

Ministry of
Citizens' Services and
Minister Responsible for Multiculturalism
and the
Public Affairs Bureau

2009/10
Annual Service Plan Report



Ministry of Citizens' Services

For more information on how to contact the British Columbia
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Message from the Minister and Accountability Statement



I am pleased to present the *2009/10 Annual Service Plan Report* for the Ministry of Citizens' Services.

Citizens' Services is focused on ensuring that the services people need and expect from government are delivered as efficiently and effectively as possible.

In a short time, this Ministry has made great strides in using social media to connect with British Columbians. For example, the outreach through You Gotta Be Here during the 2010 Olympic and Paralympic Winter Games was wildly successful with over 100,000 web page hits, more than 7,000 Facebook fans and nearly 2,000 Twitter followers. Social media was also used to provide up to the minute information during the summer wildfires and the winter H1N1 flu season.

To enable this type of improved outreach and to support economic, health and education needs of British Columbians, the province is committed to expanding high-speed Internet services to people in rural and remote areas in B.C. This year, the Ministry's Network BC program has helped 50 more rural and remote locales to access high-speed Internet services. In addition, the Ministry continued to support First Nations organizations on a shared goal of providing all 203 First Nations with access to broadband connectivity.

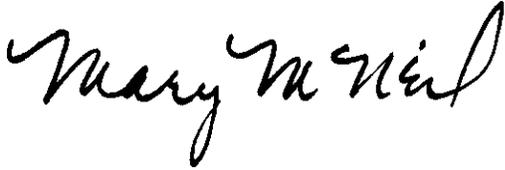
As Minister responsible for Multiculturalism, I am proud of the fact that British Columbia is recognized as the most multicultural province in Canada. Citizens' Services has worked hard to establish programs that reflect our province's ethnic diversity, which is why in July 2009, the ministry launched EmbraceBC, a program encouraging citizens to welcome, accept and embrace diversity. Since the launch, EmbraceBC has funded nearly 50 community-based projects to directly address racism and promote multiculturalism.

These successes could not be accomplished without the work of our employees, and the Public Service Agency continues to transform the way we deliver HR services to ensure we continue to attract and retain talented staff. Recently, the BC Public Service has been recognized as one of the best places to work having been named one of Canada's Top 100 Employers and Canada's Most Family Friendly Employers. We have also been named one of the province's top 55 employers and one of Canada's Greenest Employers for the past two consecutive years.

Another way our employees have demonstrated their abilities is through their efforts to transform Shared Services BC. They contributed ideas and collaborated on ways to provide more efficient delivery of services to clients, citizens, businesses and the public sector. By streamlining financial and operational processes, Shared Services BC will lead the way in delivering essential core services to the province, at an affordable cost.

Ministry of Citizens' Services

The Ministry of Citizens' Services *2009/10 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2009/10 – 2011/12 Service Plan Update*. I am accountable for those results as reported.

A handwritten signature in black ink that reads "Mary McNeil". The signature is written in a cursive, flowing style.

Honourable Mary McNeil
Minister of Citizens' Services and
Minister Responsible for Multiculturalism and the Public Affairs Bureau

June 30th, 2010

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Highlights of the Year

In 2009/10, the Ministry of Citizens' Services continued to fulfil 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 engagement & government communication with the public

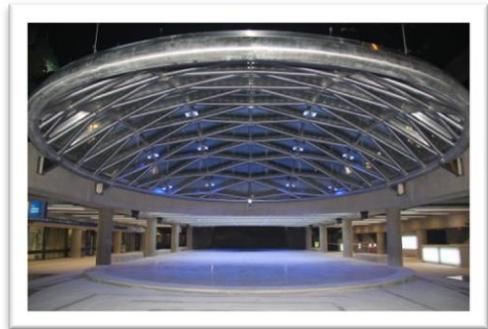
- **Online citizen engagement** – The Workforce Planning and Leadership Secretariat assisted programs across government implement new citizen engagement initiatives. This effort has resulted in the Water Stewardship Division of the Ministry of Environment creating a blog to support the *Water Act* Modernization process; the Premier's Technology Council's online consultation on the relationship between university and industry; and the Climate Action Secretariat's Apps4Climate Action contest to develop web and mobile applications to build awareness and inspire action to reduce carbon pollution.
- **Government H1N1 communications** – A Public Affairs Bureau team co-ordinated a communications campaign to respond to the H1N1 pandemic by providing up-to-date information to the media and the public. The team used traditional communications tools and venues such as news releases and media conference; TV and radio ads; and new social media tools such as Facebook and Twitter.
- **Olympic Games communications** – The Public Affairs Bureau was responsible for the outstanding success of the province's communications at the 2010 Olympic and Paralympic Winter Games. For example, Public Affairs Bureau developed and operated the B.C. International Media Centre – the most successful unaccredited media centre in Games history. The Centre hosted 3,800 domestic and international media. As a result of that media coverage, some 3.5 billion people – more than half the world's population – viewed the Games on TV, the Internet or a mobile device, making the 2010 Winter Olympics the most-watched Winter Games in history.
- **Dialogues on multiculturalism** – Ten community multiculturalism dialogues were funded through the Welcoming and Inclusive Communities Dialogue Initiative. The purpose of the initiative is to bring together diverse voices, ideas, perceptions and understandings of what it means to live harmoniously in a culturally diverse society. This initiative is a component of EmbraceBC, which provides funding opportunities for community-based anti-racism and multiculturalism projects.



