

January 5, 2018

**Memorandum of Understanding: Freedom of Information Rules**

**Terms of Reference**

This Memorandum of Understanding (MOU) is for the services and deliverables detailed below. All timelines, tasks, and costs are based on the project scope as understood by Government Digital Experience (GDX), as of the date of this MOU. Any changes in scope, tasks, deliverables, roles or timelines will be negotiated by both parties and finalized in a signed amendment to this MOU.

<b>Project No.:</b>	<b>18-083</b>	<b>Project Name:</b>	<b>Freedom of Information Rules</b>
<b>Pricing and Payment terms:</b>	<ul style="list-style-type: none"><li>• The total value of the journal vouchers to be processed will not exceed \$51,332.80 for fiscal 17/18 and \$46,200.00 for fiscal 18/19 for a combined cross-fiscal total of \$99,532.80</li><li>• JVs will be processed in the fiscal quarter that the expenses are incurred.</li><li>• This is a fixed price agreement.</li></ul>		
<b>Start Date:</b>	<b>February 5, 2018</b>	<b>End Date:</b>	<b>June 30, 2018</b>

**Project Description:**

Corporate Information and Records Management Office (CIRMO) in the Ministry of Citizens' Services promotes modernized information management across government by establishing legislation, policies and procedures, supporting operations, providing training and assessing compliance. The CIRMO ensures that there is comprehensive access to information, including Freedom of Information requests and proactive disclosure, robust privacy protection, modernized records management practices and effective information management evaluation, leadership and promotion.

CIRMO is currently looking at ways of improving access rules for the Freedom of Information (FOI) process, timeliness of FOI requests, as well as enhancements to the Privacy Impact Assessment (PIA) process as it pertains to the needs and expectations of users and stakeholders.

**Project Objectives:**

The FOI Rules Project will include the following:

- Understand the current state of the FOI process and the PIA process as it pertains to ministries, citizens and key stakeholders.
- Develop opportunities and prototypes for future service improvements to FOI access rules, timeliness of FOI requests and the PIA process.
- Provide recommendations for future enhancements to FOI and PIA tools and processes based on the needs of citizens and/or key stakeholders.

**Services and Deliverables:**

- Research and recruitment plans
- Field research and prototype test findings

- Opportunity matrix and recommendations
- Service map and/or roadmap
- Key milestone presentations

**Government Digital Experience (GDX) will provide the services to deliver the following:**

<b>Fiscal 17/18</b>				
<b>Phase</b>	<b>Deliverables</b>	<b>Start</b>	<b>End</b>	<b>Cost</b>
Alignment (2-3 weeks)	Statement of Work MOU	Dec. 4/17	Jan. 5/18	\$0.00
Discovery (5.5 weeks)	Research & Recruitment Plan Research Findings Presentation	Jan. 8/18	Feb. 21/18	\$24,693.40
Opportunities (2.5 weeks)	Opportunity generation workshop(s) Findings Presentations	Feb. 22/18	Mar. 6/18	\$6,719.40
Prototype & Test (3-4 weeks)	Prototype testing & recruitment plan Design & develop service prototype(s) Prototype testing analysis Prototype findings presentation to project sponsors	Mar. 7/18	Mar. 30/18	\$17,920.00
Expenses*: Travel				\$1,500.00
Recruitment incentives*				\$500.00
<b>Total Fiscal 17/18</b>				<b>\$51,332.80</b>
<b>Fiscal 18/19</b>				
<b>Phase</b>	<b>Deliverables</b>	<b>Start</b>	<b>End</b>	<b>Cost</b>
Roadmap (4 weeks)	Service map/roadmap workshops with CIRMO Service map and/or roadmap	Apr. 2/18	Apr. 30/18	\$15,400.00
Implement (6-8 weeks)	Refine prototype(s) and retest enhancements Final project presentation	May 1/18	Jun. 30/18	\$30,800.00
Expenses*: Travel				\$1,500.00
Recruitment incentives*				\$500.00
<b>Total Fiscal 18/19</b>				<b>\$48,200.00</b>
<b>Total Project</b>				<b>\$99,532.80</b>
(*billed on actual amount used)				

**The Ministry of Citizen Services' team will:**

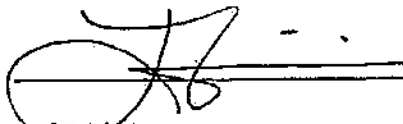
- Work in partnership with the **Government Digital Experience (GDX)** to ensure that timelines are met.
- Provide timely access to all subject matter experts.
- Review, provide feedback, approve and/or sign-off on Deliverables as required.
- Participate in project components including discovery research, project status meetings and workshops.

If you agree to this proposal, please sign and return electronically to Karen Smith, **Government Digital Experience (GDX)**. A signed copy will be returned electronically for your records.

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Approved by:



Date:

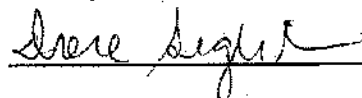
Jan 24, 2018

Project Sponsor

Joel Fairbairn

Executive Director, Corporate Information and Records Management  
Ministry of Citizens' Services

Approved by:



Date:

Jan 24, 2018

GCPE Executive  
Sponsor

Irene Guglielmi

Director, Strategic Design and Transformation  
Government Digital Experience (GDx)  
Government Communications and Public Engagement

#### Coding

Coding provided by Ministry of Citizens' Services for billing purposes:

Client Contact for Billing	Name	Joel Fairbairn				
	Title	Executive Director				
	Phone Number	250-361-6301				
	Email	Joel.fairbairn@gov.bc.ca				
Journal Voucher Coding	Name of Program/Service Line	Client	Responsibility Centre	Service Line	STOB	Project
		112	32557	34807	6001	3200000



# FINDINGS PRESENTATION

FOI Rules Project | June 5, 2018



# TODAY'S PRESENTATION

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- Goals:
  - Review research goal
  - Share fieldwork findings
  - Unpack challenge themes
  - Close discovery phase
  - Prepare for opportunity phase

# RESEARCH GOAL

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The big picture goal was to look into the current state of the Freedom of Information service touch-points and find opportunities for improvements to the rules, timeline and processes.

This was done by identifying and understanding:

- User pain-points, things working well and challenges
- Gaps in the current service experience
- How users interact with the FOI service touch-points
- User needs to improve the service for the future
- The back-end processes around FOI requests

# FIELDWORK

# RESEARCH SUMMARY – PARTICIPANTS

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- FOI Analysts & Staff (6)
- CIRMO Policy & Legislation Staff (2)
- Ministry FOI Coordinators (14)
- Program Responders (6)

28 Staff  
17 Applicants  
**= 45 People**



- Individuals (2)
- Interest Groups (2)
- Researchers (6)
- Lawyers (2)
- Media (4)
- Businesses (1)



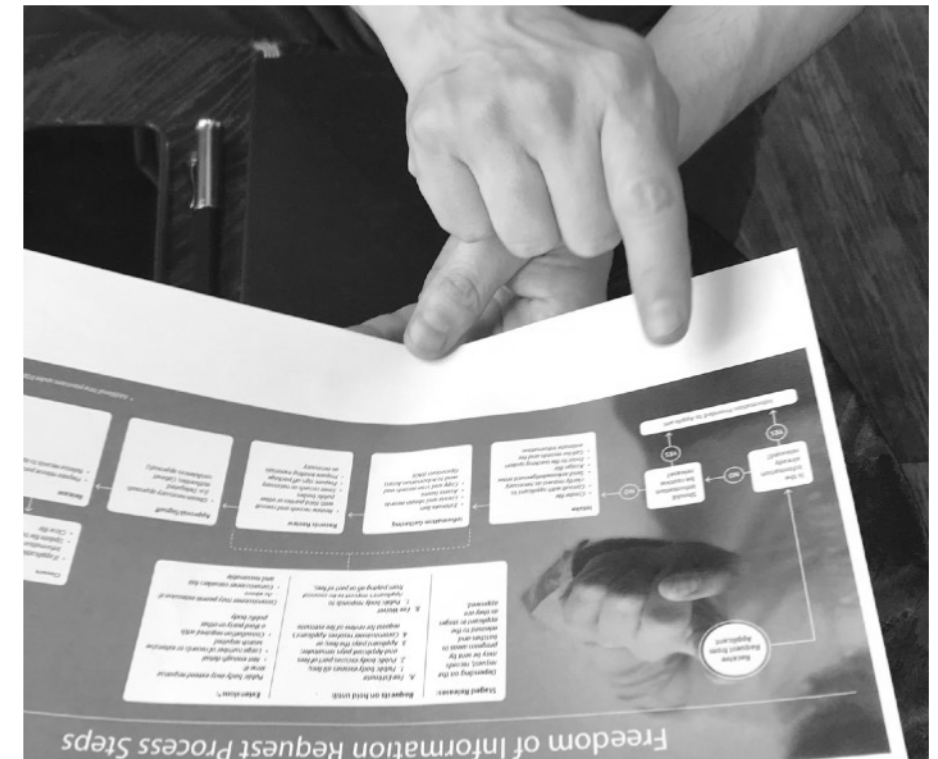
# RESEARCH METHODS

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- One-on-one behavioural interview sessions
- A group process mapping exercise

