

**Ministry of  
Labour, Citizens' Services and  
Open Government**

**2012/13 – 2014/15  
SERVICE PLAN**

**February 2012**



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## Message from the Minister and Accountability Statement



It is my honour to present the *2012/13 – 2014/15 Service Plan* for the Ministry of Labour, Citizens' Services and Open Government.

The Labour side of the ministry takes a fair and balanced approach to workplace-related legislation and policy. Recent minimum wage increases and the new Family Day statutory holiday demonstrate our commitment to modernizing employment standards to reflect the needs of businesses, workers and families in British Columbia.

The safety of all workers remains a priority for our government. We will continue to foster a culture of safety in every workplace and, through our work with WorkSafeBC and industry partners, we will address evolving workplace needs while ensuring employees and employers work together to create a culture of safety.

Labour will continue to create an environment that facilitates stable labour relations in both the private and public sectors, including support to resolve collective bargaining disputes.

We will continue to support the *BC Jobs Plan* by maintaining an environment that encourages job creation and investment while protecting jobs by supporting the competitiveness of B.C. businesses.

On the Citizens' Services and Open Government side of the ministry, we're continuing to improve how government delivers services so that they are meaningful to and meet the needs of British Columbians.

Open government is a major focus for our ministry. We're helping the Province to change its approach to governing by focusing our web services on the end user, and by making government data and information more freely available. Sharing information and data enables citizens to participate in decisions that affect their lives. In the coming year, we'll be introducing a new public engagement website to help us better communicate and collaborate with British Columbians.

Enabling our citizens to connect through technology is also a priority. Work is already underway to increase the level of Internet and cellular access throughout the province. Communities across B.C. experience first-hand, the benefits of improved connectivity, including increased access to education, health care and business services.

In addition, effectively managing the provincially-owned real estate portfolio, providing innovative, integrated and sustainable technology and purchasing services at the lowest cost, and delivering core services to citizens, businesses and the public sector will remain key focuses of the work of Shared Services BC.

Through the Government Communications and Public Engagement resources in the Ministry, we will continue to lead and coordinate external communications, with the goal of engaging with and informing citizens about the many government policies, programs and services available.

Together, these parts of the ministry work together to provide top quality services and programs to workers, families and businesses in B.C. I look forward to working with staff in the ministry to achieve our ambitious goals.

The *Ministry of Labour, Citizens' Services and Open Government 2012/13 – 2014/15 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.



Honourable Margaret MacDiarmid,

Minister of Labour, Citizens' Services and Open Government

February 21, 2012

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## Purpose of the Ministry

The Ministry of Labour, Citizens' Services and Open Government provides services to families, employees, employers, unions, and businesses in British Columbia to support a modern and stable work environment. The Ministry also provides services to transform, deliver and promote services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients<sup>1</sup>. The Ministry provides products and services to other ministries to ensure economies of scale are realized and required service standards are achieved.

The Ministry sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, the Ministry 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 the Ministry's three administrative tribunals 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. The Ministry also actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.

Educational services and initiatives, provided by the Employment Standards Branch and by the Employers' Advisers Office and Workers' Advisers Office, increase understanding of and compliance with the *Employment Standards Act* and *Workers Compensation Act*.

The Ministry brings together the centres of expertise for the planning and support of public service delivery under the umbrella of Citizens' Services and Open Government, including Government Communications and Public Engagement, with the clear mandate to transform how citizens and clients interact and receive services from government. The Minister also oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens.

A core component of the Ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of plans that enable the BC Public Service to deliver effective and accessible services for citizens. *Citizens @ the Centre: BC Government 2.0* strategy is one such plan.

In addition to providing services to citizens, the Ministry leads the advancement of innovation and collaboration across government. Through this role, the Ministry is responsible for modernizing the internal operations of government, providing much of the enabling infrastructure and services that

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<sup>1</sup> Citizens include members of the public, families and businesses. Clients include public sector individuals that receive products or services from the Ministry of Labour, Citizens' Services and Open Government.

government needs to perform core business operations efficiently and effectively. The Ministry ensures citizens are informed about government policies, programs and services in an open and transparent manner, and leads and co-ordinates communications with internal and external stakeholders.

The Ministry is also leading in support of the Open Government vision for government. This includes pursuing new approaches to citizen-centric online services, providing more government data to citizens, releasing more information about government decisions, and directly engaging with citizens on issues and decisions made by government. The Ministry provides the core infrastructure to support these activities through corporate web services, data services, information access and policy supports in areas such as citizen engagement.

