SDPR – SBC Office Count – July 2017

SDPR Offices – Vancouver Island	SBC Offices providing SDPR services	SBC Offices not providing SDPR services	SDPR Office providing SBC services
1. Courtenay 2. Campbell River 3. Duncan 4. Nanaimo Labiuex 5. Nanaimo Richards 6. Port Alberni 7. Powell River 8. Victoria Vefra	1. Ganges 2. Port Hardy 3. Ucluelet 4. Victoria Gateway	1. Courtenay 2. Campbell River 3. Duncan 4. Nanaimo 5. Port Alberni 6. Powell River	
SDPR Offices – Vancouver/ Richmond/ North Vancouver	**SBC Offices providing SDPR services**	**SBC Offices not providing SDPR services**	**SDPR Office providing SBC services**
9. Vancouver Dockside 10. Vancouver Grandview 11. Vancouver Kiwassa 12. Vancouver Mountainview 13. Vancouver Strathcona 14. Vancouver West End 15. Sechelt 16. North Vancouver 17. Richmond	5. Squamish	7. Sechelt	
SDPR Offices - Fraser	**SBC Offices providing SDPR services**	**SBC Offices not providing SDPR services**	**SDPR Office providing SBC services**
18. Burnaby 19. New Westminster 20. Port Coquitlam 21. Surrey Fleetwood 22. Surrey North 23. Surrey Park Place 24. Abbotsford 25. Langley 26. Chilliwack 27. Hope 28. Maple Ridge 29. Mission		8. Maple Ridge 9. Chilliwack	

SDPR Offices - Interior	SBC Offices providing SDPR services	SBC Offices not providing SDPR services	SDPR Office providing SBC services
30. Cranbrook 31. Kamloops Seymour 32. Kamloops Sydney 33. Kelowna 34. Kelowna West Bank 35. Merritt 36. Nelson 37. Oliver 38. Penticton 39. Salmon Arm 40. Trail 41. Vernon 42. Williams Lake 43. Quesnel	6. 100 Mile House 7. Ashcroft 8. Bella Coola 9. Clinton 10. Creston 11. Fernie 12. Princeton 13. Golden 14. Grand Forks 15. Invermere 16. Lillooet 17. Nakusp 18. Revelstoke 19. Sparwood	10. Cranbrook 11. Kamloops 12. Kelowna 13. Merritt 14. Nelson 15. Oliver 16. Penticton 17. Salmon Arm 18. Trail 19. Vernon 20. Williams Lake 21. Quesnel 22. Kaslo	
SDPR Offices - North	**SBC Offices providing SDPR services**	**SBC Offices not providing SDPR services**	**SDPR Office providing SBC services**
44. Prince George 45. Prince Rupert 46. Terrace	20. Mackenzie 21. Kitimat 22. Hazelton 23. Houston 24. Fort Nelson 25. Fort St. James 26. Dease Lake 27. Atlin 28. Burns Lake 29. Chetwynd 30. Queen Charlotte City 31. Stewart 32. Valemont 33. Vanderhoof 34. Dawson Creek 35. Fort St. John 36. Smithers	23. Prince George 24. Prince Rupert 25. Terrace 26. Smithers	1. Masset

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 18, 2017 11:05 AM
To: Byers, Rob A SDSI:EX
Subject: RE: Project Report
Attachments: 2017-07-13 Exec Draft.pdf

Attached but not yet approved by the EDs it appears.

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Social Innovation

---

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 18, 2017 11:01 AM
To: Giesbrecht, Mandy SDSI:EX
Subject: Project Report

Can you send me the most up to date report.

Thanks,
Rob

IT Projects	Status Reported
MCFD	
SDSI	
ISD	
Release 4.3	

Sector Dashboard

2017-07-13

	Projects		Finance				Status				
			Total Budget	Total Forecast	Current Fiscal Year Budget	YTD	Scope	Resource	Schedule	Budget	Quality
MCFD	Total Active	5	$483,137	$483,137	$317,562	$14,549					
SDSI	Total Active	2	$151,018	$151,018	$137,018	$17,000					
ICM Releases		Active	Total Budget	Total Forecast	Current Fiscal Year Budget	YTD					
	4.3	5	$2,128,515	$2,128,515	$1,555,008	$63,832					
	Total Active	5									
ISD	Total Active	8	$3,045,059	$2,331,886	$1,738,067	$99,569					

MCFD Status

PROJECT	ADM	STATUS						Status Date	Expected Implementation Date	FUNDING				
		Scope	Resource	Schedule	Budget	Quality	% Complete			Total Budget	Total Forecasted	Current Fiscal Year Budget	YTD	Capital / Operating
MCFD Contracted Caregiver Self Audit Tool	Heavener, Cory R MCF:EX						100%	2017-07-07	2017-06-26	$217,494	$217,494	$109,494	$102,481	Operating
MCFD DAA RAPs	Bawa, Reg R MCF:EX						25%	2017-07-07	2018-03-31	$177,250	$177,250	$169,675	$7,319	Operating
Autism Information and Support Services Transition	Massey, Christine MCF:EX						85%	2017-07-07	2017-06-30	$84,380	$78,231	$78,231	$0	Operating
Child and Family Services (CFS) Enhancements 4.3	Heavener, Cory R MCF:EX						100%	2017-07-07	2017-06-26	$4,013	$4,013	$4,013	$2,342	Operating
MCFD Digital Services Strategy Phase 1: PSD Client Portal	Massey, Christine MCF:EX						80%	2017-07-07	2017-12-31	$3,500,000	$3,346,619	$1,220,000	$771,707	Capital

SDSI Status

PROJECT	ADM	STATUS						Status Date	Expected Implementation Date	FUNDING				
		Scope	Resource	Schedule	Budget	Quality	% Complete			Total Budget	Total Forecasted	Current Fiscal Year Budget	YTD	Capital / Operating
SDSI ELMSD Enhancements 4.3	Bouslov, Sergei SDSI:EX						100%	2017-07-07	2017-06-26	$49,063	$49,063	$49,063	$19,617	Operating
Canada Child Benefit Changes	Harrington, Molly SDSI:EX						90%	2017-07-07	2017-07-20	$101,955	$101,955	$87,955	$69,034	Operating

ISD Status

PROJECT	ADM	STATUS						Status Date	Expected Implementation Date	FUNDING				
		Scope	Resource	Schedule	Budget	Quality	% Complete			Total Budget	Total Forecasted	Current Fiscal Year Budget	YTD	Capital / Operating
IncidentMonitor	Byers, Rob A SDSI:EX	🟢	🟢	🟡	🟢	🟢	50%	2017-07-07	2017-08-31	$467,980	$467,980	$0	$0	Operating
Virtel Web Based Emulator	Byers, Rob A SDSI:EX	🟢	🟢	🟢	🟢	🟢	75%	2017-07-07	2017-10-15	$93,800	$93,800	$25,800	$35,834	Operating
SDSI MPS Remediation	Byers, Rob A SDSI:EX	🟢	🟢	🟢	🟢	🟢	75%	2017-07-07	2017-09-30	$0	$0	$0	$0	Operating
Unified Communications (aka ConnectMe) - Social Sector Implementation	Byers, Rob A SDSI:EX	🟢	🟢	🟢	🟢	🟢	18%	2017-07-07	2020-03-31	$132,614	$132,614	$55,510	$20,832	Operating
MCFD Mainframe Based Process Modernization	Byers, Rob A SDSI:EX	🟢	🟢	🟢	🟢	🟢	90%	2017-07-07	2017-09-30	$780,000	$410,334	$589,299	$273,539	Capital
Server Move to Kamloops	Byers, Rob A SDSI:EX	🟢	🟢	🟢	🟢	🟢	85%	2017-07-07	2017-07-31	$48,800	$48,800	$13,100	$0	Operating
IP2016 Upgrade	Byers, Rob A SDSI:EX	🟢	🟢	🟢	🟢	🟢	90%	2017-07-07	2017-08-28	$1,383,465	$1,039,958	$1,039,958	$710,368	Capital
Contact Centre Solution Evaluation - Provincial Centralized Screening	Byers, Rob A SDSI:EX	🟢	🟢	🟢	🟢	🟢	90%	2017-07-07	2017-07-31	$61,000	$61,000	$36,000	$25,132	Operating

Release 4.3

PROJECT	ADM	STATUS						Status Date	Expected Implementation Date	FUNDING				
		Scope	Resource	Schedule	Budget	Quality	% Complete			Total Budget	Total Forecasted	Current Fiscal Year Budget	YTD	Capital / Operating
Release 4.3 Roll Up	Byers, Rob A SDSI:EX						90%	2017-07-07	2017-08-28	$1,755,990	$1,755,990	$1,290,483	$0	Operating
MCFD Contracted Caregiver Self Audit Tool	Heavener, Cory R MCF:EX						100%	2017-07-07	2017-06-26	$217,494	$217,494	$109,494	$102,481	Operating
Child and Family Services (CFS) Enhancements 4.3	Heavener, Cory R MCF:EX						100%	2017-07-07	2017-06-26	$4,013	$4,013	$4,013	$2,342	Operating
SDSI ELMSD Enhancements 4.3	Bouslov, Sergei SDSI:EX						100%	2017-07-07	2017-06-26	$49,063	$49,063	$49,063	$19,617	Operating
Canada Child Benefit Changes	Harrington, Molly SDSI:EX						90%	2017-07-07	2017-07-20	$101,955	$101,955	$87,955	$69,034	Operating

ADDENDUM

Release 4.3

- IP2016, the migration of the Kamloops Data Centre, is being managed as part of Release 4.3 and will be deployed on August 28, 2017. As a result, Release 4.3 is marked at 90% complete and the Expected Implementation Date listed as August 28, 2017.
- Release 4.3 items implemented on June 26, 2017 are marked as 100% complete and reflected throughout the report.
- The Canada Child Benefit changes were pulled from the June 26 deployment and have now been scheduled for deployment on July 20, 2017 (for the August cheque run). This project is marked as 90% complete throughout the report.
- Some invoices are still coming in to be processed so full expenditure is not reflected as this time.

MCFD Digital Services Strategy Phase 1: PSD Client Portal

- Digital Services Strategy Phase 1 ICM functionality was deployed with Release 4.3 items on June 26, 2017.
- The remainder of Phase 1 is currently in progress and working towards a December 2017 implementation.

Autism Information and Support Services Transition and Virtel Web Based Emulator

- Reviewing the invoices processed for Autism and Virtel to determine the discrepancy with the figures. Resolution expected on Monday July 24th after Mike's divisional forecasting meeting with Rob.

1516-0013

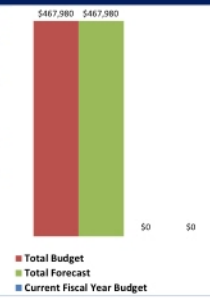
IncidentMonitor

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1516-0013	Birk-Samra, Serena SDSI:EX	Active / Execution	2017-08-31	50%	2017-07-07

Project Status Summary	Sponsors	
Renewal process in progress for licence and maintenanceDecision on go live pending optionsBegin work on new Access Forms	**ADM**	Byers, Rob A SDSI:EX
	Business	Looysen, Alison SDSI:EX
	ISD	Byers, Rob A SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $467,980		
Resource			Total Forecast $467,980		
Schedule			Current Fiscal Year Budget $0		
Budget			YTD Actuals $0		
Quality			Project Type: Operating		



Project Timeline

1516-0042

Virtel Web Based Emulator

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1516-0042	Schmidt, Landon SDSI:EX	Active / Execution	2017-10-15	75%	2017-07-07

Project Status Summary

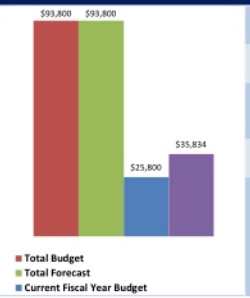
The Virtel icon (MIS Connection) is now on SDSI desktops and IDs assigned for users to access the service. Users were told how to use the product on June 29. The product is stable and user uptake is being monitored.We are also assessing the latest Virtel platform for MCFD. Replacement is targeted for Fall 2017.Overall, the project may need additional funding to support additional 3270 emulation software licenses. If so, a PAD will be submitted when all financial information is solidified and the

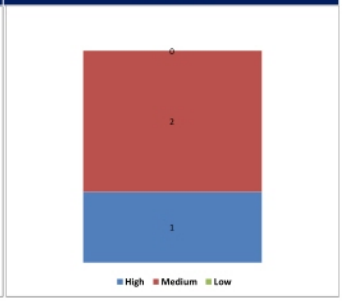
Sponsors

ADM	Byers, Rob A SDSI:EX
Business	Howarth, Tara M SDSI:EX
ISD	Howarth, Tara M SDSI:EX

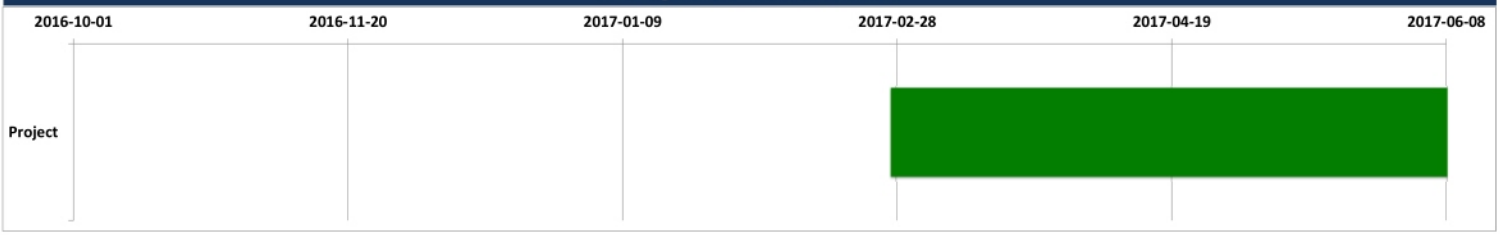
Project Health

Status		BUDGET		Risks	Issues
Scope		Total Budget	$93,800		
Resource		Total Forecast	$93,800		
Schedule		Current Fiscal Year Budget	$25,800		
Budget		YTD Actuals	$35,834		
Quality		Project Type: Operating			





Project Timeline



1617-0008

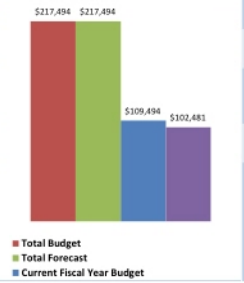
MCFD Contracted Caregiver Self Audit Tool

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0008	MacLean, Jennifer SDSI:EX	Active / Execution	2017-06-26	100%	2017-07-07

Project Status Summary	Sponsors	
This project was removed from Release 4.2.5 scope and moved to Release 4.3; it is part of IP2016 Upgrade - PID 1617-0036.	**ADM**	Heavener, Cory R MCF:EX
	Business	Scheiber, Alex MCF:EX
	ISD	Allen, Nancy G SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $217,494		
Resource			Total Forecast $217,494		
Schedule			Current Fiscal Year Budget $109,494		
Budget			YTD Actuals $102,481		
Quality			Project Type: Operating		



Project Timeline

1617-0025

SDSI MPS Remediation

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0025	Restall, Jeni SDSI:EX	Active / Execution	2017-09-30	75%	2017-07-07

Project Status Summary	Sponsors	
Project is progressing well. Service Augmentation: Deskside Scanning Proof of Concept (POC) device for Kelowna will be installed and tested this week. Thie device for Richamond arrived damaged and a replacement is bieng shipped. Once both devices are in place, they we be added to the baseline reporting through the rest of the POC (July and August). User Education: HP MPS Features Webinar demo provided to business area for feedback - once webinar is finalized, staff will be scheduled toi	**ADM**	Byers, Rob A SDSI:EX
	Business	Upton, Debi L SDSI:EX
	ISD	Byers, Rob A SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope		Total Budget	$0		
Resource		Total Forecast	$0		
Schedule		Current Fiscal Year Budget	$0		
Budget		YTD Actuals	$0		
Quality		Project Type: Operating			

Project Timeline

Unified Communications (aka ConnectMe) - Social Sector Implementation

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0029	McNabb, Nigel SDSI:EX	Active / Initiation	2020-03-31	18%	2017-07-07

Project Status Summary

Overall Green777 / 765 Broughton· Wave 1 was successfully deployed June 12 -16th. · Wave 2&3 is planned for June 26- 28th· Wave 4 is planned for July 17 – 21st Contact Center pilot is planned for July 19th

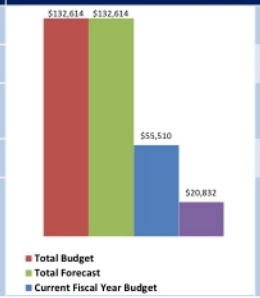
Sponsors

ADM	Byers, Rob A SDSI:EX
Business	Byers, Rob A SDSI:EX
ISD	Howarth, Tara M SDSI:EX

Project Health

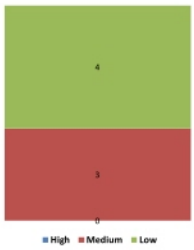
Status	
Scope	
Resource	
Schedule	
Budget	
Quality	

BUDGET

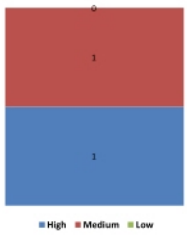


Total Budget	$132,614
Total Forecast	$132,614
Current Fiscal Year Budget	$55,510
YTD Actuals	$20,832
Project Type: Operating	

Risks



Issues



Project Timeline

1617-0030

MCFD Mainframe Based Process Modernization

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0030	MacLean, Jennifer SDSI:EX	Active / Execution	2017-09-30	90%	2017-07-07

Project Status Summary

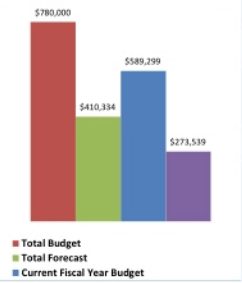
The MCFD Mainframe Modernization project is trending green. The AMS and FGC interfaces from ICM were deployed June 26, 2017. A review of the GAL updater recommendations was completed July 4, 2017. The decommissioning of the Person/Service Registry is targeted for July 28, 2017 after the stabilization of the AMS and FGC interface changes.

Sponsors

ADM	Byers, Rob A SDSI:EX
Business	Murch, Dennis SDSI:EX
ISD	Rose, Dave SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope		Total Budget	$780,000		
Resource		Total Forecast	$410,334		
Schedule		Current Fiscal Year Budget	$589,299		
Budget		YTD Actuals	$273,539		
Quality		Project Type: Capital			



Project Timeline

1617-0032

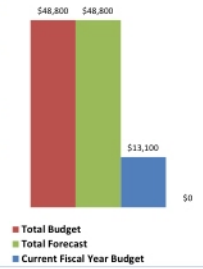
Server Move to Kamloops

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0032	IDIR\WAOHMAN	Active / Execution	2017-07-31	85%	2017-07-07

Project Status Summary	Sponsors	
Project continuing based on new deployment date of July 28, 2017. Deployment planning resumed. Deteriming cutover verification requirements.	**ADM**	Byers, Rob A SDSI:EX
	Business	Murch, Dennis SDSI:EX
	ISD	Rose, Dave SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $48,800		
Resource			Total Forecast $48,800		
Schedule			Current Fiscal Year Budget $13,100		
Budget			YTD Actuals $0		
Quality			Project Type: Operating		



Project Timeline

1617-0034

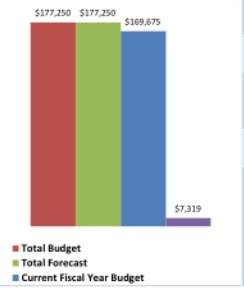
MCFD DAA RAPs

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0034	Morrison, Tracy L SDSI:EX	Active / Execution	2018-03-31	25%	2017-07-07

Project Status Summary	Sponsors	
Meetings are progressing with Nil/tu, O to complete requirements and financial importing.	**ADM**	Bawa, Reg R MCF:EX
	Business	Mathiasen, Donna L MCF:EX
	ISD	Allen, Nancy G SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $177,250		
Resource			Total Forecast $177,250		
Schedule			Current Fiscal Year Budget $169,675		
Budget			YTD Actuals $7,319		
Quality			Project Type: Operating		



Project Timeline

1617-0036

IP2016 Upgrade

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0036	MacLean, Jennifer SDSI:EX	Active / Execution	2017-08-28	90%	2017-07-07

Project Status Summary

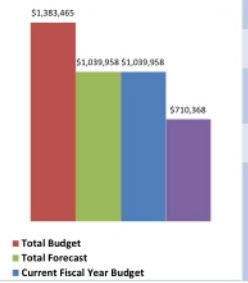
Release 4.3 go-live completed June 26, 2017 with enhanced stabilization support until July 4, 2017. Post go-live, the upgrades initiated on the development and production environments in the Kamloops data centre. The following issues were outstanding at deployment and will be monitored during stabilization; the team is working towards resolution.Issue #20Scale Out Only of BI Publisher (BIP) 11.1.1.9 is getting stuck on Node 2 step 5 of 15Mitigation PlanEscalated ticket raised with

Sponsors

ADM	Byers, Rob A SDSI:EX
Business	Murch, Dennis SDSI:EX
ISD	Rose, Dave SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $1,383,465		
Resource			Total Forecast $1,039,958		
Schedule			Current Fiscal Year Budget $1,039,958		
Budget			YTD Actuals $710,368		
Quality			Project Type: Capital		



Project Timeline

1617-0037

Autism Information and Support Services Transition

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0037	Schmidt, Landon SDSI:EX	Active / Execution	2017-06-30	85%	2017-07-07

Project Status Summary

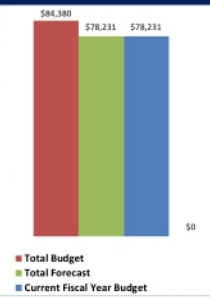
As required, Purely CRM delivered a robust CRM application at the end of June and migrated CTS's RASP only data. The business; with the help of GCPE and other ITSD resources, completed loading, reviewing, and approving web content on June 30th. The CRM is actively being used by the business; the webiste is now publicly available and supports the RASP search engine. In order to complete the project on time, the project team bypassed two key components:SSL for the CRM

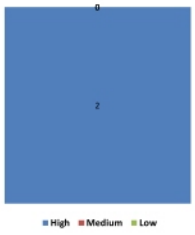
Sponsors

ADM	Massey, Christine MCF:EX
Business	Barry, Jonathan MCF:EX
ISD	Rose, Dave SDSI:EX

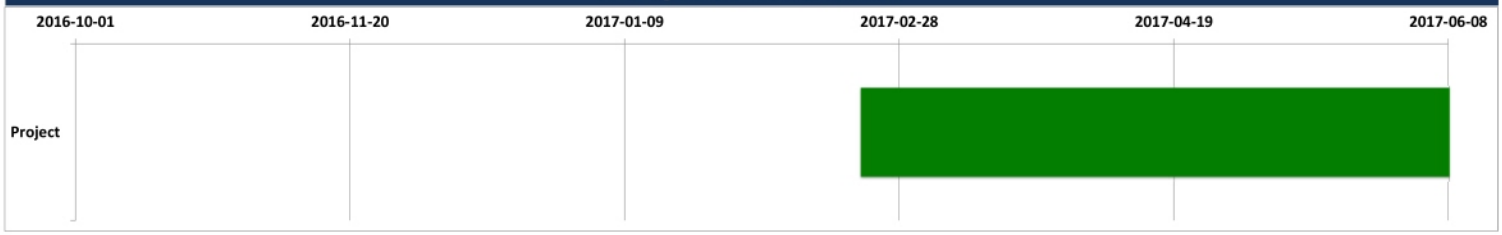
Project Health

Status		BUDGET		Risks	Issues
Scope		Total Budget	$84,380		
Resource		Total Forecast	$78,231		
Schedule		Current Fiscal Year Budget	$78,231		
Budget		YTD Actuals	$0		
Quality		Project Type: Operating			





Project Timeline



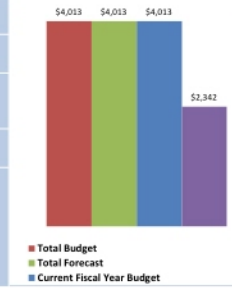
1617-0038

Child and Family Services (CFS) Enhancements 4.3

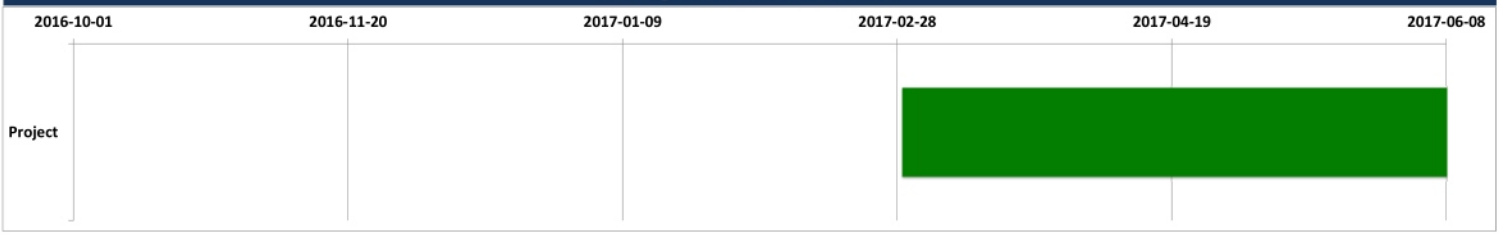
PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0038	MacLean, Jennifer SDSI:EX	Active / Execution	2017-06-26	100%	2017-07-07

Project Status Summary	Sponsors	
Project part of IP 2016 - PID 1617-0036.	**ADM**	Heavener, Cory R MCF:EX
	Business	White, Joanne H MCF:EX
	ISD	Allen, Nancy G SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $4,013		
Resource			Total Forecast $4,013		
Schedule			Current Fiscal Year Budget $4,013		
Budget			YTD Actuals $2,342		
Quality			Project Type: Operating		

Project Timeline



1617-0041

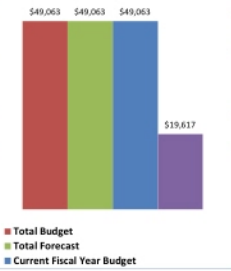
SDSI ELMSD Enhancements 4.3

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0041	MacLean, Jennifer SDSI:EX	Active / Execution	2017-06-26	100%	2017-07-07

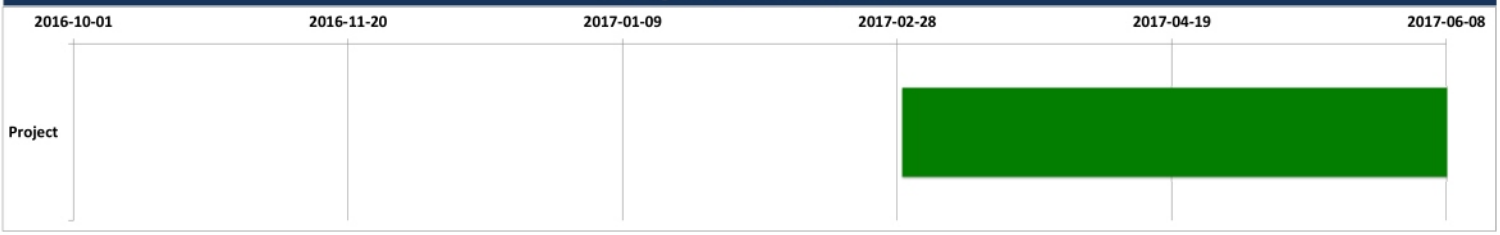
Project Status Summary	Sponsors	
Project part of IP 2016 - PID 1617-0036	**ADM**	Bouslov, Sergei SDSI:EX
	Business	Ratcliff, Dexter SDSI:EX
	ISD	Looysen, Alison SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $49,063		
Resource			Total Forecast $49,063		
Schedule			Current Fiscal Year Budget $49,063		
Budget			YTD Actuals $19,617		
Quality			Project Type: Operating		



Project Timeline



1617-0042

Canada Child Benefit Changes

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0042	MacLean, Jennifer SDSI:EX	Active / Execution	2017-07-20	90%	2017-07-07

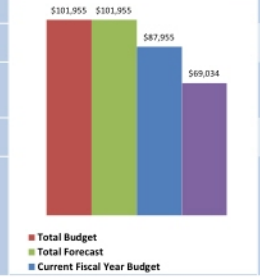
Project Status Summary

To be deployed July 20th prior to the next cheque run.

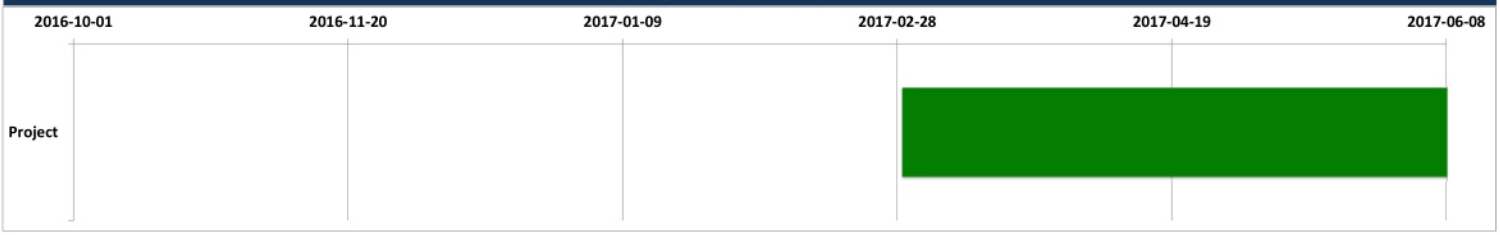
Sponsors

ADM	Harrington, Molly SDSI:EX
Business	Ross, Ian SDSI:EX
ISD	Allen, Nancy G SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $101,955		
Resource			Total Forecast $101,955		
Schedule			Current Fiscal Year Budget $87,955		
Budget			YTD Actuals $69,034		
Quality			Project Type: Operating		

Project Timeline



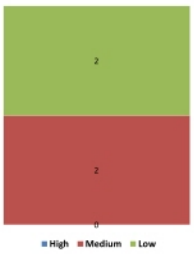
1617-0045

Contact Centre Solution Evaluation - Provincial Centralized Screening

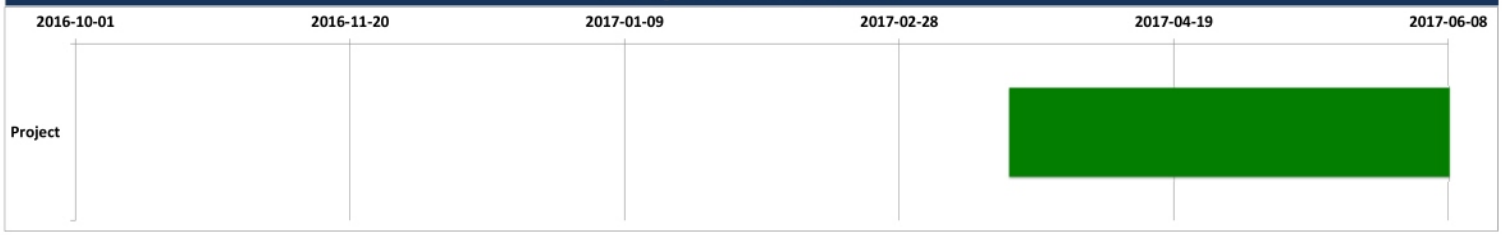
PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
1617-0045	McNabb, Nigel SDSI:EX	Active / Planning	2017-07-31	90%	2017-07-07

Project Status Summary	Sponsors	
Overall Green. Recommendations were presented to the Exec. Sponsors July 4th. Decision not to go with Elements, but expand to undertake due diligence of ICE 8.1 and conduct high level review of Maximus Call Centre Solutions (Cisco).	**ADM**	Byers, Rob A SDSI:EX
	Business	Robinson, Sheila A MCF:EX
	ISD	Howarth, Tara M SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope		Total Budget	$61,000		
Resource		Total Forecast	$61,000		
Schedule		Current Fiscal Year Budget	$36,000		
Budget		YTD Actuals	$25,132		
Quality		Project Type: Operating			

Project Timeline



LCTZSSA0386

MCFD Digital Services Strategy Phase 1: PSD Client Portal

PID	Project Manager	Project Status	Expected Implementation Date	% Complete	Last Status Date
LCTZSSA0386	MacLean, Jennifer SDSI:EX	Active / Execution	2017-12-31	80%	2017-07-07

Project Status Summary

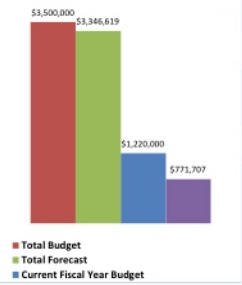
Deployed new ICM functionality for Autism Funding and Child Care Subsidy aligned with Release 4.3 (June 26, 2017). The project team supported the stabilization activities including onsite support for Child Card Subsidy (CCS). Working to complete 10 user stories which are currently in test. Finalizing scope for Phase 2 including Provincial Services and Centralized Screening. Discovery Sessions scheduled for early July 2017.

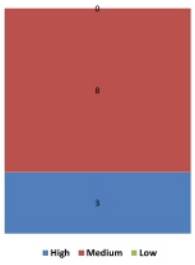
Sponsors

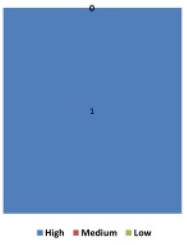
ADM	Massey, Christine MCF:EX
Business	Massey, Christine MCF:EX
ISD	Quesnel, Dwayne H SDSI:EX

Project Health

Status		BUDGET		Risks	Issues
Scope			Total Budget $3,500,000		
Resource			Total Forecast $3,346,619		
Schedule			Current Fiscal Year Budget $1,220,000		
Budget			YTD Actuals $771,707		
Quality			Project Type: Capital		







Project Timeline

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 18, 2017 12:33 PM
To: Jassar, Daisy SDSI:EX
Cc: Looysen, Alison SDSI:EX; LaBoucane, Mary SDSI:EX; Giesbrecht, Mandy SDSI:EX
Subject: Re: This afternoon

That is fine.

Sent from my iPhone

On Jul 18, 2017, at 11:05 AM, Jassar, Daisy SDSI:EX <Daisy.Jassar@gov.bc.ca> wrote:

> Hello, I would like to attend but I am presenting the business plan to Dennis's team from 1:30 to 2:00. Would it be okay to walk in a bit later? Thanks!
>
> **From:** Byers, Rob A SDSI:EX
> **Sent:** Tuesday, July 18, 2017 10:09 AM
> **To:** Looysen, Alison SDSI:EX; Jassar, Daisy SDSI:EX; LaBoucane, Mary SDSI:EX; Giesbrecht, Mandy SDSI:EX
> **Subject:** This afternoon
> Hi All,
> Debi and I have booked off the 7th floor boardroom at the Belmont Building to watch this proceedings this afternoon. The boardroom is booked from 1:30 – 4:30.
> Debi will be bringing her ADMO staff, Raymond and a few members from his team. If you can make it please join us, as well, if some of our directors are around and you think it would be beneficial bring them along.
> Please let me know who will be coming along.
> Rob

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 18, 2017 1:59 PM
To: Byers, Rob A SDSI:EX
Subject: Fwd: PPT for new Minister briefings
Attachments: ISD Overview - Minister Briefing SDSI - June 2017 draft.pptx

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Giesbrecht, Mandy SDSI:EX"
Date: 2017-07-06 1:34 PM (GMT-08:00)
To: "MacMillan, Karen SDSI:EX"
Subject: RE: PPT for new Minister briefings

Hi, here's ours. Small changes likely to happen, but this is about 95%.
Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and
Social Development & Social Innovation

From: MacMillan, Karen SDSI:EX
Sent: Thursday, July 6, 2017 1:24 PM
To: Byers, Rob A SDSI:EX; Harrington, Molly SDSI:EX; Upton, Debi L SDSI:EX; Bouslov, Sergei SDSI:EX; Wright, Nicole SDSI:EX; Lord, Michael SDSI:EX
Cc: Giesbrecht, Mandy SDSI:EX; McGaghey Jones, Stacey SDSI:EX; Walmsley, Megan E SDSI:EX; Ghebremedhin, Asmeret SDSI:EX; Kirby, Kyla SDSI:EX
Subject: PPT for new Minister briefings
The Deputy has asked me to follow up with all of you to see who is preparing slide decks for briefing a new minister. Can you please let me know if you are preparing anything and when you might have a draft the DM could review. If you have any that are finished or near finished could you please send them to me as the DM would like to review . Thank you
Karen MacMillan
Manager, Executive Operations
Deputy Minister's Office
Ministry of Social Development and
Social Innovation
250-387-2807

Information Services Division

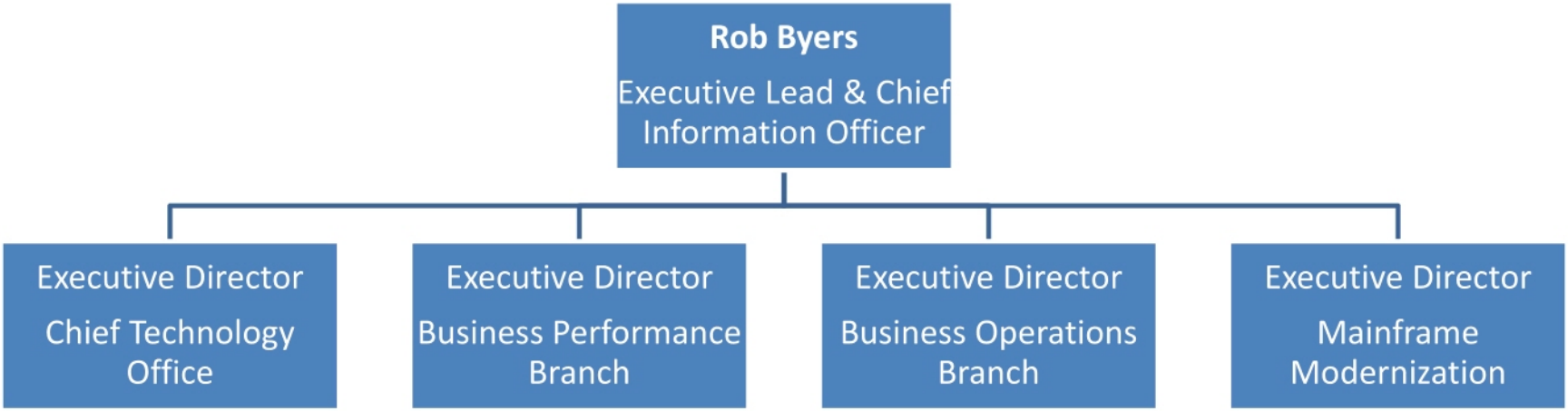
Minister Briefing

SDSI

June 2017

Divisional Overview & Structure

- Provides information management and information technology (IM/IT) support to the social sector.
- Approximately 145 staff in various locations across Vancouver and Victoria.



Branch Organization

- **Chief Technology Office (CTO):**
  - Responsible for delivery of the sector's technical service elements which includes product and service management, workplace technology, application development, business intelligence, data quality and security, privacy and compliance management.
  - Leads the Joint Operating Committee whose mandate is to support, provide recommendations, and enact direction from the IM/IT Governance Committee in defining, building, deploying and operating IM/IT initiatives.

- **Business Operations Branch (BOB):**
  - Supports social sector business operations through business case development and analysis to support strategic technology planning for the sector including vendor and contract management.
  - Leads the Executive Directors working group which ensures IM/IT projects are effectively planned and prioritized across the social sector.

- **Business Performance Branch (BPB):**
  - Provides oversight of the sector's capital and operating projects as well as IM/IT governance and integration of transformational IM/IT business planning across the sector.

- **Mainframe Modernization (MM):**
  - With a project roadmap spanning five years, this initiative seeks to modernize existing social sector applications by enhancing functionality and processes to align with current government standards and corporate applications.

Information Services Division Annual Budget

	FY 2016/17	FY 2017/18
Salaries & Benefits	$12,300,000	$12,300,000
Operating Budget	$45,700,000	$45,528,000
Recoveries	($28,700,000)	($28,614,000)
Total Working Budget	**$29,300,000**	**$29,214,000**

Vendor Contracts & Spending

Vendor	Contract Expiry	Annual Cost*
Avocette (MCFD)	September 30, 2017	$3.3 million
Deloitte (sector)	February 3, 2020	$10.2 million
Quartech (SDSI)	September 30, 2017	$2.3 million
	Total:	**$15.8 million**

*Application maintenance & management only

IM/IT Procurement Update

- **Background:**
  - Application Maintenance and Management (AMM) includes a portfolio of approx. 100 system applications, excluding Integrated Case Management.
  - AMM contracts expire September 2017.
  - Value of the AMM Services contracts is estimated at $5.6 million per year.

- **Request for Proposals:**
  - A Request for Proposal (RFP) for AMM Services closed June 16, 2017.
  - RFP anticipated to be awarded in July to a single vendor.
  - New contract will begin in October 2017 - new term of 3 years, with two 1 year optional renewals.

- **Planned Outcomes:**
  - Increased quality of service for the social sector.
  - Greater integration of AMM services through a single vendor.
  - Improved economies of scale and efficiencies in the overall spend for AMM Services.

Integrated Case Management

- 5 year business transformation project completed November 2014.
- Key Outcomes: business transformation, service integration, updated systems, privacy protection, better citizen outcomes.
- Since November 2014 go-live there have been 13 ICM system releases .
- ICM is now the foundational tool used in the majority of business areas across the social sector.
- We continue to enhance ICM functionality based on feedback from front-line service delivery areas.

Approved Capital Projects

- **Prevention & Loss Management Services (PLMS) – anticipated completion FY ******:**
  - Replace and update elements of existing service to improve the quality of the service, increase efficiency and productivity, increase accountability and workload management

- **Mainframe Modernization – anticipated completion FY 2020/21:**
  - Modernize existing social sector applications by enhancing functionality and processes to align with current government standards and corporate applications.

Future Activities

- Improve our ability to meet sector business needs through adoption of emerging practices such as agile development and advanced data analytics.
- Continue to modernize Line of Business applications through projects like Mainframe Modernization, moving the functionality into ICM where possible.
- Develop digital and mobility strategies to expand service delivery channels for clients and to capitalize on modern technologies to support staff in service delivery.

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 18, 2017 2:11 PM
To: Byers, Rob A SDSI:EX
Subject: Fwd: Voice Mail (31 seconds)

We can s.22 Or Kerry can have Sylvia escalate. Preference? Former is faster, later is preferred.

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Taylor, Kerry SDSI:EX"
Date: 2017-07-18 1:51 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX"
Subject: RE: Voice Mail (31 seconds)

Generally, there is nothing speedy about getting a position number for a new position. Since you've used a job store profile it should have sped it up a bit – but the details they're asking for suggests they're looking to assess the MCCF banding classification and not just taking the classification of the job store profile. A month does sounds like a long time – I think their turn around is supposed to be about 20 days max. I would either check in with the person who's been assigned the classification ticket – or perhaps the Manager of Classification Services Kim Weisgerber – and let them know this is something an Executive member is anxious to get moving. I could have Sylvia Trudeau check in on this if you'd like – she'd need the ticket details.
There is also potential workaround - you could look at initially doing the lateral transfer to double bunk them in an existing position and then reassign into the new position number when you receive it. Not an ideal way to do it though.