# FIELD RESEARCH

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# METHODS – ANALYSIS – TAGGING DATA

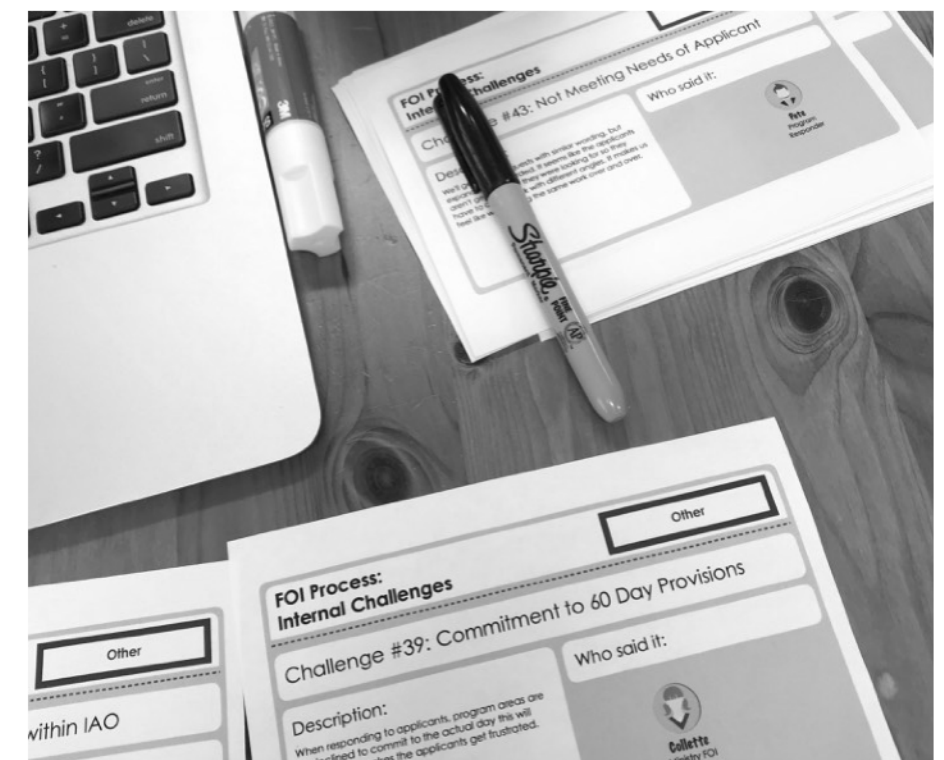
The screenshot displays the MAXDICTO software interface, which is used for document analysis and tagging. The interface is divided into several sections:

- Top Menu Bar:** Includes options like 'Import', 'Codes', 'Variables', 'Analysis', 'Mixed Methods', 'Visual Tools', 'Reports', and 'MAXDICTO'.
- Left Panel (Documents and Code System):**
  - Documents (1,493):** A list of documents with their respective counts. Key entries include:
    - Citizen Applicants: 63
    - 042618\_JD: 18
    - 050118\_JMDC: 45
    - Business Applicants: 364
    - 051118\_ST-Media\_part 2: 84
    - 051118\_ST-Media: 35
    - 051118\_JK-WC-Media: 36** (highlighted)
    - 051118\_RS-Media: 57
    - 050218\_LF: 41
    - 050218\_ML: 39
    - 050218\_MO: 23
    - 042718\_MW: 31
    - 050118\_KF: 18
    - Policy & Legislation Staff: 96
    - IAO Staff: 240
    - 032219-SJ-IAO-Notes: 30
    - 032119\_LM-IAO-Notes: 36
    - 031608\_JO-IAO-Notes: 34
  - Code System (1,493):** A list of codes with their respective counts. Key entries include:
    - Ext Quotes: 9
    - Ext Working Well: 35
    - Ext Ideas: 73
    - Ext Challenges: 152
    - Privacy: 5
    - Legislation: 28
    - Policy: 6
    - Extensions: 23
    - Fees: 52
    - Ideas: 108
    - Staff Challenge: 237
    - Working Well: 24
    - Timelines: 64
    - High Frequency Requestors: 3
    - Culture: 19
    - Communication: 78
    - Consultations: 6
    - Internal Process: 42
- Right Panel (Document Browser):** Displays a document titled '051118\_JK-WC-Media'. It shows a vertical timeline with various tags and their counts:
  - Fees: 18
  - Ext Challenges: 35
  - Phase: Delivering
  - Ext Challenges: 35
  - Harms & Severing
  - Ext Challenges: 35
  - Culture
  - Ext Working Well: 35
  - Ext Challenges: 35
  - Culture
- Bottom Panel (Retrieved Segments):** A section for displaying retrieved segments, currently empty.

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# METHODS – ANALYSIS – CHALLENGE CARD SORTING

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# ARTEFACTS

# PERSONAS

# PERSONAS

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- Personas are fictional characters created based upon the research to represent the different user types that use the service
- Persona answers the question "Who do we design for?"
- Describe real people with backgrounds, goals, and values
- Give a clear picture of the user's expectations and how they're likely to use/access the service

## Margo

Interest Group

*"I'm left with the David and Goliath feeling. It's like no one cares about what you're doing."*



**BIO:** Margo works for an environmental advocacy non-profit. She's an activist and a researcher, and she often makes FOI requests that can span across ministries. She's been doing this work for 15 years and has a deep knowledge of the issues.

### Cares About:

- The people and wildlife that are affected by the governments decisions and programs
- Being thorough, informed and current on her research topics

### Frustrations:

- Not knowing what records exist or how they are structured and managed makes it difficult to form the request
- Feeling politically profiled and like ministries or staff are withholding information to protect themselves
- Decisions are being made while she's waiting for information – it prevents her from being part of the consultation process

## Andrew

Individual

*"I was expecting hundreds of records, I've seen them and I know they exists. And I only got 11 pages."*



**BIO:** Andrew works for the BC Government and has submitted personal FOI requests for particular employment disputes. He understands HR internal policies and what employees are

### Cares About:

- His reputation and the confidentiality behind FOI requests
- Human right issues and how technology itizens privacy
- Full disclosure for citizens under the FOIPPA

### Frustrations:

- Confusion with the personal and general form intake
- Can't trust that the records gathering is unbiased and handled fairly
- Inconvenient to print off the personals request form
- Receiving the personal records via mail isn't secure enough

## Lucille

Lawyer

*"I get pressure from clients when records are delayed and I have to explain to them that it was requested. But I'm sitting here over 60 days waiting for the records."*



**BIO:** Lucille is a lawyer for a personal injuries law firm who submits personal FOI Requests on behalf of her clients who have been involved in motor vehicle accidents. She submits a very high volume of on average 100 information requests a week or more with litigation files.

### Cares About:

- Proving clients with the service that they are paying for
- The office staff who support her administration workload
- Respecting her own timelines and that of her clients to avoid legal implication

### Frustrations:

- Paper documents have to be scanned which is largely time consuming for support staff and clients
- When requests go over 60 days there's no notification and the client is left waiting
- Original signatures are hard to get for authorization change forms
- Inconsistent communication from government support staff

## Jeffrey

Media

*"The trust issue goes both ways. Program staff don't want to talk to you if they don't trust you."*



**BIO:** Jeffrey is a journalist for a BC newspaper. He mainly covers local and provincial political stories. FOI requests are an essential part of his research and he makes them often.

### Cares About:

- Holding government accountable to their promises and the interests of BC citizens
- Transparency and open information – it belongs to the public, so it should be easy to access it
- Working towards a trust-based relationship between media and government

### Frustrations:

- The Open Information website publishes FOI request results too quickly – there's very little time to write his story and it feels intentionally mean-spirited
- Records come back overly severed and there's no way to tell if it's been done accurately expect to use the frustratingly broken complaints process
- It's like communicating with a black box and he has to track his requests and follow-up or else he'll never hear anything back



Anna

FOI Analyst

*"Because we're bound by legislation, we have no choice but to take the volume."*



**Job bio:** Anna works at Information Access Operations on the MCD and MCFD team where she processes, severs and delivers personal FOI requests.

- Cares about:**
- Supporting ministry clients through the FOI process
  - Following the internal process timeline
  - Delivering an organized and accurate package of information back to the applicant

- Frustrations:**
- Poor records management practices in program areas can increase volume and delay the process
  - Program areas don't often prioritize responding to FOI requests and can be uncooperative when files go overdue
  - The volume of requests feels unmanageable and it's a struggle to keep up

Colette

Ministry FOI Coordinator

*"30 days is just not possible when we're managing 133 requests."*



**Job Bio:** Colette works in the DMs office FOI and Correspondence Unit. She's the only ministry-dedicated FOI staff member to support their hundreds of open requests. She receives the application, then works with the ministry program area to complete the information gathering process.

