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Accountability Statement

The 2003/04 – 2005/06 Ministry of Human Resources 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. The plan was developed in the context of the government's *New Era* commitments, which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2003 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Sincerely,

A handwritten signature in black ink that reads "Murray Coell". The signature is written in a cursive style with a large, prominent 'M' and 'C'.

Honourable Murray Coell
Minister of Human Resources

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Strategic Context

Ministry Overview

The Ministry of Human Resources (MHR) supports British Columbians in achieving their potential by moving people from income assistance to sustainable employment, and by providing income assistance to those in need.

BC Employment and Assistance legislation emphasizes personal responsibility and active participation. Clients receiving temporary assistance who require support to find work have access to job placement and job training programs.

The ministry also provides programs for people with disabilities, including continuous income assistance and supplementary assistance to meet their basic medical needs. The ministry is committed to assisting people with disabilities achieve greater independence.

The ministry delivers its programs through more than 130 regional and local offices. It is committed to sound fiscal management and excellence in client service.

Introduction

The Service Plan outlines the goals the Ministry of Human Resources will accomplish over the next three years. It lists the ministry's strategic objectives and sets clear performance measures and targets for each of the goals.

The Service Plan focuses on decision making, planning and implementation. It is a part of the government's commitment to improve openness and accountability. Progress is monitored throughout the year and outcomes are presented in the Annual Service Plan Report that the ministry publishes after each fiscal year, along with more detailed information about its activities and accomplishments.

To support BC Employment and Assistance, the ministry has six core business areas:

- **employment programs** are available to assist clients to find and sustain employment. Individualized employment plans may include referral to job search, job placement programs and/or specific training for employment. Specialized programs that support persons with disabilities are included in this core business area.
- **temporary assistance** is available to eligible individuals who are capable of financial independence through employment. Those unable to work because of a short-term medical condition, because they are a single parent caring for a young child or because they are caring for a disabled family member may be temporarily excused from seeking employment. Those persons with disabilities who are expected to work are included in this core business area.

- **continuous assistance** is available to eligible individuals who are not expected to gain financial independence through employment; this includes individuals with severe disabilities and those with multiple barriers to employment.
- **supplementary assistance** is available to eligible clients to provide supports for people in need, such as health services for persons with disabilities, and emergency shelters.
- **the Employment and Assistance Appeal Tribunal** is available to assist clients with timely decision-making through a single-level, regionally based appeal system.
- **executive and support services** include the minister's office, executive direction, research and performance measurement, employee services, financial services, information management and service delivery.

The ministry's BC Employment and Assistance program is achieving results for clients. In June 2001, the caseload — the total number of families and individuals receiving assistance — was 157,000. By November 2002, the caseload had declined to 124,000. The number of people and significantly, the number of children dependent on income assistance in British Columbia is now at its lowest level since 1982. Results from a tracking survey that began in 2002 show that 97% of clients contacted left income assistance because they found work, attended school, had other income or because of a change in family or financial status. On average, these families' incomes are double what they received on income assistance.

New Initiatives

Building on the progress made in 2002/03, the ministry is moving forward with new initiatives to further support its goals and objectives. Specifically the ministry will continue to focus on employment and the provision of support to those most in need.

Employment Plans: Most people applying for income assistance are required to complete an employment plan, specifying the steps they will take to find and keep a job. Each plan is unique, based on the client's individual strengths and abilities. Steps set out within a plan may include, for example, independent work search activities, training or referral to a job placement program. Implemented in September 2002, the employment plan is the foundation for assisting clients towards sustainable employment.

New Employment Programs: The Job Placement program and the Training for Jobs Pilot program, introduced in 2002/03, assist BC Employment and Assistance clients to achieve independence through sustained employment. Clients enrolled in the Job Placement program receive pre-employment services, job placement assistance, and follow-up support. The Training for Jobs Pilot program gives people with barriers to employment the specific skills and job placement opportunities they need to gain sustainable employment.

