



Office of the Premier

Transformation and Technology

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Vision, Business Context and Alignment to Strategic Shifts

Business Context

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Office of the Premier is a central agency that assists the Premier in overseeing and leading government as a whole. In addition, it supports the Cabinet decision-making process, promotes effective policy coordination across the Public Service, has a leadership role in co-ordinating cross-government initiatives that affect Public Service delivery, and is involved in coordination and guidance of intergovernmental relations.

There continues to be growing emphasis on enhanced coordination across a range of government departments. As a result, the Office of the Premier has been involved in an increasing range of coordination and guidance activity.

The general responsibilities of the Office of the Premier are:

- Cabinet operations;
- Corporate planning;
- Strategic policy and legislative priorities;
- Intergovernmental Relations Secretariat; and
- Board Resourcing and Development Office.

Specifically the Office of the Premier:

- Articulates government's goals, commitments and priorities and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor implementation of them;
- Leads the Public Service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the BC Public Service, *Being the Best* and *Citizens @ the Centre: BC Government 2.0*, a transformation and technology strategy for the BC Public Service;
- Provides support for the operations and decision-making processes of Cabinet and its Committees; and
- Works directly with the federal government and with all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

The Office of the Premier delivers services to (a) the general public in terms of articulating Government's goals, commitments, and priorities, (b) the Government of British Columbia as a whole in terms of leading and coordinating across the Public Service, (c) Premier and the Cabinet, and (d) other levels of Government. The service delivery channel to the public includes a variety of media forums (websites, radio, paper, television). Service delivery channels to Cabinet and Ministries include intranet sites (e.g., Zeem), e-mails, and reports.

Key business challenges driving transformation of business:

1. Citizen expectations and desire to be more engaged with their Governments. They want to be involved and want to be able to access relevant and current information quickly – anytime, anywhere. They expect some forms of information and data sets to be immediately or routinely released. This is being driven by a change in culture, technology, and citizens' expectations.
2. Fiscal pressures and the increasing demand for Public Service. This heightens the need to set clear direction and priorities, and to effectively coordinate efforts across government, optimizing existing resources to meet growing demand for service and information.
3. Global market. There is an increasing need to enhance the BC Government's economic competitiveness, enhance economic potential, and reduce barriers to investment. This drives the need to become more efficient as a Public Service, and to increase the efficiency of Government.

In response to these critical business challenges, the government has announced a new open government and open data policy supported by:

- DataBC, a new open data site that provides public access to thousands of the Province's data sets.
- Open information, which includes the public release of responses to general freedom of information requests.

Opening up government data and information are significant foundations to enabling citizens' engagement through the use of new technologies to connect the public to government. It supports self-service for British Columbians and provides choices in how they interact or communicate with government.

Vision for the Future

To continue addressing the key business challenges of enhancing citizens' engagement, increasing demands for Public Service in fiscally-challenging times, and the need to be more economically competitive, the Office of the Premier is taking a leadership role in the transition to more open Government.

The Office of the Premier is supporting the three fundamental shifts in the Public Service's operating philosophy: Citizen Participation, Service Innovation and Business Innovation. These strategic shifts are in alignment with the *Citizens @ the Centre: BC Government 2.0* strategy. The shift to better "Citizen Participation," means focusing on improving citizen engagement with the BC Government. The Office of the Premier will leverage the new websites (e.g., Open Government and DataBC), and continue implementing the new open data and open information program. This supports the cultural shift to "Self Service" for British Columbians and recognizes that the public is expecting this option to expand, not narrow, avenues to interact with government. This shift supports the government's commitment to openness, transparency and engaging with British Columbians. It supports ever-improving services and choices for British Columbians in their interaction with government.

Strategic objectives for “Business Innovation” include improving collaboration and coordination within the leadership of the Government through enabling technologies, tools and processes, and continuing improvements to Cabinet processes to better inform Cabinet decision-making and timelines. The Office of the Premier is well-positioned to improve its use of technologies and tools. This is outlined in this document, which describes a future state that is focused on improving public engagement and making government information accessible to British Columbians.

Internet Strategy

Background (Strategic Planning Context)

The October 2011 Speech from the Throne includes this commitment: “Our government is committed to openness, transparency and engaging with British Columbians. Simply put: we need to be open with the information people have a right to see and open to ideas they have a right to voice.”

The *Citizens @ the Centre: B.C. Government 2.0* strategy demonstrates a strong commitment to transforming and improving citizens’ access to their government. The document identifies three strategic shifts as critical to the transformation:

- Citizen Participation: engaging British Columbians more directly with their government, particularly through improved access to government data and sharing of information.
- Self Service: expanding opportunities for citizen self-service by improving and modernizing the government’s online service offerings so they are shaped less by the structure of government and more by citizen needs.
- Business Innovation: taking a more corporate approach to technology planning and innovation for the benefit of citizens and Public Service employees.

Research from Canada and the United States links service to trust in government. There is an opportunity to improve timeliness and access to services, thus improving government’s relationship with clients.

