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Accountability Statement

The 2003/04 – 2005/06 Ministry of Management Services 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.

A handwritten signature in black ink, appearing to read 'S. Santori', with a long horizontal stroke extending to the right.

Honourable Sandy Santori
Minister of Management Services
January 28, 2003



Ministry of Management Services



I have the honour of submitting the Ministry of Management Services' Service Plan for the period April 1, 2003 to March 31, 2006. This plan is presented in accordance with section 13 of the *Budget Transparency and Accountability Act*.

As outlined in last year's Service Plan, the Ministry of Management Services is undergoing a strategic shift from a model of traditional government service to one of client-focused and value-added shared services. This transition is still underway.

The ministry oversees and ensures that British Columbians have access to government when and how they need it. Our focus is on enhancing service delivery to include more convenient, citizen-centred and integrated service.

A new set of responsibilities for the Ministry of Management Services has emerged as a result of key initiatives that have been underway this past year to fundamentally change the way government operates.

Simply put, government is coordinating all service delivery channels under one ministry, while increasing cost-efficiency for taxpayers, enhancing accountability measures and focusing on results.

Service delivery will be integrated to include face-to-face interaction (i.e., Government Agents), online portals, call centers, interactive voice response (IVR) and other options, all aimed at improving service to British Columbians.

This will include the completion of the Service Delivery Project and the establishment of a framework for the delivery of government services throughout the province.

We are also consolidating leading information management and information technology processes by including the Chief Information Office within our ministry. This will facilitate the implementation of e-government and electronic service delivery, and will enable us to be more client-focused and responsive to the needs of British Columbians.

We recognize the challenges many businesses face in an increasingly globalized economy. We also recognize the opportunities that e-business can provide. The ministry is committed to developing and implementing an action plan to bridge the digital divide, so that business can compete effectively, worldwide and citizens realize the benefits of enhanced access.

Within government the ministry is responsible for providing corporate and information programs including Records Management; Corporate Privacy and Information Access; BC Statistics; BC OnLine; the Waste Buster Web site; BC Connects/BC Internet Services; Enquiry BC and government's Corporate Information Technology and Management Library services.

The ministry is in the process of implementing the new BC Shared Services Agency, which will provide Finance and Administration Services, Procurement and Supply Services, Common IT Services and Payroll Services to client Ministries and the broader Public Sector. This new model will increase cost effectiveness and service efficiencies.

We are responsible for ensuring that government's critical business initiatives are delivered on time, on budget and are based on results. The ministry will oversee Alternative Service Delivery initiatives recommended by government, and ensure they are implemented within an agreed-upon decision framework, that progress is measured, and that expected results are achieved.

The ministry will conduct its operations in such a way as to ensure that taxpayers get maximum value from the way government runs its internal operations.

The attached Service Plan reflects our achievements and outlines a strategy to meet our commitments over the next three years.

I am proud of the progress we've made and of the results achieved by ministry staff so far, and I am excited about the initiatives currently underway. Our plan is clear, and with continued dedication and commitment, I am confident that the Ministry of Management Services is — and will remain — an example of excellence in the public sector.

A handwritten signature in black ink, appearing to read 'S. Santori', with a long, sweeping horizontal line extending from the end of the signature.

Honourable Sandy Santori
Minister of Management Services

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Strategic Context

Ministry Vision

Enable the transformation and continuous improvement of government services to respond to the everyday needs of the people of British Columbia for innovative, client-focused and cost-effective service.

Mission Statement

Ensure business results by driving fundamental change and enablement technology across the British Columbia public service through the use of leading practices and creative service delivery models.

