

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

**REVISED 2011/12 – 2013/14
SERVICE PLAN**

May 2011



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Published by the Ministry of Labour, Citizens' Services and Open Government

Message from the Minister and Accountability Statement



It is my honour to present the *Revised 2011/12 – 2013/14 Service Plan* for the Ministry of Labour, Citizens' Services and Open Government.

This is an exciting time for the Ministry, as our new Premier's agenda comprises three key priorities we are keenly focused on: families, jobs and open government.

We are committed to providing British Columbians with a stable labour environment and excellent services that families can access quickly and easily.

Labour provides the framework for a fair and balanced approach to employers and employees alike so that businesses and workers prosper in British Columbia. Citizens' Services and Open Government unites the responsibilities for service delivery, technology and access to information. Recognizing these elements defines the relationship between government and the public.

As the Ministry responsible for labour, our government has demonstrated our commitment to putting families first by announcing an increase in B.C.'s minimum wage to \$10.25 per hour by May 1, 2012. We have also engaged key business and labour stakeholders in discussions about ways to modernize our employment standards to best reflect the needs of employers and employees and their families in the 21st century.

The safety of workers in British Columbia remains a priority for the Ministry. Through WorkSafeBC and industry partners, we will continue to cultivate a culture of safety that addresses evolving workplace needs and encourages both employers and workers to participate in these efforts. My Ministry will also continue to ensure there is a balanced labour relations framework in both private and public sectors, providing the foundation for a stable labour environment that fosters job creation, allowing B.C. businesses to remain competitive.

This is a vital time for the Citizens' Services and Open Government portfolio, as the Premier has set forth a clear mandate to communicate with British Columbians in more meaningful ways. We are committed to putting families at the centre of our decision-making and working with people to find solutions to problems, set priorities openly and explain why we make the decisions we do.

We want to give people the opportunity to be more engaged with government. We recognize the Internet has changed the way people communicate, and by harnessing new technology we can better reach out to the public. Government recently unveiled its plan, *Citizens @ the Centre, BC Government 2.0*, that will make data more accessible to the public, modernize services for citizens and enable the use of social media to connect with and engage the public.

In addition to forging new trails in citizen engagement through social media, the Ministry is responsible for leading and coordinating external communications, with a goal of informing citizens about government policies, programs and services in an open and transparent manner.

The Ministry also ensures effective delivery of core services to citizens, businesses and the public sector. As a reliable caretaker of provincial real estate, technology and purchasing services, we are committed to providing innovative, integrated and sustainable services at the lowest cost.

Integrating this set of responsibilities in the Ministry ensures that we can do our best to put B.C. families first. We have some ambitious goals ahead of us in the coming years, and I look forward to working with Ministry staff to achieve these objectives.

The Ministry of Labour, Citizens' Services and Open Government *Revised 2011/12 – 2013/14 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Stephanie Cadieux,
Minister of Labour, Citizens' Services and Open Government
April 26, 2011

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Purpose of the Ministry

The Ministry of Labour, Citizens' Services and Open Government provides services to families, employees, employers, unions, and businesses in British Columbia to support a modern and stable work environment. The Ministry also provides services to transform, deliver and promote services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients¹.

The Ministry sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, the Ministry has overall responsibility for British Columbia's labour and employment statutes – including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers Compensation Act* – and for the effective administration and enforcement of those statutes. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal — also fall within the Ministry's overall responsibility in the administration and enforcement of these statutes.

The Employment Standards Branch and the Ministry's three administrative tribunals are involved in managing complaints and issues that have been brought before them. In all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders. The Ministry also actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.

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

The Ministry brings together the centres of expertise for the planning and support of public service delivery under the umbrella of Citizens' Services and Open Government, including Government Communications and Public Engagement, with the clear mandate to transform how citizens and clients interact and receive services from government.

A core component of the Ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of plans that enable the BC Public Service to deliver effective and accessible services for British Columbians.