With its leadership and expertise, the Ministry of Labour, Citizens' Services and Open Government is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of British Columbia 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. Integrating these responsibilities enables the Ministry to put B.C. families, employers and workers first and deliver services and build strong partnerships to support communities across B.C.

# Labour

## Strategic Context

The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.2 per cent in 2011 and projects that the rate of real GDP growth will remain at 2.2 per cent in 2012, before increasing to 2.5 per cent in 2013. Risks to British Columbia's economic outlook include a return to recession in the US; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for B.C. exports; and a weakening of the US dollar disrupting the financial markets and raising the cost of B.C. exports abroad.

The Ministry 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, address key challenges, and maximize opportunities.

### Challenges

- Changing workforce demographics and new technologies are driving changes in social norms and expectations. Fair and balanced laws and regulations must reflect these changes.
- In British Columbia there are 183 public sector collective agreements covering approximately 308,000 workers. In October 2011, the province announced a cooperative gains mandate for 2012 collective bargaining. However, in some instances, negotiations under the 2010 net-zero bargaining mandate continue. As these public sector negotiations progress, there will be a continued need for an increased focus on monitoring the negotiations and providing assistance to the parties where necessary, to promote negotiated settlements, encourage labour stability, and protect the public interest.
- Despite continued economic uncertainty, emerging labour shortages have continued to result in demand for workers from more diverse labour pools. This diversity includes temporary foreign workers and young, less experienced workers. These vulnerable workers pose an increased challenge for the Employment Standards Branch and WorkSafeBC, both of which have implemented initiatives designed to assist and protect them.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining require a continued emphasis on injury prevention and occupational health and safety initiatives.

## Opportunities

- The Ministry enables 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, employers, and employees to our province. In this respect, the goals, objectives, and strategies in this plan will play an important role in the success of the *BC Jobs Plan*.
- Fair and balanced laws and regulations that reflect the changing social norms and expectations of employers and employees in the 21st century will assure British Columbia's position as an attractive location for business and employment. The Ministry will continue to examine the province's employment laws and policy to ensure that we are meeting the needs of employees and employers.
- The recent and upcoming scheduled increases in the minimum wage provide a meaningful benefit to many lower wage workers in the Province. In addition, the current review of the regulated minimum piece rates for the hand harvesting of certain fruits and vegetables will help to ensure a piece rate system that works to the mutual benefit of both employees and employers in the agriculture sector.
- The Ministry 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 either complex litigation or strikes and lockouts.
- Citizen-centred service improvements and proactive initiatives, such as improving service timeliness and providing workers' compensation and employment standards information through different channels, in varied mediums and in multiple languages, will help lay the groundwork for ongoing labour stability and prosperity. In addition, a focus on prevention serves to increase compliance with the laws and regulations under the Ministry's mandate.



## Climate Change Adaptation Strategy

The Ministry is supporting implementation of the Provincial Climate Change Adaptation Strategy. This Strategy calls on government agencies to consider climate change and its impacts by assessing business risks and opportunities related to climate change, where relevant, in its planning, projects, policies, legislation, regulations, and approvals processes. Adaptation is a vital part of government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses and communities.

# Goals, Objectives, Strategies and Performance Measures

The Ministry works to create safe, healthy and fair workplaces where employers and workers prosper and contribute to British Columbia's economic growth and prosperity.

The Ministry Service Plan establishes priorities for addressing opportunities and challenges in the 2012/13 fiscal year. Three goals govern the Ministry's day-to-day operations:

- 1 – Balanced Law and Policy;
- 2 – Outstanding People;
- 3 – Service Excellence.

The goals, objectives, and strategies of the *2012/13-2014/15 Service Plan* align with the Ministry's internal operations while maintaining the external focus critical to the organization's success in serving the public.

The objectives 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.