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 18, 2017 1:41 PM
To: Taylor, Kerry SDSI:EX
Subject: Re: Voice Mail (31 seconds)
Quick background:
-Executive approval received to hire a band 4 project director (finance focussed).
-Used an existing job store profile and added very minimal wording to highlight finance functions.
-Asked MyHR for an existing position number to be activated but they said getting a new number would be faster. They had me fill out a brief questionnaire which I did.
-Now MyHR are asking for organizational charts and many more details so they can analyze the classification, etc.
We are simply trying to lateral transfer someone within SDSI and hoping there is an easier faster way. It's been almost a month now trying to get a position number and both Rob and the ADM where the transfer is coming from are anxious to have this finished. Rob thought you may have some insight.
Hope that info gives some decent background.
Thx much.
Please excuse typos and brevity. This message has been sent from my smartphone.
-------- Original message --------
From: "Taylor, Kerry SDSI:EX" <Kerry.Taylor@gov.bc.ca>

Date: 2017-07-18 1:32 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
Subject: RE: Voice Mail (31 seconds)
Ok - I am in meetings most of the afternoon. I'll send a few details/questions for you in the meantime.

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 18, 2017 1:31 PM
To: Taylor, Kerry SDSI:EX
Subject: Re: Voice Mail (31 seconds)
Hi I've just run into a meeting. I will try to call you back later this afternoon.
Please excuse typos and brevity. This message has been sent from my smartphone.
-------- Original message --------
From: "Taylor, Kerry SDSI:EX" <Kerry.Taylor@gov.bc.ca>
Date: 2017-07-18 1:29 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
Subject: Voice Mail (31 seconds)
You received a voice mail from Taylor, Kerry SDSI:EX (Cell) at 2502166596.

Caller-Id:	2502166596
Job Title:	Executive Director, Strategic Human Resources and Communications
Company:	Social Development and Social Innovation
Work:	250 356-7752
Mobile:	250 216-6596
Email:	Kerry.Taylor@gov.bc.ca

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Wednesday, July 19, 2017 3:45 PM
To: Byers, Rob A SDSI:EX
Subject: Wednesday, July 19

s.22 **position number**

Sylvia will do her best to expedite but makes no promises.

Mainframe Interviews

Who else will be on the panel? I'll set some holds.

Bi-weekly with Allison Bond

Jen's status is "away" so I couldn't get an answer today. I will connect back with her tomorrow morning.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3
TEAMWORK CURIOSITY PASSION SERVICE COURAGE ACCOUNTABILITY
INTEGRITY
Note: The contents of this message and any attachments are solely intended for the addressee(s), and may not be disclosed or disseminated to anyone other than ministry staff without the express written consent of the sender. If you have received this message in error, please advise the sender immediately.

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 5:56 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: UPDATED MCFD and SDSI Initiatives List
Attachments: CFD Initiatives Descriptions_July 2017.docx; ATT00001.htm; SDSI Initiatives Descriptions_July 2017.docx; ATT00002.htm

FYI - action item for Alison's list is to set up a SharePoint for these so that your can pull the info whenever we need it.

Sent from my iPhone

Begin forwarded message:

> **From:** "Looysen, Alison SDSI:EX" <alison.looysen@gov.bc.ca>
> **Date:** July 19, 2017 at 11:14:31 AM PDT
> **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> **Subject: FW: UPDATED MCFD and SDSI Initiatives List**
>
> ---
>
> **From:** Allen, Nancy G SDSI:EX
> **Sent:** Wednesday, July 19, 2017 9:14 AM
> **To:** Looysen, Alison SDSI:EX
> **Subject:** UPDATED MCFD and SDSI Initiatives List
> Hi, attached are updated lists, we need to confirm priority of some of these initiatives
> Thank you,
> Nancy

Ministry of Children and Family Development
Initiatives Summary

Digital Services Strategy -Phase 1	Executive Sponsor: Christine Massey Allison Bond	Business Lead: Jonathan Barry
Project Highlights: 1. Child Care Subsidy – online application 2. Child Care Subsidy and Autism Funding – electronic documentation 3. Integration of PS Client Portal with core ICM application as required for above 4. Reporting to enable the Ministry real time analytical data for the services they provide		

Digital Services Strategy -Phase 2 –	Executive Sponsor: Christine Massey Allison Bond	Business Lead: Jonathan Barry, Sheila Robinson, Deborah Headley
Project Highlights: 1. Implement a front page for self-service portal to all online MCFD services 2. Provincial Screening – ability for Foster parents to submit AWOL information online, ability for Police to provide child protection reports online 3. Provincial Services Division - Automate Autism Funding staff processes (activity plans), complete ability for Child Care Subsidy renewal applications 4. Integration of the above into ICM application as required		

Priority ICM Enhancements – 4.3.1/4.3.2	Executive Sponsor: Allison Bond, Cory Heavener, Christine Massey	Business Lead: Deborah Headley, Joanne White, Jon Barry
Project Highlights: 1. Centralized Services Hub – ability for contracted caregivers to provide criminal record and background check consents online to the Hub, new memo type 2. Child Protection – changes required for protocol investigations 3. Service Provider Portal – usability and financial improvements 4. Medical Benefits – Change product codes for usability and financial improvements 5. Provincial Services Accounts – Invoice improvements – usability and financial improvements 6. National Autism Surveillance System – adding new fields in ICM for reporting (Federal request)		

Early Warning System	Executive Sponsor: Cory Heavener	Business Lead: Joanne White
Project Highlights: 1. MCFD requires an Early Warning System that would highlight highest risk families for Child Protection intervention		

Multi Year Action Plan	Executive Sponsor: Lori Wanamaker	Business Lead:
Project Highlights: 1. ISD providing technology support through each key initiative: - Technical solutions for Training Strategy, and RAPs changes for Pre Paid purchase cards to replace imprest cheques 2. Support for onboarding new employees		

Child Care Program Improvements - develop concept case for capital funding	Executive Sponsor: Christine Massey	Business Lead: Jonathan Barry
Project Highlights: 1. To digitize and modernize child care program services including; - Redevelop or replace Child Care Operating fund (with digitized contracts) - Replace Early Childhood Educator Registry (ECER) - Implement paperless office - Digitize fax and emails - Implement web self-serve improvements and publish real time processing information		

Onboarding RAP for three Delegated Aboriginal Agencies	Executive Sponsor: Reg Bawa	Business Lead: Anne Minnings, Donna Mathiasen
Project Highlights: 1. To onboard three agencies to use RAPs for financial management improvements between Ministry and Agencies 2. To implement improved reporting and tracking 3. To relate foster payment contracts with child placements for these Agencies 4. First Agency is Nil Tu in Sidney Fall 2017		

Youth Transition Unique Identifier (Need to check if this is still in progress)	Executive Sponsor: Carolyn Kamper	Business Lead: Michelle Wyrot
Project Highlights: 1. To collectively create a solution to identify youth who have aged out of government care as a unique population, enhance service pathways, and improve tracking/reporting of service and program uptake.		

Policy Streamlining Project	Executive Sponsor: Christine Massey	Business Lead: Cheryl May
Project Highlights: Project aims to address concerns with the quantity, consistency, and accessibility of policy by: 1. Developing a policy framework 2. Simplifying & streamlining policy, 3. Creating an online policy resource for ministry & DAA staff		

Child Care Map improvements	Executive Sponsor: Christine Massey	Business Lead: Jonathan Barry
Project Highlights: 1. To provide real time updates to day care locations and information		

Start-up In Residence (STIR) Pilot Program Bed/Services Locator	Executive Sponsor: Reg Bawa	Business Lead: Paul Cumberland
Project Highlights: 1. To participate in STIR pilot program to develop proof of concept technology solution that provides resource workers at MCFD and DAAs with a real time single source for bed availability for child or youth in care on their caseload.		

Brief Child and Family Phone Interview system (BCFPI) Upgrade - BUSINESS CASE (need to confirm priority)	Executive Sponsor: Christine Massey	Business Lead: Sandy Wiens, Robert Lampard
Project Highlights: 1. To develop a Business Case to upgrade the existing BCFPI to web enabled and to collaborate with MCFD/Canadian Mental Health Association – BC (CMHA-BC) MOH, Health Authorities supporting Mental Health Provincial Initiative improvements.		

Care Plan Application Modernization (need to confirm priority)	Executive Sponsor: Allison Bond	Business Lead: Deborah Headley, Joanne White
Project Highlights: 1. To implement a mobile compliant online form for care plans that can integrate into ICM and that workers can easily complete		

Provincial Screening – Contact Centre solution improvement	Executive Sponsor: Alison Bond	Business Lead: Sheila Robinson
Project Highlights: 1. To implement solution to update or replace Contact Centre Anywhere/ICE for stability and reliability 2. To implement workforce management solution 3. Reporting to enable the Ministry real time analytical data for the services they provide		

CAS PayBC	Executive Sponsor: Reg Bawa	Business Lead: Anne Minnings
Project Highlights: 1. Potential for 3 Accounts Receivable applications to onboard into CAS PayBC project		

RAP Concept Case\Business Case to replace RAPS	Executive Sponsor: Reg Bawa, Allison Bond	Business Lead: Paul Cumberland, Deborah Headley
Project Highlights: 1. To complete business case to replace RAPs in next 4 months		

Ministry of Social Development and Social Innovation Initiatives Summary – July 2017

My Self-Serve – Improvements and Planning Phase 2	Executive Sponsor: Debi Upton	Business Lead: Raymond Fieltsch
Project Highlights: 1. Implement priority changes for improvements for My Self-Serve MYSS for registration, form changes and usability 2. MYSS which is a public facing Client Portal has been identified as a high priority for F17/18. This is a planning phase for improvements.		

Social Sector – Planning and Priority Setting	Executive Sponsor: Rob Byers	Business Lead: Alison Looysen
Project Highlights: 1.		

Policy, Rate Calculation Changes - 4.3.1 Sept 9th Implementation	Executive Sponsor: Molly Harrington	Business Lead: Ian Ross
Project Highlights: 1. Increase to Income Assistance and Disability Assistance rates 2. Increase to Earning Exemptions		

Priority ICM Enhancements – Release 4.3.2	Executive Sponsor: Debi Upton/ Michael Lord	Business Lead: Raymond Fieltsch, Nicole Wright
Project Highlights: 3. Policy changes relating to Alternative Hearing Supplement, MSP Premiums, Healthy Kids 4. Reporting and Form changes 5. Financial changes for CPP recoveries, additional product codes for LTC, changes for tax requirements		

Code 39 (Methadone) underpayments	Executive Sponsor: Debi Upton	Business Lead: Raymond Fieltsch
Project Highlights: 1. The ministry may be required to reimburse clients (approximately 11,000) who had funds deducted from their support for methadone payments to clinics. This includes the benefit from 2009 through to the benefit month of September 2016. 2. Decision note is drafted with recommended system options for payments.		

Productivity Hardware for Outreach and Offices	Executive Sponsor: Debi Upton	Business Lead: Raymond Fieltsch
Project Highlights: 1. The recent MySS project has highlighted gaps in the personal tools available to ministry outreach works, and limitations in the client facing Kiosks available at Ministry offices and Service BC locations. This project aims remedy some of these gaps and limitations.		

WiFi Provincial Service Improvements	Executive Sponsor: Debi Upton	Business Lead: Raymond Fieltsch
Project Highlights: 1. Make WiFi available for clients at Ministry office locations.		

ELMSD Program Renewal	Executive Sponsor: Sergei Bouslov	Business Lead: Jennifer Gough
Project Highlights: 1. This is a very large multi year project that will result in a redesign of the EPBC (Employment Program of BC). Implementation is slated for April of 2019. Significant system changes to ICM and CFMS and MyWorkBC will be done as part of the project.		

ELMSD Priority ICM Enhancements Release 4.3.2	Executive Sponsor: Sergei Bouslov	Business Lead: Dexter Ratcliff
Project Highlights: 1. Changes include Funding level II to provide tools to assist in managing ongoing budget pressures 2. Access - Visibility and Privacy change required for Privacy issue 3. Policy/OPA changes - Specialized Assessments Eligibility and Tuition Eligibility 4. Policy/OPA change – to improve data integrity		

STADD Rural and Remote Communication Improvements	Executive Sponsor: Kelly McQuillan	Business Lead: Dexter Ratcliff
Project Highlights: 1. The STADD (Services to Adults with Developmental Disabilities) program serves the entire province, but the program navigators are thinly distributed. The program therefore has a high need for remote communication technologies, which this initiative aims to satisfy. Things like Lync communications with groups outside of government, and Cisco Jabber tools in collaboration with First Nations Health Authority are being explored.		

Mainframe Modernization	Executive Sponsor: Rob Byers	Business Lead: Daisy Jassar
Project Highlights: 1.		

Employment and Assistance Appeals Tribunal – Case Management System	Executive Sponsor: Sheila Taylor	Business Lead: Marilyn McNamara, Alanna Valentine
Project Highlights: 1. To replacing aging Case Information Tracking and Reporting (CITAR) system that was implemented in the spring of 2003 with web based solution		

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 5:59 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: ISD briefing and bilaterals

FYI

Sent from my iPhone

Begin forwarded message:

> **From:** "Bond, Allison MCF:EX" <Allison.Bond@gov.bc.ca>
> **Date:** July 19, 2017 at 5:55:32 PM PDT
> **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> **Cc:** "Benn, Jennifer MCF:EX" <Jennifer.Benn@gov.bc.ca>
> **Subject: Re: ISD briefing and bilaterals**
>
> Yes please. And don't assume I know anything. I have to look at it with fresh eyes. Thanks Rob
>
> Sent from my iPhone
>
> On Jul 19, 2017, at 5:54 PM, Byers, Rob A SDSI:EX <Rob.Byers@gov.bc.ca> wrote:
>
> > Hi Allison,
> >
> > Will Jenn be setting up a meeting for you to get an ISD briefing and then a bi-lateral schedule once you get settled in?
> >
> > Thanks,
> > Rob

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 6:04 PM
To: Giesbrecht, Mandy SDSI:EX
Cc: Jassar, Daisy SDSI:EX; LaBoucane, Mary SDSI:EX; Looysen, Alison SDSI:EX
Subject: MCFD Deputy Briefing

Hi Mandy,

Can you set up a meeting for us all to have a quick discussion regarding the CFD deputy briefing. I think it would need about an hour tomorrow or Friday.

FYI for all - Allison has asked that we assume she knows nothing to ensure she has the appropriate fresh eyes on things.

Thanks,
Rob

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 6:40 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Re: ISD briefing and bilaterals

Brilliant minds!!

Sent from my iPhone

On Jul 19, 2017, at 6:36 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:

> Funny your wording to Allison was almost exactly word for word what I typed to jenn.
>
> Please excuse typos and brevity. This message has been sent from my smartphone.
>
> -------- Original message --------
> From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> Date: 2017-07-19 5:59 PM (GMT-08:00)
> To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
> Subject: Fwd: ISD briefing and bilaterals
>
> FYI
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** "Bond, Allison MCF:EX" <Allison.Bond@gov.bc.ca>
> > **Date:** July 19, 2017 at 5:55:32 PM PDT
> > **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> > **Cc:** "Benn, Jennifer MCF:EX" <Jennifer.Benn@gov.bc.ca>
> > **Subject: Re: ISD briefing and bilaterals**
> >
> > Yes please. And don't assume I know anything. I have to look at it with fresh eyes. Thanks Rob
> >
> > Sent from my iPhone
> >
> > On Jul 19, 2017, at 5:54 PM, Byers, Rob A SDSI:EX <Rob.Byers@gov.bc.ca> wrote:
> >
> > > Hi Allison,

Will Jenn be setting up a meeting for you to get an ISD briefing and then a bi-lateral schedule once you get settled in?

Thanks,

Rob

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 20, 2017 10:26 AM
To: Byers, Rob A SDSI:EX
Subject: RE: UPDATED MCFD and SDSI Initiatives List

FYI this is done. I just made a library on our Admin sharepoint and circulated the access link. Alison was good with that.

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction

---

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 5:56 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: UPDATED MCFD and SDSI Initiatives List

FYI - action item for Alison's list is to set up a SharePoint for these so that your can pull the info whenever we need it.

Sent from my iPhone

Begin forwarded message:

> **From:** "Looysen, Alison SDSI:EX" <alison.looysen@gov.bc.ca>
> **Date:** July 19, 2017 at 11:14:31 AM PDT
> **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> **Subject: FW: UPDATED MCFD and SDSI Initiatives List**
>
> ---
>
> **From:** Allen, Nancy G SDSI:EX
> **Sent:** Wednesday, July 19, 2017 9:14 AM
> **To:** Looysen, Alison SDSI:EX
> **Subject:** UPDATED MCFD and SDSI Initiatives List
>
> Hi, attached are updated lists, we need to confirm priority of some of these initiatives
>
> Thank you,
> Nancy

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Thursday, July 20, 2017 1:41 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: FW: TELUS mobility meeting next week

Can you set something up.

From: Garth Caters [mailto:Garth.Caters@telus.com]
Sent: Thursday, July 20, 2017 1:09 PM
To: Byers, Rob A SDSI:EX
Subject: TELUS mobility meeting next week

Hi Rob,

Thank you very much for your time yesterday!!

Do you have time next week on Thursday afternoon? I would like to introduce you to a couple of members of our GoBC Mobility Team – Mustajab Khan and Laurel Dodd.

Regards,

Garth

Garth Caters
Account Executive
TELUS Business Solutions
BC Public Sector Team

250.480.9284
garth.caters@telus.com

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 20, 2017 1:46 PM
To: Byers, Rob A SDSI:EX
Subject: Issues Note-ICM System Performance-DRAFT
Attachments: Issues Note-ICM System Performance-DRAFT.doc

MINISTRY OF SOCIAL DEVELOPMENT AND SOCIAL INNOVATION
ISSUES NOTE

Issue

Integrated Case Management (ICM) System Performance

Background

The purpose of the ICM project was to integrate multiple program areas and systems from the Ministries of Social Development and Social Innovation (SDSI) and Children and Family Development (CFD) into a single system, both to improve information sharing and case management across the social services sector, and to replace some disparate, aging systems no longer considered sustainable for program delivery. The ICM system has been functional and available over 99 per cent of the time since its launch.

In November 2014, the ministry signed a maintenance and support contract with Deloitte Inc. for an annual cost of approximately $10 million. The contract expires in February 2020 and is well within the average cost for similar information management & information technology (IM/IT) systems. Services covered under the contract include management and monitoring of all ICM environments, application of patches and upgrades, and investigation and resolution of issues. Improved information sharing includes:

- Timely access to complete client information for better decision making and quicker turnaround.
- Frontline staff have the necessary tools to make eligibility decisions and identify situations that require immediate attention.
- Information can be shared appropriately between program areas so clients don't have to provide personal information and repeat their story multiple times.
- ICM has also helped the ministry quickly roll out significant policy changes like the Single Parent Employment Initiative, higher gifts and assets limits for people with disabilities, and child support exemptions.

We will continue to enhance ICM to ensure it remains a stable, secure and reliable system.

Prepared by:
Mandy Giesbrecht
Executive Coordinator
Information Services Division
(778) 698-3799

Reviewing path:

Daisy Jassar, Executive Director / Rob Byers, Executive Lead / Sheila Taylor, Deputy Minister

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Thursday, July 20, 2017 1:53 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: FW: fraud analytics

Categories: 1 TO DO

Can you set up a meeting with me and Ian on this. Phone call would be fine.

From: Bailey, Ian D MTIC:EX
Sent: Sunday, July 9, 2017 10:39 AM
To: Byers, Rob A SDSI:EX
Subject: Re: fraud analytics

Ok

Sent from my Samsung Galaxy smartphone.

-------- Original message --------
From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
Date: 2017-07-09 10:34 AM (GMT-08:00)
To: "Bailey, Ian D MTIC:EX" <Ian.Bailey@gov.bc.ca>
Subject: Re: fraud analytics

It will most likely be Debi's ED responsible for Prevention Loss Management.

I am s.22 this week coming up but will connect when I get back.

Rob

Sent from my iPhone

On Jul 9, 2017, at 10:09 AM, Bailey, Ian D MTIC:EX <Ian.Bailey@gov.bc.ca> wrote:

> Let's meet with SAS and see what we could do...do you have a lead on fraud detection.?
>
> Sent from my Samsung Galaxy smartphone.
>
> -------- Original message --------
> From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> Date: 2017-07-09 9:13 AM (GMT-08:00)
> To: "Bailey, Ian D MTIC:EX" <Ian.Bailey@gov.bc.ca>

Cc: "Looysen, Alison SDSI:EX" <alison.looysen@gov.bc.ca>
Subject: Re: fraud analytics

Hi Ian,

I chatted with Debi, we do currently have a system that has been in place for many years. It would probably be good to do a POC to see if we can get any added value.

What would next steps look like?

Rob

Sent from my iPhone

On Jul 6, 2017, at 11:40 AM, Bailey, Ian D MTIC:EX <Ian.Bailey@gov.bc.ca> wrote:

> Rob,
>
> Just met with Jim Vorster of SAS software. As you are probably aware several ministries do use SAS for analytics (as opposed to doing BI) and one area that SAS does have expertise in is fraud detection analytics. I thought of SDSI as a potential business area to do a proof of concept – what do you think about a small POC for fraud detection of income assistance data – or maybe you already doing advanced analytics with that data?
>
> **Ian Bailey**
> Assistant Deputy Minister and A/Government Chief Information Officer
> Province of British Columbia
> PO Box 9412, Stn Prov Gov, Victoria BC V8W 9V1
> Ian.Bailey@gov.bc.ca
> 250-387-8053

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 20, 2017 3:35 PM
To: Byers, Rob A SDSI:EX
Subject: Thursday, July 20

DM Briefing
Hope it went well. I'm sure you'll have some feedback/tweaks for us to put on the Minister briefings as a result. When we're done all this I will finalize everything we presented for both levels (Minister and DM) and both ministries so we have a source of truth for next time this happens.

Ministry Name Change
We are good to start changing templates, banners, etc. according to Karen. Can I send out a division wide notice to go ahead or should it be more formal from Mary's people?

Mainframe Interviews
Any update on who we're interviewing?

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3
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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Thursday, July 20, 2017 5:47 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Re: Meeting with Reg

Yes

Sent from my iPhone

On Jul 20, 2017, at 5:20 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:

> Like inboxes?
>
> Please excuse typos and brevity. This message has been sent from my smartphone.
>
> -------- Original message --------
> From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> Date: 2017-07-20 5:18 PM (GMT-08:00)
> To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
> Subject: Meeting with Reg
>
> Need to chat with Reg about funding for mailbox increases.
> Rob

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 21, 2017 3:40 PM
To: Byers, Rob A SDSI:EX
Subject: Position number update

Importance: High

Sylvia has had no luck connecting with her contact at PSA. She said they've played telephone tag all day and she tried to get someone else to respond but has been unsuccessful.

Do you want me to go ahead and respond to the MyHR ticket? They've asked for the following:

- Org chart showing reporting lines up to the position (I can create something, just need to know what – Mike's team and the Mainframe finance team?)
- Tell them we will risk manage the exclusion rationale on our end (ie: we will advise the employee the position is under review)

Thx.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
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Victoria, British Columbia V8W 9W3
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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Monday, July 24, 2017 3:50 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Re: Monday, July 24

All good, I will figure it out.

Sent from my iPhone

On Jul 24, 2017, at 3:48 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:

> DMO is aware those briefings noted on the agenda are part of our overall presentation deck. Interesting they still chose to break them out that way on the agenda though.
> Mandy Giesbrecht
> **Executive Coordinator | Information Services Division**
> Cell: (778) 698-3799
> *Partnering with the Ministries of Children & Family Development and*
> *Social Development & Poverty Reduction*
>
> **From:** Byers, Rob A SDSI:EX
> **Sent:** Monday, July 24, 2017 3:43 PM
> **To:** Giesbrecht, Mandy SDSI:EX
> **Subject:** Re: Monday, July 24
> Add Mandate letter to leadership please.
>
> Sent from my iPhone
>
> On Jul 24, 2017, at 3:42 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:
>
> > No nothing. I'm just pinging Shanna now.
> > Mandy Giesbrecht
> > **Executive Coordinator | Information Services Division**
> > Cell: (778) 698-3799
> > *Partnering with the Ministries of Children & Family Development and*
> > *Social Development & Poverty Reduction*
> >
> > **From:** Byers, Rob A SDSI:EX
> > **Sent:** Monday, July 24, 2017 3:42 PM
> > **To:** Giesbrecht, Mandy SDSI:EX
> > **Subject:** Re: Monday, July 24
> > Anymore updates about tomorrow?
> >
> > Sent from my iPhone
> >
> > On Jul 24, 2017, at 3:40 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:
> >
> > > **Meeting w/Teresa Dobmeier**

You mentioned Thursday afternoon but you and Alison are both tied up. Was there a particular time slot you and Alison had identified for this? If not, I'll see what I can work around.

Leadership Agenda

Has some stuff on it now. You can see it through the link in the invite if you need to.

Position Number

Sylvia is reaching out to them again (I offered but she said she'd do it). Attached is a draft org chart I can send over if you're okay with it. Maybe that will speed things up.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca
5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3

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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 7:53 AM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: All mandate letters

Sent from my iPhone

Begin forwarded message:

> **From:** "Bond, Allison MCF:EX" <Allison.Bond@gov.bc.ca>
> **Date:** July 25, 2017 at 7:23:14 AM PDT
> **To:** MCF Executive Committee <MCFEXCOM@Victoria1.gov.bc.ca>
> **Subject: All mandate letters**
>
> In case you couldn't find the Minister of State's letter, etc. – here is the link to all (thanks to Karen – I couldn't find them myself)
>
> https://news.gov.bc.ca/releases/2017PREM0067-001344

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 10:17 AM
To: 'Armstrong, Kevin (CA - Ottawa)'
Cc: Yates, Sue (CA - Kanata); Giesbrecht, Mandy SDSI:EX
Subject: RE: Getting together

Thursday breakfast works.

Rob

-----Original Message-----
From: Armstrong, Kevin (CA - Ottawa) [mailto:karmstrong@deloitte.ca]
Sent: Tuesday, July 25, 2017 3:44 AM
To: Byers, Rob A SDSI:EX
Cc: Yates, Sue (CA - Kanata)
Subject: Getting together

Hi Rob, just wondering if we could get some time tomorrow or Thursday to catch up ? Thursday breakfast work at all for you ?

Cheers

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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 1:38 PM
To: Looysen, Alison SDSI:EX; Jassar, Daisy SDSI:EX; LaBoucane, Mary SDSI:EX; Giesbrecht, Mandy SDSI:EX
Subject: FW: GCPE changes

FYI

From: Filion, Corinna GCPE:EX
Sent: Tuesday, July 25, 2017 1:35 PM
To: Harrington, Molly SDSI:EX; Bouslov, Sergei SDSI:EX; Lord, Michael SDSI:EX; Upton, Debi L SDSI:EX; Byers, Rob A SDSI:EX; Baghdassarian, Hovan SDSI:EX; Ross, Ian SDSI:EX; Mader, Susan SDSI:EX; Fieltsch, Raymond SDSI:EX; Bruce, Robert SDSI:EX; Truswell, Brad SDSI:EX; Walmsley, Megan E SDSI:EX; McGaghey Jones, Stacey SDSI:EX; Di Castri, Adriana SDSI:EX
Cc: MacMillan, Karen SDSI:EX
Subject: GCPE changes

Hi everyone, wanted to let you all know that Sean and I are moving to Education GCPE effective asap. It's been a pleasure working with all of you and we will both miss this place. Heidi Zilkie will be holding the fort here until a new CD is appointed.

Take care,
Corinna

Corinna Filion,
Comminications Director
Ministry of Social Development and Poverty Reduction,
Government Communications and Public Engagement
250-387-6489

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 2:36 PM
To: Bell, Jason SDSI:EX
Cc: Giesbrecht, Mandy SDSI:EX
Subject: RE: Capital Report Update for OCIO: Family Services Update Due today

Approved.

From: Bell, Jason SDSI:EX
Sent: Tuesday, July 18, 2017 12:14 PM
To: Byers, Rob A SDSI:EX
Cc: Giesbrecht, Mandy SDSI:EX
Subject: Capital Report Update for OCIO: Family Services Update Due today

Hi Rob,

Please find attached the My Family Services Capital Quarterly report update for your review and input. This report has incorporating input from Alison.

Thanks,
J

From: Looysen, Alison SDSI:EX
Sent: Tuesday, July 18, 2017 11:33 AM
To: Bell, Jason SDSI:EX
Subject: FW: Capital Report Update for OCIO: Family Services Update Due today

---

From: Bell, Jason SDSI:EX
Sent: Friday, July 14, 2017 10:09 AM
To: Looysen, Alison SDSI:EX
Subject: Capital Report Update for OCIO: Family Services Update Due today

Hi Alison, looking for your input and review (on behalf of Rob) prior to forwarding this status update to the OCIO. It has been reviewed by both Mike and Rob.

I need to submit this report to OCIO by the end of day today.

Thanks,
Jason

From: Bell, Jason SDSI:EX
Sent: Thursday, July 13, 2017 10:37 AM
To: Smith, Michael D SDSI:EX; Morrison, Rob SDSI:EX
Cc: Novak, Michelle SDSI:EX
Subject: Capital Report Update for OCIO: Family Services Update + Mainframe
Importance: High

Hi Michael and Rob (for Daisy),

Can you please review and confirm you are ok with me forwarding theses capital report updates for Q1 to OCIO. Sorry for the quick turnaround time, but I am needing these by end of day today.

Thanks,
J

From: MacLean, Jennifer SDSI:EX
Sent: Thursday, July 13, 2017 9:23 AM
To: Bell, Jason SDSI:EX
Subject: RE: LCTZSSA0386 Q1April 2017 My Family Services.xlsx

Hi Jason,

Please find attached the OCIO status report for DSS. Please let me know if you have any questions.

Thanks,
Jen

Jennifer MacLean | Project Manager
Phone: 778.977.2233
Email: Jennifer.MacLean@gov.bc.ca

From: Bell, Jason SDSI:EX
Sent: July 11, 2017 2:59 PM
To: MacLean, Jennifer SDSI:EX <Jennifer.MacLean@gov.bc.ca>
Subject: LCTZSSA0386 Q1April 2017 My Family Services.xlsx

Last request for update. If I can have these back as soon as possible, it would be appreciated.

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 25, 2017 3:57 PM
To: Byers, Rob A SDSI:EX
Subject: Tuesday, July 25

Christine Massey is calling you around 415

Laurie's letter
In your tray for signature.

MCFD Minister Briefing
Updated with ED names and send to Krista Cain.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3
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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 8:29 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: TELUS - introductory meeting with Harjot Sidhu

I am fine with this meeting. Can you see if Dwayne has an electronic copy of the report he is referencing.

Sent from my iPhone

Begin forwarded message:

> **From:** Garth Caters <Garth.Caters@telus.com>
> **Date:** July 25, 2017 at 10:45:14 AM PDT
> **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>, "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
> **Subject: TELUS - introductory meeting with Harjot Sidhu**
>
> Hi Rob,
> As another follow up to our meeting last week, I was hoping to get an hour on your calendar to introduce Harjot and discuss the development of your strategy for the mobilization of social workers. If you get the opportunity before the meeting to review Harjot's earlier report, that would be helpful. I trust you have a copy handy – if not, let me know and I will forward it to you.
> Thank you.
> Regards,
>
> Garth
>
> Garth Caters
> Account Executive
> TELUS Business Solutions
> BC Public Sector Team
>
> 250.480.9284
> garth.caters@telus.com

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 26, 2017 11:11 AM
To: Jassar, Daisy SDSI:EX; LaBoucane, Mary SDSI:EX; Looysen, Alison SDSI:EX
Cc: Giesbrecht, Mandy SDSI:EX
Subject: FW: Finalized Ministry Acronyms as of July 21, 2018
Attachments: Finalized Ministry Acronyms July 2017.xlsx

FYI

From: McLean, Gordon FIN:EX
Sent: Wednesday, July 26, 2017 7:34 AM
To: Ministry Chief Information Officers
Cc: Powell, Charlotte PREM:EX
Subject: Finalized Ministry Acronyms as of July 21, 2018

Good morning,

An early draft of the acronyms was shared outside of the Reorg working group, I have been asked to send out the final version to MCIO's.

The attached is the final list of acronyms being used.

Regards,

Gordon

Gordon McLean - Client Business Manager
Ministry of Finance, Corporate Services, Information Management Branch
Supporting Finance, Office of the Premier and Government House
Phone: 250-387-2186 Cell: 250-216-1641 FAX: 250-356-1494

Ministry of Finance PECSF Divisional Coordinator

Click the button to donate to PECSF today!

Note: I am in the office Tuesday to Friday, emails and voice mail to my cell phone will be answered as soon as possible, all days.

This email, including any attachments, may include confidential information and may be protected by law. If you have received this communication in error, please notify me immediately and delete the message, including any attachments, without disclosing or using it.

I can usually be found in the Legislature Zone when working on the 3rd floor.

AEST	Ministry of Advanced Education, Skills & Training
AGRI	Ministry of Agriculture
AG	Attorney General
MCF	Ministry of Children & Family Development
CITZ	Ministry of Citizens' Services
EDUC	Ministry of Education
EMPR	Ministry of Energy, Mines & Petroleum Resources
ENV	Ministry of Environment & Climate Change Strategy
FIN	Ministry of Finance and Deputy Premier
FLNR	Ministry of Forests, Lands, Natural Resource Operations and Rural Development
HLTH	Ministry of Health
JTT	Ministry of Jobs, Trade & Technology
PSSG	Ministry of Public Safety and Solicitor General
SDPR	Ministry of Social Development and Poverty Reduction
TRAN	Ministry of Transportation and Infrastructure
IRR	Ministry of Indigenous Relations and Reconciliation
LBR	Ministry of Labour
MH	Ministry of Mental Health & Addictions
MAH	Ministry of Municipal Affairs and Housing
TAC	Ministry of Tourism, Arts and Culture

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 26, 2017 11:17 AM
To: Giesbrecht, Mandy SDSI:EX
Subject: RE: Meeting with Debi and Ian Bailey

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: 1 TO DO

Next week would be fine.

From: Giesbrecht, Mandy SDSI:EX
Sent: Wednesday, July 26, 2017 11:16 AM
To: Byers, Rob A SDSI:EX
Subject: RE: Meeting with Debi and Ian Bailey

Urgent or in the next week or two?

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction

---

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 26, 2017 11:16 AM
To: Giesbrecht, Mandy SDSI:EX
Subject: Meeting with Debi and Ian Bailey

Can you get a meeting set up with me, Debi Upton and Ian Bailey around Fraud Analytics. Probably need 30 mins.

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Thursday, July 27, 2017 1:33 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: Meeting Information Notes

FYI

Sent from my iPhone

Begin forwarded message:

> **From:** "Bond, Allison MCF:EX" <Allison.Bond@gov.bc.ca>
> **Date:** July 27, 2017 at 1:21:10 PM PDT
> **To:** MCF Executive Committee <MCFEXCOM@Victoria1.gov.bc.ca>
> **Subject: Meeting Information Notes**
>
> Given that the Ministers are quite new, can I ask you all to include the ADVICE section at the conclusion of a meeting information note when you draft them. The advice will really be the approach to the meeting and any key messages based on the background provided. Thanks
> Allison Bond
> Deputy Minister
> Ministry of Children and Family Development
> s.17

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 27, 2017 4:30 PM
To: Byers, Rob A SDSI:EX
Subject: Thursday, July 27
Attachments: Staffing announcement

Laurie – draft messaging:
Attached for your review, almost exactly the same as Nicole's. Once you confirm, I will coordinate release with Nicole. Can we send Laurie her letter yet?

Mainframe:
Mary's shortlist of 4 are candidates #3, 5, 6 and 7. Daisy is still reviewing.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3
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Giesbrecht, Mandy SDPR:EX

Sent: Thursday, July 27, 2017 4:25 PM
Subject: Staffing announcement

I am pleased to announce that Laurie Farquharson has accepted a position with ISD as Project Director, effective August 14, 2017. Laurie has been with this ministry for over 6 years in a variety of roles, most recently as Director, Budgets, Programs and Assurance. Laurie has been looking for an opportunity to take on a new challenge and we are very pleased that she will be joining ISD. Laurie brings her considerable skills, abilities and knowledge that will help lead the implementation of an improved project costing framework and the Mainframe Modernization Project. Please join me in welcoming Laurie to ISD.

Rob Byers, Executive Lead

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 8:03 AM
To: Byers, Rob A SDSI:EX
Subject: Fwd: Possible Media Alert: Cheque Issue

FYI. I'm monitoring for updates.

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Walmsley, Megan E SDSI:EX"
Date: 2017-07-28 7:59 AM (GMT-08:00)
To: "Anderson, Maryann SDSI:EX" , "Zilkie, Heidi GCPE:EX"
Cc: "Mills, Esme GCPE:EX" , "MacMillan, Karen SDSI:EX" , "McGaghey Jones, Stacey SDSI:EX" , "Giesbrecht, Mandy SDSI:EX" , "Archer, Terri SDSI:EX"
Subject: Possible Media Alert: Cheque Issue

'Morning all,
Late yesterday I was made aware of an issue with cheque issue in the wildfire areas:

- A number of clients in wildfire-impacted postal codes who receive assistance through EFT, and who receive their EFT notice through the postal mail, did not receive their assistance electronically.
- Instead, cheques for this group of clients were printed and sent to Kamloops for pickup.
- The clients who are impacted:
    - Reside in a wildfire impacted postal code, AND
    - Receive assistance through EFT, AND
    - Receive their EFT notice by mail.
- We do not know how many clients are impacted; however, the three characteristics above do not apply to everyone who receives EFT in a wildfire area.
    - The number of clients affected is being investigated and I expect to know that later today.
- As part of MOC in preparation for cheque issue, a targeted message was sent to all registered MySS users in the wildfire areas that there would be no impact to EFT assistance payments.
- An updated message is being sent through MySS to registered, impacted clients, along with a letter acknowledging that assistance payments for these clients were made by cheque this month as verification, should it be needed.

I will keep you updated as I learn more.
Thanks,
Meg
Meg Walmsley | A/Issues Manager
Assistant Deputy Minister's Office | Service Delivery Division
Ministry of Social Development and Poverty Reduction
Phone: 250 387-3598
Mobile: 250-893-2338

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 10:23 AM
To: Byers, Rob A SDSI:EX
Subject: FW: eStaffing Watcher Notification: 1293

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction

---

From: SDSI eStaffing Approvals [mailto:DoNotReply@SP2010.gov.bc.ca]
Sent: Monday, July 24, 2017 9:32 AM
To: SDSI Staffing SDSI:EX; Giesbrecht, Mandy SDSI:EX
Subject: eStaffing Watcher Notification: 1293

An eStaffing Item has been sent to Byers, Rob.

ID Number: 1293
Topic: IT Procurement Coordinator, position 00078953
Date Final Due: 8/4/2017 12:00:00 AM
Last Action: Item Sent To

Comments:

eStaffing Link:
https://eapprovals.gov.bc.ca/estaffing/SitePages/watchedItems.aspx

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 11:43 AM
To: Byers, Rob A SDSI:EX
Subject: Issue

Hi, got some information clarified from Meg:

- Canada Post isn't delivering to the Queen Charlottes - they can't get there (roads closed / refusing to deliver).
- The actual cheques (Bella Coola) were being couriered to Vancouver with Purolator and then put on the Pacific Costal flight to Bella Coola.
- The Service BC staff person was picking them up at the airport and taking them to the office to hand out.
- The cheques that were created instead of EFT (one time issue) were sent to Kamloops

So there was a plan for people who were expecting to receive a cheque, but the people who were expecting EFT don't have cheques there to pick up and also didn't get their EFT.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

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Page 078 to/à Page 079

Withheld pursuant to/removed as

s.3

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 8:02 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Laurie - Announcement

Great minds.

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Byers, Rob A SDSI:EX"
Date: 2017-07-28 7:57 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX"
Subject: RE: Laurie - Announcement

Yep, that was what I was meaning. Tell them first and then include in this email.

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 7:57 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Laurie - Announcement
Do they know yet? Maybe a heads up from you or Alison before reading it in an email...
Please excuse typos and brevity. This message has been sent from my smartphone.
-------- Original message --------
From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
Date: 2017-07-28 7:53 PM (GMT-08:00)
To: "Looysen, Alison SDSI:EX" <alison.looysen@gov.bc.ca>, "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
Subject: Laurie - Announcement
We should include that the Finance Team will report into Laurie. Alison – thoughts?
I am pleased to announce that Laurie Farquharson has accepted a position with ISD as Project Director, effective August 14, 2017. Laurie has been with SDPR for over 6 years in a variety of roles, most recently as Director, Budgets, Programs and Assurance. Laurie has been looking for an opportunity to take on a new challenge and we are very pleased that she will be joining ISD. Laurie brings her considerable skills, abilities and knowledge that will help lead the implementation of an improved project costing framework and the Mainframe Modernization Project. Please join me in welcoming Laurie to ISD.
Rob Byers, Executive Lead

Page 081

Withheld pursuant to/removed as

s.22

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 8:09 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Minister Briefing

That's why you pay me.
Have a great weekend. Get off your email!

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Byers, Rob A SDSI:EX"
Date: 2017-07-28 8:06 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX"
Subject: RE: Minister Briefing

Of course you have everything done in advance!!!
I should just assume you are thinking ahead of me ;)
See you Monday.

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 8:04 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Minister Briefing
You mean the hard copies they asked for? Already done. Along with your speaking notes.
Please excuse typos and brevity. This message has been sent from my smartphone.
-------- Original message --------
From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
Date: 2017-07-28 8:01 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
Subject: Minister Briefing
Assuming you will be pulling the minister presentations together on Monday morning as per the direction we got?
Thanks,
Rob

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Monday, July 31, 2017 12:16 PM
To: Byers, Rob A SDSI:EX
Subject: Telus report
Attachments: Telus Workforce Mobility Report.pdf

From Dwayne as requested.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

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TELUS | Managed Mobility Services
Powered by Vox Mobile

Child Protection Social Workers Workforce Mobilization Assessment Final Report

For:
British Columbia Ministry of Children and Family Development

Attention:
Dwayne Quesnel
Director, Infrastructure and Innovation
Dwayne.Quesnel@gov.bc.ca

Authored by:
Harjot Sidhu, CISSP
Vice President, Consulting Services
Vox Mobile
Harjot.Sidhu@voxmobile.com

Date:
June 3, 2015

Version:
0.05

DOCUMENT CONTROL

Version	Change Agent	Date	Details
0.05	Harjot Sidhu – TELUS MMS Advise	June 3, 2015	• Initial draft of the report.

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1.0 Executive Summary

1.1. Background and Objectives

From February to July 2014, TELUS MMS Advise™ executed a comprehensive current state assessment on mobility operations, costs, and policy with four BC Ministries including the BC Ministry of Children and Family Development. Follow-up discussions and presentations from that engagement led to this Workforce Mobilization Assessment (WMA) for MCFD.

The WMA targets a discrete set of workers and their supporting personnel. In this case, the target group of workers was child protection social workers throughout British Columbia. Approximately 37 personnel were interviewed or were somehow engaged from Victoria, Richmond, Vancouver, Prince Rupert, and Terrace. Please see Section 2.4 for a detailed listing of stakeholders involved.

The WMA is designed to identify opportunities for improvement, primarily in the areas of mobility, and centered on a pre-defined set of objectives. The objectives, as confirmed with project leadership and Executive Directors in corresponding Service Delivery Areas, are as follows:

Productivity

This objective could be achieved in any number of ways including an improvement in time management, efficiencies in data entry, reduced travel, reduced onboarding time for new employees, reduced costs, increased capacity, reduced error rates, reduced time spent on administrative tasks, and more.

Client Impact

This objective ultimately represents an improvement in the quality of service provided to clients. It could be achieved in any number of ways including an increase in the amount of time a social worker is engaged or available to clients, an improvement in the security of client confidential information, an improvement in the processing time of decisions and documentation, and more.

