

**Ministry of
Finance**

**REVISED 2011/12 – 2013/14
SERVICE PLAN**

May 2011



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Message from the Minister and Accountability Statement



British Columbia's economy is regaining strength after the global economic downturn. Good jobs are the foundation of a strong economy and strong families, and under new leadership, the government is committed to strengthening job creation across the province.

We already have a successful track record of prudent fiscal management reflected in the fact that major credit rating agencies Standard and Poor's, Moody's Investors Service and Dominion Bond Ratings Services continue to award British Columbia excellent credit ratings. This allows British Columbia to enjoy lower interest rates and save money on borrowing costs.

This is an exciting time of change for British Columbia. In addition to families and jobs, our new Premier has also put the focus on open government. That's why we announced a comprehensive public engagement program on the Harmonized Sales Tax this spring. British Columbians have an unprecedented opportunity to be involved in the decision making process, through public forums, tele-town halls and the mail-in referendum vote. We've provided special funding for public universities, colleges and institutions to hold informative public dialogues in advance of the referendum. And we've appointed a former British Columbia ombudsman to oversee a special fund to assist the "yes" and "no" sides with their HST campaigns so that the public gets the full story.

British Columbians already have the lowest Harmonized Sales Tax (HST) rate in Canada at 12 per cent, and through our open government initiative, we're committed to taking more steps to improve the taxation system. We're listening.

The good news is that a low HST rate, combined with our low corporate income tax rates, makes British Columbia one of the most competitive jurisdictions in the world and makes our province more attractive to investors. We reduced the corporate income tax rate to 10 per cent, effective January 1, 2011 and we also plan to reduce the small business corporate tax rate to zero by April 1, 2012. By 2012, British Columbia will have among the lowest corporate income tax rate of the G7 countries. A strong tax environment helps spur investment and create new jobs, which underpins our priority to support families wherever they live in British Columbia.

Supporting the approximately 30,000 employees who serve the citizens of B.C. is another role of the Ministry of Finance. Being the province's largest corporate employer requires careful planning, and our Corporate Human Resource Plan, Being the Best, is the driving force behind the BC Public Service. We provide the leadership in support of the plan and are responsible for implementing it on a day-to-day basis.

I want to thank the incredibly dedicated and professional staff at the Ministry of Finance. I am proud to work with them every day and I appreciate their steadfast commitment to serving the people of British Columbia.

The Ministry of Finance *Revised 2011/12 – 2013/14 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. This plan includes all material fiscal assumptions and policy decisions as of April 27, 2011. I am accountable for the basis on which this plan has been prepared and for achieving the specific objectives in this plan.



Honourable Kevin Falcon
Minister of Finance and Deputy Premier

April 27, 2011

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Purpose of the Ministry

The Ministry plays a key role in establishing, implementing and reviewing government's economic, fiscal, financial management and taxation policies. The Ministry delivers tax administration and revenue and treasury management that provide funding essential for government programs for British Columbians.

The Ministry is responsible for:

- Government's economic forecasting, fiscal planning, budgeting and reporting;
- Government's economic, fiscal and taxation policy in support of a prosperous and growing economy;
- Tax and non-tax revenue administration and loan administration and collection;
- Oversight of financial, procurement and administrative governance for the broader public service (ministries, crown agencies and the SUCH sector);
- Banking, accounting, and risk and debt management services for government;
- Policy development and regulation for the financial services, insurance, mortgage broker and real estate sectors, and for provincial taxation;
- Regulation of the pension, insurance, financial services, mortgage broker and real estate sectors in British Columbia;

The Ministry publishes several reports – please see page 18 for links to these publications. Ministry clients include the citizens of British Columbia, Treasury Board, Cabinet, ministries, Crown corporations, boards and commissions, agencies, businesses, investors and financial sector agencies.

The Ministry upholds the core values of government – *integrity, fiscal responsibility, accountability, respect and choice* – identified in the [Province of British Columbia's 2011/12 - 2013/14 Strategic Plan](#)¹.