The *IM/IT Enablers Strategy v1.5* document defines the technologies and standards required to enable the three strategic shifts identified in the *Government 2.0* strategy. They are:

- Integrated Planning: We will adopt enterprise (core government) planning that is integrated and aligned to support the objectives of *Citizens @ the Centre*.
- Privacy and Information Sharing: We will adopt the timely collection and sharing of data and information within government and with citizens that will be strengthened through careful updating of existing organizational culture, policy, and the *Freedom of Information and Protection of Privacy Act*.
- Identity Information Management: We will establish a scalable identity service that provides sufficient security and privacy as required to conduct high-value government business via the internet.

- **Strategic Procurement:** We will negotiate strategic contracts that build in flexibility to support an evolving Gov 2.0 strategy; managing existing contracts to leverage existing arrangements to maximize opportunities to support delivery of *Citizens @ the Centre*.
- **Network:** We will continue with the expansion of network capacity and of network coverage (both wired and mobile) that is required by all IT services and online government solutions.
- **Web 2.0 / Gov 2.0:** We will provide interactive, citizen-and user-centric services to connect with citizens and employees online. The foundation of all Web 2.0 websites and related services will leverage the best Web 2.0 collaborative tools.
- **Standards and Guidelines:** We will establish enterprise-wide standards that are critical to ensuring the successful management of information and service delivery, as well as corporate policy and supporting guidelines that reflect government's strategic shifts and transformational activities.
- **Flexible Work Tools:** We will provide our employees with modern tools and a workstation environment that maximizes employees' productivity and innovation.
- **Hosting:** We will work to ensure that the data centre continues to adopt appropriate new technologies to better meet business needs. We will also leverage cloud computing to support service and business innovation.
- **Information Security:** We will address the issue of the disappearing network perimeter, and continue to work with all major initiatives to ensure that the legal obligations and security expectations are met.
- **Connectivity:** We will provide the infrastructure required to ensure that all B.C. citizens, irrespective of their location, have access to fast and reliable online services.

This section outlines the organization's current internet state and planned future state to ensure alignment with the *Citizens @ the Centre: BC Government 2.0* strategy.

Organization's Vision for Web Presence

The Office of the Premier envisions a web presence that is citizen-centred and enables British Columbians to access information quickly, efficiently and easily. This web presence will make use of Web 2.0 collaborative tools and support self-service options for citizens. The vision ensures internet content has a customer lens, understands client information requirements, clients' service needs and facilitates easier searching on the internet.

This vision is in alignment with the research conducted by the Business and Workforce Transformation team in the Ministry of Labour, Citizens' Services and Open Government. It is expected that all Ministries and Agencies within the provincial government will develop a citizen-centred internet strategy. The Office of the Premier is a key stakeholder in this transformation initiative and is working with partners to ensure the Government of British Columbia moves to an innovative, customer-centric approach.

The Future of Internet within the Office of the Premier

Current State, Opportunities and Challenges

The Office of the Premier and its departments have a relatively small web presence (please see internet template for detailed listing). The Office of the Premier does not rely solely on the internet; it uses multiple communication channels to reach a wide-ranging audience with differing needs. The intention is not to expand the internet footprint but rather to leverage the existing government web presence. In particular, this strategy should be aligned with open data and open government and their associated websites. It is critical to implement an internet strategy that promotes citizen engagement and allows the public to better interact with their government.

Opportunity

The current web presence of the Office of the Premier is transforming to accommodate the new Open Information and Open Data program. The Transformation and Technology team is acutely aware that some terminology and government terms are not easily understood by the end user. The analysis of the internet properties and footprint has provided further rationale to develop an internet strategy through a customer lens.

- There is an opportunity to evaluate current web sites, determine usage statistics and ensure they are providing business value.

User Research

The Office of the Premier is leveraging research done by the Ministry of Labour, Citizens Services' and Open Government on internet users, search techniques and challenges with government websites.

- There is an opportunity to review research conducted by other organizations and use that information to inform decisions.
- Depending on resource constraints in the next fiscal year, the Office of the Premier can evaluate whether it is feasible to conduct further research.
- The Office of the Premier will explore strategic partnerships that provide consultation on users' search techniques and information requirements.

Constraints and Challenges

Based on the discussions held with representatives from the Office of the Premier, there is recognition that language and terminology on externally facing websites may not meet the immediate needs of customers. Some government terms may not be used widely by the public, perhaps making it difficult to locate information.

- There is an opportunity to enhance the website taxonomy and investigate ways to improve language and terminology to ensure the externally facing websites use customer-focused language.
- There is an opportunity to consult with partners in the Service Sector developing Knowledge Management strategies and taxonomy for websites.

- The Office of the Premier is constrained by the type of data and information it can make available due to privacy and security concerns.
- Depending on whether or not the look and feel of websites needs to be updated, there may be a challenge in resourcing this piece of the plan. Therefore, the Office of the Premier may need to look for opportunities to leverage government websites and resources already available.

Governance Structure

IM/IT services are provided to the Office of the Premier through the Ministry of Finance, with the primary web presence www.gov.bc.ca, being managed by Government Communications and Public Engagement. This unique arrangement requires a formal governance structure to successfully implement an Internet Strategy. Some high level recommendations include, but are not limited to:

- A designated Online Service Delivery Executive;
- A Chief Information Officer to maximize the use of current available technologies and optimize technology infrastructure;
- A business owner accountable for the service/business line content and functionality;
- Consideration of attendance of web advisory committees, linking in to communities of practice for Service Managers/ Information Management Branch (IMB) representatives; and
- IMB support, coordination of IM/IT services, standards and policies.

