

**Ministry of
Citizens' Services and
Minister Responsible for Multiculturalism
and the
Public Affairs Bureau**

**2009/10 – 2011/12
SERVICE PLAN UPDATE**

September 2009



For more information on how to contact the British Columbia
Ministry of Citizens' Services and
Minister Responsible for Multiculturalism
and the
Public Affairs Bureau,
see Ministry Contact Information on Page 24 or contact:

Ministry of Citizens' Services
PO BOX 9440
STN PROV GOVT
VICTORIA, B.C.
V8W 9E2

or visit our website at
www.gov.bc.ca/citz

see Public Affairs Bureau Contact Information on Page 24 or contact:

Public Affairs Bureau
617 Government Street
VICTORIA, BC
V8W 9V1

or visit our website at
www.gov.bc.ca/public_affairs

Published by the Ministry of Citizens' Services



Message from the Minister and Accountability Statement

I am pleased to present the 2009/10 – 2011/12 Service Plan Update for the Ministry of Citizens' Services, which builds on the solid foundation of accomplishments achieved under the former Ministry of Labour and Citizens' Services.

The focus of this new ministry is to ensure that the services the people of B.C. expect and need from government are delivered as efficiently and effectively as possible. As we pursue that objective, we will increasingly seek to engage citizens themselves in the transformation and development of government services, policies and practices. The Ministry of Citizens' Services will co-ordinate that citizen engagement vision to support projects across government over the next year.

Reflecting our commitment to serving the public, the Public Affairs Bureau is now part of the Ministry. It will continue its mandate to ensure citizens are informed about government policies, programs and services, and that information is communicated in an open and transparent manner.

Technology continues to drive both communication and collaboration between citizens and their government, and we will continue to facilitate that by supporting the infrastructure needed to connect our province, its communities and its people. Through Network BC, we will continue government's commitment to close the digital divide even more, bringing Internet service to rural and remote areas of the province. In fact, 92 per cent of British Columbians currently have access to high speed internet; and this is expanding through the Connecting Communities program.

The Ministry of Citizens' Services also continues to provide front-line services to citizens on behalf of other ministries, and also provides much of the infrastructure and services that government needs to perform its core business functions effectively. To ensure that we have the tools to deliver these services, a renewed Shared Services BC will deliver the tools and technology, goods and services that government requires to serve the citizens of British Columbia.

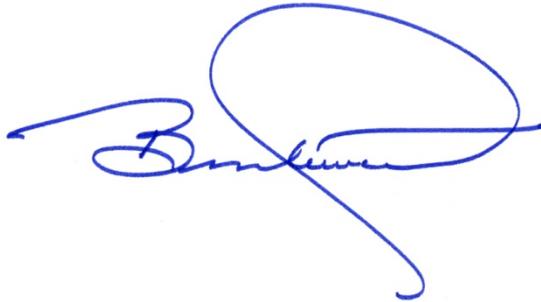
Just as it supports the infrastructure to deliver services, the Ministry also supports the 32,000 public service employees who work every day to meet the needs of British Columbians. As part of the Ministry, the BC Public Service Agency provides the human resource leadership for government in support of the Corporate Human Resource Plan, *Being the Best*.

With the added responsibility for multiculturalism, the Ministry will continue to work in support of cultural diversity and in building welcoming and inclusive communities across the province.

By bringing together all these components together in one Ministry, we will continue to work together to redefine the delivery of services and transform how citizens engage and interact with their government.

I thank all Ministry staff for the dedication and professionalism they demonstrate every day. I look forward to the privilege of working with staff to achieve our goals.

The Ministry of Citizens' Services *2009/10 - 2011/12 Service Plan Update* 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.