Employee Impact

This objective is focused on improvements to the employees directly. It may be achieved by improving the employee's safety or ability to communicate in the event of a safety issue, the privacy of their personal information, and their overall satisfaction. Their satisfaction may be improved with increased collaboration, a greater work/life balance, the offloading of administrative tasks, equipping employees with the appropriate tools to execute their job functions, and more.

Carbon Footprint

This objective is focused on the reduction of the carbon footprint which can be achieved by either reducing the amount of travel required by vehicle or reducing the amount of paper being used.

The engagement was initiated in mid-February 2015 and was delivered over the course of several months through extensive documentation gathering, analysis, questionnaires, onsite discovery

engagements, conference calls with various stakeholders, and deliverable preparation. Please see Figure 1 in Section 2.1 for a detailed breakdown of the project timeline.

After comprehensive current state analysis including four all-day onsite workshops in Richmond, Vancouver, Prince Rupert, and Terrace, a total of 23 short-term, mid-term, and long-term recommendations were identified and their impacts qualified. An addition 7 non-core recommendations were also identified which are articulated further in Section 6.0.

Section 1.2 of this Executive Summary captures all short-term, mid-term, and long-term recommendations along with their impact in each of the 4 objectives. Section 1.3 provides a brief summary of each recommendation.

1.2. Recommendations and Impact Matrix

Legend: Negative Impact | No Impact | Low Impact | Medium Impact | High Impact

		Productivity	Client Impact	Employee Impact	Carbon Footprint
Short-Term Recommendations	**Smartphone Data** • Enable data capability on smartphones beyond WiFi	M/H	M	H	L
	Microsoft Lync • Assess and deploy Microsoft Lync on mobile	L/M		L/M	
	Google / Apple Maps • Assess and deploy navigation solutions on mobile	L	L	M	L
	Assess Current Apps • Assess existing applications and features for policy concerns including violations of FIPPA/PIPA	(N)	M	L/M	
	Standardization of Note Taking • Enable and advise workers on best practices for note taking in varying scenarios	M/H	M	M	L/M
	Text Message Capture Process • Validate best practices for capturing text messages consistently	L/M	L/M	M	L/M
	Simplify Security • Simplify security restrictions on devices given process and technology enhancements	L/M		L/M	
	Low Cost Client Tablets • Obtain low cost tablets in each office for client entertainment purposes		M	M	
	Assess ICM Alerting • Re-evaluate alerting in the Integrated Case Management solution	L	L	L/M	
	Add Safety and Language Contacts • Add "Replay Check-In Centre", Mosaic, and AT&T as sync'd Outlook contacts	L	L/M	M	
	Execute Comprehensive Training • Execute training in the form of documentation, multimedia, and recorded face-to-face sessions	M	L/M	M	L

		Productivity	Client Impact	Employee Impact	Carbon Footprint
Mid-Term Recommendations	**Remote ICM Access** • Enable remote access to ICM and MIS from laptops	H	H	H	M
	Microsoft Yammer • Assess and deploy Yammer along with initial collaboration material	L/M	L/M	M	
	Text Message Extraction Process • Assess a more robust solution to enable text message capture	M	L/M	M	L/M
	ICM Attachments • Explore the enablement of attachments in ICM	M	M	M	M
	Advanced Policy and Application Management • Implement users on EMM for advanced policy enforcement and Mobile Application Management	L/M	M	M	
	Multimedia Suite in Limited Scenarios • Explore video conferencing, voice recording, voice dictation, and call recording	M	M	M	L/M
	Standardize Vehicle Configuration • Assess and standardize vehicle configuration for safety and convenience	L/M		M	
Long-Term Recommendations	**Portable/Hybrid Laptops** • Explore or encourage more portable or hybrid laptops for the workforce	L/M	L/M	L/M	L
	ICM Mobile • Explore a dedicated mobile application for ICM	H	M	M/H	M
	Text Message Logging • Enable automatic text message logging	L/M	L/M	M	L/M
	Electronic Forms • Explore the gradual replace of forms with electronic equivalents including signature capture capability	M/H	M/H	M	H
	Mobile Workforce Management App • Explore a mobile workforce management app with location, alert, and timesheet capabilities	M		H	

1.3. Recommendations Summary

Short-Term Recommendations

1. Enable data capability on smartphones beyond WiFi

It is recommended that data capability on smartphones beyond WiFi be enabled. The primary purpose of the recommendation will be to mitigate unauthorized use of personal smartphones for work purposes. Other capabilities that will be enabled include:

- Enabling email, calendar, and contacts synchronization regardless of location. This could include the sharing of documents that may be needed such as police reports, school assessments, court orders, supervision orders and terms, and external medical assessments.
- Using the browser to look up general information.
- Loading applications that workers would recommend and show to clients such as anti-bullying applications or personal applications. A specific example would be the "Rep4Rights" application developed by the BC Representative for Children and Youth. The application has been recommended but cannot be showcased by employees without data capability on smartphones beyond WiFi.
- Using electronic parking apps, such as the PaybyPhone app, and leveraging transit apps. PaybyPhone would also enable email receipts for more straightforward reimbursement. In addition, the PaybyPhone email receipts would provide a time and location stamp which may be useful as evidence if needed.
- Using YouTube to watch videos for work purposes.
- Using YouTube to show recommended videos to clients.
- Potentially using Facebook and/or Facebook Messenger for work purposes.
- Sharing of photos within the organization including team leaders.

In addition, 10 other recommendations in this engagement are either partially or completely dependent on this recommendation.

The impact of the recommendation would be greatest in the areas of employee satisfaction, employee privacy, and productivity.

2. Assess and deploy Microsoft Lync on mobile

It is recommended that Microsoft Lync be leveraged on smartphones in order to increase communication and collaboration.

The impact of the recommendation would be greatest in the areas of productivity, employee satisfaction, and employee safety.

3. Assess and deploy navigation solutions on mobile

It is recommended that Google Maps or Apple Maps be assessed and authorized to use on corporate smartphones. Address information will very likely be shared outside of British Columbia and Canada so policy should be updated to ensure that additional personally identifiable information, such as full names, are not exposed.

The impact of the recommendation would be greatest in the areas of employee satisfaction and employee safety.

4. Assess existing applications and features for policy concerns including FIPPA/PIPA violations

It is recommended that applications, identified as part of this engagement, be assessed for compliance concerns and policy should be updated accordingly and communicated. Use of identified applications by employees should not necessarily be prohibited immediately as the benefit will be great in some circumstances. Alternatives should be identified as per other recommendations in this engagement.

The impact of the recommendation would be greatest in the areas of client privacy and employee privacy. However, implementation of this recommendation in isolation of others will have a negative impact on productivity due to the loss of existing features and capabilities.

5. Enable and advise workers on best practices for note taking in varying scenarios

It is recommended that current best practices for note taking be captured, enhanced, and communicated to workers. Four possible approaches, depending on the employee and the situation, have been identified:

1. Provide a standardized Microsoft Word template aligned with entry fields in ICM.
2. Leverage office administrators to scan and potentially perform Optical Character Recognition (OCR) on hand-written notes.
3. Authorize the use of photo and video capture where appropriate.
4. Showcase the use of external keyboards for smartphones in isolated situations.

The impact of the recommendation would be greatest in the area of productivity with moderate benefits to client privacy, client satisfaction and employee satisfaction.

6. Validate best practices for capturing text messages consistently

It is recommended that the employee-led screenshot approach to capturing text messages should be enhanced, added to the authorized list, and employees trained appropriately. Detailed instructions should be developed including screenshots for each platform in use.

The impact of the recommendation would be greatest in the area of employee satisfaction as the current approaches have been described as a “nightmare”.

7. Simplify security restrictions on devices given process and technology enhancements

It is recommended that password restrictions be eased in light of minimal security benefits and the gained ability to wipe devices while beyond WiFi coverage.

The impact of the recommendation, while minimal, would be greatest in the area of productivity and employee satisfaction.

8. Obtain low cost tablets in each office for client entertainment purposes

It is recommended that offices obtain several low cost, or potentially second-hand, tablets and load them with purchased or free videos for entertaining various aged children. Connectivity to the internet is not required as long as videos can be loaded.

The impact of the recommendation, while minimal, would be greatest in the areas of employee privacy, employee safety, and client satisfaction.

9. Re-evaluate alerting in the Integrated Case Management (ICM) solution

It is recommended that ICM alerting be technically assessed for current use in order to confirm a lack of use. If confirmed, alerting capability should be adjusted in order to be more effective. In particular, alerting should take place less frequently and in circumstances of a more urgent nature such as changes in safety information for a given case file.

The impact of the recommendation, while minimal, would be greatest in the area of employee safety.

10. Add “Replay Check-In Centre”, Mosaic, and AT&T as synchronized Outlook contacts

It is recommended that standardized contacts in the Global Address List (GAL) on Exchange should be added for Replay Check-In Centre, Mosaic interpretation and translation services, and AT&T on Demand Interpreter service. Employees should then be encouraged to add these contacts to their local Outlook contacts which would subsequently synchronize to their smartphones.

The impact of the recommendation, while only moderate, would be greatest in the areas of employee safety and client satisfaction.

11. Execute comprehensive training

It is recommended that, upon execution of approved short-term recommendations, comprehensive training should take place with a focus on:

- Basic smartphone use and best practices.
- Specific smartphone use as it relates to MCFD activities.
- Smartphone related policies and processes.

The impact of the recommendation would be greatest in the areas of productivity, employee safety, and employee satisfaction.

Mid-Term Recommendations

1. Enable remote access to ICM and MIS from laptops

It is strongly recommended that ICM access be enabled on existing laptops while employees are remote. More specifically, it is recommended that direct access to the MCFD internal network be established using embedded radio modules or mobile internet keys, in conjunction with Secure IP Anywhere (SIPA).

The impact of the recommendation would be significant in the areas of productivity, client satisfaction, employee satisfaction, and moderate in the area of carbon footprint.

2. Assess and deploy Yammer along with initial collaboration material

It is recommended that Microsoft Yammer, an enterprise social collaboration tool, be re-evaluated on workstation and deployed on mobile. Use-cases that would benefit the employees and managers should be put in place as baseline material including training information and peer-based best practices. The program should be closely monitored for usage and adoption.

The impact of the recommendation would be greatest in the area of employee satisfaction.

3. Assess a more robust solution to enable text message logging

It is recommended that a workstation-based application be deployed in order to extract SMS content from the iPhone directly or a backup file. An added benefit of this solution would be the more seamless retrieval of other records such as images and videos that would be pertinent to a case.

The impact of the recommendation would be greatest in the areas of productivity and employee satisfaction.

4. Explore the enablement of attachments in ICM

It is recommended that ICM be enabled to allow for file attachments by social workers for specific use cases such as screenshots, images, and potentially audio clips and videos.

The impact of the recommendation would be greatest in the areas of productivity, client service, employee satisfaction, and carbon footprint.

5. Implement users on EMM for advanced policy enforcement and Mobile Application Management

It is recommended that implementation of smartphones on an Enterprise Mobility Management (EMM) system be explored. The primary purpose would be the automatic enforcement of policy measures such as preventing iMessage, preventing iCloud, and preventing the displaying of confidential information outside of the lock screen. A secondary purpose of this solution would be to publish an MCFD app store with recommended, required, and relevant applications to employees. Finally, a tertiary purpose of this solution would be to implement application reputation scanning in order to have a thorough auditing of the applications deployed on mobile devices and the potential threat that they pose to security and privacy.

The impact of the recommendation would be greatest in the areas of client privacy, employee satisfaction, and employee privacy.

6. Explore the implementation of a multimedia suite of capabilities in limited scenarios

It is recommended that the following suite of capabilities be explored in limited scenarios:

- Internal video conferencing, potentially with Microsoft Lync 2013.
- Voice recording.
- Voice dictation or voice-to-text.
- Phone call recording.

The impact of the recommendation would be greatest in the areas of productivity, client satisfaction, employee satisfaction, and employee safety.

7. Assess and standardize vehicle configuration for safety and convenience

It is recommended that policy around safe driving be updated and detailed instructions provided around the built-in Bluetooth capabilities of recently acquired government vehicles. In addition, built-in smartphone charging capabilities of the vehicles should be reviewed and communicated as well. Finally, smartphone vehicle mounts should be put in place in government vehicles so that employees are able to view incoming calls and navigation with minimal distraction.

The impact of the recommendation would be greatest in the area of employee safety.

Long-Term Recommendations

1. Explore or encourage more portable or hybrid laptops for the workforce

It is recommended that upon individual laptop replacement or laptop refresh for the workforce, a more aggressive approach is taken to encourage employees to leverage a more lightweight, portable, mobile-capable, and tablet hybrid laptop such as the ThinkPad X230. Specific use-cases or even videos should be showcased on the benefits of this laptop in comparison to alternatives.

The impact of the recommendation would be greatest in the areas of productivity, client satisfaction, and employee satisfaction.

2. Explore a dedicated mobile application for ICM

It is recommended that a robust and user-friendly mobile ICM application should be deployed. This application should be context-driven, offline capable, and highly focused on the end-user experience. Capabilities should be developed based on specific mobile use cases and two-factor authentication should be considered.

The impact of the recommendation would be greatest in the areas of productivity and employee satisfaction.

3. Enable automatic text message logging

It is recommended that an automated mechanism to log text messages be explored. This would either require an SMS Gateway or the leveraging of on-device capabilities of BlackBerry 10 or Android smartphones. Unfortunately, a seamless solution with the iPhone is not currently available.

The impact of the recommendation would be greatest in the area of employee satisfaction.

4. Explore the gradual replace of forms with electronic equivalents including signature capture capability

It is recommended that each form be assessed for the ease of transition to electronic format. Forms that do not require a signature should be shifted to electronic version initially. Forms that do require signatures could be assessed for replacement by PDF forms that accept electronic signatures while leveraging the touchscreens of smartphones or hybrid laptops. Forms that require multiple signatures may be able to leverage remote capabilities with appropriate signatories while at the client site.

The impact of the recommendation would be greatest in the areas of carbon footprint, productivity, and client satisfaction.

5. Explore a mobile workforce management app with location, alert, and timesheet capabilities

It is recommended that a dedicated mobile application be explored for workforce management with a focus on safety and time submission. The application should enable opt-in location tracking with GPS “breadcrumbs”, a panic alert capability, and near-automatic tracking of working hours.

Employees should feel comfortable to opt out of location tracking at any given moment and to adjust the time submission at their discretion.

The impact of the recommendation would be greatest in the areas of employee satisfaction and employee safety.

1.4. Conclusion

Generally speaking, significant improvements in productivity could be achieved in the short and medium term by enabling data capability on smartphones beyond WiFi, enabling best practices in capturing notes, and enabling remote access to ICM with existing laptops.

Moderate improvements in client impact can be achieved in the short and medium term through numerous efforts. Again, remote access to ICM would be the most impactful as it will increase the amount of time social workers will be available to engage with clients.

Significant improvements in employee impact can be achieved in the short and medium term through the enabling of data capability on smartphones beyond WiFi and enabling remote access to ICM. Currently employees are extensively leveraging their personal smartphones for work-related activities and this will only increase as the number of employees with personal smartphones also increases.

Unfortunately only low to moderate improvements in carbon footprint can be achieved in the short and medium term. The only recommendation which would have a high impact on carbon footprint would be the elimination of paper-based forms. This is a long-term recommendation due to the enormous complexity of such a task.

TELUS MMS Advise personnel would like to thank the BC Ministry of Children and Family Development for their business and the opportunity to help shape mobility strategy in British Columbia. TELUS and TELUS MMS, powered by Vox Mobile, continue to be at the service of the government as they navigate the challenges in this highly complex and dynamic mobile industry. Thank you.

2.0 Introduction

2.1. Project Background

From February to July 2014, TELUS MMS Advise™ executed a comprehensive current state assessment on mobility operations, costs, and policy in the government. Participating Ministries included the BC Ministry of Technology, Innovation, and Citizen Services, BC Ministry of Justice, Corporate Services for the Natural Resource Sector, and the BC Ministry of Children and Family Development. During this engagement, aspects of the MCFD mobility program were uncovered that were highly unusual compared to industry standard approaches. Further conversations and presentations ultimately led to this Workforce Mobilization Assessment for MCFD.

The Workforce Mobilization Assessment encompasses the following elements:

- Current State Assessment.
- Staged Recommendations.
- Impact Assessment.
- Executive Presentation.

While the current state assessment indicated that precise process flows would be mapped, the target workforce was not process driven making the task infeasible and less beneficial. For example, upon arrival to the office, any of dozens of activities may take place. Instead, the current state assessment is captured from detailed interviews and provided as anecdotal information. A significant amount of information was uncovered resulting in high confidence in the recommendations being made.

The engagement was initiated in mid-February 2015 and was delivered over the course of several months through extensive documentation gathering, analysis, questionnaires, onsite discovery engagements, conference calls with various stakeholders, and deliverable preparation as outlined in Figure 1.

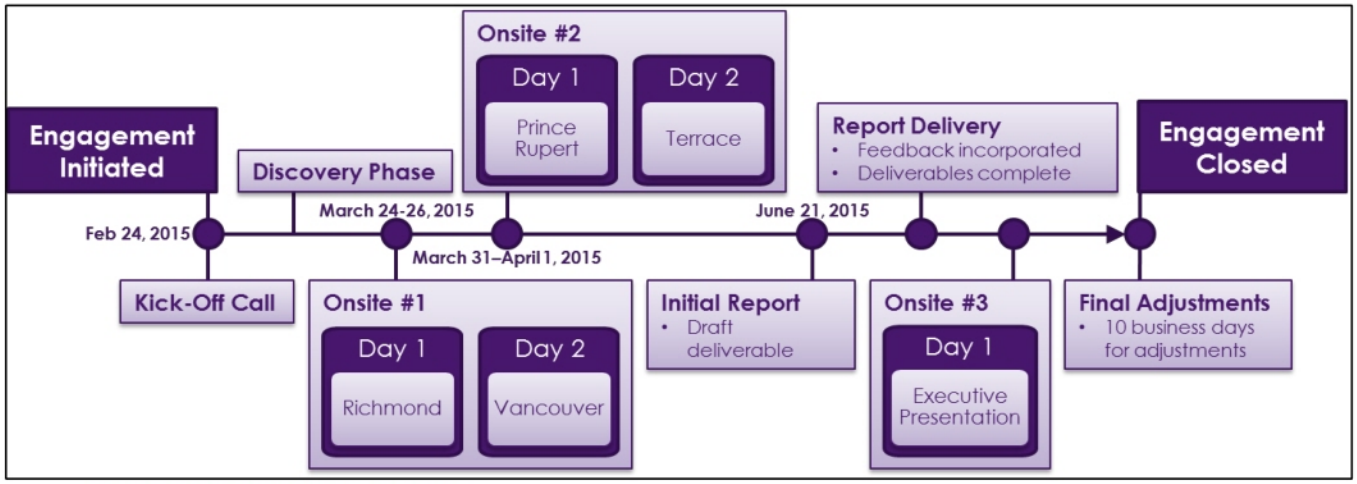

Figure 1: Engagement Timeline

2.2. Target Group Background

The WMA targets a discrete set of workers and their supporting personnel. In this case, the target group of workers was child protection social workers throughout British Columbia. TELUS MMS Advise encourages assessments with a wide variety of workers facing varying conditions. Typically this means engagements are encouraged in both urban and rural environments. For this engagement, 37 personnel were interviewed or were somehow engaged from Victoria, Richmond, Vancouver, Prince Rupert, and Terrace (see Section 2.4).

For MCFD, there are a total of 13 Service Delivery Areas (SDAs), each with an Executive Director. The target SDAs for this engagement were Vancouver/Richmond reporting to Executive Director Dennis Padmore and NorthWest reporting to Executive Director Shirley Reimer.

MCFD has approximately 2400 regular and unionized employees with an average of 183 per SDA varying from approximately 60 in the North East to approximately 350 in South Fraser.

Typical hours of operation are weekdays from 8:30am-4:30pm. After-hours personnel cover the remaining hours of each weekday, weekends, and holidays.

Child protection social workers demonstrated excellent knowledge, dedication, and work ethic for their day-to-day activities. These workers were also trusted by team leaders, Community Service Managers (CSMs), and Executive Directors, which is a common attribute of BC Government leadership.

While extensive partner organizations are leveraged as part of the daily activities of the workforce, there is no private sector delivery of child protection social worker activities anywhere in the province.

2.3. Objectives

The WMA is designed to identify opportunities for improvement, primarily in the areas of mobility, and centered on a pre-defined set of objectives. The objectives, as confirmed with project leadership and Executive Directors in corresponding Service Delivery Areas, are as follows:

Productivity

This objective could be achieved in any number of ways including an improvement in time management, efficiencies in data entry, reduced travel, reduced onboarding time for new employees, reduced costs, increased capacity, reduced error rates, reduced time spent on administrative tasks, and more. This objective does not necessarily require a reduction in costs or a reduction in employees.

Client Impact

This objective ultimately represents an improvement in the quality of service provided to clients. It could be achieved in any number of ways including an increase in the amount of time a social

worker is engaged or available to clients, an improvement in the security of client confidential information, an improvement in the processing time of decisions and documentation, and more.

Employee Impact

This objective is focused on improvements to the employees directly. It may be achieved by improving the employee's safety or ability to communicate in the event of a safety issue, the privacy of their personal information, and their overall satisfaction. Their satisfaction may be improved with increased collaboration, a greater work/life balance, the offloading of administrative tasks, equipping employees with the appropriate tools to execute their job functions, and more.

Carbon Footprint

This objective is focused on the reduction of the carbon footprint which can be achieved by either reducing the amount of travel required by vehicle or reducing the amount of paper being used.

2.4. Stakeholders, Participants, and Contributors

Stakeholder and participants throughout the project were as follows:

Location	Name	Title / Responsibility
Victoria	Vicki Hughes	Technology Deployment Manager
Victoria	Dwayne Quesnel	Director, Infrastructure and Innovation
Victoria	Carly Clarkson	Infrastructure Manager
Vancouver	Dennis Padmore	Executive Director of Service, RBA, MCFD
Vancouver	Beth Laverock	Youth Services Social Worker
Vancouver	Karen Zilke	Youth Services Social Worker
Vancouver	Lisa Rapton	Guardianship Social Worker
Vancouver	Marian McCarley	Family Services
Vancouver	Gwen Toy	Resources, Office Manager
Vancouver	Sharon Armstrong	Community Service Manager
Vancouver	Stuart Adamson	Social Worker
Vancouver	Aaron Yee	Social Worker
Vancouver	Paul Houle	Acting Manager
Vancouver	Daniel Ji	Social Worker
Vancouver	Sanara Tan	Office Admin
Richmond	Michelle Chan	Social Worker, Intake
Richmond	Becky Paulsen	Office Manager, Family Services
Richmond	Sheila Ralla	Office Manager, Intake
Richmond	Breanne Locke	Social Worker
Richmond	Dave Phillips	Community Service Manager
Richmond	Rachel Coutts	Social Worker, Youth
Richmond	Viola Chan	Social Worker, Family Services
Richmond	Chuck Peries	Team Leader, Youth and Screening
Richmond	Vindy Dosanjg	Team Leader, Intake
Richmond	Jyoti Rikhi	Team Leader, Family Services, Children and Youth With Special Needs, Guardianship

Location	Name	Title / Responsibility
Terrace	Shirley Reimer	Executive Director of Service, North West SDA
Terrace	Heather Levecque	Social Worker
Terrace	Daniel Poulin	Child Safety Social Worker
Terrace	Herb Resch	Youth Probation
Terrace	Jason Evans	Team Leader Child Protection
Terrace	Michelle Bayles	Team Assistant/Admin
Terrace	Diana Falardeau	Resource Social Worker
Terrace	David Harrison	Child Safety Social Worker
Terrace	Jeanette Costello	Children and Youth with Special Needs Social Worker
Terrace	Inderpreet Sandhu	Child and Youth Mental Health Clinician
Prince Rupert	Steve Crump	Team Leader, Children and Youth Mental Health
Prince Rupert	Carmen Elduayen	Community Service Manager
Prince Rupert	Gail Eaton	Office Manager
Prince Rupert	Melanie Ham	Child Safety Social Worker
Prince Rupert	Gurpartap Dhillon	Child Safety Social Worker

Any relevant commentary and contributions from personnel other than child protection were incorporated into this report.

Individual participation included, but was not limited to, ongoing project engagement, discovery and documentation gathering, questionnaire/survey completion, onsite and interview participation, and deliverable review.

3.0 Short-Term Recommendations

The following recommendations are categorized as short-term for any of the following reasons:

- The recommendation may be urgent in order to resolve existing unauthorized or high risk behaviour.
- The recommendation may be of a straight-forward nature requiring minimal effort or cost.
- The recommendation may be a standardization of identified best practises.

3.1. Enable data capability on smartphones beyond WiFi

Current State

All child protection social workers have been equipped with smartphones. A vast majority have selected an iPhone as the primary work device while a smaller portion have selected Android devices generally due to the larger screen size. There were no users in the workshops that had selected BlackBerry 10 devices although one employee did express the desire, not knowing it was an option.

With the exception of the workers in Richmond, very few social workers have been provided with data capability on smartphones beyond WiFi. Voice and text messaging plans have been put in place and data capability was limited to areas of WiFi coverage. The result is a significant under-utilization of the corporate smartphones and extensive unauthorized Bring Your Own Device (BYOD) activity. More than 80% of employees interviewed, that had not been equipped with data capability on smartphones beyond WiFi, confirmed that they use their personal smartphones for work purposes.

The specific use of data on personal smartphones varied with the following activities being identified:

- Using Google Maps or Apple Maps for turn-by-turn navigation.
- Using the browser and Outlook Web Access (“Summer”) to access corporate email, calendar, and contacts.
- Using the browser to look up general information.
- Loading applications that they would recommend and show to clients such as anti-bullying applications or personal applications.
- Using parking payment and transit applications.
- Using YouTube to watch videos for both entertainment and work purposes.
- Using YouTube to show videos to clients in order to occupy their time.
- Using Facebook to check on client activity.

With some employees, the lack of data capability on smartphones beyond WiFi resulted in a collapse in their use of corporate devices, even for activities that would function such as voice, text, and data while in WiFi coverage. Non-client voice calls and text messaging would often take place with personal phones and several employees indicated that they did not bother setting up their corporate-issued smartphones with even basic email functionality. When communication was required, employees indicated that they would “start with their personal device” instinctively.

General commentary around the lack of data capability on smartphones beyond WiFi was very negative with the following comments captured verbatim and the phrase “useless” being expressed throughout the engagement:

- “Pretty **useless**, might as well give me a flip-phone”
- “Phone without data is **useless**”

Employees in Richmond, who have had data capability on smartphones beyond WiFi in place for an extended period of time, expressed surprise that this is not standard in the organization and questioned how employees were able to perform their job function without the capability. In their case, data connectivity is used extensively resulting in a significant drop in personal device use. Team Leaders, throughout the province, did leverage data capability on smartphones beyond WiFi extensively.

It should be noted that, in a majority of cases, corporate-issued smartphones are still used for voice and text communication with clients as employees attempted to maintain privacy of their personal devices.

Finally, there were some concerns that there is insufficient storage on the iPhones. However, it is likely that this is due to the loading of media content on corporate devices. Unless extensive storage of work-related data is confirmed, higher capacity smartphones should not be considered a need.

Recommendation Details

It is recommended that data capability on smartphones beyond WiFi be enabled for child protection social workers. The amount of data required per employee will vary. Data usage of data-enabled employees in Richmond would be a reasonable indicator although demand will increase over time as more and more capabilities are leveraged. In addition, pooled data would be strongly recommended in order to prevent overages.

The primary purpose of the recommendation will be to mitigate unauthorized use of personal smartphones for work purposes. Other capabilities that will be enabled will include:

- Enabling email, calendar, and contacts synchronization regardless of location. This could include the sharing of documents that may be needed such as police reports, school assessments, court orders, supervision orders and terms, and external medical assessments.
- Using the browser to look up general information.
- Loading applications that workers would recommend and show to clients such as anti-bullying applications or personal applications. A specific example would be the “Rep4Rights” application developed by the BC Representative for Children and Youth (see Figure 2). The application has been recommended but cannot be showcased by employees without data capability on smartphones beyond WiFi.
- Using electronic parking apps, such as the PaybyPhone app (see Figure 3), and leveraging transit apps. PaybyPhone would also enable email receipts for more straightforward reimbursement. In addition, the PaybyPhone email receipts would provide a time and location stamp which may be useful as evidence if needed.
- Using YouTube to watch videos for work purposes.
- Using YouTube to show recommended videos to clients.
- Potentially using Facebook and/or Facebook Messenger for work purposes.

- Sharing of photos within the organization including team leaders.

Figure 2: Rep4Rights app by the BC Representative for Children and Youth

Figure 3: PayByPhone app

In addition, the following 10 recommendations in this report are largely or entirely dependent on data capability on smartphones beyond WiFi:

- Recommendation 3.2 - Assess and deploy Microsoft Lync on mobile
- Recommendation 3.3 - Assess and deploy navigation solutions on mobile
- Recommendation 3.7 - Simplify security restrictions on devices given process and technology enhancements
- Recommendation 4.1 - Enable remote access to ICM and MIS from laptops
- Recommendation 4.2 - Assess and deploy Yammer along with initial collaboration material
- Recommendation 4.5 - Implement users on EMM for advanced policy enforcement and
- Recommendation 4.6 - Explore the implementation of a multimedia suite of capabilities in limited scenarios
- Recommendation 5.2 - Explore a dedicated mobile application for ICM
- Recommendation 5.3 - Enable automatic text message logging
- Recommendation 5.5 - Explore a mobile workforce management app with location, alert, and timesheet capabilities

An alternative to enabling data capability on corporate-issued smartphone beyond WiFi would be to formally authorize the existing use of Bring Your Own Device. However, this would require significant updates to mobile policy, engagements with legal, additional infrastructure with technical policy enforcement and containerization of data, and the introduction of reimbursements to employees for the cost of personal plans. Such an approach is not recommended.

Impact

As indicated above, there are numerous additional recommendations that are largely or entirely dependent on this recommendation. However, the following subjective assessment on impact will be in isolation to other dependent recommendations.

Productivity – **Medium-High**

Enablement of data capability on smartphones beyond WiFi will have a medium-high impact on productivity, primarily due to increased and more effective communication with colleagues and team leaders including shorter response times. Child protection social workers are highly mobile and largely dependent on communication.

As a specific example, the employee could email the office admin and ask for specific non-urgent information from ICM which the office admin could retrieve and email back to the employee.

Other activities that would also contribute would include browser access, PayByPhone capabilities, and transit apps.

Client Impact – **Medium**

Enablement of data capability on smartphones beyond WiFi will have a medium impact on client satisfaction, primarily due to employees showcasing applicable material, videos, and applications. As a specific example, employees could show their clients the Rep4Rights app by BC Representative for Children and Youth.

In addition, there may be circumstances where communication with clients would be improved further through the use of additional means of communication such as iMessage, Facebook

Messenger, FaceTime, WhatsApp, and others. Obviously there are concerns around privacy and logging which must be assessed. However, it is reasonable to assume that communication with clients through any means would be preferable to no communication at all.

Employee Impact - **High**
Enablement of data capability on smartphones beyond WiFi will have a high impact on employee privacy and satisfaction as there will no longer be a need for leveraging personal smartphones for work purposes.

Currently there is significant use of personal smartphones for work purposes. There is also no reimbursement to employees for this use of personal smartphones. This recommendation will enable employees to leverage official devices far more effectively.

Carbon Footprint - **Low**
Enablement of data capability on smartphones beyond WiFi, independent of other recommendations, will have a low impact on the carbon footprint of the workforce. There may be some elimination of paper work as employees can email themselves exported information from ICM rather than printing it. There would also be a limited number of cases where travel would be prevented.

3.2. Assess and deploy Microsoft Lync on mobile

Current State

Child protection social workers, team leaders, and supporting personnel throughout the province leveraged Microsoft Lync on their workstations extensively. However, there was not one identified instance where Lync was leveraged on the mobile devices, even with the Richmond workforce that have data capability on smartphones beyond WiFi.

Recommendation Details

Microsoft Lync should be leveraged on smartphones throughout the province in order to increase communication and collaboration between the workforce (see Figure 4). Lync is available as a free download from public app stores today and can be configured using existing authentication credentials. However, due diligence is required in order to:

- Confirm that the user experience is as expected and desired.
- Confirm that there is no increase in hard costs such as licenses.
- Ensure that appropriate support processes are in place.
- Ensure that appropriate documentation is prepared.
- Confirm that the capability is available across all the smartphones in use although iPhones should be a priority.

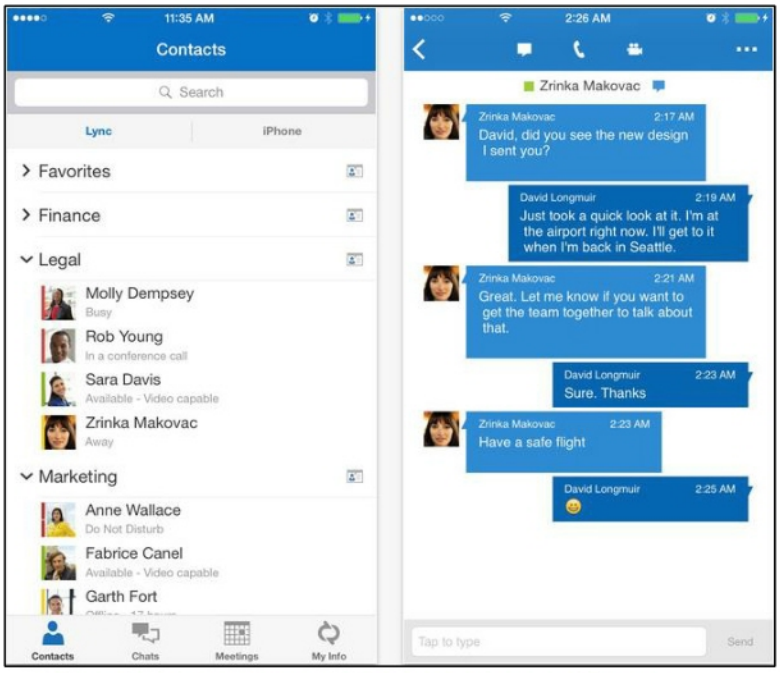

Figure 4: Microsoft Lync 2013 Screenshots on iPhone

Dependencies

This recommendation is dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability on smartphones beyond WiFi would severely reduce the benefit.

Impact

Productivity – **Low-Medium**

Enablement of Lync on mobile devices would have a low-medium impact on productivity, primarily due to increased and more effective communication with colleagues and team leaders including shorter response times. The benefits of corporate instant messaging are well recognized and are already being realized by this workforce while on workstations and laptops. The use of Lync on mobile devices would be a natural extension of this existing capability given the mobile nature of this workforce.

As a specific example, office administrators would be able to communicate with social workers without calling them or using text messages.

Client Impact – **No Impact**

Enablement of Lync on mobile devices would have no impact on the client.

Employee Impact – **Low-Medium**

Enablement of Lync on mobile devices will have a low-medium impact on employee safety and satisfaction. Employees would have another means of communication available to them with coworkers and colleagues. If the employee was in a distressing situation where a phone call was not possible or feasible, they could establish a Lync chat with their Team Leader or other coworker.

Carbon Footprint - **No Impact**
Enablement of Lync on mobile devices would have no impact on carbon footprint.

3.3. Assess and deploy navigation solutions on mobile

Current State

Child protection social workers have indicated that they use turn-by-turn navigation on personal smartphones extensively as part of their day-to-day responsibilities. These are navigation solutions which verbally speak directions to the user. The primary app in use is Google Maps by a wide margin. However, Apple Maps is likely also being leveraged.

Standalone GPS devices are available in many offices but are not used, likely due to the convenience and familiarity of employee's personal smartphones.

Recommendation Details

Use of Google Maps and Apple Maps should be assessed and confirmed as officially approved on corporate devices. Both applications are free and enable turn-by-turn navigation (see Figure 5). More specifically, the applications will use audio to convey directions which will allow employees to avoid distractions while driving.

Address information will very likely be shared outside of British Columbia and Canada so policy should be updated to ensure that additional personally identifiable information, such as full names, are not exposed.

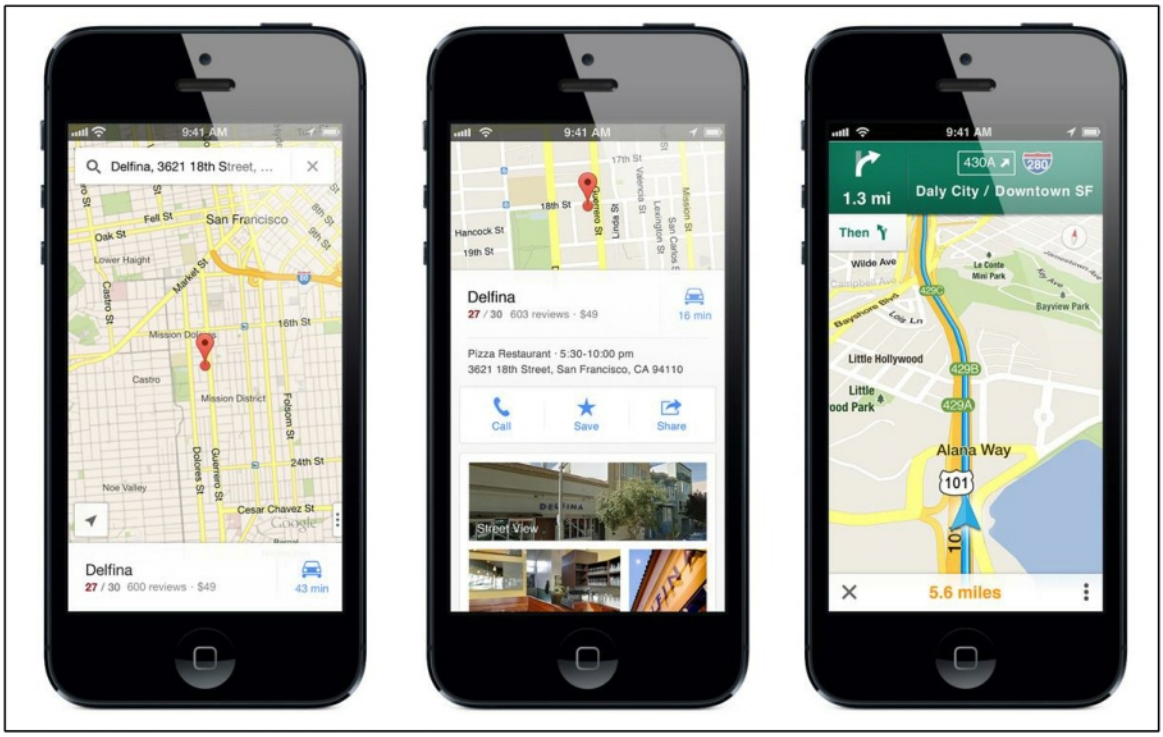

Figure 5: Google Maps on iPhone

Dependencies

This recommendation is dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi is not possible.

Impact

The impact of this recommendation has been reduced primarily due to the extensive use of this same feature on employee's personal smartphones. This is an unauthorized but expected activity. See Section 3.1 for further details.

Productivity – **Low**

Enablement of mobile navigation would have a low impact on productivity, primarily due to the fact that this activity would mostly continue to occur with personal smartphones. If employees did not leverage this capability on personal smartphones, the impact would be medium as they would have fewer instances of being lost and/or would arrive at the client site more quickly. They also would not have to call the office as often in order to get directions.

Client Impact – **Low**

Enablement of mobile navigation would have a low impact on client safety, privacy, and satisfaction. If employees did not leverage this capability on personal smartphones, the impact would be medium as they would have fewer instances of being lost and/or would arrive at the client site more quickly.

Employee Impact - **Medium**
Enablement of mobile navigation would have a medium impact on employee safety and satisfaction as employees would be able to discontinue use of their personal smartphones and personal smartphone plans for this purpose. If employees did not leverage this capability on personal smartphones, the impact would be high as employees would not be distracted while driving and would not get lost in potentially dangerous areas.

Carbon Footprint - **Low**
Enablement of mobile navigation would have a low impact on carbon footprint. If employees did not leverage this capability on personal smartphones, the impact would be medium as employees would not have to print out directions and employees would often drive a more efficient route to their destinations.

3.4. Assess existing applications and features for policy concerns including FIPPA/PIPA violations

Current State

All smartphones for this workforce are being managed by Microsoft Exchange ActiveSync. The primary purpose of this ActiveSync solution is to enable synchronization of email, calendar, and contacts with the mobile devices. The solution also enables some level of security controls such as password restrictions which are in place for this workforce.

However, the solution has no control or visibility of applications on the devices. Employees are able to download any applications to the mobile devices at their discretion. Policy around the downloading of apps has been documented and communicated. However, there will be very few employees that will be able to meet the policy restrictions despite their best intensions. This is simply due to the complexity of the applications along with their terms and conditions. For example, Figure 6 represents data from AppThority which shows that 82% of free Android apps, and 50% of free iOS apps will collect location data from the device.

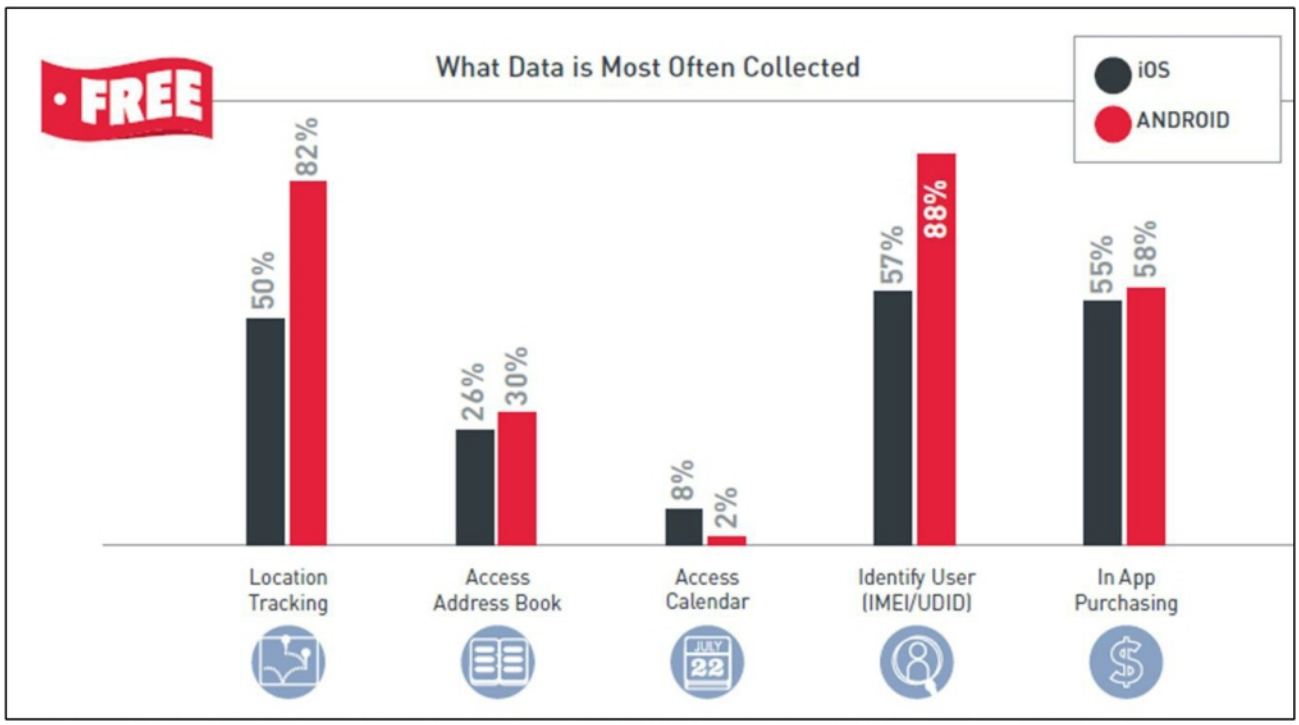

Figure 6: AppThority Analysis of Aggressive Data Collection by Free iOS and Android Applications – Summer 2014

As part of this engagement, several applications and features were identified that could be of concern:

- By default, the iPhone Messages application will automatically leverage iMessage as an alternative to SMS if it detects that the recipient is also using iMessage. While policy is in place regarding communication of sensitive and personal information, if the policy is different for SMS versus internet-based instant messaging, this situation is especially concerning because iMessage may be leveraged without the employee's knowledge. One of the minor differences between the two would be the colour of text bubbles (see Figure 7).