- **Multilingual signage** – Over 600 public-facing government offices around the province now display external multilingual signage. Each sign says “welcome” in ten different languages and displays the WelcomeBC and Government of British Columbia website information. Additionally, all 60 Service BC Centres across the province are now utilizing flat-panel digital signage to offer multilingual greetings to customers.



Service Excellence

- **Investment in public infrastructure** – Robson Square, a Canadian and global architectural landmark, was a hub for celebrating the 2010 Winter Olympic and Paralympic Games thanks to a recent remediation that included the expansion of the ice rink and upgrades to the lower plaza. The official opening of GE Plaza at Robson Square in November 2009 was celebrated by local, national and international media. During the 2010 Winter Games, nearly 1.5 million people visited the Robson Square Celebration Site to enjoy free events and activities such as daily concerts, a zip line and public skating.
- 
- **Supporting critical services during H1N1 pandemic** – To ensure government was prepared for the H1N1 pandemic, government stocked up on H1N1 supplies to mitigate the person-to-person transmission of the virus for front-line sector staff working directly with the public. One of the most vulnerable organizations was the staff and clients of the Emergency Shelter Program in BC Housing. The Product Distribution Centre demonstrated a commitment to service excellence by ensuring that supplies crucial to delivering health and shelter services to BC Housing clients were available.
 - **Online business name approvals** – Implementation of a new online service by BC Registries has eliminated the need for approximately 50 per cent of business name approval applications to be submitted by mail or in person at a local service delivery agent. This new online service provides clients with easy, convenient access seven days a week.

Service Value

- **Timeliness of freedom of information (FOI) requests** – To improve timeliness of FOI requests from the public, government has implemented new processes including a citizen focused website¹ that provides guidance on how to make FOI requests through an online application form. Improvements to the FOI process have increased the percentage of requests processed on time to 89 per cent in 2009/10, up from 71 per cent in 2008/09.

¹ www.gov.bc.ca/citz/iao/foi/process/

- **Government power management** – Government received the 2009 Government Technology and Exhibition Conference Distinction Award for the Shared Services BC implementation of a process to power down over 30,000 government workstations during non-working hours. During this power down period, computers can still receive necessary upgrades that ensure the security of workstation infrastructure, while saving approximately 8 million kilowatts of power and approximately \$600,000 per year in power cost savings.
- **Reducing infrastructure costs** – Shared Services BC ended the year \$5.8 million under budget, allowing more resources to be allocated to front line services for British Columbians. These savings were largely attributable to the government-wide expenditure control initiative introduced in 2009/10.

Service Innovation

- **First Nations connectivity** – The First Nations-led connectivity and capacity building initiative continued to be supported by the Ministry, along with the Ministry of Aboriginal Relations and Reconciliation. In 2009/10, 148 of 203 First Nations had broadband connectivity.
- **Becoming carbon neutral** – Government's goal of becoming carbon neutral continued to be supported in several important ways, including: the use of tools to report on government's greenhouse gas emissions; supporting the expansion of the hybrid vehicle fleet; completion of a comprehensive energy management strategy for government facilities; and increasing the energy efficiency of desktop computers and office equipment.

Supporting an engaged, innovative & high performing public service

- **BC Public Service innovation** – The Ministry continued to facilitate innovation across the BC Public Service. Spark!, an application for employees to discuss innovative ideas about improving the way government delivers services, continues to generate constructive debate within the BC Public Service. The use of both blogs and wikis has offered channels for employees to engage in constructive debate and meaningful dialogue. Additionally, the BC Public Service employee intranet site, @Work, was enhanced in 2009/10 based on feedback from employees.
- **Aboriginal youth internship** – The Aboriginal Youth Internship Program supports the New Relationship with Aboriginal Peoples by providing temporary employment opportunities in the BC Public Service. As of August 2009, 35 interns completed the program. In September 2009, year three of the program, 25 new interns have entered the program. Aboriginal leaders have described the program as an excellent example of new relationships at work.



