Learning Fund	870	12,140
Information Technology Learning Fund	174	1,183
Workforce Adjustment Training and Services ...	294	15,302
Totals	1,338	28,625

Leadership Centre

Overview

The creation of the Leadership Centre is one aspect of a larger plan, which includes the changing role and business of government, a newly formulated vision and values for the public service and recognition that renewal is needed to meet the challenges of the future. The newly created Leadership Centre directly provides or coordinates a wide range of human resource policies, programs and services to approximately 1 100 executives and senior managers.

The Leadership Centre (launched April 1, 2003) is an arm of the new BC Public Service Agency that is led by a Deputy Minister who has a close working relationship with the Deputy Minister of the BC Public Service Agency. The Centre's Deputy Minister holds membership on the Deputy Ministers' Council and is supported by a small strategic and coordinating team of professionals who provide or contract for all aspects of human resource management.

The objectives of the BC Leadership Centre are to:

- Set a standard of excellence and be a model to attract, retain and develop competent and professional public service leaders;
- Build a corporate resource of executives and senior leaders that have the knowledge, support and services they need to implement the business and renewal agendas of government;
- Provide executive and senior managers with the resources they need to foster their professional growth, develop leading-edge skills and gain well-rounded experience in a variety of portfolios;
- Keep our leadership resource vibrant through recruitment, retention, development and succession planning;
- Continually ensure employees with high potential may become our leaders tomorrow.

Year in Review

In preparation for the start-up of the Leadership Centre, the following activities were undertaken:

- 40 executive and senior management personnel were hired during fiscal years 2001/02 and 2002/03;
- Executive competencies were developed for ADMs and DMs;
- Employee performance and development plans were developed and completed by all Deputy Ministers (pay for performance bonus criteria);
- Approval was received from Deputy Ministers' Council and Deputy Ministers' Council on Shared Services to develop the corporate talent pool to meet succession planning needs;
- An Executive Orientation program was developed and delivered to those DMs and ADMs new to the role or new to government;
- An Executive Dialogues program was developed and delivered to executives to promote awareness and understanding of corporate and global issues.

Compensation

Overview

The Commission develops and maintains job evaluation and compensation plans for use across government. It has responsibility for ensuring job evaluation plans are implemented equitably in all ministries and agencies that are governed by the *Public Service Act*.

Job evaluation is a formal process by which management determines the relative value of different jobs within an organization. This relative value determines the appropriate salary.

The Commission is responsible for: consultation with bargaining unit representatives in the construction of job evaluation plans, design and implementation of management plans and administration of related compensation policy.

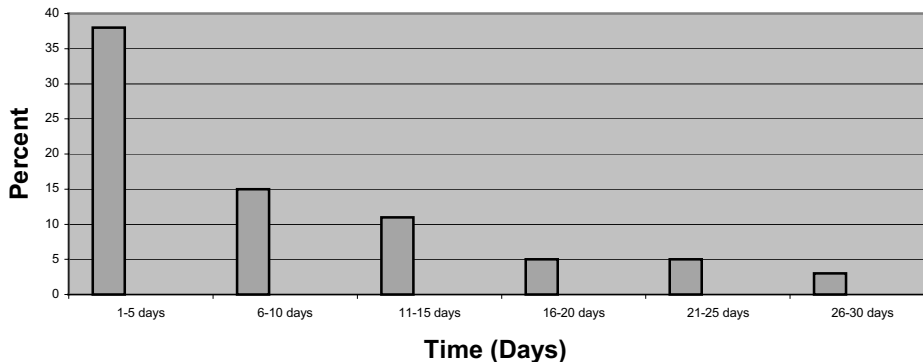
The authority to evaluate jobs is vested in the Commission and is delegated to designated ministry staff. To accomplish equitable application of job evaluation plans, the Commission trains ministry personnel, monitors the application of the various plans and conducts random audits. Inter-ministry teams of subject-matter experts conduct some job evaluations.

Year in Review

Over the year, the Commission resolved 32 classification appeals through dispute resolution processes. The Commission completed approval for 1 210 classification review requests for non-delegated positions. Of these decisions, 69% were completed within 20 days, which is the same rate as the previous year.

The highlight for the year was a business process review of the classification and

Turnaround Time for Job Classification



compensation functions. This review was conducted in order to streamline and increase the efficiency of work processes. Recommended changes will be introduced during the 2003/04 fiscal year.

Labour Relations

Overview

The Commission provides comprehensive negotiation and labour relations services and ensures that government objectives are met in negotiation with public service unions and professional associations. Staff provide direction, advice and support to ministries and agencies on the interpretation and application of collective agreements and employment related legislation.

The Commission represents the government on matters arising out of collective agreements and employment-related legislation at arbitration and before the Labour Relations Board and other administrative tribunals.

Year in Review

The past fiscal year was the second year of a three-year term for most master and component agreements; as such bargaining activity was minimal. Agreement renewal negotiations between the Crown Counsel Association, representing crown prosecutors employed by the Province, commenced and remain outstanding. Negotiations were also ongoing with a number of non-unionized groups including Dentists and Denturists providing services to the Ministry of Human Resources Dental Program.

2002/03 was also the second year of the Government's workforce reduction program and significant resources were directed toward associated program support including:

- Devising and operating voluntary separation programs.
- Developing workforce adjustment handbooks and providing technical papers/advice respecting collective agreement layoff and recall provisions.
- Conducting joint union/management committee meetings associated with workforce adjustment.
- Processing associated disputes to arbitration.
- Coordinating the placement process associated with the operation of the layoff and recall provisions of the collective agreements.

Labour Relations support was provided in program devolution associated with several ministries. A number of transfer agreements have facilitated the transfer of health programs to the health sector. The Commercial Transport Inspection groups of ICBC and the Open Learning School of the Open Learning Agency were incorporated into government through transfer agreements negotiated by the branch. The branch negotiated a similar transfer agreement to facilitate the transfer of staff from the Workers Compensation Board to maintain business continuity during the establishment of the Workers Compensation Appeal Tribunal.

Grievance volume continued with approximately 1 128 grievances filed at arbitration from four bargaining units (BCGEU, Nurses, PEA, and Queen's Printer Council of Graphic Arts Unions). Previous years' grievances not yet concluded numbered approximately 2 300, were also scheduled for expedited arbitration, utilizing 38 hearing-days in five locations. Forty-three expedited arbitration awards were issued. The remaining were settled, withdrawn or adjourned by the parties before the hearings. The Branch had conduct of disputes which led to 36 formal arbitration awards and 21 LRB Decisions; 2 BC Court of Appeal decisions; and 1 Supreme Court decision.

Significant decisions included a recent award upholding the employer's position on the payment of STIIP benefits to auxiliary employees.

The Commission continued to provide labour relations specialists to deliver training on Effective Discipline, Fundamentals of Supervision, and Contract Management to supervisors and managers in ministries.

Employee Benefits

Overview

The Commission is responsible for the development, implementation and management of public service employee benefit plans and programs. These cover all eligible employees who are at work or on disability benefits. Some benefits also apply to retired employees. The Commission manages and administers the benefit plans, develops policy, and negotiates service delivery contracts with benefit carriers. The Commission also provides consultative and administrative services to the public service and participating public sector agencies.