Figure 7: iMessage versus SMS

- Scannable by Evernote was indicated as being used to capture written notes (see Figure 8). It would be reasonable to assume that this would share highly confidential information outside of authorized environments.

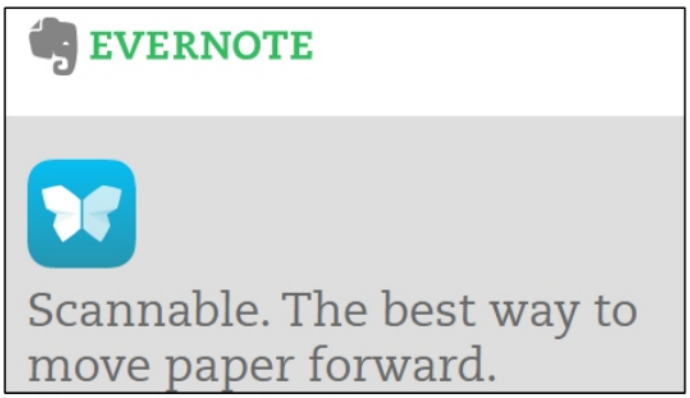

Figure 8: Scannable by Evernote

- SamCard by Samteam was indicated as being used to capture business cards (see Figure 9). It would be reasonable to assume that this would share business card information outside of authorized environments and potentially would gain access to other sensitive device information.

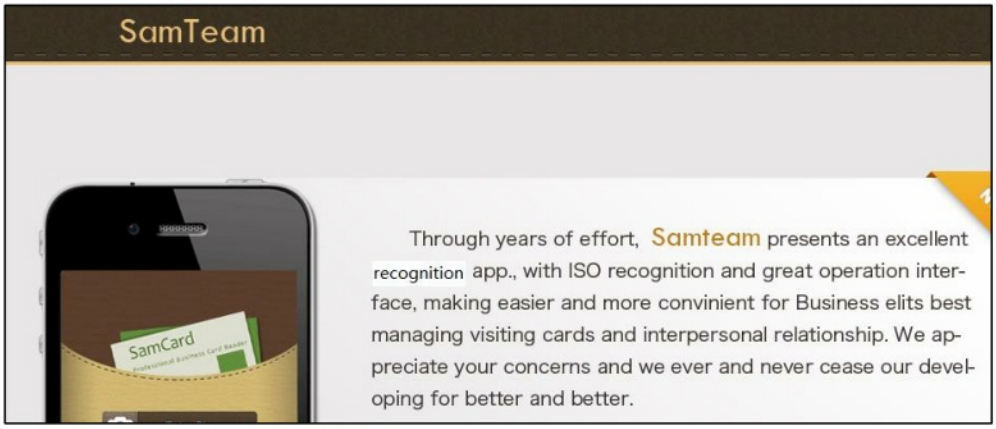

Figure 9: SamCard by Samteam

- Built-in iPhone dictation is being used (see Figure 10). While the feature is extremely useful, it does take advantage of offline capabilities as it does not function with the radio off. It would be reasonable to assume that audio spoken during the use of this feature is being shared outside of authorized environments.

Figure 10: Embedded voice dictation feature of the iPhone

- Google Translate is being leveraged in isolated and limited scenarios. However, in a majority of cases, language challenges are being managed by good hiring practices, Mosaic interpretation and translation services, and AT&T On Demand Interpreter.

Recommendation Details

It is recommended that applications, identified as part of this engagement, be assessed for compliance concerns and policy should be updated accordingly and communicated.

Use of identified applications by employees should not necessarily be prohibited immediately as the benefit will be great in some circumstances. Alternatives should be identified (See Sections 3.5 and 4.6).

Unfortunately, until devices are on an Enterprise Mobility Management (EMM) solution, full auditing of applications installed, automated compliance checks, and compliance actions will not be possible (see Section 4.5).

Impact

Productivity – **Negative**
Assessment of existing applications and features for policy concerns would have a negative impact on productivity if performed in isolation of other recommendations. Potentially unauthorized applications, voice dictation in particular, are providing productivity benefits. For example, employees may be using the voice dictation feature to take notes shortly after a meeting which they can then enter more quickly into ICM.

Client Impact – **Medium**
Assessment of existing applications and features for policy concerns would have a medium impact on client privacy. Applications identified may currently be sharing client confidential information to unauthorized locations.

Employee Impact – **Low-Medium**
Assessment of existing applications and features for policy concerns would have a low-medium impact on employee privacy. Applications identified may currently be sharing employee confidential information to unauthorized locations.

Carbon Footprint – **No Impact**
Assessment of existing applications and features for policy concerns would have no impact on carbon footprint. While it is possible that employees will fall back to more paper-based activities in the absence of these identified applications, the increased amount of paper would be negligible.

3.5. Enable and advise workers on best practices for note taking in varying scenarios

Current State

The collection of notes is a core function of the social worker. Ultimately, notes must be captured in ICM but it is essentially unavailable outside of the office (see Section 4.1). Employees leverage numerous approaches to capturing notes depending on the preferences and skills of the employees and the situations that they encounter. These variations in capturing notes include:

- Writing in notebooks, which will later by reviewed by the social worker and pertinent information entered into ICM.
- Typing into a Microsoft Word template on their laptop and later transferring to ICM using the copy and paste function.
- Typing directly to the iPhone using a Bluetooth keyboard which was purchased by the employee.
- Not taking notes at all, until after the interview, and then writing or typing notes based on memory.
- Using voice dictation capability built into the iPhone, typically after the interview (see Section 3.5)

Not a single instance of direct note-taking to ICM was encountered, primarily due to the inability of ICM to function while offline. Even in the office, employees indicated that they prefer to enter information into a Word template first before copying into ICM due to the lack of “auto-save” in ICM. There have also been instances where notes have been lost after being partially entered in ICM.

Each approach results in either a duplication of effort or a delay in capturing the information. Very often, employees will fall behind in entering data into ICM. Employees may be forced to a take a “paper day” where they spend an entire day catching up on paper work and not being available to perform their primary tasks of engaging with clients. In other cases, employees struggle to recall the specifics of the discussion and the notes will be less detailed as a result.

It was also mentioned that there were circumstances where confidential notes have been misplaced. Employees attempt to exercise best practices when it comes to notes, such as not using full names. However, there is still extremely sensitive information being captured.

Recommendation Details

It is recommended that current best practices for note taking be captured, enhanced, and communicated to workers. Four possible approaches, depending on the employee and the situation, have been identified:

Option 1

Provide a Microsoft Word template that would directly mimic ICM entry fields. This would enable workers to take notes while offline, and reduce duplication of effort. In certain simplified scenarios, it could even be suggested that that office administrators could copy and paste Word information into ICM on behalf of the social worker. This would enable the social workers to spend more time engaged with clients.

Option 2

Hand writing will continue to be a primary means of capturing notes. However, mechanisms should be put in place to scan handwritten notes more effectively. The current use of Scannable is likely to be a security risk and should be discontinued (see Section 3.4). One possible approach is to enable office administrators with desktop scanning and have them scan the notes on behalf of the social worker. The office administrator could attempt to use Optical Character Recognition (OCR) software in order to convert the writing to computerized text on behalf of the social worker. The converted text will not be perfectly accurate but, even if it's partially effective, it may save a sizable amount of time for the social workers.

Using this approach, the social worker can be provided their original notes, the scanned images, and the converted text for them to correct and embed into ICM if appropriate.

Option 3

Authorize the use of photos or video capture where appropriate. Policy may need to be updated or employees reminded of existing restrictions. For example, Apple iCloud must be disabled before this feature is leveraged. While there are concerns around geo-tagging of the photographs, it may be very helpful to enable the feature as the GPS coordinates could be used in legal situations (see Figure 11).

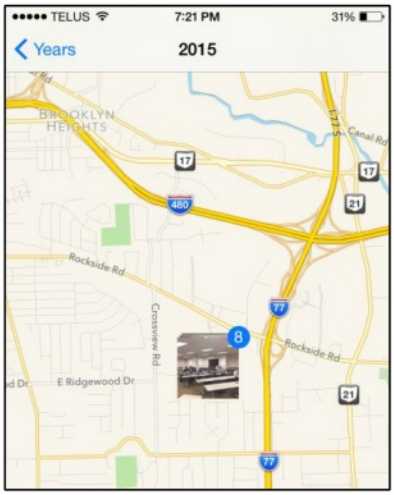

Figure 11: Partial Screenshot of iPhone Photo Geo-tagging

Appropriate use cases must be identified as well. For example, it was expressed on multiple occasions that videos would be useful in situations of "hoarding". In terms of storing the photos, they would be printed and stored in the physical case file. However, appropriate procedures to capture videos will need to be determined (see Section 4.4).

Option 4

Share the use case of an employee leveraging an external keyboard with their iPhone to capture notes (see Figure 12). Many employees indicated that the laptop is too large, heavy, and cumbersome for many situations; especially given the laptop is not online when remote. A portable keyboard with the iPhone may be a more viable option. However, leave it to the discretion of each

regional office to decide whether to proceed or not. Interest was immediately expressed by the Vancouver office to acquire several portable keyboards to share between team members.

Figure 12: Example of an iPhone External Keyboard

A fifth approach would be to authorize a voice-to-text or voice dictation solution. However, this is part of a stand-alone mid-term recommendation (See Section 4.6).

Impact

Productivity – **Medium-High**
Enabling and advising workers on best practices for note taking in varying scenarios would have a medium-high impact on productivity. There is significant duplication of effort currently and workers spend a larger amount of time in the office than desired.

One worker indicated that hand writing notes, and later re-typing them, added approximately 1-2 hours per intake with 15-20 intakes per month. This represents between 9% and 23% of the time for an employee working 40 hours per week.

In addition, the accuracy of notes would be greater which would avoid scenarios where the workers had to ask the clients or colleagues for clarification.

Please note that the potential impact is not characterized as high because this recommendation will not enable direct input to ICM.

Client Impact – **Medium**
Enabling and advising workers on best practices for note taking in varying scenarios would have a medium impact on client privacy and satisfaction.

The transition of responsibility from the social worker to the office worker in capturing information in ICM from Word documents or hand written pages would enable the social worker to spend more time with their clients.

In addition, using the full multimedia capability of the smartphones would enable a more accurate reflection of the client situation and environment.

Employee Impact - **Medium**
Enabling and advising workers on best practices for note taking in varying scenarios would have a medium impact on employee satisfaction. Reducing the duplication of effort required in capturing notes would have a positive impact on employee satisfaction. Interviews suggest that employees are working longer hours in order to catch up on this "paper" activity.

Carbon Footprint – **Low-Medium**
Enabling and advising workers on best practices for note taking in varying scenarios would have a low-medium impact on carbon footprint. Efficient mechanisms being put in place for the capture of notes would reduce the use of hand written notes. However, it is likely that there will still be many circumstances where writing in a notebook will be the preferred approach, either due to employee preference or due to the situation.

3.6. Validate best practices for capturing text messages consistently

Current State

If a client sends case relevant information via text message, the communication must be treated as records and filed. Unfortunately, the iPhone in particular is not an ideal smartphone to capture text messages due to the nature of the operating system. Use of BlackBerry or Android would enable a far more seamless solution that could capture the text messages (see Section 5.3).

Four mechanisms to capture text messages have been communicated in policy:

1. Manually transcribe and place in the physical case file.
2. Manually transcribe and add a "note" within ICM.
3. Copy and paste from the smartphone to email, print and place in the physical case file.
4. Copy and paste from the smartphone to email and add a "note" within ICM.

However, none of the scenarios are ideal as they require quite significant effort by the employee. Employees indicated that it was a "nightmare" to capture texts.

Approaches #1 and #2 were not being leveraged at all. Some employees indicated that they were summarizing text message discussions in ICM. This is not desirable as the communication could not necessarily be leveraged in legal situations.

Approaches #3 and #4 were being used more frequently but again were not ideal due to significant effort by the end-user and the lack of timestamps being retained.

An alternative approach that was being leveraged by employees, which appeared to be more user friendly, was to use the screenshot feature of the smartphones and emailing the picture of the text messages to themselves. The challenge with this approach was that the pictures were then required to be printed and added to the physical case file. It appears that files, such as images, cannot be attached to ICM due to storage concerns (see Section 4.4).

Due to the complexity of this task, employees may delay capturing the text messages for so long that the messages would automatically get deleted by the smartphone as storage space ran out.

Recommendation Details

It is recommended that the employee-led screenshot approach be enhanced, added to the authorized list of capturing text messages, and employees trained appropriately. Detailed instructions should be developed including screenshots for each platform in use. For example:

- On an iPhone, in the Messages application, users should drag the text to the left with their left hand in order to reveal timestamps.
- Using their right hand, users should press the home button and sleep/wake button at the same time. This will capture the screen as a picture (see Figure 13).
- The picture should then be emailed to an Office Administrator with any appropriate context such as client name.
- The Office Administrator would then manually transcribe the text from the image or perhaps leverage Optical Character Recognition (see Section 3.5).
- The Office Administrator would then either email the text back to the social worker or enter the data in ICM on behalf of the social worker.

Figure 13: iPhone Screenshot Instructions

Impact

Productivity – **Low-Medium**
Validating best practices for capturing text messages consistently would have a low-medium impact on productivity. The current approach has been described as a "nightmare". While the recommended approach is non-ideal, it should represent an improvement in current processes.

Client Impact – **Low-Medium**
Validating best practices for capturing text messages consistently would have a low-medium impact on client satisfaction.

Instances of text messages being "summarized" rather than being captured verbatim should be reduced or eliminated. Instances of text messages being lost due to deletion should also be reduced or eliminated. This will enable better service being provided to clients.

Employee Impact - **Medium**
Validating best practices for capturing text messages consistently would have a medium impact on employee satisfaction. The recommended approach would simplify the activities for the social workers, especially if the office administrator will be responsible for transcribing the text rather than the social worker.

Carbon Footprint – **Low-Medium**
Validating best practices for capturing text messages consistently would have a low-medium impact on carbon footprint. Currently screenshots are being printed and captured in physical files. If the screenshots can be converted to text and inserted into ICM, the amount of printing should be reduced.

3.7. Simplify security restrictions on devices given process and technology enhancements

Current State

Current policy is to implement "strong" passwords on the smartphones. The approach is understandable as the devices contain sensitive information and no mechanism is available to wipe the content of the devices if lost outside of WiFi coverage (except in the case of Richmond). This is due to a lack of data capability beyond WiFi on most smartphones outside of Richmond.

Employees expressed frustration with the security restrictions. This includes the password complexity and the short password timeout in the case of iPhones.

In addition, employees were unaware of the procedures to follow in case the mobile device is lost or stolen, despite clear instructions in the mobile device user policy:

- If the mobile device is lost or stolen, the employee must:
  - Report to SSBC Helpdesk at 250-387-7000 immediately.
  - Change the IDIR password on a government workstation immediately upon discovery that the device is missing.

  - Notify your office manager of the loss.
  - File a General Incident or Loss Report form – GILR see (http://gilr.gov.bc.ca/).
  - Ensure the device service provider has been notified of the loss.
- If necessary, the user agrees to a remote wipe of the device, including both personal and government data.

It should be noted that there were very few reported cases of lost or stolen smartphones.

Recommendation Details

With data capability available beyond WiFi (see Section 3.1), the SSBC Helpdesk will have the ability to wipe content remotely from the mobile devices and confirm success.

It is recommended that employees be reminded and trained of appropriate procedures in the event of loss or theft.

Given these activities, it is recommended that password restrictions be simplified to improve the end-user experience. For example, a 6-digit numeric password on the iPhone would provide sufficient security in the event of loss/theft and would improve the end-user experience as the entry mechanism would shift from a keyboard to a keypad (see Figure 14).

The added complexity from a 6-digit numeric password to an 8-character alphanumeric password would provide very little added security. On modern smartphones, device passwords are not accessible by brute force attacks. Even if smartphones passwords were subject to brute force attack, using a standard computer a typical 8-character password would be compromised in less than a day. Specialized computers would reduce that time significantly.

A more effective approach would be layered security with a password, enhanced by processes to report the loss, and technology to wipe the content remotely.

Finally, a seamless two-factor authentication approach using biometrics could be considered but is not yet recommended.

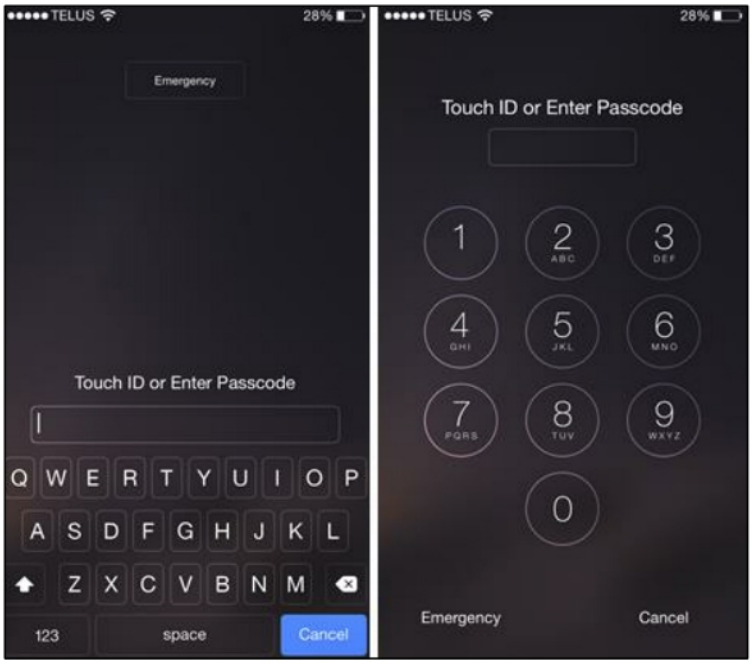

Figure 14: iPhone Password Entry Screens for Numeric versus Alphanumeric

Dependencies

This recommendation is dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi is not possible.

Impact

Productivity – **Low-Medium**
Simplifying security restrictions on devices would have a low-medium impact on productivity. Access to mobile devices would be more straightforward but not by a sizable amount.

Client Impact – **No Impact**
Simplifying security restrictions on devices would have no impact on client safety, privacy, and satisfaction.

Employee Impact – **Low-Medium**
Simplifying security restrictions on devices would have a low-medium impact on employee satisfaction. Employees have complained about the current complexity of the password which would be simplified. In addition, approving this recommendation would instill further confidence in the employee with regards to MCFD.

Carbon Footprint – **No Impact**
Simplifying security restrictions on devices would have no impact on carbon footprint.

3.8. Obtain low cost tablets in each office for client entertainment purposes

Current State

There are situations where occupying and entertaining a child is needed. Employees have reported that they use their personal smartphones to occasionally entertain children, usually with YouTube videos. In addition, most client locations have rooms with old television sets and videos in order to provide entertainment to the children.

Recommendation Details

It is recommended that offices obtain several low cost, or potentially second-hand, tablets and load them with purchased or free videos for entertaining various aged children. These tablets could be checked out by social workers as needed. Connectivity to the internet is not required as long as videos can be loaded.

Impact

Productivity – **No Impact**
Obtain low cost tablets in each office for client entertainment purposes would have no impact on productivity.

Client Impact – **Medium**
Obtain low cost tablets in each office for client entertainment purposes would have a medium impact on client satisfaction. Clients will be more effectively occupied and entertained during potentially distressful times.

Employee Impact - **Medium**
Obtain low cost tablets in each office for client entertainment purposes would have a medium impact on employee satisfaction, privacy, and safety. Employees will no longer have to rely on personal equipment to entertain clients. In addition, employees may avoid situations of distracted driving if a client is distressed.

Carbon Footprint – **No Impact**
Obtain low cost tablets in each office for client entertainment purposes would have no impact on carbon footprint.

3.9. Re-evaluate alerting in the Integrated Case Management solution

Current State

ICM has alerting capability built in which will send notifications to employees via email. Further details on this capability were not captured as part of this engagement.

However, employees indicated that the alerting was too frequent. Employees ended up ignoring, filtering, or disabling the capability.

Recommendation Details

It is recommended that ICM alerting be technically assessed for current use in order to confirm a lack of use. If confirmed, alerting capability should be adjusted in order to be more effective. In particular, alerting should take place less frequently and in circumstances of a more urgent nature such as changes in safety information for a given case file.

Alternatively, social workers should be given the ability to customize the type of changes that will trigger an alert as some may be comfortable with more information. If this capability does already exist, appropriate training should take place.

Impact

Productivity – **Low**
Re-evaluating alerting in ICM would have a low impact on productivity. The specific capabilities of ICM alerting are unknown so a clear evaluation of the productivity impact is also unknown. It is possible that sophisticated alerting can be put in place that would result in productivity improvements such as a proactive notification to visit a client. However, this is speculative.

Client Impact – **Low**
Re-evaluating alerting in ICM would have a low impact on client satisfaction. The specific capabilities of ICM alerting are unknown so a clear evaluation of the client safety, privacy, and satisfaction impact is also unknown. It is possible that improved service can be provided but it would be speculative at this point.

Employee Impact – **Low-Medium**
Re-evaluating alerting in ICM would have a low-medium impact on employee safety. It would be reasonable to assume that the effective use of ICM alerting could improve the safety of the social worker by proactively notifying the social worker of a change in condition for a client or client location.

Carbon Footprint – **No Impact**
Re-evaluating alerting in ICM would have no impact on carbon footprint.

3.10. Add “Replay Check-In Centre”, Mosaic, and AT&T as synchronized Outlook contacts

Current State

Replay Check-In Centre is a 24/7 service provided by Four Star Communications. It is a safety mechanism typically used by employees in working alone scenarios. The service asks detailed information on the upcoming activities of the workers and then comprehensively follows up to ensure the safety of the worker at a predesignated time.

Child protection social workers are very well trained and are well aware of dangerous situations and what to do in such circumstances. The most common safety mechanisms in place are check-out boards in the office where employees leave information about their activities (see Section 5.5).

Use of the Replay Check-In Centre is largely at the discretion of the employee. Interviews in Vancouver and Richmond suggested very little use of the service. Interviews in Prince Rupert and Terrace suggested more frequent use, likely due to more dangerous driving than in urban locations. Details on how to contact the Replay Check-In Centre, along with what information will be required, was highlighted on a business card (see Figure 15).

Figure 15: Replay Check-In Centre Information

For situations with language barriers, the most common approach highlighted was the use of Mosaic interpretation and translation services which can provide an interpreter to come onsite. There was praise for the service. However, the service must typically be setup in advance and would not be feasible in urgent scenarios.

In urgent and remote scenarios, employees would leverage the AT&T on Demand Interpreter service which is a service over the phone.

There was also some indication that Google Translate was being leveraged in non-urgent and casual scenarios, typically for the translation of text in isolated circumstances.

Recommendation Details

It is recommended that standardized contacts in the Global Address List (GAL) on Exchange should be added for Replay Check-In Centre, Mosaic interpretation and translation services, and AT&T on Demand Interpreter service. Details of the services should be embedded in the contacts such as the check-in questions for the Replay service.

Employees should then be encouraged to add these contacts to their local Outlook contacts which would subsequently synchronize to their smartphones. This would enable employees to contact the services while mobile.

Impact

Productivity – **Low**
Adding Replay, Mosaic, and AT&T contacts would have a low impact on productivity. It is likely that some time may be saved in tracking down contact information but the impact would still be minimal.

Client Impact – **Low-Medium**
Adding Replay, Mosaic, and AT&T contacts would have a low-medium impact on client safety, privacy, and satisfaction. If there are circumstances where a language barrier exists, easy access to interpreter services would improve the client experience.

Employee Impact –**Medium**
Adding Replay, Mosaic, and AT&T contacts would have a medium impact on employee safety. Having easy access to the Replay service may encourage employees to leverage the safety service more frequently.

Carbon Footprint – **No Impact**
Adding Replay, Mosaic, and AT&T contacts would have no impact on carbon footprint.

3.11. Execute comprehensive training

Current State

It appears that very little training took place upon issuing iPhones and other smartphones to child protection social workers. During interviews, there were many instances where employees were unaware of basic or moderate capabilities of their smartphones, along with related MCFD policies and procedures. For example:

- Employees were unaware that headsets came with iPhones and were struggling to hold the phone to their ears while attempting to use their hands for other tasks such as typing. This lack of awareness also resulted in employees requesting Bluetooth car kits when headsets may have been sufficient.
- Employees were unaware of safe driving recommendations from existing MCFD mobile policy.
- Employees were unaware of voice-to-text capability in the iPhone although the feature should not be leveraged for confidential or sensitive information (see Section 3.4).
- Employees were unaware of voice dial capabilities in the iPhone.
- Employees were unaware of Desktop Terminal Services (DTS) or Virtual Private Network (VPN).
- Employees were unaware that Lync was available on their smartphones.

- Employees were unaware of Yammer and the related benefits.
- Employees were unaware that they should contact SSBC helpdesk in case of a lost/stolen device.
- Employees were unaware that they should contact SSBC helpdesk in case of technical issues such as problems connecting the iPhone to WiFi or synchronizing email, calendar, and contacts to their iPhones.
- Employees were unaware of the AT&T on Demand Interpreter service.
- Employees were not aware of the privacy and security dangers of some mobile apps that had been installed.

Recommendation Details

It is recommended that, upon execution of approved short-term recommendations, comprehensive training should take place. The focus of the training should be on:

- Basic smartphone use and best practices.
- Specific smartphone use as it relates to MCFD activities.
- Smartphone related policies and processes.

Training should take the form of documentation, multimedia, and recorded face-to-face sessions. Training material should be available for offline review and on-demand for new hires.

Impact

Productivity – **Medium**
Execution of comprehensive training would have a medium impact on productivity. The specific impact of training is unknown but it is very reasonable to assume a moderate impact in productivity given the concerns around the current state.

Client Impact – **Low-Medium**
Execution of comprehensive training would have a low-medium impact on client safety, privacy, and satisfaction. The social workers are well trained in their primary responsibilities and have an excellent commitment to their jobs. Some improvement in the client experience may be achieved but it would not be significant.

Employee Impact – **Medium**
Execution of comprehensive training would have a medium impact on employee safety. Given the concerns that had been raised around the lack of training during the engagement, it is very reasonable to assume that employee satisfaction would be improved with training.

Carbon Footprint - **Low**
Execution of comprehensive training would have a low impact on carbon footprint. Some elimination of paper-based activities may occur but it would be speculative to assume at this stage.

4.0 Mid-Term Recommendations

The following recommendations are categorized as mid-term for any of the following reasons:

- The recommendation provides a clear benefit but would require moderate effort and/or cost.
- The benefit from the recommendation is plausible but yet to be confirmed.
- The recommendation could not realistically be implemented in the short term.

4.1. Enable remote access to ICM and MIS from laptops

Current State

The work activities of child protection social workers revolve around the Integrated Case Management (ICM) solution. Nearly all information is intended to be entered in the system and an increasing number of forms are only available through the system. Employees have indicated that the current state of ICM is quite capable, despite historical challenges. Some employees praised the system.

However, ICM is entirely unavailable while offline. I.e. ICM will not even load unless it has access to the MCFD internal network. Even a connection to the public Internet is insufficient. Employees and laptops have not been equipped with any means of enabling ICM access while away from the office.

There is limited use of Desktop Terminal Services (DTS) to gain access, typically by managers and team leaders. It was reported that DTS access was actually eliminated for many workers historically due to a lack of use. Virtual Private Network (VPN) is not being leveraged except in rare circumstances.

The result of the current state is significant as outlined in the following scenarios:

- Employees reported that they would frequently have to drive back to the office in order to enter urgent information into ICM between client visits or during after-hours. Employees consistently indicated that they were forced to spend more time in the office than would be ideal. One employee indicated “Once you’re in the office, you’re trapped”. Another manager indicated that the ideal situation would be an office with only the CSM, Team Leader, and Admins present.

- Employees would often have to drive to the office to prepare a form within ICM and then return to the client site. In other cases, employees last visit of the day may be close to their home but they must still drive all the way back to the office to enter the information before driving all the way home again.

- Employees are unable to work from home, even with approval from their management. Paper days are less effective as more and more information must be entered directly into ICM.

- There is significant duplication of effort as employees capture notes and information while remote and re-enter the information into ICM in the office (see Section 3.5). Concerns have been expressed that there is a lack of detail in ICM due to the delay in capturing information at the point of action.

- Employees were unable to be productive during times where they were forced to wait. In particular, during court days, employees would spend hours waiting in the courthouse without the ability to be productive. While there was some desire to have reasonable downtime during working hours, a majority

of employees indicated that this situation increases their stress as their work activities still had to be completed.

- Employees indicated that information from ICM was needed “frequently” and they would be required to call the office in order to ask office administrators to retrieve ICM information on their behalf. Intake indicated that in 80% of client visits, more information from ICM would have been useful. As an example, sometimes the employees would not have a unit number for a location or buzzer code. There would be circumstances where they had the child’s name but not the siblings or other relatives. In other cases, there was relevant safety information that the employee forgot to print before leaving the office.

- If information was required after-hours, they would spend even more time attempting to explain to the after-hours contact what specific information was required and from where in the system. Some employees indicated that they would give up on the attempt and simply drive to their office. During one incident, an employee indicated that he wasted 2 hours going back and forth with after-hours when he could have quickly retrieved the information through ICM himself.

- Employees would almost never take the laptops away from their desk. As a result, employees selected larger laptops which would be less than ideal if portability was enabled.

- A significant amount of printing takes place in order to have access to information while away from the office. Social workers indicated that a production report alone is 16-17 pages on average.

- Situations have been described where social workers complete a comprehensive visit to a client site, return to the office, uncover highly relevant information in ICM such as a supervision order, and must return to the client site.

- In some situations, employees must confirm the identity, date of birth, or Indian Status of individuals. While employees are well-trained in these scenarios, new employees may have difficulty without ICM access.

- It was indicated that some clients are not comfortable filling out forms and information in the MCFD offices but there was no choice as access to ICM was required.

The Management Information System (MIS) is an older system that is sometimes still used by social workers. Access to MIS while remote is not as urgent but enabling remote access to ICM should enable access to MIS as well.

It should also be noted that employees were given a choice of laptops including a 15” ThinkPad, a 14” ThinkPad, and the highly portable and lightweight ThinkPad X230 with a 12.5” swivel screen and tablet capability. The X230 also has an embedded broadband module which could be used to directly access a wireless broadband network such as TELUS. It appears that very few employees selected the X230 laptop.

Recommendation Details

It is strongly recommended that ICM access be enabled on existing laptops while employees are remote.

If the employee is currently using the ThinkPad X230, the embedded broadband module should be leveraged. If the employee is currently using a laptop that does not have an embedded broadband module, then offices or employees should be equipped with mobile internet keys that plug into a USB port on the laptop and that are powered by the laptop itself (see Figure 16).

It is then recommended that direct access to the MCFD internal network be established using the embedded radio modules or mobile internet keys, in conjunction with Secure IP Anywhere (SIPA). A direct connection to the public Internet is not recommended.

This approach would avoid the need for DTS, VPN, or the leveraging mobile hotspot capabilities of the smartphones, each of which would present various challenges.

Specifically, DTS would be a non-ideal user experience, would likely require high bandwidth, and would still require a mechanism to gain Internet access first.

VPN, while a better experience than DTS, would also still require a mechanism to gain Internet access first.

Finally, using the mobile hotspot capabilities of the smartphones would be physically cumbersome, would drain the battery very quickly, would limit the use of the smartphone during this time, and would still require a VPN or DTS in order to gain ICM access.

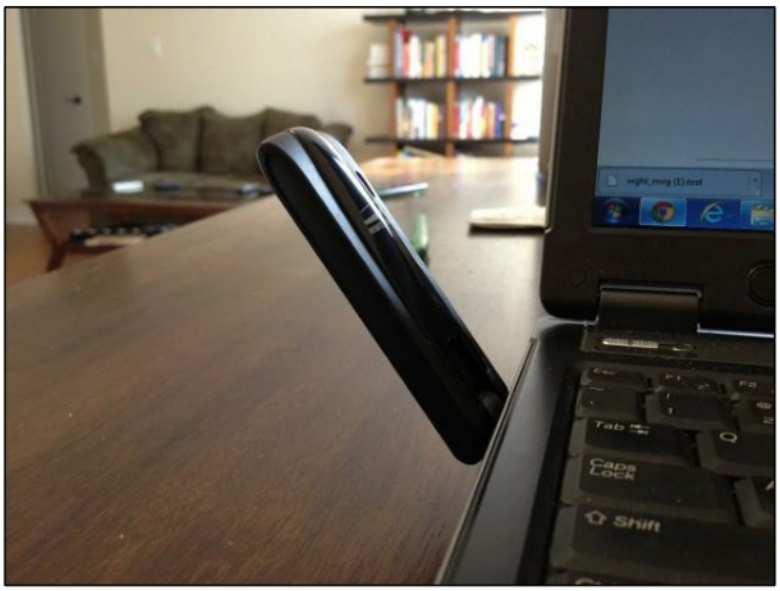

Figure 16: Example of a Mobile Internet Key

Dependencies

This recommendation is partially dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. This is due to the introduction of a large shared data pool which would make this recommendation more cost effective.

Impact

Productivity – **High**

Enabling remote access to ICM and MIS from laptops would very easily have a high impact on productivity. Many, if not all, of the challenges outlined in the current state would be mitigated or eliminated. Employees consistently indicated that remote access to ICM would increase their time

away from the office and engaged with clients by 15-20%. In addition, overtime costs could potentially be reduced as employees are able to complete their activities during regular hours. Employees regularly outlined scenarios where they had to work late updating ICM.

Client Impact – **High**
Enabling remote access to ICM and MIS from laptops would have a high impact on client satisfaction. As indicated above, employees indicated that remote access to ICM would increase their time engaged with clients by 15-20%. It would eliminate extra trips to the office and facilitate more immediate turn-around of decisions and documentation. In addition, this could allow clients to choose to meet somewhere outside of the MCFD offices.

Employee Impact – **High**
Enabling remote access to ICM and MIS from laptops would have a high impact on employee satisfaction and safety. As quoted by an employee, “ICM access from everywhere would change my life, completely, dramatically”. Many of the challenges outlined in the current state are significantly impacting employee satisfaction as employees duplicate efforts, travel unnecessarily, attempt to work with limited information, and more. This dissatisfaction increases as more and more activities are being required to take place within ICM.

Some concerns were raised that the increase in remote working capability would result in the elimination of dedicated desks in the office. This concern should be noted but is beyond the scope of this engagement.

Carbon Footprint - **Medium**
Enabling remote access to ICM and MIS from laptops would have a medium impact on carbon footprint. As indicated in the current state, there is a great deal of travel taking place to the office solely for the purpose of entering information into ICM. In addition, many pages of information are being printed from ICM in order to have available to employees in the field. Access to ICM remotely will reduce the amount of printing necessary, although there will still be many circumstances where printing will be desired due to the size and weight of the laptops (see Section 5.1).

4.2. Assess and deploy Yammer along with initial collaboration material

Current State

Employees currently have several tools at their disposal for communication with colleagues. In the office, they leverage phone calls, text messaging, email, Lync, and intranet sites. While remote, they use phone calls and text messaging. Recommendations have been made to enable remote access to email and Lync (see Sections 3.1 and 3.2).

While these mechanisms are excellent for communication, they are not well suited for collaboration. There are many circumstances where employees would benefit from asking a group of colleagues a question, posting their activities, and seeing the activity of others. In most of these cases, an email would be deemed as too intrusive or ineffective. In addition, new hires would benefit from being

able to review historical content shared by colleagues. Employees expressed a desire to receive training content and even recorded activities such as filling out a form.

This sharing and collaboration of messages and content is the purpose of social collaboration or enterprise social networking solutions. Yammer is such a solution that has been deployed in the BC Government. However, the awareness of Yammer amongst MCFD personnel was very limited and its use almost non-existent.

Recommendation Details

It is recommended that Yammer be re-evaluated on workstation (see Figure 17) and deployed on mobile (see Figure 18). A pilot initiative could be put in place for a specific office or Service Delivery Area (SDA). Use-cases that would benefit the employees and managers should be put in place and communicated including training material (see Section 3.11) and peer-based best practices. For example, a recorded walk-through of filling out a common form should be made available by a veteran employee. Another example would be employees recommending applications that can be shown to clients such as the “Rep4Rights” application developed by the BC Representative for Children and Youth.

The program should be closely monitored for usage and adoption. The extension to mobile will help increase adoption as the workers are highly mobile.

Figure 17: Yammer Workstation Interface

Figure 18: Yammer iPhone Interface

Dependencies

This recommendation is dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi would significantly reduce the impact.

Impact

Productivity – **Low-Medium**

Deploying Yammer along with initial collaboration material would have a low-medium impact on productivity although high adoption would have a greater impact. The increased opportunity for training and collaboration would allow employees to be more effective in their jobs, especially as they share best practices.

Client Impact – **Low-Medium**

Deploying Yammer along with initial collaboration material would have a low-medium impact on client safety, privacy, and satisfaction although high adoption would have a greater impact. Again, the increased opportunity for training and collaboration would allow employees to be more effective in servicing their clients.

Employee Impact – **Medium**

Deploying Yammer along with initial collaboration material would have a medium impact on employee satisfaction. Even moderate adoption of solutions such as Yammer would have a positive impact on employee satisfaction.

Carbon Footprint – **No Impact**

Deploying Yammer along with initial collaboration material would have no impact on carbon footprint.

4.3. Assess a more robust solution to enable text message logging

Current State

Please see current state in Section 3.6: Validate best practices for capturing text messages consistently.

Recommendation Details

It is recommended that a workstation-based application be deployed in order to extract SMS content from the iPhone directly or a backup file. There are several solutions available so the specific solution must be evaluated for cost effectiveness, ease of use, and security. The figures below are screenshots from one such solution, iExplorer.

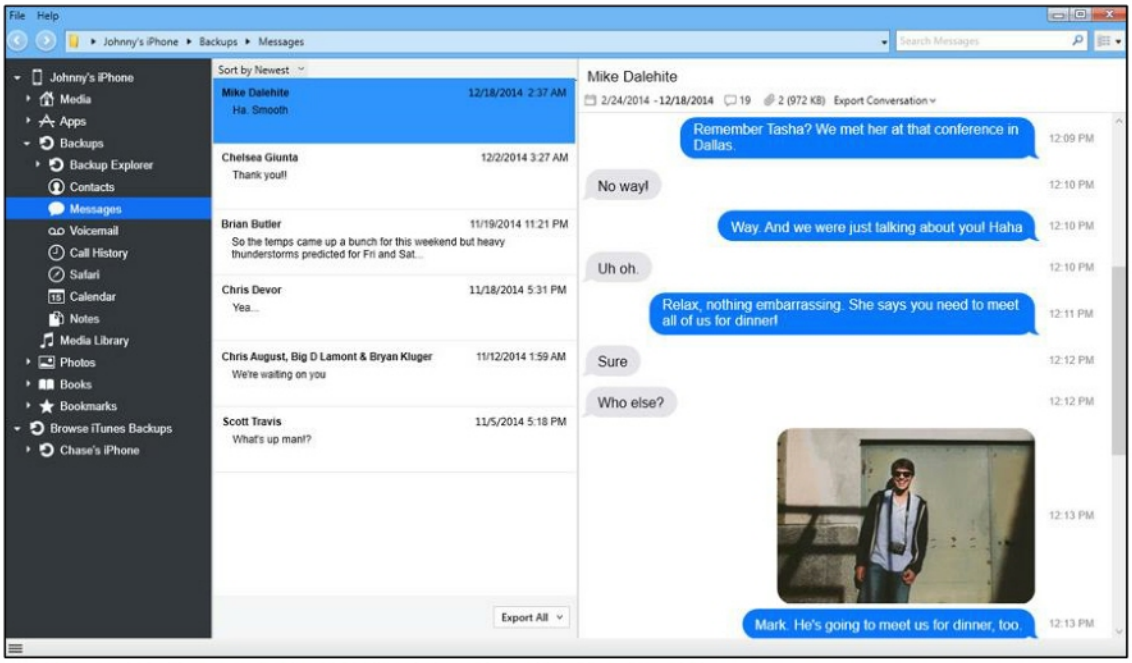

Figure 19: Screenshot of SMS retrieval application (1 of 2)

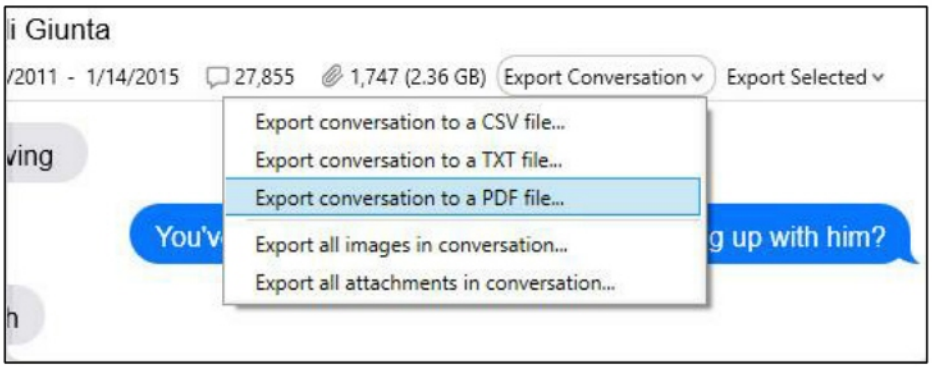

Figure 20: Screenshot of SMS retrieval application (2 of 2)

An added benefit of this recommendation would be the more seamless retrieval of other records such as images and videos that would be pertinent to a case.

Impact

Impact levels and underlying causes are very similar to those highlighted in Section 3.6: Validate best practices for capturing text messages consistently. The only exception would be a higher productivity impact as this approach is less resource intensive in comparison to the short-term recommendation.

Productivity –**Medium**
This approach would be less resource intensive than the approach highlighted in Section 3.6.

Client Impact – **Low-Medium**

Employee Impact - **Medium**

Carbon Footprint – **Low-Medium**

4.4. Explore the enablement of attachments in ICM

Current State

Currently, any non-text based records that must be captured are not attached to ICM. A specific example would be image files including pictures, scanned notes, or screenshots. In those cases, the files would be printed and added to a physical case file.

Any file that could not be printed such as audio or video would not be captured but a synopsis would be written. Interest was expressed to use video capture in certain circumstances such as the home of a “hoarder”.

As smartphones and communication become less text-based, the current state is concerning as records may not be captured effectively.

Recommendation Details

It is recommended that ICM be enabled to allow for attachments by social workers in specific use cases such as screenshots, images, and potentially audio clips and videos.

Impact

Productivity – **Medium**
Enabling attachments in ICM would have a medium impact on productivity. It would enable employees to capture multimedia content in case notes without the need to describe or transcribe the content. In addition, it would allow images to be attached to ICM, rather than being printed and added to the physical file which would be more time consuming.

