



Ministry of  
Labour and  
Citizens' Services

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2009/10–2011/12  
Service Plan

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February 2009



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Ministry of Labour and Citizens' Services  
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## Message from the Minister and Accountability Statement



The Ministry of Labour and Citizens' Services is committed to providing British Columbians with a stable, safe labour environment and excellent citizen services. The 2009/10 – 2011/12 Service Plan explains in detail how we will achieve these goals.

A stable labour environment is key to helping maintain British Columbia's economy during the current global shift. My Ministry supports this with efficient and effective conflict resolution and adjudication, using alternative dispute resolution methods where possible. The Labour Relations Board will continue to provide an independent, administrative tribunal to mediate and adjudicate labour relations and employment matters related to unionized workplaces.

We are equally committed to maintaining safe and healthy workplaces through WorkSafeBC, which continues to work with industry partners to promote safety. For example, WorkSafeBC recently helped create the BC Trucking Safety Council to address the specific safety needs of the trucking sector, and it is a primary stakeholder in the development of one of the most comprehensive crane safety certification programs in North America with the BC Association for Crane Safety.

Evolving citizens' needs and new technologies are changing the way government conducts its business and delivers its services. With its consolidated infrastructure services across government and its expertise in leading cross ministry initiatives, Citizens' Services is well positioned to lead this change. An example is the decision to consolidate government's information and privacy operations under the Ministry of Labour and Citizens' Services. British Columbia is already a leader in access to information. Centralizing information and privacy staff will improve response times to freedom of information requests even further, and ensure consistent practices across government.

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

The Ministry of Labour and Citizens' Services 2009/10 – 2011/12 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. All material fiscal assumptions and policy decisions as of February 10, 2009 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in blue ink that reads "Iain Black".

Honourable Iain Black  
Minister of Labour and Citizens' Services

February 10, 2009

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## Purpose of the Ministry

The Ministry of Labour and Citizens' Services comprises two distinct organizations, both with the focus of providing excellent service.

Labour provides services to employees, employers, unions, and businesses in British Columbia that support a modern and stable work environment. Citizens' Services has a key role in improving the delivery of government services and information to meet the needs of citizens, business and the public sector.

Labour sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, Labour 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 Labour'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.

Citizens' Services has a key role in enabling the transformation of services and information across government to meet the needs of citizens, businesses, and the public sector. The Ministry provides front-line services to citizens on behalf of other ministries, and also has a unique role in government as the provider of internal corporate services and enabling infrastructure<sup>1</sup> that allow government to conduct its core business functions efficiently and effectively.

Most often, making services more accessible, easier to deal with and more responsive to those who need them requires co-ordination across ministries and agencies. Citizens' Services provides leadership for initiatives to integrate government services where success is contingent on building relationships, developing innovative solutions to business challenges, and partnering effectively across organizational boundaries. Citizens' Services provides corporate leadership and strategic direction for information management and information technology across government. It is responsible for the *Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection Act*, the *Document Disposal Act*, and the *Electronic Transactions Act* and all policy, standards and directives that flow from them.

Both the Labour and Citizens' Services organizations within the Ministry of Labour and Citizens' Services conduct their business 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.

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<sup>1</sup> Corporate services and infrastructure include: information technology and payroll; procurement and supply services; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate.

