Transformation and Technology Plan

2012/2013

BRITISH COLUMBIA
The Best Place on Earth

Ministry of Finance

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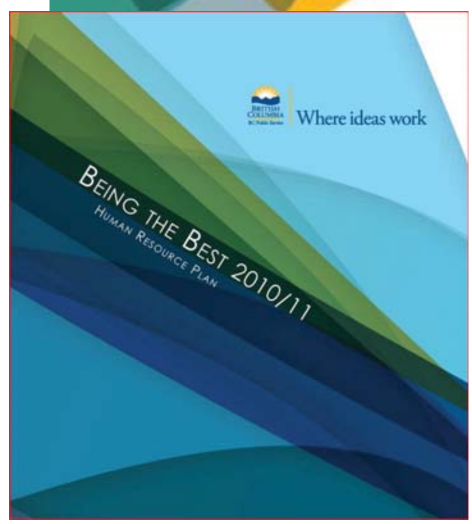
Introduction

Our Transformation and Technology Plan reflects government direction provided in *Citizen's @ the Centre : B.C. Government 2.0* and *Being the Best*, and is aligned with the strategic priorities we have identified in our 2011/12 Ministry Business Plan.

Our plan identifies strategies and specific actions we will take to advance both the government's and our ministry specific transformational priorities.

As such, this plan is a companion document to our Business Plan, providing additional detail on how we will meet government direction in two areas. The first, government's three corporate shifts:



- Citizen Participation
- Self-service
- Business innovation

And, supportive of the corporate shifts, four corporate priorities:

- Internet Strategy
- Open Data
- Open Information
- Leading Workplace Strategies

Last year, our first Transformation and Technology Plan outlined our vision and strategic priorities and how these aligned with government's transformation of the way government delivers its services, uses technology and shares its information. This year, we have become much more specific about the actions we will take to realize government's direction.

The strategies and actions identified in this plan are or will be incorporated into our Ministry Business Plan. As with all ministry priorities, we will monitor our progress, make adjustments as required and celebrate our achievements.

Vision

> **"Trusted financial and economic leadership for a prosperous province."**
>
> ***- Vision, 2011/2012 Ministry of Finance Business Plan***

5 Strategic Priorities

1 **Consolidate Revenue Management**—a service delivery model that optimizes revenue and reduces administrative complexity

2 **Integrate Finance Management**— fully integrated approach to financial planning, management and reporting that meets government needs

3 **Policy in Support of BC's Families**—economic, fiscal and taxation policies that promote an improved standard of living and quality of life for British Columbians

4 **Attract, Develop and Retain Employees**—an employer of choice with high performing employees ready for new opportunities with the skills , knowledge and leadership to deliver on government priorities

5 **Enable our Business through Technology**—timely, relevant and reliable information for employees, the public and government; a leader in government financial systems integration

We will accomplish this vision by continuing to excel at the delivery of our core business while undertaking thoughtful measured transformation that supports sound fiscal performance.

Over the past two years, we have identified and confirmed five strategic priorities that will transform the financial, economic and revenue management and policy in government (see Appendix A).

In developing our strategic priorities, we have considered the current business context, looking at opportunities to address areas of outstanding concern, as well as areas of strength that could be leveraged to maximum benefit.

From the beginning, we recognized there are opportunities to make significant change that will take significant effort.

Achieving our five strategic priorities will take time. Some actions may be completed in the next year or two, while others will take longer. Our success is also dependent on the completion of some corporate initiatives (e.g. identify management) and collaboration with ministries and agencies across the broader public sector.

Since preparing the 2010 Transformation and Technology Plan, we have made adjustments to our strategic priorities to better reflect government's focus on families, jobs and open government, and to our economic priority to reflect the transfer of some responsibilities to the Ministry of Jobs, Tourism and Innovation.

More importantly, we have seen a major shift in ministry priorities since September of this year.

With the announcement of the result of the HST Referendum, government committed to re-implementing the Provincial Sales Tax (PST).

For the next two years, our highest priority is to ensure the successful return to the PST. This work will require the commitment of significant resources from across the ministry, which will impact the number of other initiatives we can undertake and the time it will take to accomplish them.

We are committed to government's transformational direction (*Citizens @ the Centre: B.C. Government 2.0* and *Being the Best*). In fact, we see the return to the PST as an opportunity to explore and advance specific initiatives that contribute to government's priorities. For example:

- Enhancing online self– and e-services, and tools for citizens and businesses;
- Making some administrative changes to streamline and improve the PST;
- Implementing business process improvements that reduce manual transactional work and;
- Increasing non-traditional workspace and work style options.

Progress

Over the past 12 months, considerable work has been done to advance our strategic priorities. The following provides key examples of work directly related to government's three strategic shifts.

Citizen Participation

- Through DataBC, we released 43 datasets related to the detailed supplementary schedules to the *Public Accounts*. We will also publish supplementary schedule datasets from 2007 – 2011 (where not currently available) and with the release of Budget 2012, we will publish 10 years of data associated with the annual *B.C. Financial and Economic Review*. On a go forward basis, machine readable data will be released with these publications.
- Through the HST Information Office we proactively released:
  - polling information;
  - final Report including budget and advertising cost information; and
  - selected FOI packages.

  Additionally, the HST Information Office hosted several telephone Town Hall meetings allowing approximately 276,000 citizens to engage with Cabinet ministers including the Minister of Finance
- We have made over 460 updates to our web sites to ensure accurate, timely and relevant information is provided to citizens (e.g. clarified the First Time Home Buyers (FTHB) exemption penalty and revising FTHB application form to make the declaration and penalty more clear).

Self-Service

- We have secured funding to implement an upgrade to the tax administration system (Provincial Sales Tax and approximately 14 other tax applications) that will support enhanced self- and e-services for taxpayers, business process improvements and administrative efficiencies.

Business Innovation

- We have implemented a review process to assess the rural property tax service delivery model to identify opportunities for administrative enhancements and service innovation.*
- We have completed business cases for the Corporate Accounting System 2.0 Upgrade and an Enterprise Contract Management Solution for funding approval. These initiatives will make it easier to consolidate, compare and report government's financial information of interest to both government and the public.*

*See Appendix B: Ministry Specific Instructions – Status Report

Business Context

We have identified the following facts that inform our business transformation.

Operational Priorities

With the announcement of the HST referendum result in September 2011, the government committed to re-implementing the Provincial Sales Tax (PST). The ministry is working to return to the PST within aggressive timelines. Additionally, the ministry continues to wind down the (pre-July 1, 2010) Provincial Sales Tax.

Stakeholder Expectations

The ministry must balance the needs and expectations of a variety of stakeholders.

- Customers (public) — increasing expectation for streamlined, high-quality interactions enabled by technology (e.g. 24/7 access, delivered through multiple channels) and increased government accountability and transparency (e.g. access to key government financial and program data and information).
- Clients (public sector) — legislation / policy / regulations that reduce administrative burden, and integrated data and information systems that support high quality funding decisions that enable agreed to program outcomes.
- Minister of Finance, Treasury Board, Cabinet — timely, reliable and relevant data and information that supports government decision-making, including 'line-of-sight' from citizens' contributions through program funding to program outcomes for citizens.

Governance Frameworks

A wide variety of legislation/policies/ regulations impact on the ministry's effectiveness.

- Complex internal accountability structures requiring multiple levels of legal and organizational governance and oversight.
- External regulatory frameworks imposed on government.
- Ministerial accountability for voted appropriations challenges creation / management of across ministry initiatives.
- Single year appropriations challenge the success of multi-year initiatives.

Human Resources and Technology

The BC Public Service is implementing a cultural shift driven by changing demographics, evolving employer citizen and business needs, shifting employee expectations and technological changes. In response, the government has provided guidance to ministries in two complimentary plans – *Citizens @ the Centre: BC Government 2.0* and *Being the Best: The Corporate HR Plan*.

Other Jurisdictions

Best practices and the experiences of other jurisdictions in Canada and the U.S. can inform the development of ministry business transformation priorities.

Alignment

Our strategic priorities are aligned with government's three corporate shifts.

1. Citizen Participation

Drive accountability though transparency and open government.

Open data and information

- Engage citizens through improved access to government data and sharing of information for a variety of research and public education purposes; support the proactive, timely release of accurate and trustworthy financial data of value to citizens. Expand the use of web 2.0 tools and social media to provide relevant information to businesses and citizens. Improve our web presence to maximize the service experience for citizens by enhancing our web site based on the needs of users.

Line-of-sight

- Link financial and program data to provide insight into outcomes achieved as a result of citizen contributions and expenditures, supporting government decision-making, transparency and public accountability.

Citizen engagement

- Increase opportunities for citizens to interact with government; increase opportunities for input and feedback (e.g. public financial documents, and budget, tax and corporate sector policy).

2. Self Service

Transform citizens' and businesses' interactions with government by ensuring business processes are streamlined and tools / information are easily accessible.

e-service offerings

- Provide a coordinated and integrated suite of self-service and e-service options for revenue account, bill, pay and collect transactions; move to customer-focused online transactional services from current manual processes; reduce costs and administrative burden for citizens, businesses and the ministry.

e-business offerings

- Transform government's financial services to support e-business (e.g. e-payment, e-procurement, e-invoice) and reduce costs and administrative burden for businesses and government.

3. Business Innovation

Operating efficiencies

- Streamline legislation, policy, policy frameworks and regulation, and administrative tasks to support business process elimination or simplification, reduce / eliminate manual processes and reduce administrative burden for customers, clients and employees.

Maximize government revenue

- Integrate government's revenue systems to increase efficiencies in / effectiveness of revenue management and maximize government revenue.

Employee transition / change management

- Implement citizen self-service options and centralized systems to support the transition of employees from manual / transactional to knowledge based / decision support work and potentially increase the attraction and retention of employees by offering a variety of more advanced opportunities.

Decision-making

- Implement data integration that supports 'line-of-sight' (from citizens' contributions through funding decisions and expenditures to program outcomes) and timely access to the right information to increase ministries and government's analytical capability, supporting program efficiency and effectiveness, policy development and decision-making.

Leading workplace strategies

- Create a culture that supports a more flexible, mobile workplace and implement workspace and work style options that support business success, optimize space, provide flexible, non-territorial work environments for employees to attract and retain talent.

Internet Strategy

The internet is one of the most common interfaces between citizens and government. Although citizens enjoy the comfort of knowing in-person support is available, the majority prefer to seek information and services online[1]. To better meet this need, government is evolving its online presence beyond passive promotion and broadcast communications towards one that provides improved service delivery and actively facilitates citizen interaction.

Our vision for the Ministry of Finance internet is to create a web presence that maximizes the service experience for citizens by enhancing our web site based on the needs of users. These enhancements may include improving the site's overall usability, refining the content to be more relevant, streamlining navigation, adding services or increasing the integration with other ministries and the main government web site.

