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2008/09 – 2010/11
Service Plan

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Message from the Minister and Accountability Statement

The Ministry of Labour and Citizens' Services is committed to providing British Columbians with a stable labour environment and excellent citizen services. The 2008/09–2010/11 Service Plan outlines this commitment and explains in detail how it will be achieved.

The Ministry will continue to promote and encourage effective labour relations in both the private and public sectors, providing the foundation for a stable labour environment that fosters job creation and competitive and prosperous businesses.

In addition, the Ministry will continue to provide protection to our most vulnerable workers, and focus on education and to reduce workplace related injuries. Through WorkSafeBC, the Ministry is continuing to emphasize safer, healthier workplaces with a new emphasis on orientation and training for new employees.

Service BC offices are delivering hundreds of front-line government programs and services — online, in person and by phone in 59 communities across British Columbia. In 2008, Government Agents celebrate 150 years of success as the friendly face of government for our residents, businesses and visitors.

Building on the success of our Connecting Communities program, which has brought high-speed Internet access to 91 per cent of British Columbians, Network BC is now focused on working with First Nations, the federal government and other partners to provide broadband connections to all 203 First Nations communities in B.C. This is creating unique new opportunities for community capacity-building and digital literacy. Preservation and revitalization of First Nations languages, accessing services quickly and conveniently, and connecting with families and friends are examples of how a robust broadband infrastructure can contribute to healthy communities.

Shared Services BC continues to provide innovative, technology-based business solutions and services to its clients within government and the broader public sector. These include procurement and supply, corporate accounting, strategic acquisitions and intellectual property.

The Ministry is committed to helping government achieve its goal of being carbon neutral by 2010. New measures will include electronic collaboration tools to reduce government travel, work towards more environmentally friendly buildings, and purchasing policies that favour environmentally friendly products. The Ministry will continue to purchase hybrid vehicles to replace older, less fuel efficient vehicles in the government fleet. To date, this program has

resulted in a tenfold increase in the number of hybrid vehicles, which puts us in a leadership position in Canada. Each hybrid on the road in British Columbia represents greenhouse gas emissions of less than half those produced by a conventional gasoline engine.

The Ministry's work in all of these areas will continue to improve the services that government provides to British Columbians in an open and transparent manner. In that regard, the Ministry's stewardship of the *Freedom of Information and Protection of Privacy Act* continues to be a priority. We are working with stakeholders, both inside and outside government, to ensure the Act remains one of the best in Canada. In April of 2007, I introduced Bill 25, which contains many amendments designed to streamline the administration of the Act and in October during my speech to the Information Summit in Vancouver, I pledged to work with interested parties on the issue of information management. I thank all Ministry staff for their dedication and professionalism. I am privileged to work with them as we turn these important goals into results.

The Ministry of Labour and Citizens' Services 2008/09–2010/11 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 14, 2008 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Olga Ilich
Minister of Labour and Citizens' Services

February 14, 2008

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Purpose of the Ministry

The Ministry of Labour and Citizens' Services comprises two distinct organizations, both with the focus of providing excellent service.

Labour provides services to employees, employers, unions, and businesses in British Columbia to support a modern work environment; and Citizens' Services has a key role in improving how government services and information are delivered to meet the needs of citizens, businesses and the public sector.

Labour sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, Labour has overall responsibility for British Columbia's labour and employment statutes — including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers' Compensation Act* — and for the effective administration and enforcement of those statutes. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal — also fall within the Ministry's overall responsibility in the administration and enforcement of these statutes.

The Employment Standards Branch and Labour's three administrative tribunals all have an important role to play in supporting government's commitment to enhance the efficiency and effectiveness of the delivery of public services. Specifically, all of these areas are involved in managing complaints and issues that have been brought before them. In all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders.

Labour places significant emphasis on fairness and balance, and actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate. The premise is that the parties are best served by making use of every available means of resolving complaints or disputes before they escalate into complex litigation or strikes and lockouts.

The total number of British Columbians engaged in paid employment is currently at record levels. It follows that the quality of these employment relationships — as measured by indicators such as days lost due to strike activity, how safe the Province's workplaces are, and how well employers and workers understand and meet or exceed the Province's minimum labour standards — is a key determinant of the Province's overall productivity growth and economic well-being. This Service Plan outlines strategies to promote labour stability and beneficial, healthy working arrangements, while ensuring that all of Labour's interactions with clients and stakeholders uphold the highest standards of government-wide citizen-centred service commitments.

Citizens' Services plays a leadership role in enabling the transformation of how services are delivered and information is managed across government to meet the needs of citizens, businesses, and the public sector. The Ministry provides front-line services to citizens on behalf of other ministries, and also has a unique role in government as the provider of much of the enabling infrastructure and services¹ that ministries need to perform their own core business functions efficiently and effectively.

Most often, making services more accessible, easier to deal with and more responsive to those who need them requires co-ordination across ministries and agencies. This is an area of expertise for Citizens' Services. The Ministry also takes a leadership role in a large number of government's initiatives where success is contingent on building relationships, developing innovative solutions to business challenges, and partnering effectively across organizational boundaries. Many areas of Citizens' Services function on a cost-recovery basis, which requires them to operate in a disciplined, business-like manner.

Citizens' Services provides corporate leadership and strategic direction for information management and information technology across government. It is responsible for the *Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection Act*, the *Document Disposal Act*, and the *Electronic Transactions Act* and all policy, standards and directives that flow from them. As such, it identifies requirements for and proposes amendments to these statutes, and makes revisions to the related policies, standards and directives. For example, in April 2007, Bill 25-2007, which contains a number of amendments to the *Freedom of Information and Protection of Privacy Act*, was tabled. These amendments address recommendations made by the Special Legislative Committee that reviewed the *Freedom of Information and Protection of Privacy Act* in 2004.