Honourable Ben Stewart
Minister of Citizens' Services and
Minister Responsible for Multiculturalism and the
Public Affairs Bureau

September 1, 2009

Table of Contents

Message from the Minister and Accountability Statement	3
Purpose of the Ministry	6
Strategic Context	7
Goals, Objectives, Strategies and Performance Measures	9
Resource Summary	21
Resource Summary Table	21
Service Plan Update Appendices.....	23
Agency Contact Information	
List of Crowns, Agencies, Boards and Commissions	
List of Legislation Administered by the Ministry	

Purpose of the Ministry

The mandate of the Ministry of Citizens' Services is to transform, deliver and promote services which are cost-effective, accessible and responsive to the needs of citizens, businesses and the public sector.

The Ministry provides front-line services to citizens on behalf of other ministries, and also provides much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. Citizens' Services is also leading the advancement of innovation and collaboration across government. Through this role, the Ministry is responsible for modernizing the internal operations of government and developing the strategies to ensure an engaged workforce is able to meet the demands of the future.

The new ministry brings all the centres of expertise for the strategy, planning and support of public service delivery under the umbrella of a single ministry with the clear mandate to transform how citizens interact with their government. Four defined areas of responsibility are linked under the umbrella of the Ministry:

1. Citizens' Services sets the direction to enable effective and innovative citizen-centred services.
2. Shared Services BC delivers the goods and services that government requires to meet the challenges of globalization, technological innovation and an increasingly knowledge-based economy as efficiently and cost-effectively as possible.
3. The BC Public Service Agency provides leadership and services in people management, and improves the overall effectiveness of the public service by providing human resource management policies, frameworks, products, mentorship, training and programs.
4. The Public Affairs Bureau leads and co-ordinates communications with internal and external stakeholders, ensuring that citizens are informed about government policies, programs and services, and that information is communicated in an open and transparent manner.

A key focus of the Ministry is on the continuous improvement of the quality of services and pursuing innovative business solutions that meet the changing needs of citizens, customers and clients by strategically aligning the business, technological and human resources of government.

With the leadership and expertise of its components, the new Ministry of Citizens' Services is well positioned to support the continued delivery of the highest level of service to the people of British Columbia.

Strategic Context

The creation of the new Ministry of Citizens' Services unites the responsibilities for information, people, technology and service delivery under a single mandate in recognition that together these elements can redefine the relationship between government and the people of British Columbia.

This mandate is a response to several factors influencing the delivery of public services:

Population: An aging and increasingly diverse population naturally results in increasing demands and challenges for public services. At the same time, an older population is also expected to result in a smaller public service workforce that will challenge our ability to meet increased service demand.

While a smaller public service is expected, as employees age out of the workforce, strategically optimizing investment in the public service is critical. The short-term focus has shifted from a concern over the supply of skilled resources to one of managing existing human resources tactically to deliver quality services within an uncertain economic environment. Maintaining the high quality of service for the public will require the development of strategies to ensure an engaged workforce is able to meet the demands of the future.

Immigration to British Columbia continues to grow, increasing cultural, racial and linguistic diversity. Immigrants account for almost 28 per cent of the province's population. As the population of the province becomes increasingly diverse, there is a demand for multilingual, cultural and specialized service. To meet these needs, government must continue to develop ways to enhance multilingual access to government's information and services.

Technology: The rapid evolution of technology has enormous potential to support the goal of improving outcomes for British Columbians. At the same time, government must also work to manage and protect – as a strategic business asset – the vast amount of information we collect, use and produce in our daily operations.

Using technology to build a culture of innovation and collaboration in the public service is critical as the pressure on government intensifies to deliver higher quality services with a smaller workforce. The Ministry is rolling out advanced communication and collaboration services to connect employees and enable them to work together, and to share information, knowledge and ideas across government. Government will need to continue to work innovatively by using up-to-date applications and technology to transform the way services are delivered to the citizens.

Technology will enable government to meet citizens' needs not only by making a wider range of services available online, but also by engaging them more directly in the shaping of government policy and decisions.

Citizen Expectations: Demographics, changing social attitudes and technology are all creating an increased expectation for government openness and accessibility that challenges many of government's traditional approaches.