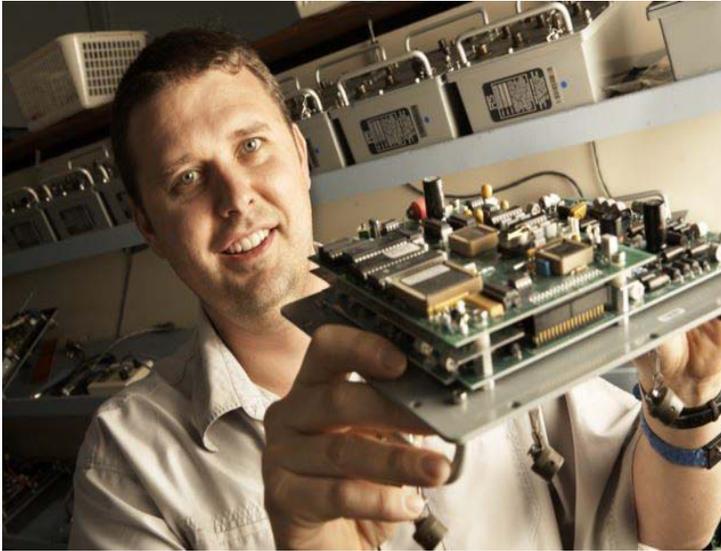
Three-year targets have been set for each performance measure. Internal benchmarks are used to set targets because, in most cases, national standards do not exist.



## Goal 1: Balanced Law and Policy

### Objective 1.1: Labour laws and policies responsive to, and supportive of, the evolving world of work

The Ministry's legislation, policy and services are designed to: protect the health and well-being of British Columbia's workers; foster fairness; ensure that appropriate protections, supports and remedies are available; and promote labour stability. To maintain these outcomes, the law, regulations and services must keep pace with changes in the labour and health and safety environment.



**Key strategies:**

- Engage key business and labour stakeholders in discussions aimed at gaining insights on ways to modernize our employment standards to best reflect the needs of employees and employers in 21<sup>st</sup> century workplaces.
  - Create dialogue between the Ministry and stakeholders in the employer and worker communities so that critical employment and labour relations issues are addressed in a timely, effective and mutually beneficial manner and in a way that promotes labour stability.
- Ensure that the principles of early intervention are available and applied, where necessary and appropriate, in collective bargaining and in the disposition of employment standards complaints.

**Objective 1.2: Clients and stakeholders have knowledge of and understand labour requirements and processes**

To achieve our objective of employment and labour laws and policies being responsive to and supportive of the evolving world of work, it is imperative that employers, workers, and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes, and how to access them.

**Key strategies:**

- Ensure access to a responsive and efficient Labour Relations Board to address issues in unionized workplaces as regulated by the Labour Relations Code.
- Engage in initiatives aimed at increasing knowledge of employment standards among employees and employers.
- Provide direct workers' compensation assistance, guidance and service to workers and employers.
- Provide education, training, and mentoring to government agencies, public groups, professional associations, and unions on compensation claims and appeals issues.
- Provide training, mentoring and coaching to employers on workers' compensation and occupational health and safety issues to create safer, more effective workplaces and to protect vulnerable workers.
- Address language barriers within various ethnic communities, provide information and services in multiple languages.

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

Performance Measure	2004/05 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	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, which reflects the ministry's focus on prevention, labour stability and competitiveness. The performance measure is determined by dividing the total number of employers subject to complaints filed with the Employment Standards Branch within a fiscal year by 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 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.

The measure is derived from two sources: Employment Standards Branch (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 educational and compliance initiatives, particularly in those sectors where vulnerable workers are most likely to be employed, will maintain the percentage of employers whose practices do not result in complaints being registered with the Branch at their current high levels.

It should be noted that the target range for this measure has not increased, as it continues to reflect an ambitious and appropriate target for labour stability in our province.

**Performance Measure 2: Percentage of mediation applications settled**

Performance Measure	2009/10 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of mediation applications settled.	86%	>86%	>86%	>86%	>86%

Data Source: Labour Relations Board Annual Statistics (calendar years)

**Discussion**

This performance measure demonstrates the extent to which mediation appointments made by the Labour Relations Board have resulted in settlements (i.e., where the parties agree to settle matters by way of mediation and/or arbitration). The measure is an important indicator of labour stability in the province and reflects the broad goal of balanced law and policy.

The measure is calculated by dividing the number of mediator appointments under sections 55 and 74 of the *Labour Relations Code*, that resulted in settlements, by the total number of appointments disposed of under those sections. The 2009/10 baseline is used because the current method of Labour Relations Board reporting on these statistics started in 2009.

**Goal 2: Outstanding People**

**Objective 2.1: Leaders who are accountable to deliver service, develop qualified people, and implement transformation**

**Key strategies:**

- Support a high-performance, service-oriented culture.
- Develop a critical knowledge transfer framework.
- Enhance leadership and develop supervisory and management skills.
- Maintain and enhance the level of expertise of staff by providing professional development.



