

Ministry of  
Labour and  
Citizens' Services

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2007/08  
Annual Service Plan Report

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## Message from the Minister and Accountability Statement

I am pleased to present the 2007/08 Annual Report on behalf of the Ministry of Labour and Citizens' Services.

Our focus during 2007/08 was making British Columbia workplaces safer. "Grant's Law" — commemorating a young gas station attendant who was killed on the job — came into effect to require motorists to pay before they pump, along with new regulations to increase safety training for young workers.

We also introduced a series of measures to strengthen protection for farm workers. Today there are more enforcement officers and more inspections, new rules for operating farm labour contractor vehicles and new cross ministry initiatives to promote safety. We also brought in new legislation that allows for the suspension or cancellation of a farm labour contractor's licence for safety violations.

WorkSafeBC developed new standards to promote safety in the forest industry, following a comprehensive review of the occupational health and safety regulations pertaining to all aspects of the industry from falling to hauling. I'm pleased these new regulations came into effect in May 2008.

The Ministry continues to foster an employment environment that meets the needs of workers, unions, and employers. We also passed legislation which protects the civilian jobs of Canadian Forces Reservists who take leave to go into active service overseas. It also protects those reservists called upon by the Canadian Forces during domestic emergencies.

Citizens' Services continued to transform, deliver and promote public services which are cost-effective, accessible and responsive to the needs of B.C.'s citizens and businesses.

The first of many "Welcoming Offices" was opened by Service BC in Prince George to assist local residents with improved one-stop access to provincial government services. We look forward to celebrating that spirit of continual improvement during province-wide recognition of the 150th anniversary of Government Agents in B.C.

With 92 per cent of British Columbians living in connected communities, the Ministry focussed on bringing high-speed internet access to even more of our citizens. The province continues to support First Nations-led connectivity and capacity building initiatives. We remain committed to helping First Nations bridge the digital divide and working with the federal government to support industrial connectivity required for e-health and e-education applications. We are also supporting the First Peoples' Heritage, Language and Culture Council and the FirstVoices program to help community-based language teams document and preserve First Nations languages.

In 2007/08, we established the Capital Planning Secretariat, which provides advice to government on short and long term capital investment decisions.

Our Ministry continues to play an important role in the Province's environmental initiatives. Our energy management and Green Buildings programs are helping to reduce government's environmental impact, and we are "greening" the provincial vehicle fleet which now includes nearly 600 hybrid vehicles. Citizens' Services developed and assisted with the launch of the SMARTTEC travel emission calculator for government employee business travel, which enables travelers to understand the carbon impact of their travel choices. The Ministry's Distribution Centre Victoria offers a wide range of environmentally-friendly office supply products for use throughout government.

The Ministry continued enhancement of the *Freedom of Information and Protection of Privacy Act* by introducing a Bill that addressed several recommendations of the Special Legislative Committee that reviewed the Act. Bill 13 strengthened the Information and Privacy Commissioner's inquiry and review processes.

The Ministry is pleased to contribute to an accountable, open and transparent government by posting statistics quarterly about government's responses to access requests. We have reduced the average response time for all access requests.

I am very proud of the Ministry's many successes during the past year and extend my thanks to our enthusiastic and dedicated ministry staff throughout the province. It is through their commitment, expertise and innovation we can look back on another year of solid achievement.



Honourable Olga Ilich  
Minister of Labour and Citizens' Services

June 20, 2008

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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 to support a modern work environment; and Citizens' Services plays a leadership role in improving how government services and information are delivered to meet the needs of citizens, businesses 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. The Employment Standards Branch, which administers the *Employment Standards Act*, provides education and enforcement activities for sectors where vulnerable workers are concentrated, enhancing the prevention component of the legislation, and increasing compliance. 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 their respective statutes.

Labour promotes timely and accurate disposition of complaints as an essential component of a fair and balanced system of labour and employment law that is readily accessible to all stakeholders. Labour also 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 complex litigation or strikes and lockouts.

Citizens' Services is the primary provider of government services and leads the transformation of service delivery across government. Citizens' Services delivers programs and services to citizens, businesses and the public sector, as well as providing corporate leadership and strategic direction for information management and information technology across government. It is also responsible for implementing and co-ordinating cross-government service delivery initiatives in support of the achievement of the Five Great Goals for the people of British Columbia.

Citizens' Services provides service to citizens and businesses through Service BC, the provincial government's chief provider of front-line services. Service BC assists citizens, businesses and visitors who are looking for information or services offered by ministries, agencies, the private sector or other governments (over 700 services on behalf of 80 programs). Service BC provides strategic management of the Province's online, front counter and call centre channels.

Shared Services BC provides many different services to government and other public sector customers including: procurement and supply; financial and business applications; information technology; payroll; accommodation and real estate; and strategic acquisitions and intellectual property. The Alternative Service Delivery Secretariat provides expertise, guidance and corporate oversight across government by identifying opportunities to transform the way government services are delivered. This includes increasing private sector involvement and structuring appropriate long-term private sector relationships to deliver value for money to the Province.

The Office of the Government Chief Information Officer is responsible for ensuring that government information and technology is managed and used effectively and efficiently as a tool to enable better delivery of services to citizens, businesses and the public sector. It is responsible for the security of government's information, and for the corporate privacy and information access functions of government, including the *Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection Act*, the *Document Disposal Act*, and the *Electronic Transactions Act*.



## Labour

### Highlights of the Year

In 2007/08, Labour continued to make great strides in its mandate to foster positive working relationships in safe and healthy workplaces, and to support strong provincial economic development and employment growth. Our workplace services promote dynamic work environments for employers and employees, leading to good, sustainable jobs while helping businesses compete and prosper.

The Ministry is dedicated to:

- Improving workplace safety.
- Ensuring fair treatment for employees and employers.
- Encouraging a healthy and productive labour relations climate.

Labour has also focused on protecting vulnerable workers; with a focus on safety, security, access to supports and information, supervision of children and youth, foreign workers, older workers and those working in key sectors, such as agriculture.

Achievements of the past year include:

- **Farm Workers** — Amendments were made to the *Employment Standards Act* to increase the safety of the transportation of farm workers. These amendments include the provision for the cancellation of a farm labour contractors licence for WorkSafeBC or motor vehicle contraventions, and the provision for an administrative fee to recover farm worker transportation costs when unsafe vehicles are taken out of service in roadside inspections.
- **New and Young Worker Orientation** — WorkSafeBC's regulations surrounding the orientation and training of new and returning workers became effective July 26, 2007. These regulations ensure that every new worker and returning worker is given health and safety orientation training specific to their workplace.
- **Forestry Safety** — WorkSafeBC has rewritten Part 26 of the Occupational Health and Safety Regulation to improve safety for workers in the forest industry. These amendments address a number of the issues raised 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.



