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

2010/11 – 2012/13 SERVICE PLAN

March 2010
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 22 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
**Message from the Minister and Accountability Statement**

I am pleased to present the 2010/11 – 2012/13 Service Plan for the Ministry of Citizens’ Services.

The focus of Citizens’ Services is to ensure that the services people need and expect from their government are delivered as efficiently and effectively as possible. Our commitment to bridge the digital divide in British Columbia continues, and we look forward to working collaboratively with First Nations, the private sector and other levels of government to achieve this goal. As we endeavor to reach our objectives, we will look for new ways to engage citizens in the transformation and development of government services, policies and practices.

Since the Ministry provides front-line services to citizens, we are exploring how to utilize and maximize new technology to transform how citizens interact with their government. At the same time, the Ministry is also working across government to enable the delivery of services that meet the needs of citizens, businesses and the public sector. The transformation work underway with Shared Services BC is focused on providing all of its clients with integrated, sustainable core services at the lowest cost.

Just as it supports the infrastructure to deliver services, the Ministry of Citizens’ Services also supports approximately 30,000 employees who work hard to meet the needs of the people of our province. Citizens’ Services provides the leadership for government in support of the recently released Corporate Human Resource Plan, *Being the Best 4.0*, and the Public Service Agency is critical to its implementation. Despite the uncertainty of the past year, *Being the Best* remains firmly in place as the guiding force behind the transformation of the BC Public Service as an employer.

Another way the Ministry serves the public is through the work of the Public Affairs Bureau. The Bureau leads and co-ordinates communications, ensuring that citizens are informed about government policies, programs and services, and that information is communicated in an open and transparent manner and forging new trails in the use of social media.

With the responsibility for multiculturalism, the Ministry supports and encourages cultural and ethnic diversity across the province. Last summer, we launched EmbraceBC, a program that seeks to inspire community members, residents and sector leaders to welcome, accept and embrace difference, on both personal and institutional levels. I am proud to say that our leadership towards inclusiveness and cultural diversity makes British Columbia a premiere destination for new immigrants.

By bringing all of these components together in one Ministry, we 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, and I look forward to working with staff to achieve our goals.
The Ministry of Citizens’ Services 2010/11 - 2012/13 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 and for achieving the specific objectives in that plan.

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

March 2, 2010
# 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 Appendices .............................................................................................................. 22
  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 Ministry brings 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 integrates the delivery of goods and services to provide innovative, responsive and cost-effective services to the public sector. Shared Services BC supports government as the lead agency for procuring and supplying the technology, accommodation, products and services required by government and the broader public sector to provide services to the people of British Columbia.

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

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 four components, the 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 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.

As we move through this period of economic uncertainty the short-term objective is to optimize the investment in existing human resources while maintaining focus on the longer-term objective of ensuring the necessary supply of skilled staff for the future. Maintaining a high quality of service will require the development of strategies to ensure an engaged workforce is able to meet the expectations of changing service demands.

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, and to support communities to be welcoming and inclusive of cultural diversity.

**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 citizens.

Technology will enable government to meet citizens’ needs not only by making a wider range of services available online, but also by engaging citizens 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 population of the province becomes more culturally diverse 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. With the province’s growing diversity, government also recognizes the importance of continuing to promote welcoming and inclusive communities where multiculturalism is accepted and embraced.

**Economy:** Higher citizen expectations, a labour market predicted to be competitive over the long term, and continued pressure on budgets require government to be increasingly innovative in its approach to delivering services to British Columbians. Government will need to continue to look for ways to reduce costs by leveraging its common business support infrastructure and eliminating duplication and redundancies in its operations. Using the Ministry of Citizens’ Services expertise in strategic partnerships and developing new ways to work with the broader public sector and private sector will help government build capacity, access capital, transfer risk and leverage economies of scale by reducing unit costs of commodities.