## Goal 3: Service Excellence

### Objective 3.1: Accessible, reliable, and timely adjudicative services

Timely, accurate and quality decisions are critical in ensuring that a fair and effective dispute resolution process exists and the successful delivery of Ministry programs and services is achieved.

#### Key strategies:

- 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 continues to meet or exceed established timeline targets for cases.
- Ensure that systems are in place to track productivity and adherence to timeline targets for administrative tribunals.
- Establish timelines and a baseline for the disposition of cases before the Labour Relations Board, with a performance measure to be implemented in the next year.
- Focus on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

### Performance Measure 3: Percentage of Employment Standards Branch cases resolved within 180 days

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of Employment Standards Branch Cases resolved within 180 days.	78%	>78%	>78%	>78%	>78%

Data Source: Branch case management statistics

#### Discussion

Previous service plans included two measures for this goal that addressed the percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal and the proportion of Employment Standards Branch cases closed prior to adjudication. These measures are no longer meaningful because targets were significantly exceeded since 2006/07.

In 2011/2012, the Ministry developed this new measure which presents a timeliness indicator for the Employment Standards Branch. The measure is based on a 2010/2011 baseline and is calculated by dividing the number of cases resolved within 180 days by the total number of cases filed.

### **Objective 3.2: Innovative early intervention processes**

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 and fosters stability in labour relations. The Ministry continues to garner the support of essential stakeholders in innovative dispute resolution processes and initiatives.

#### **Key strategies:**

- Encourage the use of early intervention and alternative dispute resolution methods such as self-help, mediation and relationship building.
- Continue the emphasis of the Labour Relations Board on offering conflict resolution programs to the labour relations community that focus on team building, joint consultation committee effectiveness, and relationship enhancement, to promote and encourage cooperative participation in resolving workplace issues between employers and unions.
- Support the Employment Standards Branch in providing 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).
- Ensure that sector-specific initiatives undertaken by the Employment Standards Branch foster mutual co-operation between government and industry, particularly as they relate to vulnerable workers.
- Promote use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).

### **Objective 3.3: Increased client and stakeholder satisfaction through open and effective communication**

Increased satisfaction arises from increased understanding, trust and respect. The success of these values relies upon open and effective communication.

#### **Key strategies:**

- Provide services in multiple languages.
- Survey to measure overall client satisfaction with the service of the Employment Standards Branch.
- Survey biannually to measure client satisfaction with the service of the Employers' Advisers Office and Workers' Advisers Office.

**Performance Measure 4: Client satisfaction with the Employment Standards Branch**

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of clients satisfied with Employment Standards Branch service	75%	>75%	>75%	>75%	>75%

**Discussion**

This performance measure assesses how satisfied clients are with the services provided by the Employment Standards Branch. The measure is based on responses to a client satisfaction survey first conducted between September and December 2010. Results of the survey assist the Ministry in determining where improvements should be made to the services provided by the Employment Standards Branch.

**Performance Measure 5: Percentage of client satisfaction with Employers' Advisers Office and Workers' Advisers Office**

Performance Measure	2004/05 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of respondents satisfied or very satisfied with Employers' Advisers Office (EAO)	90%	> or = 90%	> or = 90%	> or = 90%	> or = 90%
Percentage of respondents satisfied or very satisfied with Workers' Advisers Office (WAO)	73%	> or = 80%	> or = 80%	> or = 80%	> or = 80%

Data Source: Scores from biannual surveys of the Employers' Advisers Office and Workers' Advisers Office

**Discussion**

This measure demonstrates how satisfied clients are with the services provided by the Employers' Advisers Office and the Workers' Advisers Office. The measure is based on client satisfaction surveys conducted biannually.

The Employers Advisers Office is investigating alternate methods and developing a more comprehensive tool for assessing client satisfaction intended to be implemented in 2012. Progress on this initiative will be reported in the Service Plan Report.

# Citizens' Services and Open Government

## Strategic Context

The focus of Citizens' Services and Open Government is to ensure that the services people need and expect from their government are delivered as effectively as possible. In support of this focus, the Ministry is integral to the continuing evolution of government's vision for transformative change as outlined in the *Citizens @ the Centre: BC Government 2.0* strategy, released last year. Since that time, Government has re-affirmed the strategy, and outlined an Open Government agenda as a key priority.