Employment Strategy for Persons with Disabilities: The ministry has a comprehensive strategy to support persons with disabilities who want to take advantage of opportunities to work – whether that work is full time, part time, temporary or voluntary. The strategy, introduced in Fall 2002, includes specialized services such as:

- employment planning;
- job placement assistance;
- targeted training; and
- supports to make workplaces more accessible for persons with disabilities.

The strategy also includes a strategic partnership with Human Resources Development Canada; strengthened inter-ministry coordination of services for persons with disabilities; and the Minister's Council on Employment for Persons with Disabilities.

Community Assistance Program: This initiative was introduced in 2002/03 for people who face multiple barriers to accessing the job market or contributing to their communities. The program is designed to foster self-reliance, personal responsibility and increased independence. It recognizes that leaving income assistance may be a longer term goal for these individuals.

Electronic Service Delivery: The Electronic Service Delivery initiative provides a foundation for improving services to clients and increasing public access to information. It updates information management and information technology (IM/IT) and the ministry's business applications. These applications have not been substantially upgraded since the early 1980s. Planning and approvals for this initiative will be completed in 2003/04.

Planning Context

A stronger economy

British Columbia demonstrated strong job growth, recording a net gain of more than 31,000 jobs in 2002 based on information available January 22, 2003. The BC economy grew 1.9 per cent in 2002, faster than the 0.7 per cent expected at the time of last year's budget, according to BC's independent economic forecast council. The council now expects growth in BC's economy to pick up to 2.7 per cent in 2003. Further information on the BC outlook may be found in the *Budget and Three Year Fiscal Plan* released with the budget. These and other economic trends support opportunities for people to move from assistance to employment.

A highly dynamic labour market

Each year, approximately 500,000 vacancies are filled in British Columbia as people change jobs, retire, go to school or leave employment to care for family and children. This trend has been fairly consistent since 1986, even through the recession of the early 1990s. This level of activity in the labour market supports the ministry's work.

Emerging job opportunities

BC's labour market continues its gradual shift from a goods-producing base to a service-producing base. Job growth is likely to be strongest in the service sector, where more than 1.7 million British Columbians are expected to be employed by 2008. Shortages of skilled workers are anticipated in sectors such as trades, high-technology and health care.

Both of these trends present opportunities for the ministry in assisting income assistance clients to gain employment. Growth in the service sector will provide more entry-level job opportunities and additional vacancies will be created as people currently employed in other areas move into sectors with critical skill shortages.

Changing demographics

The aging of the BC population means the number of people retiring will increase in coming years, further supporting the growth of job opportunities.

At the same time, the number of people with disabilities is growing, relative to the total population. This is due to factors such as increasing life expectancy for persons with disabilities, and may result in higher demand for income assistance in years to come. This underlines the importance of the ministry's new Employment Strategy for Persons with Disabilities.

Intergenerational dependency

Data from the last 20 years show that children whose families receive income assistance are approximately six times more likely than children from working families to need income assistance themselves as adults — and that the likelihood of future dependence increases the longer a family stays on income assistance. In response, the ministry will continue to work to break this cycle by maintaining its emphasis on sustainable employment.

Trends in education

Data from the Ministry of Education show that only 16% of BC Employment and Assistance clients have graduated from high school. High school graduation rates and levels of participation in post-secondary education are increasing across BC. This is expected to reduce income assistance dependence.

Bridging the digital divide

BC is the most “connected” province in the country. Over 60% of residents have access to the Internet; the numbers are growing, and the Premier has committed to seeing the province become “a world leader in e-government”.

The opportunity exists for the ministry to move forward with an Electronic Service Delivery initiative to upgrade systems and business applications, improve service and enhance overall efficiency.

Vision, Mission and Principles

Vision

The Ministry of Human Resources envisions a province in which those British Columbians in need are assisted to achieve their social and economic potential.

Mission

The Ministry of Human Resources provides services that move people towards sustainable employment and assist individuals and families in need.

Principles

In carrying out its mission, the Ministry of Human Resources is guided by the following principles:

- personal responsibility
- active participation
- innovative partnerships
- citizen confidence
- fairness and transparency
- clear outcomes
- accountability for results

Highlights of Changes from the Previous Service Plan

The current goals reflect the vision, mission and principles of the ministry. The six current goals are listed below and compared to the ministry's goals in the previous service plan. Although there are important similarities, the current goals are more precise.