The Ministry of Citizens’ Services brings together, in one ministry, the groups that will work collaboratively to redefine the delivery of services to the people of British Columbia, and transform how citizens engage and interact with their government.
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

Strategies:

- Communicate through the use of traditional mechanisms and by introducing new approaches to ensure our messages are reaching British Columbians where they live.
- Expand use of e-services in support of cross-government initiatives.
- Support the development of information resources in key areas of government such as health care, education, Budget 2010, 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: Timely response to media inquiries

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2008/09 Actual</th>
<th>2009/10 Forecast</th>
<th>2010/11 Target</th>
<th>2011/12 Target</th>
<th>2012/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely response to media inquiries</td>
<td>99.46%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
</tbody>
</table>

*Data Source: Public Affairs Bureau Communications Offices*

**Discussion**

This performance measure is an average of two indicators of the Public Affairs Bureau’s ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, the Public Affairs Bureau ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2008/09, the Public Affairs Bureau responded to approximately 12,000 media enquiries. This represents a 20 per cent increase in the number of media inquiries since 2006/07. The targets of 97 per cent reflect a commitment to maintain a high level of service, despite the increasing number of inquiries and decrease in staff resources.

**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, investments and data in the delivery of human resource services while demonstrating high performance and quality service

**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.
• Transform the service delivery experience to maximize outcomes for citizens, customers and clients while containing costs to government.
• Invest in those initiatives that significantly improve citizen, customer or client satisfaction.
• Transform the delivery of human resource services to align with leading practices and create greater efficiencies while achieving the goals of the BC Public Service Human Resource Plan, *Being the Best.*

**Performance Measure 2: Customer\(^1\) satisfaction**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>2009/10 Forecast</th>
<th>2010/11 Target</th>
<th>2011/12 Target</th>
<th>2012/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service BC (public)</td>
<td>96% (2004/05)(^2)</td>
<td>Next Survey 2010/11</td>
<td>At least 96%</td>
<td>Next Survey 2012/13</td>
<td>At least 96%</td>
</tr>
<tr>
<td>Public Service Agency</td>
<td>52% (2007/08)</td>
<td>Next Survey 2010/11</td>
<td>63%</td>
<td>Next Survey 2012/13</td>
<td>69%</td>
</tr>
</tbody>
</table>

**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.

**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 the Ministry of Citizens’ Services. The measure is based on two customer satisfaction ratings:

• The Service BC rating is based on a bi-annual survey that focuses 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 exceed or maintain a 96 per cent satisfaction rating. Government is committed to improving the quality of service delivery. Maintaining a high level of satisfaction will demonstrate that Service BC is continuing to meet citizens’ expectations as it pursues new and innovative service delivery approaches.

---

1 A customer is an individual who receives a service or product from the Ministry of Citizens’ Services. Customers may be members of the public, businesses or government staff.
• The Public Service Agency obtains feedback from customers through satisfaction surveys. Customer satisfaction is an indicator of whether the leadership, expertise and services are effectively contributing to better performance of ministries and government as a whole. Customers include managers, supervisors and public service executive. Managers and supervisors are surveyed on the services they receive from the Public Service Agency such as hiring or labour relations. The survey for public service executive focuses on the return on investment in the delivery of human resource services offered centrally.

**Performance Measure 3: Citizen satisfaction with provincial government services**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2007/08 Baseline</th>
<th>2009/10 Forecast</th>
<th>2010/11 Target</th>
<th>2011/12 Target</th>
<th>2012/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen satisfaction with provincial government services</td>
<td>54¹</td>
<td>Next Survey 2010/11</td>
<td>60</td>
<td>Next Survey 2012/13</td>
<td>61</td>
</tr>
</tbody>
</table>

**Data Source:** BC STATS

¹ The baseline is an average score that is calculated by converting a five-point survey question scale where 1 equals very dissatisfied and 5 equals very satisfied into a scale ranging from 0-100.

**Discussion**

Through a bi-annual province-wide citizen satisfaction survey, Citizens’ Services monitors how British Columbians rate the services they received from the provincial government. The survey measures the overall satisfaction of citizens 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 of 60 for this measure represents a considerable increase in citizen satisfaction from the baseline rating and is higher than the national average of 51². Targets have been set with the expectation that citizen satisfaction with B.C. Government services will remain higher than the national average. Should the 2010/11 B.C. Citizen Satisfaction Survey results confirm increased satisfaction beyond the anticipated trend, future targets will be reassessed.

² The results from B.C.’s Citizen Satisfaction Survey can be compared to the results from the bi-annual Citizens First 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 trend of Citizen First survey results to the B.C. Citizen Satisfaction Survey 2008/09 results indicated that citizen satisfaction with provincial government services in B.C. (60) is higher than the national average (51).
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

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.
- Actively manage to statutory timelines for information access requests with Ministry customers.