The increasing expectations of citizens for services that are co-ordinated and easy to access will compel government to be more co-ordinated in its service design and delivery. As the province's citizenry becomes more multicultural and technically literate, expectations for better and more efficient government services increase. Citizens want access to services when and where they need them and by the delivery method of their choice.

Economy: Higher citizen expectations, a competitive labour market and increasing pressures on budgets require government to be increasingly innovative in its approach to work. All programs and services in government need to be as efficient as possible with taxpayer dollars. Government will need to continue to look for ways to reduce costs through eliminating duplication and redundancies in its operations and by leveraging its common business support infrastructure. Using the Ministry's expertise in strategic partnerships and developing new ways to work with the broader public sector and private sector will help government build capacity and expertise, access capital, transfer risk and leverage economies of scale by reducing unit costs of commodities.

Government's response to these prevailing forces is reflected in the formation of the Ministry of Citizens' Services. It brings together, in one ministry, the groups that will together redefine the delivery of services to the people of British Columbia and transform how citizens engage and interact with their government.

Managing staffing costs has always been one of the prime considerations in maintaining overall government affordability, and since 2001 this government has been diligent in reviewing staff spending each year. This is particularly true in these current economic times. All governments are in the similar position of having to balance spending and service levels against revenues that have declined over the past year in this extraordinary fiscal climate.

Staffing costs can be managed through removal of unfilled positions, retirements, staff efficiencies gained through coordination and collaboration across government, administrative program changes and, if necessary, a reduction in the staffing budget. In the 2010/11 budget, we will be managing staffing costs in the context of the current economic climate, examining all opportunities to continue to reduce these costs where possible. In the 2009/10 budget every effort has been made to preserve high staffing levels for frontline services.

In future years, government will continue to review its staffing budget to ensure those resources are allocated prudently, efficiently and towards government's key priorities.

Goals, Objectives, Strategies and Performance Measures

Goal 1: Citizens are engaged and informed about government services in a way that is inclusive, builds trust, and provides value

Objective 1.1: Communication of government's policies and programs to the public is timely, relevant and readily accessible

Objective 1.2: Individuals feel a sense of belonging and acceptance within their communities

Ensuring all British Columbians receive information that is timely, relevant and readily accessible regarding government policies and programs is essential to informing British Columbians of the programs and services available from government and the decisions taken by government on their behalf. Receiving consistent and factual information allows citizens to form opinions based on fact and allows for informed public debate on decisions taken.

Strategies:

- Communicate through the use of traditional mechanisms and by introducing new marketing approaches to ensure our messages are reaching British Columbians where they live.
- Expand use of e-services in support of cross-government initiatives and/or themes.
- Support the development of information resources in key areas of government such as health care, education, September Budget Update 2009, community safety, the economy, forest fire prevention and climate action.
- Make information about government programs and services more accessible to all citizens and grassroots communities through innovative technologies and stakeholder relations.
- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.
- Collaborate with other levels of government and organizations to promote multiculturalism and build welcoming and inclusive communities in British Columbia.
- Support community engagement in multiculturalism and anti-racism initiatives that focus on partnership development, public education, and mechanisms that prevent and respond to racism and hate.

Performance Measure 1: Initial response time to media enquiry

Government's ability to communicate factual information to the public can be measured by response to media enquiries.

Performance Measure	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Provide initial response to media within one hour of enquiry or within media deadline	99.46%	97%	97%	97%

Data Source: Public Affairs Bureau Communications Offices.

Discussion

Communications Offices monitor response times which are analyzed and rolled up on a monthly basis. Based on year-to-date results at February 28, 2008, a notional target of 97 per cent was established for 2008/09. The Public Affairs Bureau responds to approximately 12,000 media enquiries each year.