Goals in Previous Service Plan	Current Goals
BC Employment and Assistance clients achieve independence through sustained employment.	BC Employment and Assistance clients achieve independence through sustained employment.
BC Employment and Assistance services support self-reliance.	BC Employment and Assistance services support self-reliance. BC Employment and Assistance services provide continuous assistance to those clients most in need.
BC Employment and Assistance clients' basic health needs are met.	BC Employment and Assistance services provide supplementary assistance for eligible clients.
The Ministry is an accountable organization.	The Ministry is a responsive and motivating employer. The Ministry operates effectively, openly and accountably.

The five core business areas set out in the previous plan have also been expanded to include a sixth area, the *Employment and Assistance Appeal Tribunal*. This reflects the ministry's commitment to a regionally-based tribunal appeal system.

The performance measures described in the previous plan have been reviewed and reduced in number, with a focus on tracking and reporting on a core set of indicators. This has allowed the ministry to ensure that its performance is being assessed along important dimensions and through the use of a key set of indicators. These dimensions include: client results, financial results, productivity and efficiency, and organizational health.

Goals, Core Business Areas, Objectives, Strategies and Measures

The goals for the ministry describe the broad results or outcomes that are to be achieved in moving towards the longer term vision. There are six goals in total, as highlighted below. In support of these goals are the core business areas for the ministry that are made up of related programs, services and activities.

The objectives and strategies for the ministry describe more concrete results and ways in which to accomplish them, and can be linked back to the core business areas. These are summarized below by goal. Finally, this section outlines the performance measures that the ministry will monitor over the next three years to assess its performance. It should be recognized though, that these goals, objectives, strategies and measures will continue to evolve as the ministry gains experience with performance measurement and reporting.

Goal 1: BC Employment and Assistance Clients Achieve Independence Through Sustained Employment

Core Business: Employment Programs

Strategic Objectives:

- Clients find employment through work search and job placement services.
 - Clients acquire specific job skills through targeted training for employment.
 - Persons with disabilities who seek work are supported through employment programs.
-

Goal 2: BC Employment and Assistance Services Support Self-Reliance

Core Business: Temporary Assistance

Strategic Objectives:

- Enquirers actively seek work.
 - Applicants and clients enter into employment plans as a condition of eligibility.
-

Goal 3: BC Employment and Assistance Services Provide Continuous Assistance to Those Clients Most in Need

Core Business: Continuous Assistance

Strategic Objectives:

- Persons with multiple barriers participate in their communities.
 - Persons with disabilities work or volunteer as they are able.
 - Assistance is provided to individuals who are not able to achieve independence through employment.
-

Goal 4: BC Employment and Assistance Services Provide Supplementary Assistance for Eligible Clients

Core Business: Supplementary Assistance

Strategic Objectives:

- Homeless individuals have access to safe emergency accommodation.
 - Individuals and families have access to short-term disaster assistance through the Emergency Social Services (ESS) program.
 - Eligible clients have access to supplementary health services.
 - Eligible seniors and persons with disabilities have access to public transit.
-

Goal 5: The Ministry is a Responsive and Motivating Employer

Core Business: Executive and Support Services

Strategic Objectives:

- Employees have the tools to adapt to and benefit from change.
 - The ministry recruits and retains a workforce that is competent, capable and flexible.
 - Staff actions align with ministry goals and objectives.
 - The ministry's working environment encourages productivity and innovation.
-

Goal 6: The Ministry Operates Effectively, Openly and Accountably

Core Business: The Employment and Assistance Appeal Tribunal

Strategic Objectives:

- Ministry processes and systems support accountability for results.
- Service delivery is streamlined and effective.
- Individuals have access to an impartial and responsive appeal system.

Goal 1: BC Employment and Assistance Clients Achieve Independence Through Sustained Employment

Strategic Objectives:

- Clients find employment through work search and job placement services.
- Clients acquire specific job skills through targeted training for employment.
- Persons with disabilities who seek work are supported through employment programs.