Funding for benefits is recovered as a percentage of payroll from ministries. Crown corporations, agencies, boards and commissions that participate in these plans pay the costs of the benefits provided to their employees either by premium or payment of actual costs. The Commission collects premiums from employees on lay off or leave without pay to continue coverage for certain benefits.

Great West Life is the private insurance carrier for Group Life and Long Term Disability, while Pacific Blue Cross is the carrier for Extended Health and Dental plans. Basic medical coverage is through the Medical Services Plan of British Columbia.

Employee and family benefits include: Group Life Insurance, optional Spouse and Dependent Group Life Coverage, Air Travel Insurance, Extended Health and Dental Benefits, Deferred Salary Leave Program, Medical Services Plan of British Columbia, Employee Benefit Trust, and Judicial Benefit Trust.

Illness and injury benefits include: Weekly Indemnity provides income to auxiliary employees while sick; Short Term Illness and Injury Plan, continues part of employees' earnings if they are unable to work due to illness or injury for up to seven months; and the Long Term Disability Plan provides employees with income if they are disabled due to illness or injury for longer than seven months.

The Commission's Managing Health Related Absences Program facilitates the return to work of ill or injured employees and helps control claim costs. This program focuses on early intervention, disability case management, work and work-site accommodations, and retraining and alternate placement.

Employees who are injured as a result of work-related accidents receive Workers' Compensation benefits. The Commission represents ministries before all levels of the WCB appeal system, undertakes claims management and related administrative services, and assists ministries in developing accident prevention programs, managing WCB claims, and ensuring compliance with WCB regulations.

The BC Employee and Family Assistance Program (BCEFAP) provides confidential, professional short-term counseling and referral services to eligible employees and their families to resolve problems that affect their personal lives and, in some cases, their job performance. Additional counseling services were provided to employees impacted by workforce adjustment in 2002/03. BCEFAP also provides a coaching service to ministry supervisors to assist them in dealing with employees with personal problems. A series of newsletters posted on the Commission's website, and training workshops on select topics are part of the program offerings.

A standard protocol enables ministries to obtain Critical Incident Response Services, when required. Brown Crawshaw Inc., an external provider, is contracted to deliver these services.

Government Employee Health Services (GEHS) provides clinical rehabilitation and occupational medicine assessment services to employees and their ministries to support the corporate disability management program and the joint union/employer rehabilitation committee. This assists ministries in responding to employee health matters. The GEHS early medical intervention program targets high-risk disability cases early in the absence of, or prior to an injury becoming disabling. Through close evaluation of disabling factors and review and management of treatment issues, occupational health nurses identify opportunities for safe and timely return to work and resolve workplace safety issues, thus reducing or preventing absences.

GEHS occupational health knowledge and skills contribute to corporate program and policy development, building healthy workplaces and protecting workplace safety. GEHS manages and delivers pre-placement medical screening programs for safety sensitive occupations within government service.

As a requirement of the *Public Service Benefits Plan Act*, the Commission also produces a separate annual report to the Legislative Assembly concerning designated benefit programs.

Year in Review

The Commission continued development of occupational health and safety programs. The *Workplace Guidelines for the Prevention of Musculoskeletal Injuries*, developed in partnership with the BCGEU, was distributed to safety committees and supervisors in all public service workplaces. The *Emergency Preparedness and Response* guide was completed and posted on the commission's website for use by all ministries. Occupational Health and Safety training continued to be delivered in areas such as ergonomics assessment and violence prevention.

The WCB claims management initiative, implemented in September 2000, continues to generate savings through effective appeals representation, pro-active management of longer-term WCB claims, and pursuit of cost recovery opportunities. The program achieved an appeals success rate of approximately 80% during 2002/03. WCB claims management activity continued to build on the success of 2001/02, where a 33% decrease in active claims over two months duration occurred. For 2002/03, an additional 30% decrease was achieved.

Direct and indirect savings during 2002/03 totaled more than \$2.5 million. In addition, the WCB claims and case management training was delivered to several ministries.

The BC Employee and Family Assistance Program provided counseling services to 2 707 employees and 1 729 family members in 2002/03. A follow-up survey of clients found that 78% felt that their overall life situation improved as a result of the BCEFAP services. Across the province, about 260 employees received training in Facilitating Workplace Respect and Cooperation and 80 ministry supervisors received Early Intervention Dividend training. The workshops were well-received and provided employees and supervisors with information supporting the development of positive workplace relationships.

The Commission, through GEHS, supported the Ministry of Human Resources' behavioural disability management program and provided ergonomic workplace job coaching, in specialized cases, to reduce sick leave. A preventative flu vaccination program was offered and delivered to employees under contract by an external provider.

A contract was signed with Great West Life Assurance Company for long-term disability administration. The contract is for 5 years with an option to renew for another 5 years, and includes performance standards with financial penalties.

The Commission developed an integrated, disability information management system to streamline disability benefit administration and personnel management functions to support the rehabilitation and early return to work of ill employees.

220 people on long-term disability took advantage of the early retirement incentive program for a savings of \$18 million in future liabilities.

Corporate and Systems Services

Overview

The Corporate Services branch staff provides budget, financial, administrative, and infrastructure support to the agency. This includes: budget preparation, reporting, and analysis; accounts payable/receivable; internal financial policy; facilities; telecommunications; security; purchasing, contract administration; and records management.

It also provides a wider range of services in the area of Employee Benefit and Workforce Adjustment. Acting as the employer it provides budget, financial, and administrative support for the Public Service Pension and Employee Health Benefit plans, and is responsible for all aspects of budget and financial administration of Workforce Adjustment. These services are provided beyond the agency/employer and extend to a broader audience of clients such as: Plan Carriers, External Employers (who participate in public service benefits plans), financial institutions, ministries, individual government employees, Pension Corporation.

Year in Review

Over the past year Corporate Services has worked through significant transitional initiatives related to:

- Establishment of the new British Columbia Public Service Agency; i.e. the consolidation, regionalization and relocation of the HR community;
- Consolidation and reorganization of previous budgets, records, and services;
- Workforce adjustment; and
- Major cross-government benefit issues.

Performance Reporting

Commission Goals, Objectives, Key Strategies, Core Businesses and Results

Overview

The human resources function in the public service is one of the administrative services that government identified for a shared services model, as part of its strategy to reduce costs and increase efficiency. This necessitated a shift from, all ministries having a dedicated human resources branch to provide handle ongoing human resource services, to a model where common services were consolidated in one human resources service centre for all of government.

In the past, The Commission provided support and oversaw human resource functions across government. The new BC Public Service Agency consolidates the daily human resource services formerly housed within ministries with the governance and corporate support functions of the Commission.

This represents a major shift in human resource responsibilities. Daily management of human resources will rest with senior and line managers within the ministries. The Agency will play a supportive and enabling role. The critical link between the ministries and the Agency will be the Ministry Strategic Human Resource teams, who will negotiate the provision of human resource services provided by the Agency to ministries through Service Level Agreements.

The new Agency will also have an arm's length relationship with the newly established Leadership Centre. The Leadership Centre was established to address the Public Service Renewal goal for "Proactive and Visionary Leadership." The Centre provides or coordinates a wide range of human resource policies, programs and services to approximately 1 100 executives and senior managers.

