

Leading Workplace Strategy

The BC Public Service Agency addressed the demand for workplace change in *Being the Best*, the Corporate Human Resources Plan. The culture of an organization encompasses the attitudes, beliefs and practices that define the employment experience. It has a profound impact on employee engagement, which in turn shapes an employer's competitiveness and performance.

This statement comes directly from *Being the Best*, the Corporate HR Plan for the BC Public Service. *Being the Best* has been the driving force behind our efforts to become recognized as one of the top employers in Canada.

{*“Work is what you
do not where you
work...”*}

Source: Being the Best

As leaders in corporate cultural change, it is important to “walk the walk” and lead by example.

As outlined in this submission, The BC Public Service Agency has provided a guiding strategy to address the financial and cultural drivers for workplace change. A practice approach which should foster a shared understanding among sectors and ministries enhancing employee flexibility and mobility as outlined in *Being the Best* and *Citizens’@ the Centre*

The Agency’s leading workplace strategy was crafted in *Being the Best*, and provides the foundation of this submission. In addition, the completed template will outline specific tactics to optimize existing space over the next few years.

Workspaces and Tools – A Vision for the Future

The importance of a new culture has always been at the heart of *Being the Best* and the fifth edition of this plan reinforces the need to emphasize the dynamics that drive culture change in large organizations, including technological change, demographics, evolving business needs and shifting employee expectations. This shifting culture requires that we think about work and workplaces in a different way. We believe that work is a thing you do, not a place that you go.

Embracing this new mental model and this culture will require that we begin to think about space and work tools differently. We can no longer place value on bricks, mortar and square footage as much as we value flexibility, personalization and collaboration. The BC Public Service of the future must shift from focusing on processes to one focused on outcomes, from highly siloed to more open, from an approach in which information is locked down to one in which it is shared, from seeking homogeneity to embracing diversity, from prescribed work hours and tools to flexibility and personalization, from entitlement to participation, and from command and control to an organization that is known to communicate and collaborate.

It is within this context that the BC Public Service Agency seeks to define its own vision for the future of our work. Having said this, we understand that all government space is a corporate resource and subject to decision making processes that are not within our control. That said, we will position ourselves a corporate player and ensure that we are seen to be willing to take advantage of the opportunities that this environment provides.

Our Vision

- We envision a workplace that creates a dynamic alignment between the work patterns of staff across the Agency with a work environment that enables peak performance.
- Given the type of work that we do and the work patterns of our staff, we believe that we are well positioned to work towards a medium density workplace where 50% of our staff are defined as fixed workers and 50% are defined as mobile workers.
- We strive to be seen as a leader in workplace transformation while bringing out the best in our employees by empowering them to create the kind of workplace that facilitates a *New Way of Working*.

Key Principles to Drive the Change

1. First and foremost, we are in the customer service business and we must adapt work styles and tools that help facilitate an outstanding customer experience.
2. Within defined parameters, staff will be empowered to create their own work environment.
3. In the first year of implementation, we will strive to accommodate employee choice subject to operational requirements and individual employee performance.
4. Supports will be provided to supervisors at all levels to help them adapt to new working styles and to ensure they are equipped to support staff in adopting new working models.
5. Managers and supervisors will be responsible to support employee in successfully transitioning to new working arrangements.
6. Managers and supervisors will be accountable for effectively and transparently communicating decisions around workspaces and work arrangements to employees. Where an employee challenges a decision, the manager and supervisor will be asked to bring that challenge to their ADM or Executive Director who will provide assistance in resolving the issue and/or explaining the rationale to the employee.
7. A consistent approach to the management of space and workplaces will be adopted across the BC Public Service Agency. Different standards will not apply in different business units.
8. Flexibility on where staff work and how they work will be defined based on their role and on their performance. Each role in the Agency will be assigned a role designation as follows:
 - A fixed office worker: defined as an individual who must spend 100% of their time in the office
 - A open office worker: definite as an individual who spends a considerable amount of time in the office but may be required to travel on a regular basis;
 - A mobile office worker: defined as an individual who is required to perform their work in various work locations such as customer sites, other government offices, vendor offices, in transit or in hotel rooms.
 - A Tele-worker: Someone who is given permission to work from home either on a part of full time basis.
9. Space and technology supports will be assigned and budgeted for each type of role.
10. Without question, health and safety requirements must be met in any work arrangement.



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11. Mobile office workers and Tele-workers may have access to hoteling type spaces with the fixed office locations but will not be assigned spaces with any of our office locations.
12. As staff provides input, we will incorporate this input into a single plan that will ensure that we evolve to our vision over time. Constraints, challenges and timelines for making decisions will be clearly communicated to staff as this plan is built.
13. We will put in place a process to monitor and evaluate the plan and the changes that we make.
14. We acknowledge that Physical Environment and Tools is defined as a driver of employee engagement and, although overall we score relatively highly on this driver across the Agency, it remains a key concern for employees and an area of our business that we need to manage carefully in order to support our overall success.

Our Approach

1. Set the Stage:
 - Acknowledge the urgency to move forward to support our Transformation
 - Share the Vision and Create a sense of Ownership Among our Staff
 - Establish a Guiding Council to Oversee the Development of the Plan
2. Develop the Strategy:
 - Establish this as a project and assign responsibilities
 - Develop a Project Plan
 - Set Measureable Goals
 - Engage Staff in the Development of a Communication and Change Management Strategy
3. Make It Happen
 - Communicate for Understanding and Buy-in
 - Empower others to Act
 - Take advantage of Short Term Opportunities to move us closer to our new way of working (i.e.: establish short term wins)
4. Make It Stick:
 - Celebrate successes
 - Recognize new behaviours and work styles
 - Monitor and report on our progress against the goals

APPENDIX ONE

Leading Workplace Strategies Template

1a). High-level Office Space Requirements

General Instruction: *Strategies/initiatives that will (in the next three fiscal years) result in more effective use of office space for your ministry/sector through supporting non-territorial workspace and telework opportunities.*

The BC Public Service Agency has initiated a 5-year Leading Workplace Strategy project to meet the goal of 50% medium workspace density (50% fixed workers and 50% mobile workers).

In support of the goal, the Agency has self-selected a participant in the corporate pilot, in partnership with Shared Services BC. The Agency's two primary holdings in Victoria will be physically modified to meet the needs of the non-territorial workspace and new working styles.

Specific activities during the next two fiscal years include:

- reconfiguring office space into multiple quiet spaces,
- reconfiguring existing workspaces into collaborative space, as opportunities arise (for example, as staff move into new organizational structures to support the new service model)
- adjusting workspace into hoteling areas for those workgroups with a higher percentage of internally mobile workers, and
- procurement of new furniture to support free address spaces, such as booths and collaborative tabling.

As existing leases expiry, the Agency will be engaging in community planning activities with Shared Services BC to expand the scope of these physical modifications to include 13 regional locations which will enable our workforce to become more mobile and flexible across the province.

During this change, the Agency will be developing an education and communication strategy to support the new way of working. Several Agency staff already engage in flexible work styles, and telework. Of these staff, key persons will be identified to act as change agents for our cultural shift and address the obstacles and opportunities moving forward.

1 b). Mobile and Flexible Workforce

General Instruction: Strategies/initiatives that will (in the next three fiscal years) enable the workforce to be mobile and flexible and support LWS.

The BC Public Service Agency considers itself as a leader in this strategy. The BC Public Service Agency has initiated a 5-year Leading Workplace Strategy project to meet the goal of 50% medium workspace density. By March 31, 2012 75% of Agency staff will be moved to a new, more mobile work style classification.

To enabling our enhanced mobility, the Agency's key strategy has been working with Shard Service BC to identify and remedy key technology gaps. These gaps traditionally hinder the productivity and collaboration among mobile workers.

Through the pilot project the following technology services will be procured, or reviewed on a per employee basis, to determine fit for the employees work style:

- Enable mobile computing, procure additional laptops and tablets;
- Improve access to remote services; VPN, DTS and Remote Desktop Connections;
- Investigate the use of virtual terminal sessions, or enhancing DTS environments for line of business applications;
- Build awareness of existing training and support for collaborative tools, Communicator and Live Meeting;
- Support at-home telework with headsets, conference calling accounts and Blackberries, as appropriate,

Another goal of this review is to ensure improved awareness and access to Office of the Chief Information Officer policies and procedures for working away from the office, including the home technology assessment.

While technology is a key enabler of the mobile workforce, human resource management is also a pillar of success. To support this end, Agency staff will become early adopters of the Corporate Leading Workplace recommendations on performance management and communication management for mobile workers, as implementation of this strategy unfolds.

2. Sector/ministry transformation vision and business strategies that could be enabled by LWS

General Instruction: *Outline how LWS strategies will assist in achieving the ministry/sector's transformation vision and business strategies.*

The BC Public Service Agency was mandated to transform HR processes and systems both within the agency and across ministries to deliver a fully integrated HR system. By the streamlining of processes and developing an integrated HR System this provides us the opportunity to implement LWS throughout our organization to achieve our goal of a 50% mobile workforce, at the same time as supporting the changes of how we deliver our services. We now have greater opportunities to encourage different ways of working thus engaging employees and reducing costs.

HR Services Centre

In September 2011, the BC Public Service Agency introduced a new service delivery model with the HR Services Centre being the single point of contact for our customers. Utilizing LWS, we will be changing the way this Service Centre's space supports the new service delivery model by March 31, 2012.

Learning Centre

This LWS will be completed by December 2011. As part of the overall HR Transformation project, the Agency re-engineered the way the corporate learning was being delivered across the Public Sector. The Corporate Learning Needs Assessment conducted by Learning Services in 2009 identified that the use of technology to deliver learning was critical to increasing the number of employees able to access programs no matter where they are in the province, to create economies in the provision of learning, and provide learning options that appeal to and are effective for multi-generational employees.

3. Employee Work-style

General Instruction: *Using the current composition of employees in the ministry/sector, and how it will change over time as strategies are implemented. (If this information is not available, please outline a strategy detailing how the ministry/sector intends to collect this data and develop accompanying strategies over the next year.)*

The BC Public Service Agency's current composition of employees is 85% fixed workers and 15% mobile workers. As the Workplace Strategy continues to be implemented across the province, the Agency is continuing to work toward our goal of 50% mobility at the end of 5 years.