Values and Culture

The shared values and operating principles will include:

- Accountability — focused on results for the taxpayer
- Performance measured on business outcomes and realized results
- Client-focused and responsive service culture
- Recognition based on creativity, innovation, and calculated risk-taking
- Collaborative approach focused on knowledge transfer in and out
- Flexible and adaptive culture focused upon realizing opportunities and continuous improvement
- Individuals are treated with fairness, dignity, and respect
- Openness and transparency in all the Ministry does and communicates

Planning Context

Provincial Considerations:

- Public expectations will continue to emphasize greater transparency, accountability, and improved service quality from Government at reduced cost
- The public expects Government to enhance internal efficiencies. This will lead to a focus on streamlining the delivery of common information technology (IT), financial and administration services to Government Ministries
- The British Columbia private sector wants to be a valued partner in the provision of Government services
- There is a global focus on developing information-based economies requiring the public sector to provide leadership in innovative service delivery and e-Government
- While enjoying high level of connectivity compared to the rest of the world, British Columbians still have inadequate access to advanced telecommunication and value-added online services
- Both expectations and concerns exist about how technology, including the Internet and wireless communications, impact people's lives. Citizens wish to be more involved electronically with their Government
- The public expects Government to integrate services across multiple access channels (telephone, in person or electronically)

Ministry Service Transformation Opportunities:

1. **Enhanced service delivery** to improve the convenience, timeliness, and integration of multi-channel client service via the telephone, in person or electronically
2. **Decreased marginal costs** particularly in relation to the delivery of common IT services, financial and administration services, payroll services and procurement and supply services as well as online transactional services
3. **Enhanced accountability** as more information becomes available to the public and is presented in a number of useful and effective ways so that members of the public can hold the Government and individual Ministries accountable for their performance
4. **Enhanced relevance** particularly for those members of the public who use electronic technology as a matter of course in their daily lives
5. **Enhanced economic development** as more of Government's services are brought online making British Columbia a more attractive place for high technology firms to invest. Increased access to high-speed connectivity will encourage economic growth in all areas of the Province

6. **More connected Government** particularly for those individuals and communities, which currently do not have high-speed Internet access
7. **More collaborative Government** as standardized electronic tools and processes are put in place to facilitate integrated Government activity

Core Business Areas and Goals

Core Business Areas

In order to realize our mandate and achieve our strategic direction the Ministry has established the following five core business areas:

- Governance and Integration
- Results Management Office
- Service and Channel Integration
- BC Shared Services Agency
- Executive and Support Services

Collectively, these five core business areas include all of the Ministry's programs and services. Public Service Employee Relations Commission (PSERC) prepares its own service plan and is therefore not included in this document.

Core Business Area 1: Governance and Integration

Provides the overall Information Management and Information Technology policy, governance and strategic framework within which Government organizations can implement e-Government and service delivery.

Governance and Integration	2002/03 Restated Estimates	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)				
Expenditures	4,589	4,389	4,289	4,289
Recoveries	0	0	0	0
Net	4,589	4,389	4,289	4,289
Capital Expenditures (CRF) (\$000)				
Expenditures	30	30	30	30
Full-time Equivalents (FTEs)				
FTEs	22	22	22	22

Core Business Area 2: Results Management Office

Ensures that all mandated key strategic e-Government, critical business and other initiatives are delivered on time, on budget and with the agreed upon functionality and business results.

Results Management Office	2002/03 Restated Estimates	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)				
Expenditures	3,500	6,000	6,000	6,000
Recoveries	(3,499)	(5,999)	(5,999)	(5,999)
Net	1	1	1	1
Capital Expenditures (CRF) (\$000)				
Expenditures	100	100	100	100
Full-time Equivalents (FTEs)				
FTEs	5	5	5	5

Core Business Area 3: Service and Channel Integration

Provides and drives the overall integration strategy for multi-channel service delivery. Operates corporate service delivery channels including call centers, interactive voice response (IVR), enterprise portals, and in-person access to Government programs and services.