- **Long-term workforce planning** – The Ministry demonstrated leadership in addressing long-term workforce planning issues facing the BC Public Service by using workforce planning data to strategically manage vacancies, thus minimizing workforce adjustment activity to less than five per cent of the BC Public Service.
- **Employee development** – With the launch of the Learning Centre in October 2009 by the Public Service Agency, government shifted the focus from employees signing up for courses on a first-come-first-serve basis to employees taking courses that match their professional responsibilities and goals. In addition, new online course delivery methods ensure that courses can be delivered across the province minimizing the need for employees to travel for training.
- **Improving the hiring process in the BC Public Service** – The launch of the Hiring Centre in October 2009 consolidated hiring services across government into a single unit, and delivered on the BC Public Service's commitment of a "one employer and one employee" experience for every job applicant. The Hiring Centre's experienced recruitment professionals apply legislative requirements consistently during the hiring process, manage applicant flows from the time an applicant applies for a job to the time a position is offered, create pre-screened pools of qualified applicants for commonly hired positions within the BC Public Service, and provide consistent advice and support on issues such as reference and criminal record checks.
- **Public sector bargaining** – In the last quarter of 2009/10, the Public Service Agency had successfully represented the government as the employer in its bargaining efforts with two employee unions – the Professional Employees Association and the BC Government and Service Employees' Union. Tentative agreements with these two unions were reached, which collectively represent about 26,000 employees.

Purpose of Ministry

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

The Ministry provides front-line services to citizens on behalf of other ministries, and also provides much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. Citizens' Services is also leading the advancement of innovation and collaboration across government. Through this role, the Ministry is responsible for modernizing the internal operations of government and developing the strategies to ensure an engaged workforce is able to meet the demands of the future.

The Ministry brings the centres of expertise for the strategic, planning and support of public service delivery under the umbrella of a single ministry with the clear mandate to transform how citizens interact with their government. Four defined areas of responsibility are linked under the umbrella of the Ministry:

1. Citizens' Services sets the direction to enable effective and innovative citizen-centred service delivery.
2. Shared Services BC is the lead agency for procuring and supplying technology, accommodation, goods and services required by government and the broader public sector in order to deliver services to the people of British Columbia.
3. The Public Service Agency provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole.
4. The Public Affairs Bureau leads and co-ordinates communications with internal and external stakeholders, ensuring that citizens are informed about government policies, programs and services, and that information is communicated in an open and transparent manner.

A key focus of the Ministry is on the continuous improvement of the quality of services and pursuing innovative business solutions that meet the changing needs of citizens, customers and clients by strategically aligning the business, technological and human resources of government.

With the leadership and expertise of its four components, the Ministry of Citizens' Services is well positioned to support the continued delivery of the highest level of service to the people of British Columbia.

Strategic Context

Each year, the Ministry 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 that need to be addressed in strategies, operating plans and budgets.

In the past decade, the combined forces of globalization, technological innovation and an increasingly knowledge-based economy have altered the way government conducts its business and delivers its services. In 2009/10, an already remarkable pace of change was accelerated by the global financial crisis, which created increased fiscal pressures on government.

The Ministry was well positioned through its leadership role to drive innovative solutions. Effort has been focused on delivering timely, economical and high quality service to citizens, customers and clients while maximizing efficiencies. Building a culture of innovation and collaboration in the public service is critical as the pressure on government intensifies to deliver higher quality services with fewer people. The public service continues to face challenges of an aging workforce, and recruiting and retaining skilled professionals will remain a key long-term priority. Work is underway on assessing the ways in which government operations have to change in response to demographic and market forces, as well as the changing economic conditions.

Government's shared services organization, Shared Services BC, has continued to develop ways to reduce costs through eliminating duplication and redundancies in its operating and by leveraging its common business support infrastructure. As well, with the benefits of shared services functions proven and its operations maturing, Shared Services BC is in a good position to realize greater efficiencies by expanding the customer base to the broader public sector.

As British Columbians become more technically literate, expectations for better and more efficient government services increase. All programs and services in government need to be as efficient as possible with taxpayer dollars. To continue to transform, deliver and promote services that are cost-effective, accessible and responsive to the needs of citizens, government will seek private sector partnerships as well as non-government service providers.

Affordable broadband connectivity is a catalyst for economic diversification and is fundamental infrastructure required to deliver integrated services to citizens. The province is committed to leveraging its buying power to maintain and expand broadband connectivity and cellular coverage across the province. It is also committed to assisting local Internet service providers extend Internet services to homes and businesses, and to supporting First Nations organizations implement connectivity initiatives for their nations.

Government has made a legislated commitment for the public sector to become carbon-neutral by 2010. The Ministry has supported this objective by using its unique position to provide

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leadership in the development and promotion of new and innovative approaches to incorporating environmental sustainability into the conduct of everyday government business.

Immigration to British Columbia continued to grow, increasing cultural, racial and linguistic diversity. With over one million immigrants living in British Columbia, the province has the second largest immigration population in Canada. Over 40,000 new immigrants from more than 180 countries arrive in B.C. every year. In 2008, British Columbia welcomed 43,950 immigrants, the third largest number of all provinces and territories.

More than 200 ethnic origins were reported by British Columbians in the 2006 census. The top mother tongues for British Columbia are English, Punjabi and Chinese. British Columbians who self-identified as a 'visible minority' increased to 25 per cent of B.C.'s population, the highest among all provinces, and surpassed 1 million. In 2006, almost five per cent of the population self-identified as Aboriginal.