- **Grant's Law** — On February 1, 2008, Grant's Law took effect. The changes to the Occupational Health and Safety Regulation require mandatory prepayment for gasoline, and safe work practices and protection for vulnerable gas station workers.
- **Workers' Safety** — In 2007, WorkSafeBC conducted a review of the Occupational Health and Safety Regulation which included the transportation of workers and environmental tobacco smoke. On its website in March 2008, WorkSafeBC posted draft amendments to regulations that will be going to public hearings in June 2008.
- **Labour Board Timelines** — Amendments have been made to the *Labour Relations Code* to improve the timeliness of decisions rendered by the B.C. Labour Relations Board.
- **Labour Database** — Employers, unions, researchers and the public now have instant access to the latest information on collective agreements in British Columbia thanks to the creation of a new website resulting from the collaborative efforts of the Ministry of Labour and Citizens' Services, the B.C. Federation of Labour, the Business Council of British Columbia and the Labour Relations Board: [www.bcbargaining.ca](http://www.bcbargaining.ca).
- **Community Development Trust** — On March 11, 2008, the federal government provided the province of British Columbia with the promise of \$129 million dollars over the next three years to assist displaced workers in the forest industry. The Ministry of Labour and Citizens' Services is working closely with Ministry of Forests, Ministry of Advanced Education, Ministry of Community Services, and Ministry of Economic Development under the overall direction of the Minister of Economic Development in developing re-training, tuition, and transition-to-retirement programs for implementation in 2008/09.

## Strategic Context

In 2007, British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product (GDP) grew an estimated 3.1 per cent in 2007. British Columbia's strong pace of domestic demand offset weakness in the province's export markets. Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years.

Labour is committed in its effort to assist the Provincial Government in achieving its vision for British Columbia of being a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

As Labour's programs affect all working people in British Columbia, Labour faces an environment that can be characterized as having both opportunities and challenges.

### Opportunities

- Continuing efforts to enhance British Columbia's labour relations environment to provide productive and more collaborative relationships will support government's Great Goal to create more jobs per capita than anywhere else in Canada.
- 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, and provides the foundation for an expanded and diversified economy.
- Citizen-centred service improvements and other new proactive initiatives will lay the groundwork for ongoing labour stability and prosperity. These improvements and initiatives include: new initiatives to improve service timeliness and responsiveness; continuing to focus enforcement efforts to provide protection to those vulnerable workers who need it most; and the creation of the Provincial Council on SafeBC which, through its promotion of a safe British Columbia, will contribute to a stable British Columbia.
- Labour is committed to continuing to support its staff in their development to ensure a skilled, motivated and client-focused workforce.



## Challenges

- Continuing strong employment growth puts pressure on the labour market and increases the demand for skilled workers, and temporary foreign workers, which could contribute to labour relations pressures.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining, in addition to an increase in less experienced workers who are at greater risk of injury, have all necessitated a continued emphasis on injury prevention and occupational health and safety initiatives, which are addressed by WorkSafeBC's activities.

Goals, objectives, strategies and performance measures with defined deliverables were developed in the *2007/08–2009/10 Service Plan*, and implemented over the past year to capitalize on the opportunities and mitigate the risks. The results are described more completely in the Report on Performance section of this document.

# Report on Performance

## Performance Plan Summary Table

<b>Goal 1: Laws, regulations and processes that promote productive and mutually beneficial relationships, awareness and satisfaction, and that enable compliance</b> For greater detail see pages 14 to 16	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>1.1 Increased client and stakeholder awareness and satisfaction through enhanced prevention and early intervention functions as well as enhanced service orientation</b>		
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	96.5 – 98.5%	98.7% ACHIEVED
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average, 2005 – 2007)	0.95 – 1.05	1.08 SUBSTANTIALLY ACHIEVED
Percentage of respondents satisfied or very satisfied with <sup>1</sup>		
• Employers' Advisers Office services	> or = 90%	89% SUBSTANTIALLY ACHIEVED
• Workers' Advisers Office services	>73%	80% EXCEEDED

<sup>1</sup> These scores are from the 2006/07 Annual Service Plan Report as surveys of the Employers' Advisers Office and the Workers' Advisers Office and are conducted biannually. The next scheduled survey is for later this year.

<b>Goal 2: Timely and accurate case management and adjudication</b> For greater detail see pages 17 to 19	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>2.1 Improve the quality, consistency and timeliness of determinations issued by the Employment Standards Branch</b>		
<b>2.2 Ensure timely decisions by administrative tribunals (Labour Relations Board, Employment Standards Tribunal, Workers' Compensation Appeal Tribunal)</b>		
Cases disposed of within prescribed timelines:		
• Employment Standards Branch	>82%	89% EXCEEDED
• Employment Standards Tribunal	>75%	89% EXCEEDED
• Workers' Compensation Appeal Tribunal	100%	100% ACHIEVED
• Labour Relations Board backlogged cases	<10	29 NOT ACHIEVED
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal	<10%	4% EXCEEDED

Goal 3: Innovative dispute resolution processes For greater detail see pages 20 to 21	2007/08 Target	2007/08 Actual
<b>3.1 Effective and mutually beneficial alternatives to traditional adjudication and dispute resolution through self-help, mediation and alternative dispute resolution</b>		
Proportion of Employment Standards Branch cases closed prior to adjudication	>78%	93% EXCEEDED
Percentage of mediation applications settled	>74%	74.3% ACHIEVED

## Goals, Objectives, Strategies and Performance Results

### Goal 1: Laws, regulations and processes that promote productive and mutually beneficial relationships, awareness and satisfaction, and that enable compliance

The Ministry is responsible for three major statutes that have a direct impact on the working lives of all British Columbians: the *Employment Standards Act*; the *Labour Relations Code*; and the *Workers Compensation Act*. As part of this responsibility, the Ministry is responsible for the regulatory framework within the employment standards and labour relations areas, and for administration, education and awareness, enforcement and adjudication. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal — fall within the Ministry's overall responsibility in the administration and enforcement of these statutes.

The premise of this goal is that prevention, early intervention and a service orientation in all of the Ministry's business areas are critical to the achievement of a labour and employment environment that is characterized by productive and mutually beneficial relationships and compliance.

*British Columbia's economic growth is among the best in Canada.*

*In 2006/07, unemployment was at its lowest level in 30 years and investment continued at record levels.*

— Province of  
*British Columbia Annual Strategic Plan Report 2007/08–2009/10*

**Objective 1.1: Increased client and stakeholder awareness and satisfaction through enhanced prevention and early intervention functions as well as enhanced service orientation**

**Strategies:**

- Ensuring the principles of early intervention and prevention are applied to expiring collective agreements in 2007, including those in municipalities and the coastal forests industry, where necessary and appropriate;
- Establishing SafeBC as the Community Against Preventable Injuries which is a partnership of the provincial government, public agencies and the private sector that is committed to increasing safety awareness and reducing the number of preventable injuries in British Columbia;
- Expanding pro-active educational initiatives that provide comprehensive information on employment standards, including continuation of work with industry and labour communities on educational and compliance initiatives;
- Continuing with initiatives to provide services in other languages; for example, the Employment Standards Branch has translated more of its information materials into five languages, undertaken an awareness campaign for vulnerable workers through an ethnic media campaign, and delivered sessions on both radio and television in the Asian and South Asian media;
- Developing new initiatives and continuing with existing initiatives aimed at maintaining and improving accessibility of Labour Relations Board services to all parties, and streamlining administrative requirements in order to be more responsive to the needs of employees, unions and employers; and
- Continuing with initiatives to provide direct workers' compensation assistance, guidance and service to workers and employers, and to focus on ensuring the efficiency and responsiveness of the workers' compensation appeal system.



**Performance Results**

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	97.2%	96.5 - 98.5%	98.7% ACHIEVED

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



## Discussion of Results

This performance measure shows the percentage of employers whose practices do not result in complaints for noncompliance with the *Employment Standards Act*. The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been exceeded.