Client Impact – **Medium**
Enabling attachments in ICM would have a medium impact on client safety, privacy, and satisfaction. Client service would be improved as captured information would be more "rich", more detailed, and context would be more clear. For example, a video would be far more powerful in demonstrating the state of someone's home in comparison to pictures and certainly in comparison to text.

Employee Impact – **Medium**
Enabling attachments in ICM would have a medium impact on employee satisfaction. The reasoning is the same as the productivity impact above. Employees will be able to more effectively use their time and will feel enabled with greater tools to do their job.

Carbon Footprint - **Medium**
Enabling attachments in ICM would have a medium impact on carbon footprint. Printing of images for insertion in a physical case file would no longer be required.

4.5. Implement users on EMM for advanced policy enforcement and Mobile Application Management

Current State

Please see Section 3.4, Assess existing applications and features for policy concerns including FIPPA/PIPA violations, for the current state of mobile application management in the organization, primarily around the identification of applications that may violate policy.

Furthermore, there are numerous applications that should be deployed and shared with the workforce. Examples include Microsoft Lync, Google Maps, Yammer, the RCYBC Rep4Rights app, mental health youth apps, PayByPhone, a transit app, etc...

Recommendation Details

It is recommended that implementation of smartphones on an Enterprise Mobility Management (EMM) system be explored. The primary purpose would be the automatic enforcement of policy measures such as preventing iMessage, preventing iCloud, and preventing the displaying of confidential information outside of the lock screen.

A secondary purpose of this solution would be to publish an MCFD app store with recommended, required, and relevant applications to employees (see Figure 21).

Finally, a tertiary purpose of this solution would be to implement application reputation scanning in order to have a thorough auditing of the applications deployed on mobile devices and the potential threat that they pose to security and privacy.

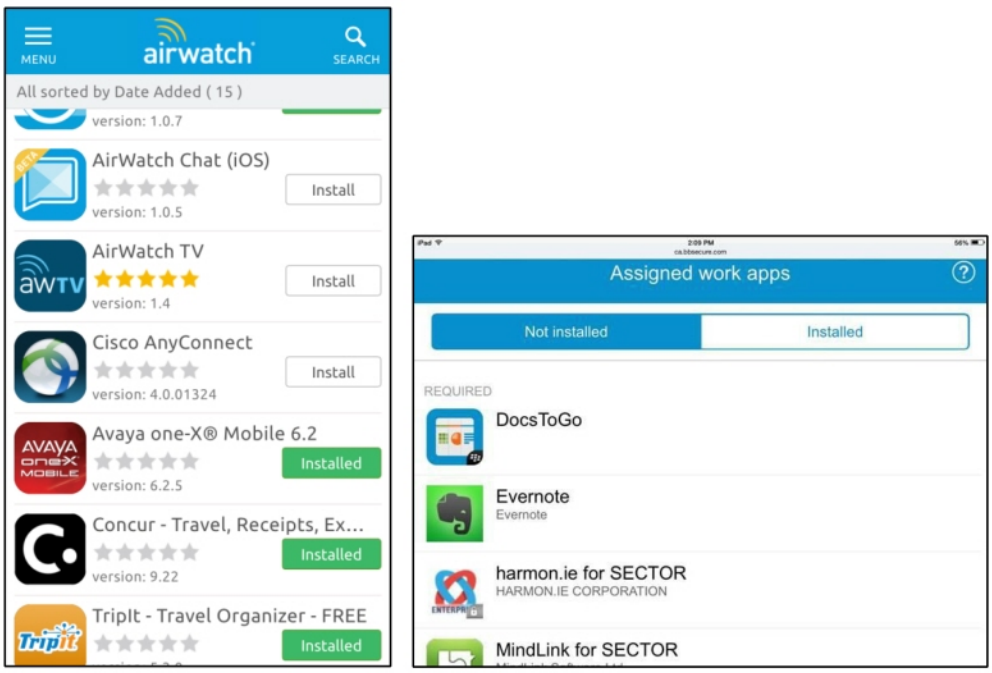

Figure 21: Corporate App Store Examples

Dependencies

This recommendation is dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi is not possible.

Impact

Productivity – **Low-Medium**
Implementing users on EMM with MAM would have a low-medium impact on productivity. The benefit would come from the publishing of recommended applications to users. Some of the productivity benefit may be counteracted by the loss of some prohibited apps.

Client Impact – **Medium**
Implementing users on EMM with MAM would have a medium impact on client privacy. Applications identified through the application reputation scanning may currently be sharing client confidential information to unauthorized locations.

Employee Impact – **Medium**
Implementing users on EMM with MAM would have a medium impact on employee satisfaction and privacy. Apps identified through the application reputation scanning may currently be sharing employee confidential information to unauthorized locations. In addition, recommended applications to users would improve employee satisfaction as they are equipped more effectively to do perform their duties.

Carbon Footprint – **No Impact**
Implementing users on EMM with MAM would have no impact on carbon footprint.

4.6. Explore the implementation of a multimedia suite of capabilities in limited scenarios

Current State

The multimedia suite of capabilities to consider as part of this recommendation would be internal video conferencing ability, voice recording, voice dictation (voice-to-text), and phone call recording.

Currently there is limited use of voice dictation but the benefit is quite significant. However, the built-in iPhone capability is being leveraged and it is likely that this is in violation of MCFD policy (see Section 3.4).

As far as TELUS MMS Advise is aware, the other capabilities of voice recording, video conferencing, and phone call recording is not taking place. Social workers expressed interest in each as part of the engagement.

Recommendation Details

It is recommended that the following suite of capabilities be explored for limited scenarios:

Internal video conferencing

Video conferencing ability between mobile devices or mobile-to-office would be useful in certain circumstances such as being able to show a team leader a situation encountered in a client home. While the use cases may be limited, the capability may be straightforward with either the deployment of the Lync application to mobiles (see Section 3.2 and Figure 22) or the use of Apple FaceTime. Either approach should be evaluated closely before deployment.

Figure 22: Video Conferencing via Lync 2013 on an iPhone

Voice recording

Allowing for the recording of audio in very specific circumstances should be explored. The capability is straight-forward as most smartphones would have the feature built-in and the audio would be retained locally on the device. However, the use cases would have to be defined very specifically to ensure there is no abuse of the capability. A specific use case identified would be to record the conversation with children while driving. Employee expressed a strong interest in this capability as they are unable to capture notes while driving and the child may be describing very important information.

A more robust solution than the built-in feature on the smartphones may be needed in certain circumstances such as lengthy interviews.

Voice dictation (voice-to-text)

A mobile solution that allows for voice-to-text, while meeting MCFD policy, should be implemented. As noted in Section 3.4, the existing use of iPhone voice-to-text should be evaluated for policy violations. There are very powerful use cases that were described such as the ability to take notes after a client interview while driving to another destination. Of course, policies and laws around distracted driving should be emphasized.

Phone call recording

One individual expressed an interest in being able to record phone calls. The individual described an incident where they received a threatening phone call and a recording would have useful in the subsequent investigation.

Such use-cases should be explored further and a potential solution explored if feasible.

Dependencies

This recommendation is partially dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi would likely make voice dictation, in particular, impossible.

Impact

Productivity – **Medium**

Implementing a multimedia suite in limited scenarios would have a medium impact on productivity primarily from voice dictation capability. Employees expressed great interest in the capability or were already leveraging it with an unauthorized application (see Section 3.4).

Client Impact – **Medium**

Implementing a multimedia suite in limited scenarios would have a medium impact on client satisfaction. The combination of capabilities would ultimately enable greater accuracy in notes, greater client service, and more time for the social workers to spend with clients.

Employee Impact – **Medium**

Implementing a multimedia suite in limited scenarios would have a medium impact on employee satisfaction and safety. Video conferencing would improve collaboration between employees and

their team leaders. Employees expressed great interest in the voice dictation capability or were already leveraging it with an unauthorized application (see Section 3.4). The phone call recording ability does have the potential to improve employee safety.

Carbon Footprint – **Low-Medium**
Implementing a multimedia suite in limited scenarios would have a low-medium impact on carbon footprint. The voice recording and voice dictation capability in particular should reduce the use of written notes.

4.7. Assess and standardize vehicle configuration for safety and convenience

Current State

There is wide variety of vehicle use throughout the province. In Richmond and Vancouver, there was extensive use of personal vehicles and a negative view of government-owned vehicles. In Prince Rupert and Terrace, newer government vehicles had been issued and they were used for work purposes almost exclusively.

There was also a wide variety of mobility use while driving with requests for Bluetooth capability and employees that were unaware of headsets provided with the smartphones.

Existing mobile device documentation from MCFD provides very clear instructions on use of mobile devices while driving. Specifically:

May I drive while using my Mobile Device and if so, how do I obtain a hands free Bluetooth device to comply with motor vehicle legislation?
Hands free calling while driving is only permitted when clients are not in the vehicle, and providing the safety guidelines (below) for doing so are followed:

1. Prepare the phone and all equipment before the trip by:
    a. setting up hands-free mode;
    b. setting up caller ID and/or voice mail, and
    c. placing the device in a location where caller ID can be seen without having to take eyes completely off the road
2. Keep hands on the wheel at all times;
3. Let incoming calls go to voicemail if not urgent;
4. If absolutely necessary to take/make a call, advise the person to whom you are speaking that you are driving and keep conversations as brief as possible, and
5. Pull off the roadway in a safe location when the conversation becomes technical or stressful in nature and draws attention away from the task of driving safely.

Note that hands free calling requires the purchase of additional hardware (A Bluetooth Hands Free Car Kit). This purchase must be approved by the EDS, and the cost will be the responsibility of individual cost centres. Hands free devices are not "supported" through regular service desk channels.

However, it appears there is a general lack of knowledge around these recommendations. In addition, it is very likely that the newer government-owned vehicles have built-in Bluetooth capability.

Recommendation Details

It is recommended that policy around safe driving be updated and detailed instructions provided around the built-in Bluetooth capabilities of recently acquired government vehicles. If the capabilities are present, offices should be instructed to review the vehicle instructions to see how many Bluetooth devices can be setup simultaneously. A review of the 2015 Chevy Equinox instructions indicates that up to 5 devices may be paired at any given time. This may not be sufficient so instructions will have to be provided to remove and add paired devices with each trip. Unfortunately, this is not an ideal situation.

Charging capabilities of the vehicles should be reviewed as well. It is likely that the new Equinox vehicles have USB ports that will charge cellphones (see Figure 23). This capability should be tested and appropriate cables for both iPhones and Android phones be permanently placed in the vehicle. If the USB ports are not present or do not charge the phones, then car chargers should be explored or recommended to offices.

Finally, smartphone vehicle mounts should be put in place in government vehicles so that employees are able to view incoming calls and navigation with minimal distraction (see Figure 24).

Figure 23: Example Location for USB Charging in the Chevy Equinox

Figure 24: Example Smartphone Vehicle Mount

Impact

Productivity – **Low-Medium**
Updates to vehicle configurations would have a low-medium impact on productivity. This benefit would be best realized with fewer circumstances of smartphones running out of power during working hours and the potential improvement in the workers ability to take a call while driving.

Client Impact – **No Impact**
Updates to vehicle configurations would have no impact on client satisfaction.

Employee Impact – **Medium**
Updates to vehicle configurations would have a medium impact on employee safety due to a reduction in distracted driving.

Carbon Footprint – **No Impact**
Updates to vehicle configurations would have no impact on carbon footprint. While navigation capabilities will be more straightforward with vehicle mounts, this activity is already taking place today, just in a more unsafe manner.

5.0 Long-Term Recommendations

The following recommendations are categorized as long-term for any of the following reasons:

- The recommendation provides a clear benefit but would require significant effort and/or cost.
- The benefit from the recommendation is yet to be confirmed.
- The details of the recommendation are vague and additional effort would be required to assess and implement.
- The recommendation could not realistically be implemented in the short or medium term.

5.1. Explore or encourage more portable or hybrid laptops

Current State

During interviews throughout the province, there was significant focus on the laptops that have been issued to employees. A common concern was that the laptops are too unwieldy, heavy, or large to be highly portable. This was a fairly confusing statement initially as the employees were given a choice of laptops including a 15" ThinkPad, a 14" ThinkPad, and the highly portable and lightweight ThinkPad X230 with a 12.5" swivel screen and tablet capability (see Figure 25). The X230 also has an embedded broadband module (see Section 4.1). It appears that very few employees selected the X230 laptop.

This decision by employees and managers was likely due to the perception that these laptops were not actually meant to be portable. Historically, most employees would not use a computer while mobile. Even today, the benefit of taking the laptop away from the office is very low primarily due to the lack of mobile data access or access to ICM (see Section 4.1). Other circumstances also contributed to not leveraging the laptops while mobile including dangerous situations and the client perception that social workers were "hiding behind a screen". However, social workers are very capable in determining when a laptop is appropriate or not.

Implementation of some of the recommendations in this report, especially the enablement of remote access to ICM, will have a significant impact on the frequency of laptops being used remotely. However, as employees increasingly go mobile with their current laptops, the concerns around size and weight will increase.

Recommendation Details

It is recommended that upon individual laptop replacement or laptop refresh for the workforce, a more aggressive approach is taken to encourage employees to leverage a more lightweight, portable, mobile-capable, and tablet hybrid laptop such as the ThinkPad X230. Specific use-cases or even videos should be showcased on the benefits of this laptop in comparison to alternatives.

Figure 25: Lenovo ThinkPad X230 Tablet

Impact

Productivity – **Low-Medium**
Encouraging portable or hybrid laptops would have a low-medium impact on productivity. Employees would be more encouraged to bring their laptops in the field and avoid a duplication of effort.

Client Impact – **Low-Medium**
Encouraging portable or hybrid laptops would have a low-medium impact on client satisfaction. Clients may feel more comfortable that employees are not “hiding behind a screen”, especially if the laptop is in tablet-mode where the screen may be visible to them.

Employee Impact – **Low-Medium**
Encouraging portable or hybrid laptops would have a low-medium impact on employee satisfaction. While employees would be more satisfied with lighter laptops while portable, this may be mitigated by the smaller screen size or reduced processing power while stationary.

Carbon Footprint – **Low**
Encouraging portable or hybrid laptops would have a low impact on carbon footprint. More frequent use of laptops while mobile should reduce the use of written notes.

5.2. Explore a dedicated mobile application for ICM

Current State

Please see current state in Section 4.1: Enable remote access to ICM and MIS from laptops.

Despite the mobilization of ICM on existing laptops and even the shift to more portable laptops, there will still be frequent circumstances where access to the laptop would be inconvenient,

inappropriate, or impossible. However, a subset of those circumstances may still enable access to a smartphone.

Recommendation Details

It is recommended that a robust and user-friendly mobile ICM application be deployed. This application should not simply be a duplication of the laptop experience but should be context-driven. For example, cases should be suggested based on the GPS location of the device being cross-referenced with known addresses for open cases.

There should be an extremely high focus on user experience with the potential development of native apps for the mobile platforms. Offline capability should be enabled. Capabilities should be developed based on specific mobile use cases rather than activities which would more effectively take place while in the office.

Two-factor authentication should be considered. For example, mobile device access could be granted with a passcode while application access could be granted with a biometric reading such as Apple's TouchID.

Dependencies

This recommendation is dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi would be impossible.

Impact

The subjective impact assessment for this recommendation is assuming that earlier related recommendations have been executed. For example, this impact assessment assumes that it would be an incremental improvement over ICM access on laptops (see Section 4.1).

Productivity – **High**
A dedicated mobile application for ICM would have a high impact on productivity. Even with mobile access to ICM via laptop, there will still be numerous occasions where the smartphone will be the more convenient medium for access. As discussed extensively in Section 4.1, the world of the child protection social worker revolves around ICM. Any increase in access would have a significant impact to productivity.

Client Impact – **Medium**
A dedicated mobile application for ICM would have a medium impact on client satisfaction. Client service will be improved as there will be increased circumstances where ICM would be used directly and the time for processing documentation will likely be reduced.

Employee Impact – **Medium-High**
A dedicated mobile application for ICM would have a medium-high impact on employee satisfaction. Any improvement in the ability of the employees to execute their job function will be seen positively.

There will especially be praise in the ability to execute certain scenarios with a single device instead of using both a smartphone and the laptop.

Carbon Footprint – **Medium**
A dedicated mobile application for ICM would have a medium impact on carbon footprint. There will be fewer and fewer circumstances where employees will be completely isolated from ICM and the information within. One impact of this recommendation would be a further elimination of printed paper.

5.3. Enable automatic text message logging

Current State

The current challenge around text message logging is outlined extensively in Section 3.6.

Recommendation Details

It is recommended that an automated mechanism to log text messages be explored. One possible approach would be the implementation of a corporate SMS Gateway. This would allow for the sending and receiving of text messages from a server, rather than the native mobile device application. This is a common capability that has been available for a long time. For example, a consumer-facing mechanism is available from TELUS and could be leveraged by Office Administrators today (see Figure 26 and http://www.telus.com/en/bc/mobility/send-message/)

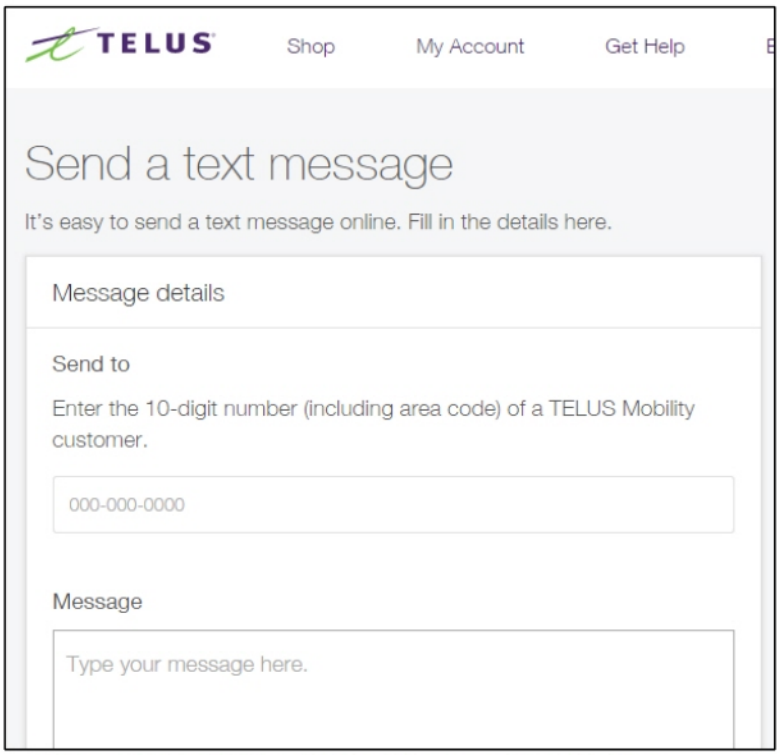

Figure 26: TELUS Send a Text Message Web Interface

A corporate SMS Gateway would be a private system within the organization and would enable more robust functionality including the logging of all communication. Many solutions also provide mobile apps in order to allow smartphone users to leverage the capability. In fact, it is fairly reasonable to assume that such a capability may be in place in the BC Government today.

However, this approach presents some challenges. In particular, employees may fall back to their native text messaging application resulting in some communication that is not logged. In addition, the approach may cause confusion with clients as the text messaging phone number may appear to be different than the phone number for voice communication. Some SMS Gateway solutions may have resolved the latter issue.

Another possible approach to automatic logging is to leverage on-device SMS logging capabilities. Unfortunately this capability is not possible on the iPhone despite demand from regulated industries.

BlackBerry 10 devices have the capability built-in when used with the BlackBerry Enterprise Server and gold licenses. In the case of Android, there are likely numerous solutions available due to the open nature of the operating system.

Employees could be forced off iPhones to either BlackBerry10 or Android in order to automate this capability.

Dependencies

This recommendation is likely dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi would make either approach less feasible.

Impact

Impact levels and underlying causes are very similar to those highlighted in Section 3.6: Validate best practices for capturing text messages consistently.

Productivity – **Low-Medium**
While this approach would be far more automated than recommendations in Section 3.6 and Section 4.3, the productivity benefit would be counter-balanced by the inconvenience of using a separate application for text messaging or being forced to use an unfamiliar smartphone.

Client Impact – **Low-Medium**

Employee Impact – **Medium**
While this approach would be far more automated than recommendations in Section 3.6 and Section 4.3, the employee satisfaction benefit would be counter-balanced by the inconvenience of using a separate application for text messaging or being forced to use an unfamiliar smartphone.

Carbon Footprint – **Low-Medium**

5.4. Explore the gradual replace of forms with electronic equivalents including signature capture capability

Current State

Child protection social workers leverage numerous forms on a daily basis. These include care plans, strength needs assessments, family plans, safety plans, referral forms, and many more.

To varying degrees these forms may need to be filled out with the clients, may require signatures from multiple parties, may require carbon copies, and more.

Currently, most forms must be retrieved or printed in the office and multiple trips to the client and office must take place before some are completed. The current process is lengthy as well and often parents are under great duress while they await a decision.

Recommendation Details

It is recommended that each form be assessed for the ease of transition to electronic format. Consideration must be made for any signatures that would be required and any printed copies that must be made available. The validity of electronic signatures should also be assessed including their admissibility in court.

Forms that do not require a signature would be early candidates to shift to electronic version. With mobile laptops enabled, these forms could be available as fillable PDFs, could be completely at the client site, and then immediately emailed to the client, printed and dropped off, or printed and mailed.

Forms that do require signatures could be assessed for replacement by PDF forms that accept electronic signatures. The currently available ThinkPad X230 laptops have a touchscreen and are already capable of capturing electronic signatures.

In the event that multiple signatures are required, including those of the team leader, completion of the forms could still take place while at the client site by either emailing the partially signed form to the team leader, or even setting up a Lync screen-sharing session for the team leader to add their signature while the social worker remains remote.

Portable printing could be assessed but a fully electronic lifecycle would be the preferred approach if acceptable by courts and by clients. Alternatively, a partnership could be established to enable secure and convenient printing at multiple remote locations throughout the province. FedEx locations would be an example and a mobile application could be deployed to direct workers to the closest authorized location for mobile printing.

Impact

Productivity – **Medium-High**
The replacement of paper forms would have a medium-high impact on productivity. A significant amount of time is currently being spent filling forms and traveling to multiple locations in order to complete them. An electronic approach that would reduce the amount of traveling required which would have a very positive impact on productivity. In addition, the cost savings due to reduced printing would be measureable.

Client Impact – **Medium-High**
The replacement of paper forms would have a medium-high impact on client satisfaction. Such an implementation would have a significant impact on the time to completion of a form. As indicated, there are many situations where waiting on decisions is strenuous on clients. Any improvement in decision-making time would be deemed positively by clients.

Employee Impact – **Medium**
The replacement of paper forms would have a medium impact on employee satisfaction. A significant amount of time is currently being spent filling forms and traveling to multiple locations in order to complete them. An electronic approach that would reduce the amount of traveling required would have a very positive impact on employee satisfaction.

Carbon Footprint – **High**
The replacement of paper forms would have a high impact on carbon footprint. The reduction in printing would be obvious as more and more clients would opt for an electronic copy of these forms. In addition, frequent trips to the office would be eliminated as forms could be completed in a single visit to clients.

5.5. Explore a mobile workforce management app with location, alert, and timesheet capabilities

Current State

Child protection social workers are intelligent and well-trained. Employees use best judgement in dangerous situations. When concerned, they will send text messages to coworkers, go as a team, or wait for the police.

There are also more robust safety mechanisms in place such as sign-out boards (see Figure 27) and the Replay Check-In Centre (see Section 3.10).

Figure 27: MCFD Sign-Out Board

However, social workers do still encounter dangerous situations. There have been instances of social workers that have been attacked, stabbed, or bitten. Improvements can still be made.

Upon learning of the capability, one employee expressed interest in sharing her AppleID login credentials with her team leader or office administrator so that the Apple Find My Phone feature could be leveraged to track her location (see Figure 28). While creative, this is not a scalable or appropriate approach.

On an unrelated note, social workers are also required to submit their working time online which can be a tedious task and is rarely precise.

Figure 28: Apple Find My Phone Feature

Recommendation Details

It is recommended that a dedicated mobile application be explored for workforce management with a focus on safety.

The application should enable opt-in location tracking with GPS “breadcrumbs”. I.e. The GPS location leaves a trail so the employee’s historical location can be seen regardless of current device operation or coverage (see Figure 29).

The application should enable a panic alert capability that could alert coworkers, team leaders, or the police of a dangerous situation. The panic alert could be subtle so as not to alert individuals around the social worker.

The application should enable the coworker to automatically or near-automatically keep track of their working hours. The tracking could be context driven. For example, the starting time could be estimated when the employee arrives at a specific location such as the office and leaves the office at the end of the day. The employee would have the option to adjust based on location. This would enable a more seamless submission of time online.

It would be very important to emphasize to employees that the purpose of this application would be to improve their safety and more conveniently submit time. Employees should feel comfortable to opt out of location tracking at any given moment and to adjust the time submission at their discretion.

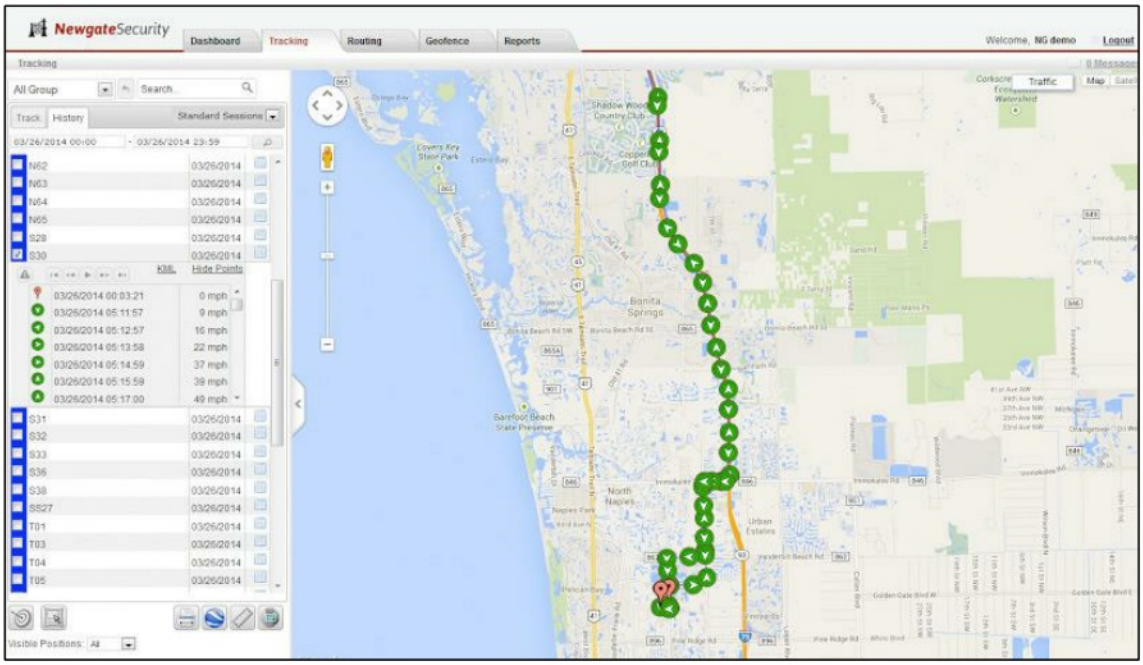

Figure 29: Example of GPS "Breadcrumb" Capability

Dependencies

This recommendation is dependent on recommendation 3.1 - Enable data capability on smartphones beyond WiFi. Deployment of this recommendation without data capability beyond WiFi would be impossible.

Impact

Productivity – **Medium**

The implementation of a mobile workforce management app would have a medium impact on productivity. This would be primarily due to the more seamless submission of time online.

Client Impact – **No Impact**

The implementation of a mobile workforce management app would have no impact on client safety, privacy, and satisfaction.

Employee Impact – **High**

The implementation of a mobile workforce management app would have a high impact on employee satisfaction and safety as long as assurances are in place for their privacy. This application would represent a significant improvement in safety and a corresponding improvement in employee satisfaction. In addition, the simplification of time online submission would also improve employee satisfaction.

Carbon Footprint – **No Impact**

The implementation of a mobile workforce management app would have no impact on carbon footprint.

6.0 Other Recommendations

The following simplified recommendations are categorized as other for any of the following reasons:

- The recommendation is unrelated to the core objectives of the engagement.
- The effectiveness or value of the recommendation is unknown.

Establish translation sheets for common phrases or activities

A best practice to manage language barriers from a similar engagement with the Ministry of Health was the availability of print-outs with common phrases in multiple languages or images to communicate common tasks. However, such an approach may be impractical in the case of MCFD due to the lack of standard or process-driven activities.

Maintain and distribute a database of MCFD personnel with language skills

One best practice that had been used historically, but is no longer maintained, was the availability of a spreadsheet or database providing contact details for multi-lingual MCFD personnel. The spreadsheet could be searchable by language and personnel could be contacted to provide remote assistance if available.

Explore the benefit of a corporate container on smartphones

A corporate container on smartphones would separate personal content from corporate content (see Figure 30). For example, accessing the smartphone would limit access to personal content, while entering the corporate container would enable access to more confidential information, data, and applications. The specific use case that would be enabled with this capability would be that employees would be able to share their smartphones with others to permit phone calls, browsing, playing games, or viewing videos, but the unauthorized individual would not have access to corporate information or applications.

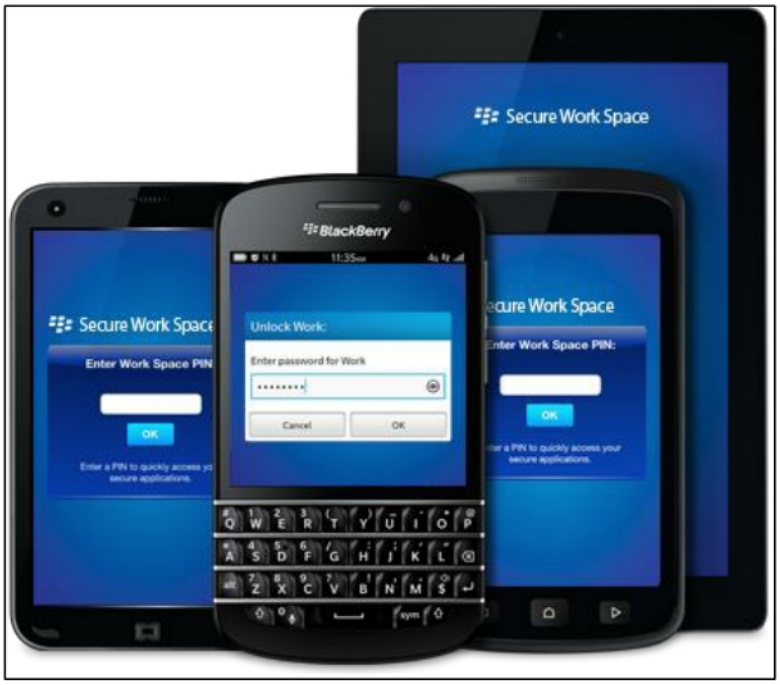

Figure 30: Example of a Corporate Container

Re-assess landline phones and features

All employees have a landline phone but their usefulness is diminishing as employees are increasingly leveraging smartphones and spending more time away from the desk. In addition, many of the landline phones are prevented from calling long distance or overseas even though this capability is needed on occasion. The potential reduction in landline phones is a possibility in the future. However, currently employees do prefer their landline phones on many occasions and especially prefer the comfort of the headsets.

Employees have indicated that call display is not functioning with incoming calls and they are not sure if call display can be blocked on outgoing calls. Both of these features should be assessed and adjusted if appropriate.

Implement a teddy bear program

Police agencies throughout the world have implemented a teddy bear program where they keep teddy bears in their vehicles so officers arriving at emergency scenes can use them to comfort and distract children from potentially traumatic situations. Ottawa Police Service is an example of such a program in Canada (see Figure 31 and http://www.ottawapolice.ca/en/about-us/teddy-bear-program.asp).

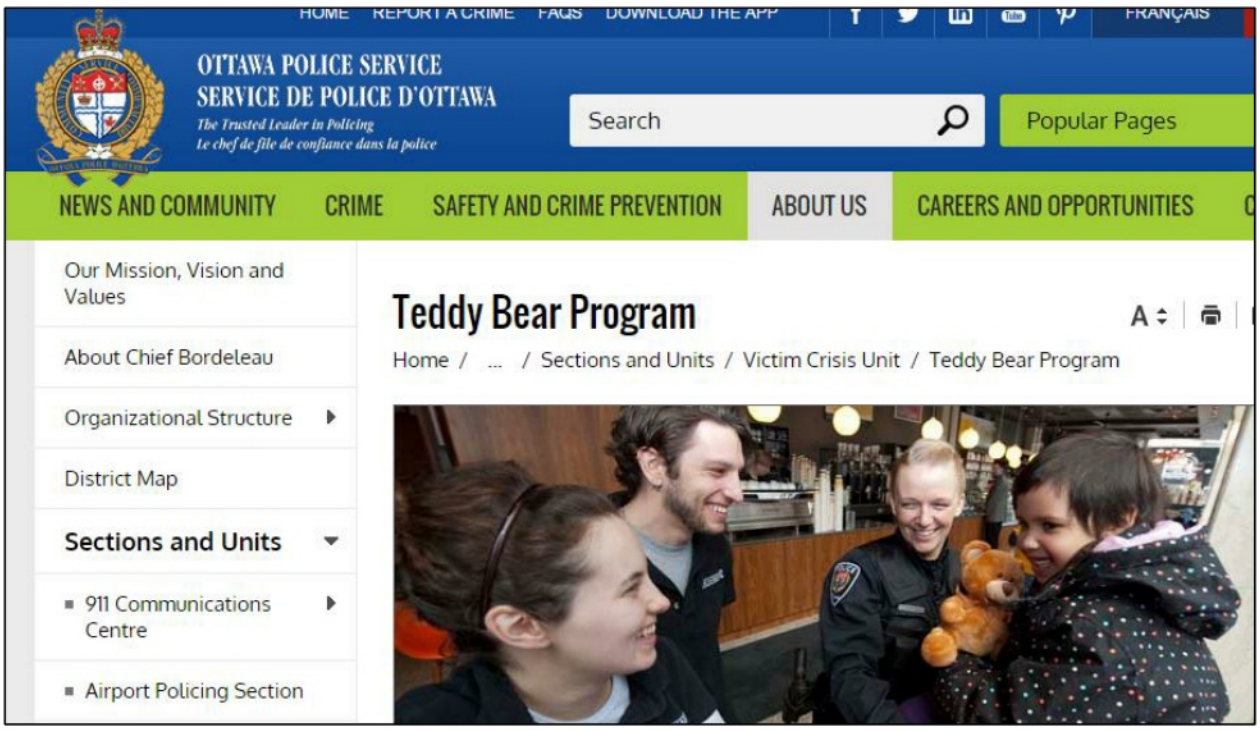

Figure 31: Ottawa Police Service Teddy Bear Program

A similar program for MCFD should be considered. Several teddy bears could be made available in each office which could then be checked out rather than equipping every vehicle with them.

Obsolete equipment should be recycled or discarded

It was indicated that offices provide standalone GPS equipment and standalone cameras. Both of these devices are increasingly obsolete and should be recycled or discarded if appropriate. In the case of cameras, due diligence is required in order to ensure that any pictures or videos are properly retained and destroyed.

Communication mechanisms outside of coverage areas should be assessed

Prince Rupert personnel indicated that there were circumstances, especially in remote villages, where communication was extremely difficult. There were general complaints about satellite phones not working. It appears that Very High Frequency (VHF) radios were in use but these are not ideal as they are not private. A more appropriate solution should be assessed such as digital and encrypted long-range radio solutions.

7.0 Recommendations and Impact Matrix

Legend: Negative Impact | No Impact | Low Impact | Medium Impact | High Impact

Short-Term Recommendations

	Productivity	Client Impact	Employee Impact	Carbon Footprint
Smartphone Data • Enable data capability on smartphones beyond WiFi	M/H	M	H	L
Microsoft Lync • Assess and deploy Microsoft Lync on mobile	L/M		L/M	
Google / Apple Maps • Assess and deploy navigation solutions on mobile	L	L	M	L
Assess Current Apps • Assess existing applications and features for policy concerns including violations of FIPPA/PIPA	(N)	M	L/M	
Standardization of Note Taking • Enable and advise workers on best practices for note taking in varying scenarios	M/H	M	M	L/M
Text Message Capture Process • Validate best practices for capturing text messages consistently	L/M	L/M	M	L/M
Simplify Security • Simplify security restrictions on devices given process and technology enhancements	L/M		L/M	
Low Cost Client Tablets • Obtain low cost tablets in each office for client entertainment purposes		M	M	
Assess ICM Alerting • Re-evaluate alerting in the Integrated Case Management solution	L	L	L/M	
Add Safety and Language Contacts • Add "Replay Check-In Centre", Mosaic, and AT&T as sync'd Outlook contacts	L	L/M	M	
Execute Comprehensive Training • Execute training in the form of documentation, multimedia, and recorded face-to-face sessions	M	L/M	M	L

Mid-Term Recommendations

	Productivity	Client Impact	Employee Impact	Carbon Footprint
Remote ICM Access • Enable remote access to ICM and MIS from laptops	H	H	H	M
Microsoft Yammer • Assess and deploy Yammer along with initial collaboration material	L/M	L/M	M	
Text Message Extraction Process • Assess a more robust solution to enable text message capture	M	L/M	M	L/M
ICM Attachments • Explore the enablement of attachments in ICM	M	M	M	M
Advanced Policy and Application Management • Implement users on EMM for advanced policy enforcement and Mobile Application Management	L/M	M	M	
Multimedia Suite in Limited Scenarios • Explore video conferencing, voice recording, voice dictation, and call recording	M	M	M	L/M
Standardize Vehicle Configuration • Assess and standardize vehicle configuration for safety and convenience	L/M		M	

Long-Term Recommendations

	Productivity	Client Impact	Employee Impact	Carbon Footprint
Portable/Hybrid Laptops • Explore or encourage more portable or hybrid laptops for the workforce	L/M	L/M	L/M	L
ICM Mobile • Explore a dedicated mobile application for ICM	H	M	M/H	M
Text Message Logging • Enable automatic text message logging	L/M	L/M	M	L/M
Electronic Forms • Explore the gradual replace of forms with electronic equivalents including signature capture capability	M/H	M/H	M	H
Mobile Workforce Management App • Explore a mobile workforce management app with location, alert, and timesheet capabilities	M		H	

8.0 Conclusion

A Workforce Mobilization Assessment for the BC Ministry of Children and Family Development, with a focus on child protection social workers, has now been completed with the following activities having taken place:

- Interviews with project stakeholders and leadership in two SDAs.
- Documentation and questionnaire gathering and analysis.
- Four all-day onsite workshops in Richmond, Vancouver, Prince Rupert, and Terrace with 37 participants total.
- Eleven short-term recommendations compiled with embedded current state and impact assessments.
- Seven mid-term recommendations compiled with embedded current state and impact assessments.
- Five long-term recommendations compiled with embedded current state and impact assessments.
- Seven other recommendations compiled.
- A recommendations and impact matrix produced.

Child protection social workers demonstrated excellent knowledge, dedication, and work ethic as it relates to their day-to-day activities. These workers were also trusted by team leaders, Community Service Managers (CSMs), and Executive Directors, which is a common attribute of BC Government leadership. However, numerous opportunities for improvement were identified as it relates to the technology and tools at their disposal.

The core recommendations of this report are centered on the “Recommendations and Impact Matrix” as illustrated in Section 7.0 above.

TELUS MMS Advise has made the following staged recommendations for consideration by MCFD:

Short-Term Recommendations

1. Enable data capability on smartphones beyond WiFi
2. Assess and deploy Microsoft Lync on mobile
3. Assess and deploy navigation solutions on mobile
4. Assess existing applications and features for policy concerns including FIPPA/PIPA violations
5. Enable and advise workers on best practices for note taking in varying scenarios
6. Validate best practices for capturing text messages consistently
7. Simplify security restrictions on devices given process and technology enhancements
8. Obtain low cost tablets in each office for client entertainment purposes
9. Re-evaluate alerting in the Integrated Case Management solution
10. Add “Replay Check-In Centre”, Mosaic, and AT&T as synchronized Outlook contacts
11. Execute comprehensive training

Mid-Term Recommendations

1. Enable remote access to ICM and MIS from laptops
2. Assess and deploy Yammer along with initial collaboration material
3. Assess a more robust solution to enable text message logging
4. Explore the enablement of attachments in ICM
5. Implement users on EMM for advanced policy enforcement and Mobile Application Management
6. Explore the implementation of a multimedia suite of capabilities in limited scenarios
7. Assess and standardize vehicle configuration for safety and convenience

Long-Term Recommendations

1. Explore or encourage more portable or hybrid laptops for the workforce
2. Explore a dedicated mobile application for ICM
3. Enable automatic text message logging
4. Explore the gradual replace of forms with electronic equivalents including signature capture capability
5. Explore a mobile workforce management app with location, alert, and timesheet capabilities

Generally speaking, significant improvements in productivity could be achieved in the short and medium term by enabling data capability on smartphones beyond WiFi, enabling best practices in capturing notes, and enabling remote access to ICM.

Moderate improvements in client impact can be achieved in the short and medium term through numerous efforts. Again, remote access to ICM would be the most impactful as it will increase the amount of time social workers will be available to engage with clients.

Significant improvements in employee impact can be achieved in the short and medium term through the enabling of data capability on smartphones beyond WiFi and enabling remote access to ICM. Currently employees are extensively leveraging their personal smartphones for work-related activities and this will only increase as the number of employees with personal smartphones also increases.

Unfortunately only low to moderate improvements in carbon footprint can be achieved in the short and medium term. The only recommendation which would have a high impact on carbon footprint would be the elimination of paper-based forms. This is a long-term recommendation due to the enormous complexity of such a task.

TELUS MMS Advise personnel would like to thank the BC Ministry of Children and Family Development for their business and the opportunity to help shape mobility strategy in British Columbia. TELUS and TELUS MMS, powered by Vox Mobile, continue to be at the service of the government as they navigate the challenges in this highly complex and dynamic mobile industry. Thank you.

A. Glossary of Abbreviations and Acronyms

BES	BlackBerry Enterprise Server
BYOD	Bring Your Own Device
CISSP	Certified Information Systems Security Professional
CSM	Community Service Manager
DTS	Desktop Terminal Services
EDS	Executive Director of Service
EMM	Enterprise Mobility Management (see MDM)
FIPPA	Freedom of Information and Protection of Privacy Act
GAL	Global Address List
GILR	General Incident or Loss Report
GPS	Global Positioning System
ICM	Integrated Case Management
MAM	Mobile Application Management (see EMM)
MCFD	Ministry of Children and Family Development
MDM	Mobile Device Management (see EMM)
MIS	Management Information System
MMS	Managed Mobility Services
OCR	Optical Character Recognition
PIPA	Personal Information Protection Act
RCYBC	BC Representative for Children and Youth
SDA	Service Delivery Area
SIPA	Secure IP Anywhere
SMS	Short Message Service (aka Text Message)
SSBC	Shared Services BC
VHF	Very High Frequency
VPN	Virtual Private Network
WMA	Workforce Mobilization Assessment

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Monday, July 31, 2017 3:36 PM
To: Byers, Rob A SDSI:EX
Subject: Monday, July 31

Holy crow, July is over.

Wednesday's DM Meeting
Allison Bond cannot be available.

Wednesday
Your Wednesday is stacked. Could the Deloitte meeting be postponed to the next scheduled one or could Alison run it herself this time? Anything we can do with that UC meeting in the afternoon? Just some thoughts to keep things from potentially backing up. Particularly worried about travel time in the afternoon as I haven't been able to build it in.