# Labour

## Strategic Context

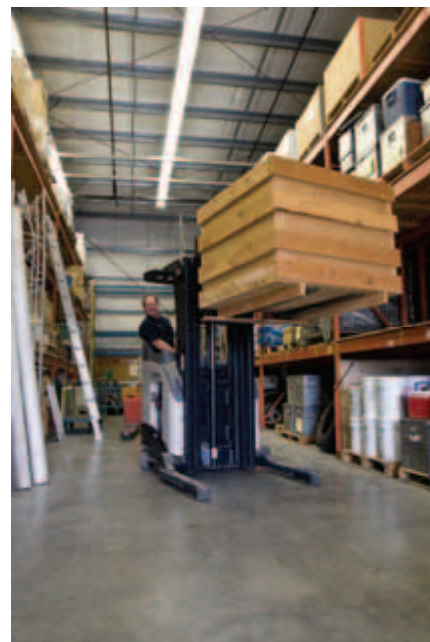
Labour faces opportunities and challenges in the pursuit of its mandate over the next three years. The goals, objectives and strategies identified in this Service Plan will mitigate risks, maximize opportunities and address key challenges. In addition to the core services it provides as required by legislation, policy and programs, Labour is focused on three specific areas for 2009/10 – 2011/12: vulnerable persons; prevention<sup>2</sup>; and labour stability and competitiveness. These themes will serve as focal points for emerging and expanding services, and define how Labour will direct its efforts and resources for maximum effect.

### Challenges

- Growing economic uncertainty may place a future strain on employment relationships as industry seeks ways to decrease costs which may in turn lead to an increased risk to occupational health and safety and/or challenges for negotiations between employers and unions.
- Labour shortages in British Columbia have increased access to more diverse labour pools, including 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

- Labour supports government's Great Goal of creating more jobs per capita than any other Canadian jurisdiction. It 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 and employers to our great province.



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<sup>2</sup> Prevention is a key approach for Labour. Significant attention is focused on preventative measures and educational activities that promote a safe and productive work environment.

- The legislative framework encompassing the *Workers' Compensation Act*, the *Employment Standards Act*, and the *Labour Relations Code* recognizes that one size does not fit all in a modern and changing work environment. It provides the foundation for a strengthened economy and diversification through fair and balanced laws and regulations.
- Citizen-centred service improvements and proactive initiatives, such as improving service timeliness and providing workers' compensation and employment standards information in multiple languages, will help lay the groundwork for ongoing labour stability and prosperity.
- A focus on prevention, including education, serves to increase compliance with laws and regulations.
- Labour places significant emphasis on fairness and balance, and 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.
- The quality of employment relationships – as measured by indicators such as days lost due to strike activity, how safe the Province's workplaces are, and how well employers and workers understand and meet or exceed the Province's minimum labour standards – remains a priority for Labour.

# Goals, Objectives, Strategies and Performance Measures

Labour works to create an employment environment that meets the needs of workers, employers and unions, and fosters working relationships in safe and healthy workplaces.

Labour has identified two goals:

- 1 – Labour stability and safe work environments in the context of economically viable businesses.
- 2 – Efficient and effective conflict resolution and adjudication.

Although the intent of Labour's goals has not changed since the 2008/09-2010/11 Service Plan, the wording has been simplified and former Goals 2 and 3 blended, to better reflect strategic outcomes the Ministry is working to influence. To further meet this end, former Goal 1 now has three separate and distinct objectives, and the wording of all objectives in this section has been streamlined.

*Given current economic uncertainty, the private sector now expects BC will experience slower economic growth in 2009 and 2010 than it has in previous years.*

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 to address a specific issue or priority.

Three-year targets have been set for each performance measure. The baseline year for the majority of measures has been set as 2004/05, as this was the first year of data collection and tracking. Internal benchmarks are used to set targets because, in most cases, national standards do not exist. While targets appear static, they nevertheless reflect the ongoing challenges being addressed by the Ministry.

## **Goal 1: Labour stability and safe work environments in the context of economically viable businesses**

### **Objective 1.1: Continually improved law, regulations, and processes**

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

**Key strategies:**

- Continue the dialogue between the Ministry and stakeholders in the labour relations community so that critical 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 and prevention are applied to expiring collective agreements where necessary and appropriate;
- develop new initiatives and continue with existing initiatives aimed at maintaining and improving accessibility of Labour Relations Board services to all parties; and
- continue the participation in, and the provision of secretariat services for, the Interagency Committee on Forest Safety created to address the recommendations set out in the Report by the Office of the Auditor General, entitled "Preventing Fatalities and Serious Injuries in B.C. Forests: Progress Needed", 2007/2008, Report 5, January, 2008.