Citizens' Services' leadership in the areas of access to information and protection of privacy also manifests itself in a number of other ways. Every year, Citizens' Services hosts a world-class conference on emerging issues in privacy and security. It also develops and delivers privacy and access training and workshops on an ongoing basis to both the public and private sectors.² In addition, a new online training program that provides a basic understanding of the principles and requirements of the *Freedom of Information and Protection of Privacy Act* is set to be launched in February 2008. New policy related to freedom of information requirements has also been drafted and submitted to stakeholders for review and should be ready for implementation early

¹ Shared services include: basic tools such as facilities, furniture, computers, phones, printers, email and paper; services such as payroll, mail distribution, and financial applications; and information services and the underlying technology infrastructure to support government.

² In 2007, nearly 300 people attended workshops in Victoria, Vancouver, Kelowna and Prince George.

in 2008. Access to information requests that are received by ministries are summarized on a quarterly basis to provide statistics by ministry, type of applicant or request disposition to the public on the ministry's website.³

The Capital Planning Secretariat provides advice to government on short and long term capital investment decisions. This Secretariat will work closely with ministries to analyze, establish priorities and consolidate and manage information on capital projects.

Both the Labour and Citizens' Services organizations within the Ministry of Labour and Citizens' Services conduct their business in a manner that is consistent with and upholds government's vision, mission and values as identified in the Province of British Columbia's Strategic Plan.

³ The Corporate Request Tracking System is available at www.lcs.gov.bc.ca/privacyaccess/CRTSstats/index.htm

Labour

Strategic Context

Labour faces opportunities and challenges in the pursuit of its mandate over the next three years. The goals, objectives and strategies identified in this Service Plan will mitigate risks, maximize opportunities and address key challenges. In addition to the core services it provides as required by legislation, policy and programs, Labour is focused on three specific areas for 2008/09–2010/11: vulnerable persons; prevention⁴; and labour stability and competitiveness. These themes will serve as focal points for emerging and expanding services, and define how Labour will direct its efforts and resources for maximum effect.

Opportunities

- Labour supports government's Great Goal of creating more jobs per capita than any other Canadian jurisdiction by enabling a stable labour relations climate through policies and legislation that support the development of a productive and efficient labour force, safe workplaces, and basic standards of compensation and conditions of employment. A stable labour relations climate fosters economic stability, which attracts investors and employers to our great province.
- The legislative framework encompassing the *Workers' Compensation Act*, the *Employment Standards Act*, and the *Labour Relations Code* recognizes that one size does not fit all in a modern and changing work environment. It provides the foundation for an expanded economy and diversification through fair and balanced laws and regulations.
- Citizen-centred service improvements and proactive initiatives will lay the groundwork for ongoing labour stability and prosperity. These improvements and initiatives include increased education for young workers, enhanced requirements for orientation of new



⁴ Prevention is a key approach for Labour. Significant attention is focused on preventative measures and educational activities that promote a safe and productive work environment.

employees, and, in conjunction with WorkSafeBC, protecting gas station attendants with a new mandatory pre-payment requirement for fuel.

- A focus on prevention, including education, serves to increase compliance with laws and regulations.
- Labour is committed to continuing its support and investment in its employees by providing learning and developmental opportunities that help to create a skilled, motivated and client-focused staff.

Challenges

- Continued strong employment growth and demographic change puts pressure on the labour market and increases the demand for skilled workers, which poses a risk of contributing to labour relations pressures.
- British Columbia has experienced strong employment growth in high-hazard sectors such as construction and mining, and has also experienced an increase in less experienced workers who are at greater risk of workplace injury. These trends pose an increased challenge for WorkSafeBC which has responded by placing an increased emphasis on injury prevention and occupational health and safety initiatives.

Goals, Objectives, Strategies and Performance Measures

Labour works to create an employment environment that meets the needs of workers, employers and unions, and fosters working relationships in safe and healthy workplaces.

Labour has identified three goals:

1. Laws, regulations and processes that focus on promoting labour stability.
2. Timely and accurate case management and adjudication.
3. Innovative dispute resolution processes.

The objectives presented in this section translate each goal into more specific desired outcomes. The strategies describe the key activities and initiatives that will be implemented in order to achieve the desired objectives. The performance measures linked to each objective are indicators of the progress being made to address a specific issue or priority.

A summary description that explains how the performance measure links to the relevant goal and what is being measured is provided for each measure.

Three-year targets have been set for each performance measure. 2004/05 has been set as the baseline year for the majority of measures, as this was the first year of data collection and tracking. Internal benchmarks are used to set targets because, in most cases, national standards do not exist.

Goal 1: Laws, regulations and processes that focus on promoting labour stability

Objective 1.1: Increased client and stakeholder awareness and satisfaction through enhanced prevention, early intervention and service orientation functions

Prevention, early intervention, and service orientation in all of Labour's core business areas is critical to achieving a stable labour and employment environment within British Columbia.

British Columbia's economic growth is among the best in Canada.

In 2006/07, unemployment was at its lowest level in 30 years and investment continued at record levels.

– Province of British Columbia
Annual Strategic Plan Report
2007/08–2009/10

This environment is characterized by proactive, productive, and mutually beneficial relationships and compliance with labour legislation. Labour's legislation, policy and services are designed to protect the health well-being of British Columbia's workers, foster fairness in economically viable businesses, and ensure that appropriate protections, supports and remedies are available.

Challenges associated with this objective include developing and maintaining relationships and partnerships with stakeholders or clients who may, at times, perceive themselves to be adversely affected by government legislation or regulatory burden. This creates an opportunity for government to strengthen stakeholder and client relationships through building trust, awareness and satisfaction in the value and benefits of prevention through education, early intervention, and alternative dispute resolution methods and initiatives.