The new Agency will remain active in three goals of the old Commission's service plan for 2002/03. They are:

1. Workforce adjustment — to quickly transition the workforce from today's business practices to the business practices of tomorrow.
2. Public Service Renewal — to rebuild and sustain a professional public service capable of providing quality services that will meet the needs of British Columbians.
3. HR Organization — to ensure that the HR organization for the BC government is efficiently and effectively organized, staffed and supported.

The approach to achieving these goals will be influenced by the vision and values of the new BC Public Service Agency. Working within a new client-oriented service model, results

will be achieved by ensuring our products and services are aligned with government, corporate, and individual ministry needs. We are striving for excellence in people, performance and results.

Goal 1: To quickly transition the workforce from today’s business practices to the business practices of tomorrow.

Objectives	Strategies	Core Business Area	
Provide effective change management to assist ministries in achieving workforce adjustment and redesign of government organizations	<p>Establish and implement workforce adjustment guidelines and policies to quickly transition today’s workforce to the new business practices mandated by government.</p> <p>It was also important to effectively manage the workforce adjustment process, including the administration of voluntary exit programs, the placement of surplus workers, wherever possible and as required, and the involuntary layoff of employee’s surplus to the government’s requirements.</p>	Individuals from several core areas of PSERC worked with ministries to make sure their workforce adjustment targets were met	
Performance Measure	2002/03 Target	2002/03 Actual	Variance
Workforce adjustment achieved in accordance with government’s requirements	Adjustment targets met	Targets met	N/A

Comments on results: The Government is ahead of schedule in terms of implementing the overall Workforce Adjustment initiative. The plan, as outlined in January of 2001, called for a total reduction of 11 800 FTEs over a three-year period. When normal attrition, devolution of positions to other organizations, and elimination of auxiliaries and vacancies was taken into account, the remainder to be eliminated was 7 300 over a 3-year period, or an average of 2 433 per year. Ministries are reducing their staff numbers at different rates. To date, there has been a reduction of 5 700 people. Another 1 600 will need to be reduced in the next year, in order to meet government’s original 3-year target. The success of the workforce adjustment program is partly attributed to the higher than expected take-up on the voluntary exit programs.

Goal 2: Rebuild and sustain a professional public service capable of providing quality services that meet the needs of British Columbians

Objectives	Strategies	Core Business Area
2.1 Ensure effective HR governance and policy frameworks are in place	Develop and maintain a corporate HR plan, including strategies to address HR issues such as succession, retention and recruitment.	HR Strategy and Policy
2.2 Create visionary and proactive leadership in the public service	Implement a comprehensive executive management program that includes succession planning for public service executive managers, and provides for executive recruitment and selection, orientation, performance management, ongoing career planning, and training and development to ensure that the public service has the necessary leadership.	HR Strategy and Policy
2.3 Establish HR standards and practices to establish a performance-focused workforce.	Establish a simplified, “merit-based” recruitment and staffing process.	Organizational Development
2.4 Create a flexible and motivating work environment.	There were multiple strategies for laying the groundwork for a flexible and motivating work environment. Among them was a review of the management compensation policy and consideration of a ‘pay for performance’ plan. Another strategy was to review and simplify current job evaluation and classification processes. It was critical to have a baseline of employee opinions to be able to review and make changes to the management compensation policy and consider pay for performance options.	Organizational Development and Compensation

Public Service Employee Relations Commission

Objectives	Strategies	Core Business Area
2.5 Ensure that the public service is a learning and innovative organization	Establish a corporate training strategy based on identified government needs, including consideration of “e-learning” capability and a review of Corporate Training fund mechanisms. Provide enhanced employee development opportunities, based on personal learning plans.	Organizational Development
2.6 Provide for progressive employee-employer relations	Utilize and refine alternative dispute resolution methods and continue to identify new methods in consultation with employee groups.	Labour Relations

Public Service Employee Relations Commission

Performance Measure	2002/03 Target	2002/03 Actual	Variance
Government wide HR plan and strategies in place	HR plans and strategies developed and implemented	Completed	None
% of public service executives developed through the Executive Management Services (EMS) program	EMS program implemented and baseline established	Leadership Centre established with its own Deputy and staff. Baseline initiated with the completion of 20 Employee Performance and Development Plans completed by Deputy Ministers	Baseline for Management Levels 6 to 11 (ADMs and Directors) being created through Employee Performance Development Plans.
Reduced time for staffing process	Standards set for reducing time taken on staffing process	A new approach to public service staffing has been developed; implementation is planned for the 2003/04 year.	None
% of management employees subject to performance evaluation	Baseline established	Completed development of guidelines, tools, and training to support ministry efforts to implement performance management for managers.	Responsibility for implementing and monitoring performance evaluation/ management now rests with individual ministries.
Public service perception of work environment	Baseline evaluated and established	Completed	None
Pay for performance	Decisions made regarding pay for performance	Proposal developed	Proposal on hold
Faster, streamlined job classification processes	Standards set for simplified classification processes	Simplified classification process designed and implementation started.	None

Public Service Employee Relations Commission

Performance Measure	2002/03 Target	2002/03 Actual	Variance
% of management workforce with a personal learning plan	Baseline established (linked to performance evaluation)	Baseline not established. Managers attending the Leading the Way programs are assisted in developing a personal learning plan as part of the assessment process.	Responsibility for implementing and monitoring learning plans rests with individual ministries. In 2003/04, all excluded staff are required to have a Performance and Development Plan, which includes a personal learning plan
Corporate training plan developed	Corporate training plan and funding developed and implementation begun	Target achieved. Corporate Learning Strategy was published in November 2002. Public Service Learning Fund and Information Technology Learning Fund were continued. Implementation of Strategy started.	N/A
Increased use of alternative dispute resolution methods	Baseline established	Recommendation/baseline identified.	Increased use of alternate dispute resolution processes is intended to improve the rate of proper dispute resolution, with speedier and more cost effective outcomes. Union agreement is required before recommendations can be implemented.

Comments on results: Many of the strategies and activities that supported this goal were carried out under the banner of the Public Service Renewal Project. A key deliverable of the project was the Corporate Human Resources Plan, designed to promote excellence in the public service and support the outcomes of the Government Strategic Plan. The plan is based on the sharing of accountability for people management with a broad public service community and the creation of inclusive processes to build commitment. The plan mirrored the objectives listed above and provided concrete strategies and projects to address each. They were:

Effective People Strategy:

In addition to driving corporate human resource strategy, the Corporate HR Plan also provided direction to all public service organizations resulting in individual Ministry Human Resource Plans that aligned with corporate efforts.

Proactive and Visionary Leadership:

The creation of the Leadership Centre was a key accomplishment of this fiscal year. The Centre's mission is to maximize the leadership talent of today . . . while recruiting, developing and retaining the leaders of tomorrow. The Centre's focus is on: succession planning; performance management; recruitment and selection; executive development; and rewards and recognition.

PSERC, through the Renewal Project Office, also provided Leadership Workshops throughout the province that reinforced the message of Renewal, and provided participants with insights and learning on their own personal impacts on the public service through their leadership actions.