- Cares about:**
- Giving good support to ministry program staff to gather and combine the records package
  - Getting through the volume as efficiently as possible

- Frustrations:**
- 3 days for sign-off isn't enough to go through so many people with busy schedules
  - Not feeling connected to or supported by FOI staff
  - Program area staff keeping transitory records, which increases the volume of records

Pete

Program Responder

*"Every time it feels like I'm learning it all over again."*



**Job Bio:** Pete is the subject matter expert in his program area. When an FOI request comes in he needs to provide responsive records back to the ministry FOI Coordinator. He doesn't have any FOIPPA experience and doesn't really understand the process.

- Cares about:**
- Getting the right records package back to the ministry coordinator before the deadline ends
  - Prioritizing current workload and provide accurate information for requests

- Frustrations:**
- It can be hard to understand what the client means in their request
  - Record gathering has a big impact on his existing workload
  - Lack of experience gathering records
  - There's all kinds of records: paper, offsite, electronic, emails, data – and they all require different strategies for finding and delivering

Parker

Policy & Leg Analyst

*"When you increase access, then privacy and operations have to take a hit. It's hard to explain this to stakeholders."*



**Job Bio:** Parker has worked in the Strategic Policy & Legislative Office for 4 years both on the policy and then the legislative side. He crafts corporate information management policy and legislation while working with Information Access Operations.

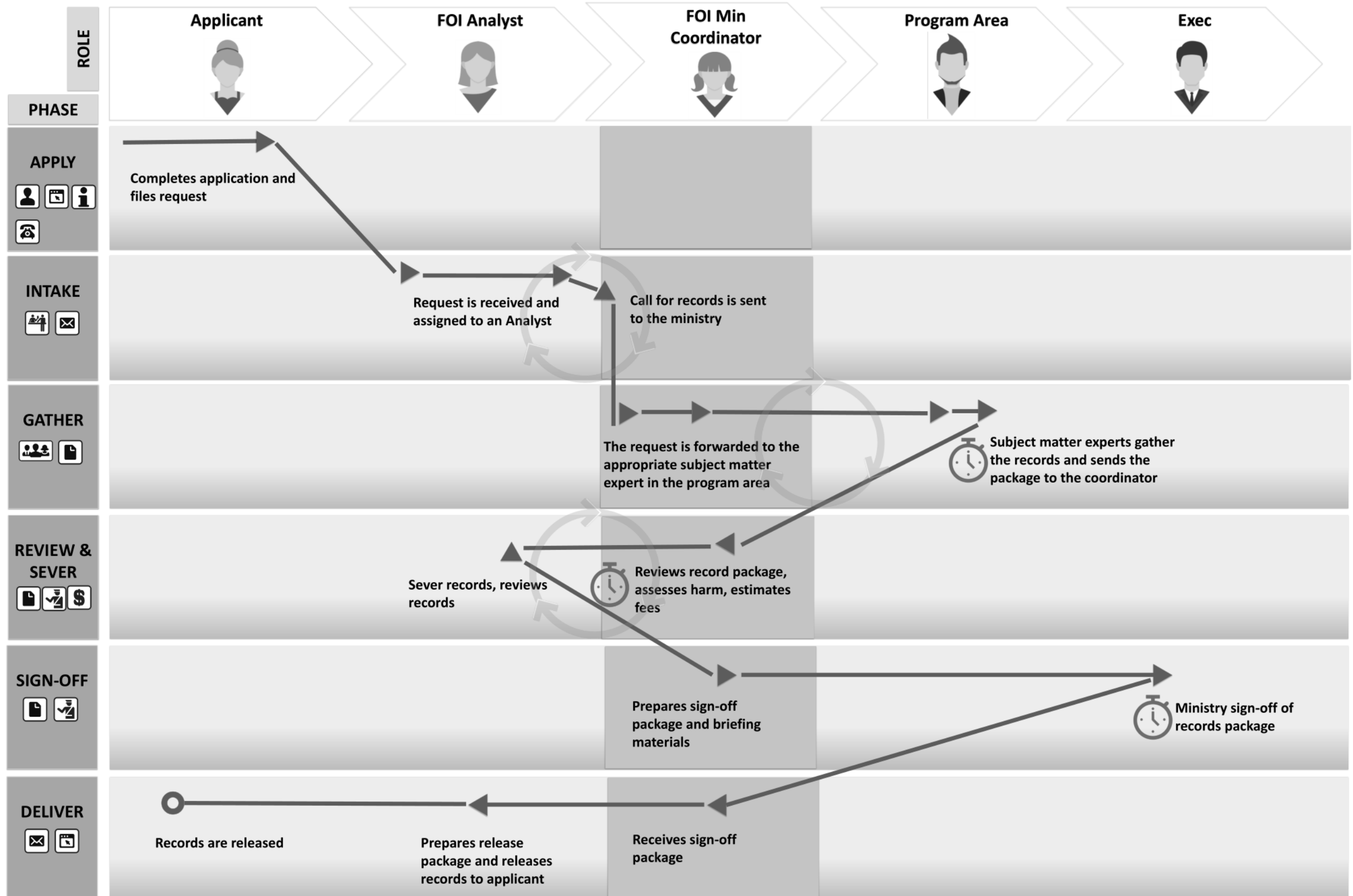
- Cares about:**
- Writing good policy related to processing FOI requests and FOIPPA
  - Sharing FOI and policy expertise with ministry clients, public bodies and staff

- Frustrations**
- Some applicants are overloading the system with requests
  - It's difficult to improve the FOI request process without amending the act
  - Non-experts are answering calls for FOIPPA support which can result in misinformation

# JOURNEY MAP

# FOI RULES Project | Journey Map

Current State of Roles & Phases to Process an FOI Request



# WORKING WELL

# WORKING WELL

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“Provincial government is actually gold star, AAA excellence in comparison to local government, health authority, etc. Does best job in all of province” - Applicant

“The people working in the FOI office are wonderful. I know their job is stressful, they’ve always been really helpful.” - Applicant

“ I like that the ministry posts online the letter and the package. Providing the justifications is very useful and I review these right away.” - Applicant

“Relationship with IAO is good and very important, extremely valuable” - Min Coordinator

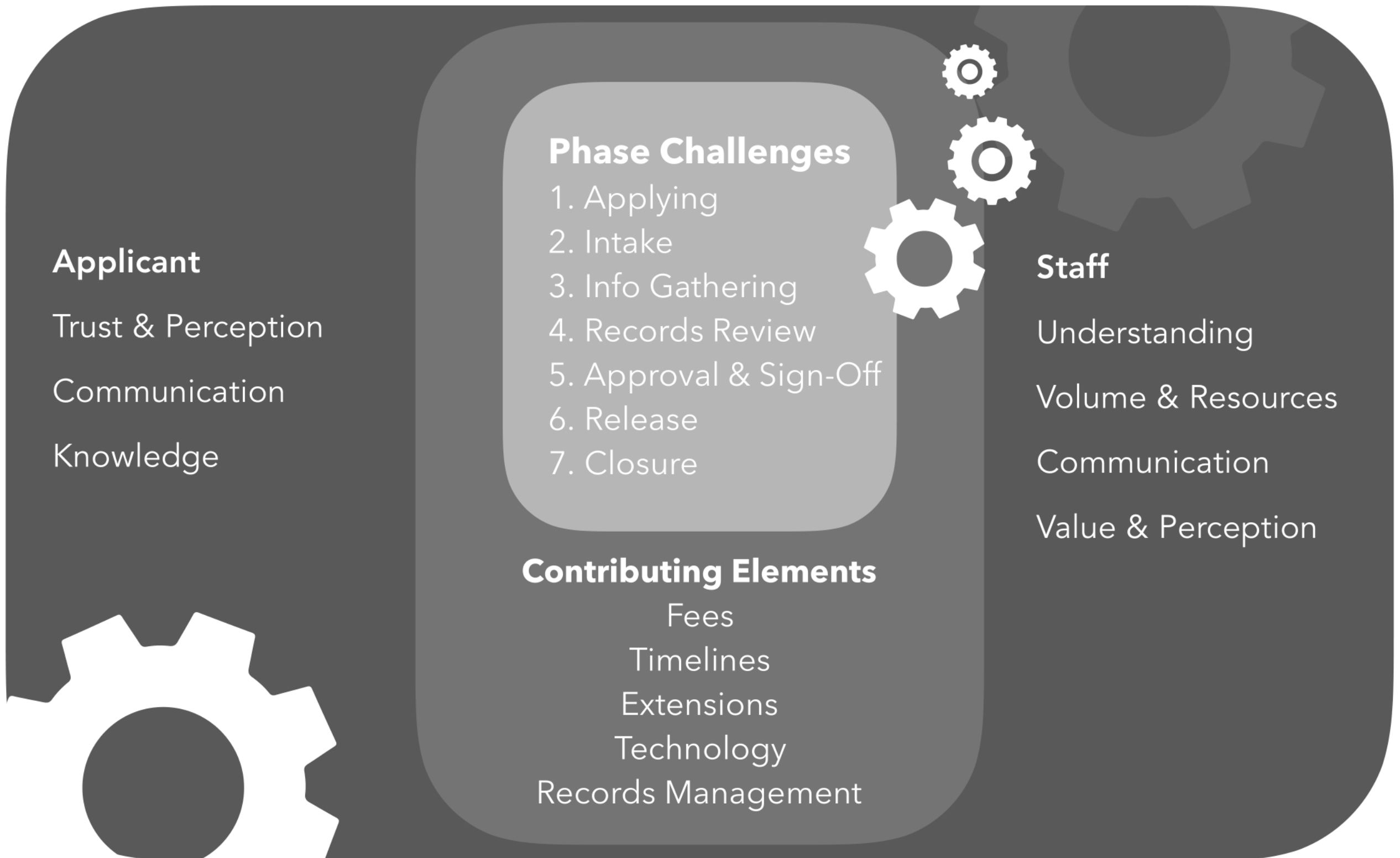
“MAR 101 learning series type sessions, great communication outward, people know the process document, great for new staff” - Program Responder

# CHALLENGE THEMES



# CHALLENGE CATEGORIES

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# PHASE CHALLENGES

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## Phase Challenges

1. Applying
2. Intake
3. Info Gathering
4. Records Review
5. Approval & Sign-Off
6. Release
7. Closure



### Problem:

- Confusion with submitting the correct forms and printing hard copy request forms are a large inconvenience.
- Hard to know how to word requests.
- Selecting multiple ministries or agencies in the online form is difficult.