Key strategies include:

- Continue the dialogue between the Ministry and stakeholders in the labour relations community so that critical labour relations issues are addressed in a timely, effective and mutually beneficial manner;
- ensure that the principles of early intervention and prevention are applied to expiring collective agreements where necessary and appropriate;
- expand proactive educational initiatives that provide comprehensive information on employment standards;
- continue with initiatives to provide services in other languages;
- develop new initiatives and continue with existing initiatives aimed at maintaining and improving accessibility of Labour Relations Board services to all parties, and streamlining administrative requirements in order to be more responsive to the needs of employees, unions and employers;
- develop social marketing strategies through the Provincial Council on SafeBC that focus on making British Columbia the safest province in Canada with respect to injury prevention, complementing the ActNow BC program that sees British Columbia leading the way in healthy living;
- continue with initiatives to provide direct workers' compensation assistance, guidance and service to workers and employers and to focus on ensuring the efficiency and responsiveness of the workers' compensation appeal system; and



- continue with the bi-annual Employers' Advisers Office and Workers' Advisers Office surveys which measure overall client satisfaction.

SafeBC

Initiated by the Ministry of Labour and Citizens' Services, SafeBC is a province-wide, multi-partner, injury prevention strategy designed to make British Columbia the safest province in Canada.

Performance Measure 1: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch

Performance Measure	Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch.	97.7% (2004/05)	96.5 – 98.5%	96.5 – 98.5%	96.5 – 98.5%	96.5 – 98.5%

Data Source: Employment Standards Branch Case Management System and BC STATS.

Discussion

This performance measure is an important indicator of labour stability within the province and supports Labour's focus on prevention, labour stability and competitiveness. The performance measure determines the total number of complaints filed with the Employment Standards Branch within a fiscal year in relation to the total number of business establishments with employees throughout the province. A high percentage of employers without employee complaints registered with the Employment Standards Branch suggests a stable labour relations climate within the province, which in turn attracts investors, thus promoting continued economic growth and prosperity. While there are no specific national benchmarks for this performance measure, other jurisdictions within Canada have also adopted this measure as a means to track labour stability and compliance.

The measure is derived from two sources: Employment Standards Branch data which shows the number of employers who are the subject of one or more employment standards complaints over the course of a fiscal year; and BC STATS data on the total number of business establishments with employees over the same period. The expectation is that the percentage of employers whose practices do not result in complaints being registered with the Branch will continue at their

current very high levels and that this will allow the Branch to continue to focus its compliance initiatives and activities on those sectors of the economy where vulnerable workers are most likely to be employed.

It should be noted that the target range for this measure has not increased, as it is already set in the upper threshold of the measure.

Performance Measure 2: Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole

Performance Measure	Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (three-year moving average).	0.96 (2003 – 2005)	0.95 – 1.05	0.95 – 1.05	0.90 – 1.00	0.90 – 1.00

Data Source: Government of Canada.

Discussion

This measure is an indicator of the relative degree of labour peace and labour stability in British Columbia compared to Canada as a whole, which strongly supports Labour's focus on labour stability and competitiveness. The measure shows the number of person-days lost due to strikes and lockouts as a proportion of the British Columbia labour force, and compares this with the number of person-days lost across the entire country as a proportion of the Canadian labour force. The performance measure target was initially set to a national standard that would establish a labour relations climate in British Columbia that compares with the rest of Canada. The long-term objective of this performance measure is to establish performance standards within British Columbia that can be consistently maintained at a level below the Canadian person-days lost average.

A score of 1.0 suggests that the degree of labour stability in British Columbia is on par with Canada as a whole, with a score of less than 1.0 indicating relative labour stability (fewer days lost per capita) compared with the rest of Canada and a score of greater than 1.0 indicating relative labour instability.

Goal 2: Timely and accurate case management and adjudication

Objective 2.1: Ensure accurate and timely decisions by administrative decision-makers

Timely, accurate and high quality decisions are critical in ensuring that a fair and effective legislative process exists and the successful delivery of Ministry services is achieved; however, meeting this objective is not without its challenges. Factors that may have an impact on the timeliness and accuracy of decisions can include evidentiary issues and legal challenges.



Key strategies include:

- Continue to improve the efficiency and effectiveness of the Employment Standards Branch decision-making process through access to clear policy direction, sharing of best practices, and the development and delivery of appropriate training;
- ensure that the Employment Standards Branch, Workers' Advisers and Employers' Advisers continue to meet or exceed established timeliness targets for cases;
- ensure that systems are in place to track productivity and adherence to timeliness targets for administrative tribunals;
- establish timelines for the disposition of cases before the Labour Relations Board; and
- continue with initiatives focused on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Measure 3: Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal

Performance Measure	Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal.	11% (2004/05)	<10%	<9%	<8%	<8%

Data Source: Employment Standards Branch Case Management System and Employment Standards Tribunal website.

Discussion

The Employment Standards Tribunal can cancel decisions issued by the Employment Standards Branch in cases involving an error in the application of law or, in some instances, where new information became available after the Employment Standards Branch's original proceeding. This measure provides insight into the effectiveness of the Employment Standards Branch in applying policy to promote the fair treatment of employers and employees.

The performance measure is calculated by dividing the number of Employment Standards Branch decisions that have been cancelled by the Tribunal by the total number of decisions that have been issued. The expectation is that the percentage of cancellations will decline in future years through continuing improvements in Employment Standards Branch decision-making and through regulation and operational policy changes that will ensure alignment between operational policies and procedures, and the *Employment Standards Act* and its Regulation.

Goal 3: Innovative dispute resolution processes

Objective 3.1: Effective and mutually beneficial alternatives to traditional adjudication and dispute resolution through self-help, mediation and alternative dispute resolution

Early intervention and the use of alternative dispute resolution processes support the timely, effective and fair resolution of complaints and disputes, which promotes overall compliance with labour legislation. Labour continues to garner the support of essential stakeholders in innovative dispute resolution processes and initiatives.

