

## EXECUTIVE COMPENSATION BC PUBLIC SERVICE

### Compensation Philosophy

The executive compensation approach will provide staff with a competitive total compensation package to attract and retain a qualified, diverse and engaged workforce that strives to achieve high levels of performance in delivering government services to the people of B.C. The compensation philosophy outlines the BC Public Service's objectives and guiding principles for compensation for deputy ministers, associate deputy ministers and assistant deputy ministers.

### Objectives

The objectives of the BC Public Service compensation philosophy are to:

1. Support and retain individuals who demonstrate the BC Public Service values and skills needed to achieve the objectives of government.
2. Attract qualified, diverse and high-potential individuals to the BC Public Service.
3. Support the development of a performance-based culture by providing incentives for employees to achieve results and exhibit superior performance.

### Guiding Principles

The following principles guide the design, implementation and administration of BC Public Service compensation programs:

- Differentiation: Differentiation of salary is supported where there are differences in the scope of the position within a ministry or corporate context, and/or due to superior individual or team contributions.
- Performance: Compensation programs support and promote a performance-based organizational culture.
- Transparent: Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public, while at the same time protecting individual personal information.
- Accountable: Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

### Guidelines for Administration

#### **Market Comparators**

The BC Public Service has identified the primary competitors for talent as:

1. BC public sector organizations (including Crown corporations, the health sector, the education sector, community social services, regional governments, municipalities, and various other public bodies);
2. Other provincial jurisdictions and the federal government (excluding northern territory jurisdictions); and
3. The private sector.

## Executive Compensation

The province's target position for executive compensation in the public sector market is to be from 3rd to 5th nationally amongst the provincial and federal governments. A determination is made respecting the appropriate ranking based on demographic and labour market trends, and economic variables.

Pay ranges for executives were last set in August 2008. Under the model introduced in 2008, the maximum attainable salary for BC Public Service deputy ministers and for assistant deputy ministers ranks third among provinces and the federal government. Base pay for executives includes a salary holdback that is tied to leading human resources to corporate outcomes.

## Review Periods

The maximum achievable salaries for executives under the framework approved by Cabinet in 2008 was set at 83 per cent of federal equivalent levels, which reflects the recommendation of a 2001 analysis by the consulting firm Watson Wyatt.

## Internal Relativity and Differentiation

Base pay will typically be set at levels within scope of comparable positions within the BC Public Service. Differentiation of base pay reflects:

- Differences in the scope and responsibility of the work assignment in a corporate context;
- Recruitment and retention pressures;
- Emphasis on specific talent or unique skills within ministries required to meet service plan priorities; and
- Relative performance in achieving work goals and objectives.

## Salary Holdbacks

The assessment of performance of Deputy Ministers in their roles is based on the achievement of goals and targets within ministry service plans and specific performance objectives. The measures for the salary holdback are based on an assessment of executive performance in leading their human resources to corporate outcomes. These outcomes may include goals related to the government's Corporate Human Resource Plan, Technology and Transformation Plan, financial targets and other corporate initiatives.

Assessment of compensation holdback is conducted following the completion of the fiscal year and paid in June of the following fiscal year.

In 2008/09, the portion of executive compensation held back subject to performance increased from five per cent to 10 per cent of salary. The holdback paid in the 2009/10 fiscal year reflects a blending of 5 percent for part of the year and 10 percent for the remainder of the year.

For the application of the 2009/10 measures, the first measure of an improved rating on government's employee engagement score was valued at 50 percent of the overall holdback result. The remaining measures were valued equally to determine the remaining 50 per cent of the holdback

In 2011/12 the assessment was changed. There are now four measures, with each measure equally weighted at 25 per cent. Holdback amounts calculated against these measures will be paid in the 2012/13 fiscal year.

## Leave Provisions

Deputy Ministers receive one additional week of vacation supplementary to the leave entitlements provided to all excluded managers in the BC public service.

Holdbacks paid in the 2011/12 fiscal year were based on the 2010/11 holdback measures.