The Agency is applying LWS concepts to 75% of its workforce by March 31, 2012. The remaining 25% of staff will apply LWS concepts as opportunities arise through lease expiries, SSBC community planning activities and others, provide opportunities.

In support of this goal, a change management strategy has been initiated to help educate staff and actively engage supervisors and employees to identify their work styles and work space needs. All staff are required to complete the Agency's LWS template and discuss with their supervisor, and business area.



Open Data Plan

There has been an increase in interest in data management within the BC Public Service Agency and what it will look like in the future. This increased attention on data management is primarily a result of 3 initiatives:

1. *Open Data* – the BC Public Service Agency is the custodian of the HR data for the BC Public Service and as result needs to continue to be the leader in identifying and promoting the publishing of open HR data.
2. *Service Sector Data* – as the BC Public Service continues to implement Technology and Transformation deliverables the need for data sharing within the BC Public Service will increase. Data sharing has already started within the Service Sector and means that a focus on data governance and single source of truth for HR tombstone data will be a priority.
3. *MyHR* – with the successful roll out of MyHR the focus will be on the management of the data to support the development of operational scorecards that will report out on operational metrics and drive performance.

The BC Public Service Agency is the custodian of payroll and human resources data for Public Service employees. The Agency identified three data sources which could provide citizen-facing data in the future; BC Public Service Agency Annual Report, Work Environment Survey, and operational reporting for ministries.

The scope of data sets at the Agency include employee engagement, payroll, staffing, training, short term illness and injury, and learning – all of which are currently available to ministries. For example, the number of new hires, salaries, or the number of grievances is published to each Ministry – as outlined in the completed Open Data Template.

These data sets could be provided to citizens, researchers and businesses to stimulate innovative discussion about one of British Columbia's largest employers, and appreciation of the Public Service Workforce and their working environment. However, even with the appropriate publishing caveats and privacy concerns addressed, one key issue has surfaced.

The issue of sharing corporate-level data with citizens has been raised as a potential concern. The Public Service Agency and other central agencies are custodians for Ministry data. The decision to share data which allows for inter-ministry comparisons would require additional reflection. For example, will Ministry X want citizens to compare their Ministry's employee performance data from the Workforce Engagement Survey, or Short Term Illness and Injury Plan rates with Ministry Y?

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An outcome of the year's Technology and Transformation plan should be further consultation and policy development to determine the appropriate standards for publishing ministry comparable data. The BC Public Service Agency will remain active in future dialogue regarding the corporate direction from the Deputy Ministers Council on Technology and Transformation and the Office of Chief Information Officer on this issue.

OPEN DATA

Overview

This document shows a sample of the Ministry of Advanced Education's data inventory for the Open Data Initiative and the Transformation and Technology Planning process.

Structure and Themes

Data are categorized into key themes (highlighted in red on the data sheet) and projects (in blue).

Definitions of fields

ID	An identifier for internal use.
Subject	Please provide a one-word subject; e.g.: education, budget, taxes, water etc
Title	Free text indicating name of data. E.g., "BC Schools - Science 10 Exam Results Current. Please use descriptive titles without being overly informative. The title should easily identify the data.
Description	Provide more detail about the data. Using the example above, "Number and percentage of exam writers achieving C- or better on required examinations" describes the data in more detail.
Primary Purpose	Please indicate the primary purpose of the data; research, operations, legislated etc.
Frequency	Please indicate how frequently the data is updated; daily, weekly, monthly...
Data Source	Please indicate source of the data. Is it provided from an external source such as municipalities or is it generated by government?
Data Management	
Data Type	Please indicate if the data file to be provided to DataBC is raw, flat files, geospatial or other file type.
Report Data	Please indicate if the data is used to generate reports.
Data Dictionary	Is the data supported by a data dictionary that defines the contents of the data file?
Data Mgmt Plan	Is there a plan in place to manage the data over time (including collection, storage, use and disposal)?
Cost	Is this data currently available to the public without charge?
Current Availability	Is this data currently available to the public?
Exclusion Criteria	
Law	The key legislation relevant to open data is the Freedom of Information and Protection of Privacy Act (FOIPPA). If this or any other law restricts the release of data, the Data and Information Stewardship Committee will identify the sections of the act(s) that restrict publication. The committee may seek legal guidance to assist in this task.
Contract	A contract is a legally binding agreement between two parties to provide goods or services. A contract may only be used as a means for restricting the release of data if it cannot be reasonably modified to allow for the publication of data.
Policy	For the purpose of the open data initiative, a policy is a set of guidelines established at the government level that governs the release of government records. The primary policy is the Open Information and Open Data Policy. Other policies that apply to government records include the Core Policy Manual. If a policy restricts the release of data, the Data and Information Stewardship Committee will identify the sections of the policy that restrict publication.
Readiness Criteria	
Completeness	This field assesses how fully the data covers the population as defined in the data definition. A lower rating can be due to the absence of institutions or a specific subset of the population. High – Data are complete Medium – Data are not complete due to a policy reason (e.g. not all public institutions provide data due to historical changes in the configuration of the sectors). Low – Data are not complete due to a weakness or inconsistency in data definition, collection, coding or reporting (e.g. not all students are included in the dataset due to inconsistent data definition across the system)



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Quality	This field assesses that the dataset correctly follows the established definition and reasonable steps have been taken to confirm that the results of the dataset are accurate. High – The data collected correctly follow the definitions for each field and reasonable steps have been taken to confirm that the data are accurate. Medium – The data have been assessed for accuracy and deficiencies have been identified (e.g. data are categorized differently at the post-secondary institutions). A plan is in place to address the deficiencies. Data are currently being used internally within the ministry or with stakeholders. Low – The data have been assessed for accuracy and major deficiencies have been identified. These deficiencies prevent the ministry from using these data at this time. A plan will be developed by March 31, 2012 to address these deficiencies or to discontinue the collection of these data. Under review – The quality of the dataset is not yet assessed. An assessment will be complete on or before March 31, 2012.
Privacy preserved	This field assesses if the direct and indirect privacy of individuals has been considered and preserved. Yes – The data are presented in a way to ensure individuals cannot be directly or indirectly identified, as described in the Open Information and Open Data Policy. No – The data are presented in a way that individuals cannot be directly identified, but could be indirectly identified. A plan will be developed to determine if the data can be presented in a different way to preserve privacy. Not applicable – The data collected do not include personal information and a privacy check is not required as per the Open Information and Open Data Policy.
Security check	This field confirms the dataset meets the criteria established in government's Open Information and Open Data Policy.
Priority and Timing	
Priority	Please indicate your sector's priority to make these data public.
Earliest Date for Open Release	The earliest date possible for publishing the dataset in open formats.
Timing for Regular Proactive Release	The months each year when data will be updated.
Sensitivity	Are there sensitivities around the data that will need to be managed when the data are released? What is the level of the sensitivity (i.e. high, medium, low)?
Data custodian	The individual in the ministry who has custody of the data. In cases where formal custody lies outside the ministry, identify the custodian as well as a contact within the ministry who has oversight for the data.

OPEN DATA INVENTORY

ID	Subject	Title	Description	Primary Purpose	Frequency	Data Source	Data Management				Exclusion Criteria				Readiness Criteria			Priority and Timing				Additional Notes
							Report Date	Data Dictionary	Data Mgmt Plan	Cost	Current Availability	Law	Contract	Policy	Completeness	Quality	Security check	Priority	Earliest Date for Open Release	Timing for Regular Review	Sensitivity	
1	Courses	Completed Courses	List of completed courses. It provides the following indicators: # of seats available % complete for % completed # of courses not yet completed. It provides the following indicators: # of seats available % complete for % of seats, (d = 100%) by course, delivery method, and delivery.	Employee HR Data	Quarterly	Internal - Gov't Generated	Flat File	No - Undefined	No	Yes	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Manual report generated by several data sources: Courses Information Registration System, Human Resource Information Database (HR) and Corporate Human Resource Information and Payroll System.
2	Courses	Active Courses		Employee HR Data	Monthly	Internal - Gov't Generated	Flat File	No - Undefined	No	Yes	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Manual report generated by several data sources: Courses Information Registration System, Human Resource Information Database (HR) and Corporate Human Resource Information and Payroll System.
3	Classification	BC Public Service Employees by Classification type	A summary of the number of positions held by classification type.	Employee HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	No	Yes	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Corporate Human Resource Information and Payroll System.
4	Classification	BC Public Service Act (PSA) Position List	List of positions held with the BC Public Service	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	No	Yes	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Incumbent name would need to be stripped from data. However, data is available for lookup on the BC Government Directory.
5	Workforce Diversity	Workforce Diversity Profile	An annual report of the diversity status of the workforce - visible minority, aboriginal and persons with disabilities broken down by ministry and classification and compared to the general working population and the available workforce. To understand how different for similar the BC Public Service workforce is to the BC working population.	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	Yes - defined the contents	Yes	No	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Work Environment Survey, BC Stats.
6	Classification	New Hire Positions for all Business Units	Number of new hires by classification type provides an indicator of growth within the public service	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Corporate Human Resource Information and Payroll System.
7	Labour Relations	New Grievances for all Business Units	To measure the labour relations environment in the Public Service. Number of new grievances by status.	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Corporate Human Resource Information and Payroll System.
8	Payroll	Auxiliary Employees for all Business Units	Number of auxiliary employees by classification provides an indicator for the level of casualization in the public service workforce.	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Corporate Human Resource Information and Payroll System.
9	Payroll	Temporary Assignments for all Business Units	Statistics of temporary assignments by business unit and roll up to organizational unit: Number of auxiliary employees by classification provides an indicator for the level of casualization in the public service workforce.	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	No	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: Corporate Human Resource Information and Payroll System.
10	Workplace Health and Safety	Healthy Workplace Performance Measure	Per cent of employees who say that a safe and healthy workplace exists in any work unit.	Employee HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	Yes	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: BC Public Service Work Environment Survey conducted by BC Stats. Available via annual report.
11	Training	Training and Development Performance Measure	Per cent of employees who report their organization supports their work related training, learning and development.	Employee HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	Yes	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: BC Public Service Work Environment Survey conducted by BC Stats. Available via annual report.
12	Performance Management	Performance Management Performance Measure	Percentage of employees who have had a formal performance review in the last year.	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	Yes	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: BC Public Service Work Environment Survey conducted by BC Stats. Available via annual report.
13	Employee Engagement	Employee Engagement Performance Measure	Public service employees understand their role, how their work contributes to achieving the goals of government, and are focused on results.	Employee HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	Yes	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: BC Public Service Work Environment Survey conducted by BC Stats. Available via annual report.
14	Employee Engagement	Employee Engagement Performance Measure	Percentage of employees who understand how their work contributes to achieving service plan objectives.	Organizational HR Data	Annually	Internal - Gov't Generated	Flat File	No - Undefined	Yes	No	Yes	TBD	TBD	TBD	Med	Med	No	Low	Within six months		Medium	Data Source: BC Public Service Work Environment Survey conducted by BC Stats. Available via annual report.