Key strategies include:

- Encourage the use of early intervention and alternative dispute resolution methods such as self-help, mediation and relationship building;
- ensure that sector-specific initiatives undertaken by the Employment Standards Branch, such as the Inter-Agency Committee on Farm Worker Protection, foster mutual co-operation between government, industry and employees, particularly as they relate to vulnerable workers;
- use education and proactive measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards (self-help materials and mediation prior to adjudication); and
- promote use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).



Performance Measure 4: Proportion of Employment Standards Branch cases closed prior to adjudication

Performance Measure	Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Proportion of Employment Standards Branch cases closed prior to adjudication.	78% (2004/05)	>78%	>79%	>79.5%	>80%

Data Source: Employment Standards Branch Case Management System.

Discussion

This performance measure demonstrates the extent to which early intervention and alternative dispute resolution have been used to resolve complaints without having to resort to formal adjudication, which supports Labour's focus on vulnerable persons, prevention and education activities. The measure is based upon Employment Standards Branch operational statistics and is derived by dividing the number of cases resolved at the investigation and mediation stages by the total number of cases.

The expectation is that the Employment Standards Branch will continue its focus on early intervention and alternative dispute resolution where appropriate, in order to ensure that complaints will be resolved in a timely, fair and effective manner.

Citizens' Services

Strategic Context

Recent times have brought a remarkable acceleration in the pace of change. The combined forces of globalization, technological innovation and an increasingly knowledge-based economy are changing the way government conducts its business and delivers its services. This has led to an environment characterized by ongoing, and changing, opportunities and challenges.

Challenges

- The population of B.C. is aging. Today, one in eight British Columbians is over 65. In 25 years, that figure will be one in four. This is putting a financial pressure on all government programs and services.
- Citizen expectations continue to increase. British Columbians, especially baby boomers, are increasingly technically literate and demanding of better, faster and more efficient government service delivery. Citizens do not want to worry about what ministry or what level of government is providing a particular service. They want access to services when and where they need them by whatever channel — Internet, telephone or in-person — they prefer.
- The demographic challenges confronting employers are widely documented. By 2011, the number of employees leaving the labour force is expected to exceed new entrants for the first time. By 2015, 35 per cent of bargaining unit employees and 45 per cent of excluded managers in the public service will be eligible to retire.⁵ The 2006/07 unemployment rate in British Columbia was 4.8 per cent — the lowest in 30 years and representing virtually full employment.⁶ The labour market is increasingly competitive.
- The Government of British Columbia has made a commitment to address the impact of climate change, including a key goal for government to become carbon neutral by 2010.



⁵ Source: Province of British Columbia Corporate HR Plan, 2007/08.

⁶ Source: Province of British Columbia Strategic Plan 2007/08–2009/10. An unemployment rate of about four per cent is viewed by many analysts as the natural rate of unemployment. This is the rate at which the demand for labour is essentially equal to the supply of available workers.

- All programs and services in government will continue to compete for taxpayer dollars. To continue to deliver high quality programs and services, government will increasingly seek private sector capital as well as non-government organization service providers.
- The population of British Columbia is becoming increasingly diverse. Multiculturalism and diversity are creating an increasing demand for multilingual, cultural and specialized services related to settlement and adaptation.

Opportunities

In delivering a full suite of internal corporate shared services, as well as citizen-centred services to the public on behalf of other ministries, Citizens' Services is well positioned to support government in responding proactively to these challenges.



- In the next year, Citizens' Services will work to further integrate its suite of services, thereby improving the quality of services and creating a maximum benefit for taxpayers.
- Higher citizen expectations, a more competitive labour force and increasing pressures on budgets, means government will have to be increasingly innovative in how it approaches its work. Leveraging our expertise in strategic partnerships and developing new ways to work with the broader public sector and the private sector will help government build capacity and expertise, access capital, transfer risk, and leverage economies of scale by reducing the unit price of commodities.
- To meet the needs of new immigrants and refugees, it will be important for government to respond to all British Columbians — both orally and in writing — in a wide choice of languages. Citizens' Services is leading a cross government project to increase access to multi-lingual services.
- Citizens' Services will also continue to provide expert advice to ministries on the full range of service delivery models — from direct delivery inside government through to different outsourcing arrangements. By understanding the relative merits of all options, Citizens' Services will work with ministries to find solutions to their unique business needs.
- Citizens' Services will continue to support work to close the social and economic gap with First Nations. The access to e-health and e-education, and the increased economic opportunities brought by broadband connectivity will be critical to achieving this goal.

- The consolidated infrastructure of the shared services model, coupled with its wide influence across government, positions Citizens' Services as an agent of change supporting government transformation. For example, as the shared services provider for government buildings and vehicles — two significant contributors to government's greenhouse gas emissions — Citizens' Services will continue to research and implement strategies to assist client ministries in meeting the government goal to become carbon neutral by 2010.
- In responding to demographic challenges, Citizens' Services will also take concrete steps to nurture and engage an innovative workforce that anticipates the needs of tomorrow. Citizens' Services needs to engage and motivate these workers by considering and addressing their expectations. Citizens' Services must be as nimble and adaptable as its workers if it wants to attract and retain talented staff.

As Government evolves and plans for the future, Citizens' Services will continue to support the goals of government by proactively addressing challenges and remaining agile enough to capitalize on opportunities.

Goals, Objectives, Strategies and Performance Measures

Citizens' Services three-year Service Plan was developed to align with and support the strategic direction of the British Columbia Government.

Citizens' Services has identified three goals:

1. Service Excellence – A trusted organization that exceeds customer expectations.
2. Service Value – A trusted organization that maximizes benefits to clients and taxpayers.
3. Service Innovation – A trusted organization that enables government transformation.