Report on Performance

Goal 1: Citizens are engaged and informed about government services in a way that is inclusive, builds trust and provides value	2009/10 Target	2009/10 Actual
For greater detail see pages 15 to 16		
1.1 Communication of government's policies and programs to the public is timely, relevant and readily accessible		
1.2 Individuals feel a sense of belonging and acceptance within their communities		
Timely response to media inquiries	97%	99.24% EXCEEDED
Goal 2: Service Excellence – A trusted organization that exceeds customer expectations	2009/10 Target	2009/10 Actual
For greater detail see pages 16 to 20		
2.1 Increased citizen, customer and client satisfaction with service availability, service usability and service delivery		
2.2 Strategically aligned resources and investments in the delivery of human resource services while demonstrating high performance and quality service		
Customer satisfaction:		
• Service BC (public)	Next Survey 2010/11	Next Survey 2010/11
• Shared Services BC (public sector staff) (index)	78%	DATA NOT AVAILABLE
• Public Service Agency	63%	DATA NOT AVAILABLE
Citizen satisfaction with provincial government services	Next Survey 2010/11	Next Survey 2010/11
Goal 3: Service Value – A trusted organization that maximizes benefits to clients and taxpayers	2009/10 Target	2009/10 Actual
For greater detail see pages 20 to 21		
3.1 Value for money		
3.2 Improved response times to provincial information access requests from the public		
3.3 Predictable and transparent shared services prices		
Payroll cost per employee paid	\$320	\$301 EXCEEDED
Goal 4: An engaged and innovative BC Public Service that enables government transformation to support the delivery of quality services for British Columbians	2009/10 Target	2009/10 Actual
For greater detail see pages 21 to 25		
4.1 Increased productivity through collaboration, innovation and the modernization of the operations and infrastructure		
4.2 Information can be shared across the enterprise as appropriate		
4.3 Government works innovatively to transform the delivery of services and how citizens interact with their government		
4.4 The goals of the Corporate Human Resource Plan for the BC Public Service Plan <i>Being the Best</i> are realized		

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Percentage of First Nations with access to broadband facilities	69% (140 of 203 First Nations)	73% (148 of 203 First Nations) EXCEEDED
Information security standard compliance	3.2 out of 4	3.3 EXCEEDED
Percentage of human resource plan new initiatives underway	100%	100% ACHIEVED
Goal 5: Building our internal capacity For greater detail see page 25	2009/10 Target	2009/10 Actual
5.1 The BC Public Service is a learning organization where investment is managed strategically		
Goal 6: Improving our competitiveness For greater detail see pages 26 to 27	2009/10 Target	2009/10 Actual
6.1 Develop and implement a corporate hiring centre to ensure responsiveness and flexibility to address the changing needs of the BC Public Service		
Average time to hire in calendar days	55	52 EXCEEDED

Goals, Objectives, Strategies and Performance Results

Goal 1: Citizens are engaged and informed about 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: Individuals feel a sense of belonging and acceptance within their communities

Ensuring all British Columbians receive information that is timely, relevant and readily accessible regarding government policies and programs is essential to informing British Columbians of the programs and services available from government and the decisions taken by government on their behalf. Receiving consistent and factual information allows citizens to form opinions based on fact and allows for informed public debate on decisions taken.

Strategies:

- Communicate through the use of traditional mechanisms and by introducing new marketing approaches to ensure our messages are reaching British Columbians where they live.
- Expand use of e-services in support of cross-government initiatives and/or themes.
- Support the development of information resources in key areas of government such as health care, education, September Budget Update 2009, 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.
- Collaborate with other levels of government and organizations to promote multiculturalism and build welcoming and inclusive communities in British Columbia.
- Support community engagement in multiculturalism and anti-racism initiatives that focus on partnership development, public education, and mechanisms that prevent and respond to racism and hate.

Performance Results

Performance Measure	2006/07 Baseline	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Timely response to media inquiries ¹	97.76%	99.15%	99.32% ²	97%	99.24% EXCEEDED

Data Source: Public Affairs Bureau Communications Offices

¹ This performance measure was called "Provide initial response to media within one hour of enquiry or within media deadline" in the 2009/10 – 2011/12 Service Plan Update.

² The 2008/09 result has been adjusted from the figure reported in the 2010/11 – 2012/13 Service Plan based on a refinement of the calculation techniques for this performance measure.

Discussion of Results

This performance measure is an average of two indicators of the Public Affairs Bureau'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, the Public Affairs Bureau ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2009/10, the Public Affairs Bureau responded to over 12,800 media enquiries 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. For the past three years, results have continued to exceed the target of 97 per cent and reflect the commitment by the Public Affairs Bureau to maintain a high level of service despite organizational constraints.



Goal 2: Service Excellence – A trusted organization that exceeds customer expectations

Objective 2.1: Increased citizen, customer and client satisfaction with service availability, service usability and service delivery

Objective 2.2: Strategically aligned resources and investments in the delivery of human resource services while demonstrating high performance and quality service

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The Ministry of Citizens' Services is committed to a culture of continuous improvement and to deliver services that are responsive to the needs of citizens, client ministries and customers.