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

In order to achieve our goal of labour stability and safe work environments, it is imperative that employers, workers, and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes, and how to access them.



**Key strategies:**

- Expand proactive educational initiatives that provide comprehensive information on employment standards;
- continue with initiatives to provide direct workers' compensation assistance, guidance and service to workers and employers; and
- continue with proactive training, mentoring and coaching of the labour community and employers with regard to workers' compensation issues to create safer, more effective workplaces and protect vulnerable workers.

**Objective 1.3: 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:**

- Continue with initiatives to provide services in other languages; and

- continue with the bi-annual Employers' Advisers Office and Workers' Advisers Office surveys, which measure overall client satisfaction.

**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	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 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 Labour's focus on prevention, labour stability and competitiveness. The performance measure is determined by dividing the total number of 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 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: Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average)**

Performance Measure	2004/05 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole	0.96	0.95 - 1.05	0.95 - 1.00	0.95 - 1.00	0.95 - 1.00

Data Source: Government of Canada.

**Discussion**

This measure is an indicator of the relative degree of labour peace in British Columbia compared to Canada as a whole, and strongly reflects Labour's focus on labour stability and competitiveness. The measure shows the number of person-days lost due to strikes and lockouts as a proportion of the British Columbia labour force, and compares this with the number of person-days lost across the entire country as a proportion of the Canadian labour force. The performance measure target was initially set to a national standard that would establish a labour



relations climate in British Columbia that compares with the rest of Canada. The long-term objective of this performance measure is to establish performance standards within British Columbia that can be consistently maintained at a level below the Canadian person-days lost average.

A score of 1.0 suggests that the degree of labour stability in British Columbia is on par with Canada as a whole, with a score of less than 1.0 indicating relative labour stability (fewer days lost per capita) compared with the rest of Canada and a score of greater than 1.0 indicating relative labour instability.

**Goal 2: Efficient and effective conflict resolution and adjudication**

**Objective 2.1: Accessible, reliable, and timely adjudicative services**

Timely, accurate and quality decisions are critical in ensuring that a fair and effective legislative process exists and the successful delivery of Ministry services is achieved; however, meeting this objective is not without its challenges. Factors that may have an impact on the timeliness and accuracy of decisions can include evidentiary issues and legal challenges.

### Key strategies:

- Continue to 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;
- continue with Employment Standards Branch internal tracking of timeliness of file resolution;
- ensure that systems are in place to track productivity and adherence to timeliness targets for administrative tribunals;
- establish timelines for the disposition of cases before the Labour Relations Board; and
- continue with initiatives focused on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

### Performance Measure 3: Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal

Performance Measure	2004/05 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal	11%	<9%	<8%	<8%	<8%

Data Source: Employment Standards Branch Case Management System and Employment Standards Tribunal website

### Discussion

The Employment Standards Tribunal can cancel decisions issued by the Employment Standards Branch in cases involving an error in the application of law or, in some instances, where new information becomes available after the Employment Standards Branch's original proceeding. This measure provides insight into the efficiency and effectiveness of employment standards laws and processes. The performance measure is calculated by dividing the number of Employment Standards Branch decisions that have been cancelled by the Tribunal by the total number of decisions that have been issued. The expectation is that the percentage of cancellations will decline in future years through continuing improvements in Employment Standards Branch decision-making and improved alignment of Branch operational policies and processes with employment standards legislation.



**Objective 2.2: 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. Labour 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;
- ensure that sector-specific initiatives undertaken by the Employment Standards Branch, such as the Inter-Agency Committee on Farm Worker Protection, foster mutual co-operation between government, industry and employees, particularly as they relate to vulnerable workers;
- use 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);
- promote use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments); and
- offer 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.

**Performance Measure 4: Proportion of Employment Standards Branch cases closed prior to adjudication**

Performance Measure	2004/05 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Proportion of Employment Standards Branch cases closed prior to adjudication	78%	>79%	>79.5%	>80%	>80%

Data Source: Employment Standards Branch Case Management System

**Discussion**

This performance measure demonstrates the extent to which early intervention and alternative dispute resolution have been used to resolve complaints without having to resort to formal adjudication, and reflects Labour's focus on vulnerable persons, prevention and education activities. The measure is based upon Employment Standards Branch operational statistics, and is derived by dividing the number of cases resolved at the intake, education, investigation and mediation stages by the total number of cases.