Goal 2: Service Excellence – A trusted organization that exceeds customer expectations

Objective 2.1: Increased citizen, customer and client satisfaction with service availability, service usability and service delivery

Objective 2.2: Strategically aligned resources and investments in the delivery of human resource services while demonstrating high performance and quality service

The Ministry of Citizens' Services is committed to a culture of continuous improvement and to deliver services that are responsive to the needs of citizens, client ministries and customers.

Citizens' Services undertakes extensive analysis of feedback from methods such as recurring satisfaction surveys to determine how well its services are meeting the expectations of its customers and clients, and to develop appropriate strategies and actions to improve the quality of service.

The business of the BC Public Service Agency has been realigned to a fully-integrated human resource delivery system that supports the goals articulated in the Corporate Human Resource Plan for the BC Public Service. Centralized management of activities, such as hiring, learning and health services builds internal capacity, guides the allocation of resources, helps identify priorities and creates efficiencies within government.

Strategies:

- Ensure our services are fully co-ordinated before they are delivered to our customers.
- Share knowledge of our customers internally to improve services and the customer experience.
- Continuously improve the service delivery experience in response to customer feedback and communicate that improvement.
- Focus on those intra-ministry initiatives that significantly improve citizen, customer or client satisfaction.
- Continue to nurture trusted relationships through transparency in service-level agreements that define costs, accountabilities, service levels and service outcomes.
- Develop a structured approach to customer relationship management in the human resource delivery system.
- Align strategic investment in the human resource delivery system with desired outcomes and regular reporting.

Performance Measure 2: Customer¹ satisfaction

Performance Measure	Baseline	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Customer satisfaction:					
Service BC (public) ¹	96% (2004/05) ²	96.5%	Next Survey 2010/11	>or = 96%	Next Survey 2012/13
Shared Services BC (public sector staff) (index)	72% (2007/08) ³	72%	78%	80%	80%
BC Public Service Agency	49.5 % (2007/08)	To be confirmed ⁴	63%	66%	69%

Data Source: BC STATS

- ¹ This rating is an index comprised of customer satisfaction survey results for Service BC's in-person and telephone service. 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 the results of the shared services customer satisfaction measurement approach implemented in 2007/08. The baseline is an index consisting of the overall satisfaction ratings for the six shared services lines of business; Accommodation and Real Estate Services is included in the calculation of the 2007/08 baseline.
- ⁴ The 2008/09 results for this performance measure will be available in late 2009.

¹ 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.

Discussion

This performance measure demonstrates the level of satisfaction that citizens and customers report on the availability, usability and delivery of services they receive when they access government programs and services through Citizens' Services. The measure is based on three 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 – in-person and by telephone. Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. In 2008/09, 96.5 per cent of customers indicated they were satisfied with the quality of services provided by Service BC.

Future-year targets for this measure are to continue to meet or exceed a 96 per cent satisfaction rating. Given the consistently high satisfaction ratings for the Service BC service delivery channels, starting in 2010/11, customer surveys will be conducted biannually. The targets for 2009/10 and 2011/12 have been updated to reflect this change.

- 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; financial and business applications; and accommodation and real estate). The indexed rating is the average of the overall satisfaction question result for designated product and service groupings for each shared service business area. The 2007/08 rating was 72 per cent and forms the baseline for this measure. Future-year targets for this outcome are defined with reference to performance expectations that are attainable but reflect continuous improvement objectives.
- The BC Public Service Agency Customer Satisfaction Survey consists of two surveys with two sets of questions reaching two different audiences. One audience is the public service executive (usually deputy and assistant deputy ministers) who are asked to answer a shorter survey from the perspective of their ministry. There are usually about 150 executive and senior leaders surveyed. The second audience is customers, namely managers and supervisors. They are asked to answer questions based on their own experience with the BC Public Service Agency. Approximately 5,000 managers are surveyed.

The targets reflect the results for both survey audiences included in the BC Public Service Agency's customer satisfaction survey.