Citizens' Services undertakes extensive analysis of feedback from methods such as recurring satisfaction surveys to determine how well its services are meeting the expectations of its customers and clients, and to develop appropriate strategies and actions to improve the quality of service.

The business of the Public Service Agency has been realigned to a fully-integrated human resource delivery system that supports the goals articulated in the Corporate Human Resource Plan for the BC Public Service. Centralized management of activities, such as hiring, learning and health services, builds internal capacity, guides the allocation of resources, helps identify priorities and creates efficiencies within government.

Strategies:

- Ensure our services are fully co-ordinated before they are delivered to our customers.
- Share knowledge of our customers internally to improve services and the customer experience.
- Continuously improve the service delivery experience in response to customer feedback and communicate that improvement.
- Focus on those intra-ministry initiatives that significantly improve citizen, customer or client satisfaction.
- Continue to nurture trusted relationships through transparency in service-level agreements that define costs, accountabilities, service levels and service outcomes.
- Develop a structured approach to customer relationship management in the human resource delivery system.
- Align strategic investment in the human resource delivery system with desired outcomes and regular reporting.

Performance Results

Performance Measure	Baseline	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Customer satisfaction:					
Service BC (public) ¹	96% (2004/05) ²	96%	96.5%	Next Survey 2010/11	Next Survey 2010/11
Shared Services BC (public sector staff) (index)	72% (2007/08) ³	72%	72%	78%	DATA NOT AVAILABLE
Public Service Agency	52% (2007/08)	52%	DATA NOT AVAILABLE	63%	DATA NOT AVAILABLE

Data Source: BC STATS

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

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

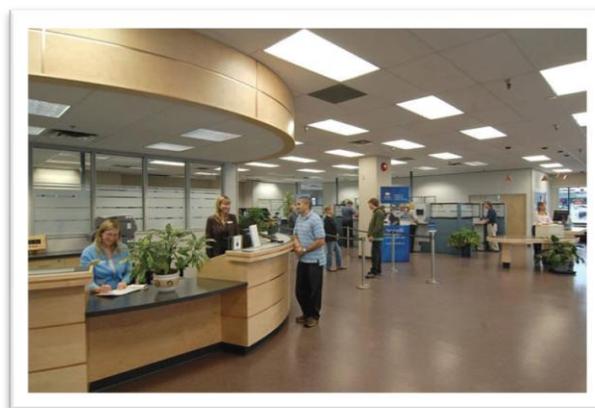
³ The baseline and targets are based on the results of the shared services customer satisfaction measurement approach implemented in 2007/08.

Discussion of Results

This performance measure is based on three customer satisfaction ratings: citizen satisfaction with Service BC service delivery channels; public sector staff satisfaction with the delivery of internal services provided by Shared Services BC; and public sector customer satisfaction with Public Service Agency services.

Service BC (public)

This measure demonstrates citizens' satisfaction with the quality of service they receive when they access government programs and services through Service BC's two service channels: in-person service provided by Service BC Centres; and toll-free phone service provided by the Service BC Contact Centre.



As discussed in the *2009/10 – 2011/12 Service Plan Update*, given the consistently high satisfaction ratings for the Service BC service delivery channels since the 2004/05 baseline, the survey is now being conducted on a biennial basis. The next survey will be conducted in the 2010/11 fiscal year.

Shared Services BC (public sector staff)

The Shared Services BC rating was based on an index of survey ratings of the satisfaction of public sector staff with internal shared services (e.g., information technology, payroll, procurement and supply, strategic acquisitions, financial and business applications, and accommodations and real estate). The indexed rating was the average of the overall satisfaction

question result for designated product and service groupings for each shared service business area. The 2007/08 rating was 72 per cent and formed the baseline for this measure.

The design of a new business model for Shared Services BC in 2009 precipitated a delay of the annual customer satisfaction survey, although some monitoring of customer satisfaction with individual service offerings continues. A new survey for monitoring overall customer satisfaction will be designed.

Public Service Agency

The Public Service Agency obtains feedback from customers through satisfaction surveys. Customer satisfaction is an indicator of whether the leadership, expertise and servicers are effectively contributing to better performance of ministries and government as a whole.

The transformation of the Public Service Agency's service model in 2009/10 precipitated the delay of an annual Customer Satisfaction Survey. Despite this delay, customers have still been encouraged to provide feedback to the human resource professionals who serve their organization. In 2010, the Public Service Agency will survey its customers to assess the new service model.

Performance Results

Performance Measure	2007/08 Baseline	2008/09 Actual	2009/10 Target	2009/10 Actual
Citizen satisfaction with provincial government services	54 ¹ out of 100	60 out of 100	Next Survey 2010/11	Next Survey 2010/11

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 1-100.

Discussion of Results

This performance measure reflects citizens' perceptions of the services delivered by the provincial government as a whole rather than their satisfaction with programs or services of specific ministries or agencies. Data for the measure is obtained through the biennial B.C. Citizen Satisfaction with Provincial Government Services Survey, which was first conducted in 2007/08.

The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from Citizens First², a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the most recent Citizens First survey results to the 2008/09 B.C.