The Ministry's ultimate vision for how we will meet the Open Government agenda is to provide citizens with the access to the services they need, the choice of how they want to receive those services, the highest quality service experience possible, and the ability to participate in and have an impact on the design or delivery of those services.

The Ministry will also play a critical enabling role in government, supporting ministries in achieving the Open Government vision by providing the foundational infrastructure, legislation policies and governance.

This work includes building upon the renewed [government homepage](#), [Open Information site](#) and [DataBC site](#), in order to expand upon and broaden the application of these initiatives in order to put more

information and tools in the hands of citizens and ministries. It also includes taking leadership within government to drive this vision through supporting user-centric web development, providing enterprise data warehousing and geographic services, and acting upon recent amendments to the *Freedom of Information and Protection of Privacy Act* to modernize government's approaches to information and privacy protection.

Citizens' Services and Open Government's mandate is a response to several factors. Changing demographics, the advent of new technologies, climate change and the resulting changes in citizen expectations are all colliding with the traditional challenges of privacy protection, fiscal pressures and accountability obligations to present a rising tide of challenges for government that cannot be fully met with existing policies, tools and approaches.

**Demographics:** As the population of the province becomes increasingly diverse, designing and delivering services requires government to be responsive to citizens' expectations to access services in-person, by telephone and online. Government will need to address the challenges associated with ensuring multi-channel service delivery is efficient and effective to meet citizen expectations.

At the same time, in the future British Columbia will not have enough people entering the workforce to meet demand. This is expected to result in a smaller public service workforce and will impact our ability to meet increased service demands.

As a result of these pressures, maintaining high quality service will require the development of strategies to ensure an engaged workforce able to meet the expectations of changing service demands. This will include rethinking how and where work is accommodated across government's real-estate portfolio to increase choice and foster greater productivity.

**Technology:** The rapid evolution of technology has enormous potential to support the goal of improving the delivery of services to citizens. At the same time, government must also work to manage and strategically utilize – as a business asset – the vast amount of information we collect, use and produce in our daily operations.



Building a culture of innovation and collaboration in the public service is critical as the pressure on government intensifies to deliver high quality services with a smaller workforce. The Ministry has rolled 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 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 co-ordinated services and better access to information compels 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 effective and more accessible government services increase. The voice of citizens has become integral to the improvement in the services provided by government, and understanding the factors that impact citizen satisfaction is a key source of information that can be used to improve service. Citizen

consultation shows that while satisfaction is high with in-person services, the greatest demand from citizens is for more online services. Continued work on improving and integrating telephone and in-service delivery from a citizen-centric perspective will also enhance service quality for citizens and save citizens time and money in their interactions with government.

**Economy:** Higher citizen expectations, a labour market forecasted 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 citizens. Government will need to continue to look for ways to reduce costs by leveraging its common business infrastructure and eliminating duplication and redundancies in its operations. 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, access capital, transfer risk and leverage economies of scale by reducing unit costs of commodities.

**Climate Change:** Citizens' Services and Open Government supports the provincial Climate Change Adaptation Strategy and considers the likely effects of climate change in its planning and operations. This Strategy calls on government agencies to consider climate change and its impacts by assessing business risks and opportunities related to climate change, where relevant, in its planning, projects, policies, legislation, regulations, and approvals processes.

Citizens' Services and Open Government will embrace the opportunities presented by this reality by working to redefine the delivery of services to the people of British Columbia and transforming how citizens engage and interact with their government.

# Goals, Objectives, Strategies and Performance Measures

**Goal 1: Open Government – Citizens are empowered to be informed and engaged with government in a way that is inclusive, builds trust and quality of life**

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

**Objective 1.2: Citizens are empowered to create value from using government data and information**

**Objective 1.3: Citizens are engaged to provide input and have access to services and information**

**Objective 1.4: Government supports the development of infrastructure that provides citizens accessibility to services and information**

## Strategies

- Communicate through the use of traditional mechanisms and by introducing new approaches to ensure our messages are reaching citizens where they live.
- 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.
- Support ministries to expand government data available to citizens through DataBC and within government through enterprise data warehousing and geographic services.
- Support the expansion of government information proactively and routinely released to the public.
- Actively manage to statutory timelines for information access requests with ministry customers.
- Enhance government's presence on social media.
- Support ministries in planning and launching public engagement initiatives using social media and in-person techniques.
- Transform the government's internet presence utilizing user-centric design approaches to improve accessibility of government services and information.
- Provide opportunities for citizens to collaborate with government to identify ways to improve frontline service delivery.

- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.

**Performance Measure 1: Timely response to media inquiries**

Performance Measure	2006/07 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Timely response to media inquiries <sup>1</sup>	97.76%	97%	97%	97%	97%

Data Source: Government Communications and Public Engagement (GCPE)

<sup>1</sup>This performance measure was known as "Provide Initial response to media within one hour of enquiry or within media deadline" in the 2009/10 – 2011/12 Service Plan Update.



**Discussion**

This performance measure is an average of two indicators of GCPE'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, GCPE ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2010/11, GCPE responded to over 13,500 media enquiries and exceeded the target of 97 per cent with a measurement of 99.52 per cent. This represents an increase compared to 2009/10, which had a final result of 99.24 per cent, as well as an increase of over 700 media inquiries compared to 12,800 in 09/10.

For the past four years, results have exceeded the baseline set in 2006/07 of 97.76 per cent.

**Performance Measure 2: Compliance with statutory freedom of information response times**

Performance Measure	2008 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Compliance with statutory freedom of information response times	71% <sup>1</sup>	90%	92%	92%	92%

<sup>1</sup>The baseline percentage has been calculated for calendar year 2008. Future reporting is based on fiscal year data.

**Discussion**

Providing timely responses to freedom of information (FOI) requests is a critical 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 more than 8,000 requests every year, many of which are large and complex. Many involve multiple ministries and evolving information technologies. Government's

information and access operations is handled centrally to facilitate more efficient request processing through standardized government-wide practices and streamlined 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's 2009 report, *Timeliness of Government's Access to Information Responses*. Despite the fact that the number and complexity of FOI requests continue to increase year over year, the ongoing dedication of highly-trained, professional information access and records management staff; continuous business improvements; and, better use of technologies enable the Ministry to maintain significantly improved response times for FOI timeliness.

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.

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

Measure	2007/08 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Citizen satisfaction with provincial government services	54 <sup>1</sup>	Next survey 2012/13	60	Next survey 2014/15	60

Data Source: BC Stats

<sup>1</sup>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 biennial, province-wide citizen satisfaction survey, Citizens' Services and Open Government monitors how citizens rate the services they receive 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 expectations 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.

Targets have been set with the expectation that citizen satisfaction with B.C. government services will remain higher than the national average. Service BC conducted a survey in the winter of 2010, the results of this survey were 57, substantially achieving the target set. The 2010/11 result of 57 represents an increase in citizen satisfaction from the baseline rating and is higher than the national average of 51<sup>2</sup>. The next survey is scheduled for the winter of 2012. Should the 2012/13 Citizen Satisfaction Survey results confirm increased satisfaction beyond the anticipated trend, future targets will be reassessed.

<sup>2</sup> The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the biennial Citizens First survey, a national 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 Citizens First survey results to the B.C. Citizen Satisfaction Survey 2010/11 results indicated that citizen satisfaction with provincial government services in B.C. (57) is higher than the national average (51).

**Performance Measure 4: Percentage of First Nations with access to broadband facilities**

Performance Measure	2007/08 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations) <sup>1</sup>	84% (170 of 203 First Nations)	89% (180 of 203 First Nations)	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)

Data Source: Network BC

<sup>1</sup> 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 facilitating First Nations access to broadband facilities by supporting the development of backhaul or transport infrastructure that allows service providers to connect homes, businesses and schools to the Internet.

Backhaul or transport infrastructure is a network connection that transports data traffic to and from last mile point-of-presence location that connects to the Internet gateway.

This measure does not take into account the number of communities with last mile infrastructure in place, the number of communities with local high-speed services available, or the take-up (i.e., end-user) usage rate.

The provincial government continues to support First Nations-led connectivity initiatives. Targets are presented based on input received from several sources and are subject to change.

**Goal 2: Service Excellence – A trusted organization that maximizes value to citizens and clients**

**Objective 2.1: Increased citizen and client satisfaction with a consistent service experience**

**Objective 2.2: Optimized value to government through innovation and more effective utilization of government infrastructure**

**Objective 2.3: Well managed, integrated and sustainable government services**

**Strategies**

- Ensure our services are fully coordinated to improve value to citizens and clients.
- Invest in our infrastructure to maximize accessibility and choice for government services to citizens.
- Provide a better quality service experience to citizens across all channels.