Performance Focused Workplace

In order to facilitate performance, the Commission developed a performance planning and development framework and toolkit for individual ministries and agencies to use. The framework seeks to align individual performance with the goals and strategies of the Ministry, Division, and work unit. Ministries are now responsible for implementing the process to meet their individual organizational needs.

PSERC also provided support and tools in the area of competencies. Competencies are defined as those attributes which contribute to superior performance and can be used in all aspects of human resource management and development. PSERC developed core public service competencies; management and leadership competencies; and competencies for human resource professionals. A complete competency dictionary specific to the public service was also provided to Ministries to support their efforts.

Flexible and Motivating Work Environment

Comprehensive reviews of the public service staffing and classification processes were undertaken to address issues relating to flexibility and motivation. Many recommendations came out of these reviews and implementation is underway.

Learning and Innovative Organization

A Corporate Learning Strategy was published in November 2002 for the purpose of taking a strategic and outcome-oriented approach to the training and development of the public service's human capital. This plan will provide guidance over a three-year period. Additionally, the performance and development planning process now incorporates individual learning and development plans that will link directly to organizational goals and objectives.

Progressive Employee-Employer Relations

A review of the existing dispute resolution processes was undertaken to determine how the processes could be improved to make them more efficient and effective. Recommendations for streamlining and simplifying the dispute resolution processes, if agreeable with the Union, will be implemented in 2003/04.

Goal 3: To ensure that the HR organization for the BC government public service is efficiently and effectively organized and staffed.

Objectives	Strategies	Core Business Area	
3.1 Create a new, responsive HR organization delivering quality services to Ministry clients	Review and implement changes to the design of government's HR service delivery structure to support government direction toward shared services, achieve efficiencies and provide responsive and quality service to client ministries.	Responsibility for these performance measures encompassed all areas of the organization. A project team under the leadership of the Commissioner of PSERC coordinated work.	
3.2: Provide up-to-date, effective and quality services and programs to client Ministries in the areas of staffing, classification, compensation and benefits, occupational health and safety and labour relations.	The overall strategy was to review all HR policies and procedures with a goal of reducing regulatory requirements and ensuring streamlined and flexible HR practices.	Responsibility for these performance measures encompassed all areas of the organization.	
Performance Measure	2002/03 Target	2002/03 Actual	Variance
New HR organization fully and satisfactorily implemented	New HR organization and structure developed and implemented	Completed	None
Client satisfaction with services received	Baseline established through client survey	Baselines established through client satisfaction survey	None
Regulatory requirements reduced by one third by June 2004	Regulatory reduction of 12%	Regulatory Reduction of 12%	None

Comments on results: The development of the new BC Public Service Agency is a response to government's mandate to change the way common administrative support services were delivered, including human resource management. The goal was to be more cost effective and efficient. During the past year, the final plan and implementation for the new HR organization was completed. A client satisfaction survey was conducted to provide a baseline from which to measure future success.

PSERC has also been working on the *New Era* Commitment to reduce its regulatory burden by one third by June 2004. March 31, 2003 marked the ending of phase one, the first complete year of regulatory reduction. A regulatory review plan has been established to continue to systematically review all regulatory requirements in policies, regulations and legislation. Unnecessary regulatory requirements will be eliminated and policies will be

revised, where necessary, to align with new direction of HR management. The goal of this exercise is not only to meet regulatory reduction requirements, but also to have a better, more streamlined and user-friendly policy and legislative framework for human resource management.

Deregulation

PSERC's *New Era* commitment was to reduce its regulatory burden by one third by June 2004. By March 31, 2003, the end of phase one, PSERC had achieved a regulatory reduction of 12% and was well situated to achieve the 2003/04 target.

Report on Resources

2002/03 Resource Summary by Core Business Areas

Core Businesses	Estimated	Other Authorizations ¹	Total	Actual	Variance
Operating Expenses (\$000)					
HR Strategy and Policy					
Gross Expenditure	1,959		1,959	2,129	-170
Recoveries	-105		-105	-495	390
Net	1,854		1,854	1,634	220
Organizational Development					
Gross Expenditure	12,259		12,259	10,689	1,570
Recoveries	-10,612		-10,612	-8,842	-1,770
Net	1,647		1,647	1,847	-200
Compensation					
Gross Expenditure	16,151		16,151	14,754	1,397
Recoveries	-14,930		-14,930	-13,574	-1,356
Net	1,221		1,221	1,180	41
Labour Relations					
Gross Expenditure	2,095		2,095	1,949	146
Recoveries	0		0	0	0
Net	2,095		2,095	1,949	146
Corporate Services and Systems					
Gross Expenditure	3,057		3,057	3,335	-278
Recoveries	-602		-602	-673	71
Net	2,455		2,455	2,662	-207
Pension and Employee Benefits — Other Authorization					
Gross Expenditure	0	8,958	8,958	8,958	0
Recoveries					
Net	0	8,958	8,958	8,958	0
Totals					
Gross Expenditure	35,521	8,958	44,479	41,814	2,665
Recoveries	-26,249		-26,249	-23,584	-2,665
Net	9,272	8,958	18,230	18,230	0

¹ The Commission accessed contingency funding to cover the Pension and Employee Benefits shortfall of \$8.958 million.

Public Service Employee Relations Commission

Core Businesses	Estimated	Other Authorizations ¹	Total	Actual	Variance
Full-time Equivalents (FTEs)					
HR Strategy and Policy	17		17	23	-6
Organizational Development	23		23	27	-4
Compensation	115		115	115	0
Labour Relations	23		23	22	1
Corporate Services and Systems	19		19	21	-2
Total	197		197	208	-11
Ministry Capital Expenditures (CRF) (\$000)					
Corporate Services and Systems	634		634	91	543
Compensation	1,383		1,383	643	740
Total	2,017		2,017	734	1,283

¹ The Commission accessed contingency funding to cover the Pension and Employee Benefits shortfall of \$8.958 million.

2002/03 Resource Summary Mirroring the *Estimates* Vote Structure

	Estimated	Other Authorizations ¹	Total	Actual	Variance
Operating Expenses (\$000)					
Commission Operations	9,271	0	9,271	9,284	-13
Employee Benefits and Corporate Programs	1	8,958	8,959	8,946	13
Total	9,272	8,958	18,230	18,230	0
Full-time Equivalents (FTEs)					
Commission Operations	97		97	104	-7
Employee Benefits and Corporate Programs	100		100	104	-4
Total	197		197	208	-11
Ministry Capital Expenditures (CRF) (\$000)					
Commission Operations	634		634	91	543
Employee Benefits and Corporate Programs	1,383		1,383	643	740
Total	2,017		2,017	734	1,283

¹ The Commission accessed contingency funding to cover the Pension and Employee Benefits shortfall of \$8.958 million.

Capital Requirements and Financing Transactions

The purpose of these expenditures was to provide for activities of the Public Service Employees Relations Commission related to strategic human resource management, labour relations and collective bargaining. This includes the employer's contribution and management and administration of employee benefit plans and corporate programs.