¹ View the Province of British Columbia's Strategic Plan at www.bcbudget.gov.bc.ca/2011/stplan/2011_Strategic_Plan.pdf.

Strategic Context

The Economy

The Economic Forecast Council estimates that British Columbia's real GDP grew by 3.4 per cent in 2010. The Council projects this rate of growth to slow in 2011, with real GDP expected to increase by 2.7 per cent. The Council then expects British Columbia's real GDP to expand by 3.0 per cent in 2012. Risks to British Columbia's economic outlook include continued economic weakness in the US; the sovereign debt crisis in some European countries threatening the stability of global financial markets; a sudden weakening of the US dollar resulting in significant disruptions to global commodity and financial markets; slower than anticipated global demand resulting in reduced demand for British Columbia's exports; and greater than anticipated moderation in the Canadian housing market.

Harmonized Sales Tax

The Province harmonized the Provincial Sales Tax (PST) and the Goods and Services Tax (GST) into a single Harmonized Sales Tax (HST) on July 1, 2010. The HST is an essential step to make businesses in British Columbia more competitive, encourage new investment, improve productivity, and reduce administrative costs for taxpayers and businesses. Most importantly, harmonization will generate economic growth and, over time, create jobs and generate more revenue to sustain and improve crucial public services.

A public referendum will be held on the future of the HST, and results of the vote are expected in August 2011. Government has established the HST Information Office² to provide information and help facilitate a fact-based dialogue with British Columbians in order to have an informed vote.

Climate Change Adaptation

The provincial climate change Adaptation Strategy calls on government agencies to consider climate change and its impacts, where relevant, in planning, projects, policies, legislation, regulations, and approvals. Adaptation is a vital part of government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses, communities, and people.

The Ministry is contributing to the delivery of government's climate change adaptation agenda by assessing business risks and opportunities related to climate change and its impacts, including more frequent extreme weather events.

² Visit the HST Information Office web site at www.hstinbc.ca/

Goals, Objectives, Strategies and Performance Measures

Goal 1: Sound and transparent management of government finances.

Confidence in British Columbia’s economy is supported by a sound and sustainable fiscal environment. Responsible fiscal policies ensure that the government can maintain and enhance the delivery of key public services and that the costs of public services are not passed on to future generations. Public confidence is further enhanced by open accountability that demonstrates the appropriate management of government finances.

Objective 1.1: Effective management of government’s fiscal plan.

The government’s ability to achieve a sustainable fiscal environment relies on the development and maintenance of a prudent and resilient fiscal plan. The Ministry plays a critical role in overseeing the fiscal plan and works closely with the federal government, provincial ministries and other public sector partners to ensure that government’s annual and three-year revenue, operating and capital expenditure targets are met.

Strategies

- Manage government’s capital plan, including strategic investments in infrastructure across the province.
- Continuously monitor revenues, spending and debt set out in the fiscal plan, and take corrective action as required to meet targets.
- Ensure effective cash management to minimize borrowing requirements and debt service costs.

Performance Measure 1: Provincial credit rating.

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Provincial credit rating	Aaa	Aaa	Aaa	Aaa

Data Source: Moody’s Investor Service (Credit Rating Agency).

Discussion

This measure is the rating of provincial debt by Moody’s Investors Service, an independent rating agency. Bonds are rated in descending alphabetical order from A to C – highest to lowest. Triple-A (Aaa) is the highest possible rating, provided to those public and private sector organizations that offer excellent financial security and are considered high investment grade entities. The interest rate paid by the Province when it borrows in the domestic and international capital markets is influenced by the credit ratings supplied by third party agencies.

In determining the Province’s credit rating, rating agencies evaluate debt as a percentage of gross domestic product (GDP) and interest owing as a percentage of gross receipts. Agencies also consider the government’s track record in meeting its fiscal targets, its transparency in budgeting and reporting, the economic outlook, and business and consumer confidence in the economy. With government’s continued focus on prudent fiscal management, it anticipates maintaining a triple-A credit rating.