For each of its three goals, Citizens' Services has identified objectives to be achieved over the next three years. The goals state the overall intended results of the Service Plan, while the objectives translate these goals into more specific desired outputs and outcomes. The strategies describe the key initiatives that will be implemented in order to accomplish the goals and objectives. There is not necessarily a one-to-one relationship between strategies and objectives (i.e., a number of strategies can lead to the achievement of one objective or one strategy may contribute to more than one objective).

Performance measures are identified for each of the goals. A summary description explains how the measure links to the relevant goal and what is being measured.

As Citizens' Services delivers on its commitments, more detailed tactics for each strategy will be developed, and responsibility and accountability for delivery will be assigned and monitored.

Goal 1: Service Excellence — A trusted organization that exceeds customer expectations

Objective 1.1: Increased citizen, customer and client satisfaction with service availability, service usability and service delivery

Citizens' Services has a long tradition of providing high quality services to the citizens of British Columbia. In 2008, the Government Agents are celebrating 150 years of providing a single point of co-ordinated access to government services for citizens. This network of 59 offices

currently delivers over 700 services on behalf of provincial ministries, agencies, Crown corporations and other levels of government, generating a customer satisfaction rating of 96 per cent. Similar services are delivered online and over the telephone.



Citizens' Services also strives for service excellence in delivering internal services to client ministries. While clients appreciate the level of service they receive from the individual business lines, it can be difficult for them to determine the full range of services available, or how they are organized. This year, Citizens' Services will implement a comprehensive initiative to co-ordinate its approach to internal clients, and deliver integrated services to meet their business needs.

Citizens' Services is committed to a culture of continuous improvement, and citizens, client ministries and customers are encouraged to provide feedback through approaches that include yearly satisfaction surveys, follow-up phone calls and emails, and comment cards. Citizens' Services will work this year to formalize the process of responding to satisfaction survey results, and will continue to conduct focused surveys of specific demographic groups (e.g., newcomers to British Columbia, persons with disabilities) for whom government wants to improve services.

Key strategies:

- Strengthen business relationships and knowledge of the Citizens' Services mandate through better communications and interactions with citizens, customers and clients;
- implement a co-ordinated approach to customer relationship management; and
- continuously improve the service delivery experience in response to customer feedback.

Performance Measure 1: Customer⁷ satisfaction

Performance Measures	Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Customer satisfaction:					
Service BC (public) ¹	96% (2004/05) ²	>or = 96%	>or = 96%	>or = 96%	>or = 96%
Shared Services BC (public sector staff) (index)	72% (2007/08) ³	N/A	75%	78%	80%

Data Source: BC STATS.

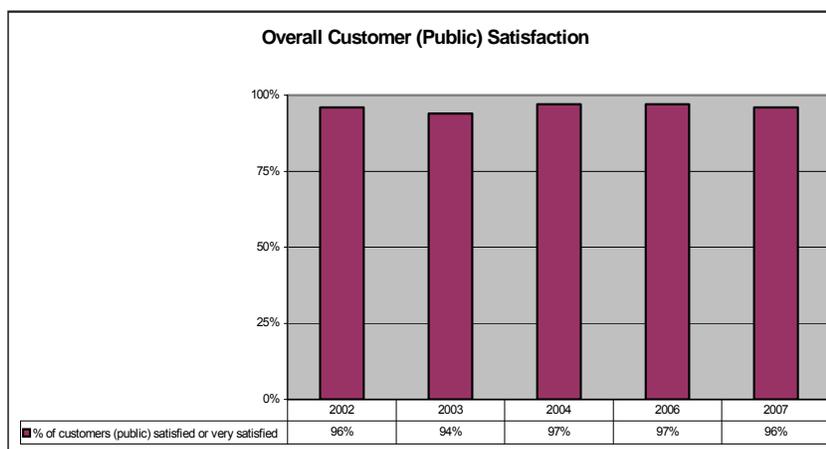
¹ This rating is an index comprised of customer satisfaction survey results for Government Agents' services located in Service BC Centres and the Service BC Contact Centre (e.g., Enquiry BC). The measure is calculated as a weighted average based on the volume of customers served by each channel.

² The baseline was established in 2004/05 based on survey results from January/February 2004.

³ The baseline and targets are based on a new shared services customer satisfaction measurement approach implemented in 2007/08. Accommodation and Real Estate Services is now included in the calculation of the baseline. The baseline is the 2007/08 result and the targets have been defined with reference to performance expectations that are attainable but also a stretch reflecting continuous improvement objectives.

Discussion

This performance measure demonstrates how satisfied citizens and customers are with the availability, usability and delivery of services they receive when they access government programs and services through Citizens' Services. The measure is based on two customer satisfaction ratings:



- A Service BC rating, based on surveys that focus on the satisfaction of citizens and businesses when they access government programs and information through two main service channels — over-the-counter service provided by Government Agents in the Service BC Centres and the toll-free phone service provided by the Service BC Contact Centre

⁷ A customer is an individual who receives a service or product from Citizens' Services. Customers may be members of the public, businesses or government staff.

(e.g., Enquiry BC). Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. In 2006/07, 96 per cent of customers indicated they were satisfied with the quality of services provided by Service BC. Future targets for this measure are to continue to meet or exceed a 96 per cent satisfaction rating; and

- A Shared Services BC rating, based on an index of survey ratings of the satisfaction of public sector staff with internal shared services (e.g., information technology; payroll; procurement and supply; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate) provided by Shared Services BC.

Performance Measure 2: Citizen satisfaction with provincial government services

Performance Measure	2006/07 Baseline ¹	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Citizen satisfaction with provincial government services.	54 out of 100 ² (Overall satisfaction score)	55 out of 100	56 out of 100	57 out of 100	58 out of 100

Data Source: BC STATS.

¹ The baseline and targets for this measure are based on the first BC Citizen Satisfaction Survey which was conducted in March, 2007.