Internet Target State and Proposed Next Steps

The target is a detailed internet plan that will provide the public with access to data held by, and information about, the Office of the Premier. The internet should be evaluated for its ability to meet user needs, user success in searching, accessibility, technical and business value. Therefore, the goal of this strategy is to deliver an internet environment to the citizens of British Columbia that provides:

- An organization that consistently looks for opportunities to support the open data and open information program, which includes an internet strategy aimed at providing customer-centric focus on the internet.
- An approved governance structure to ensure the data custodian will be clearly assigned and will be responsible for managing information and data on the internet and intranet.
- An evaluation of websites that can be decommissioned (i.e., information duplicated elsewhere; website not heavily used; information can be redirected to another location).
- General data and information will continue to be posted electronically and made available through government websites. Whenever possible, leverage existing government websites, such as DataBC and Open Information and reduce the internet footprint.
- The Office of the Premier will reference the Online Service Delivery Toolkit currently under development by the Ministry of Labour, Citizens' Services and Open Government to assist with the implementation of the plan.
- Identify custodians of data and those entrusted with implementing the internet plan who will take the user experience curriculum/training program, if operationally feasible.

Open Data and Open Information Strategy

Background (Strategic Planning Context)

The Office of the Chief Information Officer has defined “Data” as information *held by* the government; whereas “Information” refers to information *about the* government. As mentioned earlier, the *Citizens @ the Centre: B.C. Government 2.0* strategy demonstrates a strong commitment to transforming and improving citizens’ access to their government.

One of the defining principles outlined in *Citizens @ the Centre* is to “empower citizens to create value from open government data.” This section outlines the organization’s current state and planned future state to ensure alignment with the Open Data and Open Information initiative.

The Office of the Premier has clearly articulated the government will change its approach to governing, in part by, putting citizens at the centre of the government’s web services and making government data and information more readily available. Open government is about sharing information and giving British Columbians more opportunities to participate in decisions that affect them. Thus, open information and open data are fundamental to citizen engagement and transparency. Government trends around the world are linking open information and open data to citizen participation and collaboration. The Office of the Premier is a key stakeholder in the Open Government initiative and is spearheading government’s transformation to support this province-wide strategy.

Specific Actions to Build on the Open Data and Information Initiative

The Office of the Premier has identified specific actions to ensure the provincial government continues to build on the development, release and management of open data and open information.

Open Data

- Ministries must take steps to expand public access to government data by making it available online unless otherwise restricted by law, contract or policy.
- Ministries must re-prioritize and expand data collection efforts that enable citizens and sectors to create value from government data.
- Ministries must adopt B.C.'s open license for data and ensure data accessibility through DataBC in accordance with B.C.'s open data policy. This includes the requirement that data be published in an open machine-readable format.
- DataBC must ensure that citizens can give feedback on, and assessment of, the quality of published information and provide input to which data should be prioritized for publication.

Open Information

- To the extent practical and subject to the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and other valid restrictions, Ministries should use modern technology to disseminate useful information in a routine way rather than wait for FOIPPA requests.

Open Data and Open Information Strategic Activities

This section describes a strategic approach to the initiation of an Open Data and Information program from the Office of the Premier. It is expected that this approach will continue to evolve, guided by the uptake of datasets published, as well as by input from consumers of Open Data (within B.C. and in the many other jurisdictions around the world where Open Data initiatives are underway).

The primary target audiences are:

- Office of the Premier executives, IM/IT planners and Data Custodians – define priorities, provide leadership to guide the continued development and implementation of the government's Open Data and Open Information program;
- Ministry of Labour and Citizens' Services and Open Government – continuing development of the government Transformation and Technology strategy and ensuring all Ministries are aligned with corporate directions. Providing communications about strategy to stakeholders.

Stakeholder	Role	Strategic Activities
Office of the Premier	Leadership role for the provincial government.	Continuing high level communications to stakeholders about the open government initiative.
Ministry of Labour, Citizens' Services and Open Government	Developing and communicating government-wide strategy and corporate plans Developing standards for a comprehensive Open Government program. Ensure that data and information published across government is clear, consistent and meets policy objectives.	Coordinating Ministry/Agency deliverables and providing assistance with interpreting program policy. Providing inputs describing larger government business and IM/IT strategy. Providing materials and resources to Ministries to assist with implementation of plans.
Ministry of Finance IM/IT Planners and Data Custodians on behalf of the Office of the Premier	Implement open information and open data plans, priorities, and business requirements. Develop and focus data management to identify appropriate data and information for publication.	Partnering across the government to ensure client is aligned with open government initiative. Development of data management plan.

The Future of Open Data and Information within the Office of the Premier

Open is the Government default

The Office of the Premier (and its branches) incorporates the goal of making the data and information that it hosts open to the public wherever and whenever possible. The main constraint when considering this goal for a specific set of data or information is the sensitivity of that data or information: many of the Office of the Premier's data assets contain personal information, impact security and have the potential to harm a third party. The Office of the Premier's strategy will need to consider this challenge as it develops its plans to make more of its data and information available to the general public.