Service and Channel Integration	2002/03 Restated Estimates	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)				
Expenditures	35,530	34,947	34,821	30,930
Recoveries	(6,391)	(7,289)	(7,945)	(7,827)
Net	29,139	27,658	26,876	23,103
Capital Expenditures (CRF) (\$000)				
Expenditures	1,296	1,546	1,546	1,046
Full-time Equivalents (FTEs)				
FTEs	389	381	363	363

Core Business Area 4: BC Shared Services Agency

Provides integrated common IT services, finance and administration services, payroll services, and procurement and supply services that meet client needs at the required service levels at the best possible value.

BC Shared Services Agency	2002/03 Restated Estimates	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)				
Expenditures	305,488	344,816	330,665	327,750
Recoveries	(297,548)	(339,606)	(328,205)	(325,290)
Net	7,940	5,210	2,460	2,460
Capital Expenditures (CRF) (\$000)				
Expenditures	55,876	52,801	48,270	49,704
Full-time Equivalent (FTEs)				
FTEs	1,362	1,248	1,189	1,189

Core Business Area 5: Executive and Support Services

Provides the common administrative services for the Ministry, as well as providing leadership for IT procurement and human resource management for the Information Management/Information Technology community.

Executive and Support Services	2002/03 Restated Estimates	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)				
Expenditures	4,506	1,260	1,208	1,165
Recoveries	(300)	(300)	(300)	(300)
Net	4,206	960	908	865
Capital Expenditures (CRF) (\$000)				
Expenditures	6	21	6	6
Full-time Equivalent (FTEs)				
FTEs	38	9	9	9

GOALS

The overarching strategic goals for the Ministry of Management Services are:

1. *Provide enterprise-wide Information Management/Information Technology and business process policy, governance, and strategic direction within which Government can implement e-Government and service delivery.*
2. *Provide accountability mechanisms for ensuring that all mandated strategic business initiatives are successfully delivered with agreed upon business results.*
3. *Develop and implement an overall strategy for the integration of client-focused, multi-channel service delivery. Efficiently and effectively operate corporate call centers, IVR, enterprise portals, and in-person access to Government programs and services.*
4. *Excel in the provision of innovative, responsive, cost-effective, common IT services, financial and administration services, payroll services and procurement and supply services to the public sector.*
5. *Provide leadership for Information Technology procurement and human resource management for the Information Management/Information Technology community.*

The following section includes specific objectives and strategies that the Ministry will undertake over the next three years to achieve each of these goals. Selected performance measures and three-year performance targets have also been included to provide a basis for both improving organizational performance and ensuring effective accountability for results.

Goals, Objectives, Strategies, Performance Measures and Targets

Goal 1: Provide enterprise-wide Information Management/Information Technology and business process policy, governance, and strategic direction within which Government can implement e-Government and service delivery.

Objectives	Delivery Strategies
1. Create the strategic frameworks for Information Management/Information Technology decision-making	<ul style="list-style-type: none"> • Develop and deliver all key elements of the e-BC Strategic Plan • Implement the key initiatives defined in the Alternative Service Delivery (ASD) Strategy • Develop and communicate Enterprise-Wide IM/IT Governance, Standards and Architectures • Define the Service Delivery Framework • Implement privacy legislation, policy and procedures to support business and service delivery initiatives
2. Enable cross-Ministry collaboration	<ul style="list-style-type: none"> • Provide support to Ministries in the implementation of e-BC and ASD initiatives • Proactively manage and integrate the Information Resource Management Plan (IRMP) process while creating awareness of the benefits of collaboration • Review all IM/IT Treasury Board Submissions
3. Provide leading practice research and opportunity analysis expertise	<ul style="list-style-type: none"> • Provide leading practice and value proposition/analysis support to Ministries
4. Develop a privacy, access and information management legislative and governance framework	<ul style="list-style-type: none"> • Review and amend the <i>Freedom of Information and Protection of Privacy Act</i> (FOIPP Act) • Coordinate Government's participation in the all-party FOIPP Act legislative review • Develop and implement personal information protection legislation for the private sector
5. Develop an overall action plan to bridge the digital divide	<ul style="list-style-type: none"> • Obtain the maximum amount of funding from the Federal Government for high-speed broadband access • Work with partner Ministries to ensure that their activities are coordinated and integrated with bridging the digital divide • Conduct a detailed review, in conjunction with the private sector, of all the possible business models for bridging the digital divide • Develop an implementation plan to bring broadband access to First Nations communities