Performance Measure 4: Compliance with statutory freedom of information response times

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with statutory freedom of information response</td>
<td>71% (2008)¹</td>
<td>86%</td>
<td>88%</td>
<td>90%</td>
<td>92%</td>
</tr>
</tbody>
</table>

Data Source: Corporate Request Tracking System

¹ The baseline percentage has been calculated for calendar year 2008. Future reporting will be based on fiscal year data.

Discussion

Providing timely responses to freedom of information (FOI) requests is a crucial aspect of government accountability and transparency. This measure provides an indication of how well government is serving the public through the timeliness of its responses to requests for information under the Freedom of Information and Protection of Privacy Act.

Government now responds to approximately 6,000 requests every year, some of which are complex and involve multiple ministries and evolving information technologies. To reflect the commitment to improve the response times to FOI requests, Government centralized its information and access operations in January 2009. The focus of this new approach is to facilitate more efficient request processing by standardizing government-wide practices and streamlining business processes.
The baseline of 71 per cent for this performance measure is based on the compliance result for calendar year 2008 published in the Office of the Information and Privacy Commissioner 2009 Timeliness Report. Future year targets reflect a commitment to significantly improve response times to FOI requests. The targets are based on the number of closed requests completed on time as a percentage of the overall requests closed in each fiscal year.

**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:** Government data and information is shared in a way that protects privacy and improves outcomes for citizens

**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 Resource Plan for the BC Public Service, *Being the Best*, are realized

**Strategies:**
- Drive the improvement of service delivery through innovative approaches to facilitate easy, simple access to government services, information and systems.
- More efficient and accessible citizen services are supported by 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.
- Continue to set the strategic direction for information management and information technology in government.
- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.
- 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 B.C. public sector.
• Promote employee engagement and create an organizational culture that leverages employee ideas.
• Develop new practices to support citizen engagement across government.

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

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2007/08 Baseline</th>
<th>2009/10 Forecast</th>
<th>2010/11 Target</th>
<th>2011/12 Target</th>
<th>2012/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of First Nations with access to broadband facilities</td>
<td>42% (85 of 203 First Nations)</td>
<td>69% (140 of 203 First Nations)</td>
<td>79% (160 of 203 First Nations)</td>
<td>89% (180 of 203 First Nations)</td>
<td>96% (195 of 203 First Nations)</td>
</tr>
</tbody>
</table>

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 adjusted to reflect a new approach to working collaboratively to connect First Nations to high-speed telecommunications. The provincial government will work with First Nations organizations, the federal government, the broader public sector and the private sector towards ensuring that 203 First Nations have broadband access.
Performance Measure 6: Government information security rating

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2006/07 Baseline</th>
<th>2009/10 Forecast</th>
<th>2010/11 Target</th>
<th>2011/12 Target</th>
<th>2012/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information security standard rating</td>
<td>2.9 out of 4¹</td>
<td>3.2 out of 4</td>
<td>3.3 out of 4</td>
<td>3.4 out of 4</td>
<td>3.4 out of 4</td>
</tr>
</tbody>
</table>

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

¹ Security compliance is measured using the Information Security Forum’s (ISF) Fundamental Information Risk Methodology to complete risk and control self-assessments, and report on compliance as measured against the ISO/IEC 270002 standard. The measurement tool has been developed jointly by the ISF, which is a world-wide, member-run association of 300 leading companies and public sector organizations, and Citicus Ltd.

Discussion

The use of technology has enormous potential to support the goal of improving outcomes for British Columbians. Citizens want Government services to be better co-ordinated and easier to access; technology enables Government to meet these expectations by making a wider range of services available online. Secure service delivery requires the assurance of confidentiality, integrity, availability and privacy of information.

The management of public information requires government to protect the information and technology assets in its care. This measure provides a rating of Government’s information security arrangements compared to an international standard. The rating is an evaluation of the entire breadth of good security management based on ISF guidelines for implementing, maintaining and improving information management policies and practices. Examples of areas that are assessed through this measure include: security management during information systems development and upgrades, the secure provision of Government e-services, and the physical environment where information is located and stored.