Rate Change / AEE
Daisy advised you have what you need around the breakdown. If not, please let me know so I can chase it tomorrow.

Calendar Access
Carmen Lapthorne at MCFD needs access to your calendar. She's replaceds.22

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3
TEAMWORK CURIOSITY PASSION SERVICE COURAGE ACCOUNTABILITY
INTEGRITY
Note: The contents of this message and any attachments are solely intended for the addressee(s), and may not be disclosed or disseminated to anyone other than ministry staff without the express written consent of the sender. If you have received this message in error, please advise the sender immediately.

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Monday, July 31, 2017 4:10 PM
To: Parker, Keith C SDSI:EX; Looysen, Alison SDSI:EX
Cc: Giesbrecht, Mandy SDSI:EX
Subject: Negotiation Mandate

Hi,

Allison would like to see the negotiation mandate as well so I am thinking that I brief her in my bi-lateral Wednesday afternoon and then we have a scheduled meeting with Sheila 4-5 Wednesday. I know Mandy is clarifying with you that Sheila would like to see the documents in advance which I am assuming needs to be at the latest tomorrow so you will need to find some time to brief me in advance of those materials going over.

Rob

Kirby, Kyla SDPR:EX

From: Kirby, Kyla SDSI:EX
Sent: Thursday, July 20, 2017 9:02 AM
To: Lord, Michael SDSI:EX
Subject: Forecast temporary and disability assistance may cheque run (April Actual caseload)
Attachments: April 2017 - BCEA Forecast - Background Assumptions.docx; 02Monthly Caseload Forecast Reporting - May (April Actual caseload).xlsx

As per note below BF one week.
-Kyla

From: Lord, Michael SDSI:EX
Sent: Wednesday, July 12, 2017 4:31 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: Forecast temporary and disability assistance may cheque run (April Actual caseload)

Can you bf for 1 week

/m

From: Wright, Nicole SDSI:EX
Sent: Tuesday, June 27, 2017 2:31 PM
To: Lord, Michael SDSI:EX
Subject: FW: Forecast temporary and disability assistance may cheque run (April Actual caseload)

FYI

Thanks,
Nicole

From: Andersen, Torunn SDSI:EX
Sent: Thursday, June 22, 2017 3:47 PM
To: Rutledge, Kristin FIN:EX
Cc: Ward, Colin FIN:EX; Wright, Nicole SDSI:EX; Farquharson, Laurie J SDSI:EX
Subject: Forecast temporary and disability assistance may cheque run (April Actual caseload)

Hi Kristin,

Please find attached caseload forecast Temporary and Disability Assistance SDSI 2017/18 – 2019/20.
As this is the first forecast provided for 17/18, I have detailed changes from Ministry ASK which was the base for budget allocation 17/18 – 19/20.

- When we calculated TA and DA ask, the Syrians and lower cost cases (DA) were costed separately and not included in caseload. As we cannot distinguish these cases from general caseload once they have entered the caseload, it has been decided that we will go back to forecast one general caseload. The general changes outlined due to caseload is comparing current caseload x cost per Case (CpC) to previous caseload x ask CpC + Syrians + lower cost cases.

- As Syrian cases are generally costed higher and lower cost cases lower than general overall caseload, we will see a shift in the cost per case. I have done my best to estimate this shift based on history form last fall. I will refine this calculation as more data comes available.
- Below I have outlined drivers behind shift in forecast.

Forecast current fiscal:
Overall forecast up $6.1 million from ASK. TA - $4.8 million, DA + $10.9 million

Temporary Assistance:
-5 million Projected caseload 17/18 is reduced by 192 cases/month.
-0.5 million YTD cost per case has been slightly lower than budget (for out years for now we are projecting based on budgeted cost per case as shift so far is not material)
-0.7 million Projection recoveries adjusted down. Continued decrease in the setup of new debt and also overpayments. Due to programs such as SPEI, increase in PWD thresholds.
-4.8 million

Disability Assistance:
+13.3 million Projected caseload 17/18 increased 1,396 cases/month ($11,449/case).
+0.1 million Projected caseload 17/18, 339 cases/month higher than caseload that was used as base for rate increase (this additional ask was submitted later than general ask so based on different caseload forecast)
+1 million Increase other case types and general expenses (including LTD)
-2.6 million Increase exceptions (adjusted based on increase caseload and % exceptions 16/17)
-0.9 million Increase projected recoveries. Ask was $7 million in recoveries reduced by $0.6 million CPP staff cost. Current forecast is $8.1 million recoveries, staff cost $0.765 million
+10.9 million

Forecast out years:
2018/19: Overall forecast up $8.6 million from ASK. TA - $6.4 million, DA + $15.1 million
2019/20: Overall forecast up $19.1 million from ASK. TA - $5.7 million, DA + $24.8 million

Temporary Assistance:
Most of the change is due to caseload reduced 405 cases/month 18/19 and 499 cases 19/20.
-$0.26 million each year due to minor adjustment other case types/LTD

Disability Assistance:
2018/19
+17.1 million Projected caseload 17/18 increased 2,014 cases/month.
+0.4 million Projected caseload 17/18 higher than caseload that was used as base for rate increase (+946 cases/month)
+1 million Increase other case types and general expenses (including LTD)
-2.5 million Increase exceptions (adjusted based on increase caseload and % exceptions 16/17)
-0.9 million Increase projected recoveries. Ask $7 million recoveries reduced by CPP staff cost. Current forecast $8.1 m recoveries, staff cost $0.765m
+15.1 million

2019/20
+26.4 million Projected caseload 17/18 increased 2,837 cases/month.
+0.9 million Projected caseload 17/18 higher than caseload that was used as base for rate increase (1,799 cases/month)
+0.9 million Increase other case types and general expenses (including LTD)
-2.5 million Increase exceptions (adjusted based on increase caseload and % exceptions 16/17)
-0.9 million Increase projected recoveries. Ask $7 million recoveries reduced by CPP staff cost. Current forecast $8.1 m recoveries, staff cost $0.765m
+24.8 million

Please let me know if you have any questions.

Torunn Andersen, MBA
Sr Budget Manager, Budgets, Programs and Assurance
Ministry of Social Development and Social Innovation
Tel: 778-679-3995

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Friday, July 21, 2017 11:34 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: 9. Public Commitment - Rates and Earnings Exemptions
Attachments: AEE Increase - IR.dotx; 9. Public Commitment - Rates and Earnings Exemptions.docx

Categories: Printed

Can you print these two please, thanks

/m

From: Ross, Ian SDSI:EX
Sent: Friday, July 21, 2017 10:38 AM
To: Harrington, Molly SDSI:EX; Taylor, Sheila A SDSI:EX
Cc: Upton, Debi L SDSI:EX; Byers, Rob A SDSI:EX; Lord, Michael SDSI:EX; MacMillan, Karen SDSI:EX; Wright, Nicole SDSI:EX; Bruce, Robert SDSI:EX; Looysen, Alison SDSI:EX; Fieltsch, Raymond SDSI:EX
Subject: RE: 9. Public Commitment - Rates and Earnings Exemptions

Here is a draft of that note, FYI. EDs please review. I will set up time for us to discuss.

From: Harrington, Molly SDSI:EX
Sent: Friday, July 21, 2017 10:13 AM
To: Taylor, Sheila A SDSI:EX
Cc: Upton, Debi L SDSI:EX; Byers, Rob A SDSI:EX; Lord, Michael SDSI:EX; MacMillan, Karen SDSI:EX; Ross, Ian SDSI:EX
Subject: Re: 9. Public Commitment - Rates and Earnings Exemptions

Hi Ian is working with EDs on option note for this. He will email us the draft in about half an hour and work with EDs to finalize today so we can be informed to give full advice. Thx Molly

Sent from my iPhone

On Jul 21, 2017, at 9:49 AM, Taylor, Sheila A SDSI:EX <Sheila.Taylor@gov.bc.ca> wrote:

> Can you all review the attached? I don't want to advance this until we are all on the same page. We can certainly put more than one option forward, with the relevant costing and timing, if that's what everyone prefers.
>
> Michael, it might be good to talk to TBS about this. Perhaps they would prefer a TB Sub (just because it was a commitment doesn't mean options shouldn't be considered and proper due diligence followed).
>
> Karen - let's ask the MO to pull it from the binder for now (leave the placeholder/tab).
>
> Sheila
>
> Sent from my iPhone
>
> Begin forwarded message:

From: "MacMillan, Karen SDSI:EX" <Karen.MacMillan@gov.bc.ca>
Date: July 21, 2017 at 9:40:27 AM PDT
To: "Taylor, Sheila A SDSI:EX" <Sheila.Taylor@gov.bc.ca>
Subject: FW: 9. Public Commitment - Rates and Earnings Exemptions

Where you ok with this? We are just waiting to send over all the changes at once to the MO for their binder.

From: MacMillan, Karen SDSI:EX
Sent: Thursday, July 20, 2017 1:06 PM
To: Taylor, Sheila A SDSI:EX
Cc: Quigley, Shanna SDSI:EX; D'Argis, Julie SDSI:EX
Subject: 9. Public Commitment - Rates and Earnings Exemptions

Here is the updated earnings exemption note from RIPD. Molly has approved. Please let us know if you have any changes. Once approved we will send over to the MO for them to update in their binders.
Karen

Kirby, Kyla SDPR:EX

From: Kirby, Kyla SDSI:EX
Sent: Wednesday, July 26, 2017 12:21 PM
To: Lord, Michael SDSI:EX
Subject: FW: ADM Message, Radon Testing - Update

Please review the ADM message below, confirm if this is good to be sent out to the division.
Thank you,
Kyla

From: Johns, Kimberlee SDSI:EX
Sent: Monday, July 24, 2017 1:03 PM
To: Kirby, Kyla SDSI:EX
Cc: Taylor, Kerry SDSI:EX; Anderson, Maryann SDSI:EX
Subject: RE: ADM Message, Radon Testing - Update
Hi, Kyla. Here is the laid out version for distribution. (Note that I also added the word "radon" to the first link description, as it isn't the BC Lung Association website, but is their radon website.) Let me know if you need anything else. Thanks, Kim

A message from

Assistant Deputy Minister
Michael Lord

Radon Testing - Update

Good afternoon,

The Real Property Division and the BC Lung Association have now completed their tests in your building at 333 Victoria Street to assess indoor radon levels.

Health Canada recommends that remedial measures should be taken when radon levels exceed 200 becquerels per cubic metre (200 Bq/m^3).

The test results indicate that the radon level in your building is **BELOW** Health Canada's guideline. This means that no action is needed to reduce the level of radon in your building.

Radon is an invisible, odourless, radioactive gas that is formed naturally when the uranium in soil and rock breaks down. The only way to know if a building has elevated radon levels is to test.

The Ministry of Citizens' Services Real Property Division, in partnership with the British Columbia Lung Association and the Public Service Agency have plans to test all government owned, managed and leased buildings. More than 90 buildings in various regions of the province have already been tested.

Radon is found throughout Canada and it's important to be informed about the health risks associated with elevated radon levels at work and at home. Here is some information you may find helpful:

- BC Lung Association radon website
- Health Canada
- What's a becquerel?

If you have any questions about the radon testing, please contact an Occupation Health and Safety Specialist through AskMyHR.

Sincerely,

Michael Lord
Assistant Deputy Minister
Corporate Services Division
Ministry of Social Development and Poverty Reduction

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Wednesday, July 26, 2017 8:55 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: s.12 TB Sub
Attachments: s.12

Can you please print

/m

From: Ross, Ian SDSI:EX
Sent: Tuesday, July 25, 2017 4:25 PM
To: Lord, Michael SDSI:EX
Cc: Harrington, Molly SDSI:EX; Wright, Nicole SDSI:EX
Subject: RE: s.1 TB Sub

Here's some basic info on the s.12

Ian

From: Lord, Michael SDSI:EX
Sent: Tuesday, July 25, 2017 4:02 PM
To: Ross, Ian SDSI:EX
Cc: Harrington, Molly SDSI:EX
Subject: s.1 TB Sub

Hi Ian,

Are you able to send me all the background that you have on the s.1 . I'd like to have a rough draft for the minister to review before I leave s.22 in two weeks.

Thanks,

Michael Lord, CPA, CA
Assistant Deputy Minister, Corporate Services Division
Ministry of Social Development and Poverty Reduction
614 Humboldt St, 7th Floor | Victoria, BC | V8W 9R2 | 250.387.3159

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Tuesday, July 25, 2017 10:28 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: Agenda: August 2 Article 29 Meeting
Attachments: Article 29 Minutes - May 24, 2017.pdf; A29 Agenda - Aug 2.pdf

/m

From: Tobin, Maxine SDSI:EX
Sent: Tuesday, July 25, 2017 10:12 AM
To: Doug Kinna; Morgan, Jeffrey A SDSI:EX; Woodcock, Mike S SDSI:EX; Manner, Katherine SDSI:EX; Taylor, Kerry SDSI:EX; Darlene Thorburn; Burns, Debra SDSI:EX; Lord, Michael SDSI:EX; Swan, Jim L SDSI:EX
Cc: Upton, Debi L SDSI:EX; Bridge, Geoff SDSI:EX
Subject: Agenda: August 2 Article 29 Meeting

Hello everyone,

Attached is the agenda for our next Article 29 meeting, **Wednesday, August 2**, 1pm-4pm at the BCGEU Victoria Office, 2994 Douglas St.

Also attached are the May meeting minutes for your reference.

See you next week,

Maxine

Maxine Tobin
Corporate Communications Analyst
Strategic Human Resources & Communications
Ministry of Social Development & Poverty Reduction
T: (250) 204-1384 (Campbell River)

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 31, 2017 11:33 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: Article 29

Can you find 15' for Raymond and I to chat tomorrow

/m

From: Fieltsch, Raymond SDSI:EX
Sent: Monday, July 31, 2017 11:28 AM
To: Lord, Michael SDSI:EX
Subject: RE: Article 29

I think it best if you provided a quick update on this. I think 30 seconds would be sufficient as I have already e-mailed Jeffrey Morgan but have not heard back from him.

From: Lord, Michael SDSI:EX
Sent: Monday, July 31, 2017 11:04 AM
To: Fieltsch, Raymond SDSI:EX
Subject: RE: Article 29

The meeting is on Wednesday this week, will you be there or is this something you want me to speak to?

/m

From: Fieltsch, Raymond SDSI:EX
Sent: Monday, July 31, 2017 10:25 AM
To: Lord, Michael SDSI:EX
Subject: Article 29

Hi Michael,
I'm wondering when the next Article 29 meeting is scheduled. I have an update on an Address item. I did send an email to Jeff Morgan on this already but essentially my update is as follows:

The primary concern around mail ending up at the wrong address is no longer a risk based on the Canada Post information that was received on July 26th. Raymond has forwarded this to Jeffrey already. We still have two action items:

1. I am following up with Canada Post on one minor detail around how we would handle private Box (the Canada Post information was only for official Canada Post PO Boxes); and
2. We will be consulting with MCFD, ELMSD and the Bus Pass Program re the Job Aid as contact information is shared between programs in ICM.

Regards,

Raymond Fieltsch
Executive Director, Strategic Services Branch
☎ (250) 356-2220

(250) 952-6450
Raymond.Fieltsch@gov.bc.ca

Kirby, Kyla SDPR:EX

From: Kirby, Kyla SDSI:EX
Sent: Monday, July 24, 2017 8:29 AM
To: Lord, Michael SDSI:EX
Subject: FW: CanAssist Meeting Request

As per note below.

From: Lord, Michael SDSI:EX
Sent: Tuesday, July 11, 2017 10:31 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: CanAssist Meeting Request

BF for 10 days

/m

From: Ashley Browning [mailto:ashleykb@uvic.ca]
Sent: Wednesday, July 5, 2017 12:21 PM
To: Lord, Michael SDSI:EX
Subject: CanAssist Meeting Request

Good afternoon Michael,

Susan Mader suggested that Robin Syme our executive director should meet with you to discuss the funding agreement for CanStayHome3. Would you be available to meet during any of the following times?

July 17, 10-11am
July 20, 2-3pm
July 27, 11-12pm

Thank you,
Ashley

CanAssist | University of Victoria

Ashley Browning
Reception
250-721-7300
ashleykb@uvic.ca

CanAssist at the University of Victoria
CARSA, PO Box 1700, STN CSC
Victoria, BC V8W 2Y2
www.canassist.ca

CONFIDENTIALITY NOTICE: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact me immediately and destroy all copies of the original message. Thank you.

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 12:48 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: CSSEA Program Note
Attachments: CSSEA Program Note.docx

/m

From: Medgyesi, Mark S SDSI:EX
Sent: Monday, July 24, 2017 12:46 PM
To: Lord, Michael SDSI:EX
Subject: CSSEA Program Note

Michael – I have pulled info from my contacts at MCFD, PSEC, ELMS and CLBC to compile this. I haven't run the final draft by any of them but will do so this aft. Please let me know if you need changes or I should get any further approvals to support your need. Thanks Mark

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Thursday, July 27, 2017 11:33 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: FMR June 2017 - draft July 26
Attachments: FMR June 2017.docx; Overview ASK new budget 2017.xlsx

/m

From: Wright, Nicole SDSI:EX
Sent: Thursday, July 27, 2017 11:21 AM
To: Lord, Michael SDSI:EX
Cc: Andersen, Torunn SDSI:EX
Subject: FW: FMR June 2017 - draft July 26

For discussion this afternoon.

The FMR report is our internal forecast report. I have also attached the excel spreadsheet for TBS (draft), they are requesting this for tomorrow.

Thanks,
Nicole

From: Andersen, Torunn SDSI:EX
Sent: Wednesday, July 26, 2017 3:15 PM
To: Wright, Nicole SDSI:EX
Cc: Farquharson, Laurie J SDSI:EX
Subject: FMR June 2017 - draft July 26

Hi,

Please find attached updated report.

Highlights:

Income Assistance:
TA and DA unchanged from previously discussed version (this forecast does not include rate increase or AEE policy change). SA based on forecast from SDD and FASB (seniors supp.), will set up meeting with SDD to discuss/validate numbers.
Program management pressure is mainly RIPD plus minor pressure ASQ (see below).
IT enhancements forecasted to budget at this point due to no list approved by Exec available at this point.

CLBC:
Cherie Au has confirmed that they are forecasting full spend both non-union (6.039 million)) and union (2.9 million) for Q1. We discussed this in a previous meeting with CLBC, and my understanding is that they expect to not access the $2.9 million due to deferred funding from 16/17, but will not flag it this early as they need more information to make sure they can find internal savings. Attached report shows full spend contingency.

Salaries/Operating:

- Minister's Office:

Currently showing a pressure of $27,500 for Parliamentary Secretary, Pension and Salary $22,500 (paid under Stob 52/54) and travel $5k (total $10k under Stob 82.

- Corporate Services:

Pressure salaries mainly SHRC and CPP. CPP funded from recoveries. Corporate Planning forecasted to budget, but will have savings due to vacant positions. Also no attrition included FASB forecast.

Operating pressure is mainly due to $75k added for update external signage from SDSI to SDPR.

- ASQ:

Added 1 position $35k salary, will update once information is available. Operating pressure due to increased travel costs not included in funding.

- RIPD:

Forecasting salary pressure (as usual), currently staffed 5 position lower than Q1 last fiscal. Will likely have savings in legal, so far forecasted to budget.

- STADD:

Pressure funded from EPBC provincial funding.

- Employment:

Waiting for Monthly exec report to validate forecast (vacation time in EPBC caused issues with EFP forecast, does not impact bottom line, but may impact salaries/benefits split). Crurent forecast does not sho any overall pressure in ELMSD, but we are aware tha they are working on mitigation plans for current fiscal.

Capital:

CRF capital forecasted to budget for Q1.
IT/IM capital from MTICS: ISD is working on updating information.

Let me know if you have any questions, or if I have forgotten to include anything.

Torunn

Kirby, Kyla SDPR:EX

From: Kirby, Kyla SDSI:EX
Sent: Thursday, July 27, 2017 4:25 PM
To: Lord, Michael SDSI:EX
Subject: FW: For distribution: Commuter Friendly Workplace Survey

Attached is the ADM message to be sent out to the Belmont building please review, I will send out once approved.
Thank you,
Kyla

From: Johns, Kimberlee SDSI:EX
Sent: Thursday, July 27, 2017 2:00 PM
To: Kirby, Kyla SDSI:EX
Cc: Wallbridge, Ted SDSI:EX; Anderson, Maryann SDSI:EX
Subject: For distribution: Commuter Friendly Workplace Survey

Hi, Kyla. Laid out version of the commuter friendly workplace survey is included below for distribution. Please let me know if you need anything else. Thanks! Kim

A message from

Assistant Deputy Minister
Michael Lord

Commuter Friendly Workplace Survey

You can help make our building a healthier and more active place to work.

The Commuter Friendly Workplace Committee wants your thoughts, ideas and feedback on how we can reduce barriers and support an active lifestyle for employees at 614 Humboldt.

Please take a few minutes to share your thoughts through this voluntary survey before August 11, 2017. It should take around 5 to 7 minutes complete and will help the Committee develop an action plan.

While we may not be able to implement every idea, all feedback is appreciated and will be

carefully considered.

To access it, go to the Commuter Friendly Workplace Survey.

Throughout the survey you will find 'Fun Facts' that offer insights and information. For further reading, you can visit the following sites:

- iCanwalk.ca
- canadawalks.ca
- outsideonline.com
- biketowork.ca
- workhealthlife.com
- victoria.ca

Michael Lord
Assistant Deputy Minister
Corporate Services Division
Ministry of Social Development and Poverty Reduction

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Thursday, July 20, 2017 10:02 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: For review: A29 agenda items
Attachments: Article 29 Minutes - May 24, 2017.pdf

/m

From: Tobin, Maxine SDSI:EX
Sent: Thursday, July 20, 2017 9:44 AM
To: Lord, Michael SDSI:EX; Woodcock, Mike S SDSI:EX; Taylor, Kerry SDSI:EX; Swan, Jim L SDSI:EX
Cc: Upton, Debi L SDSI:EX; Bridge, Geoff SDSI:EX
Subject: For review: A29 agenda items

Hi everyone,

Here are the agenda items for our August 2nd Article 29 meeting. Do you have anything to add before I send them out to the committee?

Union's items:

- Members @ LMCC being asked to sign "no Steward" letters - Doug
- SDSI members at Williams Lake having to remain for at least 2 hours after the rest of Service BC office evacuated - Doug
- SR closures being used as performance measure - Debra
- Attendance Management - All

To be brought forward from last meeting:

- Psychological no harm policy statement discussion - Jeff
- Discuss final substitution guidelines and communications plan - Kerry/Doug

Notes:

- ELMSD Telework Q&A will be deferred to September meeting as both SMEs are away in August
- Debra Burns is the new union representative (replacing Chad Blackey)
- s.22

Also, last meeting's employer action items:

Who	Action Item
Mike	• Mike will advise on timeline for SDD's/ISD's ICM pop up/alert project at next meeting. • Mike will facilitate an in-person meeting with Raymond and Jeff to discuss the Job Aid/ICM address issue and come up with solution. • Mike to research which PLMS classifications (IO, MI, admin, etc.) are currently teleworking and will send to Jeff. • Mike to send union committee members a copy of the EITR Process Guidelines document and they will follow up if any questions/concerns with Judy D'Gal. • Mike to send union committee members SDD's video conferencing participation direction given to staff by next Wednesday (May 31). • Employer will determine if video conferencing is mandatory for all staff and, if so, how they

	will help staff participate positively. (For follow up at next meeting.) • Mike to follow up on the issue of clients recording staff and the union's proposal of a recording prohibited poster in offices at next meeting. • Mike to facilitate a face to face meeting for Doug and Jeff to meet with members of SDD's vacation scheduling group to discuss the process for vacation changes.
Geoff	• Geoff to confirm that the ELMSD auxiliary employee in the Salmon Arm office has been offered a volunteer teleworking agreement. • Geoff to invite a telework subject matter expert to the next meeting to discuss station set up and who covers related costs with the committee. • Geoff will follow up with the specific work unit to ensure the statutory holiday time makeup process is being followed properly based on Time & Leave information and will respond to Kathy once this is done.
Kerry	• Kerry to research if there is a corporate policy on closing offices due to inclement weather and how employees will or will not be compensated if they cannot travel into work due to weather. • Kerry to follow up with Crystal to ensure the signed 2017 committee Terms of Reference document was sent to Doug. • Kerry to share the final substitution guidelines draft with the other division's ADMs for review and feedback. • Employer will determine if video conferencing is mandatory for all staff and, if so, how they will help staff participate positively. Will follow up at next meeting.

Last meeting's minutes attached for your reference.

Thanks!

Maxine

Maxine Tobin
Corporate Communications Analyst
Strategic Human Resources & Communications
Ministry of Social Development & Social Innovation
T: (250) 204-1384 (Campbell River)

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 8:55 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: Forecast June CSD - for approval
Attachments: CSD June 2017 - for approval.xlsx

Can you please print. Then set up a 30' meeting for me, Nicole and Torunn to review. I'll need 30' blocked to prepare beforehand.

/m

From: Andersen, Torunn SDSI:EX
Sent: Monday, July 24, 2017 8:52 AM
To: Lord, Michael SDSI:EX
Cc: Wright, Nicole SDSI:EX
Subject: Forecast June CSD - for approval

Good morning,

Please find attached CSD June internal forecast for your approval.
Overall the division is currently projecting a pressure of $26.5k (not including additional cost signage, see below).

Pressure FASB includes three planned approved positions (FO18 backfill mat leave, Manager Assurance and Clerk 9), these positions have not yet been posted and we will likely see some lag.
We will also see additional savings in a couple of positions approved for reduced hours over the summer.

SHRC is currently showing pressure salaries, funded by savings in operating. Current forecast has no attrition built in, so will likely be reduced as we move through the fiscal.
Forecast includes on Band 2 position (incumbent currently on TA, likely to be backfilled later in the year with a lower level position). I have chatted with Kerry, and decided to keep forecast unchanged for this month until decision is made regarding potential new position replacing Band2.

Overall, Q1 forecast similar to last fiscal Q1. We are early in the year and operating is so far mainly forecasted to budget. Based on this forecast we will work with each of the ED's to discuss specific areas of adjustment for next month.

Attached report does not include the costs expected under Facilities (70-75k) for update external signs due to new ministry name. This will be added in overall executive report.

Let me know if you have any questions.

Torunn Andersen, MBA
Sr Budget Manager, Budgets, Programs and Assurance
Ministry of Social Development and Poverty Reduction
Tel: 778-679-3995

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 3:45 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: Minister's Mandate letter
Attachments: SDPR Mandate Letter20170724.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: Red Category

Can you please print, and then schedule 10' at our next DEC meeting to discuss, thanks

/m

From: MacMillan, Karen SDSI:EX
Sent: Monday, July 24, 2017 3:33 PM
To: Byers, Rob A SDSI:EX; Harrington, Molly SDSI:EX; Upton, Debi L SDSI:EX; Bouslov, Sergei SDSI:EX; Lord, Michael SDSI:EX
Cc: Taylor, Sheila A SDSI:EX
Subject: Minister's Mandate letter

For your information Minister Simpson has received the attached mandate letter.

Karen MacMillan
Manager, Executive Operations
Deputy Minister's Office
Ministry of Social Development and
Poverty Reduction
250-387-2807

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Friday, July 28, 2017 2:09 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: OAS/GIS and PWD
Attachments: Residential Contributions 2017 07 27.docx

Categories: Printed

Can you please print, thanks

/m

From: Toone, David CLBC:EX
Sent: Friday, July 28, 2017 9:30 AM
To: Lord, Michael SDSI:EX
Subject: OAS/GIS and PWD

Here is an internal CLBC document that sets out the situation in summary.

I am sharing this for your personal consumption only..... to help if you have to speak on this topic.....it's a working draft that has not been through the hoops internally.

David

David Toone
Director, Contract and Risk Management
Community Living British Columbia
604-664-0179 (Direct)
604-341-4362 (Cell)
604-664-0765 (Fax)
www.communitylivingbc.ca

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Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Friday, July 21, 2017 11:34 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: Program Notes so Far
Attachments: - Reconsideration and Appeals.docx; - STADD Overview and Budget.docx; Healthcare Benefit Trust (HBT).docx

Categories: Printed

And these too

/m

From: Medgyesi, Mark S SDSI:EX
Sent: Friday, July 21, 2017 9:49 AM
To: Lord, Michael SDSI:EX
Cc: Kirby, Kyla SDSI:EX
Subject: Program Notes so Far

Michael – Here's what I've found for the additional program notes so far...just a couple of questions for you below:

- I need to write a note on CSSEA. Do you need just a description of what CSSEA is and its membership, or does it need to cover current issues/activities/any aspects of bargaining or work under the current collective agreement? If the latter, do you have any material from board meetings that summarizes what they've been up to?
- EAAT's role and high level budget are covered in the Recon and Appeals note...please let me know if that is the level of detail and info you need.
- I've sent you the STAAD overview note. There are a couple of others, one on expansion and one on the integrated support team. Do you need those too?

Thanks, Mark

Mark Medgyesi
Executive Director
Corporate Planning and Strategic Initiatives
Ministry of Social Development and Poverty Reduction
250-387-2001

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 12:45 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: PWD Increase and CLBC client contribution for residential services
Attachments: IN_CLBC_OAS_Changes_Feb16_2017.docx

Categories: Printed

Can you please print

/m

From: Toone, David CLBC:EX
Sent: Monday, July 24, 2017 12:25 PM
To: Lord, Michael SDSI:EX
Subject: RE: PWD Increase and CLBC client contribution for residential services

See attached.....note I am still in the process of checking if this is the final version

---

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 12:00 PM
To: Toone, David CLBC:EX
Subject: RE: PWD Increase and CLBC client contribution for residential services

Let me get back to you. In the meantime, can you flip me your GIS note.

/m

From: Toone, David CLBC:EX
Sent: Monday, July 24, 2017 11:50 AM
To: Lord, Michael SDSI:EX
Cc: Farquharson, Laurie J SDSI:EX; Bale, Adam CLBC:EX
Subject: RE: PWD Increase and CLBC client contribution for residential services

Many thanks.

The split between shelter and support does not provide all the information we need.

CLBC Individuals contribute part of their supports (called "supports - provider portion" below) as well as 100% of their shelter to the residential program provider. The amount they retain is referred to below as "supports – personal amount".

Please confirm that the intention is for the $100 increase to be retained by individuals supported in residential settings as part of their "supports – personal amount". In other words individuals should not be asked to pay more to their service providers as a result of this increase.

David

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 11:17 AM
To: Toone, David CLBC:EX
Cc: Farquharson, Laurie J SDSI:EX; Bale, Adam CLBC:EX
Subject: RE: PWD Increase and CLBC client contribution for residential services

There will be a $100/mo. increase to both TA and DA rates (support, not shelter) effective October 1, which will be reflected on the September cheque

/m

From: Toone, David CLBC:EX
Sent: Monday, July 24, 2017 9:45 AM
To: Lord, Michael SDSI:EX
Cc: Farquharson, Laurie J SDSI:EX; Bale, Adam CLBC:EX
Subject: RE: PWD Increase and CLBC client contribution for residential services

As discussed, please confirm that the PWD rate increase of $100 effective October 2017 should be applied to the "support – personal amount".

This will result in CLBC individuals supported in residential settings retaining an additional $100 for their personal use (starting with the October payment made in late September).

For greater clarity, here is current state of affairs for most single people.....

		Jul-16 **PWD std**
Shelter		375.00
supports	- provider portion	341.13
		716.13
supports	- personal amount	317.29
		1033.42

David

From: Lord, Michael SDSI:EX
Sent: Friday, February 17, 2017 4:09 PM
To: Toone, David CLBC:EX
Cc: Farquharson, Laurie J SDSI:EX; Hemingway, Joyce CLBC:EX
Subject: RE: PWD Increase and CLBC client contribution for residential services

As discussed, the PWD rate increase should be applied to the support – personal amount. Please give me a call if you have any other questions.

/m

From: Toone, David CLBC:EX
Sent: Friday, February 17, 2017 3:53 PM
To: Lord, Michael SDSI:EX; Farquharson, Laurie J SDSI:EX
Subject: PWD Increase and CLBC client conribution for residential services

Re PWD increase....here is current state of affairs

		Sep-16 PWD std
Shelter		375.00
supports	(provider portion)	341.13
		716.13
supports	personal amount	267.29
		983.42

Community Living BC Payments

- If you are living in a Community Living BC facility, you may get up to $983.42 per month. This is the current maximum disability assistance rate
- From your $983.42, you pay your Community Living BC service provider $716.13 per month for your basic living costs. This leaves you with up to $267.29 for personal expenses
- Effective: September 1, 2016

http://www2.gov.bc.ca/gov/content/family-social-supports/services-for-people-with-disabilities/disability-assistance/on-disability-assistance

Clients in CLBC Facilities

- Clients in CLBC-contracted residential facilities are eligible for disability assistance (support and shelter) as shown in the Rate Table – Disability Assistance, as well as supplemental assistance (if eligible). As such, clients are responsible for paying their own client contribution (rent) to the service provider. The amount a client must pay as client contribution (rent) is standardized by CLBC and adjusted whenever disability assistance is adjusted. If clients wish to have their rent paid directly to the service provider, the client (or designate) should contact their local office.

- The remaining support allowance is intended to cover personal expenses, including clothing. This client group is not eligible for the clothing supplement.

- Clients in CLBC-contracted residential facilities are eligible for the *Transportation Support Allowance*.

http://www2.gov.bc.ca/gov/content/governments/policies-for-government/bcea-policy-and-procedure-manual/support-and-shelter/support-shelter-and-special-care-facilities

Ministry of Social Development and Social Innovation:
Community Living BC - Payment for Clients
https://archive.news.gov.bc.ca/releases/news_releases_2005-2009/2007EIA0011-000666.htm

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 31, 2017 11:06 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: Reorg listing
Attachments: v1_3C_A1_2_Ministry_responsibilities_May_1_2017 - DF - Final - July 28, 2017 working - MCFD - SD.docx; Ministry_responsibilities - July 28, 2017 - DF 1 - MCFD - SD.docx

Can you print two copies, please

/m

From: Foster, Doug FIN:EX
Sent: Friday, July 28, 2017 5:04 PM
To: Bawa, Reg R MCF:EX; Lord, Michael SDSI:EX
Cc: Minnings, Anne C MCF:EX; Dube, Jonathan FIN:EX; DeVries, Jennifer FIN:EX
Subject: FW: Reorg listing

So I have completed a review process with the transition team and there have been a number of post decisions in relation to organization and accountabilities.
There have also been a number of required fixes identified with legislative counsel in consult with ministries and agencies.

Attached is the following pertaining to your ministries:

1) a red-line version of the latest ministry organization listing, showing changes from the May structure to today;
2) a clean version, reflecting the results of those changes and in a new alpha line up.

We are working with leg counsels and PO staff to get these latest put through an amending OIC as quickly as possible.

Generally, all EFOs and deputies are aware of the latest changes.

Please review with respective deputies.

Please let me know if you observe any errors or wish to further discuss or have questions.

d

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Friday, July 28, 2017 9:02 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: SDPR - Budget 2017 Instruction Letter
Attachments: SDPR - Budget 2017 Update Instructions.pdf

Please print for binder. Also, I need to see Laurie on Monday after executive for about 30'

/m

From: Rempel, Lindsay FIN:EX **On Behalf Of** Enemark, Gord FIN:EX
Sent: Friday, July 28, 2017 8:58 AM
To: Taylor, Sheila A SDSI:EX; Lord, Michael SDSI:EX
Cc: Crocker, Janet FIN:EX
Subject: SDPR - Budget 2017 Instruction Letter

Please find attached a signed Budget 2017 Instruction letter from the Chair of Treasury Board.
A hard copy has been sent to your Minister's office.

Treasury Board Staff

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 3:03 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: SDSI / ESM signed decision letter
Attachments: ESM Non-Union Wage Increase-SDSI.pdf

Can you please print

/m

From: Andersen, Torunn SDSI:EX
Sent: Monday, July 24, 2017 2:42 PM
To: Lord, Michael SDSI:EX
Subject: FW: SDSI / ESM signed decision letter

Here it is.

Torunn

From: Farquharson, Laurie J SDSI:EX
Sent: Friday, May 12, 2017 2:08 PM
To: Andersen, Torunn SDSI:EX
Subject: FW: SDSI / ESM signed decision letter

From: Lord, Michael SDSI:EX
Sent: Monday, March 27, 2017 8:52 AM
To: Farquharson, Laurie J SDSI:EX
Subject: FW: SDSI / ESM signed decision letter

/m

From: Rempel, Lindsay FIN:EX **On Behalf Of** Dube, Jonathan FIN:EX
Sent: Friday, March 24, 2017 11:01 AM
To: Mentzelopoulos, Athana FIN:EX; Taylor, Sheila A SDSI:EX; Lord, Michael SDSI:EX; Richards, Tara R FIN:EX; Zacharuk, Christina PSEC:EX
Cc: Rutledge, Kristin FIN:EX
Subject: SDSI / ESM signed decision letter

Please find attached a signed decision letter from the Chair of Treasury Board. A hard copy has been sent to your Minister's office.

Treasury Board Staff

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Thursday, July 20, 2017 11:04 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: Touch Base

Follow Up Flag: Follow up
Due By: Thursday, July 27, 2017 8:30 AM
Flag Status: Flagged

Bf this for one week re: MO budget

/m

From: Squance, Leah PREM:EX
Sent: Thursday, July 20, 2017 10:45 AM
To: Lord, Michael SDSI:EX
Subject: RE: Touch Base

Sure, I'm free till about 12:15. My cell (for now) is s.17 or my direct office line is s.17

From: Lord, Michael SDSI:EX
Sent: Thursday, July 20, 2017 10:42 AM
To: Squance, Leah PREM:EX
Subject: Touch Base

Hi Leah,

Are you available for a quick chat today, it's not urgent?

Michael Lord, CPA, CA
Assistant Deputy Minister, Corporate Services Division
Ministry of Social Development and Poverty Reduction
614 Humboldt St, 7th Floor | Victoria, BC | V8W 9R2 | 250.387.3159

Kirby, Kyla SDPR:EX

From: Kirby, Kyla SDSI:EX
Sent: Friday, July 28, 2017 1:35 PM
To: Lord, Michael SDSI:EX
Subject: s.12 Cab Sub Documents- eApprovals
Attachments: Cabinet Submission - s.12
s.12

Hi Michael,

Attached are all the documents from eApprovals for the s.12 Cab Sub. Please let me know if you would like hard copies of all the documents. I am returning the eApprovals back to Sergei as per email request.

Thank you,
Kyla

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Thursday, July 20, 2017 12:13 PM
To: Kirby, Kyla SDSI:EX
Subject: Minister Briefing Budget 2017-18 (19Jul2017).pptx
Attachments: Minister Briefing Budget 2017-18 (19Jul2017).pptx

Can you print please

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Wednesday, July 26, 2017 1:50 PM
To: Kirby, Kyla SDSI:EX
Subject: RE: ADM Message, Radon Testing - Update

Looks good, please make sure it's sent ONLY to that specific building, and copy Debi too. Thanks!

/m

From: Kirby, Kyla SDSI:EX
Sent: Wednesday, July 26, 2017 12:21 PM
To: Lord, Michael SDSI:EX
Subject: FW: ADM Message, Radon Testing - Update

Please review the ADM message below, confirm if this is good to be sent out to the division.

Thank you,
Kyla

From: Johns, Kimberlee SDSI:EX
Sent: Monday, July 24, 2017 1:03 PM
To: Kirby, Kyla SDSI:EX
Cc: Taylor, Kerry SDSI:EX; Anderson, Maryann SDSI:EX
Subject: RE: ADM Message, Radon Testing - Update

Hi, Kyla. Here is the laid out version for distribution. (Note that I also added the word "radon" to the first link description, as it isn't the BC Lung Association website, but is their radon website.) Let me know if you need anything else. Thanks, Kim

A message from

Assistant Deputy Minister
Michael Lord

Radon Testing - Update

Good afternoon,

The Real Property Division and the BC Lung Association have now completed their tests in your building at 333 Victoria Street to assess indoor radon levels.

Health Canada recommends that remedial measures should be taken when radon levels exceed 200 becquerels per cubic metre (200 Bq/m^3).

The test results indicate that the radon level in your building is **BELOW** Health Canada's guideline. This means that no action is needed to reduce the level of radon in your building.

Radon is an invisible, odourless, radioactive gas that is formed naturally when the uranium in soil and rock breaks down. The only way to know if a building has elevated radon levels is to test.

The Ministry of Citizens' Services Real Property Division, in partnership with the British Columbia Lung Association and the Public Service Agency have plans to test all government owned, managed and leased buildings. More than 90 buildings in various regions of the province have already been tested.

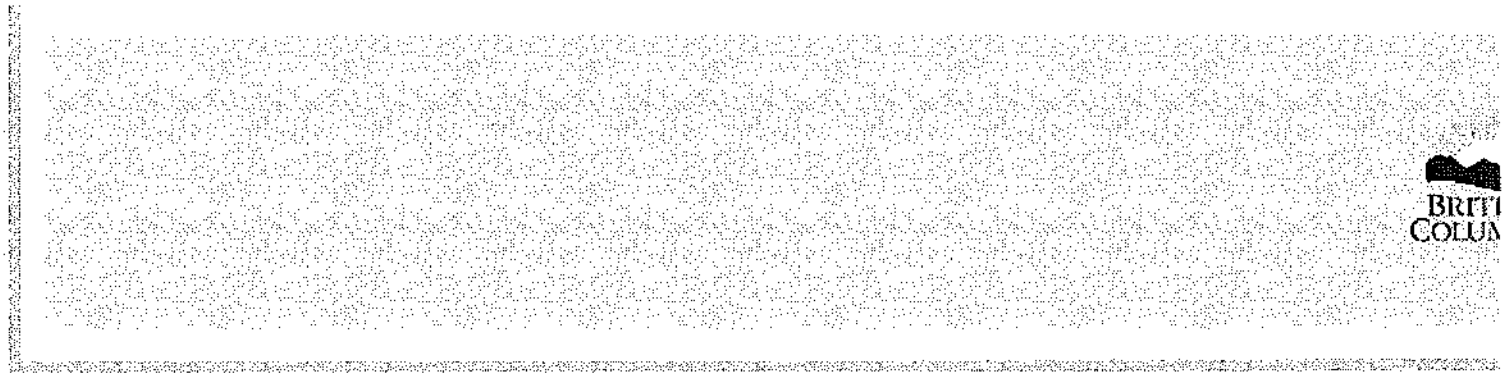
Radon is found throughout Canada and it's important to be informed about the health risks associated with elevated radon levels at work and at home. Here is some information you may find helpful:

- BC Lung Association radon website
- Health Canada
- What's a becquerel?

If you have any questions about the radon testing, please contact an Occupation Health and Safety Specialist through AskMyHR.

Sincerely,

Michael Lord
Assistant Deputy Minister
Corporate Services Division
Ministry of Social Development and Poverty Reduction


BRITI
COLUM

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 31, 2017 11:19 AM
To: Kirby, Kyla SDSI:EX
Subject: RE: CanAssist Meeting Request

Can you let the people at CanAssist know that they should probably work through Sharon Stewart at HLTH.

/m

From: Kirby, Kyla SDSI:EX
Sent: Friday, July 28, 2017 2:02 PM
To: Lord, Michael SDSI:EX
Subject: RE: CanAssist Meeting Request

Reminder ☺

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 8:32 AM
To: Kirby, Kyla SDSI:EX
Subject: RE: CanAssist Meeting Request

Remind me on Friday

/m

From: Kirby, Kyla SDSI:EX
Sent: Monday, July 24, 2017 8:29 AM
To: Lord, Michael SDSI:EX
Subject: FW: CanAssist Meeting Request

As per note below.