Key Performance Measures:

	Base 2002/03	Target		
		2003/04	2004/05	2005/06
<i>Freedom of Information and Protection of Privacy Act (FOIPP)</i>	—	FOIPP Act amended; implement amendments and policy	Implementation ongoing	Implementation ongoing
	—	All party legislative review started; support and coordinate for government	Review Continues; Committee reports out	Amend FOIPP Act
<i>Personal Information Protection Act (PIPA) legislation</i>	Develop PIPA legislation	PIPA Act passed	Implementation ongoing	Implementation ongoing
Percentage of Population with Access to Broadband Facilities	82 %	85 %	87 %	90 %

- On time submission of all Information Resource Management Plans with identification of cross-Ministry collaboration opportunities
- Treasury Board members indicate that the analysis of Information Management/ Information Technology submissions is rigorous, comprehensive and takes a Government-wide approach

Supporting Core Business Area: Governance and Integration

Goal 2: Provide accountability mechanisms for ensuring that all mandated strategic business initiatives are successfully delivered with agreed upon business results.

Objectives	Delivery Strategies
1. Ensure successful delivery and results management of mandated strategic initiatives	<ul style="list-style-type: none">• Create a team of contract negotiators, project management and other specialists• Implement a Results Management Office to ensure that business initiatives are supported by performance measurement and program management specialists
2. Support Ministries in realizing their Core Review commitments are enabled by Information Management/ Information Technology/ Alternative Service Delivery	<ul style="list-style-type: none">• Deliver a change management program to assist ministries in implementing IT-enabled projects to derive sustainable value• Provide coaching and project management to Ministries for definition and implementation of their service delivery strategies

Key Performance Measures:

- Specialized project teams in place by July 2003
- Establishment of a Results Management Office by April 2003, including methodologies and performance measurement tools
- Identification and launch of five key strategic service transformation initiatives, with project charters, implementation plans, and project teams in place

Supporting Core Business Area: Results Management Office (RMO)

Goal 3: Develop and implement an overall strategy for the integration of client-focused, multi-channel service delivery. Efficiently and effectively operate corporate call centres, IVR, enterprise portals, and in-person access to Government programs and services.

Objectives	Delivery Strategies
1. Operate corporate service delivery channels in a client focused way	<ul style="list-style-type: none"> • Manage and deliver BC OnLine, Enquiry BC, Multiple Address Change, BC Statistics, Waste Busters, BC Connects, BC Internet Services, Enterprise-wide Portal and Government Agents Branch • Expand access to government services through new business model partnerships • Expand access to government services through the use of technology • Design and implement integration and channel management mechanisms to optimize service delivery efficiencies and meet citizen service requirements
2. Ensure successful implementation of the Service Delivery Project recommendations, including those relating to Government Agents, citizen communication, and co-location of regional offices	<ul style="list-style-type: none"> • Create a dedicated service delivery implementation team with clear targets and deliverables
3. Establish an ongoing service delivery improvement initiative	<ul style="list-style-type: none"> • Establish a framework and the capacity for integrated service delivery

Key Performance Measures:

	Base 2002/03	Target		
		2003/04	2004/05	2005/06
Percentage of customers satisfied or very satisfied with service from Government Agents	Establish baseline	90 %	90 %	90 %
Percentage of customers satisfied or very satisfied with use of Community Access Terminals	—	Establish Baseline	Exceed Baseline	Exceed Baseline
Percentage of callers that are satisfied or very satisfied with the Enquiry BC Call Centre service	95 %	> 95 %	> 95 %	> 95 %
Percentage of clients of the BC OnLine Help Desk service that are satisfied or very satisfied	95 %	> 95 %	> 95 %	> 95 %
Percentage of external clients of BC Stats that are satisfied or very satisfied with the products and services (Three year survey cycle)	90 %	—	—	> 90 %

- Delivery of an electronic channel integration strategy by September 2003
- Successful implementation of the Service Delivery Strategy by March 2004, as per the milestones and deliverables established in the project charter.