The baseline for this measure is a government-wide rating conducted for the first time in 2006/07. The baseline score of 2.9 out of 4 represents a slightly above average rating compared to other ISF members. Since 2006/07, Government has achieved a progressive improvement in its security performance rating. The objective for future years is a rating of 3.4, which the ISF considers an optimal score for most organizations.
Goal 5: Building our Internal Capacity

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

**Objective 5.2:** Employees use new tools to communicate with each other as a way to build a learning community and support improvements in processes and services

**Strategies:**

- Develop learning programs that teach transferable skills and increase core knowledge.
- Utilize internal capacity in the development and delivery of core learning curriculum and in the access to learning through new delivery methods such as e-learning.
- Develop career path profiles for key work streams so that employees are informed on how to advance their career within the BC Public Service.
- Create opportunities for employees to share ideas and knowledge (e.g. intranet sites, The Bridge, Spark! and @Work).
Performance Measure 7: Employee satisfaction with training and development

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2006/07 Baseline</th>
<th>2009/10 Actual</th>
<th>2010/11 Target</th>
<th>2011/12 Target</th>
<th>2012/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of employees who agreed or strongly agreed “The quality of training and development I have received is satisfactory.”</td>
<td>50%</td>
<td>54%(^1)</td>
<td>58%</td>
<td>60%</td>
<td>62%</td>
</tr>
</tbody>
</table>

Data Source: Work Environment Survey, BC STATS

\(^1\) Data for this measure is from the Work Environment Survey conducted in April 2009.

Discussion
Research has shown that learning investments produce substantial returns to organizations particularly in improving the performance and competitiveness of the organization. The new corporate Learning Centre, a key function for the Public Service Agency, allows employees to access learning opportunities that support their performance objectives and career goals while ensuring a core learning curriculum is available to all. This performance measure enables the Public Service Agency to assess progress in meeting its objectives and strategies under this goal.
Goal 6: Improving our Competitiveness

Objective 6.1: Management of human resources is modernized, responsive and flexible to address the changing needs of the BC Public Service

Strategies:

- Realign the hiring services in the BC Public Service to accommodate more targeted recruitment for specific job streams.
- Develop a recruitment approach that delivers on the BC Public Service’s commitment of a ‘one employer and one employee’ experience for every job applicant.
- 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

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2009/10 Forecast</th>
<th>2010/11 Target</th>
<th>2011/12 Target</th>
<th>2012/13 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average time to hire</td>
<td>55 days(^1)</td>
<td>50 days</td>
<td>45 days</td>
<td>45 days</td>
</tr>
</tbody>
</table>

Data Source: Public Service Agency

\(^1\) A turnaround time of 55 days has been set as the baseline target for the inaugural operating year of the Hiring Centre. The future targets take into consideration the continuous improvements expected as processes and systems are enhanced.

Discussion

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

This performance measure refers to the average length of time that elapses from the date a hiring manager submits a job posting to the date a candidate is offered the position. Reducing the average time to hire is a key outcome for the new Hiring Centre, which was implemented in October 2009 to consolidate hiring services corporately and change the way employees are hired across the BC Public Service.
Changes to Goals and Performance Measures

Each year, the three-year Service Plan is extended by one year and is reviewed and revised to align with the current environment. The goals in the 2010/11 – 2012/13 Service Plan have not changed from the 2009/10 – 2011/12 Service Plan Update. The goals and objectives reflect the accountabilities of the four defined areas of responsibilities that are linked under the umbrella of the Ministry.

Changes have been made to Citizens’ Services performance measures since the publication of the 2009/10 – 2011/12 Service Plan Update. These changes reflect the continued refinement of performance indicators to focus on those that are critical to the success of the Ministry’s mandate and goals.