The expectation is that the Employment Standards Branch will continue to focus on early intervention and alternative dispute resolution where appropriate, in order to ensure that complaints will be resolved in a timely, fair and effective manner.

# Citizens' Services

## Strategic Context

Recent times have brought a remarkable acceleration in the pace of change. The combined forces of globalization, technological innovation and an increasingly knowledge-based economy are changing the way government conducts its business and delivers its services. This has led to an environment characterized by ongoing, and changing, challenges and opportunities.

### Challenges


- The increasing expectations of citizens for services that are co-ordinated and easy to access will compel government to be more co-ordinated in its service design and delivery. As the province's citizenry becomes more multicultural and technically literate, expectations for better and more efficient government services increase. Citizens want access to services when and where they need them and by the delivery method of their choice.
- The Ministry is at risk of losing the valuable knowledge of long-term employees. Within the next decade, an estimated one third of employees in the B.C. public service will likely retire. In some parts of the public service, that retirement rate rises as high as 45 per cent. In several job classifications it is as high as 62 per cent, with the highest rates being among managers and executives<sup>3</sup>. It will be difficult to replace that experience and knowledge in a competitive labour market.
- The Government of British Columbia has made a commitment to address the impact of climate change, including a key goal for government to become carbon-neutral by 2010. This requires government to introduce new, innovative approaches to the conduct of its everyday business.
- The last few years have seen price changes in many of the inputs required to deliver services. Fluctuations in labour costs and prices for key commodities and services obtained through competitive tendering processes will continue to have an impact on service delivery costs.
- All programs and services in government will need to be efficient as possible with taxpayer dollars. To continue to deliver high quality programs and services, government will increasingly seek private sector partnerships as well as non-government organization service providers.



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<sup>3</sup> Source: Province of British Columbia Corporate HR Plan, 2008/09 - 2010/11.

## Opportunities

- The customer and client focus of Citizens' Services to date has been on core government organizations. Now, as the benefits of shared services functions have been proven and operations have matured, there is an increased opportunity to realize greater efficiencies by expanding the customer base to the broader public sector<sup>4</sup>. This would allow for better services to be provided and would create greater economies of scale for both existing customers and new customers.
  - Higher citizen expectations, a competitive labour market and increasing pressures on budgets require government to be increasingly innovative in its approach to work. Leveraging our expertise in strategic partnerships and developing new ways to work with the broader public sector and the private sector will help government build capacity and expertise, access capital, transfer risk, and leverage economies of scale by reducing the unit price of commodities.
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- The consolidated infrastructure of the shared services model has a wide influence across government, creating an opportunity for Citizens' Services to act as an agent of change supporting government transformation. For example, as the shared services provider for government buildings and vehicles – two significant contributors to government's greenhouse gas emissions – Citizens' Services is uniquely positioned to assist client ministries in meeting the government goal to become carbon neutral by 2010. Citizens' Services is also rolling out advanced communication and collaboration services to connect employees and enable them to work together, and to share information, knowledge and ideas across government. These services support the Province's commitment to decrease carbon emissions by reducing the need for both travel and printing.
  - Opportunities exist for Citizens' Services to continue to leverage Service BC's corporate service delivery infrastructure (in-person, telephone, online) to deliver more of government's transactional, information and referral services (e.g. licenses, permits searches, applications, identity proofing/authentication).
  - To meet the needs of new immigrants and refugees, it is important for government to respond to all British Columbians – both verbally and in writing – in a wide variety of languages. Citizens' Services is leading a cross government project to increase access to multilingual services.

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<sup>4</sup> Broader Public Sector: other levels of government (federal and municipal governments) and other public sector agencies that provide services. These include regional health authorities, schools and universities and provincial crown corporations.