From: Lord, Michael SDSI:EX
Sent: Tuesday, July 11, 2017 10:31 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: CanAssist Meeting Request

BF for 10 days

/m

From: Ashley Browning [mailto:ashleykb@uvic.ca]
Sent: Wednesday, July 5, 2017 12:21 PM
To: Lord, Michael SDSI:EX
Subject: CanAssist Meeting Request

Good afternoon Michael,

Susan Mader suggested that Robin Syme our executive director should meet with you to discuss the funding agreement for CanStayHome3. Would you be available to meet during any of the following times?

July 17, 10-11am
July 20, 2-3pm
July 27, 11-12pm

Thank you,
Ashley

CanAssist | University of Victoria

Ashley Browning
Reception
250-721-7300
ashleykb@uvic.ca

CanAssist at the University of Victoria
CARSA, PO Box 1700, STN CSC
Victoria, BC V8W 2Y2
www.canassist.ca

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Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 24, 2017 8:32 AM
To: Kirby, Kyla SDSI:EX
Subject: RE: CanAssist Meeting Request

Follow Up Flag: Follow up
Due By: Friday, July 28, 2017 8:30 AM
Flag Status: Completed

Remind me on Friday

/m

From: Kirby, Kyla SDSI:EX
Sent: Monday, July 24, 2017 8:29 AM
To: Lord, Michael SDSI:EX
Subject: FW: CanAssist Meeting Request

As per note below.

From: Lord, Michael SDSI:EX
Sent: Tuesday, July 11, 2017 10:31 AM
To: Kirby, Kyla SDSI:EX
Subject: FW: CanAssist Meeting Request

BF for 10 days

/m

From: Ashley Browning [mailto:ashleykb@uvic.ca]
Sent: Wednesday, July 5, 2017 12:21 PM
To: Lord, Michael SDSI:EX
Subject: CanAssist Meeting Request

Good afternoon Michael,

Susan Mader suggested that Robin Syme our executive director should meet with you to discuss the funding agreement for CanStayHome3. Would you be available to meet during any of the following times?

July 17, 10-11am
July 20, 2-3pm
July 27, 11-12pm

Thank you,
Ashley

CanAssist | University of Victoria

Ashley Browning
Reception
250-721-7300
ashleykb@uvic.ca

CanAssist at the University of Victoria
CARSA, PO Box 1700, STN CSC
Victoria, BC V8W 2Y2
www.canassist.ca

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Kirby, Kyla SDPR:EX

From: Kirby, Kyla SDSI:EX
Sent: Wednesday, July 26, 2017 8:51 AM
To: Lord, Michael SDSI:EX
Subject: RE: FEEDBACK: ED Cross Sector and Corporate Initiatives Job Profile DRAFT June 20

As per note below, I will block 60' to review.

From: Lord, Michael SDSI:EX
Sent: Wednesday, July 12, 2017 5:43 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: FEEDBACK: ED Cross Sector and Corporate Initiatives Job Profile DRAFT June 20

Can you BF for 2 weeks, I'll also need 60' to review

/m

From: Medgyesi, Mark S SDSI:EX
Sent: Tuesday, June 20, 2017 12:56 PM
To: Lord, Michael SDSI:EX
Cc: Taylor, Kerry SDSI:EX
Subject: FW: FEEDBACK: ED Cross Sector and Corporate Initiatives Job Profile DRAFT June 20

Should have cc'ed Kerry...

From: Medgyesi, Mark S SDSI:EX
Sent: Tuesday, June 20, 2017 12:55 PM
To: Lord, Michael SDSI:EX
Subject: FEEDBACK: ED Cross Sector and Corporate Initiatives Job Profile DRAFT June 20

Michael – Kerry and I worked together on the attached for your review and discussion. It includes two org structure options depending on how discussions go re the SNAP survey team. Both options include facilities, which I know we also need to discuss as a group. Thanks Mark

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Thursday, July 20, 2017 9:19 AM
To: Kirby, Kyla SDSI:EX
Subject: RE: Forecast temporary and disability assistance may cheque run (April Actual caseload)

Can you please print off the word document, and the body of the email, thanks

/m

From: Kirby, Kyla SDSI:EX
Sent: Thursday, July 20, 2017 9:02 AM
To: Lord, Michael SDSI:EX
Subject: Forecast temporary and disability assistance may cheque run (April Actual caseload)

As per note below BF one week.
-Kyla

From: Lord, Michael SDSI:EX
Sent: Wednesday, July 12, 2017 4:31 PM
To: Kirby, Kyla SDSI:EX
Subject: FW: Forecast temporary and disability assistance may cheque run (April Actual caseload)

Can you bf for 1 week

/m

From: Wright, Nicole SDSI:EX
Sent: Tuesday, June 27, 2017 2:31 PM
To: Lord, Michael SDSI:EX
Subject: FW: Forecast temporary and disability assistance may cheque run (April Actual caseload)

FYI

Thanks,
Nicole

From: Andersen, Torunn SDSI:EX
Sent: Thursday, June 22, 2017 3:47 PM
To: Rutledge, Kristin FIN:EX
Cc: Ward, Colin FIN:EX; Wright, Nicole SDSI:EX; Farquharson, Laurie J SDSI:EX
Subject: Forecast temporary and disability assistance may cheque run (April Actual caseload)

Hi Kristin,

Please find attached caseload forecast Temporary and Disability Assistance SDSI 2017/18 – 2019/20.
As this is the first forecast provided for 17/18, I have detailed changes from Ministry ASK which was the base for budget allocation 17/18 – 19/20.

- When we calculated TA and DA ask, the Syrians and lower cost cases (DA) were costed separately and not included in caseload. As we cannot distinguish these cases from general caseload once they have entered the caseload, it has been decided that we will go back to forecast one general caseload. The general changes outlined due to caseload is comparing current caseload x cost per Case (CpC) to previous caseload x ask CpC + Syrians + lower cost cases.
- As Syrian cases are generally costed higher and lower cost cases lower than general overall caseload, we will see a shift in the cost per case. I have done my best to estimate this shift based on history form last fall. I will refine this calculation as more data comes available.
- Below I have outlined drivers behind shift in forecast.

Forecast current fiscal:
Overall forecast up $6.1 million from ASK. TA - $4.8 million, DA + $10.9 million

Temporary Assistance:
-5 million Projected caseload 17/18 is reduced by 192 cases/month.
-0.5 million YTD cost per case has been slightly lower than budget (for out years for now we are projecting based on budgeted cost per case as shift so far is not material)
-0.7 million Projection recoveries adjusted down. Continued decrease in the setup of new debt and also overpayments. Due to programs such as SPEI, increase in PWD thresholds.
-4.8 million

Disability Assistance:
+13.3 million Projected caseload 17/18 increased 1,396 cases/month ($11,449/case).
+0.1 million Projected caseload 17/18, 339 cases/month higher than caseload that was used as base for rate increase (this additional ask was submitted later than general ask so based on different caseload forecast)
+1 million Increase other case types and general expenses (including LTD)
-2.6 million Increase exceptions (adjusted based on increase caseload and % exceptions 16/17)
-0.9 million Increase projected recoveries. Ask was $7 million in recoveries reduced by $0.6 million CPP staff cost. Current forecast is $8.1 million recoveries, staff cost $0.765 million
+10.9 million

Forecast out years:
2018/19: Overall forecast up $8.6 million from ASK. TA - $6.4 million, DA + $15.1 million
2019/20: Overall forecast up $19.1 million from ASK. TA - $5.7 million, DA + $24.8 million

Temporary Assistance:
Most of the change is due to caseload reduced 405 cases/month 18/19 and 499 cases 19/20.
-$0.26 million each year due to minor adjustment other case types/LTD

Disability Assistance:
2018/19
+17.1 million Projected caseload 17/18 increased 2,014 cases/month.
+0.4 million Projected caseload 17/18 higher than caseload that was used as base for rate increase (+946 cases/month)
+1 million Increase other case types and general expenses (including LTD)
-2.5 million Increase exceptions (adjusted based on increase caseload and % exceptions 16/17)
-0.9 million Increase projected recoveries. Ask $7 million recoveries reduced by CPP staff cost. Current forecast $8.1 m recoveries, staff cost $0.765m
+15.1 million

2019/20
+26.4 million Projected caseload 17/18 increased 2,837 cases/month.
+0.9 million Projected caseload 17/18 higher than caseload that was used as base for rate increase (1,799 cases/month)

+0.9 million Increase other case types and general expenses (including LTD)
-2.5 million Increase exceptions (adjusted based on increase caseload and % exceptions 16/17)
-0.9 million Increase projected recoveries. Ask $7 million recoveries reduced by CPP staff cost. Current forecast $8.1 m recoveries, staff cost $0.765m
+24.8 million

Please let me know if you have any questions.

Torunn Andersen, MBA
Sr Budget Manager, Budgets, Programs and Assurance
Ministry of Social Development and Social Innovation
Tel: 778-679-3995

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Thursday, July 27, 2017 9:55 AM
To: Kirby, Kyla SDSI:EX
Subject: RE: Updates to TB CAB Sub log for Exec.

done

/m

From: Kirby, Kyla SDSI:EX
Sent: Thursday, July 27, 2017 8:59 AM
To: Lord, Michael SDSI:EX
Subject: Updates to TB CAB Sub log for Exec.

Hi Michael,

If you can please update the TB Cab sub log before 12noon, I will send it to DMO for Exec on Monday.

Thank you,
Kyla

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Monday, July 31, 2017 11:10 AM
To: Kirby, Kyla SDSI:EX
Subject: Subs
Attachments: s.12

Importance: High

Can you please print one copy of each of these, b/w is fine, double-sided.

Michael Lord, CPA, CA
Assistant Deputy Minister, Corporate Services Division
Ministry of Social Development and Poverty Reduction
614 Humboldt St, 7th Floor | Victoria, BC | V8W 9R2 | 250.387.3159

Kirby, Kyla SDPR:EX

From: Kirby, Kyla SDSI:EX
Sent: Thursday, July 27, 2017 8:58 AM
To: Lord, Michael SDSI:EX
Subject: Updates to TB CAB Sub log for Exec.

Hi Michael,

If you can please update the TB Cab sub log before 12noon, I will send it to DMO for Exec on Monday.

Thank you,
Kyla

Kirby, Kyla SDPR:EX

From: Lord, Michael SDSI:EX
Sent: Thursday, July 20, 2017 4:50 PM
To: Kirby, Kyla SDSI:EX
Subject: s.22

s.22 I'll need to confirm ED coverage from August 10-22. Let's chat on Friday.

Michael Lord, CPA, CA
Assistant Deputy Minister, Corporate Services Division
Ministry of Social Development and Poverty Reduction
614 Humboldt St, 7th Floor | Victoria, BC | V8W 9R2 | 250.387.3159

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 19, 2017 10:54 AM
To: Bruce, Robert SDSI:EX; Ross, Ian SDSI:EX; Sihota, Harb SBRT:EX; Chiu, Cary SDSI:EX; Mader, Susan SDSI:EX
Cc: McGaghey Jones, Stacey SDSI:EX; Moccia, Margaret SDSI:EX
Subject: Ministry structure

Ministry structure remains as before. Name changes to social development and poverty reduction.

Sent from my iPhone

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 19, 2017 3:49 PM
To: Moccia, Margaret SDSI:EX
Cc: Bruce, Robert SDSI:EX; Ross, Ian SDSI:EX
Subject: poverty meeting tomorrow 11 to noon

Follow Up Flag: Follow up
Flag Status: Completed

Please invite rob, linda, ian and daphna. My office

Thx

Molly Harrington
ADM Research, Innovation and Policy Division
Ministry of Social Development and Social Innovation
Phone: 250-356-5065
Email: molly.harrington@gov.bc.ca

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 26, 2017 10:44 AM
To: Moccia, Margaret SDSI:EX
Subject: s.22 letter
Attachments: Letter.pdf

s.22

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 26, 2017 10:50 AM
To: 'Rupert Downing'; Moccia, Margaret SDSI:EX
Subject: RE: Getting together

Follow Up Flag: Follow up
Flag Status: Completed

Hi Rupert,

Sorry to not get back to you right away – it's been busy as I know you can imagine. Happy to connect. Margaret can find us some time in August.

From: Rupert Downing s.22
Sent: Saturday, July 8, 2017 12:50 PM
To: Harrington, Molly SDSI:EX
Subject: Getting together

Hi Molly hope you're doing well. I wondered if we might get together for tea and a chat in the current hiatus (if there is one for you !) to talk a bit about some of the social enterprise, social finance work and where it might go. Attached is a one pager on the research project I am helping to implement with the BC Centre for Employment Excellence that you might have some suggestions on as well, we thought of asking you to be on the Advisory Committee. This is the new webpage for the BC Coalition for Community Impact Investing that I am chairing as well. https://ccednet-rcdec.ca/en/page/bc-community-impact-investment-coalition

Let me know what would work for you.

Best Regards

Rupert Downing
Manager, Vancouver Island Community Investment Cooperative
Chair, BC Community Impact Investment Coalition
1215 Cloake Hill Road North Saanich BC VL 5K3
Tel. 250-727-5475
https://www.facebook.com/pg/VancouverIslandCommunityInvestmentCoop/posts/

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 19, 2017 10:55 AM
To: Moccia, Margaret SDSI:EX
Subject: Can you get me new business cards.

Sent from my iPhone

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Thursday, July 27, 2017 11:12 AM
To: DeBenedictis, Linda SDSI:EX; Bruce, Robert SDSI:EX
Cc: Moccia, Margaret SDSI:EX
Subject: NFA at Exec on Monday July 31 - do you have enough time to prepare?

Not a problem if you need more time

Molly Harrington
ADM Research, Innovation and Policy Division
Ministry of Social Development and Social Innovation
Phone: 250-356-5065
Email: molly.harrington@gov.bc.ca

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Thursday, July 27, 2017 11:15 AM
To: DeBenedictis, Linda SDSI:EX; Bruce, Robert SDSI:EX
Cc: Moccia, Margaret SDSI:EX
Subject: RE: NFA at Exec on Monday July 31 - do you have enough time to prepare?

No problem

From: DeBenedictis, Linda SDSI:EX
Sent: Thursday, July 27, 2017 11:14 AM
To: Harrington, Molly SDSI:EX; Bruce, Robert SDSI:EX
Cc: Moccia, Margaret SDSI:EX
Subject: RE: NFA at Exec on Monday July 31 - do you have enough time to prepare?

Hi,

Sorry, I will need more time....

Thanks,

Linda

From: Harrington, Molly SDSI:EX
Sent: Thursday, July 27, 2017 11:12 AM
To: DeBenedictis, Linda SDSI:EX; Bruce, Robert SDSI:EX
Cc: Moccia, Margaret SDSI:EX
Subject: NFA at Exec on Monday July 31 - do you have enough time to prepare?

Not a problem if you need more time

Molly Harrington
ADM Research, Innovation and Policy Division
Ministry of Social Development and Social Innovation
Phone: 250-356-5065
Email: molly.harrington@gov.bc.ca

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Thursday, July 27, 2017 4:12 PM
To: Vivian Lee; Ross, Ian SDSI:EX; Moccia, Margaret SDSI:EX
Subject: Re: Chance for a meeting - Aug. 4th with Bev?

Yes Margaret will find us some time.

Sent from my iPhone

On Jul 27, 2017, at 3:49 PM, Vivian Lee <Vivian.Lee@cmha.bc.ca> wrote:

> Good afternoon Molly, hope this finds you well. Bev will be in Victoria on Aug. 4th for a 9 am meeting. She would very much like to meet with you if your schedule allows.
>
> Please let us know so that I can coordinate a time with your assistant.
>
> Thank you in advance!
> Vivian
>
> Vivian Lee
> *Administrative Coordinator*
>
> CMHA BC
> Canadian Mental Health Association, BC Division
> 905 – 1130 W. Pender Street, Vancouver, BC V6E 4A4 **PLEASE NOTE OUR NEW ADDRESS**
> **Direct Line: 778-372-6322**
> Tel: 1-800-555-8222 or 604-688-3234 ext. 6322
> www.cmha.bc.ca
>
> **As we move into a new phase in BC, help us keep mental health TOP OF MIND. Please give today.**
>
> <image001.jpg> <image002.jpg>
>
> *This email is intended only for the person to whom it was addressed (the addressee) and many contain confidential and/or private material. Any retransmission, dissemination, or other communication to a person other than the addressee of this message is prohibited. If you received this email in error, please contact the sender (or call 604 688 3234) and destroy all copies of the message.*

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Monday, July 31, 2017 9:05 AM
To: Ross, Ian SDSI:EX
Cc: Moccia, Margaret SDSI:EX
Subject: Re: 11:30

Follow Up Flag: Follow up
Flag Status: Completed

Yes

Sent from my iPhone

On Jul 31, 2017, at 9:04 AM, Ross, Ian SDSI:EX <Ian.Ross@gov.bc.ca> wrote:

> Could I bump Harb's bilat to catch up? Need to update on s.12
> s.12
>
> I will also have the next sub draft to you by then.
>
> *Ian Ross*
> Executive Director | Strategic Policy
> Ministry of Social Development and Poverty Reduction
> **Province of British Columbia**

Moccia, Margaret SDPR:EX

From: Moccia, Margaret SDSI:EX
Sent: Monday, July 24, 2017 7:51 AM
To: Harrington, Molly SDSI:EX
Subject: RE: Please cancel 9am mtg.

O.K.

Have a great day!

Margaret

-----Original Message-----
From: Harrington, Molly SDSI:EX
Sent: Monday, July 24, 2017 6:52 AM
To: Moccia, Margaret SDSI:EX
Subject: Please cancel 9am mtg.

Thx

Sent from my iPhone

Moccia, Margaret SDPR:EX

From: Moccia, Margaret SDSI:EX
Sent: Tuesday, July 25, 2017 3:23 PM
To: Harrington, Molly SDSI:EX
Subject: 192689 Canada BC LMTA Bilateral Negotiations

Hi Molly,

This request is due today. Stacey has just sent it to you for your approval.

Margaret

Moccia, Margaret SDPR:EX

From: Moccia, Margaret SDSI:EX
Sent: Tuesday, July 25, 2017 4:03 PM
To: Harrington, Molly SDSI:EX
Subject: Lauren Dobell called

Lauren Dobell asked if you could call at your leisure. Her number is: s.22

Margaret

Moccia, Margaret SDPR:EX

From: Moccia, Margaret SDSI:EX
Sent: Thursday, July 27, 2017 9:11 AM
To: Harrington, Molly SDSI:EX; McGaghey Jones, Stacey SDSI:EX
Subject: Mandate letters for Ministers

https://www.bcndp.ca/latest/read-premier-john-horgans-mandate-letters-new-bc-ndp-government-ministers

Margaret

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Tuesday, July 18, 2017 11:56 AM
To: Moccia, Margaret SDSI:EX
Subject: FW: Notification about delivery #1

Anyother bad one

From: canadapost.ca [mailto:ticket@biletist.com]
Sent: Tuesday, July 18, 2017 10:14 AM
To: Harrington, Molly SDSI:EX
Subject: Notification about delivery #1

Dear Customer ,

This is an auto-generated letter sent to inform you that sadly we were unable to deliver your package .

Because nobody was present at provided address . You still can get your package in the closest Canada Post office in your neighbourhood .

Please, print the shipping invoice indicated below and provide it to the postal worker .

In case the parcel is not handed over to the addressee within 72 hours it will be returned to the sender .

All specifications about the parcel are available here :

www.canadapost.ca/cpotools/apps/track/personal/printInvoiceNumber?execution=e4s5

Best regards

2017 Canada Post Corporation

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 19, 2017 10:55 AM
To: Moccia, Margaret SDSI:EX
Subject: Can you get me new business cards.

Sent from my iPhone

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 19, 2017 1:21 PM
To: Moccia, Margaret SDSI:EX
Subject: Re: Can you get me new business cards.

Both great. Thx

Sent from my iPhone

> On Jul 19, 2017, at 1:06 PM, Moccia, Margaret SDSI:EX <Margaret.Moccia@gov.bc.ca> wrote:
>
> I will print off some regular cards for you but the braille will have to be sent in and it will take a bit of time - about 2 months.
>
> Have a great day!
>
> Margaret
>
> -----Original Message-----
> From: Harrington, Molly SDSI:EX
> Sent: Wednesday, July 19, 2017 10:55 AM
> To: Moccia, Margaret SDSI:EX
> Subject: Can you get me new business cards.
>
>
>
> Sent from my iPhone

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 19, 2017 3:49 PM
To: Moccia, Margaret SDSI:EX
Cc: Bruce, Robert SDSI:EX; Ross, Ian SDSI:EX
Subject: poverty meeting tomorrow 11 to noon

Please invite rob, linda, ian and daphna. My office

Thx

Molly Harrington
ADM Research, Innovation and Policy Division
Ministry of Social Development and Social Innovation
Phone: 250-356-5065
Email: molly.harrington@gov.bc.ca

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Friday, July 21, 2017 8:43 AM
To: Moccia, Margaret SDSI:EX
Subject: Fwd: Pending Approvals Notification

Sent from my iPhone

Begin forwarded message:

> **From:** <donotreplyBCPSA@gov.bc.ca>
> **Date:** July 21, 2017 at 7:24:24 AM PDT
> **To:** <Molly.Harrington@gov.bc.ca>
> **Subject: Pending Approvals Notification**
>
> Be advised that there are Time or Leave transactions that may require your approval. If you are an alternate approver/expense authority, please confirm with the primary before taking action.
>
> As a Leave Approver, please logon to Time and Leave to approve your employee's leave requests.
>
> As a Time Approver/Expense Authority, please logon to Time and Leave to approve your employees' time or exceptions to pay. Please note that Expense Authority must be applied no later than 5:00 p.m. Monday in order to process within the current pay period.
>
> Time and Leave
> Website: https://chips.gov.bc.ca:7002/psp/CHIPSBC/EMPLOYEE/HRMS/h/?tab=DEFAULT
>
> At this time, you should also adjust your personal timesheet and/or leave requests if you have any exceptions to report such as overtime or leave during this pay period.
>
> If you require assistance or have any questions that affect your approval, please call MyHR at 250-952-6000 or 1-877-277-0772 (Press "1" for Time and Leave support) or use AskMyHR to submit an online service request.

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Friday, July 21, 2017 8:49 AM
To: Moccia, Margaret SDSI:EX
Subject: Re: Pending Approvals Notification

s.22

Sent from my iPhone

On Jul 21, 2017, at 8:47 AM, Moccia, Margaret SDSI:EX <Margaret.Moccia@gov.bc.ca> wrote:

> Thanks Molly. I checked and the only approvals for leave are for s.22
>
> ***Have a great day!***
>
> ***Margaret***
>
> ---
>
> **From:** Harrington, Molly SDSI:EX
> **Sent:** Friday, July 21, 2017 8:43 AM
> **To:** Moccia, Margaret SDSI:EX
> **Subject:** Fwd: Pending Approvals Notification
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** <donotreplyBCPSA@gov.bc.ca>
> > **Date:** July 21, 2017 at 7:24:24 AM PDT
> > **To:** <Molly.Harrington@gov.bc.ca>
> > **Subject: Pending Approvals Notification**
> >
> > Be advised that there are Time or Leave transactions that may require your approval. If you are an alternate approver/expense authority, please confirm with the primary before taking action.
> >
> > As a Leave Approver, please logon to Time and Leave to approve your employee's leave requests.
> >
> > As a Time Approver/Expense Authority, please logon to Time and Leave to approve your employees' time or exceptions to pay. Please note that Expense Authority must be applied no later than 5:00 p.m. Monday in order to process within the current pay period.

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Monday, July 24, 2017 6:52 AM
To: Moccia, Margaret SDSI:EX
Subject: Please cancel 9am mtg.

Thx

Sent from my iPhone

Moccia, Margaret SDPR:EX

From: Harrington, Molly SDSI:EX
Sent: Wednesday, July 26, 2017 10:44 AM
To: Moccia, Margaret SDSI:EX
Subject: s.22 letter
Attachments: Letter.pdf

s.22

July 10, 2017

Dear Molly

Please accept this letter as my resignation from the Public Service of BC. I am still working on a leave without pay arrangement but for the purposes of getting me off the payroll I wanted to send you this letter. My last official day will be August 14, 2017.

I have enjoyed these last few years at the Ministry and I sincerely appreciated the all the support and encouragement that you have provided to me during my time here. I am forever grateful for all you have done for me and the important role you have played to advance social innovation in British Columbia.

My new job with Vancouver Island University will afford me the opportunity to engage with key ministries on issues relating to jobs, economic development, indigenous peoples, education, social innovation, and environmental issues.

Kind regards,

Robin McLay

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 18, 2017 1:59 PM
To: Byers, Rob A SDSI:EX
Subject: Fwd: PPT for new Minister briefings
Attachments: ISD Overview - Minister Briefing SDSI - June 2017 draft.pptx

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Giesbrecht, Mandy SDSI:EX"
Date: 2017-07-06 1:34 PM (GMT-08:00)
To: "MacMillan, Karen SDSI:EX"
Subject: RE: PPT for new Minister briefings

Hi, here's ours. Small changes likely to happen, but this is about 95%.
Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and
Social Development & Social Innovation

From: MacMillan, Karen SDSI:EX
Sent: Thursday, July 6, 2017 1:24 PM
To: Byers, Rob A SDSI:EX; Harrington, Molly SDSI:EX; Upton, Debi L SDSI:EX; Bouslov, Sergei SDSI:EX; Wright, Nicole SDSI:EX; Lord, Michael SDSI:EX
Cc: Giesbrecht, Mandy SDSI:EX; McGaghey Jones, Stacey SDSI:EX; Walmsley, Megan E SDSI:EX; Ghebremedhin, Asmeret SDSI:EX; Kirby, Kyla SDSI:EX
Subject: PPT for new Minister briefings
The Deputy has asked me to follow up with all of you to see who is preparing slide decks for briefing a new minister. Can you please let me know if you are preparing anything and when you might have a draft the DM could review. If you have any that are finished or near finished could you please send them to me as the DM would like to review . Thank you
Karen MacMillan
Manager, Executive Operations
Deputy Minister's Office
Ministry of Social Development and
Social Innovation
250-387-2807

Information Services Division

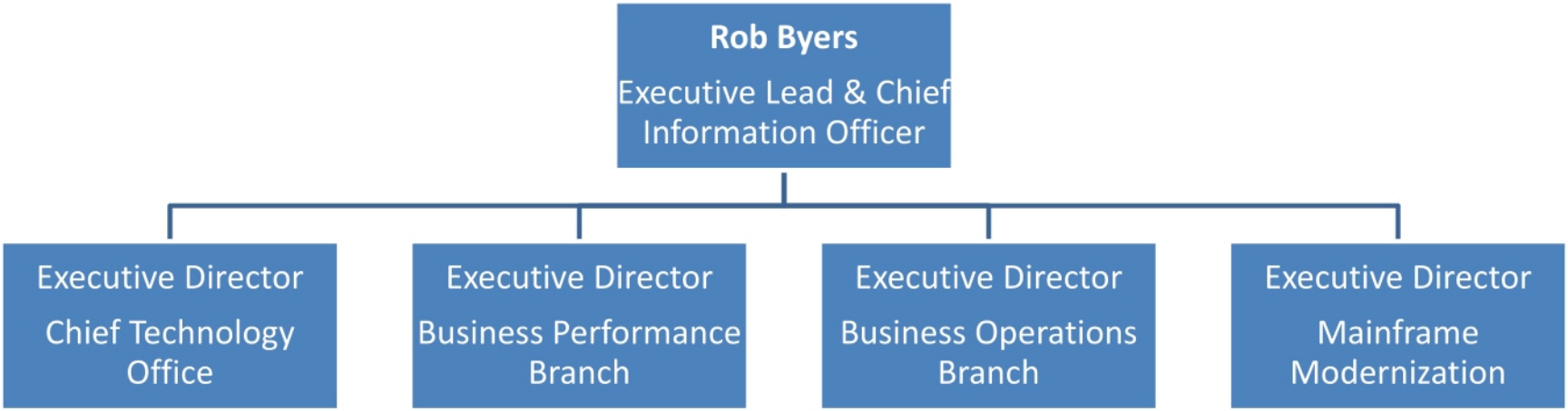
Minister Briefing

SDSI

June 2017

Divisional Overview & Structure

- Provides information management and information technology (IM/IT) support to the social sector.
- Approximately 145 staff in various locations across Vancouver and Victoria.



Branch Organization

- **Chief Technology Office (CTO):**
  - Responsible for delivery of the sector's technical service elements which includes product and service management, workplace technology, application development, business intelligence, data quality and security, privacy and compliance management.
  - Leads the Joint Operating Committee whose mandate is to support, provide recommendations, and enact direction from the IM/IT Governance Committee in defining, building, deploying and operating IM/IT initiatives.

- **Business Operations Branch (BOB):**
  - Supports social sector business operations through business case development and analysis to support strategic technology planning for the sector including vendor and contract management.
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- **Business Performance Branch (BPB):**
  - Provides oversight of the sector's capital and operating projects as well as IM/IT governance and integration of transformational IM/IT business planning across the sector.

- **Mainframe Modernization (MM):**
  - With a project roadmap spanning five years, this initiative seeks to modernize existing social sector applications by enhancing functionality and processes to align with current government standards and corporate applications.

Information Services Division Annual Budget

	FY 2016/17	FY 2017/18
Salaries & Benefits	$12,300,000	$12,300,000
Operating Budget	$45,700,000	$45,528,000
Recoveries	($28,700,000)	($28,614,000)
Total Working Budget	**$29,300,000**	**$29,214,000**

Vendor Contracts & Spending

Vendor	Contract Expiry	Annual Cost*
Avocette (MCFD)	September 30, 2017	$3.3 million
Deloitte (sector)	February 3, 2020	$10.2 million
Quartech (SDSI)	September 30, 2017	$2.3 million
	Total:	**$15.8 million**

*Application maintenance & management only

IM/IT Procurement Update

- **Background:**
  - Application Maintenance and Management (AMM) includes a portfolio of approx. 100 system applications, excluding Integrated Case Management.
  - AMM contracts expire September 2017.
  - Value of the AMM Services contracts is estimated at $5.6 million per year.

- **Request for Proposals:**
  - A Request for Proposal (RFP) for AMM Services closed June 16, 2017.
  - RFP anticipated to be awarded in July to a single vendor.
  - New contract will begin in October 2017 - new term of 3 years, with two 1 year optional renewals.

- **Planned Outcomes:**
  - Increased quality of service for the social sector.
  - Greater integration of AMM services through a single vendor.
  - Improved economies of scale and efficiencies in the overall spend for AMM Services.

Integrated Case Management

- 5 year business transformation project completed November 2014.
- Key Outcomes: business transformation, service integration, updated systems, privacy protection, better citizen outcomes.
- Since November 2014 go-live there have been 13 ICM system releases .
- ICM is now the foundational tool used in the majority of business areas across the social sector.
- We continue to enhance ICM functionality based on feedback from front-line service delivery areas.

Approved Capital Projects

- **Prevention & Loss Management Services (PLMS) – anticipated completion FY ******:**
  - Replace and update elements of existing service to improve the quality of the service, increase efficiency and productivity, increase accountability and workload management

- **Mainframe Modernization – anticipated completion FY 2020/21:**
  - Modernize existing social sector applications by enhancing functionality and processes to align with current government standards and corporate applications.

Future Activities

- Improve our ability to meet sector business needs through adoption of emerging practices such as agile development and advanced data analytics.
- Continue to modernize Line of Business applications through projects like Mainframe Modernization, moving the functionality into ICM where possible.
- Develop digital and mobility strategies to expand service delivery channels for clients and to capitalize on modern technologies to support staff in service delivery.

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 18, 2017 4:36 PM
To: Byers, Rob A SDSI:EX
Subject: SDSI Minister Briefing
Attachments: ISD Overview - Minister Briefing SDSI - new template July 2017 draft.pptx; ISD Overview - Minister Briefing SDSI - June 2017 draft.pptx

Both are attached (our old template and the new one) with the same info contained. For your comments. Whatever you prefer, I will send over to Karen tomorrow.
M

Information Services Division

Briefing for Honorable Shane Simpson MLA
Minister of Social Development & Poverty Reduction
July 2017

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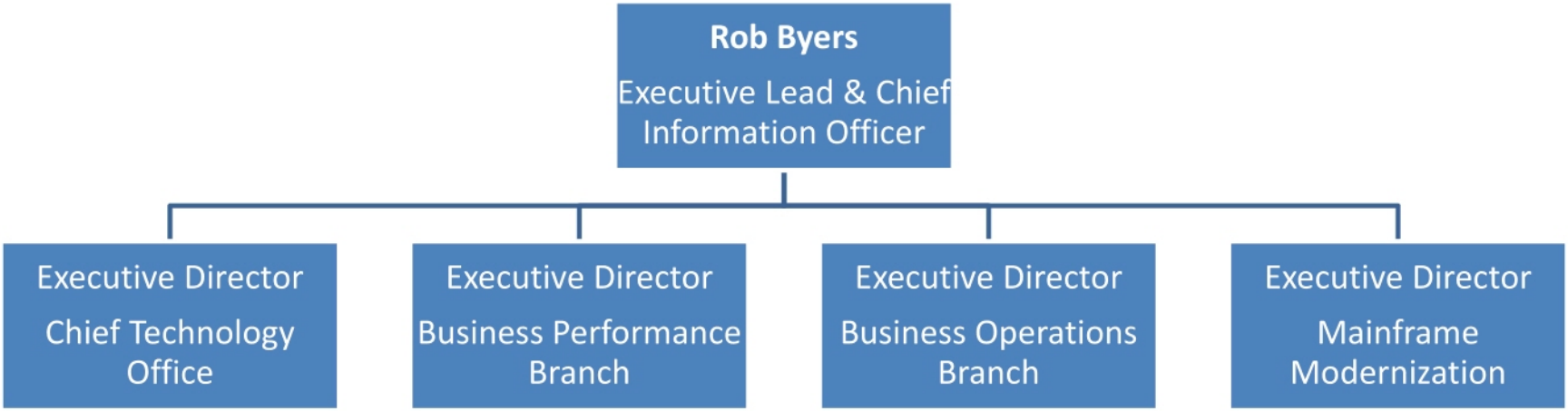

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- Develop digital and mobility strategies to expand service delivery channels for clients and to capitalize on modern technologies to support staff in service delivery.

Confidential

DRAFT

Information Services Division (ISD)
Overview

Briefing for Honorable Shane Simpson,
Minister of Social Development and Poverty Reduction | July 2017

Information Services Division

Divisional Overview & Structure

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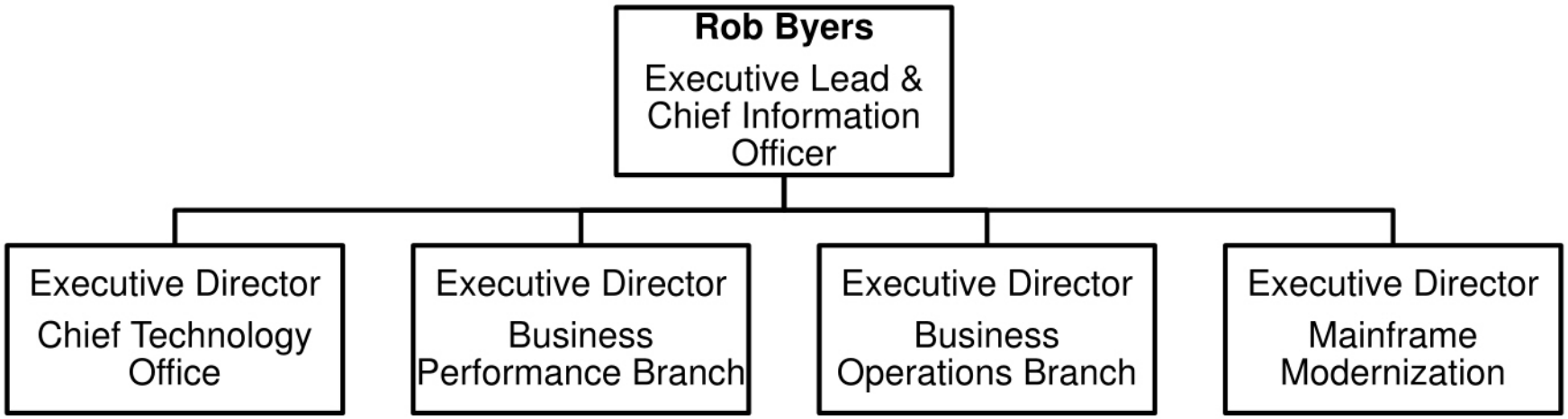

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Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Wednesday, July 19, 2017 3:45 PM
To: Byers, Rob A SDSI:EX
Subject: Wednesday, July 19

Laurie's position number
Sylvia will do her best to expedite but makes no promises.

Mainframe Interviews
Who else will be on the panel? I'll set some holds.

Bi-weekly with Allison Bond
Jen's status is "away" so I couldn't get an answer today. I will connect back with her tomorrow morning.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3
TEAMWORK CURIOSITY PASSION SERVICE COURAGE ACCOUNTABILITY
INTEGRITY
Note: The contents of this message and any attachments are solely intended for the addressee(s), and may not be disclosed or disseminated to anyone other than ministry staff without the express written consent of the sender. If you have received this message in error, please advise the sender immediately.

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 6:04 PM
To: Giesbrecht, Mandy SDSI:EX
Cc: Jassar, Daisy SDSI:EX; LaBoucane, Mary SDSI:EX; Looysen, Alison SDSI:EX
Subject: MCFD Deputy Briefing

Hi Mandy,

Can you set up a meeting for us all to have a quick discussion regarding the CFD deputy briefing. I think it would need about an hour tomorrow or Friday.

FYI for all - Allison has asked that we assume she knows nothing to ensure she has the appropriate fresh eyes on things.

Thanks,
Rob

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 6:40 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Re: ISD briefing and bilaterals

Brilliant minds!!

Sent from my iPhone

On Jul 19, 2017, at 6:36 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:

> Funny your wording to Allison was almost exactly word for word what I typed to jenn.
>
> Please excuse typos and brevity. This message has been sent from my smartphone.
>
> -------- Original message --------
> From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> Date: 2017-07-19 5:59 PM (GMT-08:00)
> To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
> Subject: Fwd: ISD briefing and bilaterals
>
> FYI
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** "Bond, Allison MCF:EX" <Allison.Bond@gov.bc.ca>
> > **Date:** July 19, 2017 at 5:55:32 PM PDT
> > **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> > **Cc:** "Benn, Jennifer MCF:EX" <Jennifer.Benn@gov.bc.ca>
> > **Subject: Re: ISD briefing and bilaterals**
> >
> > Yes please. And don't assume I know anything. I have to look at it with fresh eyes. Thanks Rob
> >
> > Sent from my iPhone
> >
> > On Jul 19, 2017, at 5:54 PM, Byers, Rob A SDSI:EX <Rob.Byers@gov.bc.ca> wrote:
> >
> > > Hi Allison,

Will Jenn be setting up a meeting for you to get an ISD briefing and then a bi-lateral schedule once you get settled in?

Thanks,

Rob

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 20, 2017 10:26 AM
To: Byers, Rob A SDSI:EX
Subject: RE: UPDATED MCFD and SDSI Initiatives List

FYI this is done. I just made a library on our Admin sharepoint and circulated the access link. Alison was good with that.

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction

---

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 19, 2017 5:56 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: UPDATED MCFD and SDSI Initiatives List

FYI - action item for Alison's list is to set up a SharePoint for these so that your can pull the info whenever we need it.

Sent from my iPhone

Begin forwarded message:

> **From:** "Looysen, Alison SDSI:EX" <alison.looysen@gov.bc.ca>
> **Date:** July 19, 2017 at 11:14:31 AM PDT
> **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> **Subject: FW: UPDATED MCFD and SDSI Initiatives List**
>
> ---
>
> **From:** Allen, Nancy G SDSI:EX
> **Sent:** Wednesday, July 19, 2017 9:14 AM
> **To:** Looysen, Alison SDSI:EX
> **Subject:** UPDATED MCFD and SDSI Initiatives List
>
> Hi, attached are updated lists, we need to confirm priority of some of these initiatives
>
> Thank you,
> Nancy

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Thursday, July 20, 2017 1:41 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: FW: TELUS mobility meeting next week

Can you set something up.

From: Garth Caters [mailto:Garth.Caters@telus.com]
Sent: Thursday, July 20, 2017 1:09 PM
To: Byers, Rob A SDSI:EX
Subject: TELUS mobility meeting next week

Hi Rob,

Thank you very much for your time yesterday!!

Do you have time next week on Thursday afternoon? I would like to introduce you to a couple of members of our GoBC Mobility Team – Mustajab Khan and Laurel Dodd.

Regards,

Garth

Garth Caters
Account Executive
TELUS Business Solutions
BC Public Sector Team

250.480.9284
garth.caters@telus.com

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 20, 2017 1:46 PM
To: Byers, Rob A SDSI:EX
Subject: Issues Note-ICM System Performance-DRAFT
Attachments: Issues Note-ICM System Performance-DRAFT.doc

MINISTRY OF SOCIAL DEVELOPMENT AND SOCIAL INNOVATION
ISSUES NOTE

Issue

Integrated Case Management (ICM) System Performance

Background

The purpose of the ICM project was to integrate multiple program areas and systems from the Ministries of Social Development and Social Innovation (SDSI) and Children and Family Development (CFD) into a single system, both to improve information sharing and case management across the social services sector, and to replace some disparate, aging systems no longer considered sustainable for program delivery. The ICM system has been functional and available over 99 per cent of the time since its launch.

In November 2014, the ministry signed a maintenance and support contract with Deloitte Inc. for an annual cost of approximately $10 million. The contract expires in February 2020 and is well within the average cost for similar information management & information technology (IM/IT) systems. Services covered under the contract include management and monitoring of all ICM environments, application of patches and upgrades, and investigation and resolution of issues. Improved information sharing includes:

- Timely access to complete client information for better decision making and quicker turnaround.
- Frontline staff have the necessary tools to make eligibility decisions and identify situations that require immediate attention.
- Information can be shared appropriately between program areas so clients don't have to provide personal information and repeat their story multiple times.
- ICM has also helped the ministry quickly roll out significant policy changes like the Single Parent Employment Initiative, higher gifts and assets limits for people with disabilities, and child support exemptions.

We will continue to enhance ICM to ensure it remains a stable, secure and reliable system.

Prepared by:
Mandy Giesbrecht
Executive Coordinator
Information Services Division
(778) 698-3799

Reviewing path:

Daisy Jassar, Executive Director / Rob Byers, Executive Lead / Sheila Taylor, Deputy Minister

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Thursday, July 20, 2017 1:53 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: FW: fraud analytics

Can you set up a meeting with me and Ian on this. Phone call would be fine.

From: Bailey, Ian D MTIC:EX
Sent: Sunday, July 9, 2017 10:39 AM
To: Byers, Rob A SDSI:EX
Subject: Re: fraud analytics

Ok

Sent from my Samsung Galaxy smartphone.

-------- Original message --------
From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
Date: 2017-07-09 10:34 AM (GMT-08:00)
To: "Bailey, Ian D MTIC:EX" <Ian.Bailey@gov.bc.ca>
Subject: Re: fraud analytics

It will most likely be Debi's ED responsible for Prevention Loss Management.

I am on vacation this week coming up but will connect when I get back.