Current State, Opportunities and Challenges

Opportunity: Increased Transparency and Accountability of the Government of British Columbia

The Open Information and Open Data Policy may increase the transparency and accountability of the Government of British Columbia by establishing a framework for the public release of government information and data. There is an opportunity for the Office of the Premier to provide leadership and support to Ministries and Agencies as they transition to this new policy and work towards its implementation. This initiative encourages citizen participation and engagement with the Government of British Columbia. There is an opportunity for the Office of the Premier to dialogue with citizens by pro-actively releasing information and identifying data sets which may be of interest for future release.

Current State:

The major categories of data and information are:

- Lists of membership (e.g., Cabinet members, committee members, board membership)
- Volume of correspondence received regarding a subject of interest to the public
- Calendar data (e.g., Legislative calendar)
- Speeches, announcements
- Reports and publications

Potential Opportunities:

Given the current state of Open Information and Open Data, the Office of the Premier will use the inventories of the Transformation and Technology planning project as a basis for moving forward internally with this initiative.

- The inventories may identify priorities for future release of data and pro-active disclosure.
- The Office of the Premier will continue to evaluate data sets as opportunities to engage citizens and support the Open Information and Open Data program.
- The Office of the Premier is looking at the potential to pro-actively release public speeches that are not currently available.

Constraints and Challenges:

Based on the discussions held with representatives from the Office of the Premier, it has been determined that the majority of the data held by the Office of the Premier is exempt under different sections of FOIPPA. The Office of the Premier often holds data that may impact security, privacy or the economic well-being of a third party. The data is often redacted before being released; therefore, this data is not openly available to the public.

Information about the Office of the Premier currently made available to the general public consists primarily of:

- Lists of membership (e.g., Cabinet members);
- Calendar data (e.g., Legislative calendar);

- Speeches, announcements (e.g., Union of BC Municipalities, public announcements, media releases, policies); and
- Biographies.

Target State and Proposed Next Steps for Open Data and Open Information

The target is a plan that will provide the public with access to data held by, and information about, the Office of the Premier, while at the same time ensuring the protection of sensitive information, which would be accessible only to those to whom that data and information is authorized. Therefore, the goal of this strategy is to deliver an environment to the citizens of British Columbia that offers the following:

- An organization that consistently looks for opportunities to support the Open Data and Open Information program.
- The data custodian will be clearly assigned and will be responsible for managing the appropriate release of data and information.
- The Office of the Premier will leverage existing platforms, such as DataBC and Open Information.
- General data and information will continue to be posted electronically and made available through websites. Whenever possible, the Office of the Premier will align with the overall Service Sector internet strategy for publishing content.

Leading the Workplace Strategies (LWS)

High-level Office Space Requirements

The Office of the Premier, including the Intergovernmental Relations Secretariat and the Board Resourcing Development Office, has extensive protocol guidelines and a ceremonial role within their business. A critical business value consists of welcoming other governments (local, national and international), citizens and dignitaries; following certain protocols and ensuring complete privacy and security during meetings. This results in offices that have inviting meeting spaces as well as private offices that are designed to facilitate and advance the business in the best interest of British Columbians.

The Office of the Premier's Leading the Workplace Strategies (LWS) focuses on enhancing the existing structure using enabling technologies and tools to improve the dissemination of information to more effectively enable informed decisions. The Office of the Premier recognizes it has unique business requirements and is implementing initiatives to support LWS through enabling technologies, procedures and tools.

Premier and Deputy Minister/Cabinet Secretary (West Annex, Parliament Buildings/Premier's Vancouver Office (PVO))

- The responsibilities of the staff in the West Annex and PVO require an environment of privacy, most often at the individual level. It is anticipated that there will be no change in these environments in the foreseeable future.

Board Resourcing Development Office (BRDO)

- The responsibilities of the staff at BRDO require an environment of privacy, most often at the individual level. It is anticipated that there will be no change in these environments in the foreseeable future.

Cabinet Operations

- The responsibilities of the staff at Cabinet Operations require an environment of privacy, most often at the individual level. It is anticipated that there will be no change in these environments in the foreseeable future.

Intergovernmental Relations Secretariat (IGRS)

- The responsibilities of the staff in IGRS require an environment of privacy, most often at the individual level. It is anticipated that there will be no change in these environments in the foreseeable future.

Due to the nature of its specialized business requirements, the Office of the Premier is not forecasting a decrease in required office spaces. The PVO is a satellite office that supports both resident and internally mobile workers in Vancouver and those who must travel to Vancouver. Still, the Office of the Premier

will support the LWS program by promoting the use of enabling technologies and tools and supporting flexibility in the work environment when appropriate.

Mobile and Flexible Workforce

All the areas within the Office of the Premier are using SharePoint for internal and external document flow. The use of SharePoint will be expanded, as appropriate, to further enable communications, information sharing and document updates with stakeholders.