Performance Measure 3: Citizen Satisfaction with provincial government services

Performance Measure	2007/08 Baseline	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Citizen Satisfaction with provincial government services	54 ¹	60	Next Survey 2010/11 ²	60	Next Survey 2012/13

Data Source: BC STATS

- ¹ The baseline is an average score which is calculated by converting a five-point survey question scale where 1 equals very dissatisfied and 5 equals very satisfied in a scale ranging from 0-100.
- ² Starting in 2010/11, the citizen satisfaction survey will be conducted biannually. The targets for 2009/10 and 2011/12 have been updated to reflect this change.

Discussion

Through an annual province-wide citizen satisfaction survey, Service BC monitors how British Columbians rate the services they received from the provincial government. The survey measures overall citizen satisfaction with provincial government services. The results of the survey are used to improve provincial government service delivery.

The performance targets for this measure reflect the expectation that citizen satisfaction with provincial government services will increase from the 2007/08 baseline as government continues to improve the quality of services by pursuing innovative solutions to meet the needs of citizens. The 2008/09 result for this measure represents a considerable increase in citizen satisfaction from the baseline rating. Should the increase in citizen satisfaction continue, future targets will be revisited to ensure they reflect continued performance improvements.

The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the biannual Citizens First² survey, a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the most recent Citizens First survey result to the B.C. Citizen Satisfaction Survey 2008/09 result revealed that citizen satisfaction with provincial government services in B.C. (60) is higher than the national average (51).

² The B.C. Citizen Satisfaction Survey and the Citizens First 5 Survey (2008) use a common set of questions to measure citizen satisfaction with government service delivery. The use of common questions in both surveys allows for the results from the two surveys to be compared to each other.

Goal 3: Service Value – A trusted organization that maximizes benefits to clients and taxpayers

Objective 3.1: Value for money

Objective 3.2: Improved response times to provincial information access requests from the public

Objective 3.3: Predictable and transparent shared services prices

Citizens' Services is the chief provider of internal government services and front-line services for citizens. An 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. Citizens' Services is focusing 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.

Strategies:

- Demonstrate to citizens, clients and customers that our services are efficient and provide value for money.
- Seek new opportunities to leverage the benefits of shared services.
- Expand benchmarking and cost-efficiency measures to monitor the efficient use of public funds for internal government shared services.
- Target business process improvement to create efficiencies throughout the delivery of human resource services.

Performance Measure 4: Payroll cost per employee paid

Performance Measure	2003/04 Baseline	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Payroll cost per employee paid	\$421	\$305	\$320	\$320	\$320

Data Source: Hackett Payroll Benchmarking Study 2003/04

Discussion

This measure indicates success in reducing costs over time for payroll services. The measure demonstrates the efficiency of government's 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 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 \$320 target set for subsequent fiscal years represents a 24 per cent cost reduction over the 2003/04 baseline, which is slightly lower than the median for comparable government organizations. Although the target remains stable at \$320, rigorous management will be required to manage inflation costs.

Goal 4: An engaged and innovative BC Public Service that enables government transformation to support the delivery of quality services for British Columbians

Objective 4.1: Increased productivity through collaboration, innovation and the modernization of the operations and infrastructure

Objective 4.2: Information can be shared across the enterprise as appropriate

Objective 4.3: Government works innovatively to transform the delivery of services and how citizens interact with their government

Objective 4.4: The goals of the Corporate Human Resources Plan for the BC Public Service Plan *Being the Best* are realized

Truly citizen-centred service is dependent 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. Citizens' Services will continue to provide corporate leadership and strategic direction to support the use of information and technology in the continuous improvement of service delivery to the citizens of British Columbia and also by engaging citizens more directly in the shaping of public policy.

Strategies:

- Drive improvement of the delivery of government services by continuing to lead the implementation of the citizen-centred service delivery initiative across government.
- Expand high-speed Internet services and cellular coverage in rural and remote British Columbia.