Performance Measure 2: Budget deficit / surplus.

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Budget deficit / surplus	\$1.715 B deficit	As set out in government fiscal plan	As set out in government fiscal plan	As set out in government fiscal plan

Data Source: British Columbia *Budget and Fiscal Plan*.

Discussion

This measure reflects the Ministry of Finance’s overall success in implementing the government’s fiscal plan. Specifically, the government is committed to returning to a balanced budget by 2013/14 with interim deficit targets through 2012/13.

A budget deficit is currently necessary given the economic conditions; however, government is focused on returning to a balanced budget by 2013/14.

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

The Ministry supports accountability and transparency through the public release of financial and program information and a variety of governance frameworks that apply to ministries and the broader public sector. The successful implementation of effective governance frameworks ultimately contributes to public confidence in government and increased value in the use of public funds. To facilitate the application of these frameworks, the Ministry supports government with tools and training to build necessary capacity.

Strategies

- Use risk-based approaches to effectively manage government's resources.
- Ensure appropriate financial and program management, systems and guidance are in place for the broader public service.
- Ensure all government entities (e.g. ministries, Crown agencies, etc.) are publicly accountable for their programs, services and fiscal management.
- Undertake targeted reviews of government business processes to identify opportunities to maximize efficiency.
- Meet statutory reporting requirements and comply with generally accepted accounting principles³.

Performance Measure 3: Release of key financial documents.

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Release date of the <i>Budget</i>	February 15, 2011	By legislated due date	By legislated due date	By legislated due date
Release date of the <i>Public Accounts</i> ¹	On or Before June 30, 2011	On or before June 30, 2012	On or before June 30, 2013	On or before June 30, 2014
Audit opinion	Public Accounts in compliance with generally accepted accounting principles (GAAP)	Public Accounts in compliance with generally accepted accounting principles (GAAP)	Public Accounts in compliance with generally accepted accounting principles (GAAP)	Public Accounts in compliance with generally accepted accounting principles (GAAP)

Data Source: Release of the *Public Accounts*.

¹ This measure will be considered substantially achieved if the *Public Accounts* are released within 10 business days of the target date.

³ The Government of British Columbia adheres to generally accepted accounting principles for senior Canadian governments as identified by the Public Sector Accounting Board.

Discussion

The first two measures capture the timeliness of government budgeting and financial reporting. Timely release of financial information is critical for effective use of the information and helps instill public confidence in government's ability to manage its resources. The *Budget Transparency and Accountability Act* requires the release of the Province's budget by the third Tuesday of February in the immediately preceding fiscal year and the Province's financial statements (*Public Accounts*) by August 31 following each fiscal year end.

The third measure is an indication of the transparency of government in accounting for its finances. In preparing the *Public Accounts*, the Ministry strives to provide an accurate and fair representation of the government's financial position in accordance with generally accepted accounting principles (GAAP). To validate this position, government seeks an independent audit opinion that offers an objective assessment of its financial reporting.

Goal 2: A strong, competitive and vibrant economy.

Objective 2.1: A fair and competitive tax and regulatory environment.

A tax system that is perceived to be fair increases the confidence of British Columbians in their government. Furthermore, the Province's ability to develop a strong and vibrant economy depends on a tax and regulatory environment that is both nationally and internationally competitive. Jurisdictions with competitive tax regimes and regulatory frameworks are successful in attracting and retaining personal and business investment. This in turn enhances economic development and creates stable revenues to support critical government services such as health care and education.

Strategies

- Continue to improve the fairness, competitiveness and sustainability of the provincial tax system.
- Ensure financial and corporate regulatory frameworks are efficient and effective, and protect the public interest.

Performance Measure 4: Provincial income tax rates.