Strategies:

- Refer clients to the Job Placement program.¹
- Refer clients to the Training for Jobs pilot program.²
- Implement the second phase of the Employment Strategy for Persons with Disabilities.³

Goal 1 — Performance Measures	2001/02 Base	2002/03 Target	2003/04 Target	2004/05 Target	2005/06 Target
1.1 Per cent of Job Placement clients who remain independent of income assistance for at least six months	N/A	80%	80%	80%	80%
1.2 Per cent of Training for Jobs clients who remain independent of income assistance for at least six months	N/A	N/A	Establish Baseline		
1.3 Per cent of persons with disabilities with employment income	11.2%	11.2%	11.5%	11.7%	12.0%

¹ The Job Placement program is performance-based and designed to assist people who are ready to work, to find long-term employment.

² The Training for Jobs pilot program is performance-based and focuses on providing people who have barriers to employment with the specific skills and job placement opportunities they need to gain sustainable employment.

³ The Employment Strategy for Persons with Disabilities will provide for employment supports and specialized job training and job placement services.

Comment:

A key measure of success for the Job Placement program, and clients, is sustainable employment. In order to determine the extent to which this is being achieved, the ministry will follow-up with clients of the Job Placement program and determine the percentage that are still working six months after becoming independent of income assistance. The pilot Training for Jobs program works with clients who have more barriers to employment than those individuals participating in the Job Placement program, and provides training and placement services. The corresponding performance measure identifies the percentage of Training for Job program clients that are still working six months after becoming independent of income assistance.

The third measure is consistent with the intent of assisting those individuals with disabilities to secure employment income and increase self-reliance.

Goal 2: BC Employment and Assistance Services Support Self-Reliance

Strategic Objectives:

- Enquirers actively seek work.
- Applicants and clients enter into employment plans as a condition of eligibility.

Strategies:

- Require enquirers to undertake a 3-week self-directed work search.
- Establish mandatory obligations to meet employment plan goals for all clients.
- Require all existing clients to complete employment plans and review their eligibility.

Goal 2 — Performance Measures	2001/02 Base	2002/03 Target	2003/04 Target	2004/05 Target	2005/06 Target
2.1 Per cent of enquirers who contact BC Employment and Assistance Offices and are diverted to employment	N/A	N/A	Establish Baseline		
2.2 Per cent of British Columbia's population receiving income assistance	6.0%	5.4%	4.8%	4.3%	3.7%
2.3 Per cent of British Columbia's population receiving temporary assistance	4.5%	3.5%	3.0%	2.5%	2.0%
2.4 Per cent of total caseload receiving temporary assistance	76%	70%	64%	58%	52%

Comment:

An important factor in becoming self-reliant is attaining sustainable employment as soon as possible. The first measure provides a means for gauging the success of the ministry in facilitating the transition to employment for individuals that have made initial contact with regional offices and through self-directed work searches. The second and third measures, per cent of BC's population receiving income assistance and per cent of British Columbia's population receiving temporary assistance, can also be used as a benchmark, allowing for comparisons with other provinces.

The fourth measure gives an indication of the proportion of the total caseload that have work expectations or are temporarily excused from having work expectations.

Goal 3: BC Employment and Assistance Services Provide Continuous Assistance to Those Clients Most in Need

Strategic Objectives:

- Persons with multiple barriers participate in their communities.
- Persons with disabilities work or volunteer as they are able.
- Assistance is provided to individuals who are not able to achieve independence through employment.

Strategies:

- Refer multiple barriered clients to the Community Assistance Program for services that assist them to participate in their communities.
- Implement programs for persons with disabilities that assist clients to find employment or to participate in the community as they are able.
- Provide continuous assistance and support services to those clients most in need.

Goal 3 — Performance Measures	2001/02 Base	2002/03 Target	2003/04 Target	2004/05 Target	2005/06 Target
3.1 Per cent of total caseload receiving continuous assistance	22%	28%	29%	34%	46%
3.2 Per cent of continuous assistance clients who work or volunteer	14%	14%	17%	21%	25%

Comment:

The ministry supports clients in receipt of continuous assistance as they work towards personal goals of self-reliance, independence and involvement in their community. Initiatives such as the Community Assistance Program, for example, are designed specifically to help clients overcome barriers to self-reliance. A critical measure of success in this regard is whether ministry services have helped clients address such barriers and attain employment or take on a volunteer position within the community. For this reason, the ministry is monitoring the percentage of clients on continuous assistance who are working or volunteering in the community. To provide a suitable reference point, the percentage of clients receiving continuous assistance is also being tracked.