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ID	Subject	Title	Description	Primary Purpose	Frequency	Data Source	Data Management				M	Exclusion Criteria		Readiness Criteria			Priority and Timing				Data Custodian	Additional Notes
							Data Type	Report Data	Data Dictionary	Data Mgmt Plan		Current Availability	Contract	Policy	Completeness	Quality	Security check	Priority	Easiest Data for Open Release	Timing for Regular Proactive Release		
19	Employee Engagement	Employee Engagement Performance Measure	Employee engagement in the public service.	Organizational HR Data	Annually	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Work Environment Survey conducted by BC Stats. Available via annual report.
20	Professional Conduct	Professional Conduct Performance Measure	Percentage of employees who understand their responsibilities and obligations as a public servant.	Organizational HR Data	Annually	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Work Environment Survey conducted by BC Stats. Available via annual report.
21	Payroll	BC Public Service Act Salary and Headcount	Summary counts of BC Public Service Employees by Employee Group: Number of public service employees by bargaining unit, employment type (regular/faculty), and excluded membership. Includes percentage of total government and average salary.	Organizational HR Data	Quarterly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Agency Quarterly Report
22	Payroll	BC Public Service Act Salary and Headcount	Summary counts of BC Public Service Employees by Ministry and Employee Group: Number of public service employees by ministry and employee group. Includes percentage of total government and average salary.	Organizational HR Data	Quarterly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Agency Quarterly Report
23	Payroll	BC Public Service Act Salary and Headcount	Summary counts and salary information for BC Public Service Employees by Employee Group and Gender: Number of public service employees by employee group and gender. Includes percentage of total government and average salary.	Organizational HR Data	Quarterly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Agency Quarterly Report
24	Payroll	BC Public Service Act Salary and Headcount	Management Employees by Ministry, Gender and Level: Number of public service employees by ministry, gender and level. Includes percentage of total counts.	Organizational HR Data	Quarterly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Agency Quarterly Report
25	Payroll	BC Public Service Act Salary and Headcount	DM, Assoc DM, and Asst DM by Ministry and Gender: Deputy Ministers, Associate Deputy Ministers and Assistant Deputy Ministers headcount by Ministry and Gender. Includes percentage to total counts.	Organizational HR Data	Quarterly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Agency Quarterly Report
26	Payroll	BC Public Service Act Salary and Headcount	Summary counts and salary information for BC Public Service Employees by Ministry and Gender: # of public service employees and average salary by ministry and gender. Includes percentage of total counts.	Organizational HR Data	Quarterly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: BC Public Service Agency Quarterly Report
27	Payroll	BC Public Service Act Salary and Headcount	Short Term Injury and Illness Summary Reports by Total year and ministry, showing average days taken and average cost of leave for 2009 to March 31, 2010. Comparative data from previous years and by sectors are also found in this report.	Employees HR Data	Annually	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: report Reference: IMR Report, STIP-001
28	Staffing	BC Public Service Exit Survey	Results results by employees who resigned during the period April 1, 2009 to March 31, 2010. Comparative data from previous years and by sectors are also found in this report.	Employees HR Data	Annually	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: Client and Customer Satisfaction Surveys
29	Benefits	Short Term Disability	Hours & Cost of Leave	Research	Monthly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: CMR / People Soft
30	Benefits	Long Term Disability	Number of Claims and costs of leave	Research	Monthly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: People Soft
31	Benefits	Workers Compensation Claims	Number of Claims and costs of claim	Research	Monthly	Internal - Gov't Generated	File	Yes	No - Undefined	Yes	No	Yes	TBD	TBD	Med	Med	No	Low	Within six months	Medium	Y	Data Source: WCC

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OPEN DATA

Priority and Timing			Data Custodian	Exclusion Criteria		
Earliest Date for Open Release	Timing for Regular Proactive Release	Sensitivity		Law	Contract	Policy
Under six months	January	High		Yes	Yes	Yes
Within six months	February	Medium		No	No	No
1-3 years	March	Low		TBD	TBD	TBD
3-5 years	April					
more than 5 years	May					
	June					
	July					
	August					
	September					
	October					
	November					
	December					
	Annual					



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Technology and Transformation Instructions

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.
The Agency's Information Management and Analysis Reporting group handles enquiries about Human Resources statistics.					



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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?
Employee Files	Released electronically or in hard copy directly to applicant.	No – personal information	Contains personal information
Investigation Files (investigations of employee conduct)	Released electronically or in hard copy directly to applicant.	No – personal information	Contains personal information
Competition Files	Released electronically or in hard copy directly to applicant.	No – personal information	Contains personal information
Executive compensation Information including executive holdback amounts.	Released electronically or in hard copy directly to applicant. Proactive release has been through info bulletins on government website or directly to media in response to requests through Government Communications and Public Engagement.	Yes – Compensation info is proactively released for highest paid executives. Will continue to explore options for routine release on open info website.	Contains personal information
Severance Amounts	Released electronically or in hard copy directly to applicant. Proactive release has been through info bulletins on government website or directly to media in response to requests through Government Communications and Public Engagement.	Yes – have proactively released severance amounts for executives following government re-orgs when multiple executives leave at the same time. Will explore options for routine release on open info website.	Contains personal information



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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?

Single Source of Truth for Employee and Organizational Data

Approach and Plan

Completion Date: October 21, 2011

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1.0 Introduction

The BC Public Service Agency is transforming human resource processes and systems to a fully integrated human resources service delivery model that supports the goals articulated in the Corporate Human Resource Plan, *Being the Best*. Part of this transformation is to align with, and support government's vision for *Citizens @ The Center* and the related *IM/IT Enablers Strategy*. The Agency has been tasked by the Deputy Ministers Council on Transformation & Technology to deliver a plan and approach for implementing a project to deliver the Single Source of Truth for Employee and Organizational data.

Through transformation and technology, the BC Public Service Agency's new service delivery model is creating efficiencies that move human resources staff away from performing transactional activities towards investments in more strategic and specialized human resources services for our clients. To achieve these goals, the Agency is reshaping its programs, practices, organizational structure and service delivery model to deliver a reliable, consistent, and excellent customer service experience for close to 30,000 employees working within the BC Public Service.

By streamlining, standardizing and automating as many of the routine transactions as possible, the Agency has been able to redirect existing funding to higher priority areas and services that will support the BC Public Service's transition to protect critical public services into the future. These efforts also allow the Agency to supply value-added data and information to inform customers; to strengthen employment policies and bolster other human resource related activities.

The Agency is focused on the growing momentum of sharing human resources data. There are enormous benefits to the BC Public Service and the Agency as clients adapt, share and combine data in new and creative ways. A "Single Source of Truth" for employee and organizational data directly supports this vision. In order to achieve this deliverable, the Agency is collaborating with service sector and ministry partners, including the Office of the Chief Information Officer, the Comptroller General and Shared Services BC to develop a clear and inclusive approach, as the requirement to actively manage and leverage the authoritative source for this data spans the sector.

2.0 Background

A significant step to the successful implementation of a "Single Source of Truth" for employee and organizational data, involves evaluating the current state of government's data stores. Over a period of many years, Ministries and Agencies have developed systems to capture employee and organizational data, supporting individual business objectives. In some cases, data from one system electronically updates a secondary system; however in a significant number of cases, these data elements are updated manually, in independent, stand alone systems. When the information is added, changed or removed, it is quite often done independently which then leads to poor data quality and multiple sources of truth. This inhibits the ability to aggregate and leverage this data in support of the stated principles of Citizens at the center, namely "*we will empower citizens to create value from open government data*" and "*we*

will encourage collaboration in the public service because it is integral to delivering quality services to citizens"

2.1 Increasing the Value of Corporate Data

With the introduction of key strategic planning processes, such as the Corporate HR Plan and the Work Environment Survey (WES), government utilizes employee and organizational data for key corporate decision making, provisioning of services and integrated business processes. Specific examples of the use of this information are workforce planning analytics to help Ministries develop staffing strategies and work transformation opportunities. This same data is also utilized to inform real-estate portfolio management at an enterprise scale, provisioning of staff for evolving, more mobile and non-territorial work styles, information technology services for employees as well as providing health and productivity information to understand trends that inform the development of programs.

As the formal custodianship and ownership of employee and organizational data has never been mandated, the province is missing valuable opportunities to garner quality corporate information and intelligence to support strategic decision making.

Not Responsive



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Figure 1.0

Not Responsive

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Not Responsive

3.0 Sector Engagement

The Agency also needs to survey what applications that contain employee and organizational data exist in other parts of the service sector and the broader Ministry pool of computer systems. To support this endeavor, the Agency has held sessions with stakeholders who also have a vested interest in the success of this initiative.

To date, a number of collaborative sessions have occurred to support the development of this plan. Representatives from all areas of the Service Sector have been consulted for a recommended approach moving forward. Given the extensive nature of this request, the Agency is recommending a stepped approach to the implementation of a Single Source of Truth for employee and organizational data.