- Drive innovation to support service transformation.
- Support more efficient and accessible citizen services supported with up-to-date applications, streamlined processes, lean infrastructure and integrated enabling technology.
- Develop and implement a co-ordinated approach to working with the public sector.
- Develop new practices to support citizen engagement across government.
- Implement the information management and information technology plan.
- Support the government goal to become carbon neutral by 2010 through shared services that assist client ministries with emission reduction, verification and reporting.
- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service, based on feedback and results.
- Analyze the workforce to address long-term issues facing the BC public sector.
- Promote employee engagement and create an organizational culture that leverages employee ideas.

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

Performance Measure	2007/08 Baseline	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations) ¹	61% (123 of 203 First Nations)	69% (140 of 203 First Nations)	81% (165 of 203 First Nations)	94% (190 of 203 First Nations)

Data Source: Network BC

¹ The baseline for this measure was confirmed based on the completion of a broadband assessment in mid-2007.

Discussion

This performance measure demonstrates the level of success in supporting First Nations access to broadband facilities.

The Provincial government continues to support First Nations-led connectivity and capacity building initiatives. Targets have been aligned to a new approach to working collaboratively to connect First Nations to high-speed telecommunications.

Performance Measure 6: Government information security effectiveness

Performance Measure	2006/07 Baseline	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Information security standard ¹ compliance	2.9 out of 4 ²	3.1 out of 4	3.2 out of 4	3.3 out of 4	3.4 out of 4

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

- ¹ In the 2008/09 - 2010/11 Service Plan, this measure was named "Compliance with ISO/IEC 17799:2005 information security standard." This standard is an internationally recognized, comprehensive set of controls made up of best practices in information security management. In 2007, the International Standards Organization replaced the ISO/IEC 17799 standard with ISO/IEC 27002. The effect was a renumbering only as the new standard is identical to the old one.
- ² Security compliance is measured using the Security Health Check self-assessment tool, which measures the degree of compliance with 133 security control areas on a scale of zero to four. The tool has been developed by the Information Security Forum, which is a world-wide, member-run association of over 300 leading companies and public sector organizations.

Discussion

This measure provides an overall rating of the effectiveness of the Government's information security arrangements compared to an international standard for information security. The comparison to recognized best practices provides an indication of the Government's effectiveness in meeting its objective to maintain and improve the security of the information it manages.

The baseline for this performance measure is a government-wide rating that was conducted for the first time in 2006/07. The result of this assessment was an average level of security compliance across government of 2.9 out of 4. This score represents a slightly above average rating for compliance with the international security standard. In 2007/08, the focus of the security review was on improving the accuracy and completeness of reporting and government achieved a rating of 3.0 out of 4. The target for future years is to progressively improve the security compliance rating over time, with more focus on the specific needs of individual ministries.

Performance Measure 7: Percentage of human resource plan new initiatives underway

Performance Measure	2006/07 Baseline	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of human resource plan new initiatives underway	100%	100%	100%	100%	100%

Data Source: Ministry of Citizens' Services, BC Public Service Agency and Workforce Planning and Leadership Secretariat.

Discussion

In 2006, the Corporate Human Resource Plan for the BC Public Service, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The first

annual update to the plan was released in 2007, and the second annual update was released in 2008. The Council is committed to continued implementation of the plan with the involvement of the public service.

This performance measure is being tracked by the Premier's Office as well as the Ministry of Citizens' Services. The inclusion of this measure in the Ministry of Citizens' Services 2009/10 - 2011/12 Service Plan Update reflects the Ministry's responsibility for the continued development of the Corporate Human Resource Plan and its leadership in the implementation of human resource initiatives.

Goal 5: Building our Internal Capacity

Objective 5.1: The BC Public Service is a learning organization where investment is managed strategically

Corporate learning is an integral part of any retention strategy in a competitive job market and plays a significant role towards meeting the goals of the Corporate Human Resource Plan for the BC Public Service. Corporate learning requires investment by the organization and must be focused strategically on the skills that bring the greatest organizational benefit. Empirical studies in both public and private sector organizations have shown that learning investments produce substantial economic returns to organizations through reduced costs, increased efficiencies and other direct and indirect benefits that improve the performance and competitiveness of the organization.