Supporting Core Business Area: Service and Channel Integration

Goal 4: Excel in the provision of innovative, responsive, cost-effective, common IT services, financial and administration services, payroll services and procurement and supply services to the public sector.

Objectives	Delivery Strategies
1. Reduce unit and overall shared services costs	<ul style="list-style-type: none"> • Determine the optimal delivery model for each service type • Recruit or train contract management staff for management of IT partner relationships and service contracts • Provide coaching to Ministries and partners on the practical application of technical and business process service level standards • Perform ongoing review and streamlining of business processes to achieve cost savings • Expand use of shared services to the broader public sector
2. Maintain a high level of client satisfaction	<ul style="list-style-type: none"> • Develop Client Service Level ratings for each line of business • Establish and monitor Service Agreements • Conduct client satisfaction surveys and use information to improve operations
3. Be accountable to its client base	<ul style="list-style-type: none"> • Establish transparent costing/pricing/billing framework • Report on benchmarking and performance measures

Key Performance Measures:

	Base	Target		
	2002/03	2003/04	2004/05	2005/06
Satisfaction rating of agency clients with price, service and accountability	—	Establish Baseline	Exceed Baseline	Exceed Baseline
Percentage of total revenue generated from the broader public sector	—	12 %	15 %	17 %

- Benchmark service levels and costs with industry leading practices

Supporting Core Business Area: BC Shared Services Agency

Goal 5: Provide leadership for Information Technology procurement and Human Resource management for the Information Management/Information Technology community.

Objectives	Delivery Strategies
1. Provide support to ensure that IT procurement meets Government's needs and facilitates private sector involvement	<ul style="list-style-type: none"> • Develop an IT procurement plan that includes private sector involvement and agreement on a strategic framework
2. Provide Government-wide leadership and HR development for Information Management/Information Technology staff to create a sense of community	<ul style="list-style-type: none"> • Develop, communicate, and resource IM/IT training and development plan • Ensure regular communications with the distributed IM/IT community