The measure is calculated using Employment Standards Branch data which shows the number of employers who are the subject of one or more complaints and BC STATS data on the total number of business establishments with employees. The expectation is that the percentage of employers whose practices do not result in complaints being registered with the Branch will continue at their current very high levels, and that this will allow the Branch to continue to focus its compliance initiatives and activities on those sectors of the economy where vulnerable workers are most likely to be employed.

## Performance Results

Performance Measure	Baseline	2006/07 Result	2007/08 Target	2007/08 Actual
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (three-year moving average, 2005 – 2007)	0.96	0.80	0.95 – 1.05	1.08 SUBSTANTIALLY ACHIEVED

**Data Source:** Statistics Canada, Labour Force Survey.

## Discussion of Results

This measure is an indicator of the relative degree of labour peace and stability in British Columbia compared to Canada as a whole. It is calculated by dividing the number of person-days lost due to strikes and lockouts by the total size of the British Columbia labour force and comparing this figure with the same calculations across the entire country. 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.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been substantially achieved.

Two large strikes in British Columbia in 2007 (Coastal Forests and Vancouver municipal workers) account for the increase in person-days lost in 2007. Overall, the trend in British Columbia continues to be toward fewer disputes through an increased use of mediation to resolve collective bargaining as opposed to job disruption.



## **Goal 2: Timely and accurate case management and adjudication**

The Employment Standards Branch and the Ministry's three administrative tribunals all have an important role to play in supporting government's commitment to enhance the efficiency and effectiveness of the delivery of public services.

Specifically, these areas are involved in managing complaints and issues that have been brought before them. And 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 including vulnerable workers and small business.

### **Objective 2.1: Improve the quality, consistency and timeliness of determinations issued by the Employment Standards Branch**

### **Objective 2.2: Ensure timely decisions by administrative tribunals (Labour Relations Board, Employment Standards Tribunal, Workers' Compensation Appeal Tribunal)**

#### **Strategies:**

- Continuing to improve the efficiency and effectiveness of the Employment Standards Branch decision-making through access to clear policy direction, sharing of best practices, and the development and delivery of appropriate training;
- Ensuring systems are in place to track productivity and adherence to timeliness targets for administrative tribunals;
- Establishing timelines for the disposition of cases before the Labour Relations Board; and
- Continuing with initiatives focused on ensuring the efficiency and responsiveness of the workers' compensation appeal system.



## Performance Results

Performance Measures	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Cases disposed of within prescribed timelines:				
• Employment Standards Branch	82% within 180 days	84.7%	>82%	89% <sup>1</sup> EXCEEDED
• Employment Standards Tribunal	73% within 90 days	80%	>75%	89% <sup>2</sup> EXCEEDED
• Workers' Compensation Appeals Tribunal	100% within 180 days <sup>3</sup>	100%	100%	100% ACHIEVED
• Labour Relations Board	37 backlog cases	21	<10	29 <sup>4</sup> NOT ACHIEVED

### Data Source:

<sup>1</sup> Employment Standards Branch CASE Management System.

<sup>2</sup> Provided by the Employment Standards Tribunal.

<sup>3</sup> Provided by the Workers' Compensation Appeals Tribunal. Under section 253 of the *Workers' Compensation Act*, the chair may extend the 180-day time frame due to the complexity of the proceedings or matter, or in response to the parties' request for delay.

<sup>4</sup> Provided by the Labour Relations Board.

## Discussion of Results

This measure shows timeliness indicators for the various Ministry-operated areas and tribunals. In the case of the Employment Standards Branch, the Employment Standards Tribunal and the Workers' Compensation Appeals Tribunal, the measure is based upon case management statistics provided by each area.

In the case of the Labour Relations Board, the measure reflects the average number of cases that the Board considers to be in "backlog." In general, a case is considered to be in backlog if it has been assigned for more than 90 days and no hearing has been held, or where a hearing has been completed and more than 45 days have passed without a decision.

The targets as set out in the *2007/08–2009/10 Service Plan* have been met or exceeded by these three adjudicative bodies. However, the target for the Labour Relations Board has not been met.

## Ministry Response

- Regarding the performance measure result, staffing at the Labour Relations Board was a serious concern in 2007/08. The Board was operating with 50 per cent of normal vice chair levels which affected the ability to reduce backlogged cases. At the end of May 2007, four new vice chairs were appointed to the Board resulting in the Board being fully staffed. These vice chairs have spent many months being trained in order to operate at full capacity. While the

number of backlogged cases was reduced, it was this staffing challenge that resulted in the target not being achieved. However, despite these difficulties, the current backlog at the Labour Relations Board remains less than the 2004/05 baseline amount.

- In addition, amendments were made in early 2008 to the *Labour Relations Code* to improve the timeliness of decisions rendered by the Labour Relations Board. Corresponding regulations are being prepared to require the rendering of a final decision within a specified number of days.

## Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal	11%	2%	<10%	4% <sup>1</sup> EXCEEDED

**Data Source:** Employment Standards Branch CASE Management System and Employment Standards Tribunal website.

<sup>1</sup> The reported percentage means the percentage of determinations that were appealed to the Employment Standards Tribunal.

## Discussion of Results

The Employment Standards Tribunal can cancel decisions issued by the Employment Standards Branch upon appeal in cases involving an error in the application of law or, in some instances, where new information became available after the Employment Standards Branch's original proceeding.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been exceeded.

The expectation is that the percentage of cancellations will decline in future years through continuing improvements in Employment Standards Branch decision-making, and through regulation and operational policy changes that will ensure alignment with the *Employment Standards Act* and its Regulation.

## Goal 3: Innovative dispute resolution processes

This goal supports the Ministry's overall emphasis on fairness and balance, and promoting mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.

The premise of this goal is that making use of every available means of resolving complaints or disputes before they escalate into either complex litigation or strikes or lockouts best serves the interests of the parties. Specifically, early intervention and the use of alternative dispute resolution support timely, effective and fair resolution of complaints and disputes, and thus enable and encourage compliance.



### Objective 3.1: Effective and mutually beneficial alternatives to traditional adjudication and dispute resolution through self-help, mediation and alternative dispute resolution

#### Strategies:

- Encouraging the use and expanding the scope of collective bargaining mediation through the Labour Relations Board to encompass early intervention and relationship building;
- Ensuring that sector-specific initiatives undertaken by the Employment Standards Branch foster mutual co-operation between government, industry and employees, particularly as they relate to vulnerable workers;
- Utilizing education and pro-active 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); and
- Promoting use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).

## Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Proportion of Employment Standards Branch cases closed prior to adjudication	78%	85%	>78%	93% EXCEEDED

Data Source: Employment Standards Branch CASE Management System.

## Discussion of Results

This performance measure demonstrates the extent to which early intervention and mediation have been used to resolve complaints without having to resort to formal adjudication.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been exceeded.

## Ministry Response

The expectation is that the Employment Standards Branch will continue its 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.

The results for 2006/07 and 2007/08 demonstrate a trend in exceeding the stipulated target for early dispute resolution. Accordingly, the Ministry will be reviewing the target for this performance measure.

## Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Percentage of mediation applications settled	74%	80%	>74%	74.3% ACHIEVED

**Data Source:** Provided by the Labour Relations Board. For applications made under Sections 55 and 74, if a mediator has reported out of a dispute at the request of one or more parties, the case is given a final disposition at that time. A settlement may be reached at a later date, but the case is not included in the percentage of applications settled. Therefore, the number of actual settlements is much higher than the reported figure.

## Discussion of Results

This performance measure demonstrates the extent to which mediation appointments made by the Labour Relations Board have resulted in settlements without the parties engaging in strike or lockout activity.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been achieved.

## Goal 4: A corporate culture that supports a client-focused, results-oriented, innovative and knowledgeable team

The Ministry's labour goals and objectives require a cohesive corporate culture that supports a client-focused, results-oriented, innovative and knowledgeable team.

**Objective: The Ministry's culture and leadership provide the foundation for high performance**

**Strategies:**

- Ensuring a clear and shared understanding of direction and accountabilities through employee performance planning and division/branch planning processes;
- Ensuring that staff have the knowledge, skills and abilities to deliver Ministry goals, and engaging staff to fully participate in the achievement of those goals; and
- Continuing to implement the Human Resource Plan and its critical elements (work and wellness; professional development and workforce planning; and recognition).

The engagement and satisfaction of employees has been cited in several studies as an important predictor of client satisfaction. The execution of the strategies outlined above have contributed to the Ministry's ability to achieve the targets it set in its *2007/08–2009/2010 Service Plan*. However, there was a transition in service planning with the *2008/09–2010/11 Service Plan* to better accord with the priorities of the Ministry. While the Ministry will continue in the execution of these strategies, this goal will no longer be reflected in its Service Plans.

# Citizens' Services

## Highlights of the Year

In 2007/08, Citizens' Services continued to fulfill its mandate as a leader in transforming service delivery and promoting public services which are cost-effective, accessible and responsive to the needs of citizens and businesses. Achievements of the past year include:

**Citizen-Centred Service Delivery** — Citizens' Services made significant progress on strengthening government's capacity to deliver citizen-centred services. Key accomplishments in 2007/08 include:

- WelcomeBC** — Service BC launched the Province's first comprehensive online tool for immigration ([www.welcomebc.ca](http://www.welcomebc.ca)). WelcomeBC.ca targets prospective newcomers and new immigrants to British Columbia, providing information to help guide every aspect of the immigration journey — from the decision to select British Columbia, to all the information required to help newcomers settle into their new communities. This client-centred approach was the result of a partnership between the Ministry of Attorney General and Service BC.
- Multilingual Service Delivery** — Approximately 20 Ministries and organizations worked together under the leadership of Service BC to develop a corporate approach to enhancing multilingual access to government's information and services. This will result in the establishment of seamless and comprehensive multilingual service delivery tools and processes across provincial government service channels.
- BCeID** — The B.C. electronic identification program (BCeID) launched the Personal BCeID account in 2007/08. This major enhancement allows citizens to securely access British Columbia Government online services and also provides identity assurance to government service providers for the Personal BCeID account holders.
- ePayments** — The ability to take credit card payments was implemented in all 59 Service BC Centres early in 2007. The uptake of this new procedure, which allows citizens to make credit card payments over the phone as well as in person, has been significant.





**Carbon Neutral Government Initiatives** — The Province has made a commitment to address the impact of climate change, which includes the goal to become carbon neutral by 2010. This commitment is, among other things, a massive initiative that will significantly affect the way government manages its operations. Citizens' Services has a key leadership role in this initiative and its contributions in 2007/08 included:

- **Government Hybrid Vehicles** — 142 hybrid vehicles were added to the provincial fleet bringing the number to 597 hybrids at the end of 2007/08. British Columbia now has the highest number of hybrid vehicles of any government fleet across Canada;



- Launch of the **Where Green Ideas Work** website ([www.whereregreenideaswork.gov.bc.ca](http://www.whereregreenideaswork.gov.bc.ca)) to provide government staff with information about climate change and what government is doing about it. Key features of the website are the SMARTTool, which provides interactive information about a ministry's greenhouse gas emissions, and SMARTTEC (Travel Emissions Calculator), an online reporting tool to track emissions from government business travel.
- Workplace Technology Services is leading a government-wide **video conferencing initiative**, to leverage technology to support the reduction in government travel. This will result in a decrease in carbon emissions.
- Good progress was made on the Citizens' Services led **Green Buildings BC** program. At the 2007/08 Union of British Columbia Municipalities convention, 62 municipalities signed a charter committing to climate change targets which Green Buildings BC is expected to support. Expansion of the retrofit program to the public housing sector is in the planning stages and forms part of the Public Sector Energy Conservation Agreement that government signed with BC Hydro in November 2007.



**Management of the K-12 Surplus Real Estate Portfolio** — The Accommodation and Real Estate Services division is leading the K-12 Real Estate Program, established in September 2007. Under this new program, Boards of Education were notified of potential alternative uses for surplus school properties. Work continues to develop agreements on alternate uses.

**Driving value in service delivery transformation** — Citizens' Services continued to work with public sector clients to ensure government can realize value for money through Alternative Service Delivery models. The expertise of the Alternative Service Delivery Secretariat in structuring appropriate long-term relationships with the private sector has been acknowledged by the Office of the Auditor General. In a review of Alternative Service Delivery procurement processes, the Auditor General found they substantially met the principles of procurement best practices and were clearly focused on refinement and continuous improvement.



**Enhancing information access and privacy** — In Spring 2008, government passed amendments to the *Freedom of Information and Protection of Privacy Act* in response to recommendations of the Special Legislative Committee that reviewed the Act. These included streamlining the Information and Privacy Commissioner's inquiry and review processes and requiring mandatory notification of disclosures of personal information that are not authorized by the Act. With the passage of these new amendments, government has now addressed a total of 11 of the 28 Special Committee recommendations.

The Ministry continues to support open and transparent government with the publication of statistics that demonstrate government's performance in responding to information access requests. These statistics are updated quarterly providing the public with a greater ability to monitor government's responses to access requests under the Act.<sup>1</sup> For example, response times have dropped significantly to an average of 34 business days in 2007/08.

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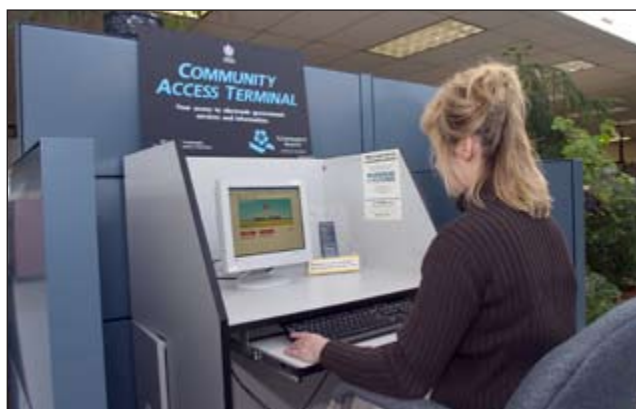
<sup>1</sup> Full details on government's performance related to access requests under the Act are at: [www.cio.gov.bc.ca/services/privacy/Public\\_Sector/CRTSstats/default.asp](http://www.cio.gov.bc.ca/services/privacy/Public_Sector/CRTSstats/default.asp). For example there were 4,352 requests in 1998/99 and 5,862 in 2007/08. In 1999/00 the average response time for access requests was 73 working days. In 2007/08 the average response time was 34 working days.