Premier and Deputy Minister/Cabinet Secretary (West Annex, Parliament Buildings/PVO)

- The Office of the Premier staff is currently using Tablet computers, Smart Phones and iPads to enable mobility and flexibility. The Office of the Premier staff is identified as both residents and internally mobile, based on their role within the office. Enabling technology is allowing some resident workers to become more internally mobile, while supporting internally mobile workers to rely on technology rather than location to function effectively.
- Even with these technologies it is not anticipated that the base office locations will be impacted by the use of these devices.
- There are two potential projects that may further enhance the mobility of the Office of the Premier.
 - The first is a project to automate the Order in Council (OIC) process. This would allow staff across Government to participate in the OIC process from any location. Specifically for the Premier and Ministers, the project would allow Digital Signing of Orders in Council while on business away from their offices. This initiative is a cross-government project to benefit all organizations that participate in the OIC process.
 - The second is an application to track and monitor all government commitments. The database is under review. There is consideration of moving to SharePoint to enhance mobility and flexibility with the tool.

Board Resourcing Development Office (BRDO)

- BRDO is using Smart Phones (iPhones) as a tool to enhance mobility when employees are away from their desks.
- If the Order in Council automation project moves forward, this initiative will create the opportunity to incorporate new enabling technologies. BRDO would be a participant in this project.

Cabinet Operations

- Cabinet Operations staff is currently using Tablet computers, Smart Phones and iPads to enable mobile requirements and support a flexible work environment.
- Cabinet Operations is a key stakeholder in the ebinder program, which reduces employees' reliance on hard copies and supports a mobile workforce. As users become more familiar and confident with the technology, it is hoped that the need for paper binders will be eliminated.

- Even with the use of the above technologies, it is not anticipated that the base office locations will be impacted by the use of these devices.
- Cabinet Operations would be a participant in the Order in Council project referenced above.

Intergovernmental Relations Secretariat (IGRS)

- IGRS staff is currently using Tablet computers, Smart Phones and iPads to enable mobile requirements and support a flexible work environment.
- IGRS is a leader in using electronic invoices for processing of payments. This business innovation is streamlining internal work processes.
- Even with the use of these technologies, it is not anticipated that the base office locations will be impacted by the use of these processes and devices.

The core business of IGRS is interaction with Governments outside of British Columbia, including Protocol and Francophone Affairs. IGRS provides advice and analysis to the Premier and Cabinet Ministers to advance British Columbia's interests with Canada and other provinces and territories, with the United States, and in the Asia-Pacific region, as well as in other countries. The use of Telepresence Rooms is becoming more common as all governments try to save significant travel costs while maintaining, or enhancing, the level of interaction that currently exists.

- To encourage use, Telepresence would ideally be a corporate offering without charge to Agencies to allow flexibility of use without having costs to other areas impacted as the service use increases. One of the challenges is that Telepresence impacts the users' operational budget.
- IGRS continues to explore existing technologies for video conferencing, where appropriate for the attendees, including LiveMeeting.

The Office of the Premier's operational changes include using SharePoint and iPad to share, transfer and upload secure documents for meetings. The transition to enabling technologies and tools has moved the Office of the Premier forward in its cultural readiness to support a more mobile and flexible workforce. Although recognizing the constraints of the business model requiring fixed office spaces for private meetings and to meet protocol requirements, the Office of the Premier is always looking for innovative methods to support LWS initiatives. Therefore, the focus for the next couple of years will be on training staff on the use of new technologies and tools and ensuring a flexible, mobile workforce is in place to support the citizens of British Columbia. It will be critical to have the tools available to staff to enable greater flexibility and mobility. The Office of the Premier is committed to supporting a mobile and flexible work environment. Some steps to be taken over the next three fiscal years to move towards incorporating LWS initiatives into the workplace include but are not limited to:

- Leverage information from other pilot projects currently taking place within government and determine whether any of that research can be applied to the Office of the Premier.

- Provide continued support to purchase and use technology that supports LWS concepts, such as iPads, and ensuring roles have mobile technology such as laptops and BlackBerries so they can build expertise and shape new business practices.
- Ensure conference and meetings use video conferencing or Telepresence whenever appropriate.
- Whenever possible, the Office of the Premier will leverage existing partnerships where shared space (e.g., meeting space) is available.
- Review the amount of space required during times of moves, lease renewals and program changes to determine whether LWS concepts can be introduced.

Business Strategies that could be enabled by LWS

The Office of the Premier's transformational vision of a flexible, mobile and efficient workforce can be enabled by using innovative technology, tools and procedures that increase the business value for both employees and British Columbians. The LWS initiative supports enabling technology, innovative business practices and continuous improvement in the workplace. By implementing business strategies that monitor the work environment, evaluate employee work styles and leverage the results of current pilots, the Office of the Premier will be ready to strengthen its cultural readiness to adopt LWS strategies.

The Office of the Premier is closely linked to the Service Sector and will continue collaborating and consulting with partners to ensure alignment is achieved whenever possible. It is imperative that communications among partners are open and transparent as we all strive towards a culture shift of LWS within the workplace. The Office of the Premier recognizes that LWS will support a flexible, mobile and responsive workforce. There may be cost savings in the long run if there are options to reduce paper, travel (e.g., video conferencing, Telepresence) or physical work space (e.g., meeting space). The Office of the Premier is positioned to take advantage of opportunities gained from LWS initiatives as they present themselves over the next three fiscal years.