Strategies:

- Develop targeted learning programs to increase the development of transferable skills and core knowledge.
- Implement ways to enhance access to learning for employees through new delivery methods such as e-learning.
- Utilize internal capacity for the development and delivery of core learning curriculum.
- Continue to develop and promote the career path profiles for key work streams to inform employees how they can advance their career, encouraging staff retention and career mobility within the BC Public Service.

Goal 6: Improving our Competitiveness

Objective 6.1: Develop and implement a corporate hiring centre to ensure responsiveness and flexibility to address the changing needs of the B.C. Public Service

The demographic profile of the BC Public Service will continue to drive a need to recruit talent, particularly in specialized professional occupations. By making it easier and faster to recruit the talent needed to deliver public services now and in the future the BC Public Service will improve its competitiveness in the marketplace. By providing opportunities for workforce mobility and leadership and career development, the BC Public Service will enhance flexibility and agility within the organization.

Strategies:

- Realign the hiring services in the BC Public Service to accommodate more targeted recruitment for specific job streams. This means the applicant can submit one application but be considered for various available positions within that job stream. This greatly simplifies the process for the applicant, provides BC Public Service clients with candidates that have been assessed and pre-qualified, and results in the ability to fill positions more quickly.
- Provide a recruitment experience where every applicant understands and is satisfied with the process, regardless of the outcome and where the right person is hired for the right job bringing employee engagement and job satisfaction.
- Continue to develop unique recruitment strategies for in-demand job streams and those job streams unique to the BC Public Service.

Performance Measure 8: Average time to hire in calendar days

Performance Measure	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Average time to hire in calendar days	75	55	50	45

Data Source: Performance Measurement and Corporate Reporting, BC Public Service Agency.

Discussion

Average time to hire is most useful for organizations that wish to measure the efficiency and timeliness of their recruiting processes (Infohrm Group Inc., 2006). Reducing the average time to hire provides better service to the public, less effort managing vacancies and greater operational efficiency. Generally, this performance measure refers to the average length of time that elapses from the date a hiring manager submits a job posting (commonly known as a job requisition), to the date a candidate is offered the position. Reducing the average time to hire is a key outcome to be realized from creating a corporate hiring centre.

Changes to Goals and Performance Measures

This *2009/10 – 2011/12 Service Plan Update* reflects the goals, objectives and strategies in the *2009/10 – 2011/12 Service Plan* for: the Citizens' Services' component of the former Ministry of Labour and Citizens' Services; the Workforce Planning and Leadership Secretariat, Premier's Office; the Multiculturalism Program of the Ministry of the Attorney General; the Public Affairs Bureau, Ministry of Finance and the BC Public Service Agency. These programs are now under the responsibility of the new Ministry of Citizens' Services.

In re-stating accountabilities as a result of the Ministry of Citizens' Services expanded mandate, there have been several updates to the goals, objectives, strategies and performance measures. Major changes to goals as stated in the *2009/10 – 2011/12 Service Plan* include the restatement of Goal 1 to reflect the former goals of the Public Affairs Bureau and the Multiculturalism and Inclusive Communities Office. Goal 2 now describes the work that all the components of Citizens' Services do to ensure service excellence. Goal 4 describes the work of the Workforce Planning and Leadership Secretariat and Office of the Chief Information Officer. Goals previously stated in the *Public Service Agency 2009/10 – 2011/12 Service Plan* are now included as Goals 5 and 6, and also as part of Goal 2.