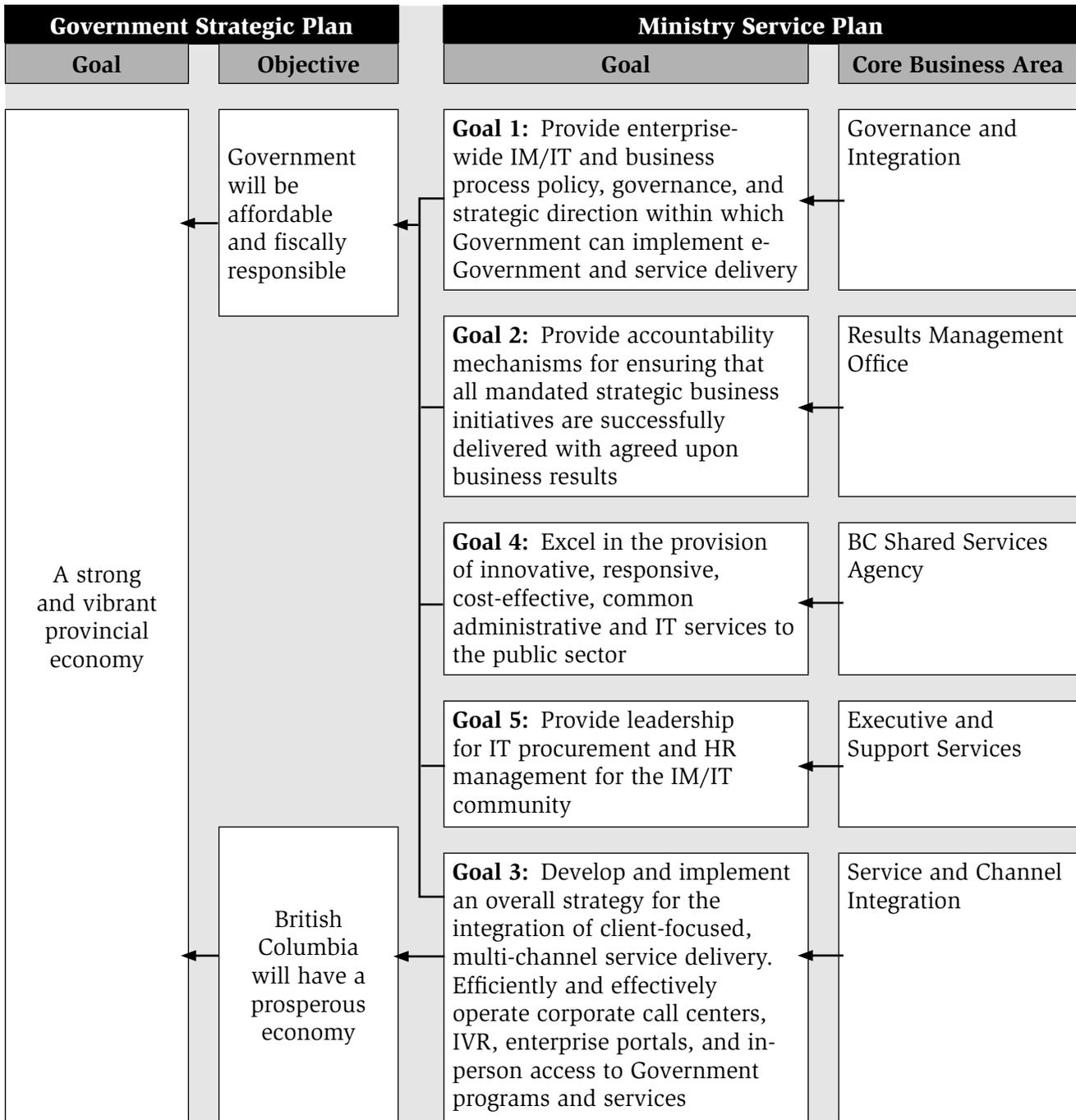
Key Performance Measures:

	Base 2002/03	Target		
		2003/04	2004/05	2005/06
Development and delivery of a strategy for IT procurement	Project initiated	Plan completed by November 2003	Implementation	Implementation
Development and delivery of a government-wide leadership and human resource plan for Information Management/Information Technology staff	Project initiated	Plan completed by December 2003	Implementation	Implementation

Supporting Core Business Area: Executive and Support Services

Consistency with Government Strategic Plan

Each Ministry of Management Services goal is consistent with and directly contributes to the achievement of the Government Strategic Plan goal of a “*strong and vibrant provincial economy*”. The Ministry’s role in contributing to the achievement of the Government Strategic Plan is provided below:



Resource Summary

Core Businesses	2002/03 Restated Estimates ¹	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)				
Governance and Integration	4,589	4,389	4,289	4,289
Results Management Office	1	1	1	1
Service and Channel Integration.....	29,139	27,658	26,876	23,103
BC Shared Services Agency.....	7,940	5,210	2,460	2,460
Public Service Appeal Board	219	0	0	0
Executive and Support Services	4,206	960	908	865
Total	46,094	38,218	34,534	30,718
Full-Time Equivalents (FTEs)				
Governance and Integration	22	22	22	22
Results Management Office	5	5	5	5
Service and Channel Integration.....	389	381	363	363
BC Shared Services Agency.....	1,362	1,248	1,189	1,189
Executive and Support Services	38	9	9	9
Total	1,816	1,665	1,588	1,588
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Governance and Integration	30	30	30	30
Results Management Office	100	100	100	100
Service and Channel Integration.....	1,296	1,546	1,546	1,046
BC Shared Services Agency.....	55,876	52,801	48,270	49,704
Executive and Support Services	6	21	6	6
Total	57,308	54,498	49,952	50,886

