



**MINISTRY OF LABOUR AND CITIZENS' SERVICES  
CITIZENS' SERVICES  
SERVICE PLAN SUMMARY  
2007/08–2009/10**

# Message from the Minister



Providing the best services possible for the citizens of British Columbia remains a focus of the Ministry of Labour and Citizens' Services, and our commitment is reaffirmed in the 2007/08–2009/10 Ministry Service Plan. B.C. is Canada's leader and is recognized internationally for excellence in citizen-centred service

delivery. This plan articulates the steps that will be taken to further strengthen our position.

Public services must work for all British Columbians. High-speed Internet is an important component in that it enables citizens in all corners of the province to share in health, education and economic opportunities. Through the work of Network BC, we have bridged the digital divide, and broadband connections are now available in almost all of the communities identified by the Premier's Technology Council. Going forward, Network BC will focus on connectivity for First Nations.

Shared Services BC continues to leverage technologies and economies of scale to offer effective business solutions to its clients across government and the broader public sector. Over 30 services are provided by Shared Services BC, including procurement and supply, corporate accounting, strategic acquisitions and intellectual property, information technology, payroll and accommodation and real estate.

British Columbia is enjoying an unprecedented level of labour peace, thanks to the success of last year's public sector bargaining that saw more than 139 agreements (as of December 31, 2006) reached, covering more than 98 per cent of the province's public employees. Our economy continues to benefit from a labour code that is fair and balanced for both employers and employees.

We also have a workers' compensation system that remains responsive to the needs of workers and employers. And just as WorkSafeBC has a mandate to work with workers and employers to prevent workplace injury, illness and disease, the Provincial Council on SafeBC will work toward making British Columbia the safest province in Canada.

This Ministry is broad in scope and the opportunities and challenges are many. As we achieve our goals and objectives, and make government services more centred on the needs of the citizens of British Columbia, I thank all staff within the Ministry of Labour and Citizens' Services for their dedication and contributions to the tasks at hand.

A handwritten signature in dark blue ink, reading "O. Ilich". The signature is fluid and cursive.

**Honourable Olga Ilich**

*Minister of Labour and Citizens' Services  
February 12, 2007*

# Purpose of the Ministry

The Ministry of Labour and Citizens' Services is focused on providing excellent service. Citizens' Services provides leadership in improving how government services and information are delivered to meet the needs of citizens, businesses and the public sector.

It creates a government-wide vision for excellent citizen-centred service delivery and is 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.

Service BC, a division of Citizens' Services, works with all ministries to design and co-ordinate improved service delivery through various access points (telephone, Internet, and in person) to make it easy for citizens and businesses to find the information and services they need.

Shared Services BC, also a part of Citizens' Services, provides services to all ministries and to the broader public sector. Shared services, a "best practice" approach to reducing costs, means that rather than duplicating functions, ministries share a common set of internal management services.

The Alternative Service Delivery Secretariat provides expertise, guidance and corporate oversight across government by identifying opportunities to transform the way services are delivered including increased private sector involvement.

Governance, provided through the Office of the Government Chief Information Officer, ensures that government information and technology is managed and used efficiently and securely.

## Strategic Context

Citizens' Services operates in a complex and challenging environment. Achieving service integration and citizen-centred service delivery involves working with multiple stakeholders to understand and manage their expectations, priorities and interdependencies while dealing with the intricacies and evolution of technology. Integrated service delivery depends on having a broadband Internet infrastructure in place and accessible in all B.C. communities. It also depends on public confidence in government's ability to guarantee the security of private information.

### **Opportunities**

- » Increase accessibility for citizens, businesses and the public sector to government-wide information and services through the use of a variety of channels (in person, telephone and online) and increase broadband access.

- » Institute the necessary governance framework and standards to enable ministries to integrate government services.
- » Continue to be leaders in innovative public sector service delivery by developing integrated cost-effective shared services. This requires successfully co-ordinating the provision of services offered by Shared Services BC; continuously improving processes to achieve efficiency in the delivery of these services; leveraging the benefits from public/private partnerships; and ensuring a modern, secure, efficient, and flexible provincial information and technology infrastructure.
- » Support ministries in the strategic use of information and communication technologies to improve the timeliness, consistency, reliability, and cost-effectiveness in the delivery of their programs and services to citizens.



## **Vision**

British Columbia will be a leader in Canada and recognized internationally for excellence in citizen-centred service delivery.

## **Mission**

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

# Citizens' Services Goals and Performance Measures

## Goal 1: Excellence in service quality:

- » Positive Service Experiences.
- » Easy Access to Services.

### Objective

- 1.1** Increased citizen, customer and client satisfaction with service availability, service usability, and service delivery.