### Impact:

The applicant starts out the process confused and lacking confidence in how to follow the process to get what they need.

### Problem:

- Call for records most time-consuming part of the process – long waiting periods.
- Call for records form is dated – can't estimate amount prior to doing a search, the call for records email to program areas is often missed.

### Impact:

Creates delays in the process for FOI Analysts and Ministry Coordinators, the long waiting periods impact the workflow of processing the request and the 30 day timeline.

### Problem:

- Program Responders are unaware of what to provide in a package, feel unprepared and untrained. Program responders are responding too slowly to requests.
- Gathering records are delayed due to staff resourcing, lack of staff training and knowledge, how records are managed.
- Tracking logs and meta data are being requested but aren't human generated.
- Sorting through off-site hard copy records is labour intensive and time consuming.
- Staff packing records – poor practice and methods, confusion of efficient PDF'ing (attachments).

### Impact:

The lack of knowledge and time staff have to gather the information is frustrating and discouraging for them to accomplish on time. Inconsistent package gathering creates confusion for all staff involved in the process, time delays, higher rate of errors, less relevant record content for applicant.

### Problem:

- Labour intensive for Min Coordinators to review records.
- Inconsistent severing or duplicates accidentally being released.
- Disputes or lack of awareness of who owns records.
- Difficulties for ministry staff to meet Information Access Office expectations.
- Straining for staff to review thousands of electronic records – electronic records are growing.

### Impact:

FOI Analysts spend additional time filtering and removing unnecessary records. The duplicates create admin burden and errors under the Act (inconsistent severing, unwarranted volume extensions).

# PHASE CHALLENGES

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## APPROVAL & SIGN OFF

### Problem:

Each ministry has their own processes and tools (or lack of tools) for the sign-off phase. Requests often get held up while one or two people review records that have already been reviewed by different people at other phases.

### Impact:

Approvals and sign-off practices can create bottlenecks and inconsistencies, which make this a point of high frustration among FOI analysts and ministry coordinators.

## Problem:

Applicants are frustrated and often unsatisfied with the records that are released to them.

- Technology: They have trouble accessing them due to limitations around technology (like a lack of a CD drive or too large PDF files) or due to poor quality PDF copies of records that are illegible.
- Delivery: Post mail and faxing create significant delays.
- Volume: They are disappointed with the amount of information that is severed or not found, which may lead them to feeling like their request wasn't fulfilled or to filing a complaint.

Some ministry staff are concerned that sensitive information is being released due to incorrect severing, but they have no method of confirming this.

## Impact:

After going through the full process and often experiencing delays, applicants are disappointed with the final results. This erodes their trust in the process and in government.



# PHASE CHALLENGES

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CLOSE OUT

## Problem:

After a request is delivered, applicants are informed that their file is closed. This leads to frustration if they feel the delivered information didn't meet their needs. Often they don't feel like there are channels available for follow-up questions or conversations.

## Impact:

Unsatisfied applicants may file another similar request, file a complaint or become distrustful of the FOI process.

# CONTRIBUTING ELEMENT CHALLENGES

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## **Contributing Elements**

Fees

Timelines

Extensions

Technology

Records Management

# CONTRIBUTING ELEMENT CHALLENGES

## FEES

### Problem:

The fee waiver is complicated and is inconsistently applied. Fee amounts are unreasonable and narrowing the request to reduce the amount is problematic without knowing what the records are.

### Impact:

Applicants spend additional time corresponding with staff to reduce the fee amount and understand the fee waiver.

### Problem:

Current timelines are difficult to meet. There isn't enough time to fulfill the requests because of bottlenecks, and inefficient process flow or delays often add to the pressure.

### Impact:

Both staff and applicants are frustrated by the timelines. Staff feel annoyed and helpless when other touch points hold up the flow, and applicants feel left in the dark and responsible for tracking and following up on their own to make sure their request gets filled. There's a general sense that the timelines are impossible to meet and therefore irrelevant.

### Problem:

Extensions have become a common part of the process. Staff need to take them in order to fulfill requests, and both staff and applicants often don't understand why or how the extension process works.

### Impact:

Because extensions have become the norm, there are frustrated and uncomfortable feelings from both staff and applicants about this part of the process. Staff feel guilty for requiring to take them, and ministry staff often don't understand IAO's justifications for extensions. Applicants feel like they have no agency around extensions, even though it's framed as a choice.

# CONTRIBUTING ELEMENT CHALLENGES

## TECHNOLOGY

### Problem:

The technology used through the FOI process is not in line with current expectations from both staff and applicants. Both sides are frustrated with methods of communication, authorizations, tracking and reporting.

### Impact:

Both staff and applicants are frustrated with the inefficiencies and limitations of working with out-dated technology. It contributes to processing time, inaccuracies and communication problems.

### Problem:

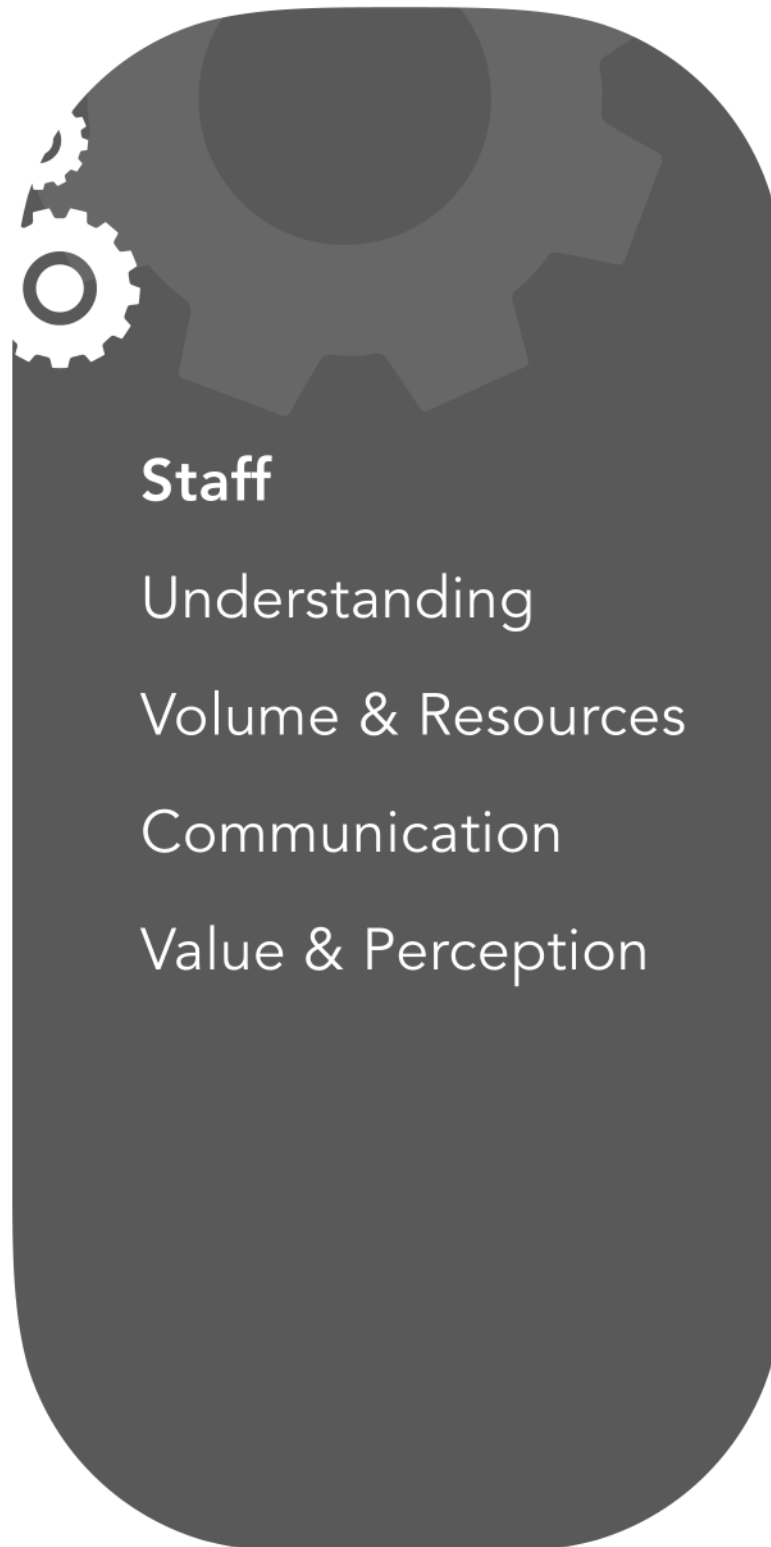
Poor record management practices including duplicate, misplaced, transitory and portable records create gaps. Programs process and store records a siloed approach specific to their technology and needs.