## Strategic Context

Each year Citizens' Services examines the impact of the external and internal environment on its ability to achieve its goals and objectives. This examination assists in identifying key opportunities and challenges needing to be addressed in strategies, operating plans and budgets.

### Opportunities

- Improve accessibility for citizens, businesses and the public sector to integrated, cost-effective government services over a variety of channels.
- Identify new business areas across government with potential to deliver better services, reduce costs, increase revenues and/or transfer risk to private sector partners.
- Continue to shift the role of Citizens' Services from provider of commodities to partner in developing and supplying innovative and integrated business solutions.
- Develop and promote innovative solutions for high performance environmental standards in response to government's commitment to environmental sustainability.



### Challenges

- Service delivery channels and infrastructure must be secure and privacy must be maintained. Integrated service delivery also depends on having broadband internet infrastructure accessible in all B.C. communities.
- Achieving service integration and citizen-centred service delivery is complex and involves working with multiple stakeholders to understand and manage their expectations, while dealing with the intricacies and evolution of technology and resource capacity.
- Being a leader in innovative service delivery with an increased focus on citizens and integration strategies requires investment and the ability to attract and retain a talented and appropriately skilled workforce in an increasingly competitive marketplace.

# Report on Performance

## Performance Plan Summary Table

<b>Goal 1: Excellence in service quality:</b> — positive service experiences — easy access to services For greater detail see pages 28 to 31	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>1.1 Increased citizen, customer and client satisfaction with: service availability; service usability; and service delivery</b>  Customer (end-user) satisfaction: • Service BC (public) • Shared Services BC (public sector staff) (index)  Citizen satisfaction with provincial government services	> or = 96%  Baseline Year  Baseline Year	96% ACHIEVED  72%  54 out of 100 (overall satisfaction score)
<b>Goal 2: Effective government services — the right services at the right price</b> For greater detail see pages 31 to 34	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>2.1 Predictable and transparent shared services costs</b>		
<b>2.2 Value for money</b>		
<b>2.3 Innovations and process improvements to support government-wide effectiveness</b>  Information technology investment in end-user productivity compared to industry's most effective and efficient information technology service delivery organizations  Payroll costs per employee paid per year  Central procurement operational costs as a percentage of value of total goods and services purchased	Increase closer to world class standard  24% cost reduction over base (\$320)  < or = 1%	80.6% ACHIEVED  25% cost reduction over base (\$317) EXCEEDED  0.83% (12 Quarter rolling average) ACHIEVED
<b>Goal 3: Public confidence in government's electronic service channels</b> For greater detail see pages 34 to 37	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>3.1 Ensure secure information to build and maintain public confidence</b>		
<b>3.2 Strengthen information and technology infrastructure processes and practices across government</b>  Percentage of First Nations with access to broadband facilities  Compliance with the ISO/IEC 17799:2005 information security standard	Baseline Year  Improvement over previous year	42% (85 of 203 First Nations)  3.0 out of 4 ACHIEVED

Goal 4: An aligned, engaged and capable organization For greater detail see pages 37 to 38	2007/08 Target	2007/08 Actual
4.1 The Ministry's leadership and culture provide the foundation for high performance	Increase in customer and client satisfaction	See Goal 1

## Goals, Objectives, Strategies and Performance Results

### Goal 1: Excellence in service quality:

- positive service experiences
- easy access to services

This Ministry is leading the cross-government Citizen-Centred Service Delivery initiative to transform public services by making them more responsive to the needs of citizens. Government services are offered through many different channels (telephone, online, mail, in person). For example, Service BC provides telephone access to services that can be translated into 150 languages. This Ministry solicits feedback from customers and citizens about the services they are receiving, and uses this information to continuously improve the availability, usability and delivery of these services to ministries and the broader public sector.

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

#### Strategies:

- Integrate/co-ordinate government services to better meet the service needs of citizens;
- Implement a service excellence framework and establish a single brand for provincial government services, channels and delivery points;
- Make government service centres/offices more welcoming;
- Continuously improve access to and quality of service; and
- Work with the BC Public Service Agency and ministries in developing employee recruitment, retention and development strategies to strengthen government's capacity to deliver citizen-centred services.

## Performance Result

Performance Measure	Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Customer (end-user) satisfaction:				
Service BC (public) <sup>1</sup>	96% (2004/05)	96%	> or = 96%	96% <sup>1</sup> ACHIEVED
Shared Services BC (public sector staff) (index)	(2007/08)	N/A	Baseline Year	72% <sup>2</sup>

**Data Source:** BC STATS.

<sup>1</sup> This measure is a weighted average, based on the volume of customers served by two channels: Service BC Centres and the Service BC Contact Centre. Survey results apply to customers that reported they were "satisfied" or "very satisfied" with the quality of the services they received through the two channels.

<sup>2</sup> The baseline for this measure is based on a new shared services customer satisfaction measurement approach implemented in 2007/08. Accommodation and Real Estate Services is now included in the calculation of the baseline. The baseline is an index consisting of the 2007/08 overall satisfaction ratings for the six shared services lines of business: Accommodation and Real Estate Services; Common Business Services (CBS) — Corporate Accounting Services; CBS — Strategic Acquisitions and Intellectual Property; CBS — Procurement and Supply Services; Workplace Technology Services (WTS); and WTS — Human Resource Management Systems.

### Discussion of Results

This performance measure demonstrates how satisfied citizens and customers are with the availability, usability and delivery of services they receive when they access government programs and information. The measure is based on two customer satisfaction ratings: citizen satisfaction with the Service BC service delivery channels; and public sector staff satisfaction with the delivery of internal services provided by Shared Services BC.

#### Service BC (public)

This measure demonstrates how satisfied citizens are with the quality of service they receive through Service BC service channels. The rating is based on surveys of the satisfaction of citizens when they access government programs and information through two main service delivery channels — in-person service provided by Service BC Centres and toll-free phone service provided by the Service BC Contact Centre.

Overall satisfaction with the services provided through these two Service BC channels is high among British Columbians. Based on surveys conducted in February and March 2008, 96 per cent of customers reported being satisfied with the service they received. This high rate of satisfaction is consistent with the results from 2006/07.

### Shared Services BC (public sector staff)

This performance measure demonstrates how satisfied public sector staff are with the availability, usability and delivery of internal shared services (e.g., information technology; payroll; procurement and supply; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate) provided by Shared Services BC.

A new shared services customer satisfaction measurement approach was implemented in 2007/08 with the intent of enhancing the validity, reliability, usability and comparability of annual customer survey results across the shared services lines of business. The new Shared Services customer satisfaction rating is an indexed rating of the average of the overall satisfaction question result for designated product and service groupings for each shared services business area. A discussion about the new approach is provided in the 2007/08 Citizens' Services Performance Measures Methodology Report.

The 2007/08 customer satisfaction rating for shared services was 72 per cent. This result forms the baseline for this measure. The results for the individual lines of business ranged from 82 per cent to 54 per cent. Future targets for this measure have been defined with reference to performance expectations that are attainable, but reflect continuous improvement objectives.