- Provide leadership on enterprise data management and warehousing, capitalizing on the potential of geospatial data infrastructure and geographic services to transform government services.
- Manage government infrastructure to provide clients with the flexibility they require to support service excellence.
- Improve utilization of government's real estate portfolio.
- Seek new opportunities to leverage the benefits of shared services and strategic partnerships across government.
- Redesign business processes for internal government services.

**Performance Measure 5: Service BC Satisfaction**

Measure	2004/05 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Service BC satisfaction <sup>1</sup>	96% <sup>2</sup>	Next survey 2012/13	At least 96%	Next survey 2014/15	At least 96%

Data Source: BC Stats

<sup>1</sup>This rating is an index comprised of citizen 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 citizens served by each channel.

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

**Discussion**

The Service BC rating is based on a biennial survey that focuses on the satisfaction of citizens 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 citizens who were surveyed indicated they were satisfied with the quality of services provided by Service BC. Service BC conducted a survey in the fall of 2010, with the result of 96.77 percent. The next survey will occur in the fall of 2012 and the results will be reported in the Ministry's 2012/13 Annual Service Plan Report.

Future-year targets for this measure are to exceed or maintain a 96 percent satisfaction rating. 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.

**Performance Measure 6: Percentage of vacant office space**

Measure	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Vacancy Rate	1.45%	<1.65	<1.65	<1.65

Data Source: Integrated Workplace Solutions Division

**Discussion**

This new performance measure demonstrates the provinces' effectiveness in managing its office space vacancy. The baseline for this measure will be the results from the 2011/12 year and be provided in the next Service Plan. This measure will be used as a tool to meet our targets through sub-leasing of vacant space as it becomes available and careful management of the space occupied by ministry clients. Benefits from effective oversight reduce operational costs and demonstrate cost-effective stewardship on behalf of citizens. Maintaining a small vacancy rate results in cost savings when temporary space is required to support relocations during renovations or temporary occupations. As this is a new measurement that includes the province's entire portfolio of market-comparable office space, both owned and leased, the vacancy of 1.45% is the forecast for 2011/2012. This vacancy measure is calculated by dividing the area of market-comparable office space that is vacant by the entire inventory of market-comparable office space to arrive at a vacancy percentage.

**Goal 3: Government Technology Transformation – Set the direction and provide the foundation to enable effective and innovative citizen-centred services**

**Objective 3.1: Improved planning and design of service delivery for citizens and clients**

**Objective 3.2: Government information and technology management strategies allow for effective and secure use of information while also protecting privacy**

**Strategies**

- Support efficient and accessible service to citizens and clients through modernized and integrated technologies.
- Provide guidance for how technology will be applied consistently across government.
- Establish strategic relationships with key suppliers of services to deliver better outcomes across the public sector.
- Support corporate planning for ministries focused on business transformation and technology opportunities.



- Continue to set the strategic direction for information management and information technology in government.
- Provide effective and secure identity management solutions to government to allow citizens to access a wider range of services.
- Enable flexibility and choice in technology tools through developing creative and secure approaches for staff to use technology to conduct their work.

## **Goal 4: Public Service Transformation – Workforce solutions that enable public servants to work in a flexible and collaborative environment**

**Objective 4.1: Public servants are supported to change the way they work in order to provide better services to citizens**

**Objective 4.2: Improved staff capacity and more effective work environments**

### **Strategies**

- Provide the tools and supports to ministries to enable flexible work environments for their employees.
- Provide security, privacy and information sharing awareness and material for the public sector.
- Develop new practices to support citizen engagement across government.
- Implement initiatives to build employees' knowledge, skills and abilities.

# Resource Summary

Core Business Area	2011/12 Restated Estimates <sup>1</sup>	2012/13 Estimates	2013/14 Plan	2014/15 Plan
<b>Operating Expenses (\$000)</b>				
Service to Citizens and Businesses .....	17,406	17,406	17,406	17,406
Strategic Initiatives.....	16,374	16,536	16,536	16,536
Office of the Chief Information Officer .....	12,442	12,442	12,442	12,442
Executive and Support Services .....	20,590	20,590	20,590	20,590
Logistics and Business Services.....	12,182	12,182	12,182	12,182
Integrated Workplace Solutions .....	260,510	266,110	261,510	270,110
Technology Solutions.....	161,452	161,452	161,452	161,452
Government Communications and Public Engagement.....	26,155	26,155	26,155	26,155
Labour Programs .....	15,713	15,713	15,713	15,713
<b>Total .....</b>	<b>542,824</b>	<b>548,586</b>	<b>543,986</b>	<b>552,586</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Citizens' Services.....	3,340	2,749	52	307
Shared Services BC.....	98,496	166,144	141,669	216,383
Government Communications and Public Engagement	0	915	0	0