² This score is consistent with the results of the most recent cross-Canada survey in which British Columbian's rated the quality of government services at the same level or higher than the national average. (Citizens' First 4, Institute for Citizen-Centred Service and the Institute of Public Administration, November 2005).

Discussion

This is a new measure that reports how British Columbians rate the services they receive from across the provincial government. Transforming the approach to delivering services to citizens is a priority for government and strong foundations are already in place for a collaborative cross government approach through government's Citizen-Centred Service Delivery Initiative. Citizens' Services is mandated to lead this strategy through which information, solutions and support will be provided to help other ministries achieve their goals of service excellence.

As the lead ministry for the Citizen-Centred Service Delivery Initiative, Citizens' Services is measuring and reporting progress on the overall quality of provincial government services in British Columbia. This overall satisfaction rating is derived from an annual province-wide survey and the results of this survey will be used to inform the implementation of the Citizen-Centred Service Delivery Initiative.

Goal 2: Service Value — A trusted organization that maximizes benefits to clients and taxpayers

Objective 2.1: Value for money

Objective 2.2: Predictable and transparent shared services prices

Citizens' Services provides internal government services such as information technology, payroll, procurement and supply, financial and business applications, and accommodation and real estate to ministries and the broader public sector. Citizens' Services is also the chief provider of front-line services to the public through strategic management of the Province's online, front counter and call centre channels. This integrated approach affords government the opportunity to streamline processes, use technology to achieve further efficiencies, aggregate volumes to achieve savings through lower unit costs, and access capital by partnering with the private and broader public sectors. Work is ongoing in all areas to provide the best possible value to client organizations. In the next year, Citizens' Services will focus significant effort on strengthening relationships with broader public sector organizations to look for opportunities to align business needs, leverage procurement processes, and pool investment resources for the benefit of the taxpayers of British Columbia.



In addition to seeking new opportunities, Citizens' Services will continue to provide ministries with the business expertise to analyze alternative service delivery models. When ministries enter into long-term contractual relationships with the private sector, Citizens' Services will also provide leadership and support to ensure that the best possible value is being created and that opportunities to expand the customer base are being explored.

Just as citizens expect transparency, accountability and demonstrated value for tax dollars, ministries want assurance that the services they purchase internally are delivered efficiently. In order to budget accurately for their programs and services, ministries need to know, in advance, the costs associated with shared services. Citizens' Services is committed to providing pricing in a timely way, and will continue working with clients to determine how to best forecast and manage upcoming changes in prices, resourcing and service availability across the enterprise.

Key Strategies:

- Develop a performance measurement framework to improve our ability to measure service value;
- establish a transparent framework to objectively and consistently assess government's information management and information technology investments;
- seek new opportunities to maximize benefits; and
- price services in a consistent, timely and transparent manner.

Performance Measure 3: Payroll cost per employee paid

Performance Measure	2003/04 Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Payroll cost per employee paid.	\$421.00	24% cost reduction over base ¹ (\$320)	24% cost reduction over base (\$320)	24% cost reduction over base (\$320)	24% cost reduction over base (\$320)

Data Source: Hackett Payroll Benchmarking Study 2003/04.

¹ In 2006/07, the Provincial Human Resource Management System successfully reduced payroll costs by 21 per cent over base, a 3 per cent improvement over the base estimates and expected rates of inflation. Targets have been set with the objective of being lower than the Hackett benchmark government median and this outcome is expected to be achieved in 2007/08. Meeting the targets set for this measure will require rigorous management of the cost factors that impact the performance results.

Discussion

This measure indicates success in reducing costs over time for payroll services. The measure demonstrates the efficiency of the payroll process which is made up of the following components: staffing; outsourcing; systems; and overhead. The measure is based on dividing the total cost of these components by the average number of employees paid in a fiscal year. This measure is also compared to an external benchmark consisting of like or similar organizations that are considered to be most effective and efficient in providing payroll services.

The performance objective for this measure is to be lower than government median from the Hackett Payroll Process external benchmark. The targets for this measure have been selected by analyzing expenditure and employee trend analysis. The 24 per cent cost reduction over base targets set for subsequent fiscal years is slightly lower than the government median. Although the target remains stable at 24 per cent, rigorous management will be required to manage inflation costs.

Goal 3: Service Innovation — A trusted organization that enables government transformation

Objective 3.1: Increased productivity

Objective 3.2: Information can be shared across the enterprise as appropriate

Objective 3.3: Government works innovatively with the broader public sector

The goals of government are cross-cutting, far-reaching and comprehensive. They cannot be achieved by single ministries, or even core government, delivering fragmented services in isolation from the broader public sector and private sector service providers. Truly citizen-centred service depends on government's ability to collaborate across organizational boundaries, harness advancements in technology, and connect people and systems to share information. Citizens' Services is at the forefront of service transformation and the development of innovative solutions in all areas, from front-line services to the technical infrastructure that supports them.

The ability to integrate government services and information to provide better service to citizens is dependent upon the provision of a secure broadband Internet infrastructure, common information technology standards and integrated information and technology architectural planning. Maintaining the integrity, confidentiality, and availability, as well as appropriate access to the large volume of provincial government information, is an on-going priority. Governance is required to support common data systems, common standards, rules and a means to ensure they are followed. Good governance depends on a well-developed legislative and policy framework to protect individual privacy,

Building Capacity in First Nations

The Government of British Columbia is committed to working innovatively with First Nations, the federal government and other partners to enable broadband access to First Nations. Broadband connectivity will provide access to e-health, e-learning, e-government services and e-business opportunities that will help bridge the social and economic gap and build capacity.



enable improved system interoperability and data sharing and ensure the security of government's information and applications. Citizens' Services will continue to provide corporate leadership and strategic direction to government to ensure that information and technology is managed and used efficiently for better service delivery. A co-ordinated approach to information management and information technology for government is under development, and the first phase will be implemented in 2008/09.