In addition to providing services to citizens, the Ministry leads the advancement of innovation and collaboration across government. Through this role, the Ministry is responsible for modernizing the internal operations of government, providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. The Ministry ensures citizens are informed about government policies, programs and services in an open and transparent manner, and leads and co-ordinates communications with internal and external stakeholders.

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

With its leadership and expertise, the Ministry of Labour, Citizens' Services and Open Government is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of British Columbia in a manner that is consistent with and upholds government's vision, mission and values as identified in the Province of British Columbia's Strategic Plan. Integrating these responsibilities enables the Ministry to put B.C. families, employers and workers first and deliver services and build strong partnerships to support communities across BC.

Labour

Strategic Context

The Economic Forecast Council estimates that British Columbia's real GDP grew by 3.3 per cent in 2010. The Council projects this rate of growth to slow in 2011, with real GDP expected to increase by 2.6 per cent on the year. The Council then expects BC's real GDP to expand by 3.0 per cent in 2012. Risks to British Columbia's economic outlook include continued economic weakness in the US; the sovereign debt crisis in some European countries threatening the stability of global financial markets; a sudden weakening of the US dollar resulting in significant disruptions to global commodity and financial markets; slower than anticipated global demand resulting in reduced demand for BC's exports; and greater than anticipated moderation in the Canadian housing market.

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, address key challenges, and maximize opportunities.

Challenges

- Changing workforce demographics and new technologies are driving changes in social norms and expectations and are reflected in the evolution of case law and public demand. Fair and balanced laws and regulations must reflect these evolutionary changes.
- Of the 185 public sector collective agreements that had expired in 2010 covering over 300,000 public sector employees, 160 collective agreements covering over 135,000 public sector employees have yet to be renewed. As these public sector negotiations progress, there will be a continued need for an increased focus on monitoring the negotiations and providing assistance to the parties where necessary, to promote negotiated settlements, encourage labour stability, and protect the public interest.
- With the economic recovery and in response to emerging labour shortages, British Columbia has increased access to more diverse labour pools. This diversity includes temporary foreign workers and young, less experienced workers. These vulnerable workers pose an increased challenge for the Employment Standards Branch and WorkSafeBC, both of which have implemented initiatives designed to assist and protect them.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining require a continued emphasis on injury prevention and occupational health and safety initiatives.

Opportunities

- A stable labour relations climate is enabled 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 province.
- Fair and balanced laws and regulations that reflect the changing social norms and expectations of employers and employees in the 21st century will assure British Columbia's position as an attractive location for business and employment. A review of the *Employment Standards Act* and associated regulation and policy is underway to gather stakeholder views on a number of issues including minimum wage, employment flexibility, and enforcement.
- Labour 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, the safety of the Province's workplaces, and how well employers and workers understand and meet or exceed the province's minimum labour standards – remains a priority.
- 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 the laws and regulations under Labour's mandate.



Climate Change Adaptation Strategy

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

Goals, Objectives, Strategies and Performance Measures

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

The Ministry Service Plan establishes priorities for addressing opportunities and challenges in the 2011/12 fiscal year. Three goals govern day-to-day operations:

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

The goals, objectives, and strategies of the *Revised 2011/12-2013/14 Service Plan* align with the Ministry's internal operations while maintaining the external focus critical to the organization's success in serving the public.

The objectives translate each goal into more specific desired outcomes. The strategies describe the key activities and initiatives that will be implemented in order to achieve the desired objectives. The performance measures linked to each objective are indicators of the progress being made 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. Internal benchmarks are used to set targets because, in most cases, national standards do not exist. Please see the Appendix entitled "Performance Methodology Report" for details on each of the performance measures.