In recent years, we have taken some steps down the path toward a fully user-centric internet site; however, there remain many opportunities to improve our web presence to be consistent with government's overall direction. As we proceed, we will integrate with the overall gov.bc.ca internet strategy in order to contribute to a seamless user experience.

The internet serves as a delivery mechanism for data, information and e-services. As such, some components of this strategy necessarily overlap with our Open Data and Information strategies.

Moving services online has a number of benefits:

- It saves citizen and businesses time and money.
- It allows government to redirect resources to areas of highest need.
- It encourages greater satisfaction and trust in government and the services it delivers.

- Citizens @ The Centre: B.C. Gov 2.0

This strategy supports our business transformation priority – Enabling business through technology – by focusing on a delivery mechanism that contributes to the ministry's success in providing timely, relevant and reliable information for employees, the public and government.

Moving Forward

The Ministry of Finance maintains the following two separate internet domains, which were designed to serve different audiences with different needs (see Table 1):

1. Finance (http://www.gov.bc.ca/fin/)
2. Revenue (http://www.sbr.gov.bc.ca/)

[1]Citizens @ The Centre: B.C. Government 2.0, p. 17

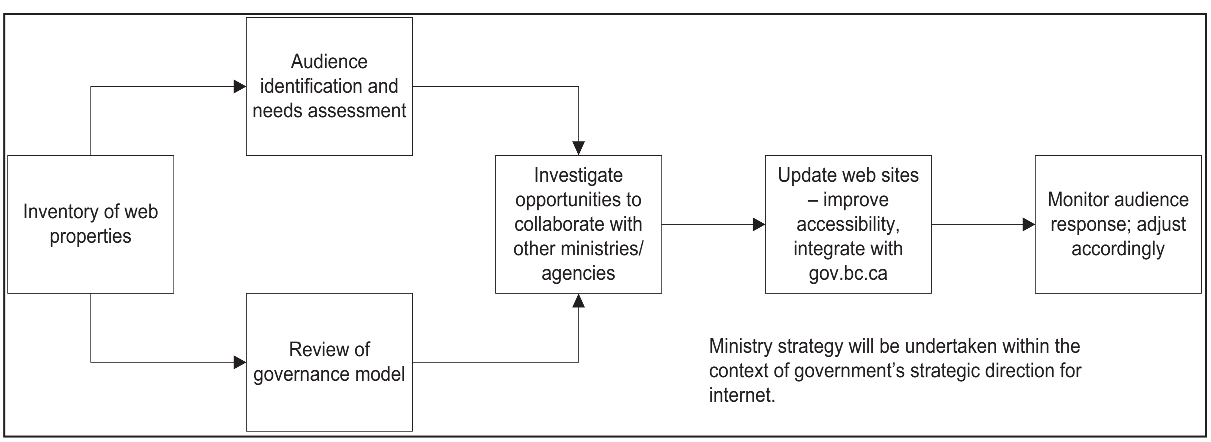
Table 1: Ministry of Finance Audience and Content (current understanding)

	Finance	Revenue
Audience	• General public • Interested third party organizations (e.g. rating agencies, other governments) • Media • Public sector clients	• Individuals / Families • Businesses • Tax Professionals
Content	• Government's financial reporting • Organizational information • Program information	• General tax, debt and benefit (credit) information • Payment information • Forms • Tools • Tax bulletins • Contact information • Links to related program web sites (e.g. link to Ministry of Health for MSP program information)

As the ministry moves forward in developing and improving its web presence, it will take into account each of the following key areas (see Figure 1), consistent with government's direction.

We will rely on the supports, tool kits and guidance available through Labour, Citizens' Services and Open Government (LCTZ) to ensure we are consistent with the evolving direction for government's web presence.

Figure 1: Web Strategy Development Process



Identifying our audience

Undertaking citizen-centred research to understand our audiences' needs

To serve our audience, we must know them and understand their needs.

The ministry's audience is not homogenous, spanning from individual citizens to businesses, tax professionals, interested third parties to other government ministries and agencies. To some extent, this diversity in the audience is reflected in the two domains currently maintained by the ministry.

The largest user group of the ministry's web information comprises individuals or businesses who wish to conduct a financial transaction with the Ministry of Finance—either to fulfil an obligation or to claim a refund or entitlement. To facilitate these transactions, and particularly to support voluntary compliance with financial obligations, it is critical the information users need is easy to find.

Within the revenue domain, a major web site redesign was undertaken in 2007. The redesign was based on extensive stakeholder consultations. As a result of these consultations, the revenue audience was grouped into three main categories: individuals, businesses and tax professionals; and the content of the site was organized into streams that address the needs of each group. Before finalizing the new design, it was pilot-tested with users and adjustments made to better satisfy their requirements. Following the formal launch, a satisfaction survey administered by BC Stats indicated users overwhelmingly (94%) approved of the new site design.

The audience for the finance domain is less well understood. Much of the service provided by the finance side is directed toward other government ministries and agencies. To facilitate these services, the ministry maintains a government-wide intranet site, which provides a large suite of information, forms and services.

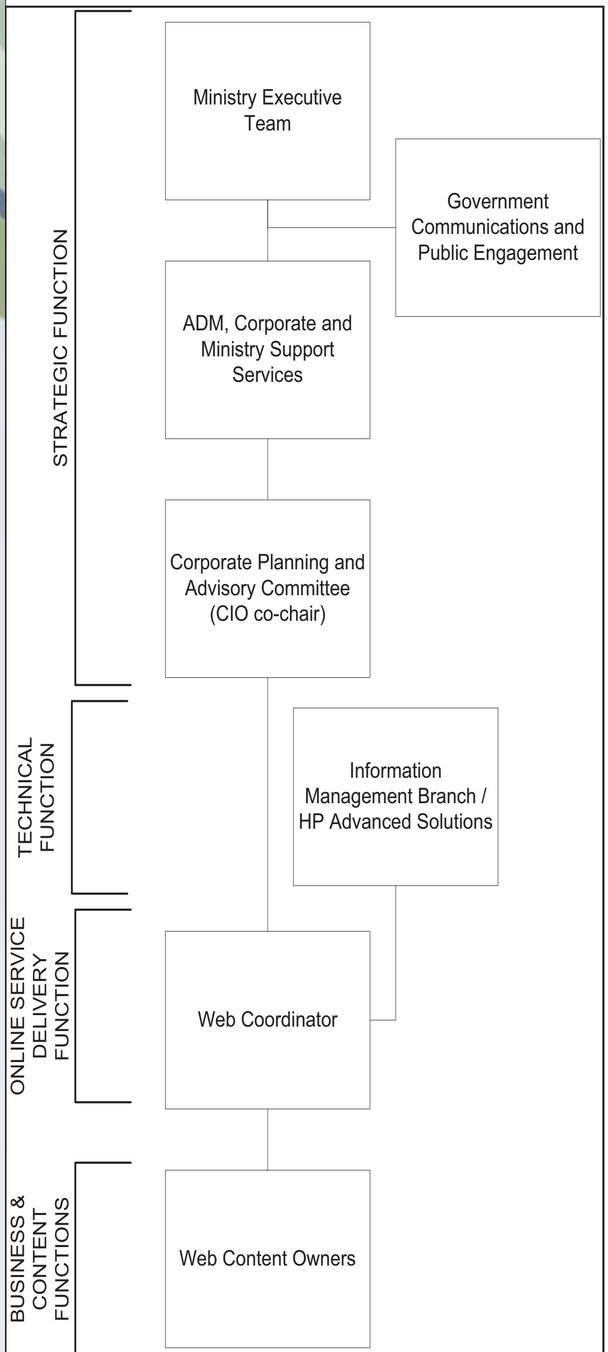
The public site largely comprises organizational information about the ministry, as well as a variety of reports about government's financial management. Many of these reports, such as the Public Accounts, are released in accordance with statutory requirements. The majority of these documents are hosted on the Finance site, and many can be accessed directly via links from other government sites. Further research on the audience for the Finance domain is required.

Strategy

We recognize it is essential we put service to citizens at the forefront and minimize the visibility and impact of government's organizational structure. Over the next year we will:

1. Employ the tools available in the User Research and Strategy tool kits to determine the best strategy for identifying its current audiences and their needs. Review web content and online services and add, revise and eliminate content / services to reflect audience needs.
2. Expand the use of web analytics (statistics) to understand how users interact with our website and use this information to improve content accessibility (e.g. moving frequently accessed content closer to top; improving navigation).
3. Rely on user feedback through all ministry contact points (e.g. webmaster link, call centres, official correspondence) to identify content areas that require improvements.

Figure 2: Web Governance Structure



[2]The Corporate Planning and Advisory Committee membership is composed of senior leaders from each division in the ministry, in addition to standing members from Strategic HR, Financial and Planning business areas.

The development, implementation and maintenance of the ministry's web site should be deliberate, thorough and strategic.

Ensuring effective management and governance of our web properties

The revenue domain is administered by a 30 member group of subject matter experts from all programs and branches. These individuals are the web content owners and together they form the Web Content Owners Working Group, chaired by the Web Coordinator and with representation from the Information Management Branch. In addition to maintaining the content for which they are owners, the Web Content Owners Working Group have developed and maintain a set of web standards and guidelines, and review all proposals for major changes to the revenue web site. The web content owners separately identify the need for content updates, draft content, gather required approvals, and initiate work orders using the ministry's Web Change Request form. Change requests are monitored by the Web Coordinator and GCPE to ensure proposed updates comply with established standards and guidelines.

Further governance oversight is provided by the Corporate Planning and Advisory Committee[2], which is co-chaired by the ministry CIO and reviews the ministry's web strategy. The ADM, Corporate and Ministry Support Services is accountable for the ministry's web presence, while the broader ministry executive team offers strategic direction. See Figure 2: Web Governance Structure.

The maintenance of the revenue domain is delivered through an alternative service delivery contract with Hewlett-Packard Advanced Solutions (HPAS).

Wherever possible, ministries should collaborate to create efficiencies and to deliver a seamless experience for citizens.

Governance structures and processes were put in place for the management of the Finance domain; however, over time, the process has become less rigorous. The Finance domain infrastructure is maintained by Shared Services BC and the ministry's Information Management Branch.

Strategy

Over the next year, we will:

1. Use the Governance Tool Kit to review and update the ministry's governance structure and processes and assign additional accountabilities as required. There is an opportunity to review governance requirements in a broader context that brings together content (open data and open information) and the delivery mechanism, the internet.
2. Implement formalized, consistent web governance processes across ministry 'sites'.

Identifying opportunities with other ministries and agencies

The Ministry of Finance provides revenue services to a number of other government ministries. To facilitate the delivery of these services, the ministry often cross-links between revenue related pages hosted on our internet site and program pages hosted on the client ministry's site.

Strategy

Over the next year, we will:

1. Investigate opportunities to have more cross-linkages with client ministries.
2. Explore opportunities to consolidate sites that cover the life cycle of a program (e.g. enrolment, service, payment, collection) so citizens can receive end-to-end service regardless of the distribution of functions between ministries. Consolidation will facilitate promoting key content to the gov.bc.ca site.