Topic areas discussed to date include the lack of data standards, inconsistent organizational structures, timeliness of data updates, asset management, data accuracy, and data governance issues. These items along with many other considerations are depicted below in Figure 3.0:

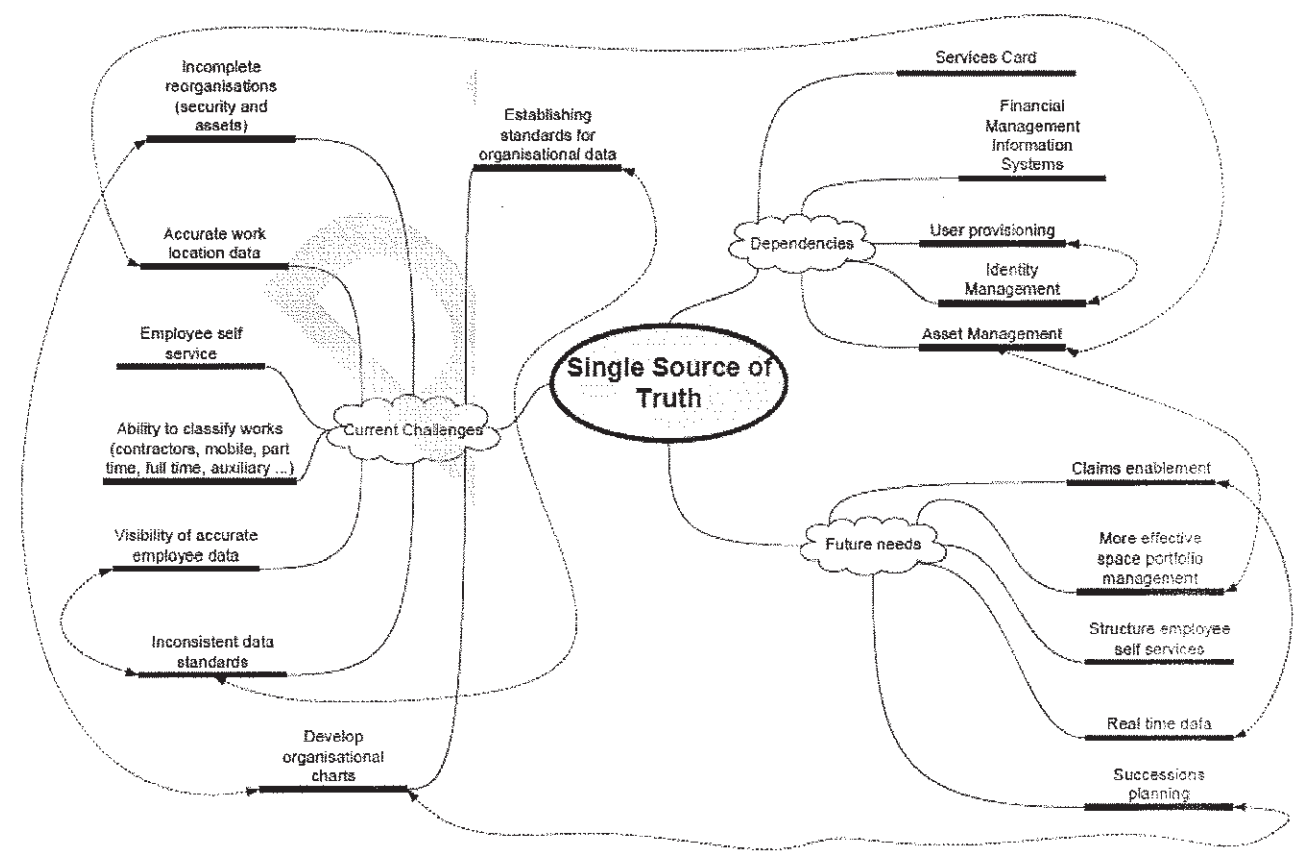
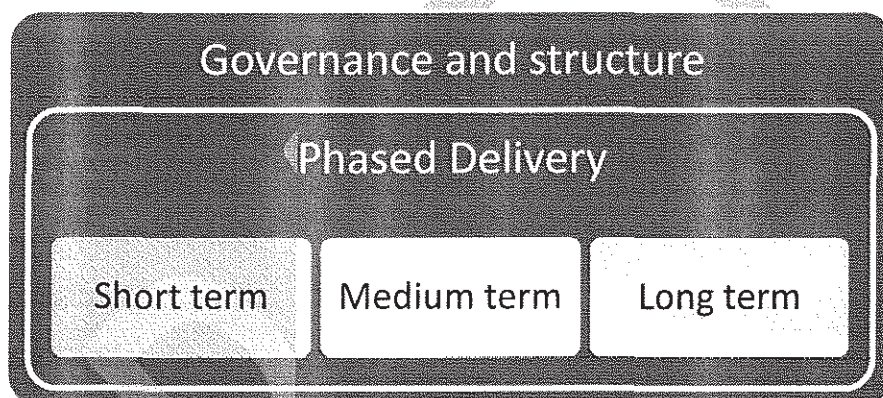


Figure 3.0

4.0 Phased Delivery Structure

Based on discussions and consultation with stakeholders, it is recommended that a phased approach is undertaken to develop a Single Source of Truth for employee and organizational data. The approach is broken down into four specific areas of activity. At the forefront of this approach is proper data governance and sound data structures targeted towards building systemic and policy frameworks enabling the sustainability of the process and data integrity over the long term.

This aspect of the project is expected to grow and evolve as we progress through the delivery phases so that appropriate controls and policy are updated and remain relevant as the project unfolds. Reviewing existing legislation and policies surrounding employee and organizational data will be required. It is also important to understand controls currently in place to monitor data compliance and standards.



4.1 Short-term Specific Deliverables - Present – March 31, 2012

The following tasks can be achieved by March 31, 2011 and can be delivered within the existing budgetary and resource constraints:

- Determine what key data elements comprise employee and organizational data. Identify business applications that utilize the defined data elements and create an inventory for planning purposes within the Agency;
- Develop awareness and linkages with applications and platforms 'outside' of the Agency.

4.2 Medium Term - April 1, 2012 – August 31, 2012

The following deliverables will be completed by August 31, 2012 and will be managed within the existing budget framework:

- An automated process to enable the movement of staff and modification of organizational structures due to realignment or changing business needs that can be maintained and managed directly by affected ministries;
- Early wins will be explored including ability to identify staff by location leveraging HR data and real-estate enterprise applications to support portfolio management and work style transformation;
- Determine data sharing opportunities and understand current data sharing channels with the intent to expand electronic interfaces where appropriate and eliminate data transfers where no longer valid.

4.3 Long Term Roadmap – March 2013 onwards

The longer term roadmap looks further into the future to define a direction that supports the long term goals of data integrity, authoritative source of data and links to various other related projects and initiatives to deliver on Government's long term vision. It is envisioned that some of the longer term deliverables will require capital and increased operational funding. Items to be considered include:

- Determine current usage levels of employee and organizational data and establish authoritative sources for individual data sets across the public service;
- Engage stakeholders, including the Office of the Chief Information Officer, Shared Services BC and the Agency to develop a workable approach to future data sharing needs and approaches to a data sustainment methodology. This will include:
 - Mapping inter-relationships among all stakeholders from a corporate systems perspective;
 - Embrace the BC Services Card vision (Smart Card Technology);
 - Attain formal recognition from the Office of the Chief Information Officer as the authoritative source of employee and organizational data for government;
 - Develop and refine workspace provisioning and real-estate portfolio management tools.

The table below (Section 3.0) represents the key deliverables noted above in further detail with critical dates and outcomes.

Short Term Deliverable – November 2011 – March 31, 2012			
Current Status	Action Plan	Assigned To	Target Date
Key Deliverable: Data Elements			
Data Ownership	Identify data and current controls: • Document first draft of data elements • Data definitions of identified data elements • Agency and Partners - business owner of data element ○ List Agency and Partners business owners; ○ Meet with business owners; ○ Identify data elements in use.	Public Service Agency: • HR Information Management Branch • Consult with Partners Agencies including Citizens' Services	December 2011
Data Management	List of controls currently in place to monitor the data elements: • Agency Lines of business: controls in place • Agency corporate quality assurance • Current Security controls • Physical controls • Policy	Public Service Agency: • Business Performance • Human Resources Management Systems • Agency Task Force	March 2012

Key Deliverable: Identify Agency Applications			
Authoritative Source for employee and organizational data: "As is State" Identify Risks	Identify Agency applications using the data: - List of BC Public Service Agency applications that utilize the identified employee tombstone data. Summary of "as is" state (e.g. missing, inaccurate, contradictory data) of the scoped employee tombstone and organizational data within the BC Public Service Agency - Risks Analysis for future from Agency perspective: - controls: access, business processes, security - incent, monitor and control employee tombstone and organization compliance by the Agency	Public Service Agency: - Business Performance - Human Resources Management Systems - Agency Task Force	March 2012
Key Deliverable: Policy and Governance			
Establish a sector-wide governance structure:	Legislation and Policy: - Understand current legislation and policies related to employee and organizational data - Recommend and draft updates if required	Public Service Agency: - Business Performance - Human Resources Management Systems	March 2012
Establish sector-wide governance structure with clear mandate	Establish Governance: - Identify sector-wide stakeholders of employee and organizational data - Formalize the governance group for employee and organizational data	Public Service Agency: Human Resources Management Systems	March 2012

Medium Term Deliverables – November 1, 2011 – August 31, 2012			
Current Status	Action Plan	Assigned To	Target Date
Key Deliverable: Corporate Data Use and Sharing Opportunities			
Corporate Data Utilization: Identify the uses of the data, and sharing opportunities and channels.	"As is state" for sector: what is broken (reference notes from October 7 meeting) - Meetings with HR, IT, Finance and other stakeholders to gather business needs for employee and organizational data - Needs Analysis for future: - Agency - Sector - BC Public Service - Broader public service (TBD)	- Public Service Agency - Integrated Workplace Solutions - Business Workforce Transformation - Information Management Branch - BC Stats - Steering Committee includes: Service Sector solution architects from Shared Services BC	August 2012
Key Deliverable: Automated Reorganization			
Automated Reorganization	An automated process to enable the movement of staff and modification of organizational structures due to realignment or changing business needs that can be maintained and managed directly by affected ministries. Planning for phase two of Automated Reorganization includes information related to real-estate/facility occupancies and asset consumption/transfer managed by Citizen Services (SSBC).	- Human Resources Management Systems - Citizen Services (Client Service Division and Integrated Workforce Solutions)	August 2012

Key Deliverable: Policy and Governance

Establish a sector-wide governance structure:	Legislation and Policy: - Consultations on the draft employee and organizational data policy - Communicate and implement	Public Service Agency: - Business Performance - Human Resources Management Systems	August 2012
Establish sector-wide governance structure with clear mandate	Establish Governance: - Establish sector wide governance group - Define mandate of governance group	Public Service Agency: Human Resources Management Systems	August 2012