Performance Measure	Baseline	2007/08 Target	2008/09 Target	2009/10 Target
<b>Customer (end-user) satisfaction</b>				
<b>Goal 1</b> Service BC (citizens and businesses) <sup>1</sup>	96% (2004/05)	>or = 96%	>or = 96%	>or = 96%
<b>Goal 1</b> Shared Services BC <sup>2</sup> (public sector staff) (index)	66% (2005/06)	Improve over baseline	Improve over baseline	Improve over baseline

**1** This measure is an index comprising of customer satisfaction survey results for two service channels – the Service BC community offices and the Service BC toll-free telephone service.

**2** This measure is based on an index of survey ratings of the satisfaction of public sector staff with internal 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.

## Goal 2: Effective government services – the right services at the right price.

### Objectives

- 2.1 Predictable and transparent shared services costs.
- 2.2 Value for money.
- 2.3 Innovations and process improvements to support government-wide effectiveness.

Performance Measure	Baseline	2007/08 Target	2008/09 Target	2009/10 Target
<b>Goal 2</b> IT investment in end-user productivity <sup>1</sup> compared to industry's most effective and efficient IT service delivery organizations	77% of world class standard <sup>2</sup> (2004/05)	Increase: closer to world class	Increase: closer to world class	Increase: closer to world class
<b>Goal 2</b> Payroll costs per employee paid per year	\$421.00 (2003/04)	24% cost reduction over base <sup>3</sup>	24% cost reduction over base	24% cost reduction over base
<b>Goal 2</b> Central procurement operational costs as a percentage of value of total goods and services purchased	0.72% (2004/05)	<or = 1% <sup>4</sup>	< or = 1%	< or = 1%

**1** The IT investment in end-user productivity is based on the ratio of the total IT infrastructure costs (includes labour, outsourcing, systems, and general and administration) with the total number of end-users (individuals with access to internal computer applications/systems).

**2** The intent is to achieve the appropriate balance of investment (reflecting continued cost containment) and practices to improve service delivery in both areas of effectiveness and efficiency. "World Class" in the Hackett benchmarking methodology means a ranking in the top 25 per cent in efficiency and effectiveness compared to like or similar organizations in North America. Baseline: Hackett IT Benchmarking Study 2004/05.

**3** The target is to be lower than the government median from the Hackett Payroll Process external benchmark. Although the target remains stable at 24 per cent, rigorous management will be required to counter inflation costs. Baseline: 2003/04 Hackett Payroll Benchmarking Study.

**4** The industry standard benchmark is established by Centre for Advanced Procurement and Supply Research.

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

### Objectives

- 3.1 Ensure secure information to build and maintain public confidence.
- 3.2 Strengthen information and technology infrastructure processes and practices across government.

Performance Measure	Baseline	2007/08 Target	2008/09 Target	2009/10 Target
<b>Goal 3</b> Percentage of First Nations with access to broadband facilities	35% (estimated) (72 of 203 First Nations )	% increased <sup>1</sup>	100% (203 of 203 First Nations)	

<sup>1</sup> The baseline and 2007/08 target will be confirmed once broadband connectivity assessments are completed in early 2007.

A new measure is being developed to provide an overall rating of the effectiveness of government's information security arrangements compared to an international standard.

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

### Objective

- 4.1: The Ministry's leadership and culture provide the foundation for high performance.

### Performance Measure

Employee engagement. This measure relates to the Goal 1 performance measure (customer satisfaction) as several studies have indicated that an important predictor of customer satisfaction is employee engagement and satisfaction.

# Resource Summary Table

Core Business Areas	2006/07 Restated Estimates	2007/08 Estimates	2008/09 Plan	2009/10 Plan
Operating Expenses (\$000)				
Labour Programs	16,879	17,170	17,409	17,666
Citizens' Services				
<i>Service to Citizens and Businesses</i>	30,895	31,804	32,043	32,540
<i>Services to the Public Sector</i>	3	4	4	4
<i>Governance</i>	25,861	33,081	25,932	26,074
Executive and Support Services	13,555	15,448	16,921	18,530
<b>Totals</b>	<b>87,193</b>	<b>97,507</b>	<b>92,309</b>	<b>94,814</b>

## CONTACT INFORMATION

### Ministry of Labour and Citizens' Services

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For Service BC – Government Agents Offices throughout the Province please see:

[www.governmentagents.gov.bc.ca/locations/map.htm](http://www.governmentagents.gov.bc.ca/locations/map.htm)

For more information on the British Columbia Ministry of Labour and Citizens' Services visit our web site at:

[www.gov.bc.ca/lcs](http://www.gov.bc.ca/lcs) on the Internet.

For more information on this and other ministry Service Plans, please visit:

[www.bcbudget.gov.bc.ca/2007/serviceplans.htm](http://www.bcbudget.gov.bc.ca/2007/serviceplans.htm)