Goal 1: Balanced Law and Policy

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

Labour's legislation, policy and services are designed to protect the health and well-being of British Columbia's workers, foster fairness, ensure that appropriate protections, supports and remedies are available, and promote labour stability. 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:

- Engage key business and labour stakeholders in discussions aimed at gaining insights on ways to modernize our employment standards to best reflect the needs of employees and employers in the 21st century.
- Create dialogue between the ministry and stakeholders in the employer and worker communities so that critical employment and labour relations issues are addressed in a timely, effective and mutually beneficial manner and in a way that promotes labour stability.
- Ensure that the principles of early intervention are applied, where necessary and appropriate, in collective bargaining and in the disposition of employment standards complaints.
- Develop new initiatives, and continue with existing initiatives, aimed at maintaining and improving accessibility of Labour Relations Board services to all parties.

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

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

Key strategies:

- Ensure access to a responsive and efficient Labour Relations Board to address issues in the unionized workplace as regulated by the Labour Relations Code.
- Provide educational initiatives that provide comprehensive information on employment standards to employees and employers.
- Provide direct workers' compensation assistance, guidance and service to workers and employers.
- Provide training, mentoring and coaching to the labour community and employers on workers' compensation and occupational health and safety issues to create safer, more effective workplaces and protect vulnerable workers.
- In order to address language barriers within various ethnic communities, provide information and services in other languages, and reach out to potentially vulnerable workers through ethnic media services.

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	2010/11 Forecast ²	2011/12 Target	2012/13 Target	2013/14 Target
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	96.5 - 98.5%	96.5 - 98.5%	96.5 - 98.5%	96.5 - 98.5%

Data Source: Employment Standards Branch Case Management System and BC STATS.

Discussion



This performance measure is an important indicator of labour stability within the province, which reflects the ministry's focus on prevention, labour stability and competitiveness. The performance measure is determined by dividing the total number of 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	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 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.

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: Outstanding People

Objective 2.1: Highly engaged, qualified people to deliver our services now and into the future

Key strategies:

- Support a high-performance, service-oriented culture.
- Support and promote health and wellness.
- Increase employee engagement by building leadership and relationships.
- Maintain and enhance the level of expertise of staff by providing professional development, subject to budgetary considerations.



Goal 3: Service Excellence

Objective 3.1: Accessible, reliable, and timely adjudicative services

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

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

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

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

Data Source: Branch case management statistics

Discussion

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

Instead, the ministry has created a performance measure that presents timeliness indicators for the Employment Standards Branch. It is based upon case management statistics and is calculated by dividing the number of cases resolved by the total number of cases filed.

Objective 3.2: Innovative early intervention processes

Early intervention and the use of alternative dispute resolution processes support the timely, effective and fair resolution of complaints and disputes, which promotes overall compliance with labour legislation and fosters stability in labour relations. 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.
- The Labour Relations Board will continue to 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.
- The Employment Standards Branch provides education and proactive measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards (self-help materials and mediation prior to adjudication).
- Ensure that sector-specific initiatives undertaken by the Employment Standards Branch, such as the Inter-Agency Agriculture Compliance Committee, foster mutual co-operation between government and industry, particularly as they relate to vulnerable workers.
- Promote use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).

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

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

Key strategies:

- Continue with initiatives to provide services in other languages.
- Survey to measure overall client satisfaction with the service of the Employment Standards Branch.
- Continue with the bi-annual Employers' Advisers Office and Workers' Advisers Office surveys, which measure overall client satisfaction.

Performance Measure 4: Client satisfaction with the Employment Standards Branch

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

Data Source: Employment Standards Branch

Discussion

The ministry has created a new performance measure to assess how satisfied clients are with the services provided by the Employment Standards Branch. The measure is based on responses to a client satisfaction survey conducted between September and December in 2010.