## Performance Results

Performance Measure	Baseline	2007/08 Target	2007/08 Actual
Citizen satisfaction with provincial government services	2007/08 <sup>1</sup>	Baseline	54 out of 100 (Overall satisfaction score)

**Data Source:** BC STATS.

<sup>1</sup> The baseline for this measure is based on the first BC Citizen Satisfaction Survey which was conducted in Spring 2007.

This is a new citizen satisfaction measure that reports how British Columbians rate the services they receive from the provincial government overall. The measure reflects citizens's perceptions with Government in general, rather than their satisfaction with the programs or services of specific ministries.

This is the first province-wide survey to measure citizen satisfaction with provincial government services across all Ministries and program areas. The 2007 results established a baseline rating of 54 out of 100.<sup>2</sup> The baseline result is consistent with the results of the most recent cross-Canada survey<sup>3</sup> in which British Columbians rated the quality of government services at the same level

<sup>2</sup> This is a "mean score" which is calculated by converting a five point scale where 1 is very dissatisfied and 5 is very satisfied into a scale ranging from 0-100.

<sup>3</sup> Citizens' First 4, Institute for Citizen-Centred Service and the Institute of Public Administration, November 2005.

or higher than the national average. High level conclusions derived from the 2007 survey results indicate: citizens exhibit lower satisfaction scores when asked about their overall perceptions of government services than when asked about specific services they have received; citizen satisfaction scores are increasing steadily across survey cycles; and, most citizens get what they need when they access government services.

The survey results will be used to improve service delivery going forward. Transforming the approach to delivering services to citizens is a priority for government and strong foundations are already in place for a collaborative cross-government approach through government's Citizen-Centred Service Delivery initiative. As the lead Ministry for this initiative, Citizens' Services will measure and report on the overall quality of provincial government services in British Columbia starting in fiscal 2008/09.

#### **Client satisfaction with shared services.**

In 2007/08, work continued on the development of a new approach for measuring client satisfaction. Clients of Citizens' Services are the senior decision-makers in ministries who purchase the multi-channel service delivery offerings of Service BC and the internal corporate support services provided by Shared Services BC.

The objective for this measure is to provide an indication of how successful Citizens' Services is in meeting client expectations and service requirements. This is particularly important with the new aligned approach among the Citizens' Services lines of business to better deliver services to clients. By monitoring client perceptions about its services, Citizens' Services can refine its service delivery processes and drive satisfaction to higher levels. The success of this new approach will be reflected in the results of the client satisfaction measure.

## **Goal 2: Effective government services — the right services at the right price**

This goal supports government's continued commitment to enhance the efficiency and effectiveness of the delivery of public services through a shared services model including: information technology; payroll; procurement and supply; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate. This service delivery model, initiated in 2003, allows ministries to focus on their program activities and Shared Services BC to focus on gaining efficiencies and improving the delivery of these services.

Citizens' Services also assists ministries in exploring and analyzing alternative service delivery models and provides oversight to ensure that large outsourced contracts are well managed and create the best possible value for taxpayers. Savings to government are also achieved by driving down costs through aggregating demand and fair and open competitive tendering, and also by integrating government services (cross-Ministry as well as with other levels of government) to reduce redundancy and duplication while improving service.



**Objective 2.1: Predictable and transparent shared services costs**

**Objective 2.2: Value for money**

**Objective 2.3: Innovations and process improvements to support government-wide effectiveness**



**Strategies:**

- Initiate and promote innovation and integration in service delivery including alternative service delivery;
- Incorporate the principle of sustainable environmental management in the procurement and delivery of goods and services and in the management of the Ministry's real estate portfolio;
- Use government's procurement leverage to reduce costs; and
- For services to government — improve business and financial management tools to provide better and more predictable information for decision-making.

**Performance Results**

Performance Measure	2004/05 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Information technology investment in end-user <sup>1</sup> productivity compared to industry's most effective and efficient information technology service delivery organizations	77% of world class standard <sup>2</sup>	79% of world class standard	Increase closer to world class standard	80.6% ACHIEVED

**Data Source:** Hackett Information Technology Benchmark Study 2004/05.

<sup>1</sup> End-users are individuals with access to government's internal technology such as computers and applications.

<sup>2</sup> Performance is compared against the external IT benchmark conducted by the Hackett Group. The baseline for this measure is the total cost of government's Information Technology infrastructure for fiscal year 2004/05 expressed as a percentage of the world class standard. Hackett defines world class as a ranking in the top 25 per cent in efficiency and effectiveness compared to like or similar organizations in North America.



## Discussion of Results

This measure is a comparative indicator on the amount of information technology (IT) spending per end-user across the government enterprise. It is an external benchmark that provides a comparison of the British Columbia government's information technology shared service to like or similar organizations across North America that have been identified as industry's most effective and efficient (world class) organizations. Reliable and high performing information technology services are a significant contributor to the productivity of government employees who are increasingly dependent on the availability and performance of information technology systems to support the services they provide.

The baseline for this measure is the total cost of government's information technology infrastructure for the fiscal year 2004/05 expressed as a percentage of the world class standard. The objective of this measure is to strike an appropriate balance between effective service delivery and the fiscal responsibilities of government.

The amount of IT infrastructure investment at WTS, per end user has increased from 79 per cent of the world class standard in 2006/07 to 80.6 per cent in 2007/08. This is an increase of 3.6 percentage points over the 2004/05 baseline of 77 per cent.

## Performance Results

Performance Measure	2003/04 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Payroll costs per employee paid per year	\$421	21% cost reduction over base (\$333)	24% cost reduction over base (\$320)	25% cost reduction over base (\$317) EXCEEDED

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

## Discussion of Results

This measure tracks the efficiency of government's payroll process. The total cost is made up of the following components: staffing, outsourcing, systems and overhead. The measure is calculated by dividing the total cost of these components by the average number of employees paid in a fiscal year.

In 2007/08, the Provincial Human Resource Management System partnership successfully reduced payroll costs by 25 per cent over base. This result exceeded the 2007/08 target of reducing costs by 24 per cent over the base. The 2007/08 result represents a continued trend of improvement over the initial forecast. Payroll costs in 2006/07 were a three per cent improvement over the initial forecast. The improved results have been achieved through a stable client base, lower than expected-inflation rates and increases in efficiency by automating and streamlining business processes.

## Performance Results

Performance Measure	2004/05 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Central procurement operational costs as a percentage of value of total goods and services purchased <sup>1</sup>	0.72% (3-year rolling average)	0.75% (12 Quarter rolling average)	< or = to 1%	0.83% (12 Quarter rolling average) ACHIEVED

**Data Source:** Purchasing Services Branch.

<sup>1</sup> The industry standard for this measure changed in 2006/07 and performance is now benchmarked against the standard established by the Centre for Advanced Procurement and Supply Research. This change does not impact the baseline and calculation of results.

### Discussion of Results

This measure evaluates the efficiency of the government's central procurement services by calculating the percentage of total contract value spent on procurement activities.

Purchasing Services Branch achieved its target of total operating costs at one per cent or less. A value of near one per cent indicates balanced resource efficiency and cost effectiveness in the delivery of procurement services. Year over year variation in the percentage is attributable to increases and/or decreases in the total value of purchases between years.

Prior to 2006/07, Citizens' Services reported based on a rolling three-year average. The frequency of measurement was increased in 2006/07 to provide a more accurate result that takes into account the cyclical nature of procurements.