Annual Service Plan Report Appendices

Public Service Profile

Public Service Employees by Employee Group — March 29, 2003

	Total	% of Government
Bargaining Unit		
BC Government and Service Employees' Union (BCGEU)	27,022	78
Professional Employees Association (PEA)	1,215	3
Nurses	692	2
Total Bargaining Unit	28,929	83
Excluded		
Management	3,838	11
OIC	340	<1
Other	1,583	5
Salaried Physicians	5	<1
Total Excluded	5,766	17
Total Government	34,695	100

Public Service Employees by Ministry — March 29, 2003

	Number	% of Government	Average Annual Salary (\$)*
Advanced Education	271	<1	49,100
Agriculture, Food and Fisheries	304	<1	54,500
Attorney General and Treaty Negotiations	3,590	10	52,000
Children and Family Development	4,901	14	49,500
Community, Aboriginal and Women's Services	1,068	3	49,400
Competition, Science and Enterprise	191	<1	58,600
Education	331	<1	52,200
Energy and Mines	301	<1	54,900
Finance	533	2	55,400
Forests	3,041	9	51,200
Health Planning	224	<1	51,200
Health Services	949	3	46,000
Human Resources	2,858	8	43,000
Management Services	1,364	4	51,700
Provincial Revenue	913	3	49,200
Public Safety and Solicitor General	2,630	8	45,900
Skills Development and Labour	302	<1	50,800
Sustainable Resource Management	1,108	3	52,100
Transportation	1,383	4	50,000
Water, Land and Air Protection	1,137	3	53,000
Auditor General	96	<1	60,700
BC Assets and Land Corporation	322	<1	52,800
BC Mental Health Society	1,475	4	45,000
BC Pension Corporation	413	<1	44,500
Elections	29	<1	54,800
Environmental Boards and Forest Commissions	9	<1	50,100
Forest Practices Board	31	<1	67,800
Forest Renewal BC	3	<1	76,000
Information and Privacy Commissioner	16	<1	58,500
Liquor Distribution Branch	3,489	10	37,600
Lodge at Broadmead	315	<1	38,800
Oak Bay Lodge	287	<1	38,400
Office of the Premier	275	<1	59,200
Ombudsman	48	<1	60,200

* Salaries based on payroll data and rounded to nearest \$100

Public Service Employee Relations Commission

	Number	% of Government	Average Annual Salary (\$) *
Police Complaints Commissioner	3	<1	52,000
Product Services	309	<1	41,000
Provincial Capital Commission	28	<1	41,500
Public Sector Employers' Council	14	<1	73,500
Royal BC Museum	134	<1	46,200
Total	34,695	100	48,000

* Salaries based on payroll data and rounded to nearest \$100

Public Service Employees by Ministry and Employee Group — March 29, 2003

	Total	Bargaining Unit				Excluded				As % of Ministry		
		Number	BCGEU	PEA	Nurses	Number	Mgmt.*	OIC**	Other***	Barg. Unit	All Excl.	Mgmt.
Advanced Education.....	271	218	218	—	—	53	46	4	3	80	20	17
Agriculture, Food and Fisheries.....	304	252	157	95	—	52	44	5	3	83	17	14
Attorney General and Treaty Negotiations.....	3,590	2,053	2,053	—	—	1,537	453	15	1,069	57	43	13
Children and Family Development.....	4,901	4,566	4,378	50	138	335	313	8	14	93	7	6
Community, Aboriginal and Women's Services.....	1,068	847	839	8	—	221	200	9	12	79	21	19
Competition, Science and Enterprise.....	191	74	74	—	—	117	102	7	8	39	61	53
Education.....	331	259	259	—	—	72	58	4	10	78	22	18
Energy and Mines.....	301	245	185	60	—	56	46	5	5	81	19	15
Finance.....	533	179	179	—	—	354	255	5	94	34	66	48
Forests.....	3,041	2,702	2,061	641	—	339	312	4	23	89	11	10
Health Planning.....	224	161	155	—	6	63	53	4	6	72	28	24
Health Services.....	949	776	772	4	—	173	146	11	16	82	18	15
Human Resources.....	2,858	2,684	2,684	—	—	174	162	4	8	94	6	6
Management Services..	1,364	964	964	—	—	400	269	9	122	71	29	20
Provincial Revenue.....	913	820	820	—	—	93	84	4	5	90	10	9
Public Safety and Solicitor General.....	2,630	2,394	2,364	1	29	236	203	18	15	91	9	8
Skills Development and Labour.....	302	152	152	—	—	150	95	47	8	50	50	31
Sustainable Resource Management.....	1,108	913	820	93	—	195	175	5	15	82	18	16
Transportation.....	1,383	1,166	1,093	70	3	217	199	4	14	84	16	14
Water, Land and Air Protection.....	1,137	1,030	938	92	—	107	99	3	5	91	9	9

* Includes salaried physicians

** Order in Council appointments

*** Includes: Schedule A employees exempted from the union due to confidential nature of work performed, legal counsel, articling students, senior exec secretaries, exec admin assistants, and judicial admin assistants

Public Service Employee Relations Commission

	Total	Bargaining Unit				Excluded				As % of Ministry		
		Number	BCGEU	PEA	Nurses	Number	Mgmt.*	OIC**	Other***	Barg. Unit	All Excl.	Mgmt.
Auditor General.....	96	—	—	—	—	96	81	—	15	—	100	84
BC Assets and Land Corporation.....	322	250	193	57	—	72	69	—	3	78	22	21
BC Mental Health Society.....	1,475	1,449	969	31	449	26	23	—	3	98	2	2
BC Pension Corporation.....	413	381	381	—	—	32	30	—	2	92	8	7
Elections.....	29	—	—	—	—	29	12	2	15	—	100	41
Environmental Boards and Forest Commissions.....	9	3	3	—	—	6	2	—	4	33	67	22
Forest Practices Board	31	9	9	—	—	22	20	—	2	29	71	65
Forest Renewal BC.....	3	1	1	—	—	2	2	—	0	33	67	67
Information and Privacy Commissioner	16	—	—	—	—	16	10	—	6	—	100	63
Liquor Distribution Branch.....	3,489	3,354	3,354	—	—	135	134	—	1	96	4	4
Lodge at Broadmead....	315	303	269	3	31	12	11	—	1	96	4	3
Oak Bay Lodge.....	287	278	242	—	36	9	7	—	2	97	3	2
Office of the Premier.....	275	10	10	—	—	265	55	163	47	4	96	20
Ombudsman.....	48	—	—	—	—	48	27	—	21	—	100	56
Police Complaints Commissioner.....	3	—	—	—	—	3	1	—	2	—	100	33
Product Services.....	309	287	277	10	—	22	20	—	2	93	7	6
Provincial Capital Commission.....	28	26	26	—	—	2	2	—	—	93	7	7
Public Sector Employers' Council.....	14	—	—	—	—	14	12	—	2	—	100	86
Royal BC Museum.....	134	123	123	—	—	11	11	—	—	92	8	8
Total.....	34,695	28,929	27,022	1,215	692	5,766	3,843	340	1,583	83	17	11

* Includes salaried physicians

** Order in Council appointments

*** Includes: Schedule A employees exempted from the union due to confidential nature of work performed, legal counsel, articling students, senior exec secretaries, exec admin assistants, and judicial admin assistants