Long Term Deliverables – November 1, 2011 – March 31, 2013 and beyond

Current Status	Action Plan	Assigned To	Target Date
Key Deliverable: Vision and Stakeholder Management			
<u>The Vision</u> Define a 5 – 10 year vision for corporate use of employee and organizational data	- Map inter-relationships between all stakeholders from a corporate systems perspective - E.g. Embrace the BC Services Card (Smart Card Technology) in conjunction with Office of the Chief Information Officer's office - Draft a vision - Identify potential impacts to current applications at end state of vision	Public Service Agency: - Business Performance - Human Resources Management Systems - Shared Services	March 2013

	• Citizen services card project Authoritative source of data – Standards	BC: • Solution Architects	
• Set procedures • Set priorities for conversion • Action	Action: Work with stakeholders to action data utilization of new applications using employee and organizational data • Set procedures for all applications to follow when using employee and organizational data • Work with Office of the Chief Information Officer to establish priority applications for conversion to employee and organizational data standards • Work with stakeholders to action the data conversion • Authoritative Source Interface Development	• Public Service Agency • Service Sector Solution Architects from Shared Services BC	TBD
Key Deliverable: Policy, Governance and Sustainment			
Establish a sector-wide governance structure:	• Consultations on the draft employee and organizational data policy • Communicate and implement	Public Service Agency: • Business Performance • Human Resources Management Systems	TBD
Establish sector-wide governance structure with clear mandate	Establish Governance: • Establish sector wide governance group • Define mandate of governance group Formalize the governance group for employee and organizational data	• Human Resources Management Systems	TBD

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Sustainment	<u>Sustainment:</u> • Develop Agency sustainment model responsible for maintaining and monitoring the employee and organizational data (per scope phase): people, processes and tools • Implement Agency sustainment model: people, processes and tools	Public Service Agency	TBD
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Vision and Business Context

The BC Public Service Agency is transforming human resources processes and systems, to a fully integrated human resources service delivery model that supports the goals articulated in the Corporate Human Resource Plan, *Being the Best*.

Through transformation and technology, the BC Public Service Agency's new service delivery model, and customer contact centre through MyHR, is creating efficiencies that move human resources staff away from performing transactional activities towards investments in more strategic and specialized human resources services for our clients. To achieve these goals, the Agency is reshaping its programs, practices, organizational structure and service delivery model to deliver a reliable, consistent, and excellent customer service experience for close to 30,000 employees working within the BC Public Service.

This new technology enables the BC Public Service Agency to implement a system that accurately manages monitors and tracks service requests throughout the entire life cycle of the customer relationship. It also enables the Agency to confidently track against performance metrics which are critical to the Agency's continuous business improvement. It allows users easy access to information when responding to customer queries and includes communications tools such as e-mail and telephony to support intake and allocation of work. The technology will support all Agency business lines to provide exceptional customer service experience and move the client's service request rapidly between lines of business in a manner that is invisible to the customer. Developed with a consumer focus, the technology is aimed at delivering the right services at the right time for the right cost and empowers employees and supervisors to have the independence and authority to obtain information that was previously provided to them through a human resource professional.

By streamlining, standardizing and automating as many of the routine transactions as possible through MyHR, the Agency has been able to redirect existing funding to higher priority areas and services that will support the BC Public Service's transition to MyHR and protect critical public services into the future. These efforts also provide the Agency the ability to supply value-added data and information to inform customers; to strengthen employment policies and bolster other human resource related activities. The Agency's transformation is expected to provide consistent and improved customer service experience which translates to resources being redirected from low value, repetitive, transactional services to higher level strategic services including performance coaching, improved learning products and tools, business consultants, and labour relations investigators.

Research shows that access to services, information and the ability to provide choices are critical to providing a positive consumer experience. In addition to the Agency's new service delivery model, a companion MyHR self-service website is being developed to enable employees and managers to conduct transactional activities on line. In this format they can easily and quickly submit routine information requests and manage self-service functions independently and when they want them. MyHR will link to the self-service platform, use the same taxonomy and metadata and house different information specific to human resource professionals. A consistent and clear taxonomy will enable staff, employees and managers to speak the same language when addressing human resource related topics. These products are interdependent but support and complement each other with the goal of creating better customer service experience within an integrated human resource system.

As the BC Public Service Agency adapts to meet the needs of its clients through human resources transformation, the Agency must also focus on the growing momentum of sharing human resources data. There are a number of benefits to the BC Public Service and the Agency as clients adapt, share and combine data in new and creative ways including increased access to reliable and consistent information, the ability to identify trends and recognize challenges and changes required to not only meet the needs of government and its employees, but to respond to the needs of citizens. To support this vision, another facet of the Agency's technology and transformation plan includes creating "a single



source of truth". The Agency is collaborating with service sector partners to develop a shared approach for this initiative, examining current Corporate Human Resources data and government's future business needs. Through engagement with stakeholders, such as the Office of the Chief Information Officer, the Agency will deliver a multi-year plan which identifies options and policy implications to propel government toward a "single source of truth" for employee and organizational data.

A significant outcome of the single source of truth project is the creation of a collaborative process, and operational data management plan, which engages the service sector to collectively address improved data sharing. This shared vision for data management and sustainment will enable the sector to identify and address data-driven solutions to business issues over time. Joint methodology, guiding principles, data definitions, timeliness measures, controls, and compliance will provide the mechanism through which greater information sharing and data integrity will be established with the Agency's corporate partners.

With this data management plan in place, employee and organizational data will provide the foundation and collaborative process *Being the Best* has been the driving force behind our efforts to become recognized as one of the top employers in Canada. At the heart of *Being the Best* is the reinforcement of the need to emphasize the dynamics that drive culture change in large organizations, including technological change, demographics, evolving business needs and shifting employee expectations. It is within this context that the BC Public Service Agency has agreed to become an early adopter of the Leading Workplace Strategies to define its own vision for the future of the Agency's workplace along with the opportunity to demonstrate leadership in building and supporting the cultural shift across government. The BC Public Service Agency will implement a workplace transformation within a medium density workplace that creates dynamic alignment between staff work patterns, client service needs and a work environment that enables peak performance. The Agency is also assessing and developing the HR processes, support and tools necessary to help managers implement new ways of working within their organization.

Being the Best also emphasizes culture change in how both employees and managers view and respond to health issues and their impact on performance and productivity. The BC Public Service Agency is adopting a strategic approach to health and productivity management. The Agency's health services will provide better analytical data to managers regarding employee health risks and impacts as well as to

target services and programs to assist managers in intervening early and avoiding unnecessary health benefit costs in high cost areas. At the core of these services is a self-serve employee health risk assessment that will provide managers with a better understanding of the relationship between workforce health, safety risk, benefit costs, productivity, and engagement. Taking on this approach positions the BC Public Service as a leader for other employers and demonstrates that we recognize the systemic nature that employee health has on the workforce environment and its productivity.

Achievements to date through *Being the Best* and government's 2.0 strategy *Citizens @ the Centre* are integral to the BC Public Service transformation which is aimed at providing the services British Columbians need now and in the future and in the manner citizens expect. Adopting measures and demonstrating a commitment to inclusive practices and valuing diversity are essential as we advance the idea of a more open government that more closely engages citizens in our work. The outcome will not only be a more inclusive public service that better reflects our communities but, public services that better reflect the needs of the citizens of British Columbia. In this context, the BC Public Service Agency will be at the forefront of developing initiatives and policies in human resource practices that uphold government's corporate inclusiveness and diversity agenda.

Internet Strategy

The BC Public Service Agency (the "Agency") will create an engaging and flexible internet environment conducive to supporting collaboration and information sharing for all employees and citizens of British Columbia. The Agency will continue to utilise the internet as a strategic resource and deliver internet services to support the Agency's pursuit of excellence. Achieving this goal also provides the Agency an opportunity form strategic relationships with other service sector Ministry's to provide greater integration and efficiency.

Addressing Citizens Online

The Agency's primary audience is the BC Government Public Servants. However, The Agency's Hiring Centre is actively engages with citizens through its Employment Opportunities webpage. *This site is the highest ranked website in Government.* The Agency also has an external homepage provided by the Government Communications and Public Engagement (Formerly Public Affairs Bureau).

In the next year, we will add a significant platform to our internet citizen engagement, HR Self Service. While internal employees are the primary users, citizens will have access to it. Citizens may use it to review Government human resource information, policies, and standards.

This business case discusses HR Self Service, the Employment Opportunities webpage, and Agency homepage.

Employment Opportunities Website

The employment opportunities website markets the BC Public Service employment opportunities to external and internal job seekers. To ensure we attract and retain qualified staff, the website must capture the audience's attention and compel them to take action by giving them what they want – a tool that meets their needs quickly and efficiently.

The revised creative approach for the Employment Opportunities website presented here has been designed with our audience in mind. Extraneous information and unnecessary graphic elements have been eliminated to make way for a clear, concise page layout that presents the Public Service as a progressive, up-to-date organization.

The site provides many benefits to citizens looking to become employed within the BC government.

1. It provides job seekers with what they want – the ability to quickly and easily search for jobs.
2. It reflects current recruitment marketing advertising creative approach.
3. It engages images of public service employees present government careers as diverse and exciting.
4. Social media links and the ability to forward employment postings to qualified friends helps to present the public service as a progressive, up-to-date organization.
5. Sample layouts show a modified home page, which includes a keyword search function, a location search function, and the options to view recent job postings, conduct an advanced search, and view a location map.

The BC Public Service Agency is an enabler and key stakeholder for integrating corporate services. As the strategic drive toward citizen-centred service delivery is unfolding more integration of corporate service delivery is required as building block for delivering efficient online service delivery to the Public Service and ultimately citizens. As the metaphor goes, if the foundation and wiring is strong, you will build a quality house.

HR SELF SERVICE (MyHR)

The Deputy Ministers' Committee on Transformation and Technology (DMCTT) endorsed the following vision for a corporate intranet strategy in spring 2010:

"A single corporate intranet built around an online employee network that fosters collaboration, provides customizable access to the tools and information employees need, promotes a stronger corporate culture, and serves as the core of an improved employee technology experience across the BC Public Service."