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Provincial ranking of corporate income tax rates	In the lowest four	Remain in the lowest four	Remain in the lowest four	Remain in the lowest four
Provincial ranking of personal income tax rates for the bottom tax bracket	In the lowest two	Remain in the lowest two	Remain in the lowest two	Remain in the lowest two
Provincial ranking of personal income tax rates for the second-from-bottom tax bracket	In the lowest two	Remain in the lowest two	Remain in the lowest two	Remain in the lowest two

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

Discussion

The measure of the provincial ranking of corporate income tax rates compares the general corporate income tax rate in British Columbia, as of March 31 each year, to those of other provinces in Canada. The targets reflect government’s commitment to maintaining a competitive tax environment that fosters economic growth by encouraging business investment and promoting a business-friendly environment.

The two measures of the provincial ranking of personal income tax rates provide a comparison of British Columbia’s personal income tax rates for the bottom two tax brackets, as of March 31 each year, with those of the other nine provinces. The targets demonstrate government’s commitment to maintaining low tax rates for individuals and families living and working in British Columbia.

Objective 2.2: Responsive, effective and fair revenue, tax and benefit administration that funds provincial programs and services.

The Ministry manages revenue in relation to statutes it directly administers and, increasingly, statutes administered by other ministries.⁴ These revenues support the provision of important government programs and services — such as health care, education, social services and transportation infrastructure — for British Columbians.

The Ministry is committed to identifying and collecting amounts owed to government in a manner that is fair and respectful to citizens and taxpayers.

⁴ See Appendix A: Legislation Administered by the Ministry.

Strategies

- Focus compliance activities on areas with the highest risk of non-compliance while also ensuring coverage across industry sectors and types of taxpayers.
- Explore further opportunities for applying technological solutions to improve compliance and enforcement activities.
- Improve collaboration across jurisdictions to help ensure income tax and HST revenue due to the Province is identified and received in a timely manner.
- Improve practices used to collect outstanding amounts owed to government.
- Wind down provincial administration of the Provincial Sales Tax and Hotel Room Tax as a result of the introduction of the HST in 2010.
- Continue to consolidate government revenue management.

Performance Measure 5: Per cent of amounts owed to government paid or collected.

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Per cent of amounts owed to government paid or collected ¹	94.45%	Maintain	Maintain	Maintain

Data Source: Ministry of Finance business information systems

¹ This measure includes all amounts owed to government and administered by the Ministry of Finance. Amounts owed to government include revenue identified during the fiscal year and overdue accounts from the current and previous fiscal years. These amounts may be billed by the Ministry, self-assessed by individuals and businesses, or identified by the Ministry through audit and compliance activities. Due to the transition to HST, which will be administered by the Canada Revenue Agency, this measure does not include Provincial Sales Tax.

Discussion

This measure reports on the success of the Ministry in collecting all amounts under its administration owed to government in a specific fiscal year. This measure includes amounts owed to government where the Ministry is responsible for both revenue and debt collection functions. It excludes revenue and debt collections for personal and corporate income tax, and HST collected by the Canada Revenue Agency on behalf of the Province. As a result, this measure reflects approximately 40 per cent of revenue overseen by the Ministry.

Resource Summary

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Estimates ²	2012/13 Plan	2013/14 Plan
Operating Expenses (\$000)				
Treasury Board Staff.....	8,530	7,164	7,054	7,025
Office of the Comptroller General.....	10,084	8,338	8,338	8,338
Treasury	1	1	1	1
Revenue Programs				
Gross.....	49,928	41,380	37,740	30,768
Recoveries ²	(878)	(280)	(880)	(880)
Net	49,050	41,100	36,860	29,888
Revenue Services.....				
Gross.....	131,359	104,005	106,495	104,984
Recoveries ²	(112,447)	(91,577)	(93,381)	(91,969)
Net	18,912	12,428	13,114	13,015
Economics, Policy and Intergovernmental Fiscal Relations.....	7,649	8,277	8,104	8,064
2010 Olympic and Paralympic Winter Games Secretariat.....	3,441	0	0	0
Executive and Support Services.....	24,699	26,208	26,325	22,364