² The B.C. Citizen Satisfaction Survey and the Citizens First 5 (2008) use a common set of questions to measure citizen satisfaction with government service delivery. The use of common questions in both surveys allows for the result from the two surveys to be compared to each other.

Citizens Satisfaction Survey results revealed that citizen satisfaction with provincial government services in B.C. (60) is higher than the national average (51).

The results of the Citizen Satisfaction Survey are used to improve provincial government services. As the lead for improving service delivery to citizens, the Ministry of Citizens' Services will continue to measure and report on the overall quality of provincial government services in British Columbia.

As noted in the *2009/10 – 2011/12 Service Plan Update*, this survey will be conducted on a biennial basis. The next survey will take place during the 2010/11 fiscal year.

Goal 3: Service Value – A trusted organization that maximizes benefits to clients and taxpayers

Objective 3.1: Value for money

Objective 3.2: Improved response times to provincial information access requests from the public

Objective 3.3: Predictable and transparent shared services prices

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

Strategies:

- Demonstrate to citizens, clients and customers that our services are efficient and provide value for money.
- Seek new opportunities to leverage the benefits of shared services.
- Expand benchmarking and cost-efficiency measures to monitor the efficient use of public funds for internal government shared services.
- Target business process improvement to create efficiencies throughout the delivery of human resource services.

Performance Results

Performance Measure	2003/04 Baseline	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Payroll cost per employee paid	\$421	\$317	\$305	\$320	\$301 EXCEEDED

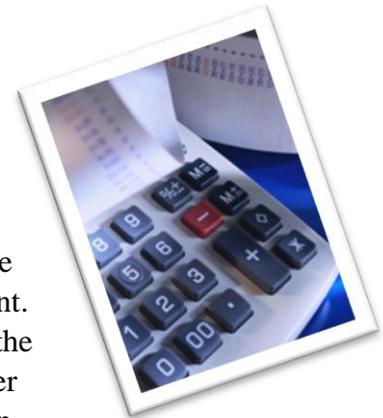
Data Source: Hackett Payroll Benchmarking Study 2003/04

Discussion of Results

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

The performance objective for this measure is to be lower than the government median from the Hackett Payroll Process external benchmark. The targets for this measure have been selected by analyzing expenditure and employee trends.

In 2009/10, the Provincial Human Resource Management System partnership successfully reduced payroll costs by 28.5 per cent over the 2003/04 baseline. This result exceeded the 2009/10 target of 24 per cent. The 2009/10 result represents a continued trend of improvement over the initial forecast. The improved results have been achieved through lower than expected inflation rates, increases to the user base and increases in efficiency by automating and streamlining business processes.



This is the last year that the Ministry will be reporting this performance measure in the Annual Service Plan Report.

Goal 4: An engaged and innovative BC Public Service that enables government transformation to support the delivery of quality services for British Columbians

Objective 4.1: Increased productivity through collaboration, innovation and the modernization of the operations and infrastructure

Objective 4.2: Information can be shared across the enterprise as appropriate

Objective 4.3: Government works innovatively to transform the delivery of services and how citizens interact with their government

Objective 4.4: The goals of the Corporate Human Resource Plan for the BC Public Service Plan *Being the Best* are realized

Truly citizen-centred service is dependent on government's ability to collaborate across organizational boundaries, harness advancements in technology, and connect people and systems to share information. Citizens' Services is at the forefront of service transformation and the development of innovative solutions in all areas, from front-line services to the technical infrastructure that supports them. Citizens' Services will continue to provide corporate leadership and strategic direction to support the use of information and technology in the continuous improvement of service delivery to the citizens of British Columbia. We will also engage citizens more directly in the shaping of public policy.

Strategies:

- Drive improvement of the delivery of government services by continuing to lead the implementation of the citizen-centred service delivery initiative across government.
- Expand high-speed Internet services and cellular coverage in rural and remote British Columbia.
- Drive innovation to support service transformation.
- Support more efficient and accessible citizen services supported with up-to-date applications, streamlined processes, lean infrastructure and integrated enabling technology.
- Develop and implement a co-ordinated approach to working with the public sector.
- Develop new practices to support citizen engagement across government.
- Implement the information management and information technology plan.
- Support the government goal to become carbon neutral by 2010 through shared services that assist client ministries with emission reduction, verification and reporting.
- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service, based on feedback and results.
- Analyze the workforce to address long-term issues facing the B.C. public sector.
- Promote employee engagement and create an organizational culture that leverages employee ideas.

Performance Results

Performance Measure	2007/08 Baseline	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations) ¹	61% (123 of 203 First Nations) ²	69% (140 of 203 First Nations)	73% (148 of 203 First Nations) ³ EXCEEDED

Data Source: Network BC

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

² The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2009. (Data Source: All Nations Trust Company).

³ The actual for this measure was confirmed based on the completion of broadband assessments conducted in early 2010. (Data Source: All Nations Trust Company).

Discussion of Results

This performance measure demonstrates government's success in supporting First Nations-led initiatives to provide access to broadband facilities. By brokering strategic relationships, influencing the telecommunications environment and facilitating results, Network BC helps First Nations achieve high-speed connectivity service to unserved communities.