Implementing a Service Delivery Model, which offers tiered HR services, underlies a 3-step transformation approach. HR Self Service refers to the first tier, which will deliver routine information and transactional services to BC public service employees, BC Public Service Agency clients, and some public customers.

The HR Self Service objectives:

1. Support HR Transformation by reducing the costs of delivering the Agency's services by continually driving customers to self service, the lowest tier of the service delivery model.
2. Implement a customer experience environment that truly models the HR community as an ally for success.
3. Successfully integrate other systems and upgrades (e.g. Customer Relationship Management - RightNow, PeopleSoft Kronos, HR Smart) to the self service environment.
4. Implement operational sustainment processes and roles.
5. Ensure linkages to corporate initiatives including both the Corporate Intranet and Corporate Internet as HR Self Service must model corporate direction and support for a consistent employee experience as well as support citizen engagement through open government.

The Agency has managed and executed the project with support from Corporate Data and Web Services (CDaWS) under the direction of the Project Sponsor and Project Steering Committee. CDaWS provides some of the necessary resources to complete the project except, where BC Public Service Agency resources are assigned.

The end users need to find the service useful or else there is the risk they will not utilize it as needed.

The following three areas have been addressed to ensure success.

Citizens and Customers: It is important to make sure our online services exemplify a great customer experience by being appealing, intuitive, fast and while remaining consistent throughout. Services must also provide not only information and advice but also the ability to complete transactions.

Corporate: It is also important to make certain the HR self service experience strongly supports corporate initiatives. For example, by modelling Gov 2.0 principles, self service can help employees to experience for themselves what trust in the workplace looks like. By having employees questioning what truly is "confidential" in the HR world and instead by being open with HR information and advice.

Other corporate linkages include supporting the Corporate HR Plan as well as the new direction for the "@ work" site.

Agency: Self service environments need to fully support the Agency's internal business needs. The internal HR needs range from the ability to quickly access and reference standardized information, the ability to update HR content, and the need to collect information/statistics on customer utilization/requirements.

Supporting Online Governance

The business value the Public Service brings to citizens is through enhanced collaboration with other central agencies to build a strong service delivery and technical platform in support of Citizens at the Centre and Open Government strategy. The Agency is therefore adopting the principles outlined in the Ministry of Labour, Citizen's Services and Open Government's *Online Service Delivery Governance Model*.

The following strategies will operationalize the five governance principles as part of the BC Public Service Agency's Internet Strategy:

Principle 1: We are citizen-centred, and that means putting the needs of citizens first in everything we design.

HR Self Service delivered a series of employee engagement and user-centric forums in the requirements and design phase to elicit the appropriate user experience.

Moving forward, the use of user design experts will be incorporated into future online service delivery projects.

Principle 2: Online services are fundamental to our business, and that requires leadership.

The Agency will appoint an Online Services Executive within the Agency. All major online service enhancements will be required to obtain this officer's approval.

A standing citizen and/or client-centric assessment will be developed to enable a consistent and relevant framework for reviewing online service delivery.

Principle 3: We are a single enterprise, and we must behave as a single enterprise.

The Agency's Online Services Executive, or proxy, will participate in the Corporate Data and Web Service's Content Management Systems User Group to ensure that corporate methodology and technology platforms are leveraged when possible, and to share best practices and experiences across government.

The Agency will promote the use of common technology which supports our sector's data management and integration strategy.

Principle 4: Integrate Ministry functions early, so that citizens don't have to.

The Agency will appoint an Online Services Committee within the Agency which ensuring collaboration among business focus (line of business directors), content and user experience focus (Self Service Centre Leads), and technology (Application Services Manager)

Principle 5: Capitalize on the subject matter expertise in your ministry.

Leveraging the Agency's continuous improvement approach for service transformation, a quality assurance and continuous improvement process is currently in development which will ensure subject matter experts are engaged in service delivery at the right time. The Online Services Executive are linked to the process and will ensure the online delivery of services is relevant, responsive and maintains a high level of quality for clients.

CONCLUSION

While the Agency has a limited online presence, each website is a critical piece to developing both corporate efficiencies and better citizen-centred delivery, whether access to human resource information or job opportunities. The Agency is aligning with a self service, citizen-centred delivery of services to both corporate and public citizens. The next step is integration with sector and corporate partners, leveraging common technologies, and ensuring future services are delivered in compliance with corporate online governance.



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Web properties, management and governance. Complete this section for each web property - copy and paste this section as needed.

Website title	Domain/URL	Business Purpose	Audience	Business Owner	Content Steward
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/init/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.
INTERNET PRESENCE					
BC Public Service Agency Internet (Recently Decommissioned)	www.bcpubli-service.ca	To house sites that need to be public	All British Columbians	Business Performance	Anthony Gabriel
BC Public Service Agency Internet	http://www.bcpubli-service.ca	This site is outward facing to the citizens of British Columbia. It gives general information about the Agency.	All British Columbians	Lynda Tarras or Chrissy Oliver	Chrissy Oliver
Learnings Pacific Leaders	www.pacificleaders.gov.bc.ca	This scholarship helps talented and motivated BC public servants advance their career goals by furthering their education in areas related to government's priorities.	Provincial public servants	Karla Marie Fraser-Ramirez, Steve Bachop	Kathy Grealy, Jackie Hucal
Quitting Time - Smoking Cessation Program	www.quitintime.gov.bc.ca	QuitTime is a comprehensive smoking cessation program available to employees of the BC public service or other organization with coverage under the BC public service benefit plan.	Provincial public servants	Marcel Quitzel	Cindy Lew
Public Employees Community Service Fund	www.communityfund.gov.bc.ca	To coordinate a workplace fundraising campaign that enables BC Government employees to support local charitable organizations that strengthen our communities.	Provincial public servants	Angela Wetz	Frances Gorman
Employment Opportunities Website	http://www.employment.gov.bc.ca	Home Page	All British Columbians	Anne Richmond	Susan Parhar
Recruitment Portal	http://www.employment.gov.bc.ca/employee_portal	Employee Portal into recruitment system for staff	All Provincial Public Servants	Anne Richmond	Susan Parhar
Help	http://employment.gov.bc.ca/how_to_access_help	Help for applicants on navigating the site and recruitment system	All British Columbians	Anne Richmond	Susan Parhar
Hiring Process	http://www.employment.gov.bc.ca/our_hiring_process	Our hiring process - gives information on how the BCPS hires.	All British Columbians	Anne Richmond	Susan Parhar
Resumes and Interviews	http://www.employment.gov.bc.ca/resumes_and_interviews	Resumes and interviews - gives information and tips about preparing resumes and interviews for applying to the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Competencies	http://www.employment.gov.bc.ca/competencies_and_the_b_c_public_service	Competencies - this page gives information on the competencies for the BCPS and videos (with transcripts) to show how a competency based interview will take place.	All British Columbians	Anne Richmond	Susan Parhar
Career Advisors	http://www.employment.gov.bc.ca/career_advisors	Career Advisor page - this page has a link to the Career Advisor blog (in Wordpress) and also info on how to contact the Career Advisors and the service they give.	All British Columbians	Anne Richmond	Susan Parhar
Meet our People	http://www.employment.gov.bc.ca/meet_our_people	Meet our People - this page provides a few of the types of jobs available in the BCPS. This includes videos and pictures with descriptions.	All British Columbians	Anne Richmond	Susan Parhar
Contact Us	http://www.employment.gov.bc.ca/contact_us	Contact Us - this page gives information on how to give feedback about the site and also on how to contact the Hiring centre with questions and also how to contact the Career Advisors.	All British Columbians	Anne Richmond	Susan Parhar



Where ideas work

Web properties, management and governance. Complete this section for each web property – copy and paste this section as needed.											
Website Title	Domain/URL	Business Purpose	Audience	Business Owner	Content Steward						
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.						
FAQs	http://www.employment.gov.bc.ca/faqs	FAQs - this page provides answers and questions for help with the recruitment system when applying for a job with the BCPS.	All British Columbians	Anne Richmond	Susan Parhar						
Employee Benefits	http://www.employment.gov.bc.ca/employee_benefits_and_programs	Employee benefits - this page gives information on what types of benefits are available to employees.	All British Columbians	Anne Richmond	Susan Parhar						
Career Mobility	http://www.employment.gov.bc.ca/career_mobility	Career Mobility - information on mobility and advancement within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar						
Learning Opportunities	http://www.employment.gov.bc.ca/learning_opportunities	Learning Opportunities - information on what type of learning opportunities are available to BCPS employees.	All British Columbians	Anne Richmond	Susan Parhar						
Values	http://www.employment.gov.bc.ca/values	BCPS Values - info and listing of the BCPS values.	All British Columbians	Anne Richmond	Susan Parhar						
Diversity	http://www.employment.gov.bc.ca/diversity	Diversity & Accommodation - information on diversity and accommodation in the BCPS employees.	All British Columbians	Anne Richmond	Susan Parhar						
Pacific Leaders Information Page	http://www.employment.gov.bc.ca/pacific_leaders	Pacific Leaders - information on the Pacific Leaders program available to BCPS employees and their children as well as the loan forgiveness program for recent graduates.	All British Columbians	Anne Richmond	Susan Parhar						
Award Winning Employer	https://www.employment.gov.bc.ca/award_winning_employer	Awards - information and links to awards won by the BCPS and a link to the Human Resource plan for the BCPS.	All British Columbians	Anne Richmond	Susan Parhar						
Living in BC	http://www.employment.gov.bc.ca/living_in_bc	Living and working in BC - information on living and working in BC - not just Victoria and the lower mainland, but all of BC.	All British Columbians	Anne Richmond	Susan Parhar						
Community Involvement	http://www.employment.gov.bc.ca/community_involvement	Information on community engagement and charity involvement for the BCPS.	All British Columbians	Anne Richmond	Susan Parhar						
Green Employer	http://www.employment.gov.bc.ca/green_employer	Information on the BCPS being a leader in environmental practices.	All British Columbians	Anne Richmond	Susan Parhar						
Premiers Awards	http://www.employment.gov.bc.ca/premiers_awards	Information on the Premier's Awards for employees of the BCPS.	All British Columbians	Anne Richmond	Susan Parhar						
North	http://employment.gov.bc.ca/north	Northern Microsite home page - microsite devoted to living and working in the north of BC.	All British Columbians	Anne Richmond	Susan Parhar						
North Jobs	http://employment.gov.bc.ca/northjobs	Northern Microsite job posting page - information on jobs in the north and links to postings within the recruitment system with links to each community the posting is in.	All British Columbians	Anne Richmond	Susan Parhar						
North Working	http://employment.gov.bc.ca/northBCPS	Northern Microsite Working in Northern BC - in depth info on working and living in the north of BC.	All British Columbians	Anne Richmond	Susan Parhar						
North Profiles	http://employment.gov.bc.ca/northprofiles	Northern Microsite community profiles - info on communities in the north and info on living in these areas/towns/cities.	All British Columbians	Anne Richmond	Susan Parhar						
Clerical	http://employment.gov.bc.ca/clerical	Clerical Microsite home page - info on clerical and administrative jobs in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar						
Clerical	http://employment.gov.bc.ca/clerical/work_environment	Clerical Microsite work environment - information on what a typical work environment is like for clerical jobs in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar						

Web properties, management and governance. Complete this section for each web property – copy and paste this section as needed.