Core Business Area	2011/12 Restated Estimates <sup>1</sup>	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Labour Programs .....	433	0	0	0
<b>Total .....</b>	<b>102,269</b>	<b>169,778</b>	<b>141,721</b>	<b>216,690</b>
<b>Other Financing Transactions (\$000)</b>				
Release of Assets for Economic Generation .....				
Receipts .....	0,000	0,000	(8,000)	(5,000)
Disbursements .....	0,000	3,000	5,000	5,000
<b>Total Net Cash Source (Requirements) .....</b>	<b>0,000</b>	<b>3,000</b>	<b>(3,000)</b>	<b>0,000</b>

<sup>1</sup> For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

# Appendix

## Ministry Contact Information Labour

Department	Telephone	Website
Labour Relations Board	604 660-1300	<a href="http://www.lrb.bc.ca">www.lrb.bc.ca</a>
Employment Standards Office	General Inquiries: 1 800 663-3316*; in Prince George: 250 612-4100	<a href="http://www.labour.gov.bc.ca/esb/">www.labour.gov.bc.ca/esb/</a>
Employment Standards Tribunal	604 775-3512	<a href="http://www.bcest.bc.ca">www.bcest.bc.ca</a>
Workers' Compensation Appeal Tribunal	604 664-7800	<a href="http://www.wcat.bc.ca">www.wcat.bc.ca</a>
	1 800 663-2782*	
WorkSafeBC	1 888 621-SAFE (7233)*	<a href="http://www.worksafebc.com">www.worksafebc.com</a>
	1 866 WCB-HELP (922-4357) after hours*	

Location	Employment Standards Branch Office	Employers Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492 1 866 870-5492*	604 870-5488 1 888 295-7781*
Campbell River			250 830-6526 1 888 643-0013*
Dawson Creek	250 784-2390		
Kamloops		250 828-4397 1 866 301-6688**	250 371-3860 1 800 663-6695*
Kelowna	250 861-7404	250 717-2050 1 866 855-7575**	250 717-2096 1 866 881-1188*
Langley	604 513-4635		
Nanaimo	250 390-6186	250 741-5500 1 866 827-2277**	250 741-5504 1 800 668-2117*
Nelson	250 354-6550		250 354-6933 1 866 354-6933*
Prince George	250 565-6120	250 565-5285 1 888 608-8882**	250 565-4280 1 800 263-6066*
Richmond	604 660-4946	604 713-0303 1 800 952-2233**	604 713-0360 1 800 663-4261*
Terrace	250 638-6525		
Trail		250 364-0730 1 877 877-5524**	
Victoria	250 952-0469	250 952-4821 1 800 663-8783**	250 952-4893 1 800 661-4066*

\* Toll-Free in B.C.

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

## Citizens' Services and Open Government

Department	Telephone	Website
Freedom of Information and Privacy	250 356-1851	<a href="http://www.cio.gov.bc.ca/cio/priv_leg/index.page">www.cio.gov.bc.ca/cio/priv_leg/index.page</a>
Government Chief Information Officer	250 387-0401	<a href="http://www.cio.gov.bc.ca/">www.cio.gov.bc.ca/</a>
Knowledge Network Corporation	In Metro Vancouver: 604 431-3222 Elsewhere in B.C.: 1-877-456-6988	<a href="http://www.knowledge.ca/">www.knowledge.ca/</a>
Government Communications and Public Engagement	250 387-1337	<a href="http://www.gov.bc.ca/gcpe">www.gov.bc.ca/gcpe</a>
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	<a href="http://www.servicebc.gov.bc.ca/">www.servicebc.gov.bc.ca/</a>
Strategic Initiatives	250 953-3470	<a href="http://www.data.gov.bc.ca">www.data.gov.bc.ca</a> <a href="http://www.openinfo.gov.bc.ca">www.openinfo.gov.bc.ca</a>

## Hyperlinks to Additional Information

Listing of Ministry Legislation

[www.leg.bc.ca/PROCS/allacts/LCSOG.htm](http://www.leg.bc.ca/PROCS/allacts/LCSOG.htm)