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2003/04 *Estimates*.
 Note: This resource summary does not include the Public Service Employee Relations Commission which has its own service plan.

Deregulation

The Minister of Management Services is responsible for the following legislation:

BC OnLine
British Columbia Buildings Corporation
Document Disposal
Electronic Transactions
Freedom of Information and Protection of Privacy
Legislative Assembly Allowances and Pension
Legislative Assembly Management Committee
Legislative Assembly Privilege
Legislative Library
Legislative Procedure Review
Ministry of Provincial Secretary and Government Services
(ss. 1, 2 (4), 4 & 8)
Public Sector Pension Plans (Part 2)
Purchasing Commission
Queen's Printer
Statistics

Management Services conducted a deregulation review in late 2001 of the above legislation, and as directed by Cabinet on July 10, 2002, the Ministry established performance targets to demonstrate how its deregulation commitments would be met by June 2004. Government's deregulation agenda is an ambitious one, consistent with the *New Era* commitments; however, it is also critical that the deregulation agenda boost efficiency, stimulate innovation and improve competitiveness in British Columbia.

In accordance with the Key Projects outlined in the *Premier's Letter to the Minister of Management Services* which instructed the Minister "to review the Information and Privacy legislation to increase openness in Government and to reduce compliance costs", a comprehensive review of the *Freedom of Information and Protection of Privacy Act* (FOIPP Act) was conducted to recommend possible ways of eliminating unnecessary regulation. It was determined that most of the regulatory requirements in the FOIPP Act do not affect the general public and that the regulatory requirements for Government officials are intended to ensure the rights and interests of the public are safeguarded. Furthermore, elimination of these could have consequences contrary to one of the key principles of the deregulation initiative, which is to make it easier and less expensive for the general public to

deal with Government. Based on the foregoing, it has been determined that — although the FOIPP Act contains the majority of the Ministry’s regulatory requirements — only a small number can be eliminated.

Secondly, Government intends to introduce legislation in the Spring 2003 legislative session to protect the personal information of British Columbians held by the private sector. This Act will achieve a number of important purposes. If British Columbia does not pass legislation, it will be covered by the federal private sector privacy Act — a complex, regulatory-burdensome privacy framework. A provincial Act excuses British Columbia from federal coverage and allows a privacy regime to be developed in cooperation with the private sector that is plain language and “regulation-light”. Extensive consultations have confirmed that a provincial Act can reduce regulation in some areas and at least clarify regulatory requirements where regulation is needed. The end result, however, will be a net increase of regulation with respect to the use of personal information in the private sector. Fortunately, British Columbia’s private sector not only prefers provincial regulation but also supports that regulation as a foundation for electronic commerce and other strategic economic objectives.

Furthermore, the Ministry will also be introducing a new *Procurement Act* in Spring 2003, which will eliminate several regulatory requirements of the *Purchasing Commission Act*, and addresses the *New Era* commitment to “restore open tendering on Government contracts”.

Deregulation Initiatives

Target Description	Baseline	Target for Remainder of 2002/03	Target 2003/04	Target June 2004
Ministry Regulatory Requirements	673 (see note below)	Reduction of 26	Reduction of 5	Reduction of 7
Major Regulatory Reviews to be Completed		<ul style="list-style-type: none"> • New procurement legislation 	<ul style="list-style-type: none"> • Amendment to <i>Document Disposal Act</i> 	<ul style="list-style-type: none"> • FOIPPA - Legislative review to be conducted starting October 2003

Note: Ten (10) regulatory requirements have been removed to date.