Public Service Employees by Employee Group, Salary and Gender — March 29, 2003

	Total				Regular				Auxiliary			
	Number	% of Group	Average Annual Salary (\$)	Female Salary As % Male	Number	% of Group	Average Annual Salary (\$)	Female Salary As % Male	Number	% of Group	Average Annual Salary (\$)	Female Salary As % Male
Bargaining Unit												
BCGEU*												
Male.....	10,271	38	46,300		8,877	39	47,900		1,394	32	36,100	
Female.....	16,751	62	41,200	89	13,790	61	42,600	89	2,961	68	34,900	97
Total.....	27,022	100	43,100		22,667	100	44,700		4,355	100	35,300	
PEA												
Male.....	955	79	61,400		945	79	61,400		10	38	58,800	
Female.....	260	21	60,200	98	244	21	60,800	99	16	62	50,900	87
Total.....	1,215	100	61,100		1,189	100	61,300		26	100	54,000	
Nurses												
Male.....	138	20	58,300		109	20	59,800		29	19	52,700	
Female.....	554	80	57,200	98	433	80	58,400	98	121	81	52,900	100
Total.....	692	100	57,400		542	100	58,600		150	100	52,900	
Total Bargaining Unit												
Male.....	11,364	39	47,700		9,931	41	49,300		1,433	32	36,600	
Female.....	17,565	61	42,000	88	14,467	59	43,300	88	3,098	68	35,700	98
Total.....	28,929	100	44,200		24,398	100	45,800		4,531	100	36,000	
Excluded												
Management												
Male.....	2,181	57	73,400		2,140	57	73,700		41	53	58,100	
Female.....	1,657	43	67,500	92	1,620	43	67,800	92	37	47	55,400	95
Total.....	3,838	100	70,900		3,760	100	71,200		78	100	56,800	
OIC**												
Male.....	132	39	64,900		132	39	64,900		—	—	—	
Female.....	208	61	53,100	82	207	61	53,200	82	1	100	31,700	—
Total.....	340	100	57,700		339	100	57,800		1	100	31,700	

* BC Government and Service Employees' Union

** Order in Council appointments

Public Service Employee Relations Commission

	Total				Regular				Auxiliary			
	Number	% Of Group	Average Annual Salary (\$)	Female Salary As % Male	Number	% Of Group	Average Annual Salary (\$)	Female Salary As % Male	Number	% Of Group	Average Annual Salary (\$)	Female Salary As % Male
Physicians												
Male	3	60	138,300		3	60	138,300		—	—	—	
Female.....	2	40	143,100	103	2	40	143,100	103	—	—	—	—
Total.....	5	100	140,200		5	100	140,200		—	100	—	
Other***												
Male	461	29	77,700		407	29	82,000		54	30	45,600	
Female.....	1,122	71	52,400	67	995	71	53,700	65	127	70	42,200	93
Total.....	1,583	100	59,700		1,402	100	61,900		181	100	43,200	
Total Excluded												
Male	2,777	48	73,800		2,682	49	74,600		95	37	51,000	
Female.....	2,989	52	60,900	83	2,824	51	61,800	83	165	63	45,100	88
Total.....	5,766	100	67,100		5,506	100	68,000		260	100	47,300	
Total Government												
Male	14,141	41	52,800		12,613	42	54,700		1,528	32	37,500	
Female.....	20,554	59	44,700	85	17,291	58	46,400	85	3,263	68	36,200	97
Total.....	34,695	100	48,000		29,904	100	49,900		4,791	100	36,600	

*** Includes: Schedule A employees exempted from the union due to confidential nature of work performed, legal counsel, articling students, senior exec secretaries, exec admin assistants, and judicial admin assistants

Public Service Employees by Employee Group, Gender and Age — March 29, 2003

	< 25 Years		25-34 Years		35-44 Years		45-54 Years		55-64 Years		> 64 Years		All Ages		Avg. Age
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	Avg.	
Employee Group															
Bargaining Unit															
BCGEU*															
Male.....	200	2	1,649	16	3,096	30	4,097	40	1,228	12	1	<1	10,271	44	44
Female.....	371	2	3,115	19	5,616	34	5,911	35	1,737	10	1	<1	16,751	43	43
Total.....	571	2	4,764	18	8,712	32	10,008	37	2,965	11	2	<1	27,022	43	43
PEA															
Male.....	—	—	50	5	279	29	479	50	146	15	1	<1	955	47	47
Female.....	3	1	41	16	120	46	79	30	17	7	—	—	260	42	42
Total.....	3	<1	91	7	399	33	558	46	163	13	1	<1	1,215	46	46
Nurses															
Male.....	—	—	14	10	24	17	32	23	67	49	1	<1	138	50	50
Female.....	10	2	77	14	119	21	219	40	128	23	1	<1	554	47	47
Total.....	10	1	91	13	143	21	251	36	195	28	2	<1	692	47	47
Total Bargaining Unit															
Male.....	200	2	1,713	15	3,399	30	4,608	41	1,441	13	3	<1	11,364	44	44
Female.....	384	2	3,233	18	5,855	33	6,209	35	1,882	11	2	<1	17,565	43	43
Total.....	584	2	4,946	17	9,254	32	10,817	37	3,323	11	5	<1	28,929	44	44
Excluded															
Management															
Male.....	6	<1	78	4	425	19	1,214	56	458	21	—	—	2,181	49	49
Female.....	3	<1	145	9	514	31	799	48	196	12	—	—	1,657	46	46
Total.....	9	<1	223	6	939	24	2,013	52	654	17	—	—	3,838	48	48
OIC**															
Male.....	5	4	35	27	34	26	39	30	19	14	—	—	132	42	42
Female.....	7	3	69	33	58	28	57	27	17	8	—	—	208	40	40
Total.....	12	4	104	31	92	27	96	28	36	11	—	—	340	41	41
Salaried Physicians															
Male.....	—	—	—	—	1	33	1	33	1	33	—	—	3	51	51
Female.....	—	—	—	—	—	—	—	—	2	100	—	—	2	59	59
Total.....	—	—	—	—	1	20	1	20	3	60	—	—	5	54	54

* BC Government and Service Employees' Union

** Order in Council appointments

Public Service Employee Relations Commission

	< 25 Years		25-34 Years		35-44 Years		45-54 Years		55-64 Years		> 64 Years		All Ages		Avg. Age
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	Avg.	
Other***															
Male.....	6	1	87	19	142	31	155	34	71	15	—	—	461	44	44
Female.....	13	1	225	20	392	35	380	34	112	10	—	—	1,122	43	43
Total.....	19	1	312	20	534	34	535	34	183	12	—	—	1,583	43	43
Total Excluded															
Male.....	17	<1	200	7	602	22	1,409	51	549	20	—	—	2,777	48	48
Female.....	23	<1	439	15	964	32	1,236	41	327	11	—	—	2,989	44	44
Total.....	40	<1	639	11	1,566	27	2,645	46	876	15	—	—	5,766	46	46
Total Government															
Male.....	217	2	1,913	14	4,001	28	6,017	43	1,990	14	3	<1	14,141	45	45
Female.....	407	2	3,672	18	6,819	33	7,445	36	2,209	11	2	<1	20,554	43	43
Total.....	624	2	5,585	16	10,820	31	13,462	39	4,199	12	5	<1	34,695	44	44