Through its consolidated infrastructure services across a broad spectrum of government operations, and its expertise in leading large-scale, cross ministry initiatives, Citizens' Services is well positioned to help government achieve its objective of carbon neutrality by 2010. Citizens' Services will continue to take a leadership role in this government priority through such initiatives as hybrid vehicles and green buildings.

This year, Citizens' Services will implement the next phase of British Columbia's Plan for Citizen-Centred Service Delivery, a government-wide initiative to co-ordinate information, programs and services so that they can be presented to citizens in a way that takes their needs into account from beginning to end. British Columbia is a leader in this area, and our ability to implement concrete changes has captured the attention of other governments both nationally and internationally. Work to improve the quality, accessibility and efficiency of services to citizens and businesses, will continue to result in positive and concrete changes to services in communities around the province.

Key strategies:

- Integrate and co-ordinate services to better meet the service needs of citizens, customers and clients;
- implement the first phase of the information management and information technology plan;
- remove barriers to innovation; and
- implement the citizen-centred service delivery plan.

Performance Measure 4: Information technology investment in end-user productivity compared to industry's most effective and efficient information technology service delivery organizations

Performance Measure	2004/05 Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Information technology investment in end-user ¹ productivity compared to industry's most effective and efficient information technology service delivery organizations.	77% of world-class standard ²	Increase: closer to world-class ³	Increase: closer to world-class	Increase: closer to world-class	Increase: closer to world-class

Data Source: Hackett Information Technology Benchmarking Study 2004/05.

¹ End-users are individuals with access to government's internal applications and systems.

² Performance is compared against the external IT benchmark conducted by the Hackett Group. The baseline for this measure is the total cost of government's information technology infrastructure for fiscal year 2004/05 expressed as a percentage of the world-class standard. Hackett defines world-class as a ranking in the top 25 per cent in efficiency and effectiveness compared to like or similar organizations in North America.

³ In 2006/07, the IT investment in employee productivity, in comparison to industry's most effective and efficient IT service delivery organizations was 79 per cent, two per cent higher than the baseline. This result was consistent with the performance objective.

Discussion

This measure is a comparative indicator on the amount of information technology spending per end-user across the government enterprise. It is an external benchmark that provides a comparison of the B.C. government's information technology shared service to like or similar organizations across North America that have been identified as industry's most effective and efficient (world-class) organizations. Reliable and high performing information technology services are a significant contributor to the productivity of government employees who are increasingly dependent on the availability and performance of information technology systems to support the services they provide.

The baseline for this measure is the total cost of government's information technology infrastructure for the fiscal year 2004/05 expressed as a percentage of the world-class standard. The measure does not imply achieving world-class investment levels. Rather the focus is to move closer to world-class and to a level that strikes an appropriate balance between effective service delivery and the fiscal responsibilities of government. By establishing the target relative to world-class investment levels, it is expected employee productivity will be enhanced, resulting in the improved delivery of government services to citizens and business.

Performance Measure 5: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of First Nations with access to broadband facilities.	42% (85 of 203 First Nations) ¹	62% (125 of 203 First Nations)	74% (150 of 203 First Nations)	86% (175 of 203 First Nations)

Data Source: Network BC.

¹ The baseline for this measure has been confirmed based on the completion of broadband assessments in mid-2007.

Discussion

This performance measure demonstrates the level of success in providing First Nations with access to broadband facilities. The Provincial government has allocated funding to increase the number of First Nations connected to high-speed telecommunications. Through a process of collaboration with First Nations organizations, broader public sector organizations and the private sector that have an interest in providing services to and for First Nations, the Provincial government will work with the Federal government towards ensuring that 203 First Nations have broadband access.

Performance Measure 6: Effectiveness of government information security arrangements

Performance Measure	2006/07 Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Compliance with the ISO/IEC 17799:2005 information security standard ¹ .	2.9 out of 4 ²	Improvement over previous year			

Data Source: Information Security Branch, Office of the Government Chief Information Officer.

¹ An internationally recognized, comprehensive set of controls made up of best practices in information security.

² The baseline is a government-wide rating based on individual ministry Security Health Check assessments conducted for the first time in the 2006/07 fiscal year. This assessment will be conducted annually and benchmarked using the Information Security Forum survey tool and measurement process to assess alignment with the ISO/IEC 17799:2005 security standard. As this is a new measure the targets will be reviewed annually.

Discussion

This measure will provide an overall rating of the effectiveness of the Government's security arrangements compared to an international standard. Tracking the level of alignment with a robust standard will inform government's strategy to maintain and improve the security of its information and technology infrastructure processes.

This performance measure is derived from a leading independent authority on information security, the Information Security Forum. The Information Security Forum is a world-wide, member-run association of over 300 leading companies and public sector organizations. Information Security Forum members have influenced the design of the International Standards Organization standards and tools to measure against the standards.

The Information Security Forum has developed the high level Security Health Check self-assessment tool. This tool has been used to assess the compliance of the government's information security compared to the International Standards Organization 17799 international standard. International Standards Organization 17799 provides guidelines on what security controls should be implemented, based on the practical insights and experiences of major organizations. The Security Health Check tool measures the degree of compliance with 179 security control areas on a scale of zero to four. The results from the 19 ministry security reviews completed in 2006/07 have been compiled to provide the baseline rating for government. The average level of security compliance across government is 2.9 out of 4. This score represents a slightly above average rating for compliance with the security standard. The target for future years is to progressively improve compliance.

Changes to Goals, Objectives, Strategies, Performance Measures and Targets

Each year, the three-year Service Plan is extended by one year and is reviewed and revised to align with the current direction of government. Changes in the 2008/09–2010/11 Service Plan are focused on ensuring that Citizens' Services is well positioned to respond to the challenges facing the Ministry in coming years.