### Impact:

Inconsistencies of best practises and record gaps create delays for staff processing the request and interrupt the application processing timeline for applicants.

# STAFF CHALLENGES

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# STAFF CHALLENGE

## UNDERSTANDING

### Problem:

There are information gaps and a lack of understanding around the FOI process across government.

- Training Gaps: The FOI process is not always well understood by staff. There are gaps in training and support that leave staff in the dark and trying to fill in the gaps by creating their own training or support materials.
- Different Interpretations: Parts of the process and their justifications can be confusing and are often interpreted differently by different parties.

### Impact:

FOI is understood and implemented differently across government, both in terms of the "how" and the "why."

# STAFF CHALLENGE

## VOLUME & RESOURCES

### Problem:

The high volume of requests and the high turnover rate in FOI-related jobs results in a working environment that is often under pressure but can be lacking in efficiency.

- Resources: High turnover in jobs results in a lack of embedded expertise.
- Volume: High volume of requests, staff feel like they are constantly under pressure and behind.
- Roles & Responsibilities: Confusion around the parameters and expectations of each different role, their responsibilities and how they fit together in the process.

### Impact:

Staff who have a role in the FOI process may be frustrated because they don't feel like their work is done in efficient and effective ways. Because of the volume, they are focused on getting the work done and don't have time to clarify or continuously improve their methods.

# STAFF CHALLENGE

## COMMUNICATION

### Problem:

Communication breaks down at many internal phases of the FOI process.

- Ministry staff are frustrated that getting clarification on requests has to pass through multiple channels.
- FOI staff feel like this part takes too long even though it's a common part of the work.

### Impact:

Important information can get lost when communication is passed through multiple channels, especially under a time crunch.

Communication from a place of frustration can result in rushed actions and mistakes.

# STAFF CHALLENGE

## VALUE & PERCEPTION

### Problem:

Staff feel that the process isn't being used for what it was intended, both within government and by applicants.

- Valuing the FOI Process: Staff feel that requests aren't treated with respect or as a priority from program areas, which makes it harder for them to do their jobs.
- Perceptions of Applicant Behaviour: A perceived lack of trust in government from applicants creates an antagonist environment with staff feeling frustrated by tactics from applicants that seem intended to trip them up.

### Impact:

Perceived tactics and lack of trust creates an antagonist environment where each side is frustrated with the other and they don't feel supported or inspired to do worthwhile work.

# APPLICANT CHALLENGES

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## Applicant

Trust & Perception

Communication

Knowledge



# APPLICANT CHALLENGE

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## TRUST & PERCEPTION

### Problem:

Applicants feel uncertainty and disbelief from government, which discourages them to apply or continue on in the process of a request.

### Impact:

The lack of credibility from government for the service provided jeopardizes the overall experience for the applicant.

# APPLICANT CHALLENGE

## TRUST & PERCEPTION

### Distrust mind-set

- Seems like a game, lack of support for public interest, David and Goliath
- Lack of genuine interest from Analyst
- No consequence for government to honour the response time
- Discouraged by the process with lack of transparency; redactions, complaint process, abandoning requests

### Perception

- Difficult to navigate the process when it's perceived intentional to over complicate or use tactics to dissuade applicants
- Bias reasons to with hold, manipulate or stall records

### Satisfaction

- Unsatisfied applicants reapply after receiving irrelevant records

### Open Information

- Open information catalogue is incomplete and unhelpful, not enough information posted, individuals forced to create own submission tracking system

# APPLICANT CHALLENGE

## COMMUNICATION

### Problem:

Applicants experience frustration when communicating with government to to receive or provide the information necessary to meet their request.

### Correspondence

- Too much back and forth, too many delays from Analysts, method of conversations isn't convenient (phone).
- Nonconstructive conversations with program areas.
- Unaware of file status.

### Website

- Content doesn't have clear categories and navigation isn't intuitive.

### Impact:

Negative interaction sways the applicants outlook on providing government what they need in order to fulfill the request, which creates delays and increases workload for analysts.



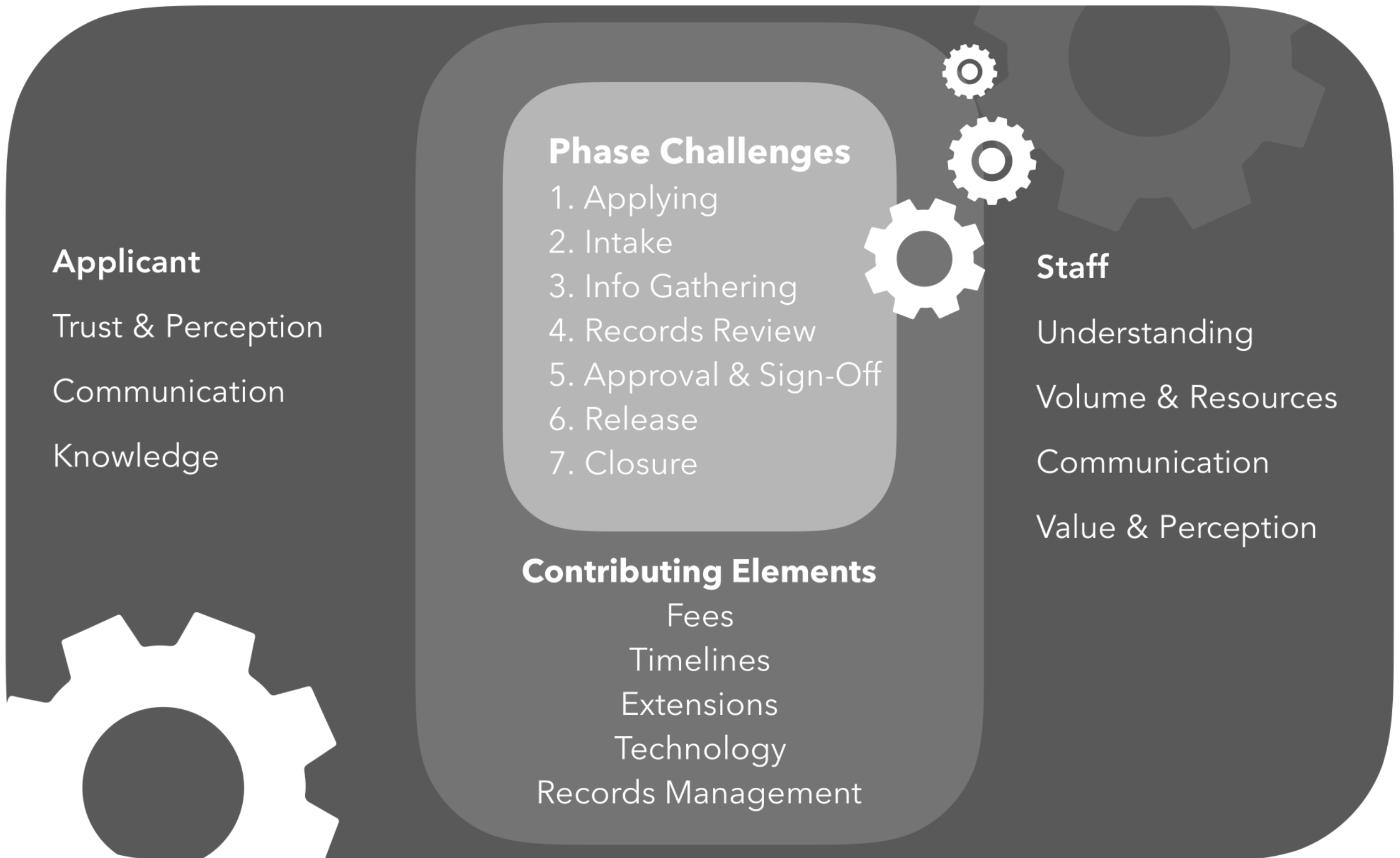
# APPLICANT CHALLENGE

## KNOWLEDGE

Problem	Impact
Application Form: confusing to complete – selecting ministry/program and citing file without record number.	Errors and delays are generated in the application due to the lack of applicant's awareness and confidence in completing the application.
Wording Requests: Unfamiliar with how to correctly (to Information Access Office standards) word requests.	The final records package could be limited or too broad – applicants are apprehensive.
Interpretation of Package: Lack of guidance to interpret the records along with zero context to support the record package.	The final records package is devalued leaving the applicant dissatisfied.