This measure has not been included in the *2008/09–2010/11 Service Plan*. Purchasing Services Branch manages its costs, and its activities directly impact the prices paid for individual goods and services. The total value of procurements, i.e., the volume of what is being purchased, is largely determined by the business requirements of the Branch's customers. As a result, the Branch's ability to affect changes that influence this specific performance measure is limited.

### Goal 3: Public confidence in government's electronic service channels

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 as well as appropriate access to the large volume of provincial government information, is an on-going priority. Governance (led by the Office of the Government Chief Information Officer) is required to ensure there are common data systems, common standards, rules and a means to ensure they are followed. Good governance depends on a well-developed legislative and policy framework to protect individual privacy, enable improved system interoperability and data sharing, and ensure the security of government's information and applications.

**Objective 3.1: Ensure secure information to build and maintain public confidence**

**Objective 3.2: Strengthen information and technology infrastructure processes and practices across government**

**Strategies:**

- Enable broadband access to British Columbia communities (including 203 First Nations) as recommended by the Premier's Technology Council;
- Develop and implement provincial standards for governance and a framework for Information Management/Information Technology in the Provincial government;
- Enable citizen identity authentication and authorization to provide simple, safe and secure access to allow citizens to get services from, and do business with, government online;
- Improve security of government information within a risk management framework; and
- Encourage and enable government use and development of Information Management/Information Technology assets across the broader public sector.

**Performance Results**

Performance Measure	Baseline	2007/08 Target	2007/08 Actual
Percentage of First Nations with access to broadband facilities	2007/08 <sup>1</sup>	Baseline Year	42% (85 of 203 First Nations)

Data Source: Network BC.

<sup>1</sup> The baseline for this measure was confirmed based on the completion of broadband assessments in mid-2007.

## Discussion of Results

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

The baseline and targets for this measure were confirmed based on the completion of broadband assessments in mid-2007. The original timeline/target for providing connectivity to 203 First Nations has been extended as a result of scope changes required to accommodate community feedback and needs.

Through a process of collaboration with First Nations organizations, broader public sector organizations and the private sector that have an interest in providing services to and for First Nations, the Provincial government will work with the federal government towards ensuring that 203 First Nations have broadband access. The Province has also allocated funding to this initiative.

By brokering strategic relationships, influencing the telecommunications environment, and facilitating results, Network BC influences the private sector to provide high speed connectivity to unserved and underserved communities.

## Performance Results

Performance Measure	2006/07 Baseline	2007/08 Target	2007/08 Actual
Compliance with the ISO/IEC 17799:2005 information security standard <sup>1</sup>	2.9 out of 4 <sup>2</sup>	Improvement over previous year	3.0 out of 4 ACHIEVED

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

<sup>1</sup> An internationally recognized, comprehensive set of controls made up of best practices in information security management.

<sup>2</sup> The baseline is a government-wide rating based on individual Ministry Security HealthCheck assessments conducted for the first time in the 2006/07 fiscal year. The baseline of 2.9 out of 4 is the average level of security compliance across government based on the results of 19 Ministry security reviews completed in 2006/07. The Security HealthCheck assessment is conducted annually and measured against compliance to ISO/IEC 17799:2005 security standard.

## Discussion of Results

The information security performance rating provides an overall rating of the effectiveness of government's information security arrangements compared to an international standard. Tracking the level of alignment with a robust standard provides important information in the development of government's strategy to maintain and improve the security of its information and technology infrastructure processes.

The performance rating is based on the Information Security Forum's compliance assessment framework. The Information Security Forum uses the Security HealthCheck self-assessment tool to assess the compliance of the government's information security compared to the

ISO/IEC 17799:2005 international standard. The standard provides guidelines on what security controls should be implemented, based on industry best practices, practical insights and experiences of major organizations. The Security HealthCheck tool measures the degree of compliance with 179 control areas on a scale of zero to four. In 2006/07, the information security performance rating was 2.9 out of 4, which is the average level of security compliance across government based on the results of 19 Ministry security reviews. This score represents the information security compliance baseline, which was slightly above the average rating for compliance with the security standard.

In 2007/08, the government information security performance rating average increased to 3.0 out of 4 which is slightly above the 2006/07 baseline. The increase in the performance rating was attributed to improvements in slightly more than half of the control areas in the security assessment. This result is consistent with the target set for this measure which is to progressively improve compliance over the previous year.

## **Goal 4: An aligned, engaged and capable organization**

In order to lead the transformation of service delivery across government, Ministry staff must be customer-focused and results-oriented. They must also have the knowledge, skills and support to enable them to develop and implement innovative service delivery solutions.

### **Objective 4.1: The Ministry's leadership and culture provide the foundation for high performance**

#### **Strategies:**

- Ensure a clear and shared understanding of the direction and deliverables associated with citizen-centred service delivery and the Ministry Service Plan;
- Develop and implement an integrated service delivery business model across the Ministry;
- Attract, retain and develop the staff we need to deliver our business today and in the future; and
- Ensure that information and technology are leveraged within the Ministry to help achieve Service Plan goals and objectives.

Employee engagement translates directly into the ability to deliver exceptional services that meet the expectations of citizens, clients and customers. An engaged workforce allows for a positive, healthy and productive work environment. In 2007/08, Citizens' Services undertook a number of initiatives to create such an environment and position its people to achieve the goals and targets set in its Service Plan.

- Citizens' Services worked with its employees to develop a new vision that will help guide its work to 2010 and beyond. Garnering employee input at the beginning of this process will ensure programs are designed and delivered with a common, service-quality vision throughout the organization.
- Building capacity to address the needs of tomorrow was a key objective of recruitment in 2007/08. Co-op student placements doubled over the previous year, the number of Ministry employees under the age of 29 increased from 2.8 per cent to 9.8 per cent and 22.6 per cent of all permanent hires were under 30.
- In Fall 2007, Citizens' Services embarked on a major training and development initiative which resulted in a 120 per cent increase in course enrolment. The orientation program for new employees which is intended to support a smooth transition into the public service was continued and expanded to offer sessions to current employees. An internal "book club" for employees, "Books for Breakfast," was launched as part of the Ministry's leadership learning series.
- A three-year "Being the Best" Workforce Plan was developed with input from the new Human Resources Advisory Council, which represents a cross-section of the employees of Citizens' Services. The Workforce Plan outlines the people strategies that will be continued, developed and implemented in the coming years in response to business requirements, demand, opportunities and challenges facing the people and business lines in Citizens' Services.
- An important part of retaining staff is keeping them engaged, and this can only be done effectively through knowledge of how they feel about their jobs. Citizens' Services 2007 engagement score of 65 points is higher than the government average score of 63, and represents a three-point increase over the Ministry's 2006 results. Specific areas of improvement included organizational satisfaction, executive-level management, physical environment and tools, and teamwork and respectful environment.



In 2007/08, the Ministry made its first foray into leveraging social media technologies to enhance two-way communication and employee engagement. The "Deputy's Corner" blog, one of the first deputy minister blogs in government, was launched. The blog will allow employees to engage in a dialogue with the deputy minister on various topics that align with key Ministry priorities.