*** Includes: Schedule A employees exempted from the union due to confidential nature of work performed, legal counsel, articling students, senior exec secretaries, exec admin assistants, and judicial admin assistants

Public Service Employees by Ministry and Gender — May 29, 2003

Ministry	Female Employees			Male Employees			Total Employees			Female Salary As % of Male Salary
	Number	%	Average Annual Salary (\$)	Number	%	Average Annual Salary (\$)	Number	%	Average Annual Salary (\$)	
Advanced Education.....	197	73	44,400	74	27	61,500	271	100	49,100	72
Agriculture, Food and Fisheries.....	152	50	47,200	152	50	61,700	304	100	54,500	76
Attorney General and Treaty Negotiations.....	2,424	68	47,500	1,166	32	61,300	3,590	100	52,000	78
Children and Family Development.....	3,637	74	48,300	1,264	26	53,000	4,901	100	49,500	91
Community, Aboriginal and Women's Services.....	676	63	44,800	392	37	57,500	1,068	100	49,400	78
Competition, Science and Enterprise.....	111	58	48,800	80	42	72,200	191	100	58,600	68
Education.....	233	70	47,500	98	30	63,400	331	100	52,200	75
Energy and Mines.....	128	43	44,000	173	57	63,000	301	100	54,900	70
Finance.....	308	58	49,100	225	42	64,000	533	100	55,400	77
Forests.....	1,079	35	43,700	1,962	65	55,400	3,041	100	51,200	79
Health Planning.....	159	71	46,700	65	29	62,200	224	100	51,200	75
Health Services.....	694	73	43,200	255	27	53,700	949	100	46,000	81
Human Resources.....	2,347	82	42,100	511	18	47,000	2,858	100	43,000	90
Management Services.....	760	56	47,600	604	44	56,900	1,364	100	51,700	84
Provincial Revenue.....	534	58	44,500	379	42	55,700	913	100	49,200	80
Public Safety and Solicitor General.....	1,220	46	44,000	1,410	54	47,500	2,630	100	45,900	93
Skills Development and Labour.....	210	70	44,800	92	30	64,700	302	100	50,800	69
Sustainable Resource Management.....	548	49	46,600	560	51	57,500	1,108	100	52,100	81
Transportation.....	405	29	44,000	978	71	52,600	1,383	100	50,000	84
Water, Land and Air Protection.....	371	33	46,300	766	67	56,200	1,137	100	53,000	82
Auditor General.....	47	49	54,400	49	51	66,600	96	100	60,700	82
BC Assets and Land Corporation.....	150	47	43,900	172	53	60,600	322	100	52,800	72
BC Mental Health Society.....	1,055	72	44,900	420	28	45,200	1,475	100	45,000	99

Salaries based on payroll data and rounded to nearest \$100

Public Service Employee Relations Commission

Ministry	Female Employees			Male Employees			Total Employees			Female Salary As % of Male Salary
	Number	%	Average Annual Salary (\$)	Number	%	Average Annual Salary (\$)	Number	%	Average Annual Salary (\$)	
BC Pension Corporation	324	78	42,800	89	22	50,500	413	100	44,500	85
Elections	19	66	50,700	10	34	62,700	29	100	54,800	81
Environmental Boards and Forest Commissions	9	100	50,100	—	—	—	9	100	50,100	—
Forest Practices Board	11	35	50,200	20	65	77,400	31	100	67,800	65
Forest Renewal BC	2	67	72,000	1	33	83,800	3	100	76,000	86
Information and Privacy Commissioner	11	69	57,400	5	31	61,100	16	100	58,500	94
Liquor Distribution Branch	1,839	53	36,100	1,650	47	39,400	3,489	100	37,600	92
Lodge at Broadmead	220	70	38,800	95	30	38,900	315	100	38,800	100
Oak Bay Lodge	227	79	38,800	60	21	36,800	287	100	38,400	105
Office of the Premier	185	67	55,300	90	33	67,100	275	100	59,200	82
Ombudsman	32	67	55,400	16	33	69,800	48	100	60,200	79
Police Complaints Commissioner	3	100	52,000	—	—	—	3	100	52,000	—
Product Services	127	41	40,500	182	59	41,400	309	100	41,000	98
Provincial Capital Commission	18	64	37,000	10	36	49,400	28	100	41,500	75
Public Sector Employers' Council	7	50	62,100	7	50	84,800	14	100	73,500	73
Royal BC Museum	75	56	42,900	59	44	50,500	134	100	46,200	85
Total Government PSA	20,554	59	44,700	14,141	41	52,800	34,695	100	48,000	85

Salaries based on payroll data and rounded to nearest \$100

Public Service Excluded Employees by Group and Type — March 29, 2003

	Total			Regular		Auxiliary	
	Number	As % of Group	Average Annual Salary (\$)	Number	Average Annual Salary (\$)	Number	Average Annual Salary (\$)
Management							
Deputy Minister	45	1	157,600	45	157,600	—	—
Associate Deputy Minister	1	<1	125,700	1	125,700	—	—
Assistant Deputy Minister	77	2	105,000	77	105,000	—	—
Management Levels 01-12.....	3,715	97	69,100	3,637	69,400	78	56,800
Legal Officer	—	—	—	—	—	—	—
BCSC Manager	—	—	—	—	—	—	—
Total	3,838	100	70,900	3,760	71,200	78	56,800
OIC							
Category B*	45	13	36,300	44	36,400	1	31,700
Senior Executive Secretary	—	—	—	—	—	—	—
Executive Secretary	—	—	—	—	—	—	—
Administrative Assistant	24	7	47,200	24	47,200	—	—
Ministerial Assistant	27	8	63,900	27	63,900	—	—
Executive Assistant	25	7	49,400	25	49,400	—	—
Special Assistant	—	—	—	—	—	—	—
Court Reporter	—	—	—	—	—	—	—
Other OIC	219	64	63,400	219	63,400	—	—
Court Referee	—	—	—	—	—	—	—
Total	340	100	57,700	339	57,800	1	31,700
Salaried Physicians							
Specialist.....	3	60	143,100	3	143,100	—	—
Administrator.....	2	40	136,000	2	136,000	—	—
Total	5	100	140,200	5	140,200	—	—
Other							
Schedule A**	740	47	40,300	611	41,300	129	35,100
Senior Executive Secretary	30	2	45,900	30	45,900	—	—
Executive Secretary	107	7	41,600	102	41,800	5	39,200
Articled Student	—	—	—	—	—	—	—
< 60 Day Statutory	—	—	—	—	—	—	—
Legislative Library	—	—	—	—	—	—	—
Judicial Administrative Assistant	67	4	39,600	67	39,600	—	—
Legal Counsel.....	639	40	88,100	592	89,900	47	66,000
Total	1,583	100	59,700	1,402	61,900	181	43,200
Total Excluded	5,766	100	67,100	5,506	68,000	260	47,300