# CHALLENGE CATEGORIES

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# NEXT STEPS

# NEXT STEPS

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- Opportunities Workshop > Prototype prioritization
- Challenge book
- Prototype planning



# OPPORTUNITIES + PRIORITIZATION WORKSHOP

FOI Rules Project | June 7, 2018

# TODAY'S WORKSHOP

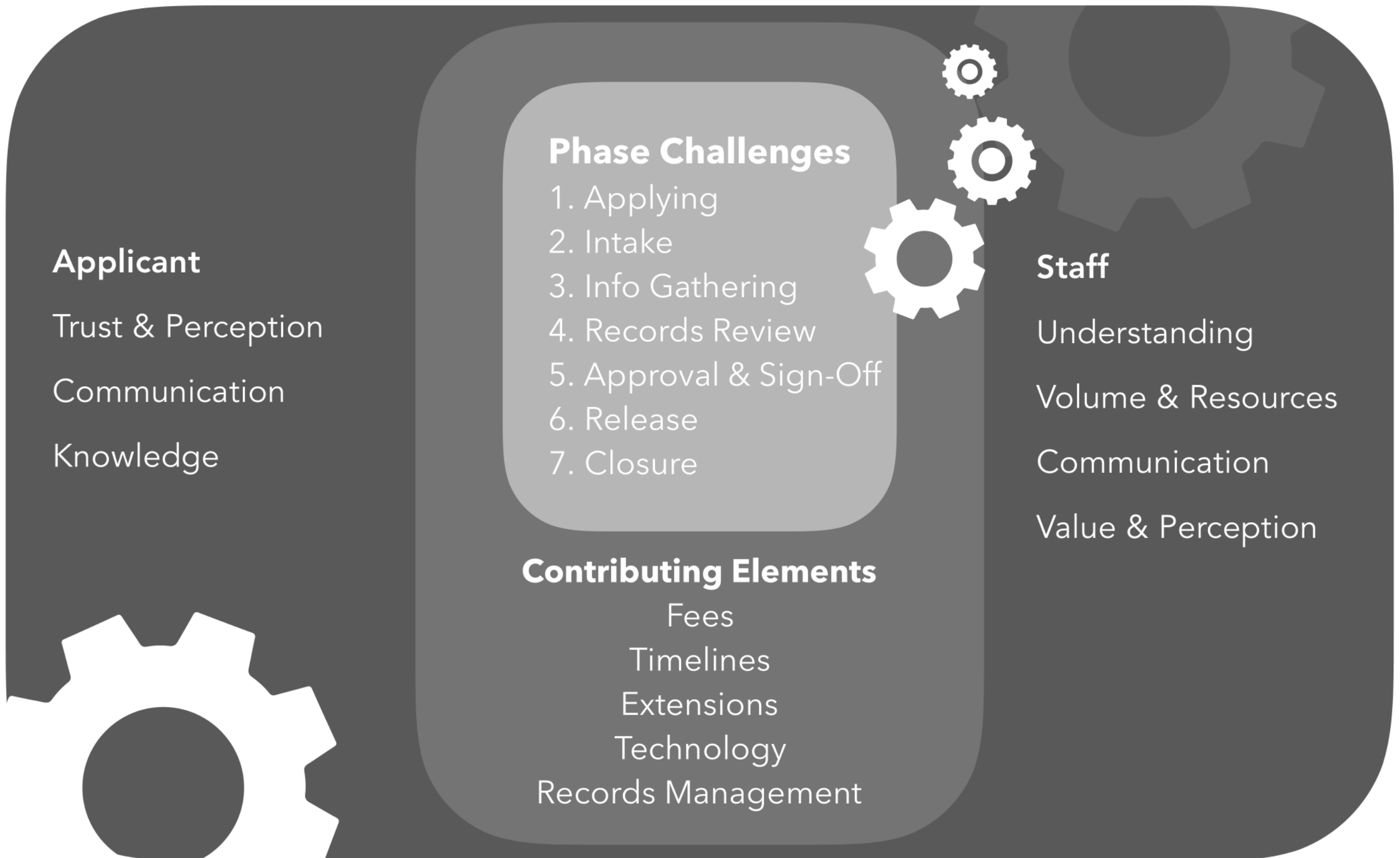
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- Goals:
  - Explore opportunities from research
  - Generate and explore additional opportunities
  - Prioritize opportunities based on impact + feasibility
  - Start to envision prototypes

# **REVIEW CHALLENGE THEMES**

# CHALLENGE CATEGORIES

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# PRIORITIZATION

# ACTIVITY PRIORITY MATRIX

# PRIORITIZATION

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## Impact

Significant benefit for applicants who access the service and the staff to provide it.

- Reduce time delays
- Increase accuracy, efficiency
- Increase perception, trust, communication and knowledge

*Will this alleviate the most challenging issues?*

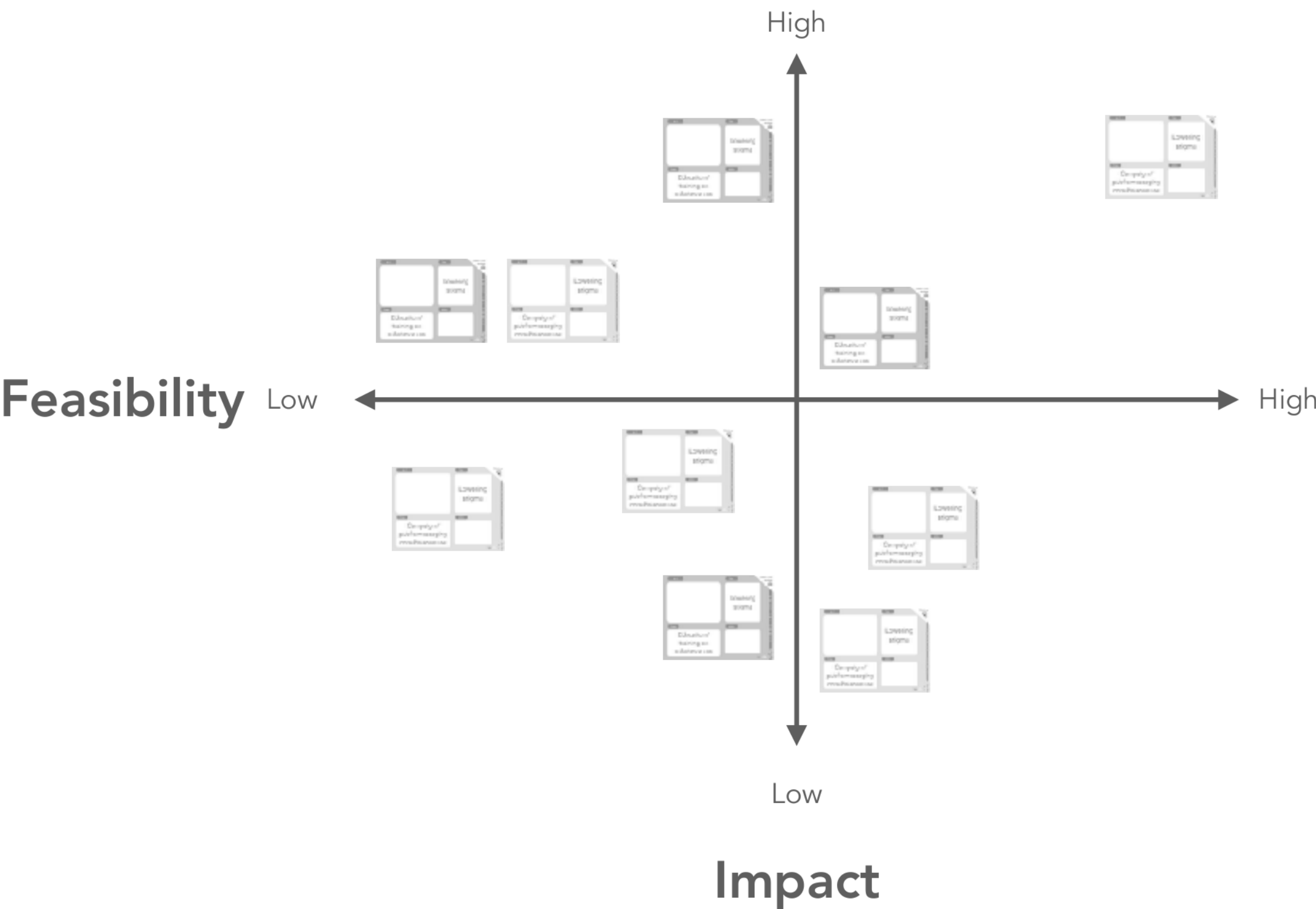
## Feasibility

Likelihood to be accomplished, implemented or successful.