- By understanding the relative merits of all service delivery options – from direct delivery inside government through to different outsourcing arrangements – Citizens' Services is in a unique position to support government's objective of improving its services to citizens. Citizens' Services will continue to advance the work of ministries by providing expert advice to identify service delivery solutions for their unique business needs.
- Affordable broadband connectivity acts as a catalyst for economic diversification and opens the door to global markets by linking individuals to the digital economy and improving their ability to promote and trade information, goods and services. It will also be the gateway to telehealth services and online educational opportunities. The Province is committed to taking the final steps to bring Internet service to rural and remote areas. This includes: the Connecting Citizens Grant Program to help pay for last mile infrastructure required to deliver Internet connectivity to homes and businesses; support of First Nations-led connectivity and capacity building initiatives; and leveraging telecommunications buying power to expand high-speed Internet services and cellular coverage. By providing leadership and support for the strategic use of telecommunications in British Columbia, Citizens' Services will continue to play an important role in connecting citizens.

# Goals, Objectives, Strategies and Performance Measures

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

Citizens' Services goals and related objectives remain focused on Service Excellence, Service Value and Service Innovation. A number of new strategies directed at delivering more co-ordinated services to our clients and creating maximum benefit for taxpayers have been added. In all cases the emphasis is on the continuous improvement of the quality of services and pursuing innovative business solutions that meet the changing needs of citizens, customers and clients.

One performance measure has been removed since the publication of the 2008/09–2010/11 Service Plan – information technology investment in end user productivity compared to industry's most effective and efficient information technology service delivery organizations. A replacement measure that will provide an assessment of efficiency and effectiveness is under development.

Citizens' Services has a comprehensive performance management framework that uses the strategic direction in this Service Plan to guide its internal business planning and priority setting. Over the next three years, we will increasingly focus on benchmarking and cost-efficiency performance measures to ensure the efficient use of public funds.



## **Goal 1: Service Excellence – A trusted organization that exceeds customer expectations**

### **Objective 1.1: Increased citizen, customer and client satisfaction with service availability, service usability and service delivery**

Citizens' Services is committed to a culture of continuous improvement and citizens, client ministries and customers are encouraged to provide feedback through methods that include yearly satisfaction surveys, follow-up phone calls and emails, and comment cards. Citizens' Services undertakes extensive analysis of this feedback to determine how well its services are meeting the expectations of its customers and clients and to develop appropriate strategies and actions to improve satisfaction.

### Key strategies:

- Ensure our services are fully co-ordinated before they are delivered to our customers;
- share knowledge of our customers internally to improve services and the customer experience;
- continuously improve the service delivery experience in response to customer feedback and communicate that improvement; and
- focus on those intra-ministry initiatives that significantly improve citizen, customer or client satisfaction.

### Performance Measure 1: Customer<sup>5</sup> satisfaction

Performance Measure	Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Customer satisfaction:					
• Service BC (public) <sup>1</sup>	96% (2004/05) <sup>2</sup>	>or = 96%	>or = 96%	>or = 96%	>or = 96%
• Shared Services BC (public sector staff) (index)	72% (2007/08) <sup>3</sup>	75%	78%	80%	80%

#### Data Source: BC STATS

- <sup>1</sup> This rating is an index comprised of customer satisfaction survey results for Service BC's in-person and telephone service. The measure is calculated as a weighted average based on the volume of customers served by each channel.
- <sup>2</sup> The baseline was established in 2004/05 based on survey results from January/February 2004.
- <sup>3</sup> The baseline and targets are based on the results of the shared services customer satisfaction measurement approach implemented in 2007/08. The baseline is an index consisting of the overall satisfaction ratings for the six shared services lines of business; Accommodation and Real Estate Services is included in the calculation of the 2007/08 baseline.