Changes to performance measures are meant to focus on aspects of performance that are critical to the success of the new Ministry mandate. As a result, the following performance measures are not included in this update:

- Percentage of major communications plans/campaigns with evaluation mechanisms
- Number of participants in corporate learning
- Number of Aboriginal Internship opportunities filled
- Number of partnership MOUs entered into with post-secondary institutions
- Success in meeting 15 service standards
- Percentage of clients who rate services at satisfactory or above

Resource Summary

Resource Summary Table

Full Time Equivalents (FTE) numbers for each Ministry are currently being reviewed across government and therefore are not reported in this Service Plan Update. FTE's are routinely reported in the Public Accounts and more detailed information will now be publicly reported in a new Annual Report on the Corporate HR Plan, released each Fall. For more information, see the Budget and Fiscal Plan documentation.

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Operating Expenses (\$000)				
Citizens' Services				
Service to Citizens and Businesses	35,880	25,008	23,128	20,335
Workforce Planning and Leadership	-	10,976	10,565	10,016
Office of the Chief Information Officer	28,120	15,867	14,165	12,048
Shared Services BC	4	5	5	5
Public Service Agency	57,301	74,706	64,575	44,177
Public Affairs Bureau	36,583	28,113	28,423	28,168
Executive and Support Services	13,978	9,461	9,193	7,526
Benefits	1	1	1	1
Total	171,867	164,137	150,055	122,276
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Citizens' Services				
Service to Citizens and Businesses	5,632	-		

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Workforce Planning and Leadership	-	-		
Office of the Chief Information Officer	719	-		
Shared Services BC	115,418	199,534	175,267	106,754
Public Service Agency	1,569	1,250		
Public Affairs Bureau	436	220	145	
Executive and Support Services	14	-	-	-
Benefits	-			
Totals	123,788	201,004	175,412	106,754

1 Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2009/10 *Estimates*.

2 The 2008/09 *Estimates* data must correspond to the 2008/09 *Estimates*.

Service Plan Update Appendices

Appendix 1: Ministry of Citizens' Services Contact Information

Department	Telephone	Website
BC Stats	In Victoria: 250 387-0327 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.bcstats.gov.bc.ca/
Multiculturalism and Inclusive Communities Office	In Metro Vancouver: 604 660-2203 Elsewhere in B.C.: 1-800-663-7867	
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	www.bconline.gov.bc.ca/
Shared Services BC	N/A	www.sharedservicesbc.gov.bc.ca/
Shared Services BC – Strategic Acquisitions	250 387-1457	www.saip.gov.bc.ca/
Shared Services BC – Accommodation and Real Estate Services	250 952-8500	www.accommodationandrealstate.gov.bc.ca
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	250 387-5629	www.oipc.bc.org

* Toll-Free in B.C.

**Toll-Free in B.C. and Alberta

Public Affairs Bureau

617 Government Street

Victoria, BC V8W 9V1

Telephone: (250) 387-1337

For more information on the Public Affairs Bureau, please visit our website at:

www.gov.bc.ca/public_affairs

Appendix 2: List of Crowns, Agencies, Boards and Commissions

Multicultural Advisory Council
Auditor Certification Board

Appendix 3: List of Legislation Administered by the Ministry

BC OnLine Act
Business Corporations Act
Business Number Act
Cooperative Association Act
Credit Union Incorporation Act
Document Disposal Act
Electronic Transactions Act
Financial Institutions Act
Freedom of Information and Protection of Privacy Act
Insurance (Captive Company) Act
Legislative Assembly Management Committee Act
Legislative Assembly Privilege Act
Legislative Library Act
Legislative Procedure Review Act
Manufactured Home Act
Members' Remuneration and Pensions Act
Ministry of Provincial Secretary and Government Services Act
Miscellaneous Registrations Act, 1992
Multiculturalism Act
Mutual Fire Insurance Companies Act
Partnership Act
Pension Fund Societies Act
Personal Information Protection Act
Personal Property Security Act
Procurement Services Act
Public Agency Accommodation Act
Public Service Act
Public Service Benefit Plan Act
Public Service Labour Relations Act
Queen's Printer Act
Repairers Lien Act
Society Act
Statistics Act