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

Performance Measure	2004/05 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Percentage of respondents satisfied or very satisfied with Employers' Advisers Office (EAO)	90%	> or = 90%	> or = 90%	> or = 90%	> or = 90%
Percentage of respondents satisfied or very satisfied with Workers' Advisers Office (WAO)	73%	> or = 80%	> or = 80%	> or = 80%	> or = 80%

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

Discussion

This measure demonstrates how satisfied clients are with the services provided by the Employers' Advisers Office and the Workers' Advisers Office. The measure is based on client satisfaction surveys conducted biannually; the next surveys are to be conducted in 2011.

The Employers Advisers Office is investigating alternate methods for assessing client satisfaction. Progress on this initiative will be reported in the Service Plan Report.



Citizens' Services and Open Government

Strategic Context

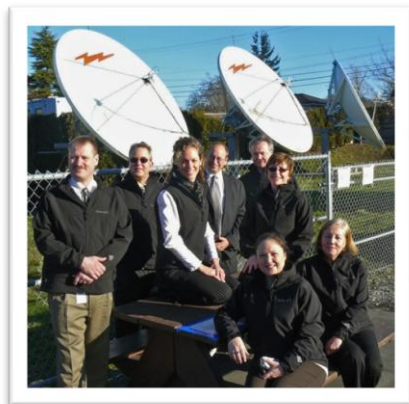
The focus of Citizens' Services and Open Government is to ensure that the services people need and expect from their government are delivered as effectively as possible. In support of this focus, the Ministry has been tasked to lead the changes that will enable the public service to provide better and more accessible services for citizens. The Ministry was integral in helping articulate the vision described in *Being the Best*, the Corporate Human Resource Plan for the BC Public Service and *Citizens @ the Centre: B.C. Government 2.0*.

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

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

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

As a result of these pressures, maintaining a high quality of service will require the development of strategies to ensure an engaged workforce is able to meet the expectations of changing service demands.



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

Building a culture of innovation and collaboration in the public service is critical as the pressure on government intensifies to deliver high quality services with a smaller workforce. The Ministry has rolled out advanced communication and collaboration services to connect employees and enable them to

work together, and to share information, knowledge and ideas across government. Government will need to continue to work innovatively by using up-to-date applications and technology to transform the way services are delivered to citizens.

Technology will enable government to meet citizens' needs not only by making a wider range of services available online, but by engaging citizens directly in the shaping of government policy and decisions.

Citizen Expectations: Demographics, changing social attitudes and technology are all creating an increased expectation for government openness and accessibility that challenges many of government's traditional approaches.

The increasing expectations of citizens for co-ordinated services and better access to information will compel government to be more co-ordinated in its service design and delivery. As the population of the province becomes more culturally diverse and technically literate, expectations for effective and more accessible government services increase. The voice of citizens has become integral to the improvement in the services provided by government, and understanding the factors that impact citizen satisfaction is a key source of information that can be used to improve service.

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

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

Goals, Objectives, Strategies and Performance Measures

Goal 1: Citizen Participation – Citizens are informed and engaged with government services in a way that is inclusive, builds trust and provides value

- Objective 1.1:** Communication of government's policies and programs to the public is timely, relevant and readily accessible
- Objective 1.2:** Empower citizens to create value from using government data and information
- Objective 1.3:** Enhance two-way dialogue between government and citizens through social media and the Internet
- Objective 1.4:** Citizens are engaged to provide input about how they access services and information
- Objective 1.5:** Government supports the development of infrastructure that allows British Columbians to participate in the knowledge-based economy
- Objective 1.6:** Support partnerships to strengthen communities across BC

Strategies

- Communicate through the use of traditional mechanisms and by introducing new approaches to ensure our messages are reaching British Columbians where they live.
- Support the development of information resources in key areas of government such as health care, education, *Budget 2011*, community safety, the economy, forest fire prevention and climate action.
- Make information about government programs and services more accessible to all citizens and grassroots communities through innovative technologies and stakeholder relations.
- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.
- Establish an online resource that will provide public access to government data.