Employee Work Style

Premier and Deputy Minister/Cabinet Secretary (West Annex, Parliament Buildings/PVO)

- Cabinet Ministers and executive support staff (e.g., Chief of Staff, Cabinet Secretary) are using iPads for Cabinet, Committee and other meeting material to allow secure document review at any location and to obtain new or updated documents at any location.

Board Resourcing Development Office (BRDO)

- The Order in Council project referenced earlier may result in BRDO staff benefiting from the use of iPads (or similar devices) during the processing of Orders in Council.

Cabinet Operations

- Cabinet Operations are part of the project for using iPads for Cabinet, Committee and other meeting material to allow secure document review at any location and to obtain new or updated documents at any location.

Intergovernmental Relations Secretariat (IGRS)

- IGRS is piloting the use of iPads (or similar devices) for use by Executive for a variety of scenarios, including Transition Binders and material for Executives travelling on IGRS business.
- This is a new initiative for the IGRS and is highly dependent on technical capabilities abroad, while maintaining data integrity and security.

As referenced earlier, Cabinet Operations uses the eBinder program. This has significantly increased mobility and flexibility with employees. The Ministers and other designated staff can securely review documents for meetings while working outside of their fixed office spaces. The Office of the Premier is engaged in change management as it works with partners to educate users on tools and technologies, thus supporting the LWS initiatives. There has been a cultural shift in business requirements as employees shift from sole reliance on paper to using electronic tools to manage data and information. This is the first step in developing a cultural readiness that truly supports LWS initiatives.

Some Service Sector partners are implementing shared work spaces, meeting spaces and supporting the externally mobile employee. The Office of the Premier recognizes that there are opportunities within the Service Sector to implement more comprehensive LWS programs. For example, some Ministries and Agencies are piloting hoteling work arrangements, teleworking and supporting less reliance on a dedicated office workstation. This is the initial phase of operationalizing a LWS.

The Office of the Premier's next step in LWS planning is to classify its employees as residents, internally mobile or externally mobile to encourage the adoption of LWS strategies. In order to facilitate change and continue to increase mobility and flexibility we need to know our baseline situation. This is something to be monitored over the next three years and determine if more initiatives can be implemented to support LWS strategies at the Office of the Premier.

Summary Table

Initiative/Strategy	High Level Action/Next Steps
Internet Strategy	<ul style="list-style-type: none">• Develop internet plan• Identify opportunities to leverage current user research• Develop governance structure• Leverage new government websites to post information• Work with partners on improving taxonomy and language on websites
Open Data and Open Information Strategy	<ul style="list-style-type: none">• Develop data management plan• Support Ministries and Agencies in transitioning to new open government policies• Identify opportunities to routinely release information• Continue posting information and data to DataBC and Open Information websites
Leading the Workplace Strategies	<ul style="list-style-type: none">• Continue leveraging new technologies, tools and processes to promote a flexible and mobile workforce• Categorize employee work styles

Not Responsive

Not Responsive

Not Responsive

Internet Inventory - Web Properties

Office of the Premier

The common name used to describe the website (i.e. Ministry of <name> Website, Welcome BC, Justice BC).	The unique address for the top page of the site (i.e. www.welcomebc.ca, www.gov.bc.ca/min, www.gov.bc.ca/min/initiative)	A short description of the business purpose of the site (i.e. This site is intended to provide citizens with information about the BC parks system, and to provide access to the park reservations online tool.)	In a few words, please describe the target audience for this site. (i.e. all British Columbians, primarily international investors, only BCeID authenticated fish biologists)	Provide the name of the individual that has business responsibility for delivering the information and services.	Provide the name of the individual responsible for ensuring that content is accurate, relevant, and current and presented effectively for end users.
Premier Online	http://www.gov.bc.ca/premier/	This site is intended to provide citizens with information about the Premier's announcements, government action plans, the Office of the Premier's service plan, provide up to date information on topics of the day, etc. Site promotes public engagement.	All British Columbians	Government Communications and Public Engagement	Government Communications and Public Engagement
Intergovernmental Relations Secretariat	http://www.gov.bc.ca/igrs/index.htm	This site is intended to provide citizens with information about the IGRS mandate, programs and contact information.	All British Columbians	GCPE, Nina Chiarelli, Communications Director	Alex Dabrowski Genevieve Elliott Glenda Robertson Manjit Khaira Veronique Mercier

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Order of B.C. (blog)	http://www.orderofbc.gov.bc.ca/	The blog is intended to allow citizens' to nominate exceptional British Columbians to the Order of B.C.	All British Columbians	Lucy Lobmeier, Manager (IGRS)	Celine Anderson
Intergovernmental Relations Secretariat - Protocol Operations Branch	http://www.protocol.gov.bc.ca/	Protocol and Events Branch provides leadership and coordination in Government ceremonial, protocol and diplomatic activities. Site has information about programs and services.	All British Columbians	Pierrette Maranda (IGRS)	Glenda Robertson (IGRS)
Cabinet Operations intranet	http://www.cabops.gov.bc.ca/	This site is internal and is intended to provide public service employees information about preparing materials going to Cabinet and the decision-making process. On this site you will find Cabinet and Committee submission templates and processes and tools required for Orders in Council and Legislation.	Public Service employees involved in cabinet submissions	Elizabeth MacMillan (Cabinet Operations)	Administrator Coordinator role (Cabinet Operations)
Board Resourcing & Development Office (BRDO)	http://www.fin.gov.bc.ca/brdo/	The BRDO website provides information about British Columbia's public agencies, the people who are appointed to serve on them and the appointment process.	All British Columbians	Ann Wicks, Director (BRDO)	Andrea Libman (BRDO) Larkin MacKenzie-Ast (BRDO)
Intergovernmental Relations Secretariat Community of Practice	https://fin.gov.bc.ca/igrs/default.aspx	This SharePoint website is a resource and information sharing tool for IGR practitioners across government. Subsites include PNWER Working Group: Pacific Northwest Economic Region, US Relations Team, Border Issues Working Group	Community of practice members	Pierrette Maranda (IGRS)	Glenda Robertson (IGRS)