<b>2010/11 Holdback Measures</b>	
<b>Measure</b>	<b>Target</b>
<b>1.</b> Improved employee engagement across the BC Public Service.	As measured by improvement in the corporate score on the Supervisory Leadership drive on the 2010 Work Environment Survey.
<b>2.</b> Achievement of government's fiscal targets and performance on forecasts.	As measured by achievement of ministry budget targets and improved performance on quarterly forecasting.
<b>3.</b> Preparing for the future of the public service by realizing the potential for transformation and technology.	As measured by assessment of each ministry's first technology and transformation plan.
<b>4.</b> Delivering on the key priorities of government.	As measured by specific deliverable to each ministry as agreed to with the DM to the Premier.

Holdbacks based on the 2011/12 measures will be and reported and paid in fiscal 2012/13.

<b>2011/12 Holdback Measures</b>	
<b>Measure</b>	<b>Target</b>
1. Preparing for the future of the BC Public Service by realizing the potential of technology to support transformation.	Quality of each ministry's Technology and Transformation Plan as measured by demonstrated progress by March 2012 on five specific deliverables for each ministry.
2. Maintaining a strong and stable BC public service by ensuring a workforce of diverse professionals, and supporting an equitable and inclusive workplace.	Quality of diversity and inclusiveness section in each ministry / sector annual workforce plan, as measured by establishment of the "base case" and demonstrated progress by March 2012 on three action items specified in the workforce plan.
3. Achieving government's fiscal targets and performance on forecast.	Achievement of ministry budget targets and percentage margin on forecasting for each Ministry, to be determined in conjunction with the Ministry of Finance.
4. Delivering on the key priorities of government.	Specific measure on the delivery of government's key priorities as established by the Deputy Minister with the Deputy Minister to the Premier. Measure must include the achievement of specific stretch deliverables.

**Summary Compensation Table**

The highest-ranking public servant within the BC Public Service is the Deputy Minister to the Premier. Each ministry is led by a deputy minister. Each of the deputy ministers reports to the Deputy Minister to the Premier. They form the senior-executive of the BC Public Service. The Chief of Staff is a deputy minister equivalent and reports directly to the Premier.

Name/Role	2011/12 Salary (Excludes Holdback)	2010/11 Salary Holdback <sup>2</sup>	Benefits	Pension	2011/12 All Other Payments <sup>3</sup>	2011/12 Total Payments & Benefits	2010/11 Total Payments & Benefits <sup>4</sup>	2009/10 Total Payments & Benefits
<b>John Dyble</b> Deputy Minister to the Premier	\$279,114	\$18,891	\$9,167	\$27,976	\$872	\$336,020	\$274,155	\$277,178
<b>David Loukidelis</b> Deputy Attorney General	\$229,594	\$12,750	\$8,910	\$22,879	\$7,037	\$281,170	\$260,981	\$48,308
<b>Mike McDonald<sup>1</sup></b> Chief of Staff	\$195,228	N/A	\$10,109	\$18,775	\$6,964	\$231,076	\$12,402	N/A
<b>Peter Milburn</b> Deputy Minister of Finance	\$226,058	\$17,330	\$8,804	\$22,515	\$21,820	\$296,527	\$265,047	\$249,639
<b>Graham Whitmarsh</b> Deputy Minister of Health	\$225,092	\$18,750	\$5,529	\$22,416	\$22,590	\$294,337	\$288,149	\$288,642

1. Mike McDonald was Chief of Staff from March 14, 2011 to February 14, 2012 at which time he became Principal Secretary. Kenneth Boessenkool was appointed Chief of Staff effective February 15, 2012 at an annual salary of \$195,148 with no eligibility for holdback.
2. Administered as a 10% holdback of base salary. Executive holdbacks were paid out in June 2011 for fiscal year 2010/11. The Chief of Staff is not eligible for a holdback payment.
3. Includes taxable benefit for personal use of a lease vehicle; vehicle allowance in lieu of a lease vehicle; and unused vacation payout of \$7,037 for D. Loukidelis, \$18,973 for P. Milburn, and \$21,561 for G. Whitmarsh.
4. Total Payments and Benefits increased by greater than 5% over the previous fiscal year for J. Dyble reflecting a salary increase upon promotion to the Deputy Minister to the Premier; for D. Loukidelis reflecting an increase over the previous year holdback payment of \$840; and for P. Milburn reflecting a promotion to Deputy Minister of Finance.