Over the next two years, we will also:

1. Look for opportunities to leverage corporate initiatives such as:
   - identity management (Health);
   - the single business identifier (LCTZ) and;
   - BCeID (or a similar government-wide authentication process)

   to support enhanced e-service delivery and to ensure citizens are confident that access to online information and services is managed appropriately to protect personal information. (see also *Moving high-value services online where evidence suggests that this will better meet citizens needs*).

Moving high-value services online where evidence suggests that this will better meet citizens needs

Our progress toward implementing e-services has been impacted by challenges related to legacy systems that offer minimal support for e-service, waiting for a corporate-wide identity management solution and difficulties accessing capital funding. However, with the return to PST, the ministry has received approval to update the tax administration system which will enable enhanced self-service and e-service functionality.

Strategy

We will improve the service experience for users by enhancing e-service offerings on our internet site, including increased functionality and additional offerings. In doing so, we will ensure consistency with overall government direction, strategy, standards and guidelines for online services.

Users should experience the BC Government web as a single, seamless provider, primarily accessible through www.gov.bc.ca.

To support improved self-service, over the next year we will:

1. Initiate e-forms best practices research with the goal of making e-forms easier to complete by users and support auto upload of data to ministry management systems.
2. Explore the potential to develop online tools that allow users to interact with government data. For example: Property Transfer Tax Calculation Tools to enable citizens to determine partial tax owed on acreage for principal residence exemptions and proportional tax owed on homes valued above the first-time home buyer's exemption threshold. Currently, the information to calculate these exemptions is only detailed in tax bulletins and citizens have to contact the ministry to confirm their eligibility.

Over the next two years, in response to expressed citizen expectations, we will also:

3. Work with LCTZ to implement and promote new e-services. With the return to PST, enhancements to the existing TACS[3] system will enable e-registration, filing and payment, making it easier for taxpayers to register, view, manage and update their account information; in addition, it will increase efficiency within our ministry and reduce errors resulting from manual processes.

[3]TACS—Taxpayer Administration, Compliance and Services

Aligning new web development with gov.bc.ca and the ministry/sector's existing web properties

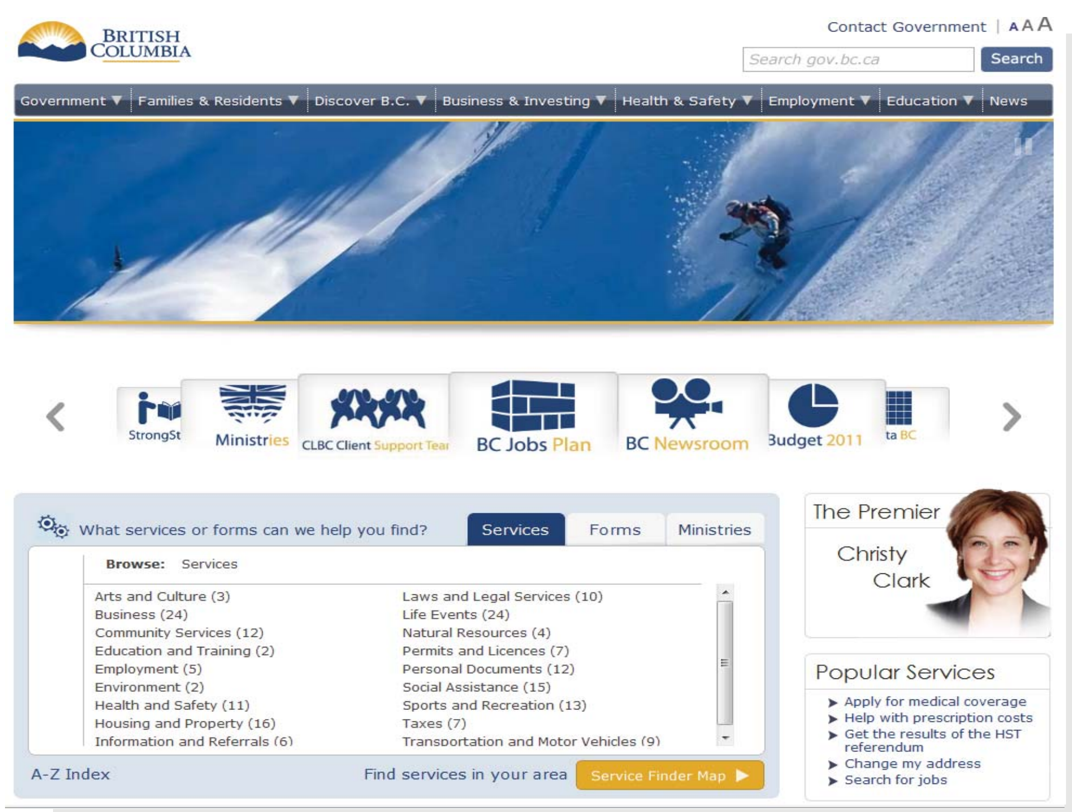
The ministry is currently working with the Ministry of Labour and Citizen Services to provide information and links related to our most accessed online services and forms.

Strategy

In order to provide a seamless experience for users who approach government online, it is necessary for there to be a single, preferred entry point—gov.bc.ca—and the ministry will ensure it makes its most commonly accessed services available through this entry point.

In the next year, we will:

1. Continue to engage with the LCTZ to ensure the ministry's web sites are integrated with and leverage the government 'doorway' (www.gov.bc.ca) to provide a single entry point for all ministry programs and services that require on-line interaction (see also *Moving high-value services online where evidence suggests that this will better meet citizens needs*).



Ensuring out-of-date and unnecessary sites and content are retired

As part of the ongoing governance and maintenance of the revenue domain, the ministry conducts annual audits to identify and remove incorrect, duplicate or out-of-date information and address dead links and orphaned pages. The most recent audit was completed in Spring 2011.

Strategy

The responsibility for maintaining current and relevant web content will be clearly defined in the ministry's governance model. Furthermore, we will expand the current revenue web page audit process to include all ministry content.

Improving accessibility and find-ability

Accurate, timely and understandable information supports a trustful relationship with users. Maintaining this relationship requires formalized, consistent web governance and the ability to provide technical information, in an understandable manner.

Strategy

To ensure information is accurate, timely and understandable, over the next year we will:

1. Develop a plan and begin implementation to create a common look and feel across ministry domains using the Page Types and Content Models and updated Web Standard that will be included in the Web Strategies Tool Kit.
2. Continue to write all web content in plain language.
3. Investigate expanding accessibility features taking into account factors such as current and future availability of broadband internet in rural areas, requirements for users with visual impairment or other special needs, users who access the internet through mobile devices and users requiring translation of ministry information into languages other than English.
4. Strategically increase the use of 'links' within our ministry to create additional ways users can find relevant information; explore opportunities to cross hyper-link from other related government sites with related program information (see also *Identifying opportunities with other ministries and agencies*).
5. Work with Labour and Citizen Services and use the Web Strategies Tool Kit to incorporate best practices in search engine optimization, taxonomy, meta-tagging and page descriptions to support better search engine response both within government and externally.
6. Assess the benefits of creating a site map to index the ministry internet content.
7. Explore options to shorten URLs so users can more easily remember and transcribe them from forms or telephone messages.

See Appendix D for a Summary of Strategies and Actions

Leading Workplace Strategies

Workspace matters.

It can significantly enable corporate, employee and environmental benefits such as:

- Space optimization
- Increase workforce recruitment and retention
- Increase productivity and integration/collaboration opportunities, and organizational innovation
- Reduce absenteeism
- Increase flexibility across teams and non-traditional business lines
- Increase organizational agility
- Provide employee choice and flexible work options based on preference and work style
- Reduce C02 emissions and real estate footprint

Transformation and Technology Planning Instructions FY 2012 - 2013

For more and more employees, work is defined as something they do, rather than somewhere they go.

Background

Leading Workforce Strategies (LWS), a priority of government, challenges us to think differently about how and where we work. LWS reflects a cultural shift driven by technological change, demographics, evolving employer business needs and shifting employee expectations.

Our vision for LWS is to align our workspace (where we work) with work styles (how we work) to provide work options that:

- support business success;
- optimize space;
- support flexible, mobile work environments for employees and;
- increase our competitiveness to attract and retain talent.

This vision is highly integrated with how we carry out our core business and how we deliver programs and services to British Columbians. As we undertake business transformation initiatives, we will re-consider how and where we work, and conversely, as we embrace new work styles, we will re-consider how we deliver our programs and services.

And, this vision supports the strategic direction provided in our ministry business plan; specifically our priority to attract, develop and retain employees[1].

To realize our LWS vision, over the next three years we will:

- build a culture that supports a more flexible and mobile workplace;
- implement flexible and mobile workspace and work style options and;
- work corporately to support LWS success.

[1]Attract, develop and retain employees is focused on being an employer of choice with high performing employees ready for new opportunities with the skills , knowledge and leadership to deliver on government priorities.

Current State

We have taken several significant steps that are consistent with LWS concepts and we will continue to identify opportunities for further action.

Some **common work styles** identified over the past decade by organizations implementing LWS:

- **Resident**: requires a dedicated workspace
- **Internally Mobile**: spends the majority of a day away from an individual workspace engaged in internal collaboration
- **Externally Mobile**: spends the majority of a day outside of base workplace
- **Teleworker**: spends the majority of a week working from home

LWS also supports providing **choice in workspaces:**

- **Team Space** – space for collaboration outside of individual workspaces
- **Non-Territorial Workspace** – non-dedicated office workspace available on an ad hoc or bookable basis
- **Traditional Dedicated Workspace** - open or enclosed
- **Quiet rooms** – enclosed support space provided for quiet focused work
- **Support to work from home** - for teleworker

Transformation and Technology Planning Instructions FY 2012 - 2013

Ministry space

Our ministry has been proactive in responding to government's direction to reduce its lease footprint. Over the past two years, we have reduced our real estate footprint by 20 per cent, from 39,724 M^2 to 31,788 M^2, through space consolidation following the merger of two ministries and a staffing reduction due to the implementation of Harmonized Sales Tax (HST).

Strategies to reduce the ministry's lease footprint have included vacating five locations and co-locating regional employees in Service BC offices. The ministry's non-office space per employee has been reduced, on average, from 6.5 M^2 to 4.5 M^2. Our workspace allocation is currently at or below government standards.

Across our work locations, we have maintained a variety of work spaces that support team work (conference rooms enabled with telepresence / video conferencing), individuals requiring a small 'quiet' room and mobile workers' need for hoteling space.

Over the next three years, the Ministry of Finance requires additional staff to support the return to the Provincial Sales Tax (PST) and we are exploring opportunities to implement LWS concepts while staying within our current lease footprint. We will consider new workspace and work style options that continue to ensure personal, sensitive and confidential information is protected while working in different secure locations.