The intent of Goals 1 and 2 are largely unchanged — they remain focused on service quality and service value, respectively. The wording has been clarified to emphasize the importance Citizens' Services places on building the trust of citizens, clients and customers through its business interactions.

The scope of Goal 3 was previously limited to government's electronic service channels. Recognizing how critical it will be to the success of Citizens' Services, the focus of Goal 3, and its related objectives, has now been expanded to include the need to pursue innovative business solutions in all areas of work.

The strategies have been refocused to reflect Citizens' Services' priorities and deliver on key initiatives.

There have been two changes to Citizens' Services performance measures since the publication of the 2007/08–2009/10 Service Plan — one new measure has been introduced, and one measure has been removed.

- Central procurement operational costs as a percentage of total value of goods and services purchased is not included in the 2008/09–2010/11 Service Plan. This measure is being reassessed due to methodological challenges related to benchmarking standards.
- Citizen satisfaction with provincial government services is being added as a performance measure for 2008/09–2010/11. This new measure relates to the services of government as a whole, and, as lead for British Columbia's Plan for Citizen-Centred Service Delivery, Citizens' Services will report progress on behalf of government.

Resource Summary

Resource Summary Table

Core Businesses	2007/08 Restated Estimates ¹	2008/09 Estimates	2009/10 Plan	2010/11 Plan
Operating Expenses (\$000)				
Labour Programs	17,170	17,538	17,795	17,795
Citizens' Services				
Service to Citizens and Businesses.....	31,729	36,789	34,586	34,586
Services to the Public Sector.....	4	4	4	4
Governance.....	33,081	29,545	28,187	28,187
Executive and Support Services	15,595	19,781	18,703	18,119
Total	97,579	103,657	99,275	98,691
Full-time Equivalents (FTEs)				
Labour Programs	367	367	367	367
Citizens' Services				
Service to Citizens and Businesses.....	383	383	383	383
Services to the Public Sector.....	1,272	1,341	1,338	1,338
Governance.....	124	173	173	173
Executive and Support Services	49	50	50	50
Total	2,195	2,314	2,311	2,311
Ministry Capital Expenditures (\$000)				
Labour Programs	3,161	3,161	3,161	3,161
Citizens' Services				
Service to Citizens and Businesses.....	777	2,047	2,047	2,047
Services to the Public Sector.....	79,609	93,918	142,873	118,975
Governance.....	719	719	719	719
Executive and Support Services	6	6	6	6
Total	84,272	99,851	148,806	124,908

¹ Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2008/09 *Estimates*.

Ministry Contact Information

For more information on the British Columbia Ministry of Labour and Citizens' Services, visit our website at: www.lcs.gov.bc.ca on the Internet. Contact information for the Ministry is available at: www.gov.bc.ca/lcs/contacts.html.

A detailed description of the performance measures is available at: www.labour.gov.bc.ca/pubs/related/overview.htm.

Labour

Department	Telephone	Website
Labour Relations Board	604 660-1300	www.lrb.bc.ca
Employment Standards Tribunal	604 775-3512	www.bcest.bc.ca
Workers' Compensation Appeal Tribunal	604 664-7800	www.wcat.bc.ca
	1 800 663-2782*	
WorkSafeBC	1 888 621-SAFE (7233)	www.worksafebc.com
	1 866 WCB-HELP (922-4357) after hours	

Location	Employment Standards Branches	Employers' Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492	604 870-5488
		1 866 870-5492*	1 888 295-7781
Burnaby	604 660-4946		
Campbell River			250 830-6526
Dawson Creek	250 784-2390		1 888 643-0013
Kamloops		250 828-4397	250 371-3860
		1 866 301-6688*	1 800 663-6695
Kelowna	250 861-7404	250 717-2050	250 717-2096
		1 866 855-7575*	1 866 881-1188
Nanaimo	250 390-6186	250 741-5500	250 741-5504
		1 866 827-2277*	1 800 668-2117

Location	Employment Standards Branches	Employers' Advisers Offices	Workers' Advisers Offices
Nelson	250 354-6550	250 354-6139	250 354-6933
		1 877 877-5524*	1 866 354-6933
Prince George	250 565-6120	250 565-4285	250 565-4280
		1 888 608-8882*	1 800 263-6066
Richmond		604 713-0303	604 713-0360
		1 800 925-2233*	1 800 663-4261
Surrey	604 586-4251		
Terrace	250 638-6525		
Victoria	250 952-0469	250 952-4821	250 952-4821
		1 800 663-8783*	1 800 663-8783*

Citizens' Services

Department	Telephone	Website
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1 800 663-7867	www.servicebc.gov.bc.ca/
Service BC — BC OnLine	250 953-8250	https://www.bconline.gov.bc.ca/
Service BC — BC STATS	250 387-0327	www.bcstats.gov.bc.ca/
Service BC — Government Agents	1 800 663-7867	www.governmentagents.gov.bc.ca/
Shared Services BC	NA	www.solutionsbcsharedservices.gov.bc.ca/
Shared Services BC — Strategic Acquisitions and Intellectual Property	250 387-1457	www.sajp.gov.bc.ca/
Shared Services BC — Accommodation and Real Estate Services	250 952-8500	www.accommodationandrealstate.gov.bc.ca/contact/
Shared Services BC — Procurement and Supply Services	250 387-3309	www.pss.gov.bc.ca/
Government Chief Information Officer	250 356-6118	www.cio.gov.bc.ca/
Freedom of Information and Privacy	250 356-1851	www.lcs.gov.bc.ca/privacyaccess/index_foi.htm

* Toll free in BC and Alberta only.

Additional Information

Please visit our website at: www.labour.gov.bc.ca/pubs/service_plan.htm to view the following appendices:

Glossary of Terms

List of Crowns, Agencies, Boards and Commissions

List of Legislation Administered by the Ministry