Provide the name of individual responsible for ensuring that technical and design standards are implemented on the site.	Provide the name of the individual responsible for ensuring that the site is available to users, and that editors are able to manage the content.	Please indicate the number of individuals that edit the web pages of the site.	Please indicate the number of web pages in the site.	Please indicate the number of attachments by file type in the site. (i.e. 10 pdfs, 12 docx, 15 mpeg)	Please indicate how frequently the content on the site is reviewed and updated (% content updated/reviewed daily, monthly, yearly, never)	Please indicate how frequently the content on your site is accessed by users (i.e. number visits per page, number of page views per page. Of all pages in your website, provide the percentage of pages accessed daily, monthly yearly (% of website content viewed monthly, % of pages viewed year, % of pages viewed daily). Provide the list pages viewed daily (e.g. x% view home page, x% view contact us page).
Government Communications and Public Engagement - see GCPE list for details	GCPE	GCPE	GCPE	GCPE	GCPE	GCPE
Corporate Data and Web Services	Corporate Data and Web Services	CDaWS: 3	311	Audio: 0 Images: 632 Video: 2 Other: 114	Weekly	Number of visits per page: 8.98 Number of page views per page: 21.74 Daily % July 7 - 14.2% Monthly: 81.9% Top 5 pages viewed Monthly (July 7) - IGRS home page, BC Intergovernmental Relations, IGRS Reports, Francophone home page, Minister's Biography page http://www.gov.bc.ca/igrs - % of page views 24.3% http://www.gov.bc.ca/prgs/ - % of page views 10.6% http://www.gov.bc.ca/rpts/ - % of page views 9.4% http://www.gov.bc.ca/francophones/ - % of page views 5.0% http://www.gov.bc.ca/igrs/minister.html - % of page views 2.1%

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Corporate Data and Web Services	Corporate Data and Web Services	IGRS: 1	310	PDF: 6 Audio: 0 Images: 322 Video: 0	Monthly (as required)	# of posts: 3
Brian Bates (Finance IMB)	Curtis Kayfish, Navtej Lalli (Finance IMB)	2	279	PDF: 26 Excel: 1 Word: 13 Wav: 1	- 10% of content updated in the last year (Oct. 2010 to Oct. 2011)	Unique Visits/Month: 21101 Hits/Month: 62020 % Pages Accessed/Month: 67%
Gordon McLean (Finance IMB)	Gordon McLean (Finance IMB)	1	23	PDF: 1 Excel: 1 Word: 21	Yearly (as required)/ Impacted by reorganisations	
Andrea Libman (BRDO) Larkin Mackenzie-Ast (BRDO)	Curtis Kayfish, Navtej Lalli (Finance IMB)	2	72	PDF: 394 Word: 26 Psd: 8	- 4% of content updated in the last year (Oct. 2010 to Oct. 2011)	Unique Visits/Month: 432 Hits/Month: 544 % Pages Accessed/Month: 2% (ASP Site, not static HTML)
Glenda Robertson (IGRS)	Gordon McLean (Finance IMB)	1	40	PDF: 149 Excel: 20 Word: 213 PPTX: 20	This site has an active manager on content and the site is maintained at a current state.	This site was converted to SP2010 on October 17, 2011. No statistics are available prior to that date. With the focus on the Asia 2011 event the usage of the site for the last three weeks would be atypical.

Open Information response template

1. Routine Release of information (current state) – Please answer the following to describe the current approach of your ministry/sector in routinely releasing information. (Routinely released information is information that is: 1) of value to citizens; 2) is released without receiving a request for information under the *Freedom of Information and Protection of Privacy* Act; and 3) is released on a regular basis.)