- Decision-makers are already engaged
- Resources are present
- Path forward is clear

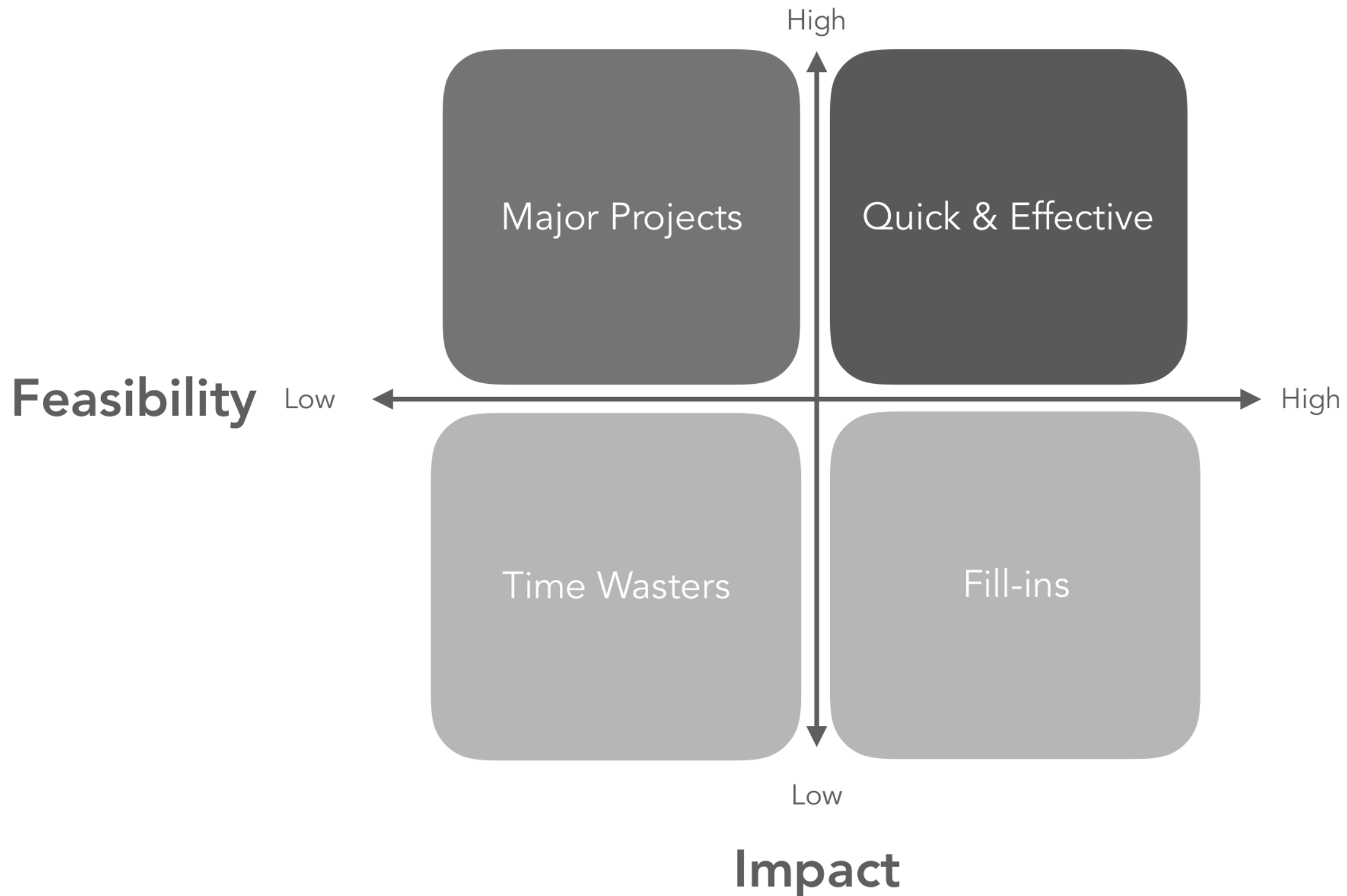
*What amount of effort will this take?*

# PRIORITIZATION



# PRIORITIZATION

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# PRIORITIZATION

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## Impact

Significant benefit for applicants who access the service and the staff to provide it.

- Reduce time delays
- Increase accuracy, efficiency
- Increase perception, trust, communication and knowledge

*Will this alleviate the most challenging issues?*

## Feasibility

Likelihood to be accomplished, implemented or successful.

- Decision-makers are already engaged
- Resources are present
- Path forward is clear

*What amount of effort will this take?*

# GROUP DISCUSSION

# **ADD NEW OPPORTUNITIES**



**BREAK**

# PURPOSE OF A PROTOTYPE

# PROTOTYPE PURPOSE

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- Trying new ideas with real people before fully implementing those ideas.
- Risk mitigation - helps avoid costly changes
- Works to develop new ideas and opportunities for better service delivery, we can start prototyping those ideas to see how they work in the real world
- Lowers the risk of investing in opportunities that will produce fewer benefits for the ministry
- *Low-fidelity now is better than high-fidelity someday*

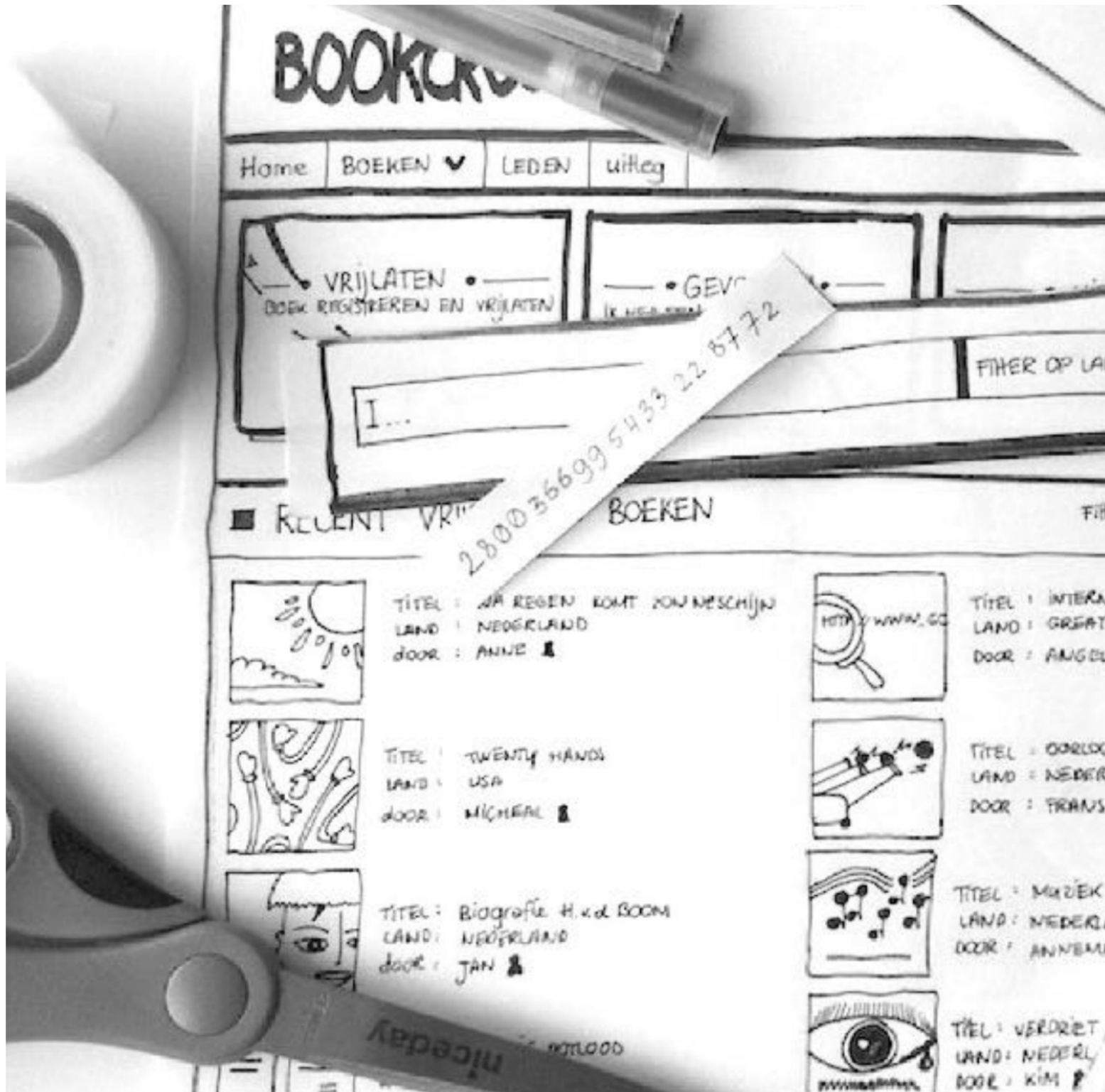


# LOW-FIDELITY PROTOTYPES

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- Paper (sketch, storyboard, comic)
- Screen (PowerPoint, Excel, html)
- Desktop Walkthrough (business origami, lego)
- Physical Mock-Up (poster, brochure, foam core/cardboard)
- Infographic