Two new performance measures have been introduced:

- Compliance with statutory freedom of information response times
- Employee satisfaction with training and development

Three measures are not included in this Service Plan:

- Customer satisfaction with the services provided by Shared Services BC
- Payroll cost per employee paid
- Percentage of the human resource plan’s new initiatives underway
Resource Summary

Resource Summary Table

<table>
<thead>
<tr>
<th>Core Business Area</th>
<th>2009/10 Restated Estimates</th>
<th>2010/11 Estimates</th>
<th>2011/12 Plan</th>
<th>2012/13 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating Expenses ($000)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizens’ Services</td>
<td>46,130</td>
<td>45,063</td>
<td>39,873</td>
<td>39,873</td>
</tr>
<tr>
<td>Shared Services BC</td>
<td>519,309</td>
<td>503,438</td>
<td>494,735</td>
<td>494,735</td>
</tr>
<tr>
<td>Public Affairs Bureau</td>
<td>25,788</td>
<td>26,429</td>
<td>26,081</td>
<td>26,081</td>
</tr>
<tr>
<td>Public Service Agency</td>
<td>67,814</td>
<td>37,669</td>
<td>37,320</td>
<td>37,320</td>
</tr>
<tr>
<td>Benefits</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>659,042</td>
<td>612,600</td>
<td>598,010</td>
<td>598,010</td>
</tr>
<tr>
<td>Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizens' Services</td>
<td>0</td>
<td>1,576</td>
<td>644</td>
<td>9</td>
</tr>
<tr>
<td>Shared Services BC</td>
<td>165,534</td>
<td>123,371</td>
<td>86,500</td>
<td>82,066</td>
</tr>
<tr>
<td>Public Affairs Bureau</td>
<td>220</td>
<td>120</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Service Agency</td>
<td>1,250</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Benefits</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>167,004</td>
<td>125,067</td>
<td>87,144</td>
<td>82,075</td>
</tr>
</tbody>
</table>

1 Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2010/11 Estimates.
2 The 2009/10 restated estimates reflect a change in funding model for corporately provided operations support such as accommodation, most information technology, freedom of information, corporate accounting services, payroll, and corporate sustainability. Funds previously held in Ministries for these activities were centralized into Shared Services BC, the existing service delivery body for these services.
# Service Plan Appendices

## Appendix 1: Ministry of Citizens' Services Contact Information

<table>
<thead>
<tr>
<th>Department</th>
<th>Telephone</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC Stats</td>
<td>In Victoria: 250 387-0327</td>
<td><a href="http://www.bcstats.gov.bc.ca/">www.bcstats.gov.bc.ca/</a></td>
</tr>
<tr>
<td></td>
<td>In Metro Vancouver: 604 660-2421</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elsewhere in B.C.: 1-800-663-7867</td>
<td></td>
</tr>
<tr>
<td>Freedom of Information and Privacy</td>
<td>250 387-5629</td>
<td><a href="http://www.cio.gov.bc.ca/services/privacy/">www.cio.gov.bc.ca/services/privacy/</a></td>
</tr>
<tr>
<td>Government Chief Information Officer</td>
<td>250 356-6118</td>
<td><a href="http://www.cio.gov.bc.ca/">www.cio.gov.bc.ca/</a></td>
</tr>
<tr>
<td>Public Affairs Bureau</td>
<td>250 387-1337</td>
<td><a href="http://www.gov.bc.ca/public_affairs">www.gov.bc.ca/public_affairs</a></td>
</tr>
<tr>
<td>Public Service Agency</td>
<td>250 952-6296</td>
<td><a href="http://www.bcpublicserviceagency.gov.bc.ca/">www.bcpublicserviceagency.gov.bc.ca/</a></td>
</tr>
<tr>
<td>Multiculturalism and Inclusive Communities Office</td>
<td>In Metro Vancouver: 604 660-2203</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elsewhere in B.C.: 1-800-663-7867</td>
<td></td>
</tr>
<tr>
<td>Service BC</td>
<td>In Victoria: 250 387-6121</td>
<td><a href="http://www.servicebc.gov.bc.ca/">www.servicebc.gov.bc.ca/</a></td>
</tr>
<tr>
<td></td>
<td>In Metro Vancouver: 604 660-2421</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elsewhere in B.C.: 1 800 663-7867</td>
<td></td>
</tr>
<tr>
<td>Shared Services BC</td>
<td>N/A</td>
<td><a href="http://www.sharedservicesbc.gov.bc.ca/">www.sharedservicesbc.gov.bc.ca/</a></td>
</tr>
<tr>
<td>Workforce Planning and Leadership Secretariat</td>
<td>250 953-3470</td>
<td></td>
</tr>
</tbody>
</table>

* Toll-Free in B.C.
**Toll-Free in B.C. and Alberta
Appendix 2: List of Crowns, Agencies, Boards and Commissions

Multicultural Advisory Council

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