Ministry of Finance

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Estimates ²	2012/13 Plan	2013/14 Plan
Pacific Carbon Trust.....	5,000	0	0	0
Insurance and Risk Management Account				
Gross.....	49,205	51,390	53,622	53,622
Recoveries ³	(44,971)	(47,199)	(49,431)	(49,431)
Net	4,234	4,191	4,191	4,191
Provincial Home Acquisition Wind Up Special Account⁴.....	10	10	10	10
Total	131,610	107,717	103,997	92,896
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services.....	2,931	2,511	1,087	10
Total	2,931	2,511	1,087	10
Other Financing Transactions (\$000)				
Reconstruction Loan Portfolio				
Receipts.....	(13,949)	(19,316)	(16,731)	(16,731)
Disbursements.....	1,000	0	0	0
Net Cash (Requirements).....	(12,949)	(19,316)	(16,731)	(16,731)
BC Student Loan Program				
Receipts.....	(76,000)	(81,000)	(90,000)	(90,000)

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Estimates ²	2012/13 Plan	2013/14 Plan
Disbursements.....	224,000	235,000	247,000	247,000
Net Cash (Requirements).....	148,000	154,000	157,000	157,000
International Fuel Tax Agreement MotorFuel Tax Act				
Receipts.....	(10,600)	(10,700)	(10,900)	(10,900)
Disbursements.....	3,100	3,150	3,200	3,200
Net Cash (Requirements).....	(7,500)	(7,550)	(7,700)	(7,700)
Land Tax Deferment Act				
Receipts.....	(30,000)	(35,000)	(38,000)	(38,000)
Disbursements.....	137,000	140,000	162,000	162,000
Net Cash (Requirements).....	107,000	105,000	124,000	124,000
Provincial Home Acquisition Wind Up Special Account				
Receipts.....	(50)	(40)	(40)	(40)

¹ The amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the Revised 2010/11 *Estimates*.

² The Ministry's costs are partially recovered from revenue administered by the Ministry under statutes listed in Appendix A.

³ These recoveries represent amounts paid into the Insurance and Risk Management special account in respect of agreements or arrangements with participants, and amounts required to be paid into the account under regulations.

⁴ This account is established under the *Special Appropriation and Control Act* effective April 1, 2004, for the purpose of providing for expenditures for the winding up of the loan and financial assistance programs under the *Home Conversion and Leasehold Loan Act*, *Home Mortgage Assistance Act*, *Home Purchase Assistance Act*, *Homeowner Interest Assistance Act* and Provincial Home accounts and guarantee claims paid under the mortgage assistance programs.

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Hyperlinks to Additional Information

Reports and Publications

- Budget and Fiscal Plan, Estimates, Public Accounts, Quarterly Reports, and Financial and Economic Review: www.fin.gov.bc.ca/pubs.htm
- For more information and other Ministry Service Plans and Annual Service Plan Reports, please visit: www.bcbudget.gov.bc.ca/2011/default.htm
- For other reports and publications of the British Columbia Ministry of Finance, please visit: www.fin.gov.bc.ca/pubs.htm

The Minister of Finance is also the Minister responsible for the following Crown corporations, Boards, Commissions and Advisory Committees:

Crown Corporations:

- Partnerships BC: www.partnershipsbc.ca/
- Pacific Carbon Trust Inc: www.pacificcarbontrust.com/
- BC Securities Commission: www.bcsc.bc.ca/

Boards and Commissions

- Board Resourcing and Development Office: www.fin.gov.bc.ca/brdo/
- Financial Institutions Commission: www.fic.gov.bc.ca/
- Financial Services Tribunal: www.fst.gov.bc.ca/
- Insurance Council of British Columbia: www.insurancecouncilofbc.com/PublicWeb/Home.html
- Real Estate Council of British Columbia: www.recbc.ca/

Advisory Committees:

- Accounting Policy Advisory Committee:
www.fin.gov.bc.ca/brdo/boardView.asp?boardNum=191095

Appendix A: *Legislation Administered by the Ministry*

The Minister of Finance and Deputy Premier is charged with the administration of the following enactments, presented alphabetically.