Categories of routinely released information (current)	Schedule	Format	Location	Citizen Access	Citizen Engagement
Please describe the categories/genres (e.g., program evaluation, research studies) of information routinely released by your ministry/sector. (Please list any information that does not belong to a category.)	Please describe the schedule(s) for releasing information? (quarterly, annually, as and when required)	Describe the formats used for releasing information.	Where is the information published?	How do citizens find/access the information? Do you use a notification system, news releases?	Has routinely released information been used to support citizen engagement? If so, please describe.
Appointment letters for Deputy Ministers	As and when required	PDF	http://www.gov.bc.ca/premier/responsibilities/deputy_ministers.html	Internet search	Yes, this is information that citizens have expressed an interest in and has just recently become routinely released
Cabinet Ministers (Ministry responsibility and biographies) information	As and when required	HTML	http://www.gov.bc.ca/premier/cabinet_ministers/	Media news releases, Internet search	information to support the open government initiative
Speeches (i.e. Throne)	As and when required			Media news releases, internet search	

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Categories of routinely released information (current)	Schedule	Format	Location	Citizen Access	Citizen Engagement
List of members (i.e. Cabinet Committee Members)	As and when updates required	HTML page, (sometimes PDF)	http://www.gov.bc.ca/premier/cabinet_committees/	Media news releases, internet search	
Reports and publications (i.e. planning documents, service plans, budgets, job action plan)	Annually, as and when required	PDF	Http://www.gov.bc.ca/premier/	Media news releases, internet searches	Yes, provides information that citizens have expressed an interest in and supports open government initiative
Legislative Calendar	Updated as and when required	HTML, PDF	http://www.leg.bc.ca/calendar.htm	Internet search	
Ministers' and Deputy Ministers' Travel Expenses – routine release of travel expense information by type of expense summarized by month and year to date.	Monthly	PDF	http://www.openinfo.gov.bc.ca/	Internet search	
BRDO appointments	Updated as and when required	ASP.net	http://www.fin.gov.bc.ca/brdo/	Internet search	

2. FOI requests – Please answer the following to describe the types of information released in response to access requests made under the *Freedom of Information and Protection of Privacy Act*.

Categories of FOI Requests	Format	Routinely Release	Challenges
Please describe the most common categories of information released by your ministry/sector in response to FOI requests?	Describe the formats used for releasing the information in response to FOI requests?	Outline whether your ministry has considered routinely releasing this information?	Outline any challenges that has or may prevent your ministry from routinely releasing this information?
Topic of the day (i.e. HST, Vancouver riots, Olympics, etc.)	PDF hosted on http://www.openinfo.gov.bc.ca/	It is a consideration, although it is difficult to accurately predict what will become of interest	The Office of the Premier often holds information that is withheld

Categories of FOI Requests	Format	Routinely Release	Challenges
		to the public and generate multiple FOI requests.	from release under the Freedom of Information and Protection of Privacy Act (FOIPPA) under Section 12, Section 13, Section 17, Section 17, and Section 19. Another challenge is the bulk of the information may reside outside of the OPP (i.e. Vancouver riots may be with PSSG, AG) so the request needs to be managed by another ministry.
Volume of Letters, Emails, requests (i.e. How many letters has government received about a certain topic i.e. HST or Vancouver riots?)	PDF hosted on http://www.openinfo.gov.bc.ca/	Not at this time.	Multiple ministries/agencies may be involved in requests. OOP would not be only recipient of such letters.
Public speeches that may not yet have been released i.e. UBCM, public events)	PDF hosted on http://www.openinfo.gov.bc.ca/	There have been high level discussions about the FOI requests that surround public speeches that have not been released on the internet.	Internal process needs to be set up on what speeches should be routinely released, how often, etc.
Calendars	TBD - dependent on situation. Please see comments regarding calendars.	Concerns about releasing calendars for accuracy (i.e. a meeting may have been scheduled that didn't take place) and security and privacy reasons.	May be security risk and/impact to privacy. Sometimes the information may be withheld under FOIPPA.

3. Routine release of information (future state) – Please answer the following to describe how your ministry/sector could routinely release information.

Routinely released information (future)	Proposed Schedule	Format	Location	Access	Citizen Engagement
Describe the categories / genres of information that could be routinely released by your ministry/sector.	Describe the proposed schedule for routinely releasing the information.	Describe the format that could be used to release this information?	Describe where the information could be published.	Describe how would citizens access the information?	Describe whether routinely released information be used to support your ministry/sector citizen engagement initiatives?
Public speeches that may not yet have been	Annually, and as required	PDF, HTML	Premier's website	Internet	Yes, is it creates more transparency and supports

released i.e. UBCM, public events)					open government.
Calendar History	TBD	PDF, HTML	Premier's website	Internet	Yes, it supports open government. Please note this is under review.

Data Title	Description	Subject	Update frequency D/W/M/A	Primary Purpose	Data Source	Raw Data	Report Data Y/N	Data Dictionary Y/N	Data Management Plan Y/N	Data Custodian Y/N	Currently Public Y/N	Priority H/M/L	Notes
Minister's Oath	Proposed: Minister's name and Date the Oath is signed. Paired with Open Information, releasing a copy of the signed documents	Minister's Oath	Monthly	Legislated	Gov	N	No	No	Yes	Yes	Yes	Medium	Raw data is possible
Committee, appointed date	Minister or MLAs by named committee and date appointed and OIC number (updated as and when needed)	Appointments	Monthly	Ops	Gov	N	No	No	Yes	Yes	Yes	Medium	Raw data is possible
Travel Expenses	Premier and Deputy Premier travel expenses	Expenses	Monthly	Ops	Gov	N	Yes	No	Yes	Yes	Yes	Medium	Raw data is possible
Current BROO appointments	People appointed to board by Order in Council listed by board and appointment data (updated as and when needed)	ABC appointments	Monthly	Ops	Gov	N	No	No	Yes	Yes	Yes	Medium	Raw data is possible