The ministry anticipates that as clients who can become independent through employment leave income assistance (i.e., as the ministry achieves its Goal 1 — BC Employment and Assistance clients achieve independence through sustained employment), the percentage of clients receiving continuous assistance will grow over the same period as the temporary assistance targets diminish.

Goal 4: BC Employment and Assistance Services Provide Supplementary Assistance for Eligible Clients

Strategic Objectives:

- Homeless individuals have access to safe emergency accommodation.
- Individuals and families have access to short-term disaster assistance through the Emergency Social Services (ESS) program.
- Eligible clients have access to supplementary health services.
- Eligible seniors and persons with disabilities have access to public transit.

Strategies:

- Provide emergency accommodation to the homeless who have no other resources.
- Provide short-term assistance through the ESS program to those forced from their homes by disasters.
- Provide designated health services to those who are eligible.
- Provide low cost public transit passes to eligible seniors and persons with disabilities.

Goal 4 — Performance Measures	2001/02 Base	2002/03 Target	2003/04 Target	2004/05 Target	2005/06 Target
4.1 Number of bus passes available to eligible seniors and persons with disabilities	51,400	54,500	58,500	61,600	64,700

Comment:

Supplementary assistance includes a wide range of services that are provided to eligible clients. The ministry supports low income seniors and persons with disabilities by providing bus passes. The measure above indicates the number of bus passes the ministry has issued or anticipates issuing over the years indicated.

Goal 5: The Ministry is a Responsive and Motivating Employer

Strategic Objectives:

- Employees have the tools to adapt to and benefit from change.
- The ministry recruits and retains a workforce that is competent, capable and flexible.
- Staff actions align with ministry goals and objectives.
- The ministry's working environment encourages productivity and innovation.

Strategies:

- Consistently address change management issues in all ministry project plans.
- Define core competencies and selection standards for all positions.
- Implement employee performance, planning, development and review processes and tools.
- Continue to implement effective health and safety programs and practices.

Goal 5 — Performance Measures	2001/02 Base	2002/03 Target	2003/04 Target	2004/05 Target	2005/06 Target
5.1 Per cent of employees with performance and development plans in place	N/A	Establish Baseline	50%	75%	95%

Comment:

An important consideration for the ministry, and the provincial government as a whole, is the need for staff to have a clear understanding of their role and responsibilities, and how they contribute to what the ministry aspires to achieve. The performance measure gauges the success of the ministry in implementing performance and development plans.

Goal 6: The Ministry Operates Effectively, Openly and Accountably

Strategic Objectives:

- Ministry processes and systems support accountability for results.
- Service delivery is streamlined and effective.
- Individuals have access to an impartial and responsive appeal system.

Strategies:

- Continue to streamline client access through Electronic Services.
- Measure ministry performance by undertaking client interviews, research, data tracking and reporting.
- Develop shared platforms and systems to improve the capacity for integrated and coordinated monitoring and reporting across the ministry.
- Procure key services through an open, fair and transparent process and implement performance-based contracts.

Goal 6 — Performance Measures	2001/02 Base	2002/03 Target	2003/04 Target	2004/05 Target	2005/06 Target
6.1 Per cent of program and service contracts that are performance-based	N/A	Establish Baseline	95%	100%	100%
6.2 Per cent of appeal hearings commenced within 15 business days	N/A	Establish Baseline	100%	100%	100%

Comment:

In keeping with this goal, and the overall government direction, the ministry will demonstrate accountability, transparency and responsiveness in its decision-making and operations. An important step towards achieving this, and the focus for the first measure, is the establishment and use of service contracts that incorporate specific measures of results. The new Appeal Tribunal system will be monitored to ensure that decisions are made in a timely manner. This is the basis for the second measure as described above.

