

## 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 ranked 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. The salary range maximums have not been increased since they were introduced in 2008.

## 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 2013/14 there were four measures, with each measure equally weighted at 25 per cent. Holdback amounts calculated against these measures were paid in the 2014/15 fiscal year. Holdbacks for Deputy Ministers range from 5 – 10%.

For the 2014/15 fiscal year, the same structure for measures was used with specific updates to one of the measures. The holdback for these measures will be paid out in the 2015/16 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 based on the 2013/14 measures will be reported and paid in fiscal 2014/15.

<b>2013/14 Holdback Measures</b>	
<b>Measure</b>	<b>Targets</b>
<b>1.</b> Achieving government's fiscal targets and performance on forecast	Achievement of ministry budget targets; AND % margin on forecasting as determined in conjunction with the Ministry of Finance; AND achieving the budget approved by the Minister of Finance consistent with Budget 2013. <i>(June update)</i>  Forecast targets will be confirmed by the Ministry of Finance
<b>2.</b> Achieving progress on ministry-specific LEAN initiatives.	Implementation of the Ministry's reporting requirements of the Lean Culture Deployment Strategy; and Execution of 2-4 Projects or as prescribed in the Year Two Lean Instructions, by March 31, 2014.
<b>3.</b> Achieving results on discretionary spending targets.	Achievement of a STOB 50 target by ministry, consistent with Budget 2013 <i>(June update)</i> .  Targets will be confirmed by the Ministry of Finance.
<b>4.</b> Delivering on the key priorities of government.	Achievement of specific deliverables and outcomes from the tasks in the Minister's mandate letters (5 per ministry to be specified excluding the task on budget achievement as this is addressed in measure 1).  For those agencies without a mandate letter, specific deliverables and outcomes will be agreed to with the Deputy Minister to the Premier.

Holdbacks based on the 2014/15 measures will be reported and paid in fiscal 2015/16.

<b>2014/15 Holdback Measures</b>	
<b>Measure</b>	<b>Target</b>
1. Achieving government's fiscal targets and performance on forecast.	<p>Achievement of ministry budget targets; AND % margin on forecasting as determined in conjunction with the Ministry of Finance; AND achieving the budget approved by the Minister of Finance consistent with Budget 2014.</p> <p>Forecast targets will be confirmed by the Ministry of Finance.</p>
2. Achieve measurable progress on establishing a Lean culture where public servants are engaged, empowered, supported and held accountable to continuously improve processes to deliver value to British Columbians.	<p>Implementation of the Ministry's 3 deliverables as required in the Lean Initiative Ministry Guidelines for 2014/15 by March 31, 2015.</p>
3. Achieving results on discretionary spending targets.	<p>Achievement of a STOB 50 target by ministry, consistent with Budget 2014.</p> <p>Targets will be confirmed by the Ministry of Finance.</p>
4. Delivering on the key priorities of government.	<p>Achievement of specific deliverables and outcomes from the tasks in the Minister's mandate letters (5 per ministry to be specified excluding the task on budget achievement as this is addressed in measure 1).</p> <p>For those agencies without a mandate letter, specific deliverables and outcomes will be agreed to with the Deputy Minister to the Premier.</p>

### 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 report 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.

Summary Compensation Table at FISCAL, 2015

Name and Position (a)	Salary (b)	Bonus and / or Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2014/15 Total	Previous Two Years Totals	
							2013/14	2012/13
John Dyble, Deputy Minister to the Premier <sup>1</sup>	\$ 286,897	\$ 30,380	\$ 8,468	\$ 30,554	\$ 2,494	\$ 358,793	\$ 348,557	\$ 344,478
Peter Milburn, Deputy Minister of Finance <sup>2</sup>	\$ 239,505	\$ 19,923	\$ 8,308	\$ 25,374	\$ 10,345	\$ 303,456	\$ 296,058	\$ 292,224
Richard Fyfe, Deputy Attorney General <sup>3</sup>	\$ 229,126	\$ 24,500	\$ 7,377	\$ 24,240	\$ 13,555	\$ 298,798	\$ 285,761	\$ 252,422
Dan Doyle, Chief of Staff <sup>4</sup>	\$ 140,774	\$ -	\$ 941	\$ -	\$ -	\$ 141,715	\$ 158,055	\$ 91,812
Stephen Brown, Deputy Minister of Health <sup>5</sup>	\$ 233,652	\$ 25,000	\$ 8,418	\$ 24,734	\$ 22,775	\$ 314,578	\$ 292,595	\$ 271,859

Summary Other Compensation Table at FISCAL, 2015

Name and Position (a)	All Other Compensation	Severance (f)	Vacation payout (g)	Leave payout (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other (k)
John Dyble, Deputy Minister to the Premier <sup>1</sup>	\$ 2,494	\$ -	\$ -	\$ -	\$ 2,494	\$ -	\$ -
Peter Milburn, Deputy Minister of Finance <sup>2</sup>	\$ 10,345	\$ -	\$ 6,937	\$ -	\$ 3,408	\$ -	\$ -
Richard Fyfe, Deputy Attorney General <sup>3</sup>	\$ 13,555	\$ -	\$ 6,592	\$ -	\$ 6,963	\$ -	\$ -
Dan Doyle, Chief of Staff <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stephen Brown, Deputy Minister of Health <sup>5</sup>	\$ 22,775	\$ -	\$ 15,812	\$ -	\$ 6,963	\$ -	\$ -

1. John Dyble became the Deputy Minister to the Premier effective March 14, 2011. John Dyble's annual achievable salary is \$310,000, including holdback.
2. Peter Milburn became the Deputy Minister of Finance effective March 14, 2011. Peter Milburn's annual achievable salary is \$254,000, including holdback.
3. Richard Fyfe became Deputy Attorney General effective June 16, 2012. Richard Fyfe's annual achievable salary is \$250,000, including holdback.
4. Dan Doyle became Chief of Staff effective September 24, 2012 at an annual salary of \$195,148. Effective January 26, 2015 Dan Doyle's hours of work were reduced to 42 hours bi-weekly, which results in an annual salary of \$117,089. Not eligible for benefits, pensionable service, statutory holidays, vacation credits or vacation pay.
5. Stephen Brown became the Deputy Minister of Health effective June 10, 2013. Stephen Brown's annual achievable salary is \$254,000, including holdback.