In 2009/10, 73 per cent (148 of 203) of First Nations had access to broadband facilities, exceeding the target of 69 per cent. Through a process of collaboration with First Nations organizations, broader public sector organizations and the private sector that have an interest in providing services for First Nations, the provincial government will work with the federal government towards ensuring that 203 First Nations have broadband access.



Performance Results

Performance Measure	2006/07 Baseline	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Information security standard ¹ compliance	2.9 out of 4 ²	3.0 out of 4	3.1 out of 4	3.2 out of 4	3.3 EXCEEDED

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

¹ In the 2008/09 – 2010/11 *Service Plan*, this measure was named "Compliance with ISO/IEC 17799:2005 information security standard." This standard is an internationally recognized, comprehensive set of controls made up of best practices in information security management. In 2007, the International Standards Organization replaced the ISO/IEC 17799 standard with ISO/IEC 27002. The effect was a renumbering only as the new standard is identical to the old one.

² Security compliance is measured using the Security Health Check self-assessment tool, which measures the degree of compliance with 133 security control areas on a scale of zero to four. The tool has been developed by the Information Security Forum (ISF), which is a world-wide, member-run association of over 300 leading companies and public sector organizations.

Discussion of Results

The use of technology has enormous potential to support the goal of improving outcomes for British Columbians. Citizens want government services to be better co-ordinated and easier to access. Technology enables government to meet these expectations by making a wider range of services available online. Secure service delivery requires the assurance of confidentiality, integrity, availability and privacy of information.



The management of public information requires government to protect the information and technology assets in its care. This measure provides a rating of government's information security arrangements compared to an international standard. The rating is an evaluation of the entire breadth of good security management based on guidelines for implementing, maintaining and improving information management policies and practices. Examples of areas that are assessed through this measure include: security management during information systems development and upgrades, the secure provision of government e-services, and the physical environment where information is located and stored.

In 2009/10, the government information security performance rating continued the trend of improvement since the 2006/07 baseline. The increase in 2009/10 can be attributed to improvements in compliance to information security standards and policy across government. In particular, ministries have improved their risk analysis processes on information systems and in the way they protect electronically stored records.

Performance Results

Performance Measure	2006/07 Baseline	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of human resource plan new initiatives underway	100%	75%	100%	100%	100% ACHIEVED

Data Source: Ministry of Citizens' Services, Workforce Planning and Leadership Secretariat

Discussion of Results

In 2006, the Corporate Human Resource Plan for the BC Public Service, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The first annual update to the plan was released in 2007. The most recent annual update, *Being the Best 4.0*, was released in December 2009. The Council is committed to continued implementation of the plan with the involvement of the BC Public Service.

Despite the economic uncertainty during 2009/10, *Being the Best* remained firmly in place as the guiding force behind the transformation of the BC Public Service as an employer.

The work outlined in *Being the Best* has transformed the employer-employee relationship and the annual Work Environment Survey is a critical tool in helping guide the plan to make the BC Public Service a more competitive employer that can recruit and retain the skilled professionals required to serve the people of British Columbia.



Recognition of this transformation includes being named as one of Canada's top 100 employers and Canada's Most Family Friendly Employers. The BC Public Service was also named one of the province's top 55 employers and one of Canada's Greenest Employers for the past two consecutive years.

This performance measure is also being reported by the Premier's Office Annual Service Plan Report.

Goal 5: Building our internal capacity

Objective 5.1: The BC Public Service is a learning organization where investment is managed strategically

Corporate learning is an integral part of any retention strategy in a competitive job market and plays a significant role towards meeting the goals of the Corporate Human Resource Plan for the BC Public Service. Corporate learning requires investment by the organization and must be focused strategically on the skills that bring the greatest organizational benefit. Empirical studies in both public and private sector organizations have shown that learning investments produce substantial economic returns to organizations through reduced costs, increased efficiencies and other direct and indirect benefits that improve the performance and competitiveness of the organization.

Strategies:

- Develop targeted learning programs to increase the development of transferable skills and core knowledge.
- Implement ways to enhance access to learning for employees through new delivery methods such as e-learning.
- Utilize internal capacity for the development and delivery of core learning curriculum.
- Continue to develop and promote the career path profiles for key work streams to inform employees how they can advance their career, encouraging staff retention and career mobility within the BC Public Service.

Goal 6: Improving our competitiveness

Objective 6.1: Develop and implement a corporate hiring centre to ensure responsiveness and flexibility to address the changing needs of the BC Public Service

The demographic profile of the BC Public Service will continue to drive a need to recruit talent, particularly in specialized professional occupations. By making it easier and faster to recruit the talent needed to deliver public services now and in the future, the BC Public Service will improve its competitiveness in the marketplace. By providing opportunities for workforce mobility, leadership and career development, the BC Public Service will enhance flexibility and agility within the organization.