Links to Government Strategic Plan

The Government Strategic Plan is the guiding document for government, outlining its goals for the economy, social fabric and the physical environment. It is the umbrella plan for individual ministry service plans which provide greater detail on performance measures and strategies. The measures included in the government strategic plan represent the strategic direction set by government and have been largely drawn from the British Columbia Progress Board among other sources.

The Ministry of Human Resources' Service Plan supports all three of government's strategic goals and links most strongly to Goal 2: A Supportive Social Fabric.

The objectives within the Government Strategic Plan to which the ministry directly contributes include:

1. British Columbia will have a skilled workforce (Job Placement and Training for Jobs programs support BC Employment and Assistance clients to achieve independence through sustained employment);
2. British Columbia will have a prosperous economy (independence from income assistance enhances individual's contributions to the economy);
3. British Columbia will have employment opportunities (employment programs including the employment strategy for people with disabilities to assist clients to achieve sustainable employment); and
4. British Columbians will be self-sufficient (the ministry's strategic shift from a culture of entitlement towards personal responsibility, independence and sustainable employment enhances self-reliance).

Deregulation

The overall goal of government's Deregulation Initiative is to reduce the regulatory burden by one-third in 3 years. All the regulatory requirements in legislation, regulation and interpretive or administrative policy have been identified and reported October 1, 2001.

The consolidation and updating of the previous ministry legislation resulted in a more concise *BC Employment and Assistance Act* and *BC Employment and Assistance for Persons with Disabilities Act*, regulations and policy. Further reduction of regulatory burden in 2003/04 and the completion of this initiative on June 30, 2004 are expected to take place through additional policy reductions.

Administrative Justice Review Project

The Administrative Justice Review Project is central to government's commitment to the reform of BC's public institutions. Outcomes will foster greater public accountability and transparency, enhance fairness and impartiality in decision-making and facilitate public access, public service excellence and professionalism.

The ministry, in conjunction with the Administrative Justice Project, has developed a single-level, regionally based appeal process called the Employment and Assistance Appeal Tribunal.

Resource Summary

Core Businesses	2002/03 Restated Estimates ¹	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)				
Employment Programs	110,108	110,108	110,108	110,108
Temporary Assistance	699,164	451,252	283,411	262,352
Continuous Assistance	449,200	444,350	418,099	457,324
Supplementary Assistance	185,989	195,786	197,928	219,345
Employment and Assistance Appeal Tribunal	2,241	2,417	2,417	2,417
Executive and Support Services ...	225,099	213,580	208,630	214,630
Totals	1,671,801	1,417,493	1,220,593	1,266,176
Full-time Equivalents (FTE)				
Direct	2,599	2,310	2,168	2,168
Totals	2,599	2,310	2,168	2,168
Other Financing Transactions (\$000)				
Totals	n/a	n/a	n/a	n/a
Consolidated Capital Plan (CCP) (\$000)				
Totals	n/a	n/a	n/a	n/a
Consolidated Revenue Fund (CRF) Capital (\$000's)				
Employment and Assistance Appeal Tribunal.....	—	35	—	—
Executive and Support Services.....	21,380	15,293	10,352	10,200
Totals	21,380	15,328	10,352	10,200

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2003/04 *Estimates*. Schedule A, Consolidated Revenue Fund Expense, FTE and Capital Expenditure Reconciliations — 2002/03, of the *Estimates* presents a detailed reconciliation.

Appendix A: Human Resources Management Plan

Objective	Strategy
<p>Employee and Leadership Development</p> <p><i>Includes competencies, position accountabilities, training, career pathing, leadership and management development.</i></p>	<p>Develop competency profiles for key roles and align staffing, succession, training and development plans and processes.</p> <p>Design career paths that encourage staff to grow within their areas of greatest strength (including defining graded levels of achievement for key roles and partnering with other ministries to expand career pathing opportunities).</p> <p>Increase on-the-job training and development opportunities for staff (e.g., special projects, temporary assignments, cross-training, job shadowing, mentoring, e-learning).</p> <p>Implement a leadership and management development program to select and develop new and existing management talent and increase management and leadership capacity.</p>