Website Title	Domain/URL	Business Purpose	Audience	Business Owner	Content Steward
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.
Clerical	http://employment.gov.bc.ca/clerical/training	Clerical Microsite Training - Information on training available to employees in the clerical stream in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Clerical	http://employment.gov.bc.ca/clerical/career_path	Clerical Microsite career path - Information on mobility and advancement in the clerical stream within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Clerical	http://employment.gov.bc.ca/clerical/how_to_apply	Clerical Microsite how to apply - Information on how to apply to a clerical posting in the recruitment system.	All British Columbians	Anne Richmond	Susan Parhar
Clerical	http://employment.gov.bc.ca/clerical/learn_more	Clerical Microsite learn more - Information on learning more about the clerical stream in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Corrections	http://employment.gov.bc.ca/corrections	Corrections Microsite Home page - Information on careers in corrections with the BCPS with links to job postings.	All British Columbians	Anne Richmond	Susan Parhar
Corrections	http://employment.gov.bc.ca/corrections/work_environment	Corrections Microsite Work environment - Info on what it is like to work in corrections within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Corrections	http://employment.gov.bc.ca/corrections/how_to_apply	Corrections Microsite how to apply - Information on how to apply to corrections postings in the BCPS with information needed to include in an application package.	All British Columbians	Anne Richmond	Susan Parhar
Corrections	http://employment.gov.bc.ca/corrections/training	Corrections Microsite training - Information on what type of training is needed before, during and after in the corrections job stream within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Corrections	http://employment.gov.bc.ca/corrections/career_path	Corrections Microsite career path - Information on opportunities for mobility and advancement in the corrections stream in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Corrections	http://employment.gov.bc.ca/corrections/learn_more	Corrections microsite learn more - Information and tags about the corrections stream in the bcps and contacts for the regions.	All British Columbians	Anne Richmond	Susan Parhar
Employment Assistance	http://employment.gov.bc.ca/employment_assistance_workers	Employment and assistance workers (EAW) microsite home page - Info on the EAW stream of work in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Employment Assistance	http://employment.gov.bc.ca/employment_assistance_workers/work_environment	EAW microsite work environment - Information on EAW jobs within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Employment Assistance	http://employment.gov.bc.ca/employment_assistance_workers/training	EAW microsite Training - Information on training available to EAW workers before and on the job.	All British Columbians	Anne Richmond	Susan Parhar
Employment Assistance	http://employment.gov.bc.ca/employment_assistance_workers/career_path	EAW microsite career path - Information on opportunities for mobility and advancement in the EAW stream in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Employment Assistance	http://employment.gov.bc.ca/employment_assistance_workers/how_to_apply	EAW microsite how to apply - Information on the recruitment process and how to apply on EAW jobs in the recruitment system of the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Employment Assistance	http://employment.gov.bc.ca/employment_assistance_workers/learn_more	EAW microsite learn more - Information on EAW positions in the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Elections BC	http://employment.gov.bc.ca/electionsbc	Elections BC - Information on employment opportunities with Elections BC.	All British Columbians	Anne Richmond	Susan Parhar



Where ideas work

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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.
Other Public Sector	http://employment.gov.bc.ca/other_public_sector	other public sector - information and links to other public sector employment opportunities with crown corporation.	All British Columbians	Anne Richmond	Susan Parhar
Finance	http://employment.gov.bc.ca/finance	Finance microsite home page - information on working in the finance stream within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Finance	http://employment.gov.bc.ca/finance/work_environment	finance microsite work environment - information on what it would be like to work as a finance officer within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Finance	http://employment.gov.bc.ca/finance/training	finance microsite training - information on training available to finance employees within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Finance	http://employment.gov.bc.ca/finance/career_path	finance microsite career path - information on mobility and advancement in the finance stream within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Finance	http://employment.gov.bc.ca/finance/how_to_apply	finance microsite how to apply - information on how to apply for positions in the finance stream within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Finance	http://employment.gov.bc.ca/finance/learn_more	finance microsite learn more - information on working within the finance stream in the BCPS and opportunities within this stream.	All British Columbians	Anne Richmond	Susan Parhar
Aboriginal Youth	http://employment.gov.bc.ca/aboriginal_youth_internship_program (AYIP)	Information on the AYIP program offered specifically to aboriginal youth.	All British Columbians	Anne Richmond	Susan Parhar
Campus Recruitment	http://employment.gov.bc.ca/campus_recruitment	Information on the	All British Columbians	Anne Richmond	Susan Parhar
Coop Opportunities	http://employment.gov.bc.ca/co_op_opportunities	Information on co-op opportunities in within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Internships	http://employment.gov.bc.ca/internships	Information on internships opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Resume Tips	http://employment.gov.bc.ca/student_resume_tips	Tips to students on how to structure their resumes for co-op and internship opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Executive	http://employment.gov.bc.ca/executive	executive page - information on executive employment opportunities with links to postings when available.	All British Columbians	Anne Richmond	Susan Parhar
Engineering	http://employment.gov.bc.ca/engineering	future microsite on engineering employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Engineering	http://employment.gov.bc.ca/engineering/work_environment	future microsite on engineering employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Engineering	http://employment.gov.bc.ca/engineering/training	future microsite on engineering employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Engineering	http://employment.gov.bc.ca/engineering/career_path	future microsite on engineering employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Engineering	http://employment.gov.bc.ca/engineering/how_to_apply	future microsite on engineering employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Engineering	http://employment.gov.bc.ca/engineering/learn_more	future microsite on engineering employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Social Program Officers	http://employment.gov.bc.ca/social_program_officers	future microsite on social program officers employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar
Social Program Officers	http://employment.gov.bc.ca/social_program_officers/work_environment	future microsite on social program officers employment opportunities within the BCPS.	All British Columbians	Anne Richmond	Susan Parhar



Where ideas work

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Website Title	Domain/ URL	Business Purpose	Audience	Business Owner	Content Steward
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 BCID 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.
Social Program Officers	https://employment.gov.bc.ca/social_program_officers/education_and_training	future microsite on social program officers employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Social Program Officers	https://employment.gov.bc.ca/social_program_officers/how_to_apply	future microsite on social program officers employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Social Program Officers	https://employment.gov.bc.ca/social_program_officers/career_path	future microsite on social program officers employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Social Program Officers	https://employment.gov.bc.ca/social_program_officers/learn_more	future microsite on social program officers employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Court Services	https://employment.gov.bc.ca/court_services	future microsite on court services employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Court Services	https://employment.gov.bc.ca/court_services/work_environment	future microsite on court services employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Court Services	https://employment.gov.bc.ca/court_services/training	future microsite on court services employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Court Services	https://employment.gov.bc.ca/court_services/career_path	future microsite on court services employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Court Services	https://employment.gov.bc.ca/court_services/how_to_apply	future microsite on court services employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Court Services	https://employment.gov.bc.ca/court_services/learn_more	future microsite on court services employment opportunities within the BCPs.	All British Columbians	Anne Richmond	Susan Parhar
Copyright	https://www2.gov.bc.ca/en/admin/copyright-page	Copyright - information on copyright rights to BC government sites.	All British Columbians	Anne Richmond	Susan Parhar
Accessibility	https://www2.gov.bc.ca/en/admin/accessibility.page	Accessibility - information from the main BC government website about access to its sites.	All British Columbians	Anne Richmond	Susan Parhar
Privacy	https://www2.gov.bc.ca/en/admin/privacy.page	Privacy Policy - policy on privacy and how personal information is collected.	All British Columbians	Anne Richmond	Susan Parhar
Disclaimer	https://www2.gov.bc.ca/en/admin/disclaimer.page	Disclaimer page - disclaimers on site and no guarantees given, etc.	All British Columbians	Anne Richmond	Susan Parhar

INTRANET PRESENCE

@Work	https://gww.gov.bc.ca/	Employee communication and engagement channel.	Provincial public servants	Rueben Bronee	Kathleen Walsh
BC Public Service Agency Intranet	https://gww.bcpubli-service.gov.bc.ca/	Site is internal to BC Government	Provincial public servants	Business Performance	Anthony Gabriel
BC Public Service (Intranet) Course Information Registration System (CIRS)	https://www.bcpubli-service.ca/courses	To view and register for courses offered by the public service. To increase knowledge and skill for the public service.	Provincial public servants	Marline Hallsheff	Laurel Shave and Sharen Dawson (Subject matter experts?)
Disability Case Management	https://www.bcpubli-service.ca/disagmt/	To provide LTD employees with forms and information related to disability and LTD.	Provincial public servants	Sheldon Staszko	Lina De Melo
Benefits	https://www.bcpubli-service.ca/benefits/	To provide employees and dependents with benefit information and forms	All British Columbians	Stuart Knittelfelder	Diana Grabavac
Long Service Awards	https://www.bcpubli-service.ca/longservice/	register retired/long service employees	Retired/employed Provincial Public Servants	Daryl Thomson	Candace Little
Practitioners	https://www.bcpubli-service.ca/practitioners/	provide form for agency secure sites	government employees, mainly strategic HR	Business Performance	Anthony Gabriel
IMA site	https://gww.bcpubli-service.gov.bc.ca/IMA	Provide corporate reporting	HR Professionals	Marguerite Vickery	Jay Ranson
OSH	https://gww.bcpubli-service.gov.bc.ca/OSH	provide health and workplace safety information to specialists	Workplace Health Professionals, but is viewable by all government	Marcel Quizel	Richard Golob



Where ideas work

BC Public Service Agency, Technology and Transformation Plan FY 2012 - 2013

Web properties, management and governance. Complete this section for each web property -- copy and paste this section as needed.