- Develop policies and practices to release government information frequently requested through freedom of information requests.
- Actively manage to statutory timelines for information access requests with ministry customers.
- Enhance government's presence on social media.
- Support ministries in planning and launching public engagement using social media and face-to-face techniques.
- Transform the government's Internet presence to improve accessibility of government services and information.
- Provide citizens with an opportunity to identify what, when and how they want services delivered.
- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.
- Look at strengthening the role of non-profit organizations and volunteers in delivering services to British Columbians.
- Explore ways to develop a greater role for Non-Profit Public Partnerships.



Performance Measure 1: Timely response to media inquiries

Performance Measure	2009/10 Actual	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Timely response to media inquiries	99.24%	97%	97%	97%	97%

Data Source: Government Communications and Public Engagement

Discussion



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

In 2009/10, Government Communications and Public Engagement responded to over 12,800 media inquiries and exceeded the target with a result of 99.24 per cent. This represents a slight decrease from the 2008/09 result of 99.32 per cent. The slight decrease is due to an increase in the number of media inquiries in 2009/10 and a decrease in staff resources. The targets of 97 per cent reflect a commitment to maintain a high level of service, despite the increasing number of inquiries and decrease in staff resources.

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

Performance Measure	2008 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Compliance with statutory freedom of information response times	71% ¹	88%	90%	92%	93%

Data Source: BC Stats

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

Discussion

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

Government now responds to over 7,000 requests every year, some of which are complex and involve multiple ministries and evolving information technologies. Government's information and access operations are handled centrally to facilitate more efficient request processing by standardizing government-wide practices and streamlining business processes.

The baseline of 71 per cent for this performance measure is based on the compliance result for calendar year 2008 published in the Office of the Information and Privacy Commissioner *2009 Timeliness Report*. Future year targets reflect a commitment to significantly improve response times of FOI requests. The targets are based on the number of closed requests completed on time as a percentage of the overall requests closed in each fiscal year.

Performance Measure 3: Citizen satisfaction with provincial government services

Performance Measure	2007/08 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Citizen satisfaction with provincial government services	54 ¹	60	Next survey 2012/13	61	Next survey 2014/15

Data Source: BC Stats

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

Discussion

Through a biennial, province-wide citizen satisfaction survey, Citizens' Services and Open Government monitors how British Columbians rate the services they receive from the provincial government. The survey measures the overall satisfaction of citizens with provincial government services. The results of the survey are used to improve provincial government service delivery.

The performance targets for this measure reflect the expectations that citizen satisfaction with provincial government services will increase from the 2007/08 baseline as government continues to

improve the quality of services by pursuing innovative solutions to meet the needs of citizens. The 2008/09 result of 60 for this measure represents a considerable increase in citizen satisfaction from the baseline rating and is higher than the national average of 51².

Targets have been set with the expectation that citizen satisfaction with B.C. government services will remain higher than the national average. Service BC conducted a survey in the winter of 2010 and will be reporting the results in the Ministry's *2010/11 Annual Service Plan Report*. Should the 2010/11 B.C. Citizen Satisfaction Survey results confirm increased satisfaction beyond the anticipated trend, future targets will be reassessed.

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

Performance Measure	2007/08 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations) ¹	79% (160 of 203 First Nations)	84% (170 of 203 First Nations)	89% (180 of 203 First Nations)	94% (190 of 203 First Nations)

Data Source: Network BC

¹ The baseline for this measure was confirmed based on the completion of a broadband assessment in mid-2007.

Discussion

This performance measure demonstrates the level of success in supporting First Nations access to broadband facilities by supporting the development of infrastructure that allows service providers to connect homes, businesses and schools to the Internet.

The provincial government continues to support First Nations-led connectivity and capacity building initiatives. Targets have been adjusted to reflect efforts to continue to support connectivity and capacity building that target First Nations that have yet to be provided with high-speed telecommunications. The provincial government will work with First Nations organizations, the federal government, the broader public sector and the private sector towards ensuring that 203 First Nations have broadband access by the end of 2015.