# PROTOTYPE EXAMPLES



# ACTIVITY STICKER VOTE

# REVIEW

# NEXT STEPS

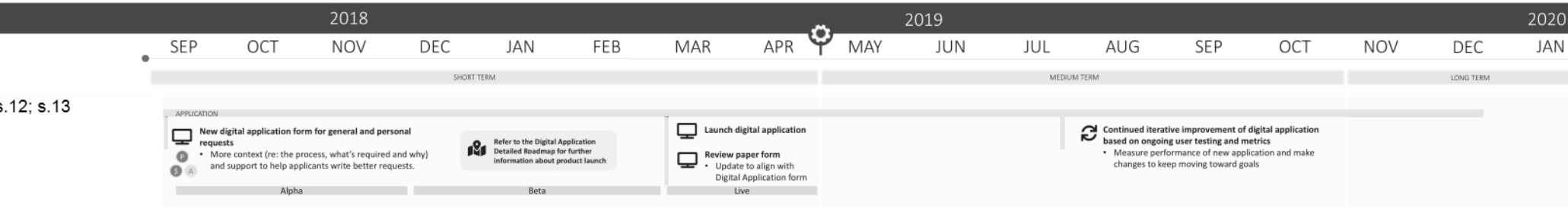


# NEXT STEPS

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- Send summary of this week's sessions
- Steering Committee to review & determine focus
- Prototype proposals based on what is chosen

# Freedom of Information Service Design Project | Roadmap



s.12; s.13

s.12; s.13

# Prototype Testing Plan FOI Application Form

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## Corporate Information & Records Management Office (CIRMO)

2 July 2018

Deanna Young  
Laura Hebert  
Bryan Smith

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## Prototype Purpose & Goals

### Context and Challenges

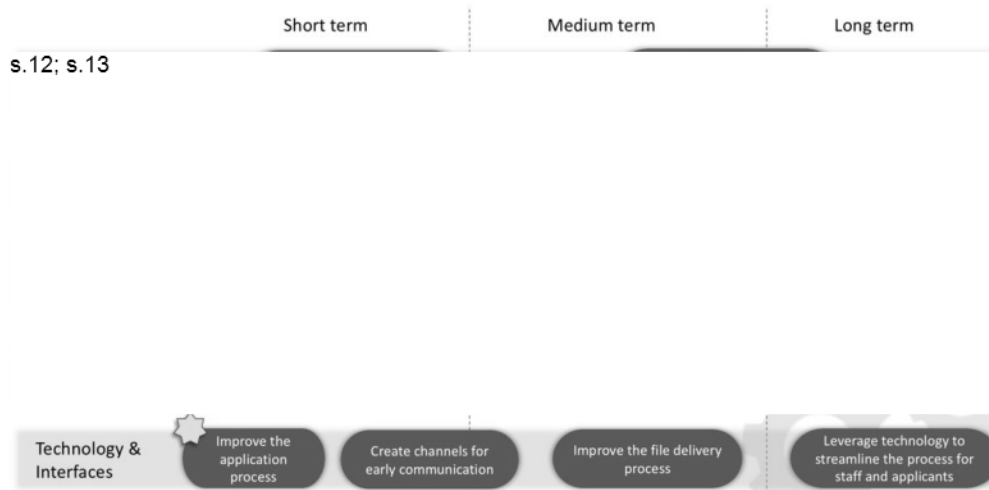
Corporate Information & Records Management (CIRMO) is seeking to develop opportunities and prototypes for future service improvements to FOI access rules and the timeliness of FOI requests, as well as to provide recommendations for future enhancements to FOI based on the needs of citizens and key stakeholders.

Through research conducted with citizens and service providers across B.C., several challenges have been identified both for applicants and staff, across many different phases:



Based on participant feedback, we identified key opportunities and themes and developed a roadmap to illustrate the journey to implementation.

## ROADMAP OVERVIEW



In collaboration with the CIRMO project team and stakeholders, opportunities for prototyping and testing were identified and prioritized. Ultimately, creating and testing ways to improve the FOI Application Process was determined to be the foremost priority.

### Prototype Purpose

In this project, the prototype is intended to help CIRMO:

- Try new ideas with real people before fully implementing those ideas
- Mitigate risk (helps avoid costly changes)
- Work to develop new ideas and opportunities for better service delivery (we can start prototyping those ideas to see how they work in the real world)
- Lower the risk of investing in opportunities that will produce fewer benefits for the ministry

In order to move forward with an effective and low-cost prototype, we believe that low-fidelity now is better than high-fidelity someday. The prototype will provide an example that can be further developed by the CIRMO team following the completion of this project.

### Prototype Goals

This prototype seeks to provide information and recommendations on how to address several of the challenges for both FOI Applicants and Staff specifically at the point of application and intake.

An improved form and application process will:

benefit Applicants by:

- leveraging new approaches to create a more seamless process
- ensuring accessibility
- enhancing communication and clarity about the application process

benefit Staff by:

- creating consistency and clarity in requests
- reducing the volume of “all ministry” requests
- reducing the number of questions and concerns about the application process

The Application Form Prototype will provide insight and actionable recommendations on how the application process may be improved.

## Measuring and Testing Prototype Success

This prototype seeks to inform and guide the development of an improved Application Form and Intake Process. While the development of a prototype will not result in immediate benefits to staff or applicants, the following measurements are ways to test the success of the prototype, as well as to test the success of a new process in the long-term.

Benefit to	Goal	Measurement during Testing (Prototype)	Measurement after Implementation (Final Form)
Applicants	leveraging new approaches	Applicant testers find that the form is easy and quick to complete	Over time, most requests are submitted through the digital form because it is an easy and quick solution
	ensuring accessibility	The prototype form is designed considering WCAG 2.0 standards and according to form design best practices	Digital form is built to WCAG 2.0 standards and form design best practices. Applicants can be directed to the digital form as the easiest and most accessible format instead of writing a custom letter
	enhancing communication and clarity about the application process	Applicant testers feel that they are able to submit better, more informed requests based on the information received during application process	Questions about the application process are reduced over time.
Staff	creating consistency and clarity in requests	Staff testers respond that the prototype form includes all fields required to respond to the request	Over time, the number of unclear or vague requests is reduced and request are more consistent, allowing staff to respond quicker and more efficiently
	reducing the volume of “all ministry” requests	Applicant testers respond that the prototype gives them enough information to select the appropriate ministry for their inquiry	Over time, staff see a reduction in the number of “all ministry” requests
	reducing the number of questions and concerns about the application process	Applicant testers respond that they have fewer questions about the application process as a result of the prototype	Over time, staff see a reduction in the number of inquiries about the application process and the number of errors in form submission

## Testing and Recruitment Plan

### Prototype & Testing Plan

The Core Team, including designated representatives from CIRMO, will participate in the testing and validation of the prototype. Testing and validation will include:

- Establish criteria and requirements with FOI intake, analysts, and policy/leg
- Design clickable form prototype
- Test with research participants
  - Test and validate prototype with 3-5 applicants
  - Test and validate prototype with 2-3 FOI intake experts
- Revise and retest as necessary
- Summarize insights for implementation

### Recruitment Plan

Research participants have already been identified, contacted, and recruited for this project during the Analysis and Discovery Phases. Participant contact information was provided by CIRMO and participants were contacted and recruited by the Core Team based on criteria including applicant type and location. Participants for the prototyping and testing will be drawn from this existing pool of participants.

If more participants are required, a separate prototyping and testing Recruitment Plan will be developed.

### Testing and Research Dates, Locations, and Schedule

Method	Role	Start Date	End Date	Location
Establish Criteria and requirements with FOI intake, analysts and policy/leg	SD + CIRMO staff	July 2	July 10	Victoria
Design clickable form prototype	SD	July 9	July 13	Victoria
Test with research participants (applicants and staff)	SD + Core Project Team	July 16	July 27	Victoria and Vancouver
Revise and retest	SD + Core Project Team	July 16	July 27	Victoria and Vancouver
Summarize insights for implementation	SD	July 30	August 3	Victoria



## Appendix A: FOI Rules & Process: Prototype, Roadmap, Implement Workplan

### FOI Rules & Process: Prototype, Roadmap, Implement Work Plan

Phase	Methods	Roles	Timeline
<b>Prototype &amp; Test</b> Research, design and test low-fidelity FOI application form for both Personals and Generals.	Establish criteria and requirements with FOI intake, analysts and policy/leg.	SD + CIRMO staff	July 25 - Aug 3 (6 weeks)
	Design clickable form prototype.	SD	
	Test with research participants.	SD + Core Project team	
	Revise and retest.	SD + Core Project team	
	Summarize insights for implementation.	SD	
<b>Roadmap</b> Collect, synthesize and outline the approach for realizing prioritized opportunities from research and workshops.	Draft short, medium, long term projects from prioritized data. Incorporate personas to ensure diverse impact.	SD	Aug 6 - 17 (2 weeks)
	Workshop to uncover direction, action and barriers.	SD + Steering Committee	
<b>Implement</b> Work with Steering Committee to ensure recommended opportunities have a clear pathway to action.	Revise roadmap to include action, next steps, measures for success and insights from workshop.	SD	Aug 20 - 31 (2 weeks)
	Uncover and establish connections, tools methods for implementations.	SD	
	Close out meeting	SD + Steering Committee	