## Report on Resources

As a shared services organization, a large portion of the Ministry of Labour and Citizens' Services operates on a cost-recovery basis. This portion of the Ministry receives a voted appropriation of only \$1,000 — driving them to operate in a disciplined, business-like manner. This “1,000 vote structure” means that at the end of the fiscal year, expenditures must not exceed recoveries by more than \$1,000. As a result, the voted appropriation of approximately \$97.507 M in 2007/08 was less than one-third of the Ministry's gross budgeted expenditures which were \$310.451 M. Total capital expenditures for the year were \$98.33 M, which was \$14.05 M over the initial allocation of \$84.27 M. The additional capital expenditure was approved by Treasury Board to support the development of an integrated case management system on behalf of client ministries. For fiscal year 2007/08, the Ministry had a Full-Time Equivalent staff allocation of 2,195. Due to recruitment lag, the Ministry actually utilized 2,182 Full-Time Equivalents in fiscal year 2007/08.

### Labour Programs

This sub-vote provides for services promoting harmonious labour and employment relations including oversight of the *Employment Standards Act* and the *Labour Relations Code*; the operations of the Labour Relations Board, and for other labour relations initiatives; the administration of the *Employment Standards Act*; the operations of the Workers' Compensation Appeal Tribunal, and the Workers Advisers' and Employers' Advisers' Officers.

Labour Programs reported a \$0.247 M surplus. The under expenditure was due primarily to recruitment lag.

### Services to Citizens and Businesses

This sub-vote provides for service delivery to the public and co-ordinates cross-government service delivery initiatives to improve services to citizens and businesses, including planning and development, over the counter, telephone and online channel services.

This sub-vote also provides for the production of economic, social, business and demographic statistical information along with data dissemination, survey and analytic services for government under the *Statistics Act*.

Service to Citizens and Businesses reported a \$0.954 M over-expenditure as a result of ongoing operation and enhancement of the Service BC service channels including web-based and Service BC Contact Centres.

### **Services to the Public Sector**

This sub-vote provides for service delivery and administration of government's internal shared services through a 1,000 Vote. Activities include Accommodation and Real Estate Services; Common Business Services including corporate Procurement and Supply Services, Strategic Acquisitions and Intellectual Property, and the Corporate Accounting Services; Workplace Technology Services including client and corporate operations, workstation support, network, hosting, applications and service integration, communications infrastructure, and Human Resource Management Systems and payroll services; and, Alternative Service Delivery services.

Surplus of \$10.279 M was identified across all program areas and resulted from a number of factors including recruitment lag, savings related to reduced energy costs in facilities and lower than anticipated operating and maintenance costs.

### **Governance**

This sub-vote includes the Office of the Chief Information Officer and Capital Planning Secretariat and provides for overall government strategic information and technology planning as well as the development of policies and programs to support government initiatives and corporate activities and programs that support cross-government specialized functions including long-term information management and technology planning, information security, records management, privacy protection and information access.

Over expenditure of \$5.858 M relates to approved spending for the First Nations Connectivity Project to assist in the planned broadband connection of up to 203 communities.

### **Executive and Support Services**

This sub-vote provides for the office of the Minister of Labour and Citizens' Services, and includes salaries, benefits, allowances and operating expenses of the minister and the minister's staff. It also provides for executive direction of the Ministry and administrative support services including legislative and policy support, planning and performance management and internal communications.

Executive and Support Services reported \$1.410 M in savings due in part to recruitment lag and savings identified to offset funding pressures identified elsewhere within the ministry.



## Resource Summary Table

### Operating Expenses, Full-Time Equivalents and Other Financing Transactions — Ministry of Labour and Citizens' Services

Core Business Areas	Estimated <sup>1</sup>	Other Authorizations	Total Estimated	Actual	Variance
<b>Operating Expenses (\$000)</b>					
<b>Labour Programs</b>	17,170		17,170	16,923	(247)
<b>Citizens' Services</b> .....					
Service to Citizens and Businesses .....	31,840		31,840	32,758	954
Services to the Public Sector .....	4		4	(10,275)	(10,279)
Governance .....	33,081		33,081	38,939	5,858
<b>Executive and Support Services</b> .....	15,448		15,448	14,038	(1,410)
<b>Total</b> .....	<b>97,507</b>		<b>97,507</b>	<b>92,383</b>	<b>(5,124)</b>
<b>Full-time Equivalents (FTEs)</b>					
<b>Labour Programs</b> .....	367		367	349	(18)
<b>Citizens' Services</b> .....					
Service to Citizens and Businesses .....	383		383	370	(13)
Services to the Public Sector .....	1,272		1,272	1,297	25
Governance .....	124		124	131	7
<b>Executive and Support Services</b> .....	49		49	37	(12)
<b>Total</b> .....	<b>2,195</b>		<b>2,195</b>	<b>2,182</b>	<b>(10)</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
<b>Labour Programs</b> .....	3,161		3,161	634	(2,527)
<b>Citizens' Services</b> .....					
Service to Citizens and Businesses .....	777		777	159	(618)
Services to the Public Sector .....	79,609	14,059	93,668	97,315	3,647
Governance .....	719		719	217	(502)
<b>Executive and Support Services</b> .....	6		6	6	0
<b>Totals</b> .....	<b>84,272</b>	<b>14,059</b>	<b>98,331</b>	<b>98,331</b>	<b>0</b>

# Ministry Contact Information

## Labour

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

Location	Employment Standards Branches	Employers' Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492 1 866 870-5492**	604 870-5488 1 888 295-7781*
Burnaby	604 660-4946		
Campbell River			250 830-6526 1 888 643-0013*
Dawson Creek	250 784-2390		
Kamloops		250 828-4397 1 866 301-6688**	250 371-3860 1 800 663-6695*
Kelowna	250 861-7404	250 717-2050 1 866 855-7575**	250 717-2096 1 866 881-1188*
Nanaimo	250 390-6186	250 741-5500 1 866 827-2277**	250 741-5504 1 800 668-2117*
Nelson	250 354-6550	250 354-6139 1 877 877-5524**	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		604 713-0303 1 800 952-2233**	604 713-0360 1 800 663-4261*
Surrey	604 586-4251		
Terrace	250 638-6525		
Victoria	250 952-0469	250 952-4821 1 800 663-8783**	250 952-4393 1 800 661-4066*

\* Toll-Free in B.C.

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

## 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">www.servicebc.gov.bc.ca</a>
Service BC - BC OnLine	250 953-8250	<a href="http://www.bconline.gov.bc.ca">www.bconline.gov.bc.ca</a>
Service BC - BC STATS	250 387-0327	<a href="http://www.bcstats.gov.bc.ca">www.bcstats.gov.bc.ca</a>
Shared Services BC	NA	<a href="http://www.sharedservicesbc.gov.bc.ca">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">www.saip.gov.bc.ca</a>
Shared Services BC — Accommodation and Real Estate Services	250 952-8500	<a href="http://accommodationandrealstate.gov.bc.ca">accommodationandrealstate.gov.bc.ca</a>
Shared Services BC — Procurement and Supply Services	250 387-3309	<a href="http://www.pss.gov.bc.ca">www.pss.gov.bc.ca</a>
Government Chief Information Officer	250 356-6118	<a href="http://www.cio.gov.bc.ca">www.cio.gov.bc.ca</a>
Freedom of Information and Privacy	250 356-1851	<a href="http://www.lcs.gov.bc.ca/privacyaccess/index_foi.htm">www.lcs.gov.bc.ca/privacyaccess/index_foi.htm</a>

# Annual Service Plan Report Appendices

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**