Further space reductions are not planned over the next three years because:

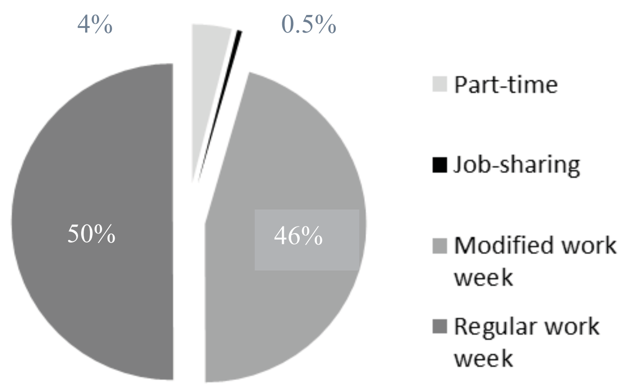
- Modification of furniture will be required to meet building / safety codes and standards[2].
- Some of the space we occupy has permanent structural characteristics that are not easily adapted to suit a broader range of work styles and renovations may be prohibitively expensive.
- In the short term, moves from resident workspaces to other more flexible work options will not in most cases result in space savings (e.g. not enough space will be vacated to support re-lease or co-location opportunities).

Ministry Work Environment

We are supportive of flexible work schedules and work styles, responding to different business needs and employee preferences, and we are committed to pursuing additional opportunities for a more flexible, mobile work environment.

About 50% of ministry employees work some form of formal modified schedule (see Graph 1 below). Additionally, we support flexibility on a more informal, individual basis.

Graph 1: Work Schedules



While the majority of ministry employees are resident workers occupying traditional, dedicated workspace (see Table 1 on the next page), since 2006, the ministry has supported alternate work style options with the introduction of teleworking. In alignment with the BC Public Service *Flexible Work Options Toolkit*, we developed guidelines to support greater workplace flexibility specifically for teleworking[3].

At one time, teleworking was the choice of 53 employees in audit positions[4]. With the introduction of the HST, many of these employees transitioned to the Canada Revenue Agency.

[2]We have already maximized densification based on existing furniture and associated building / safety codes and standards.

[3]Criteria used in the approval of telework arrangements include the employee needs and expectations, team and business needs and goals, client needs and expectations, employee health and safety, equipment and support, furniture and facility requirements, employee work performance in the position and ability to continue to deliver results in a telework situation.

[4]As a result of these actions and other initiatives, the overall Branch WES score increased 8 points. Physical Environment & Tools increased substantially between 2008 and 2010 from a low of 51 in 2008 to 69 in 2010 dropping slightly to 67 in 2011.

With the return to PST the ministry has an opportunity to evaluate the applicability of the full suite of workspace options. This will be most actively pursued in 2015/16 when positions with work styles conducive to non-traditional work settings will be coming online. In the interim, we will exploit LWS opportunities that arise that do not put the PST delivery timelines at risk.

In the longer term, we have identified potential opportunities to transform our programs and service delivery that will result in changes to the ratios of work styles as we enable a move from transactional / manual to knowledge-based work. For example, with the return to the PST the TACS system is being upgraded. This upgrade will support enhanced self-service and e-service options for citizens, which will reduce the need for manual processing and offer opportunities to explore alternate workspace and work style options. We will have a better idea of how changing 'what we do' will support changes in 'how we do our work' as we make further progress on these initiatives.

We also support flexible work options through the provision of appropriate tools and equipment including security enabled laptops, VPN and DTS access and blackberries / cell phones for mobile and teleworkers and for those choosing non-resident work options on a less than permanent basis. As of September 2011, 37 per cent of ministry computers were laptops and there were 705 VPN / DTS accounts.

Table 1: Work Styles

Work Style	Number of employees
Resident	978
Internally Mobile*	3
Externally Mobile*	112
Teleworker+	41

** Maintained a dedicated ministry office workspace*
+ Thirty-nine with no dedicated office space; 2 with dedicated office space
As of September 2011; numbers reflect survey of Branch Heads

[3]TACS—Taxpayer Administration, Compliance and Services

Strategy

We recognize that transitioning to a new workplace strategy will take time. And, our Executive Team is committed to supporting this culture shift .

Our strategies and actions reflect a thoughtful, measured approach to working differently.

As LWS concepts are relatively new to government, we will first focus on building a culture within our ministry that encourages thinking about where and how we work in a different way. We will develop a shared understanding amongst employees of what LWS means to the ministry, and our approach to supporting and embracing this transition.

This work will enable our success in:

- evaluating and implementing workspace / work style options; and
- working corporately to support LWS success.

We have identified the following specific strategies and actions to support our transition over the next three years.

A culture that supports a more flexible, mobile workplace

LWS represents a significant shift in workplace culture. To facilitate this shift, over the next year, we will proactively support and take sufficient time for our leaders and employees to successfully transition to working differently. This will include undertaking a planned and systematic change management process, establishing a current state work environment baseline and measuring our progress in the coming years, and supporting manager and employee success with targeted performance management initiatives.

1. Implement a ministry-wide change management strategy to support working differently using a best practice change leadership model (Table 2).

Table 2: Change Management Process

Critical Elements	Actions
1. Develop a sense of urgency	• Firm timeline for transitioning to PST which presents opportunities to implement LWS concepts • Timelines committed to in LWS Strategy
2. Establish a guiding coalition	• Deborah Fayad, ADM, CAMSS is LWS Executive Sponsor with the support of the ministry Executive Team • Senior leaders and managers will support by communicating and implementing LWS concepts
3. Develop a vision and strategy	• Share LWS Strategy with employees • Create a detailed Project Plan with clear accountabilities, deliverables, milestones, and time lines - both short and long term
4. Communicate the vision	• Communication plan to be developed that includes activities to create awareness, understanding and commitment at all levels in the organization, e.g. leadership, supervisory, employee and new employee orientation sessions
5. Empower a broad base of people to take action	• Provide training and tools to assist employees in adapting to and maximizing new work styles (e.g. work space and work style options, managing virtual teams, guidelines around flexible options)
6. Generate short term wins	• Leverage transition to PST to provide new workspace and work style options • Continue to build a positive and supportive work environment focused on inclusivity and diversity, including flexible and mobile work options
7. Consolidate gains and produce more change	• Benchmark current state, identify performance indicators and monitor progress towards a more flexible, mobile workplace • Adjust strategy as needed to meet the desired outcomes • Recognize and celebrate successes and behaviours embracing LWS concepts
8. Institutionalize new approaches in the culture	• Align and expand our performance management and recognition initiatives to support a culture focused on outcomes rather than processes and the management of virtual teams

Workspace and work style options

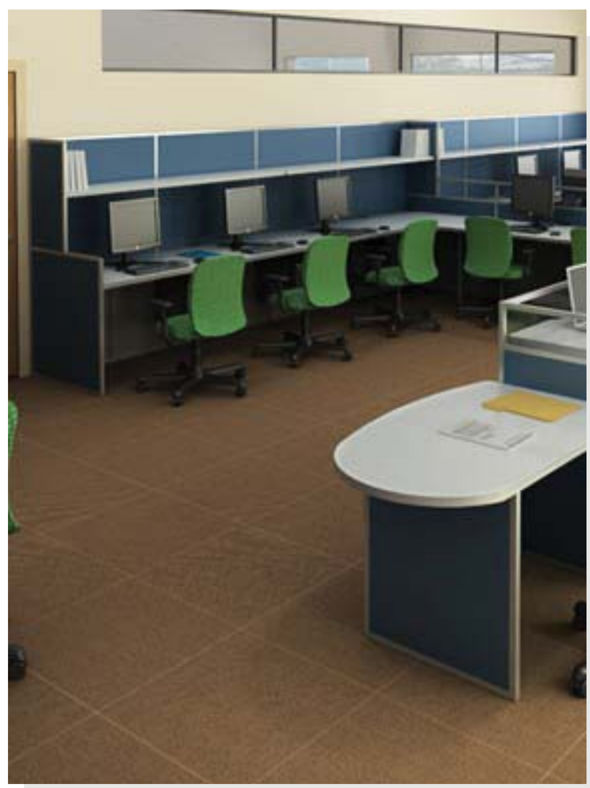
We will take a strategic and opportunistic approach to evaluating and implementing workspace and work style options that support business success, optimize space, increase our competitiveness to attract and retain talent and provide flexible, mobile work environments for employees.

Our inventory of the current work style of all ministry positions, and information on position functions and operational requirements, generational make-up and projected employee retirements and exits within work units and branches will facilitate discussions across the ministry on workspace and work style options (see Appendix C).

As a ministry, we will focus our efforts on options whose net effect[6] is to add value to the organization in terms of delivering our core business and supporting the implementation of our strategic priorities. We will look to maximize the benefits to the ministry and employees while incurring reasonable costs and reducing the lease footprint of government. The following actions have been identified to support the identification and implementation of workspace options that support ministry work styles:

1. Develop high level principles and criteria to select LWS opportunities and evaluate their effectiveness; review best practices and research in other ministries and organizations as part of our evaluation
2. Implement pilots / early adopters to determine how specific functions can be successfully transitioned from resident workers to other more flexible work arrangements; encourage business process changes that can support LWS concepts
3. Identify opportunities to implement flexible workspace options when:
    - a lease expires or a move is planned to consolidate space/program areas;
    - there is a program change (e.g. return to PST) or business transformation (e.g. move from transactional to knowledge-based work) and;
    - a work unit / leader is supportive of working differently
4. Support LWS initiatives with appropriate tools and equipment to enable employee success (e.g. video conferencing / telepresence, mobile devices, VPN, DTS, security enabled laptops); rationalize and reassign existing tools and equipment, where appropriate.

[6]Assessment of the net value of options will include consideration of improvements in productivity and protection of personal, sensitive and confidential information held by the ministry in addition to such factors as future lease expense savings and the financial costs of technology upgrades, tenant improvements and furniture/equipment.



Work corporately to support LWS success

We will work as a corporate team player to identify, support and implement opportunities to ensure the success of LWS across government and the broader public sector. Over the next three years, we will:

1. Support and implement corporate LWS policies / strategies and communications.
2. Work with ADMs of Corporate Services (ADMCS) to explore opportunities across the financial sector to transform how we work to enable more flexible, mobile work options.
3. Work with SSBC and sectors across the broader public service to optimize space:
   - Partner with other ministries to share space, e.g. co-location or share common workspace with multiple ministries or programs.
   - Use and share ministry non-territorial space, e.g. boardrooms, telepresence / video conferencing facilities.
   - Test the effectiveness of government satellite offices; based on ministry employees' home locations and traffic challenges we would explore opportunities in communities such as Langford and North Vancouver.
4. Provide input to corporate legislation / policy changes required to support the desired culture shift, e.g. Collective Agreement, Occupational Health and Safety, IM/IT and other security standards and Government Office Space Standards (GOSS).