Objective	Strategy
<p>Workforce and Workplace Capacity</p> <p><i>Includes health and safety, recruitment, flexibility, process improvement, absenteeism.</i></p>	<p>Create a safe and healthy work environment: Conduct an occupational health and safety risk assessment and develop a risk mitigation plan.</p> <p>Implement a healthy workplace guide and expand existing health promotion programs.</p> <p>Manage absenteeism and impact on workloads.</p> <p>Recruit and retain talented employees: Identify difficult to recruit positions and future staffing requirements, and conduct targeted recruiting.</p> <p>Develop specialized professional expertise in the management of projects and major initiatives.</p> <p>Improve business practices and processes to increase capacity and flexibility.</p>
<p>Performance and Recognition</p> <p><i>Includes performance planning and development, recognition.</i></p>	<p>Develop and implement a ministry-wide Employee Performance and Development Plan process that identifies, deploys, and develops employee strengths. (Employee Performance and Development Plan process to include performance goals, feedback sources, success measures, and learning plans.)</p> <p>Define key roles and responsibilities for managing staff and related performance expectations for managers and supervisors.</p> <p>Implement a performance-based individual and group recognition and reward program (build on existing corporate and Ministry specific programs and initiatives).</p>

Appendix B: Information Resource Management Plan (IRMP)

Current IM/IT Environment

The ministry's legacy business applications, which have not been substantially upgraded since the 1980s, are based on 1970s technology. The applications are inflexible, increasingly fragile, and difficult to adapt to legislative changes. A large proportion of the applications use mainframe technology with numerous external information system interfaces (i.e., other ministries, provinces, health insurance organisations and the federal government).

The business applications, originally designed to address eligibility for, and payment of income assistance, are difficult to maintain. The ministry inherited a myriad of ancillary systems with varying application and technology architectures. Over the years numerous custom interfaces have been built to try to integrate data and information. The result of the integration effort is an amalgamation of applications that are inter-dependent, inflexible, and do not adequately support the ministry's shift to employment. A modernized technology environment will position the ministry for the future and support the implementation of its service plan deliverables.

A flexible, scalable, and maintainable technical environment will support ministry clients, service providers, and programs. The need for technology change has been reinforced by the implementation of BC Employment and Assistance, which involved establishing labour-intensive manual workarounds and patches.

Modernising and revitalising MHR's legacy technology and business applications will improve overall service delivery and expand operational efficiencies.

Target IM/IT Environment

BC is the most "connected" province in Canada. Over 60% of residents have access to the Internet; the numbers are growing, and the Premier has committed to seeing the province become "a world leader in e-government."

The opportunity exists for the ministry to move forward with an Electronic Service Delivery (ESD) initiative to upgrade systems and business applications, improve service, and enhance overall efficiency.

The ESD initiative will support the development of ministry services that are: citizen-centred, timely, integrated, flexible, and customised to the individual's needs, while protecting the privacy of personal information.

This includes enabling multi-channel, convenient, and consistent access to services, information, and applications.

To support the transformation of the ministry's legacy technology and business applications, and provide a foundation for improved service delivery and streamlined business processes, the ministry is proceeding with the first phase of an ESD initiative.

The overall ESD initiative aligns with the objectives of the BC Government as a whole. It employs a multiphase approach involving planning, procurement, implementation, and post-implementation support.

The objective of the current ESD phase (Phase I: Planning and Approvals) is to:

- Determine the enterprise-wide solution requirements;
- Develop strategies for procurement and implementation of ESD solutions, in alignment with the objectives of the BC Government;
- Identify solutions that can be implemented quickly; and
- Develop a business case and obtain funding and approvals required to proceed.

Work on legacy business applications, and implementation of the ministry service plan, will be directed to non-discretionary maintenance, legislative enhancements, or solutions that will provide immediate benefit and enable the ministry to move towards its ESD vision.

ESD work will be performed within the context of current Enterprise Architecture (EA) work, other MHR projects, and BC Government technology strategies, initiatives and standards. Commonalities with other ministries, and opportunities to leverage business processes and/or technology solutions will be pursued.