² The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the biennial Citizens First survey, a national satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the trend of Citizens First survey results to the B.C. Citizen Satisfaction Survey 2008/09 results indicated that citizen satisfaction with provincial government services in B.C. (60) is higher than the national average (51).

Goal 2: Service Innovation – A trusted organization that maximizes benefits to citizens and clients

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

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

Objective 2.3: Provide well managed, integrated and sustainable core services for government

Strategies

- Ensure our services are fully co-ordinated by sharing knowledge internally to improve service to citizens and clients.
- Invest in government infrastructure in order to provide more service options for government services to citizens and clients.
- Demonstrate that services delivered to clients are efficient and provide value for money.
- Improve utilization of government's real estate portfolio.
- Seek new opportunities to leverage the benefits of shared services.
- Mitigate the effects of a changing climate by developing processes to ensure critical government facilities remain available when flood events occur.
- Redesign and streamline our business processes for internal government services with input from clients.

As government's shared services provider for government, Shared Services BC provides innovative, enterprising, results-oriented and accountable services to government and the broader public sector. This includes the cost effective stewardship of government's real estate portfolio. Shared Services BC is developing a performance measure that will measure the utilization of government office space as an indicator of how well government manages its infrastructure. A baseline and future targets will be established in 2011, and the performance measure will be included in the next Ministry Service Plan.



Performance Measure 5: Service BC satisfaction

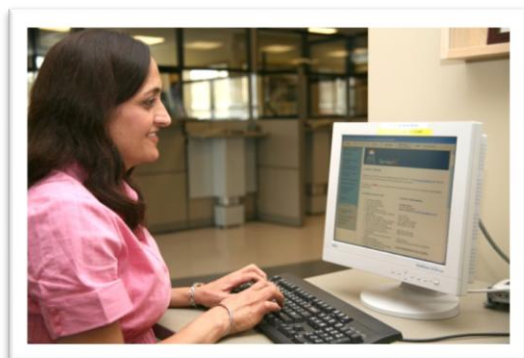
Performance Measure	2004/05 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Service BC satisfaction ¹	96% ²	At least 96%	Next survey 2012/13	At least 96%	Next survey 2014/15

Data Source: BC Stats

¹ This rating is an index comprised of citizen satisfaction survey results for Service BC's in-person and telephone service. The measure is calculated as a weighted average based on the volume of citizens served by each channel.

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

Discussion



The Service BC rating is based on a biennial survey that focuses on the satisfaction of citizens when they access government programs and information through two main service channels – in-person and by telephone. Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. In 2008/09, 96.5 per cent of citizens who were surveyed indicated they were satisfied with the quality of services provided by Service BC. Service BC conducted a survey in the fall of 2010 and will be reporting the results in the Ministry's

2010/11 Annual Service Plan Report.

Future-year targets for this measure are to exceed or maintain a 96 per cent satisfaction rating. Maintaining a high level of satisfaction will demonstrate that Service BC is continuing to meet citizens' expectations as it pursues new and innovative service delivery approaches.

Goal 3: Government Technology Transformation – Provide the foundation to enable effective and innovative citizen-centred services

Objective 3.1: Improve the planning and design of service delivery resulting in improved service quality for citizens and clients

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

Objective 3.3: Government works innovatively to transform the delivery of services and how citizens interact with their government



For more information, please visit:
www.gov.bc.ca/citz/citizens_engagement/gov20.pdf

Strategies

- Consolidate and optimize government service delivery channels.
- More efficient and accessible citizen services are supported by up-to-date applications, streamlined processes, lean infrastructure and integrated enabling technology.
- Continue to provide guidance for a consistent, long-term, co-ordinated vision and process for how technology will be applied across government.
- Develop and implement a co-ordinated approach to working with the public sector.
- Continue to set the strategic direction for information management and information technology in government.
- Provide effective and secure identity management solutions to government to allow citizens to access a wider range of services online at their convenience.
- Support government's commitment to carbon neutrality through shared services that assist ministries and broader public sector agencies with emission reduction, verification and reporting.