Salaries based on payroll data and rounded to nearest \$100

* Administrative support, Minister's office

** Bargaining unit classifications excluded from union membership due to confidential nature of work

Public Service Management Employees by Level and Gender
— March 29, 2003

Level	Gender	Count	As % of Level	As % of Total Mgmt.	Average Annual Salary (\$)	Female Salary As % of Male Salary
1	Male	21	18	<1	44,500	
	Female.....	99	83	6	47,600	107
	Total.....	120	100	3	47,000	
2	Male	145	38	7	53,900	
	Female.....	236	62	14	53,500	99
	Total.....	381	100	10	53,600	
3	Male	263	44	12	60,400	
	Female.....	331	56	20	60,200	100
	Total.....	594	100	15	60,300	
4	Male	478	57	22	66,700	
	Female.....	364	43	22	66,300	99
	Total.....	842	100	22	66,500	
5	Male	488	65	22	71,500	
	Female.....	264	35	16	71,300	100
	Total.....	752	100	20	71,500	
6	Male	293	66	13	77,100	
	Female.....	151	34	9	77,200	100
	Total.....	444	100	12	77,100	
7	Male	215	72	10	83,000	
	Female.....	84	28	5	83,000	100
	Total.....	299	100	8	83,000	
8	Male	159	68	7	89,900	
	Female.....	75	32	5	89,300	99
	Total.....	234	100	6	89,700	
9	Male	29	71	1	98,300	
	Female.....	12	29	<1	96,800	98
	Total.....	41	100	1	97,900	
10	Male	43	67	2	105,300	
	Female.....	21	33	1	103,700	98
	Total.....	64	100	2	104,700	
11	Male	13	81	<1	112,700	
	Female.....	3	19	<1	106,100	94
	Total.....	16	100	<1	111,400	

Public Service Employee Relations Commission

Level	Gender	Count	As % of Level	As % of Total Mgmt.	Average Annual Salary (\$)	Female Salary as % of Male Salary
12	Male	32	67	1	155,800	
	Female.....	16	33	<1	158,800	102
	Total.....	48	100	1	156,800	
Under Review/ Unknown	Male	2	67	<1	72,100	
	Female.....	1	33	<1	185,000	257
	Total.....	3	100	<1	109,700	
Total						
	Male	2,181	57	100	73,400	
	Female	1,657	43	100	67,500	92

Job Competitions Posted Across Government: 2002 – 2003

Ministry Name	No. of Competitions	No. of Positions	Bargaining Unit				Excluded	In Service	Out of Service
			GEU	PEA	BCNU	UPN			
Advanced Education	17	17	10	—	—	—	7	14	3
Agriculture, Food and Fisheries	24	25	13	8	—	—	4	13	12
Attorney General and Ministry Responsible for Treaty Negotiations	193	224	136	—	—	—	88	152	72
Children and Family Development	185	198	156	9	—	—	10	121	77
Community, Aboriginal and Women's Services	72	84	61	1	—	—	22	34	50
Competition, Science and Enterprise	6	6	2	—	—	—	4	4	2
Education	17	20	16	—	—	—	4	14	6
Energy and Mines	42	52	32	10	—	—	10	18	34
Finance	32	42	12	—	—	—	30	27	15
Forests	69	70	37	5	—	—	28	63	7
Health Planning	17	20	12	—	—	—	7	12	8
Health Services	51	68	37	3	—	—	27	35	33
Human Resources	76	85	71	—	—	—	14	73	12
Management Services (Includes PSERC)	53	61	23	—	—	—	38	32	29
Provincial Revenue	99	143	117	—	—	—	26	78	65
Public Safety and Solicitor General	125	169	127	—	—	—	42	67	102
Skills Development and Labour	9	11	7	—	—	—	4	7	4
Sustainable Resource Management	52	54	27	2	—	—	25	40	14
Transportation	50	59	20	10	—	—	29	43	16
Water, Land and Air Protection	58	66	30	23	—	—	13	48	18
Auditor General	7	7	—	—	—	—	7	2	5
BC Mental Health — Riverview Hospital	14	15	8	4	—	—	—	4	11
BC Pension Corporation	22	24	19	—	—	—	5	7	17
Elections BC	2	2	—	—	—	—	2	1	1

Public Service Employee Relations Commission

Ministry Name	No. of Competitions	No. of Positions	Bargaining Unit				Excluded	In Service	Out of Service
			GEU	PEA	BCNU	UPN			
Forensic Psychiatric Services Commission	21	22	6	2	—	—	1	12	10
Forest Practices Board	1	1	—	—	—	—	1	—	1
Information and Privacy Commissioner	1	1	—	—	—	—	1	1	—
Land and Water BC	27	35	22	7	—	—	6	27	8
Liquor Distribution Branch	13	14	8	—	—	—	6	7	7
Lodge at Broadmead (Tillicum and Veteran's Care)	14	15	7	—	—	—	4	2	13
Oak Bay Lodge	4	9	2	—	7	—	—	—	9
Office of the Premier	7	8	—	—	—	—	8	2	6
Police Complaints Commissioner	3	4	2	—	—	—	2	4	—
Provincial Capital Commission	1	1	1	—	—	—	—	—	1
Royal BC Museum	1	1	—	—	—	—	1	—	1
Totals	1,385	1,633	1,021	84	7	—	476	964	669

Movement of Employees — January 2002 – July 2002

		Regular			Auxiliary		
		Women	Men	Total	Women	Men	Total
Employed January 2002		18,891	14,330	33,221	3,661	1,775	5,436
Employed July 2002		17,295	13,025	30,320	3,686	2,555	6,241
Hiring							
Hired from Outside ²	Number	102	58	160	859	1,183	2,042
	% Share	63.8	36.3	100.0	42.1	57.9	100.0
Total New Hires to Ministry	Number	102	58	160	859	1,183	2,042
	% Share	63.8	36.3	100.0	42.1	57.9	100.0
Changed Status from Auxiliary to Regular ¹	Number	120	59	179			
	% Share	67.0	33.0	100.0			
Total New Regulars to Ministry	Number	222	117	339			
	% Share	65.5	34.5	100.0			
Separations							
Retired	Number	47	50	97	—	6	6
	% Share	48.5	51.5	100.0	—	100.0	100.0
Left BC Gov't for Other Reason ²	Number	1,620	1,184	2,804	735	344	1,079
	% Share	57.8	42.2	100.0	68.1	31.9	100.0
Total Separations	Number	1,667	1,234	2,901	735	350	1,085
	% Share	57.5	42.5	100.0	67.7	32.3	100.0
Changed Status from Auxiliary to Regular ¹	Number				120	59	179
	% Share				67.0	33.0	100.0
Total Flow out of Auxiliary	Number				855	409	1,264
	% Share				67.6	32.4	100.0
Promotions							
Promoted Within Same Ministry	Number	858	645	1,503	65	40	105
	% Share	57.1	42.9	100.0	61.9	38.1	100.0
Promoted from Other Ministry	Number	100	50	150	17	8	25
	% Share	66.7	33.3	100.0	68.0	32.0	100.0
Total Promotions	Number	958	695	1,653	82	48	130
	% Share	58.0	42.0	100.0	63.1	36.9	100.0

¹ Any employee who both moved between ministries and changed from Auxiliary to Regular is only counted once as "Moved to/from other Ministry".

² Hired from Outside and Left BC Gov't for Other Reason include employees who are on seasonal recall/layoff.