Strategies:

- Realign the hiring services in the BC Public Service to accommodate more targeted recruitment for specific job streams. This means the applicant can submit one application but be considered for various available positions within that job stream. This greatly simplifies the process for the applicant, provides BC Public Service clients with candidates that have been assessed and pre-qualified, and results in the ability to fill positions more quickly.
- Provide a recruitment experience where every applicant understands and is satisfied with the process, regardless of the outcome, and where the right person is hired for the right job bringing employee engagement and job satisfaction.
- Continue to develop unique recruitment strategies for in-demand job streams and those job streams unique to the BC Public Service.

Performance Results

Performance Measure	2008/09 Actual	2009/10 Target	2009/10 Actual
Average time to hire in calendar days	75	55	52 ¹ EXCEEDED

Data Source: Performance Measurement and Corporate Reporting, Public Service Agency

¹ Due to the Public Service Agency's transformation, the average time to hire was not tracked in the first two quarters of 2009/10. However, since the opening of the Hiring Centre in October 2009, tracking began for every hire completed by the Hiring Centre.

Discussion of Results

Average time to hire is an indicator of the efficiency and timeliness of government's recruiting processes. This performance measure refers to the average length of time that elapses from the date a hiring manager submits a request to fill a vacancy to the date the successful candidate is offered the position. The average time to hire in 2009/10 was 52 days, three days less than the

Ministry of Citizens' Services

target for the year. The Public Service Agency attributes this achievement to the implementation of the Hiring Centre, which streamlined the hiring process.

Historically, there have been approximately 11,500 hires each year in the BC Public Service. Some of these hires may not require the full range of the Public Service Agency hiring services such as lateral transfers of government employees into other positions within government. For the 2009/10 fiscal year, the number of hires dropped significantly due to restrictions placed on hiring. Despite this restriction, the BC Public Service still hired 4,400 positions.



Report on Resources

Resource Summary Table

	Estimated ¹	Other Authorizations ²	Total Estimated	Actual	Variance ³
Operating Expenses (\$000)					
Service to Citizens and Businesses	25,008		25,008	25,567	559
Workforce Planning and Leadership	10,976		10,976	9,365	(1,611)
Office of the Chief Information Officer	15,867		15,867	14,599	(1,268)
Shared Services BC	5		5	(5,854)	(5,859)
Public Service Agency	74,706		74,706	44,534	(30,172)
Public Affairs Bureau	28,113		28,113	26,998	(1,115)
Executive and Support Services	9,461		9,461	8,204	(1,257)
Benefits	1		1	(26,521)	(26,522)
Total	164,137	0	164,137	96,892	(67,245)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Service to Citizens and Businesses				696	696
Workforce Planning and Leadership				41	41
Office of the Chief Information Officer				5	5
Shared Services BC	199,534		199,534	105,521	(94,013)
Public Service Agency	1,250		1,250	12	(1,238)
Public Affairs	220		220	278	58
Executive and Support Services					
Benefits					
Total	201,004	0	201,004	106,553	(94,451)

¹ The amounts of the "Estimated" column correspond to the Estimates as presented to the legislative assembly in September 2009.

² "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under section 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act.

³ Variance represents "Actual" minus "Total Estimated." If the Actual is greater than the Total Estimated, the Variance will be displayed as a positive number.

Annual Service Plan Report Appendices

Appendix 1: Ministry Contact Information

Department	Telephone	Website
BC Stats	In Victoria: 250 387-0327 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.bcstats.gov.bc.ca/
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/
Public Affairs Bureau	250 387-1337	www.gov.bc.ca/public_affairs
Public Service Agency	250 952-6296	www.bcpublicserviceagency.gov.bc.ca/
Multiculturalism and Inclusive Communities Office	In Metro Vancouver: 604 660-2203 Elsewhere in B.C.: 1-800-663-7867	
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/
Service BC – BC OnLine	250 953-8250	www.bconline.gov.bc.ca/
Shared Services BC	N/A	www.sharedservicesbc.gov.bc.ca/
Workforce Planning and Leadership Secretariat	250 953-3470	

Appendix 2: List of Crowns, Agencies, Boards and Commissions

Multicultural Advisory Council

Appendix 3: List of Legislation Administered by the Ministry

BC OnLine Act
Business Corporations Act
Business Number Act
Cooperative Association Act
Credit Union Incorporation Act
Document Disposal Act
Electronic Transactions Act
Financial Institutions Act
Freedom of Information and Protection of Privacy Act
Insurance (Captive Company) Act
Legislative Assembly Management Committee Act
Legislative Assembly Privilege Act
Legislative Library Act
Legislative Procedure Review Act
Members' Remuneration and Pensions Act
Ministry of Provincial Secretary and Government Services Act
Miscellaneous Registrations Act, 1992
Multiculturalism Act
Mutual Fire Insurance Companies Act
Partnership Act
Pension Fund Societies Act
Personal Information Protection Act
Personal Property Security Act
Procurement Services Act
Public Agency Accommodation Act
Public Service Act
Public Service Benefit Plan Act
Public Service Labour Relations Act
Queen's Printer Act
Repairers Lien Act
Society Act
Statistics Act