Website Title	Domain/URL	Business Purpose	Audience	Business Owner	Content Steward
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.
Ergo-tools	https://www.bcpubli-service.gov.bc.ca/ergotools	provide employee with workstation setup	Provincial public servants	Marcel Quizel	Richard Golob
WHMIS	http://www.bcpubli-service.gov.bc.ca/WHMIS/home.asp	provide WHMIS information and a quiz at the end	Workplace Health Professionals	Marcel Quizel	Richard Golob
First-Aid	https://www.bcpubli-service.gov.bc.ca/firstaid/questionnaire.asp	provide First aid assessment for workplace tool	Workplace Health Professionals	Marcel Quizel	Richard Golob
Compensation	https://www.bcpubli-service.gov.bc.ca/compensation	Provide compensation and classification information	HR Professionals, Payroll, Managers	Stuart Knettelfeider	Ann-Shirley Williams
Salary Lookup	https://www.bcpubli-service.gov.bc.ca/compensation/salary_lookup/index.html	Provide salary grid information	Provincial public servants	Stuart Knettelfeider	Ann-Shirley Williams
Compensation HR Only	https://www.bcpubli-service.gov.bc.ca/compensation_hr_only	Provide public service job evaluation plan info	HR professionals	Stuart Knettelfeider	Ann-Shirley Williams
Influenza Clinic	https://www.bcpubli-service.gov.bc.ca/influenzaclinic	Provide clinic information to nurses	health professionals	Marcel Quizel	Janice Alexander
Labour Relations Intranet	https://app2.poin.gov.bc.ca/lr_arb/	Provide Labor Relation information to HR Practitioners, Managers, and Executive	HR Practitioners, Managers, and Executive	John Davison	John Herbert
SharePoint 2007	https://www.bcpa-collaboration.gov.bc.ca/default.aspx	This site is intended to act as the Agency's intranet	Employee's of the BC Public Service Agency	Shane Hoag and Elizabeth Maurer	Each LOB
SharePoint 2010	https://hr.gov.bc.ca/SitePages/Home.aspx	This will be the new domain for the Agency's intranet	Employee's of the BC Public Service Agency	Shane Hoag and Elizabeth Maurer	Each LOB



Where ideas work

BC Public Service Agency, Technology and Transformation Plan FY 2012 - 2013

Web Manager	Hosting /Tech Supp	# of web editors	# of pages	# of attachments	Content currency	Analytics
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 docs, 15 mpeg)	Please indicate how frequently the content on the site is reviewed and updated (i.e. content updated/reviewed daily, monthly, yearly, never)	Please indicate how frequently the content on the site is accessed by users (Number of unique visits, number of hits, percentage of pages accessed daily, monthly yearly)
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	280	52 docs, 121 ppt, 2 ppt	Bi-monthly	Not available
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	50	15 pdf	Bi-monthly	Not available
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	11	16	3 pdf	Monthly	Not available
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	11	41	8 pdf, 1 ppt, 9 wmv	Quarterly	24115 hits - Analysed requests from Fri-01-Jan-2010 00:05 to Fri-31-Dec-2010 16:14 (364.67 days)
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	11	40	4 doc, 54 pdf, 6 ppt, 6 wmv, 4 xls	Quarterly	79714 hits - Analysed requests from Tue-01-Jan-2008 00:46 to Wed-31-Dec-2008 15:55 (365.63 days)
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Since August 1, 2010 (launch) to October 17, 2011: 2,511,449 visits; 5,669 average per day; 2:31 min/sec average visit duration; most active date August 3, 2010 with 37,875 visits; most active day of the week Tuesday; most active hour of the day 11am to noon;
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	2 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	1 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	5 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available

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Web Manager	Hosting /Tech supp	# of web editors	# of pages	# of attachments	Content currency	Analytics
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 docs, 15 mpeg)	Please indicate how frequently the content on the site is reviewed and updated (i.e. content updated/reviewed daily, monthly, yearly, never)	Please indicate how frequently the content on the site is accessed by users (Number of unique visits, number of hits, percentage of pages accessed daily, monthly yearly)
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	2 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	9 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	6 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	1 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	1 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	1 pdf	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available
Susan Parhar and Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	5	~80 (whole site)	0	as needed	Not available

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Courtney Campbell	Courtney Campbell	6	35000+	2000+	daily	17000 hits per day is average.
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	11	5834	49 doc, 804 pdf, 24 ppt, 7 presentation	Monthly	1725140 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Sam Lee (database admin) Garrett Cormack (Manager, Web Applications & Solution Architecture)	Corporate Data & Web Services (Garrett Cormack)	5+	103	1 pdf, 1 ppt	daily	in some cases might not be able to provide. Maybe able to provide page hits. The 2 are different (visits vs. hits)
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	80	46 doc, 30 pdf	yearly	Not available
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	61	3 doc, 90 pdf, 1 ppt		Not available
Courtney Campbell	Corporate Data & Web Services (Garrett Cormack)	5+	35	0	yearly	Not available
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	1	3 doc	yearly	Not available
Jay Ranson	Corporate Data & Web Services (Garrett Cormack)	10	944	19 doc, 306 pdf, 1 ppt, 574	daily	212065 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	139	7 docs, 68 pdf, 6 presentations	Quarterly	106204 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)



Where ideas work

BC Public Service Agency, Technology and Transformation Plan FY 2012 - 2013

Web Manager	Hosting /Tech Supp	# of web editors	# of pages	# of attachments	Content currency	Analytics
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 the site is accessed by users (Number of unique visits, number of hits, percentage of pages accessed daily, monthly yearly)
Corporate Data & Web Services (Garrett Cormack)	Corporate Data & Web Services (Garrett Cormack)	10	45	1 doc, 7 pdf, 1 presentation	yearly	44518 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Corporate Data & Web Services (Garrett Cormack)	Corporate Data & Web Services (Garrett Cormack)	10	15	1 pdf	yearly	15553 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Corporate Data & Web Services (Garrett Cormack)	Corporate Data & Web Services (Garrett Cormack)	10	43	2 doc	yearly	7121 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	2390	19 doc, 329 pdf, 23 pps	Monthly	68237 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	1680	0	Quarterly	Not available
Business Applications Services Branch (Anthony Gabriel)	Corporate Data & Web Services (Garrett Cormack)	10	2169	1 doc, 92 pdf	yearly	80938 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Atomic Crayon	Corporate Data & Web Services (Garrett Cormack)	15	89	1 pdf	yearly	224501 hits - Analysed requests from Fri-01-Jan-2010 01:41 to Thu-03-Mar-2011 10:09 (426.35 days)
Telus Sourcing Solutions Inc.	Telus Sourcing Solutions Inc.	4	150+ ?	75+ ?	?	Not available
Dan Hofman	SSBC	100+	1000+	2000+	daily	Not available
Dan Hofman	SSBC	1	0	0	NA	Not available



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Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services.				
Service Name	Purpose and Description	Delivery method	What is the business value of the service?	Does it use other services or databases?
The common name used to describe the service (i.e. Student Loan Online Application).	Please provide a short description of the service and its purpose (i.e. The service allows students to apply online for a student loan and to track the progress of their application.)	Please indicate how users interact with the service (i.e. online form, online form submission, application, authenticated application)	What is the value of the service (i.e. critical to citizens, legislated, cost savings)? Please describe in a few words.	What components from other systems are required to make it function?
Spark	Spark is an online space for constructive collaboration across the BCPS. It allows employees to share ideas with colleagues and create dialogue around a variety of topics.	Online: https://spark.gov.bc.ca/ .	Idea management and employee social collaboration tool.	ASP.NET application and IDR authentication
Employee Recognition System (Ministry Recognition)	This application allows designated ministry recognition contacts to assign users within their ministry to track and report on their recognition activities.	https://gwww.bcpublishservice.gov.bc.ca/recognition/	Employee recognition tracking & reporting tool.	N/A



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Please describe which web technologies are used to manage, host and deliver your web presence and online services.

Technology	Purpose/Function	Provider	Service or owned infrastructure	# of servers	Virtual or physical hardware / license	Occupancy	Technology Currency	Service owner / manager	Supports which web presence service or transactions
Course Information Registration System (CIRS) database; \\newcourse server; sql database	Holds course and registrant information	HP solutions, Corporate Data and Web Services	Might want to put definitions for each. Both-ish	1	all	Unknown	End of life	CDaWS	This site is for corporate learning within the BC Public Service
Multipurpose Server (Application and Web)	Holds course and registrant information - CIRS Ergonomic desk setup Long service awards ACCPAC application ACCPAC community fund data ACCPAC PSA financial management data First aid assessment	Corporate Data and Web Services	Owned	1	physical	Unknown	Mature	CDaWS	Provides functionality to support Agency initiatives and Line of Business applications.
BCPSA Web Servers	web hosting	Corporate Data and Web Services	Owned	4: ARGUN AMUR.DMZ SULCUS FOSSA.DMZ	physical	Unknown	Mature	Shane Hoag, Manager, Business Applications	To host intranet and Internet sites for the agency's services for provincial public service employees and citizens.
Agency SharePoint (Intranet) Application Server	application server	SSBC	Service	1	Virtual/Shared environment	28GB	End of life	Shane Hoag, Manager, Business Applications	Collaboration environment for the Agency
SharePoint 2007 Learning Centre eLearning Application Server	web hosting/application servers	SSBC/HP Solutions	Service	6	Physical (2 WFEs, 1SQL for both TEST and PROD environments)		New	Shane Hoag, Manager, Business Applications	Host eLearning courses for Provincial public service employees
SharePoint 2007									
Drupal	Content Management System for @Work	SSBC	Service	3	Virtual/Shared environment	4 Gigs per Virtual Server	New	Courtney Campbell	Employee communication and engagement channel.