Enablers and Barriers

The following enablers and barriers will impact our LWS progress in the coming years:

- Given current budget challenges it is difficult for ministries to invest in LWS as the ministries bear the implementation / transition and ongoing support costs (with the exception of selected projects that will be funded centrally). And, in the current constrained capital environment, accessing capital funds to support LWS is difficult. Additionally, LWS benefits may not be realized in the same fiscal year as the LWS approach is implemented.
- Policy shifts are required to support the new direction (e.g. Collective Agreement, Occupational Health and Safety, IM/IT and other security standards and Goss). There is potential for a cross-government group (e.g. ADMCS) to provide a single point of leadership for the work required, ensuring a high level of consistency across government thereby supporting employees' perception of fairness in LWS application and their view of government as one employer.

See Appendix D for a Summary of Strategies and Actions

Open Data and Information Strategy

Background

We recognize that government's financial data and information is of great interest to citizens. The funds collected, managed and spent by the BC Public Service represent a shared investment by every individual and business in the province. It is understandable that those same citizens may be interested in knowing how these funds were used to deliver the programs, services and infrastructure we all depend on. Furthermore, the transparency that comes from sharing this data and information builds trust and accountability in government.

The government of BC and the Ministry of Finance are committed to sharing data and information to:

- Encourage public dialogue and participation;
- Build trust with citizens and hold public servants and government accountable to taxpayers;
- Enable citizens to find efficiencies, enhance services or research evidence-based policies; and
- Promote a data-based economy that enables local companies to find efficiencies, create new services and encourage innovation.

One of the ministry's strategic priorities is to integrate financial management across government to support the sound and transparent management of government's finances. A critical element of this priority is to offer increased public access to the ministry's data and information-- driving accountability through transparency. Ultimately, the ministry would like to see a financial management system that can accurately link financial and program data to provide insight into outcomes achieved as a result of expenditures. This supports government decision-making and accountability and further enables public transparency.

Integrated Financial Management

A fully integrated approach to financial planning, management and reporting that meets government needs.

The Ministry of Finance is leading the reintroduction of the Provincial Sales Tax in BC in 2013. This impacts the resources we can devote to implementing other major changes over the next 18 months to two years.

The Ministry of Finance has two major roles: providing financial leadership as a central service to government and delivering ministry programs and services. Within these roles, we produce and release summary financial information about all of government, as well as our own data and information. This strategy distinguishes between data and information related to the Finance Sector (all of government) and data and information specific to the Ministry of Finance.

For the purposes of this document, Financial Sector data and information is:

- owned by another ministry or entity within the Consolidated Revenue Fund[1] (CRF) and held in the Corporate Accounting System[2] (CAS) and
- summary information gathered by the Ministry of Finance to prepare fiscal plans and financial statements for all entities that make up the Greater Reporting Entity[3] (GRE).

Ministry of Finance data and information is held by the ministry where we are the custodian[4] of the data or information; detailed financial information related to ministry programs and services. This includes information about tax and non-tax revenue and debt collection and administration, tax policy, risk management, Provincial debt and cash management, and internal audit programs.

Current State

Financial Sector

The financial sector encompasses over 200 organizations that interact with the Ministry of Finance. These entities generate and share a significant amount of financial data with the ministry. Within the CRF alone, at least 60 specialized corporate financial systems and key ministry program systems interface with CAS to supply financial information using consistent corporate accounting standards and processes. The Office of the Comptroller General, Treasury Board Staff and other ministries rely on the CAS financial system as 'a source of truth' for core CRF financial data.

The Ministry of Finance is responsible for the governance of public sector financial management processes and information in BC.

As such, the ministry plays a key role in promoting the release of complete, consistent and accurate financial data to the public. In addition, the Ministry of Finance prepares and releases a variety of summary financial information on behalf of the government, as well as detailed information for ministries and agencies that make up the Government Reporting Entity.

[1]Consolidated Revenue Fund: The Financial Administration Act in section 12 requires all public money other than trust funds to be paid into a separate fund called the consolidated revenue fund. Section 12 also states that the consolidated revenue fund includes a general fund and any special funds.
[2]The CAS financial system is the basis for producing a range of financial management reports.
[3]The Government Reporting Entity (GRE) includes organizations that meet the criteria of control (by the province) as established under GAAP. This includes the CRF; service delivery agencies, government partnerships, and commercial Crown corporations. Service delivery agencies include taxpayer-supported Crown corporations, the SUCH sector (school districts, post-secondary institutions, regional health authorities and hospital societies) and children and family development regional agencies/authorities.
[4]A data custodian is the individual or organizational unit that functions as the authority accountable for the definition, collection, integrity and security of the data and therefore authorized to permit the release of the data.

In particular:

- *Estimates*, *Supplement to the Estimates*, *Budget and Fiscal Plan* on an annual basis .
- Quarterly financial reports.
- *Public Accounts* (Financial Statements of Government) on an annual basis, including detailed supplementary schedules.

As of September 15, 2011, 43 datasets[5]related to the detailed supplementary schedules to the *Public Accounts* have been published to the DataBC catalogue in machine readable format. Previously, most of this information was only available in PDF format.

Ministry of Finance

The Ministry releases a wide variety of financial policy and program information to the public, including:

- Program overviews
- Policy and procedures
- Guides, instructions and bulletins
- Audit and review reports
- Discussion papers

In addition, over the past 16 months, the ministry has responded to 300 Freedom of Information (FOI) requests with the majority related to:

- Correspondence (47 requests)
- Briefing Material (40 requests)
- Expenses (32 requests)
- Contracts (28 requests)
- Calendars (26 requests)
- Audits (18 requests)

FOI requests are an important indication of the type of information of interest to the public. Most of the FOI requests the ministry receives are for correspondence and briefing materials related to significant corporate initiatives led or supported by the ministry (e.g. the HST transition, the 2010 Winter Olympic and Paralympic Games). The remainder of the requests deal with transaction details or corporate summary financial information and are addressed within the strategies for the Financial Sector.

Like many other ministries, the Ministry of Finance holds large quantities of information that cannot be shared. In the policy-focused areas of our business, we do not collect data but make use of data collected in other areas of government, the ministry or by external sources and, therefore, do not have data or information related to these business areas. Additionally, the confidential / sensitive nature of this work prohibits publicly releasing information in advance of the legislated publication dates when it is made available to British Columbians. The opportunity in this area lies primarily in enhancing existing public consultation processes (e.g. the annual Budget consultations, PST Tax Panel).

In our tax and non-tax revenue and debt collection business area, we hold a considerable amount of detailed data that contains personal, sensitive and confidential information that cannot be released unless made anonymous or summarized to ensure protection of privacy. Furthermore, although the ministry is responsible for the majority of revenue collection functions in government, in many cases the ministry collects on behalf of other ministries and agencies, and therefore, is not the custodian for this data.

[5]Datasets include: purchasing card expenditures by agency (2010/11); employee salaries for those with salaries over $75,000 (2009/20 and 2010/11); Deputy Minister and ADM salaries and travel costs (2009/10 and 2010/11); MLA and Minister's salaries and travel cost (2010/11); BC Government transfers (2010/11) and; payments to vendors of $25,000 or more (2009/10).

Strategy

We have combined our Open Data and Open Information strategies because the boundary between data and information is not always clear. In many cases the release of financial data requires precise interpretive information to make the data relevant, meaningful and understandable. The public's interest often focuses not only on the data but also the associated explanatory notes, and legislative, policy and regulatory deliberations and decisions (information).

The ministry's Open Data and Information strategy involves four major components (Table 1).

Table 1: Open Data and Open Information Strategy Components

Component	Location in Plan
Support change 1. Implement change management strategies to shift the corporate culture towards greater openness, transparency and collaboration with the public.	Financial Sector and Ministry of Finance - page 28
Enhance existing releases 1. Identify current and historical data and information accessible online that can be released in machine readable format immediately 2. Identify data and information that can be released in machine readable format in conjunction with the release of reoccurring publications in PDF format. 3. Prior to the release of new date, ensure an appropriate data management strategy is in place.	Financial Sector - page 29 Ministry of Finance - page 30
Identify new releases 1. Identify and release data and information that are not currently shared with the public in any format.	Financial Sector - page 29 Ministry of Finance - page 30
Enable clear 'line-of-sight' 1. Develop and implement systems across government that link financial inputs through to program outputs and outcomes for citizens, and facilitate the routine release of accurate and appropriate financial data and information	Financial Sector - page 29

Support Change

Becoming a ministry and sector that regularly and proactively releases appropriate information will require a shift in how we think about, manage and organize that information. We have identified several broad change management strategies that apply to our ministry and the financial sector. We also have strategies that are specific to each.

To support the shift toward greater openness, we will engage ministry employees and financial staff across the sector in discussions around the Open Government initiative. We will provide appropriate guidance to ensure financial officers and other employees feel confident in how they approach the release of data and information and how they might start to organize information to facilitate making it accessible to the public.

Over the next 18 months we will:

1. Identify resources within the Ministry of Finance and CRF ministries to provide leadership, guidance, and support as the sector shifts to a more open environment.
2. Share and discuss the Open Government initiative to ensure the intention, future direction, and ministry and sector commitment is clear.
3. Identify resources and tools that would facilitate the integration of Open Data and Information concepts into our regular business processes and procedures.

Because effective governance is critical to ensure appropriate, accurate and trustworthy data is made available to citizens and businesses, we will ensure appropriate governance of financial sector and Ministry of Finance data and information prior to releasing any 'new' data.

Recognizing that governance for the financial sector is a shared accountability across government, we will work with Labour and Citizen Services and the CAS[6] Executive Steering Committee over the next year to develop a master data management strategy.

This work will ensure the standards for the management of the financial data lifecycle are consistent and appropriate across government, confirm custodianship for government financial data, and confirm appropriate identification, and review, approval, cost/benefit analysis and priority setting processes are in place for the release of financial information.

We will undertake the same work within the ministry to ensure the proactive release of ministry data and information is supported by a robust data management strategy.

Given that governance is a key element of our Internet strategy, we will integrate the governance of data and information (content) with that of our internet (delivery mechanism) to ensure a consistent approach.

[6] The CAS Executive Steering Committee is co-chaired by the Comptroller General, Ministry of Finance and the Assistant Deputy Minister, Technology Solutions Division, Shared Services BC, Ministry of Labour and Citizen's Services and Open Government. The membership is composed of representatives of ministry clients (ADMs of Corporate Services representing each reporting sector), Office of the Chief Information Officer and Treasury Board Staff. Membership ensures the financial, information management/information technology and governance perspectives are appropriately represented. Representatives of the OCG, SSBC and CAS will participate in an advisory and consultative capacity.

Financial Sector

Enhance existing releases

The ministry's immediate focus is the identification and timely release of machine readable financial data that is currently released in other formats. Specifically, over the next year, we will:

1. Where available, release data and information related to historical ministry publications that are currently accessible online to support trend and retrospective analysis.[7]
2. Incorporate the routine release of data and information into the normal business processes of the ministry:
    - Identify data and information that will be released in machine readable format in conjunction with the release of reoccurring publications in PDF format.
    - Publish some data tables in the *Estimates*, *Supplement to the Estimates*, *Budget and Fiscal Plan*, Quarterly financial reports and *Public Accounts* in both PDF and machine readable format.
    - Provide more frequent, periodic, proactive release of the detailed supplementary schedules of payments[8].