Summary of Related Planning Processes

Information Resource Management Plan (IRMP) Summary

The Ministry of Management Services will undertake strategic investments that primarily provide both information management and information technology infrastructure and services to Government and the broader public sector.

Common Information Technology Services:

- Enhance integrated security environment (e.g., standards, VPN, BCeID, Application Security Model, and continued upgrades to anti-virus and firewall capabilities)
- Scale servers to meet greater processing requirements of new(er) applications and consolidate existing servers to achieve economies of scale

Corporate Accounting System:

- Continue with CAS enhancements (e.g., Fixed Assets module to aid Ministries in managing their fixed assets) and software upgrades (e.g., Oracle Financials Release 11i) to increase functionality, improve integration capabilities, streamline business processes, enhance service delivery, and improve access to information

Payroll Services:

- Payroll vision — includes numerous projects utilizing the PeopleSoft HRMS 8 product to streamline and web-enable payroll, leave, and time business processes. The payroll vision fully integrates Government's employee portal to provide both employee and manager self-service

Procurement and Supply Services:

- BC Bid — online solicitation, bidding, workflow management, and reporting system

Corporate & Information Programs:

- Integration of records management, data management, and FOIPP Act best practices in systems development life cycles
- Government Point of Service — Improved management of “cash counter” facilities throughout Government Agent offices and reduced data entry through integration of existing applications

Executive and Support Services:

- Continue to improve security management with an emphasis on security awareness training and protection of sensitive records and documents
 - Develop an Information Management/Information Technology risk management plan based on the Enterprise-wide Risk Management methodology to mitigate disruption to critical Ministry operations
-

Human Resource Management Plans (HRMP)

The Ministry of Management Services' Human Resource Management Plan (*People Strategy*) is an integral part of the Service Plan and is critical for achieving the Ministry's vision:

Enable the transformation and continuous improvement of government services to respond to the everyday needs of the people of British Columbia for innovative, client-focused and cost-effective service

“The current *People Strategy* was developed following extensive consultations with Ministry employees. The strategies identified in the plan address a number of the challenges and opportunities confronting the Ministry, including: workforce adjustment, succession and retention planning; leadership skills and employee development; and innovation. In keeping with the Ministry's emphasis upon staff involvement and effective resource planning, additional work will be undertaken to ensure the *People Strategy* continues to reflect our human resource requirements as the Ministry evolves.

(Human Resource Management Plan)		
Goal	Objective	Strategy
Ensuring effective human resource governance and policy frameworks to support our people and enable them to achieve public service goals	People feel valued in their jobs and by the organization	Mechanism(s) to be piloted for one year for employees to identify/express relevant issues
Implementing human resource standards and practices to promote a service and results-oriented workforce	Ministry, division and branch plans that are consistent and aligned Performance targets are consistently met	Employee Performance and Development Planning (EPDP) to be completed by all management staff Employees are provided the resources and training to achieve their performance targets
Creating a supportive work environment that recognizes people's contribution and efforts	A healthy, happy workforce/ organization People want to work for the Ministry	Identify ways to match people's skills to the job and give interested and qualified employees opportunities to increase their skills through initiatives such as "generic jobs" "growth series," "bridging positions", "competency based staffing, "succession planning" and "employee development training"
Fostering learning, development, innovation and growth throughout the organization	Retention of knowledge base/ intellectual capital within Ministry of Management Services	Develop succession plans for key people/positions using strategies such as transition planning, job shadowing, leadership training and tracking progress

Performance Measure	Base 2002/03	Target		
		2003/04	2004/05	2005/06
Percentage of management with completed Employee Performance and Development Plans	10%	100%	100%	100%
Undertake annual employee survey to determine status of organizational health and effectiveness.	—	Establish Baseline	Exceed Baseline	Exceed Baseline