Auditor General Act
Balanced Budget and Ministerial Accountability Act
Bonding Act
British Columbia Railway Finance Act
Budget Transparency and Accountability Act
Business Corporations Act
Business Number Act
Capital Financing Authority Repeal and Debt Restructuring Act
Carbon Tax Act
Cooperative Association Act
Corporation Capital Tax Act
Credit Union Incorporation Act
Creditor Assistance Act
Esquimalt and Nanaimo Railway Belt Tax Act
Financial Administration Act
Financial Information Act
Financial Institutions Act
Home Owner Grant Act
Hotel Room Tax Act
Income Tax Act
Income Trust Liability Act
Indian Self Government Enabling Tax Act
Industrial Development Act
Insurance (Captive Company) Act
Insurance (Marine) Act
Insurance Act
Insurance Premium Tax Act
International Business Activity Act
Land Tax Deferment Act
Logging Tax Act
Manufactured Home Act
Ministry of Consumer and Corporate Affairs Act
Ministry of Intergovernmental Relations Act
Miscellaneous Registrations Act, 1992
Mortgage Brokers Act
Motor Fuel Tax Act
Mutual Fire Insurance Companies Act

Partnership Act
Pension Agreement Act
Pension Benefits Standards Act
Pension Fund Societies Act
Personal Property Security Act
Petroleum and Natural Gas Act ss. 74-77
Probate Fee Act
Property Transfer Tax Act
Public Sector Pension Plans Act
Real Estate Development Marketing Act
Real Estate Services Act
Repairers Lien Act
Sechelt Indian Government District Home Owner Grant Act
Securities (Forged Transfer) Act
Securities Act
Securities Transfer Act
Social Service Tax Act
Society Act
Special Accounts Appropriation and Control
Taxation (Rural Area) Act
Tobacco Tax Act
Tugboat Worker Lien Act
Unclaimed Property Act
Warehouse Lien Act
Warehouse Receipt Act

The Minister of Finance and Deputy Premier is charged with the administration of the following enactments in areas related to revenue management processes only.

Forest Act
Forest and Range Practices Act
Forest Practices Code of British Columbia Act
Forest Stand Management Fund Act
Homeowner Protection Act
Medicare Protection Act
Mineral Land Tax Act
Mineral Tax Act
Ministry of Forests and Range Act
Petroleum and Natural Gas Act
Range Act
School Act
Wildfire Act

BC Public Service Agency

Purpose of the Agency

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

Strategic Context

The B.C. Public Service is the largest corporate workforce in the province, serving over 280 communities across British Columbia. From frontline workers to accountants and architects, researchers and analysts, information technology professionals and others, there is virtually no area of expertise unrepresented. Public servants provide a wide range of services to British Columbians such as health care, public safety, education, and environmental management, to name a few.

The B.C. Public Service Agency supports the work that these public servants do by providing human resources services (such as hiring, payroll, labour relations and learning) to the BC Public Service. In doing so, it helps ensure that the B.C. Public Service continues to have the right people to do that work. Some internal and external factors impacting the BC Public Service Agency's work toward this goal are:

Internal Factors

- By 2011, it is projected that the number of employees leaving the B.C. Public Service will outnumber entrants. This trend will continue over the next ten years.
- There is an opportunity to increase the number of workers under 30 within the public service.
- The government must be an agile and creative employer to respond to the changing needs and expectations of the new workforce.
- The Corporate Human Resource Plan lays out a plan for building the kind of workplace the B.C. Public Service needs in order to continue to have the skilled employees needed now and in the future.
- If the B.C. Public Service is unable to increase its proportion of labour force growth in the future, the size of the public service could shrink significantly.

External Factors

- The BC Public Service is operating in a local, national and global market to attract talent.
- Falling birth rates lead to increased competition for labour in all sectors of the province; this has been intensified by our aging population that is causing the labour force to shrink.
- Over the next ten years, B.C. is expected to have one million job openings — 350,000 more openings than people graduating from high school.
- Skilled employees expect an engaging work environment, good career growth, learning and development opportunities and competitive salaries and benefits.