Identify new releases

Over the next year we will:

1. Work with the financial sector to explore providing the public with the ability to 'drill down' from summary financial information to detailed budget allocations and detailed expense transactions to enhance transparency for citizens. This development is dependent on the upgrade of the Corporate Accounting System.
    - Based on the frequency of FOI requests, our first priorities will be providing more expense information related to:
        - Contracts, and
        - Travel Reimbursements.

One of the sources of confusion for the public and media is the discrepancy between salary and payroll data released by different entities within the GRE. Therefore, in the short-term we will ensure the reasons for these differences are explained clearly and over the next 18 months we will:

2. Work with Crown Agencies across the broader public sector to normalize salary and payroll data across the GRE.

Enable clear 'line-of-sight'

Over the longer term, the ministry will work to improve the systems that are used to create, store and report on financial data. Data integration will support:

- line-of-sight from citizens contributions through funding decisions, expenditures to outcomes and;
- timely access to the right information, increasing ministries and government's analytical capability, program efficiency and effectiveness, policy development and decision-making (business intelligence).

Two business cases for system updates that support this strategy have been submitted:

- Enterprise Contract Management Solution
- Corporate Accounting System Upgrade

These system enhancements will make it easier to consolidate, compare and report financial information of interest to both government and the public. Further progress is dependent on funding approval.

[7]Within the next four months, we will publish detailed supplementary schedules to the *Public Accounts,* not currently available, for 2007—2011 . With release of Budget 2012, we will publish 10 years of data associated with the annual *B.C. Financial and Economic Review*. Going forward, we will publish datasets in machine readable format with the release of: Quarterly Reports (September, November/ December and with Budget in February); *Estimates*, *Supplement to the Estimates* and *Budget and Fiscal Plan* with release of the Budget; and supplementary schedules to the *Public Accounts* and B.*C. Financial and Economic Review* when released in July. Datasets will be published on the DataBC website.

Ministry of Finance

The Ministry is committed to becoming an organization that regularly and proactively releases appropriate data and information. As we proceed with developing and implementing our Open Data and Information Strategy, we will continue to identify and learn from the experiences of other jurisdictions efforts to provide greater public access to data and information.

Enhance existing releases
Over the next 12 to 18 months we will:

1. Proactively provide quarterly updates on the progress of the re-implementation of the Provincial Sales Tax project, responding to public interest in this significant corporate initiative
2. When appropriate, release machine readable data related to Ministry of Finance reports published in PDF format.
3. Work with Labour and Citizen Services to:
   - Incorporate best practices in search engine optimization, taxonomy, meta -tagging and page descriptions to support better search engine response.
   - Add geographic attributes in datasets where appropriate, feasible and useful to facilitate the combining of financial data with other datasets.

Identify new releases

1. Publish Treasury Board directed audit reports on the Open Information website under an Audit category[9].
2. Research best practices in other jurisdictions and agencies related to releasing tax compliance and enforcement information.
3. Explore the potential to develop online tools that allow users to interact with government data[10]. For example:
   - A fiscal planning simulator that illustrates how tax policy and spending decisions impact the bottom line, debt levels and government service levels. This tool may foster citizen awareness of the tax-policy and fiscal decision-making process and support more effective public consultation.
   - Property Transfer Tax Calculator to enable citizens to determine partial tax owed on acreage for principal residence exemptions and proportional tax owed on homes valued above the first-time home buyer's exemption threshold. Previously, the information to calculate these exemptions would only be detailed in tax bulletins and citizens had to contact the ministry to confirm their eligibility.
4. Identify opportunities to release new summary data where personal, confidential or sensitive information currently prohibits public release or where interpretative information is required. For example,
   - High level snapshot of 10 year capital investment strategy and plan, including conceptual allocations of resources to sectors, projects and timelines; evaluate possibility of updating quarterly
   - Summary information for a variety of tax credits (e.g. rural property tax credits)

[9] Audits requested by other ministries are 'owned' by the ministries making the requests and, as such, the Ministry of Finance will not post these audits

[10] The ministry will investigate alternative methods of developing these applications including crowdsourcing.

5. Although not currently requested through the FOI process, the ministry will also identify what revenue and debt collection data and information can be routinely released at a more detailed level than currently reported. For example:
    - Crown royalty & tax system information
    - Consumer taxation information
    - Program area audits

See Appendix D for a Summary of Strategies and Actions

Enablers and Barriers

In order for the financial sector and the Ministry of Finance to fully realize and implement opportunities around Open Data and Information, some support from central agencies will be required:

- Capital funds to build and/or improve our data management and self-service technology so we can effectively extract and produce data and information that is of value to citizens. For example, the CAS upgrade, Enterprise Contract Management System, addressing e-service limitations of legacy systems.
- Training and resources to support the proactive release of appropriate data and information and respond to the additional requests these may encourage.

Appendix A: Excerpt from Ministry of Finance 2011/12 Business Plan

Moving Towards our Vision

5 Strategic Priorities

1 **Consolidate Revenue Management**—a service delivery model that optimizes revenue and reduces administrative complexity

2 **Integrate Finance Management**— fully integrated approach to financial planning, management and reporting that meets government needs

3 **Policy in Support of BC's Families**—economic, fiscal and taxation policies that promote an improved standard of living and quality of life for British Columbians

4 **Attract, Develop and Retain Employees**—an employer of choice with high performing employees ready for new opportunities with the skills , knowledge and leadership to deliver on government priorities

5 **Enable our Business through Technology**—timely, relevant and reliable information for employees, the public and government; a leader in government financial systems integration

To move us towards our vision we will:

Continue to excel at the delivery of our core business

Delivery of our ongoing business is critical to our success. We will continue to excel by building effective working relationships to support program delivery, and innovating to improve operational efficiency and effectiveness.

Transform our business

We are in the early stages of a strategic planning journey that will transform financial, economic and revenue management policy in government, while continuing to ensure the sound fiscal performance of the province. During the transformation, we will continue to focus on managing key aspects of economic and fiscal policy including government spending, taxes, and debt and deficits, all of which are critical determinants of long-term economic success and, therefore, the economic well-being of families in British Columbia.

We have identified five strategic priorities, three of which will transform our business processes, business delivery and client/ customer service.

> "Thoughtful, measured transformation that supports sound fiscal performance"

In developing our strategic focus, we have considered the current business context, looking at opportunities to address areas of outstanding concern, as well as areas of strength that could be leveraged to maximum benefit. These priorities will be facilitated by appropriate workforce initiatives and technology investments, and supported by change management to enable our organization through the transformation.

Achieving our five strategic priorities will take time. Some actions will be completed in the next year or two, while others will take longer. Our success is dependent on completion of some corporate initiatives (e.g. identify management) and collaboration with ministries across government.

Strategic Direction

> "Transforming our business positively impacts citizens, government and employees."

For government...

- improved data to support decision-making
- enhanced revenue realization and voluntary compliance
- optimized use of cash and other government resources
- reduced debt and debt servicing costs
- building citizen trust through transparency and accountability

For citizens and businesses...

- improved on-line services (e-service, self-service)
- improved access to government data
- easier to do business with government
- reduced costs and administrative burden
- increased opportunities for citizen input and feedback

For employees...

- reduced administrative burden
- increased opportunities for knowledge-based/decision support work
- better tools to support employee performance and engagement

Our strategic direction including our five strategic priorities is graphically presented in a Strategy Map.

The Strategy Map can be read from the top-down, which illustrates the ministry's strategic direction. Alternatively, it can be read from the bottom-up which illustrates the ministry's priorities to achieve its vision. Our strategic direction is defined within four perspectives. Each perspective supports and enables the perspectives above it on the map, with all efforts ultimately contributing towards achieving our vision.

Starting at the top, the Strategy Map includes:

1. ***Our Outcomes*** – the goals the ministry is working toward; what the ministry is in business to do; and what internal and external customers, clients and stakeholders can expect from the ministry. This perspective reflects delivery of our Service Plan goals.
2. ***Our Business*** – the delivery of our programs and services through the execution of our core business processes and strategic priorities to transform our work.
3. ***Our People and Tools*** – how the ministry manages its non-financial resources. These are the key inputs—people, tools and technology—that we need to successfully execute our business.
4. ***Our Money*** – the processes the ministry employs to allocate resources and manage within its budget. Financial capacity enables the ministry to access the non-financial resources essential for successful delivery of programs and services.

Strategy Map

VISION

Trusted financial and economic leadership for a prosperous province

STRATEGIC DIRECTION

ACTION

Our Outcomes
What the ministry publicly commits to achieving for citizens and taxpayers

Service Plan

- Sound and transparent management of government finances
- A strong, competitive and vibrant economy

Our Business
Core ministry programs delivered to achieve our outcomes

Continue to execute core business processes

Public-facing
- *e.g. Customer Information, Revenue Audit and Compliance*

Government-wide
- *e.g. Advice to TB, Debt Management, Internal Audit*

Internal-ministry
- *e.g. IM/IT Services, HR Management, Financial Management*

Build effective relationships

Continuous improvement

Business Transformation

- Consolidate revenue management
- Integrate financial management
- Policy in support of BC's families

Our People and Tools
The foundational elements that enable us to conduct our business

Workforce Plan

Attract, develop and retain employees

- Build our internal capacity
- Improve our competitiveness
- Manage for results

Transformation and Technology Plan

Enable our business through technology

- Service Innovation
- Citizen Participation
- Business Innovation

Our Money
The financial resources allocated to the ministry

Budget

Ensure sound management of Ministry resources

British Columbia

Ministry of Finance

= *Strategic Priority*

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Strategic Direction

Our Outcomes

What the ministry publicly commits to achieving for citizens and taxpayers

> "In order to achieve our vision, we must deliver on the public commitments we have made to citizens in our Ministry Service Plan"

Sound and transparent management of government finances

Confidence in British Columbia's economy is supported by a sound and sustainable fiscal environment. Responsible fiscal policies ensure that the government can maintain and enhance the delivery of key public services and that costs of public services are not passed on to future generations. Public confidence is further enhanced by open accountability that demonstrates the appropriate management of government finances.

In order to achieve this goal, we will focus on supporting:

- Effective management of government's fiscal plan
- Accountable, efficient and transparent financial and program management across government

A strong, competitive and vibrant economy

The Province's ability to develop a strong and vibrant economy that supports job creation depends on a tax and regulatory environment that is both nationally and internationally competitive. Jurisdictions with competitive tax regimes and regulatory frameworks are successful in attracting and retaining personal and business investment that drives job growth, while creating stable revenues to support critical government services for families such as health care and education, and making targeted investments in the province's economy that support job creation. In addition, a tax system that is fair and that is seen to be fair increases the confidence of British Columbians in their government.