### Discussion

This performance measure demonstrates the level of satisfaction that citizens and customers report on the availability, usability and delivery of services they receive when they access government programs and services through Citizens' Services. The measure is based on two customer satisfaction ratings:

- A Service BC rating, based on surveys that focus on the satisfaction of citizens and businesses when they access government programs and information through two main service channels – in-person and by telephone. Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. In 2007/08, 96 per cent of customers indicated they were satisfied with the quality of services provided by Service BC. Future-year targets for this measure are to continue to meet or exceed a 96 per cent satisfaction rating; and

<sup>5</sup> A customer is an individual who receives a service or product from Citizens' Services. Customers may be members of the public, businesses or government staff.

- A Shared Services BC rating, based on an index of survey ratings of the satisfaction of public sector staff with internal government services (e.g. information technology; payroll; procurement and supply; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate). The indexed rating is the average of the overall satisfaction question result for designated product and service groupings for each shared service business area. The 2007/08 rating was 72 per cent and forms the baseline for this measure. Future year targets for this measure have been defined with reference to performance expectations that are attainable but reflect continuous improvement objectives.

## Performance Measure 2: Citizen Satisfaction with provincial government services

Performance Measure	2007/08 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Citizen Satisfaction with provincial government services	54 <sup>1</sup>	56	57	58	59

Data Source: BC STATS

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

## Discussion

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

The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from Citizens First, a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the Citizens First 5 survey<sup>6</sup> result to the B.C. Citizen Satisfaction Survey 2007/08 result reveals that citizen satisfaction with provincial government services in B.C. (54) is higher than the national average (51).

<sup>6</sup> The B.C. Citizen Satisfaction Survey and the Citizens First 5 Survey (2008) use a common set of questions to measure citizen satisfaction with government service delivery. The use of common questions in both surveys allows for the results from the two surveys to be compared to each other.

## **Goal 2: Service Value – A trusted organization that maximizes benefits to clients and taxpayers.**

**Objective 2.1: Value for money**

**Objective 2.2: Efficient and effective B.C. registry services**

**Objective 2.3: Improved response times to provincial information access requests from the public**

**Objective 2.4: Predictable and transparent shared services prices**

Citizens' Services is the chief provider of internal government services and front-line services for citizens<sup>7</sup>. An integrated approach affords government the opportunity to streamline processes, use technology to achieve further efficiencies, aggregate volumes to achieve savings through lower unit costs, and access capital by partnering with the private and broader public sectors. Work is ongoing in all areas to provide the best possible value to client organizations. Citizens' Services is focusing significant effort on strengthening relationships with broader public sector organizations to look for opportunities to align business needs, leverage procurement processes, and pool investment resources for the benefit of the taxpayers of British Columbia.



### **Key Strategies:**

- Demonstrate to citizens, clients and customers that our services are efficient and provide value for money;
- seek new opportunities to leverage the benefits of shared services; and
- expand benchmarking and cost-efficiency measures to monitor the efficient use of public funds for internal government shared services.

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<sup>7</sup> Internal government shared services consist of information technology, payroll, procurement services, financial and business applications, and accommodation and real estate. Front-line services are provided to the public through the on-line, front counter and call centre channels managed by Service BC.

### Performance Measure 3: Payroll cost per employee paid

Performance Measure	2003/04 Baseline <sup>1</sup>	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Payroll cost per employee paid	\$421.00	\$320 <sup>1</sup>	\$320	\$320	\$320

**Data Source:** Hackett Payroll Benchmarking Study 2003/04

<sup>1</sup> In 2007/08, the Provincial Human Resource Management System successfully reduced payroll costs by 25 per cent (to \$317 per employee paid) over base and met the objective of being lower than the Hackett Group (an independent benchmarking company) benchmark government median. The 2007/08 result was achieved through a stable client base, lower than expected inflation rates and increases in efficiency by automating and streamlining business processes.

#### Discussion

This measure indicates success in reducing costs over time for payroll services. The measure demonstrates the efficiency of government's payroll process, which is made up of the following components: staffing; outsourcing; systems; and overhead. The measure is based on dividing the total cost of these components by the average number of employees paid in a fiscal year. This measure is also compared to an external benchmark consisting of like or similar organizations that are considered most effective and efficient in providing payroll services.