The Agency is moving towards improving the quality of services. By offering more freedom for customers to access information at their convenience, by making sure the bodies of knowledge that Public Service Agency staff draw on to serve customers are fully integrated and organized, and by improving business processes, the Agency will be able to provide access to the right information or service at the right time, decrease the time it takes to diagnose issues and decrease overall costs of delivering services.

Goals, Objectives, Strategies and Performance Measures

Goal 1: Public Service Transformation – Innovative workforce solutions that enable the BC Public Service to deliver services expected and needed by British Columbians

Objective 1.1: Management of human resources is modernized, responsive and Flexible

Objective 2.2: Strategically aligned resources, investments and data in the delivery of human resource services

Objective 2.3: Investment in our human resources is focused and purposeful

Objective 2.4: The goals of the Corporate Human Resource Plan for the BC Public Service, *Being the Best*, are realized

Strategies

- Transform the delivery of human resource services to align with leading practices and create greater efficiencies.
- Improve the recruitment approach that focuses on the BC Public Service's commitment of a 'one employer, one employee' experience for every job applicant.
- Utilize internal capacity in the development and delivery of a core learning curriculum that focuses on transferable skills and access to learning through delivery methods such as e-learning.
- Analyze the workforce to address long-term issues facing the B.C. public sector.
- Build a supervisory certification program that not only differentiates but appropriately supports potential, new, intermediate and senior supervisors.
- Continue to develop Being the Best, the Corporate Human Resource Plan for the BC Public Service, based on feedback and results.

Performance Measure 1: Manager satisfaction with human resource services

Performance Measure	2007/08 Baseline	2011/12 Target	2012/13 Target	2013/14 Target
Manager satisfaction of human resource services	52%	90%	90%	90%

Data Source: BC Public Service Agency

Discussion

The Public Service Agency obtains feedback from executives, managers and supervisors through satisfaction surveys. Manager satisfaction is an indicator of whether the leadership, expertise and services are effectively contributing to better performance of ministries and government as a whole. Managers are surveyed on the services they receive from the Public Service Agency such as hiring or labour relations.

The survey for public service executive focuses on the return on investment in the delivery of human resource services by the Public Service Agency.

Performance Measure 2: Average time to hire

Performance Measure	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Average time to hire	50 days	45 days	45 days	45 Days

Data Source: BC Public Service Agency

Discussion

The average time to hire is an indicator of the efficiency and timeliness of government's recruiting processes. Reducing the average time to hire means better service to hiring managers and applicants, less effort managing vacancies and greater operational efficiency.

This performance measure refers to the average length of time that elapses from the date a hiring manager submits a job posting to the date a candidate is offered the position. Reducing the average time to hire is a key outcome for the Hiring Centre, which provides corporate hiring services for the BC Public Service.

Resource Summary Table

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Estimates	2012/13 Plan	2013/14 Plan
Operating Expenses (\$000)				
Business Performance	2,453	2,487	2,487	2,487
Client Services	30,787	30,131	30,131	30,131
Talent Management	18,622	11,351	11,351	11,351
Employee Relations	3,378	3,339	3,339	3,339
Executive and Support Services ²	2,380	2,369	2,369	2,369
Total	57,620	49,677	49,677	49,677
Capital Plan (\$000)				
Business Performance	0,000	0,000	0,000	0,000
Executive and Support Services	0,000	0,000	0,000	0,000
Total	0,000	0,000	0,000	0,000

¹ The amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the Revised 2010/11 Estimates.

² Executive and Support Services includes the Financial Management Division.

BC Public Service Agency Contact Information

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For more information on the BC Public Service Agency, please visit our website at:
www.bcpublicserviceagency.gov.bc.ca/

Appendix A: *Legislation Administered by the Agency*

Public Service Act

Public Service Benefit Plan Act

Public Service Labour Relations Act