In order to achieve this goal, we will focus on supporting:

- A fair and competitive tax and regulatory environment
- Responsive, effective and fair revenue, tax and benefit administration that funds provincial programs and services

For more information, please refer to our Revised 2011/12—2013/14 Service Plan.

Strategic Direction

Our Business *Core ministry programs delivered to achieve our outcomes*

Continue to excel at the delivery of our core business

The vast majority of work done in the ministry is accomplished through our core business processes. These are the day-to-day operational activities that ensure delivery of our programs and services.

Core business processes are grouped into three categories:

1. **Public Facing Processes**— primarily involve contact with or service to the public.
2. **Government-wide Processes**— primarily involve providing service and / or oversight that impacts ministries, special offices and government organizations.
3. **Internal Ministry Processes**— primarily involve providing service within the ministry itself.

These core business processes reflect the range and scope of the day-to-day work we undertake.

> "Successful delivery of our core business processes are critical to fulfilling our mandate and realizing our vision"

We will continue to excel by:

Building effective working relationships to support program delivery— we engage in mutually beneficial and collaborative relationships with client and partner ministries, customers, partners, service providers, and internally between divisions and branches to support program delivery.

Innovating to improve operational efficiency and effectiveness— constant effort to improve business processes will streamline, remove redundancy and duplication, and improve response times, resulting in more efficient and effective operations, and improvements to productivity, product quality and customer service.

Strategic Direction

Our Business *Business Transformation*

Consolidate Revenue Management

Consolidate

Revenue Management contains two key areas of focus:

> “A service delivery model that optimizes revenue and reduces administrative complexity”

1 Make it easy for clients and customers

- Provide new / different customer service and self-service channels to improve customer service and improve effectiveness and efficiency of program administration
- Streamline and simplify legislation, policy frameworks and regulation to reduce administrative burden on customers, clients, and employees
- Rationalize business processes and automate repetitive administrative tasks to reduce costs and administrative burden
- Leverage opportunities to utilize existing technology (e.g. Alberta Oil and Gas Registry)

2 Maximize government revenue

- Simplify the client experience - provide seamless integrated information (e.g. one bill for amounts owed to government to eliminate multiple customer interactions) to maximize voluntary compliance
- Work corporately to implement legislative changes to allow information sharing and address inconsistencies in policies, procedures and business rules to increase administrative effectiveness and remove barriers to consolidated revenue management
- Integrate revenue systems to increase efficiencies in / effectiveness of revenue management across government and maximize government revenues

Strategic Direction

Our Business

Business Transformation

Integrate Financial Management

> "Fully integrated approach to financial planning, management and reporting that meets government needs"

Integrate Financial Management contains three key areas of focus:

1 Support better funding decision-making

- Deliver real-time, accurate, trustworthy business information to ministries / programs and government, supporting informed, timely operational and strategic analysis and decision-making
- Integrate revenue, operating, capital and cash management to optimize use of government resources
- Deliver cash 'just in time' - optimize cash / debt management for broader public sector (Government Reporting Entity) to reduce debt and debt-servicing costs to government

2 Change the game plan

- Streamline, simplify and align legislation, policy frameworks and regulation with a focus on one effective financial governance framework for the entire government reporting entity; centralize financial management policies to support compliance and public transparency
- Enhance government management and accountability through the development of on-line / video training
- Transform financial services to support e-business (e.g. e-payment, e-procurement, e-invoice) for citizens receiving government services and those providing goods / services to government or on government's behalf to reduce costs, reduce administrative burden and transition employees from transactional to knowledge based / decision support work
- Maintain or improve government's financial management capacity, focusing employees on strategic financial management

3 Drive accountability through transparency and open government

- Engage citizens in developing financial documents that are understandable and contain information of value (e.g. budget documents, Public Accounts)
- Develop open data and information strategy; provide increased access to government's financial information to improve government accountability and transparency, meet citizens' expectations and build public trust
- Improve 'line of sight' from citizen contributions (e.g. fees, tax dollars) through ministry funding decisions and expenditures to outcomes for citizens; increase linkage between financial data and program performance; demonstrate value for money

Strategic Direction

Our Business

Business Transformation

Policy in Support of BC's Families

Policy in support of BC's families contains three key areas of focus:

> "Economic, fiscal and taxation policies that promote an improved standard of living and quality of life for British Columbians"

1 Increase citizen consultation and engagement

- Maximize use of existing media to reach broad or targeted audiences; examine new forms of media to solicit citizen and business input on budget, tax and corporate sector policy
- Expand use of web 2.0 tools and social media to provide relevant information to businesses and citizens

2 Make it easier for British Columbians to interact with government

- Transform citizens' and business interactions with government by ensuring business processes are streamlined and tools / information are easily accessible (i.e. self-service, e-billing, e-invoice, e-filing, e-payment, e-procurement)

3 Provide the most informed advice to decision-makers

- Focus and align economic, fiscal and taxation policy to improve provincial productivity and quality of life measures for British Columbians
- Work with the Ministry of Jobs, Tourism and Innovation to develop a long-term comprehensive economic development framework / lens to inform government funding decisions

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Strategic Direction

Our People and Tools

Foundational elements that enable us to conduct our business

Attract, Develop and Retain Employees

"An employer of choice with high performing employees ready for new opportunities with the skills, knowledge and leadership to deliver on government priorities"

Attract, Develop and Retain Employees, one of our 5 strategic priorities, has three areas of focus.

We will support our people's success in delivering our core business functions and implementation of our three strategic business priorities. Our approach is consistent with the government goals outlined in the Corporate Human Resource Plan.

1 Build our internal capacity

Professional and career development

Support employees in all career stages by providing introductory orientation, increasing awareness of existing professional development opportunities and implementing strategies to reinforce learning.

Supervisory excellence

Build on existing skills, identify best practices and leverage successes to support the highest level of supervisory performance. Strategies include targeted coaching, training and cross-ministry assignments and projects.

Knowledge management

Implement strategies and actions to support the management and transfer of knowledge within the organization.

2 Improve our competitiveness

Attract talent

Work with the BC Public Service Agency to develop innovative and targeted recruitment strategies, particularly for our hard to recruit positions, and enhance career entry opportunities such as co-op and internship positions.

3 Manage for results

Healthy and productive workplace

Engage employees to create a workplace environment and culture that supports high performance and high quality of life with an emphasis on safety, health and work-life balance.

Performance excellence

Support employee success through clear direction, timely and relevant recognition and feedback, balanced workloads, and an effective framework for managing performance.

Build trust and embrace diversity

Promote a positive and supportive work environment that values diversity and inclusiveness, including different work styles and flexible work options.

Appendix D: Summary of Strategies and Actions

Internet Strategy *continued*

Strategy	Action	12 / 13	13/ 14	14/ 15
Moving high-value services online where evidence suggest that this will better meet citizens needs *See Page 14*	1. Initiate e-forms best practices research with the goal of making e-forms easier to complete by users and support auto upload of data to ministry management systems			
	2. Explore the potential to develop online tools that allows users to interact with government data, e.g. Property Transfer Tax Calculation Tools			
	3. Work with LCTZ to implement and promote new e-services, e.g. PST e-registration, filing and payment			
Aligning new web development with gov.bc.ca and the ministry / sector's existing web properties *See Page 15*	1. Continue to engage with LCTZ to ensure the ministry's web sites are integrated with and leverage the government 'doorway' to provide a single entry point for all ministry programs and services that require on-line interaction			
Ensuring out-of-date and unnecessary sites and content are retired *See Page 16*	1. Clearly define the responsibility for maintaining current and relevant web content in the ministry's governance model. Expand the current revenue webpage audit process to include all ministry content			
Improving accessibility and findability *See Page 16*	1. Develop a plan and begin implementation to create a common look and feel across ministry and updated Web Standards			
	2. Continue to write all web content in plain language			
	3.Investigate expanding accessibility features			
	4. Strategically increase the use of 'links' within our ministry to create additional ways users can find relevant information; explore opportunities to cross hyper-link form other related government sites with related program information			

Appendix D: Summary of Strategies and Actions

Internet Strategy *continued*

Strategy	Action	12 / 13	13/ 14	14/ 15
Improving accessibility and findability *continued* *See Page 16*	5. Work with LCTZ to incorporate best practices in search engine optimization, taxonomy, meta-tagging and page descriptions to support better search engine response both within government and externally			
	6. Assess the benefits of creating a site map to index the ministry internet content			
	7. Explore options to shorten URLs			

Leading Workplace Strategies

Strategy	Action	12 / 13	13/ 14	14/ 15
A culture that supports a more flexible, mobile workplace *See Page 21*	1. Implement a ministry-wide change management strategy to support working differently			
Workspace and work style options *See Page 22*	1. Develop high level principles and criteria to evaluate the effectiveness of LWS; review best practices and research in other ministries and organizations as part of our evaluation			
	2. Implement pilots / early adopters to determine how specific functions can be successfully transitioned from resident workers to other more flexible work arrangements; encourage business changes that can support LWS concepts			

Appendix D: Summary of Strategies and Actions

Leading Workplace Strategies *continued*

Strategy	Action	12 / 13	13/ 14	14/ 15
Workspace and work style options *continued* *See Page 22*	3. Identify opportunities to implement flexible workspace options when: • a lease expires or a move is planned to consolidate space/program areas • there is a program change (e.g. return to PST) or business transformation • a work unit / leader is supportive of working differently			
	4. Support LWS initiatives with appropriate tools and equipment to enable employee success (e.g. video conferencing / telepresence, mobile devices, VPN, DTS, security enabled laptops); rationalize and reassign existing tools and equipment, where appropriate.			
Work corporately to support LWS success *See Page 23*	1. Support and implement LWS corporate policies / strategies and communications			
	2. Work with ADMs of Corporate Services (ADMCS) to explore opportunities across the financial sector to transform how we work that would enable more flexible, mobile work options			

Appendix D: Summary of Strategies and Actions

Leading Workplace Strategies *continued*

Strategy	Action	12 / 13	13/ 14	14/ 15
Work corporately to support LWS success *continued* *See Page 23*	3. Work with SSBC and sectors across the broader public service to optimize government space • Partner with other ministries to share space, e.g. co-location or common workspace shared by multiple ministries or programs • Utilize ministry non-territorial space corporately, e.g. boardrooms, video conferencing facilities • Test the effectiveness of satellite offices			
	4. Provide input to corporate legislation / policy changes required to support desired culture shift, e.g. Collective Agreement, Occupational Health and Safety, IM/IT and other security, GOSS standards			