The performance objective for this measure is to be lower than the government median from the Hackett Payroll Process external benchmark. The targets for this measure have been selected by analyzing expenditure and employee trend analysis. The \$320 target set for subsequent fiscal years represents a 24 per cent cost reduction over the 2003/04 baseline, which is slightly lower than the government median. Although the target remains stable at \$320, rigorous management will be required to manage inflation costs.

### Goal 3: Service Innovation – A trusted organization that enables government transformation

**Objective 3.1: Increased productivity**

**Objective 3.2: Information can be shared across the enterprise as appropriate**

**Objective 3.3: Government works innovatively with the broader public sector**

Truly citizen-centred service is dependent on government's ability to collaborate across organizational boundaries, harness advancements in technology, and connect people and systems to share information. Citizens' Services is at the forefront of service transformation and the development of innovative solutions in all areas, from front-line services to the technical infrastructure that supports them.

The ability to integrate government services and information to provide better service to citizens is dependent upon the provision of a secure broadband Internet infrastructure, common information technology standards and integrated information and technology architectural planning. Maintaining the integrity, confidentiality and availability of, as well as appropriate access to, the large volume of provincial government information is an on-going priority. Citizens' Services will continue to provide corporate leadership and strategic direction to support the use of information and technology in the continuous improvement of service delivery to the citizens of British Columbia.

This year, Citizens' Services will lead the implementation of government-wide service commitments and standards across government as part of the Province's commitment to provide quality service. Through its consolidated infrastructure services across a broad spectrum of government operations, and its expertise in leading large-scale cross ministry initiatives, Citizens' Services is well-positioned to help government achieve its objective of carbon neutrality by 2010, and will continue to play a leadership role in advancing this government priority through acquisition of hybrid vehicles and development of green buildings.

#### Key strategies:

- Drive improvement of the delivery of government services by continuing to lead the implementation of the Citizen-Centred Service Delivery Initiative across government;
- expand high-speed Internet services and cellular coverage in rural and remote British Columbia;
- drive innovation to support service transformation;
- develop and implement a co-ordinated approach to working with the broader public sector;
- implement the information management and information technology plan; and
- support the government goal to become carbon neutral by 2010 through shared services that assist client ministries with emission reduction, verification and reporting.

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

Performance Measure	2007/08 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations) <sup>1</sup>	54% (110 of 203 First Nations)	69% (140 of 203 First Nations)	81% (165 of 203 First Nations)	94% (190 of 203 First Nations)

Data Source: Network BC

<sup>1</sup> The baseline for this measure has been confirmed based on the completion of a broadband assessment in mid-2007.

## Discussion

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

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

## Performance Measure 5: Government information security effectiveness

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

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

- <sup>1</sup> The compliance of the Government's information security is compared to a standard based on the International Standards Organization (ISO) 27002:2005 code of practice for information security management. This standard is an internationally recognized, comprehensive set of controls made up of best practices in information security.
- <sup>2</sup> Security compliance is measured using the Security Health Check self-assessment tool which measures the degree of compliance with 133 security control areas on a scale of zero to four. The tool has been developed by the Information Security Forum, which is a world-wide, member-run association of over 300 leading companies and public sector organizations.

## Discussion

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

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

# Resource Summary

## Resource Summary Table

Core Business Area	2008/09 Restated Estimates <sup>1</sup>	2009/10 Estimates	2010/11 Plan	2011/12 Plan
<b>Operating Expenses (\$000)</b>				
<b>Labour Programs</b> .....	17,538	16,727	16,160	15,421
<b>Citizens' Services</b>				
Services to Citizens and Businesses .....	36,790	27,312	26,440	23,798
Services to the Public Sector .....	4	4	4	4
Governance .....	28,545	17,803	15,767	12,249
Executive and Support Services .....	19,187	16,426	14,536	12,732
<b>Total</b> .....	<b>102,064</b>	<b>78,272</b>	<b>72,907</b>	<b>64,204</b>
<b>Full-time Equivalents (Direct FTEs)</b>				
<b>Labour Programs</b> .....	367	374	374	374
<b>Citizens' Services</b>				
Services to Citizens and Businesses .....	433	418	418	418
Services to the Public Sector .....	1,341	1,422	1,422	1,422
Governance .....	163	310	310	310
Executive and Support Services .....	46	46	46	46
<b>Total</b> .....	<b>2,350</b>	<b>2,570</b>	<b>2,570</b>	<b>2,570</b>

Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
<b>Labour Programs</b> .....	3,161	1,600	250	0
<b>Citizens' Services</b>				
Services to Citizens and Businesses .....	5,132	1,010	749	635
Services to the Public Sector .....	115,418	107,107	138,608	70,518
Governance .....	719	0	0	0
Executive and Support Services .....	6	437	435	435
<b>Total</b> .....	<b>124,436</b>	<b>110,154</b>	<b>140,042</b>	<b>71,588</b>

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

# Ministry Contact Information

## Labour

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

Location	Employment Standards Branches	Employers Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492	604 870-5488
		1 866 870-5492*	1 888 295-7781*
Burnaby	604 660-4946		
Campbell River			250 830-6526
Dawson Creek	250 784-2390		1 888 643-0013*
Kamloops		250 828-4397	250 371-3860
		1 866 301-6688**	1 800 663-6695*
Kelowna	250 861-7404	250 717-2050	250 717-2096
		1 866 855-7575**	1 866 881-1188*
Nanaimo	250 390-6186	250 741-5500	250 741-5504
		1 866 827-2277**	1 800 668-2117*
Nelson	250 354-6550	250 354-6139	250 354-6933
		1 877 877-5524**	1 866 354-6933*
Prince George	250 565-6120	250 565-5285	250 565-4280
		1 888 608-8882**	1 800 263-6066*
Richmond		604 713-0303	604 713-0360
		1 800 952-2233**	1 800 663-4261*
Surrey	604 586-4251		
Terrace	250 638-6525		
Victoria	250 952-0469	250 952-4821	250 952-4893
		1 800 663-8783**	1 800 661-4066*

## Citizens' Services

Department	Telephone	Website
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C: 1 800 663-8767	<a href="http://www.servicebc.gov.bc.ca/">http://www.servicebc.gov.bc.ca/</a>
Service BC – BC OnLine	250 953-8250	<a href="https://www.bconline.gov.bc.ca/">https://www.bconline.gov.bc.ca/</a>
Shared Services BC	NA	<a href="http://www.sharedservicesbc.gov.bc.ca/">http://www.sharedservicesbc.gov.bc.ca/</a>
Shared Services BC – Strategic Acquisitions and Intellectual Property	250 387-1457	<a href="http://www.saip.gov.bc.ca/">http://www.saip.gov.bc.ca/</a>
Shared Services BC – Accommodation and Real Estate Services	250 952-8500	<a href="http://www.accommodationandrealstate.gov.bc.ca">http://www.accommodationandrealstate.gov.bc.ca</a>
Shared Services BC – Procurement and Supply Services	250 387-3309	<a href="http://www.pss.gov.bc.ca/">http://www.pss.gov.bc.ca/</a>
BC STATS	250 387-0327	<a href="http://www.bcstats.gov.bc.ca/">http://www.bcstats.gov.bc.ca/</a>
Government Chief Information Officer	250 356-6118	<a href="http://www.cio.gov.bc.ca/">http://www.cio.gov.bc.ca/</a>
Freedom of Information and Privacy	250 387-5629	<a href="http://www.oipcbc.org">http://www.oipcbc.org</a>

\* Toll-Free in B.C.

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

## **Additional Information**

Please visit our website at: [www.labour.gov.bc.ca/pubs/service\\_plan.htm](http://www.labour.gov.bc.ca/pubs/service_plan.htm) to view the following appendices:

**Glossary of Terms**

**List of Crowns, Agencies, Boards and Commissions**

**List of Legislation Administered by the Ministry**