A new performance measure will be developed by the Office of the Chief Information Officer in 2011 that will measure the success of transformation and technology strategies as outlined in the *IM/IT Enablers Strategy for Citizens @ the Centre: B.C. Government 2.0*. The *IM/IT Enablers Strategy* is a roadmap that will guide the public service as it transforms how government will do business more effectively and efficiently in the future in laying out a vision and an action plan for a corporate approach to information and technology management across the B.C. government.

Goal 4: Public Service Transformation – Innovative workforce solutions that enable the BC Public Service to deliver services expected and needed by British Columbians

Objective 4.1: Develop strategies to ensure that human resource management is modernized, responsive and flexible

Objective 4.2: Tracking and administering the goals of the Corporate Human Resource Plan for the BC Public Service, *Being the Best*, to help ensure their realization

Strategies

- Analyze the workforce to address long-term issues facing the B.C. public sector.
- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service, based on feedback and results.
- Promote employee engagement and create an organizational culture that leverages employee ideas.
- Develop new practices to support citizen engagement across government.

Changes to Goals and Performance Measures

Each year, the three-year Service Plan is reviewed and revised to align with the current environment and Ministry mandate.

The goals in the *2011/12 – 2013/14 Service Plan* have been restated since the release of the *2010/11 – 2012/13 Service Plan*.

Changes have been made to Citizens' Services and Open Government performance measures since the publication of the *2010/11 – 2012/13 Service Plan*.

One measure from the *2010/11 – 2012/13 Service Plan* is not included in this Service Plan in order to reflect the continued refinement of performance indicators to focus on those that are critical to the success of the Ministry's mandate and goals.:

- Information security standard rating

Two measures from the *2010/11 – 2012/13 Service Plan* have been removed due to ministry restructuring:

- Manager satisfaction of human resource services
- Average time to hire

The Ministry is committed to improving performance management and reporting practices and will develop the following measures over the 2011/12 fiscal year:

- Implementation of information management and technology strategies
- Real estate portfolio management utilization

Resource Summary

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Estimates	2012/13 Plan	2013/14 Plan
Operating Expenses (\$000)				
Service to Citizens and Businesses	18,622	17,406	17,406	17,406
Business and Workforce Transformation	17,316	16,290	16,452	16,452
Office of the Chief Information Officer	14,092	11,849	11,849	11,849
Executive and Support Services	36,043	26,621	26,621	26,621
Logistics and Business Services	18,551	17,723	17,723	17,723
Integrated Workplace Solutions	277,906	277,543	277,543	277,543
Technology Solutions	155,357	156,422	156,422	156,422
Government Communications and Public Engagement	26,429	26,155	26,155	26,155
Labour	17,184	15,713	15,713	15,713
Totals	581,500	565,722	565,884	565,884
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Citizens' Services	1,811	3,340	734	0
Shared Services BC	123,371	101,227	93,311	40,834
Government Communications and Public Engagement	120	0	0	0
Labour	1,003	433	52	3
Totals	126,305	105,000	94,097	40,837

¹ The amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the Revised 2011/12 Estimates.

Appendix

Ministry Contact Information

Labour

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

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

* Toll-Free in B.C.

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

Citizens' Services and Open Government

Department	Telephone	Website
Freedom of Information and Privacy	250 356-1851	www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387-0401	www.cio.gov.bc.ca/
Knowledge Network Corporation	In Metro Vancouver: 604 431-3222 Elsewhere in B.C.: 1-877-456-6988	www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	www.gov.bc.ca/public_affairs
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.servicebc.gov.bc.ca/
Business and Workforce Transformation	250 953-3470	

Hyperlinks to Additional Information

Listing of Ministry Legislation

www.leg.bc.ca/PROCS/allacts/LCSOG.htm