Appendix D: Summary of Strategies and Actions

Open Data and Information Strategy

Strategy	Action	12 / 13	13/ 14	14/ 15
Support Change *See Page 28*	1. Identify resources within FIN and CRF ministries to provide leadership, guidance and support as the sector shifts to a more open environment			
	2. Share and discuss the Open Government initiative to ensure the intention, future direction, and commitment is clear			
	3. Identify resources and tools that would facilitate the integration of Open Data and Information concepts into our regular business processes and procedures			
	4. Develop a data management strategy to ensure appropriate, accurate and trustworthy financial information is made available to citizens			
Finance Sector Enhance existing releases *See Page 29*	1. Where available, release data / information related to historical ministry publications that are currently accessible online to support trend and retrospective analysis			
	2. Incorporate the routine release of data and information into the normal business process of the ministry • Identify data and information that will be released in machine readable format in conjunction with the release of reoccurring publications in PDF format • Publish some additional data tables in the Estimates, Supplement to the Estimates, Budget and Fiscal Plan, quarterly financial reports and the Public Accounts in both PDF and machine readable format • Provide more frequent, periodic, proactive release of the detailed supplementary schedules of payments (currently published annually with the Public Accounts)			

Appendix D: Summary of Strategies and Actions

Open Data and Information Strategy

Strategy	Action	12 / 13	13/ 14	14/ 15
Finance Sector *continued* Identify new releases *See Page 29*	1. Work with the financial sector to explore providing the public with the ability to 'drill down' form summary financial information to detailed budget allocations and detailed expense transactions (dependent on the upgrade of the CAS) • Based on the frequency of FOI requests, our first priorities will be providing more expense information related to Contracts and Travel Reimbursements			
	2. Work with Crown Agencies across the broader public sector to normalize salary and payroll data across the GRE			
Ministry of Finance Enhance existing releases *See Page 30*	1. Provide quarterly updates to the public on the progress of the re-implementation of the Provincial Sales Tax project			
	2. When appropriate, release data contained within, or that has informed FIN reports in machine readable format			
	3. Work with LCTZ to: • Incorporate best practices in search engine optimization, taxonomy, m eta-tagging and page descriptions to support better search engine response both within government and externally • Add geographic attributes in datasets where appropriate, feasible and useful to facilitate the combining of financial data with other datasets			

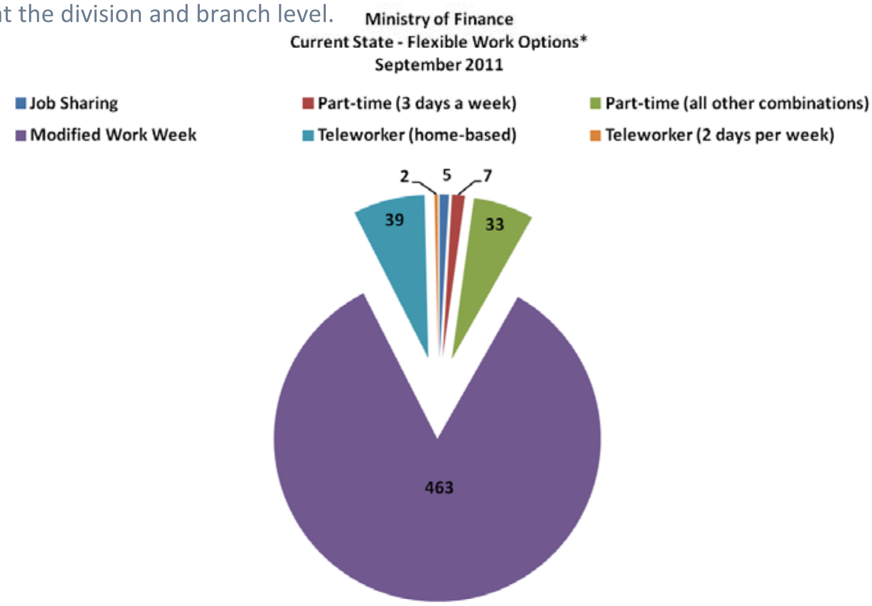
Appendix D: Summary of Strategies and Actions

Open Data and Information Strategy

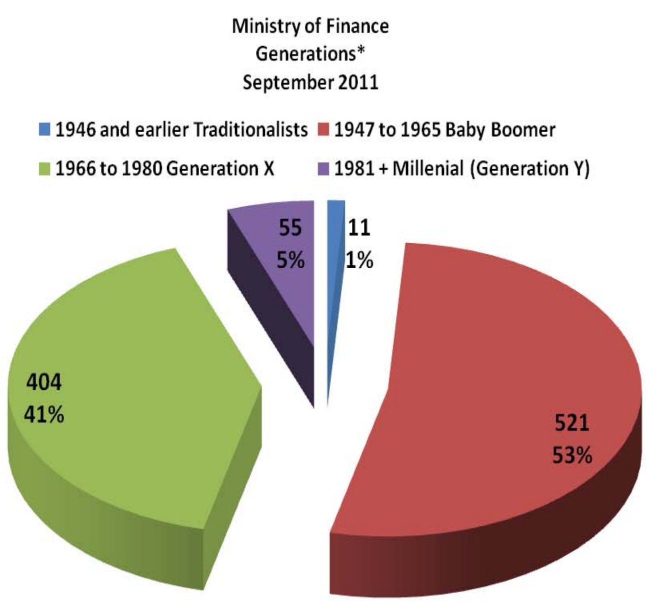
Strategy	Action	12 / 13	13/ 14	14/ 15
Ministry of Finance Identify new releases *See Page 30*	1. Publish Treasury Board directed audit reports on the government's Open Information website under Audit category			
	2. Research best practices in other jurisdictions and agencies related to releasing tax compliance and enforcement information			
	3. Explore the potential to develop online tools that allow users to interact with government data. For example, fiscal planning tool; Property Transfer Tax Calculations Tools			
	4. Identify opportunities to release new summary data where personal, confidential or sensitive information currently prohibits public release or where interpretative information is required			
	5. Explore routine release of revenue and debt data and information at a more detailed level than currently in and reported from CAS			

Appendix C: Ministry of Finance Workplace Data

Data is also available at the division and branch level.



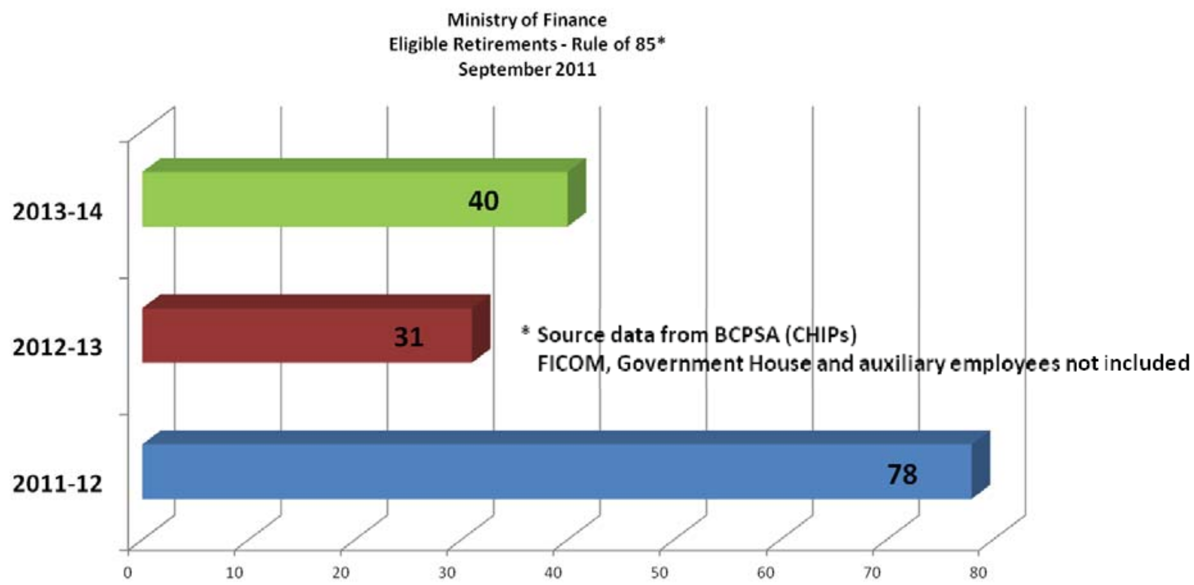
* Numbers based on submissions from ministry survey conducted August 2011
FICOM, Government House employees not included



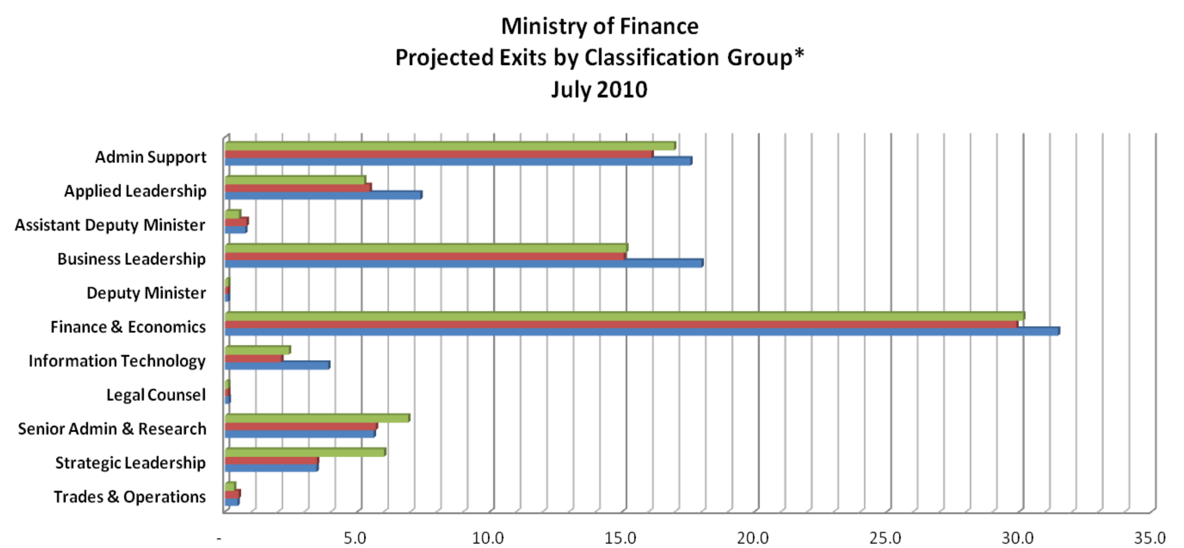
* Source data from BCPSA (CHIPs)
FICOM, Government House and auxiliary employees not included

Appendix C: Ministry of Finance Workplace Data

Continued



* Source, July 2010 projections from Workforce Planning and Leadership Secretariat
FICOM, Government House employees not included



	Trades & Operations	Strategic Leadership	Senior Admin & Research	Legal Counsel	Information Technology	Finance & Economics	Deputy Minister	Business Leadership	Assistant Deputy Minister	Applied Leadership	Admin Support
Fiscal 2013/14	0.3	6.0	6.9	0.1	2.4	30.2	0.1	15.2	0.5	5.3	17.0
Fiscal 2012/13	0.5	3.5	5.7	0.1	2.1	29.9	0.1	15.1	0.8	5.5	16.1
Fiscal 2011/12	0.5	3.5	5.6	0.1	3.9	31.5	0.1	18.0	0.8	7.4	17.6