Rob

Sent from my iPhone

On Jul 9, 2017, at 10:09 AM, Bailey, Ian D MTIC:EX <Ian.Bailey@gov.bc.ca> wrote:

> Let's meet with SAS and see what we could do...do you have a lead on fraud detection.?
>
> Sent from my Samsung Galaxy smartphone.
>
> -------- Original message --------
> From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> Date: 2017-07-09 9:13 AM (GMT-08:00)
> To: "Bailey, Ian D MTIC:EX" <Ian.Bailey@gov.bc.ca>
> Cc: "Looysen, Alison SDSI:EX" <alison.looysen@gov.bc.ca>
> Subject: Re: fraud analytics

Hi Ian,

I chatted with Debi, we do currently have a system that has been in place for many years. It would probably be good to do a POC to see if we can get any added value.

What would next steps look like?

Rob

Sent from my iPhone

On Jul 6, 2017, at 11:40 AM, Bailey, Ian D MTIC:EX <Ian.Bailey@gov.bc.ca> wrote:

> Rob,
>
> Just met with Jim Vorster of SAS software. As you are probably aware several ministries do use SAS for analytics (as opposed to doing BI) and one area that SAS does have expertise in is fraud detection analytics. I thought of SDSI as a potential business area to do a proof of concept – what do you think about a small POC for fraud detection of income assistance data – or maybe you already doing advanced analytics with that data?
>
> **Ian Bailey**
> Assistant Deputy Minister and A/Government Chief Information Officer
> Province of British Columbia
> PO Box 9412, Stn Prov Gov, Victoria BC V8W 9V1
> Ian.Bailey@gov.bc.ca
> 250-387-8053

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 20, 2017 3:35 PM
To: Byers, Rob A SDSI:EX
Subject: Thursday, July 20

DM Briefing
Hope it went well. I'm sure you'll have some feedback/tweaks for us to put on the Minister briefings as a result. When we're done all this I will finalize everything we presented for both levels (Minister and DM) and both ministries so we have a source of truth for next time this happens.

Ministry Name Change
We are good to start changing templates, banners, etc. according to Karen. Can I send out a division wide notice to go ahead or should it be more formal from Mary's people?

Mainframe Interviews
Any update on who we're interviewing?

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Thursday, July 20, 2017 5:47 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Re: Meeting with Reg

Yes

Sent from my iPhone

On Jul 20, 2017, at 5:20 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:

> Like inboxes?
>
> Please excuse typos and brevity. This message has been sent from my smartphone.
>
> -------- Original message --------
> From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
> Date: 2017-07-20 5:18 PM (GMT-08:00)
> To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
> Subject: Meeting with Reg
>
> Need to chat with Reg about funding for mailbox increases.
> Rob

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Monday, July 24, 2017 3:50 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Re: Monday, July 24

All good, I will figure it out.

Sent from my iPhone

On Jul 24, 2017, at 3:48 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:

> DMO is aware those briefings noted on the agenda are part of our overall presentation deck. Interesting they still chose to break them out that way on the agenda though.
> Mandy Giesbrecht
> **Executive Coordinator | Information Services Division**
> Cell: (778) 698-3799
> *Partnering with the Ministries of Children & Family Development and*
> *Social Development & Poverty Reduction*
>
> **From:** Byers, Rob A SDSI:EX
> **Sent:** Monday, July 24, 2017 3:43 PM
> **To:** Giesbrecht, Mandy SDSI:EX
> **Subject:** Re: Monday, July 24
> Add Mandate letter to leadership please.
>
> Sent from my iPhone
>
> On Jul 24, 2017, at 3:42 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:
>
> > No nothing. I'm just pinging Shanna now.
> > Mandy Giesbrecht
> > **Executive Coordinator | Information Services Division**
> > Cell: (778) 698-3799
> > *Partnering with the Ministries of Children & Family Development and*
> > *Social Development & Poverty Reduction*
> >
> > **From:** Byers, Rob A SDSI:EX
> > **Sent:** Monday, July 24, 2017 3:42 PM
> > **To:** Giesbrecht, Mandy SDSI:EX
> > **Subject:** Re: Monday, July 24
> > Anymore updates about tomorrow?
> >
> > Sent from my iPhone
> >
> > On Jul 24, 2017, at 3:40 PM, Giesbrecht, Mandy SDSI:EX <Mandy.Giesbrecht@gov.bc.ca> wrote:
> >
> > > **Meeting w/Teresa Dobmeier**

You mentioned Thursday afternoon but you and Alison are both tied up. Was there a particular time slot you and Alison had identified for this? If not, I'll see what I can work around.

Leadership Agenda

Has some stuff on it now. You can see it through the link in the invite if you need to.

Position Number

Sylvia is reaching out to them again (I offered but she said she'd do it). Attached is a draft org chart I can send over if you're okay with it. Maybe that will speed things up.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca
5th Floor, 609 Broughton St.
Mailing Address: PO Box 9436 Stn Prov Govt
Victoria, British Columbia V8W 9W3

TEAMWORK CURIOSITY PASSION SERVICE COURAGE ACCOUNTABILITY **I N T E G R I T Y**

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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 7:53 AM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: All mandate letters

Sent from my iPhone

Begin forwarded message:

> **From:** "Bond, Allison MCF:EX" <Allison.Bond@gov.bc.ca>
> **Date:** July 25, 2017 at 7:23:14 AM PDT
> **To:** MCF Executive Committee <MCFEXCOM@Victoria1.gov.bc.ca>
> **Subject: All mandate letters**
>
> In case you couldn't find the Minister of State's letter, etc. – here is the link to all (thanks to Karen – I couldn't find them myself)
>
> https://news.gov.bc.ca/releases/2017PREM0067-001344

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 2:43 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: RE: Heads up: Capital funding for SOCIAL - Draft Budget Table

Yes, thanks.

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 25, 2017 2:41 PM
To: Byers, Rob A SDSI:EX
Subject: FW: Heads up: Capital funding for SOCIAL - Draft Budget Table
Importance: High

Is this what you need?

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction

From: Truswell, Brad SDSI:EX
Sent: Monday, February 27, 2017 11:12 AM
To: Byers, Rob A SDSI:EX; Looysen, Alison SDSI:EX; Murch, Dennis SDSI:EX; Taylor, Erika SDSI:EX
Cc: Giesbrecht, Mandy SDSI:EX; Parker, Keith C SDSI:EX; Allen, Nancy G SDSI:EX; Muraro, Yvonne T SDSI:EX
Subject: Heads up: Capital funding for SOCIAL - Draft Budget Table
Importance: High

Good morning,

OCIO Capital Investment Branch (CIB) has shared their draft budget table for our business cases. Funding for all four business cases has been approved. If you have any concerns please let me know, so I can send comments back to OCIO. They have requested we send any comments by the end of today.

Background:

- Attached here is the Draft budget table 17/18- 20/21

Page 297

Withheld pursuant to/removed as

s.13

s.13

Let me know if you need any further details.

Brad Truswell
Director, Strategic Planning & Engagement
Information Services Division
Ph: (250) 580 6243
Partnering with the Ministries of Children & Family Development and Social Development & Social Innovation

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Tuesday, July 25, 2017 3:57 PM
To: Byers, Rob A SDSI:EX
Subject: Tuesday, July 25

Christine Massey is calling you around 415

Laurie's letter
In your tray for signature.

MCFD Minister Briefing
Updated with ED names and send to Krista Cain.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

5th Floor, 609 Broughton St.
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Victoria, British Columbia V8W 9W3
TEAMWORK CURIOSITY PASSION SERVICE COURAGE ACCOUNTABILITY
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Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Tuesday, July 25, 2017 8:29 PM
To: Giesbrecht, Mandy SDSI:EX
Subject: Fwd: TELUS - introductory meeting with Harjot Sidhu

I am fine with this meeting. Can you see if Dwayne has an electronic copy of the report he is referencing.

Sent from my iPhone

Begin forwarded message:

> **From:** Garth Caters <Garth.Caters@telus.com>
> **Date:** July 25, 2017 at 10:45:14 AM PDT
> **To:** "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>, "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
> **Subject: TELUS - introductory meeting with Harjot Sidhu**
>
> Hi Rob,
> As another follow up to our meeting last week, I was hoping to get an hour on your calendar to introduce Harjot and discuss the development of your strategy for the mobilization of social workers. If you get the opportunity before the meeting to review Harjot's earlier report, that would be helpful. I trust you have a copy handy – if not, let me know and I will forward it to you.
> Thank you.
> Regards,
>
> Garth
>
> Garth Caters
> Account Executive
> TELUS Business Solutions
> BC Public Sector Team
>
> 250.480.9284
> garth.caters@telus.com

Giesbrecht, Mandy SDPR:EX

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 26, 2017 11:17 AM
To: Giesbrecht, Mandy SDSI:EX
Subject: RE: Meeting with Debi and Ian Bailey

Next week would be fine.

From: Giesbrecht, Mandy SDSI:EX
Sent: Wednesday, July 26, 2017 11:16 AM
To: Byers, Rob A SDSI:EX
Subject: RE: Meeting with Debi and Ian Bailey

Urgent or in the next week or two?

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction

---

From: Byers, Rob A SDSI:EX
Sent: Wednesday, July 26, 2017 11:16 AM
To: Giesbrecht, Mandy SDSI:EX
Subject: Meeting with Debi and Ian Bailey

Can you get a meeting set up with me, Debi Upton and Ian Bailey around Fraud Analytics. Probably need 30 mins.

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Thursday, July 27, 2017 4:30 PM
To: Byers, Rob A SDSI:EX
Subject: Thursday, July 27
Attachments: Staffing announcement

Laurie – draft messaging:
Attached for your review, almost exactly the same as Nicole's. Once you confirm, I will coordinate release with Nicole. Can we send Laurie her letter yet?

Mainframe:
Mary's shortlist of 4 are candidates #3, 5, 6 and 7. Daisy is still reviewing.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

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Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 9:16 AM
To: Jassar, Daisy SDSI:EX; Byers, Rob A SDSI:EX
Subject: Fwd: Possible Media Alert: Cheque Issue

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Archer, Terri SDSI:EX"
Date: 2017-07-28 8:21 AM (GMT-08:00)
To: "Walmsley, Megan E SDSI:EX" , "Anderson, Maryann SDSI:EX" , "Zilkie, Heidi GCPE:EX"
Cc: "Mills, Esme GCPE:EX" , "MacMillan, Karen SDSI:EX" , "McGaghey Jones, Stacey SDSI:EX" , "Giesbrecht, Mandy SDSI:EX"
Subject: Re: Possible Media Alert: Cheque Issue

To clarify, at this point a MySS message and client letter are being drafted and MOC will determine if they proceed.

The letter would be in the event that a client requests written confirmation from the ministry of why payment was delayed.

Thank you

Terri

From: Walmsley, Megan E SDSI:EX
Sent: Friday, July 28, 2017 7:59 AM
To: Anderson, Maryann SDSI:EX; Zilkie, Heidi GCPE:EX
Cc: Mills, Esme GCPE:EX; MacMillan, Karen SDSI:EX; McGaghey Jones, Stacey SDSI:EX; Giesbrecht, Mandy SDSI:EX; Archer, Terri SDSI:EX
Subject: Possible Media Alert: Cheque Issue

'Morning all,
Late yesterday I was made aware of an issue with cheque issue in the wildfire areas:

- A number of clients in wildfire-impacted postal codes who receive assistance through EFT, and who receive their EFT notice through the postal mail, did not receive their assistance electronically.
- Instead, cheques for this group of clients were printed and sent to Kamloops for pickup.
- The clients who are impacted:
    - Reside in a wildfire impacted postal code, AND
    - Receive assistance through EFT, AND
    - Receive their EFT notice by mail.

- We do not know how many clients are impacted; however, the three characteristics above do not apply to everyone who receives EFT in a wildfire area.
    - The number of clients affected is being investigated and I expect to know that later today.
- As part of MOC in preparation for cheque issue, a targeted message was sent to all registered MySS users in the wildfire areas that there would be no impact to EFT assistance payments.
- An updated message is being sent through MySS to registered, impacted clients, along with a letter acknowledging that assistance payments for these clients were made by cheque this month as verification, should it be needed.

I will keep you updated as I learn more.

Thanks,

Meg

Meg Walmsley | A/Issues Manager
Assistant Deputy Minister's Office | Service Delivery Division
Ministry of Social Development and Poverty Reduction
Phone: 250 387-3598
Mobile: 250-893-2338

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 11:43 AM
To: Byers, Rob A SDSI:EX
Subject: Issue

Hi, got some information clarified from Meg:

- Canada Post isn't delivering to the Queen Charlottes - they can't get there (roads closed / refusing to deliver).
- The actual cheques (Bella Coola) were being couriered to Vancouver with Purolator and then put on the Pacific Costal flight to Bella Coola.
- The Service BC staff person was picking them up at the airport and taking them to the office to hand out.
- The cheques that were created instead of EFT (one time issue) were sent to Kamloops

So there was a plan for people who were expecting to receive a cheque, but the people who were expecting EFT don't have cheques there to pick up and also didn't get their EFT.

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

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Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 1:59 PM
To: Byers, Rob A SDSI:EX; Jassar, Daisy SDSI:EX
Subject: FW: RE: Possible Media Alert: Cheque/Pmt Issue Update

Mandy Giesbrecht
Executive Coordinator | Information Services Division
Cell: (778) 698-3799
Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction

---

From: Archer, Terri SDSI:EX
Sent: Friday, July 28, 2017 1:58 PM
To: Walmsley, Megan E SDSI:EX; Anderson, Maryann SDSI:EX
Cc: Mills, Esme GCPE:EX; MacMillan, Karen SDSI:EX; McGaghey Jones, Stacey SDSI:EX; Giesbrecht, Mandy SDSI:EX; Truswell, Brad SDSI:EX; Fieltsch, Raymond SDSI:EX; SDSI Community Relations and Service Quality Managers; Bandechha, Pardip SDSI:EX; Jensen, Dana SDSI:EX; Gault, Jeanette C SDSI:EX; Siebel, Cassandra S SDSI:EX; Mikkelson, Brigitte SDSI:EX; Anholt, Jennifer A SDSI:EX
Subject: RE: Possible Media Alert: Cheque/Pmt Issue Update

Update:

A Field Communication has been sent out to staff.

Local Office Service (LOS) staff have already managed to connect with most of the Bella Coola (and surrounding areas like Nimpo Lake, Hagensborg) clients. 5 are going to pick up their cheques from the Service BC office, the rest opted for cancellation and re-issue via EFT.

We now have a detailed client list of EFT clients affected and LOS will continue to attempt to connect with these clients directly this afternoon and are hopeful they will get through this list today.

LOS made a decision to cancel and re-issue via EFT if they cannot connect with clients. If an affected client does show up at any of our offices early next week we are prepared to cancel and re-issue in the office at that time if the EFT request has not yet been processed.

Why this happened:

From: Mikkelson, Brigitte SDSI:EX **Sent:** Friday, July 28, 2017 11:14 AM
To: Byrne, Terence M SDSI:EX; Archer, Terri SDSI:EX; Randhawa, Inderjit K SDSI:EX; Gray, Allen G SDSI:EX; Woodcock, Mike S SDSI:EX; Truswell, Brad SDSI:EX
Cc: Harrower, Ian SDSI:EX; Price, Harleen SDSI:EX; Ruel, Janis M SDSI:EX; Fieltsch, Raymond SDSI:EX; Pratt, Megan SDSI:EX; Orosz, Liz SDSI:EX; Rose, Dave SDSI:EX; LaHue, Anita SDSI:EX
Subject: RE: FYI re: Cheque issue / EFT issue

The program is designed to redirect all payments where the correspondence method is mail, which unfortunately for this situation, includes EFT notifications.

Therefore anyone on EFT (excluding PWDs who have their notifications suppressed or clients who have opted out of receiving a notification) located in redirected postal code areas had their payment sent to the office (471 Kamloops) by cheque.

We are looking at fix/change for August cheque run in the event we need to use the program again to redirect payments.

I have attached a list of impacted clients (346 payments) – please let me know if you need any further information.

CITY	PAYMENT COUNT
100 MILE HOUSE	70
108 MILE RANCH	3
150 MILE HOUSE	6
ALEXIS CREEK	1
BELLA COOLA	7
BIG LAKE RANCH	3
CACHE CREEK	11
CHILANKO FORKS	1
HAGENSBORG	7
HORSEFLY	6
KLEENA KLEENE	1
LAC LA HACHE	8
LIKELY	3
MILE HOUSE	8
NIMPO LAKE	1
ONE HUNDRED MILE HOUSE	1
RISKE CREEK	1
TATLA LAKE	1
WILLIAMS LAKE	207
Grand Total	**346**

Brigitte Mikkelson | Senior Financial Analyst
Supervisor | Banking and Financial Management
Financial and Administrative Services Branch
Ministry of Social Development and Poverty Reduction
Tel: (250) 217-9847 | **Fax:** (250) 356-1051
Email: brigitte.mikkelson@gov.bc.ca

Terri Archer, MA | ***Stakeholder Relations & Engagement***
Manager, Strategic Services Branch
Ministry of Social Development and Poverty Reduction
SERVICE DELIVERY DIVISION
(250) 356-6718 Office or (250) 507-8371 Mobile

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 3:43 PM
To: Byers, Rob A SDSI:EX
Subject: Friday, July 28
Attachments: SDPR Executive Meeting Package - July 31, 2017.pdf

eApprovals
There are two that came your way today, FYI. I've been asked to "nudge" you on item 4573.

Laurie messaging
Any thoughts about what I sent you yesterday? Nicole would like to communicate the message on Tuesday.

SDPR Exec Meeting
Materials attached.

s.22
Nancy is acting.

Week of August 21
Has now been "leaned out". I've put some holds in there for the existing free space. Let me know if you want the CGI meeting moved (note we've moved it once already).

Mandy Giesbrecht | Executive Coordinator
Information Services Division (ISD) | Social Sector
'Partnering with the Ministries of Children & Family Development and Social Development & Poverty Reduction`

Phone: 778.698.3799 | E-mail: Mandy.Giesbrecht@gov.bc.ca

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7th Floor Large Boardroom, 614 Humboldt St

Date Jul-31-2017

Time 9:30-11:30

Executive Members Attending: Sheila Taylor, Michael Lord, Sergei Bouslov, Debi Upton, Molly Harrington, Rob Byers,
Corinna Filion, Karen MacMillan

Guests:

Regrets:

Division	Title	Presenter(s)	Type	Time Allotted	Approx. starting times
CSD	*Staffing	Michael Lord	Decision	10	9:30-9:40
CSD	*TB/Cab Sub Update	Michael Lord	Information	5	9:40-9:45
CSD	*IT Projects	Michael Lord	Information/Discussion	5	9:45-9:50
ELMSD	*SPEI	Sergei Bouslov	Information	5	9:50-9:55
DMO	*FOI	Karen MacMillan	Information	5	9:55-10:00
DMO	*DM Update	Sheila Taylor	Information	10	10:00-10:10
ALL	*ADM Roundtable Updates	All ADM'S	Information	10	10:10-10:20
GCPE	*Communications Update	Maryann Anderson	Information	10	10:20-10:30
				60	

Presentations to be scheduled:

SDD	Business Intelligence	
RIPD	Social Innovation Inventory	Robin McLay
ELMSD	STADD: Learning from the Rural and Remote Implemen	TBC
ELMSD	STADD Performance Monitoring and Evaluation	TBC
RIPD	Social Policy Frameworks/Poverty Strategies for review	Ian Ross and Daphna Mills
CSD	CPP	TBC

PERMANENT REQUESTS							
Title	**Position**	**Classification**	**Branch**	**Director**	**Current Incumbent**	**eStaffing ID**	**Comment**
IT Procurement Coordinator	78953	ADM 14R	CTO	Howarth	NIL	1293	The primary focus of the role will be to provide support and coordinator for IT components related all Social Sector office moves, closures and LWS implementations. A portion of the job duties are currently being covered by a variety of positions (AO11R and IS18). With a small team covering such a wide variety of operational support, this role will be pivotal to the ongoing success of the team with regards to sector office moves, closures and LWS implementations. We are struggling at times to keep abreast of the many moves in the sector. This position will also provide assistance to the AO11R staff performing operational support in the event of extended absences that require additional coverage.
TEMP/AUX REQUESTS							
Title	**Position**	**Classification**	**Branch**	**Director**	**Current Incumbent**	**eStaffing ID**	**Comment**

Updated: July 27th, 2017

Ministry of Social Development Poverty Reduction

2017/18 Submission Tracking Document

#	Description	ADM Responsible	Committee Type	Meeting Date	Comments/Status	Decision
ISSUES IN NEAR FUTURE IN CHRONOLOGICAL ORDER						
TB01-18	**Earnings Exemption (EE) increase:** $200 a month for TA and DA clients who work	Michael Lord	TB	TBD	With programs for comment	
TB02-18	**Budget 2017 Update:** rates increase and update on pilot project	Michael Lord	TB	TBD	With CSD for drafting	
TBD	**SDPR/AVED:** LMTA renegotiation	Sergei Bouslov	TB	TBD	Joint sub with AVED - With program for drafting	
REPORT BACKS						
TBD	**Bus Pass Program - Usage & Costs**		TBS			
TBD	**Healthy Kids Program**		TBS			
ON HOLD						
LONG TERM PLANNING						
TBD	**CLBC 2018/19 Mandate letter**	Michael Lord	Cabinet			
MCFD Lead	**Economic Stability Mandate Comparability:** Increases for Employees of Non-Union Social Sector Agencies	Michael Lord	TB			
COMPLETE OR CANCELLED						
TBD	**STOB 77 & 80 - Approved List**	Michael Lord	TBS	30-May-17	**Complete:** sent to TBS on May 30	

T = Treasury Board Submission Reference
C = Cabinet Submission Reference

Executive Committee Meeting

Minutes

Date: July 17, 2017

Attendees: Sheila Taylor, Karen MacMillan, Kerry Taylor for Michael Lord, Rob Byers, Debi Upton, Sergei Bouslov, Molly Harrington, Corinna Filion

Guests:

Agenda Items:

Supervisor Training and Toolkit:
- See handout. Kerry provided overview

Staffing:
- Reviewed current requests

TB/Cab Sub update:
- Reviewed upcoming OICs

IT Projects:
- No updates

FOI:
- Karen provided update

DM Update:
- DM provided update

ADM Roundtable:
- ADM's provided updates

Communications Update:
- Corinna provided update

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 4:16 PM
To: Byers, Rob A SDSI:EX
Subject: Fwd: For Immediate Action: Merit Commissioner Audit of Position #00115311, Senior Technical Analyst

Forgot to send you this yesterday. Daisy was aware of it when I got it on Tuesday.

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Fisher, Rodney SDSI:EX"
Date: 2017-07-25 8:23 AM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX"
Cc: "Howarth, Tara M SDSI:EX"
Subject: FW: For Immediate Action: Merit Commissioner Audit of Position #00115311, Senior Technical Analyst

Mandy, I'm not sure you and/or Rob need to be aware of this, in case anything comes back from the Merit Commissioner via the Deputy Minister's office. I don't anticipate that we will hear, since I am always very rigorous in following proper process when I chair competitions.

> **From:** Fisher, Rodney SDSI:EX
> **Sent:** Tuesday, July 25, 2017 8:22 AM
> **To:** Howarth, Tara M SDSI:EX
> **Subject:** FW: For Immediate Action: Merit Commissioner Audit of Position #00115311, Senior Technical Analyst
> Just passing on that our IS24 competition that resulted in George's hiring is the subject of a random audit by the Merit Commissioner. I have provided all of the required documentation, and it's likely that we will hear nothing further.

> > **From:** Garnsey, Karen PSA:EX
> > **Sent:** Tuesday, July 25, 2017 8:20 AM
> > **To:** Fisher, Rodney SDSI:EX
> > **Subject:** RE: For Immediate Action: Merit Commissioner Audit of Position #00115311, Senior Technical Analyst
> > Hello Rodney
> > Thank you for the quick response. The OMC provides the review results to your Deputy who may pass the info on to you, depending on the process within each ministry.
> > Regards
> > Karen

> > > **From:** Fisher, Rodney SDSI:EX
> > > **Sent:** Monday, July 24, 2017 3:41 PM
> > > **To:** Garnsey, Karen PSA:EX
> > > **Subject:** RE: For Immediate Action: Merit Commissioner Audit of Position #00115311, Senior Technical Analyst
> > > Karen, I have attached the completed checklist.

I have chaired many competitions over many years but this is the first time I can recall having one of my competitions selected for Merit Commissioner review. It makes me glad I am so thorough! Will your office be advising me of the review results?

From: Garnsey, Karen PSA:EX
Sent: Monday, July 24, 2017 2:49 PM
To: Fisher, Rodney SDSI:EX
Subject: For Immediate Action: Merit Commissioner Audit of Position #00115311, Senior Technical Analyst

Hello Rodney

The Office of the Merit Commissioner (OMC) is conducting their Quarterly Merit Performance Audit for hiring transactions from April through June and has recently notified your Deputy Minister of an appointment made in your Ministry that has been randomly selected for audit. You have been identified as the Hiring Managers responsible for the appointment, which has been selected for audit. **Note:** If you are not the hiring managers accountable for this appointment decision, please let me know immediately who is responsible for this hire and can answer questions specific to the hiring process.

Requisition #	Successful Candidate	Position #	Position Title
40578	Payer,George	00115311	Senior Technical Analyst

The BC Public Service is responsible for providing the OMC complete competition documentation. Upon review of the documentation the BCPSA has already collected for this recruitment process, and we do have most of the competition files.

However, in order to complete this file for submission, please provide the following documentation:

- **Completed Competition Documentation Checklist**

This document is used to help us verify we have the complete competition file ready for handover to the Merit Commissioner. Attached is a blank copy of the document checklist should you not already have one completed for your competition.

In compliance with OMC file submission requirements, and in support of the corporate initiative of being a green employer, paper files are not acceptable. Please send your file to me via return email.

Complete competition documentation is required for the audit and must be received by the **BCPSA by Wednesday, July 27th** in order to ensure the documentation is provided to the Merit Commissioner in a timely manner. Please feel welcome to call me directly with any questions regarding the above, or about the BCPSA involvement in the audit process.

Your assistance is appreciated,

Karen

Karen Garnsey, Manager, Continuous Improvement
Hiring and Service Operations Division | BC Public Service Agency
810 Blanshard Street | Victoria BC | V8W 2H2 | Phone: 250.508.8591

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 8:02 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Laurie - Announcement

Great minds.

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Byers, Rob A SDSI:EX"
Date: 2017-07-28 7:57 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX"
Subject: RE: Laurie - Announcement

Yep, that was what I was meaning. Tell them first and then include in this email.

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 7:57 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Laurie - Announcement
Do they know yet? Maybe a heads up from you or Alison before reading it in an email...
Please excuse typos and brevity. This message has been sent from my smartphone.
-------- Original message --------
From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
Date: 2017-07-28 7:53 PM (GMT-08:00)
To: "Looysen, Alison SDSI:EX" <alison.looysen@gov.bc.ca>, "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
Subject: Laurie - Announcement
We should include that the Finance Team will report into Laurie. Alison – thoughts?
I am pleased to announce that Laurie Farquharson has accepted a position with ISD as Project Director, effective August 14, 2017. Laurie has been with SDPR for over 6 years in a variety of roles, most recently as Director, Budgets, Programs and Assurance. Laurie has been looking for an opportunity to take on a new challenge and we are very pleased that she will be joining ISD. Laurie brings her considerable skills, abilities and knowledge that will help lead the implementation of an improved project costing framework and the Mainframe Modernization Project. Please join me in welcoming Laurie to ISD.
Rob Byers, Executive Lead

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 8:09 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Minister Briefing

That's why you pay me.
Have a great weekend. Get off your email!

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Byers, Rob A SDSI:EX"
Date: 2017-07-28 8:06 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX"
Subject: RE: Minister Briefing

Of course you have everything done in advance!!!
I should just assume you are thinking ahead of me ;)
See you Monday.

From: Giesbrecht, Mandy SDSI:EX
Sent: Friday, July 28, 2017 8:04 PM
To: Byers, Rob A SDSI:EX
Subject: Re: Minister Briefing
You mean the hard copies they asked for? Already done. Along with your speaking notes.
Please excuse typos and brevity. This message has been sent from my smartphone.
-------- Original message --------
From: "Byers, Rob A SDSI:EX" <Rob.Byers@gov.bc.ca>
Date: 2017-07-28 8:01 PM (GMT-08:00)
To: "Giesbrecht, Mandy SDSI:EX" <Mandy.Giesbrecht@gov.bc.ca>
Subject: Minister Briefing
Assuming you will be pulling the minister presentations together on Monday morning as per the direction we got?
Thanks,
Rob

Giesbrecht, Mandy SDPR:EX

From: Giesbrecht, Mandy SDSI:EX
Sent: Saturday, July 29, 2017 11:49 AM
To: Jassar, Daisy SDSI:EX; Byers, Rob A SDSI:EX
Subject: Re: Written Assignment Scoring Worksheet

Same 4 as Mary picked.

Please excuse typos and brevity. This message has been sent from my smartphone.

-------- Original message --------
From: "Jassar, Daisy SDSI:EX"
Date: 2017-07-29 8:49 AM (GMT-08:00)
To: "Byers, Rob A SDSI:EX" , "Giesbrecht, Mandy SDSI:EX"
Subject: Written Assignment Scoring Worksheet

Hello, here is my scoring worksheet for the written assignment for the ED Mainframe position. I only passed 3 but I would add the 4th highest scoring candidate to the interview list.
I would like to draft a couple questions for the oral interviews. I can send them tomorrow morning. Thanks!

Daisy Jassar
Executive Director/CTO
Information Services Division (ISD) | Social Sector
Partnering with the Ministries of Children & Family Development and Social Development & Social Innovation
Phone: 778-698-4753| E-mail: daisy.jassar@gov.bc.ca

BCEA Caseload Forecast – Background

Overview of BCEA Caseload

After rising rapidly in the wake of the last recessionary period, the trend in the BCEA caseload remained largely "flat" with increases in the number of Disability Assistance (DA) cases being largely offset by declines in the Temporary Assistance (TA) caseload.

However, since 2016, the number of TA cases has risen. Despite substantial year-over-year decreases in the number of cases designated Persons with Persistent Multiple Barriers (PPMB), there have been recent increases in the number of Expected-to-Work (ETW) and No Employment Obligations (NEO) cases, resulting in the increased number of TA cases.

SUMMARY OF DRIVERS AND RISKS

- **Net migration to BC is up (especially from Alberta). As a result, there have been increases in out-of-province starting cases. If the Alberta downturn is prolonged, we would expect continued pressure on the BCEA caseload.**
- **Despite the labour market being relatively strong, Temporary Assistance caseload has increased.**
- **Population is on the rise and the population is aging, increasing the potential pool of BCEA clients. In addition, the incidence of disability increases with age so, as the population ages, we would expect continued pressure on the Disability Assistance caseload.**
- **There is risk associated with the recent political uncertainly. Announcements have been made such as rate increases and increases to earnings exemptions that, if implemented, would put upward pressure on the caseload. Announcements regarding a universal income pilot, poverty strategy, child care and increases to minimum wage may also have an impact.**

Temporary Assistance

Expected-to-Work (ETW)

There are a number of labour-market related factors that suggest an increase in labour market activity among British Columbians.

- B.C.'s labour force is expanding.
- B.C.'s labour force participation rate rose in 2016, after several years of stagnancy.
- B.C.'s unemployment rate dropped to 6.0% in 2016.
- B.C.'s unemployment rate expected to decline in the coming years.[1]
- Rising Employment Opportunity Index (EOI), indicating a rise in job opportunities.[2]
- Declining Expected-to-Work Barrier Index (ETW-BI), indicating that new starting ETW cases will have shorter durations than those in previous years.[3]

All of this supports the emerging trend in the ETW caseload, which has been increasing, but it has been doing so at a decreasing rate. This is indicative of being at or approaching a *turning point* in the trend, after which the number of ETW cases can be expected to decline.

This is reflected in the ETW caseload forecast as a steady, albeit slow, decline throughout the forecast period.

[1] For 2017, the unemployment rate is predicted to decline according to CIBC (5.6%), Bank of Montreal (5.5%), Toronto Dominion (5.7%),

[2] The Employment Opportunity Index is an indicator of the strength of the labour market, specifically for income assistance clients. Increases in the EOI indicate an improvement in job opportunities for Income Assistance clients.

[3] The Expected-to-Work Barrier Index (ETW-BI) is an indicator of employment barriers for ETW new starting cases. A decline in the ETW-BI suggests that new starting cases are facing fewer barriers to employment, resulting in an increase in the number of exits from Income Assistance.

No Employment Obligations (NEO)

- The NEO caseload is rising.
- The increase in the NEO caseload is recorded across all family compositions.
- Increases in the number of single parents in the NEO program remains the primary driver of growth in the NEO caseload.
- Durations of new starting NEO cases began to rise in 2015, and continue to increase, primarily due to increasing durations among single parents.

We expect this trend in the NEO caseload to continue and is reflected in the NEO forecast as continued growth in the NEO caseload.

Persons with Persistent Multiple Barriers (PPMB)

- On a year-over-year basis, the PPMB caseload has been declining steadily since 2011.
- The declines have been recorded across all family types.
- Declines have been occurring at an increasing rate.
- The decline in PPMB cases has been largely due to slowdowns in the number of transitions into the designation from other program designations.

We expect that this trend in PPMB cases will continue and is reflected in the PPMB forecast as a sharp decline in PPMB cases in 2017/2018. However, we expect that the rate of decline will slow during the remainder of the forecast period.

Disability Assistance

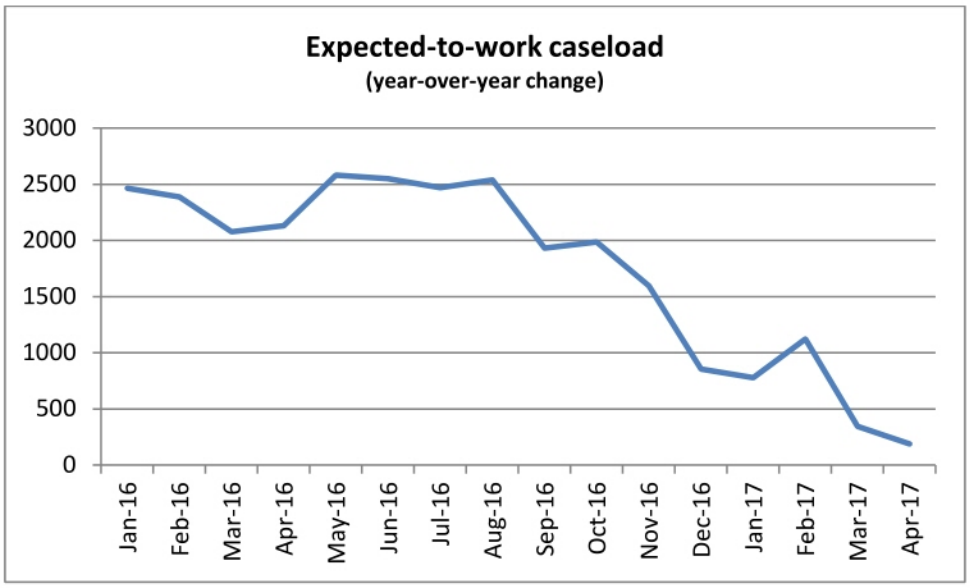
- Demographics (i.e. the aging population) is the main driver of the PWD caseload.
- B.C.'s population continues to grow and median age is expected to increase.
- An older population is expected to bring a higher incidence and prevalence of disability.

Consequently, the number of persons with disabilities (PWD) collecting Disability Assistance is expected to increase.

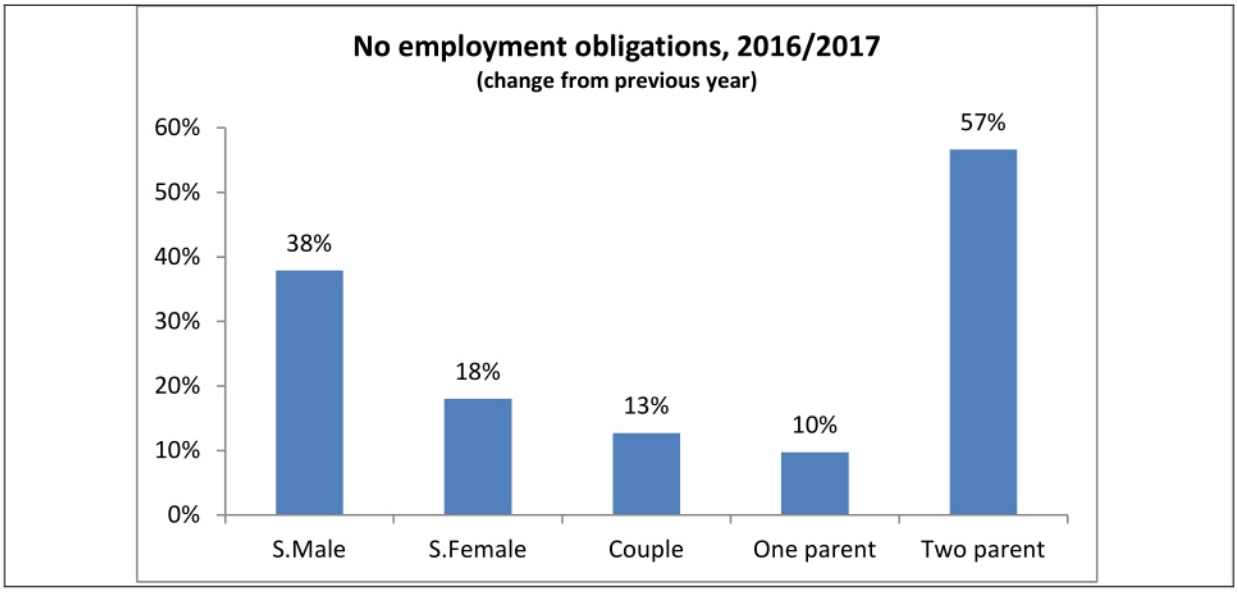
Appendix

BCEA caseload by program

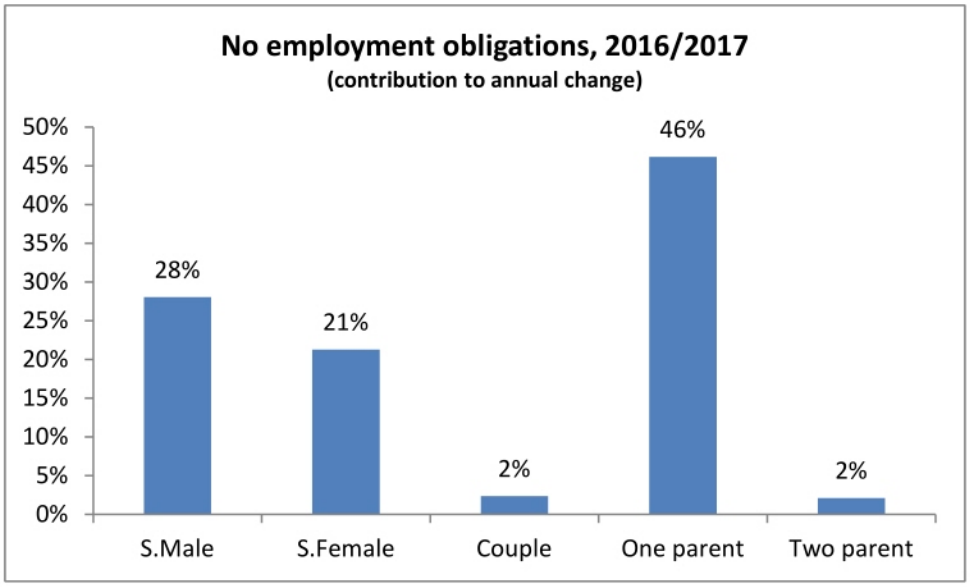
- The expected to work caseload has increased, but recently has done so at a decreasing rate on the year-over-year basis.



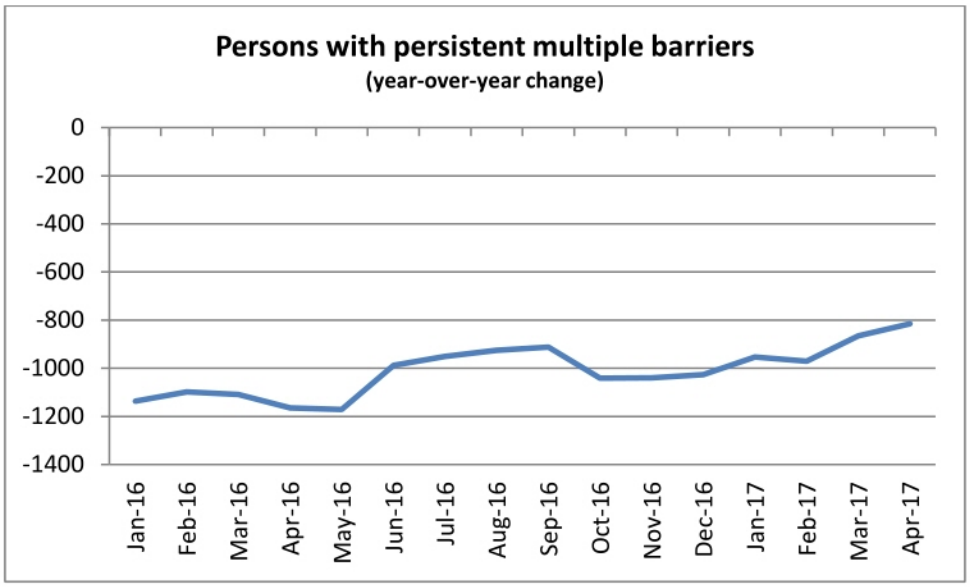
- Growth in the number No Employment Obligations cases occurred across all family types in 2016/2017



- Growth in one-parent NEO cases accounted for 46% of the increase in 2016/2017.
- Singles (male and female) accounted for roughly half (49%) of the total increase in NEO cases in 2016/2017.

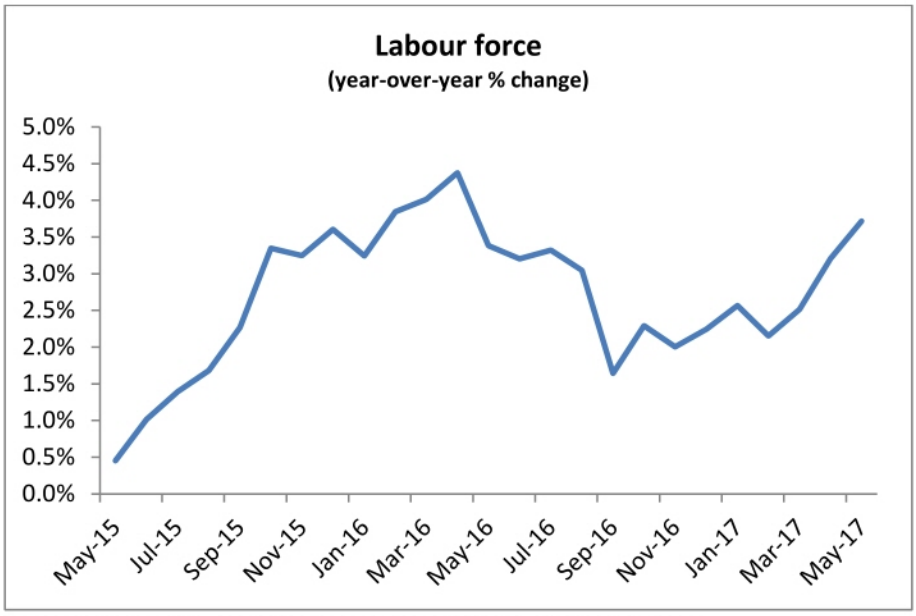


- Cases designated as persons with persistent multiple barriers (PPMB) has fallen sharply, but that decline is slowly dampening in recent month.



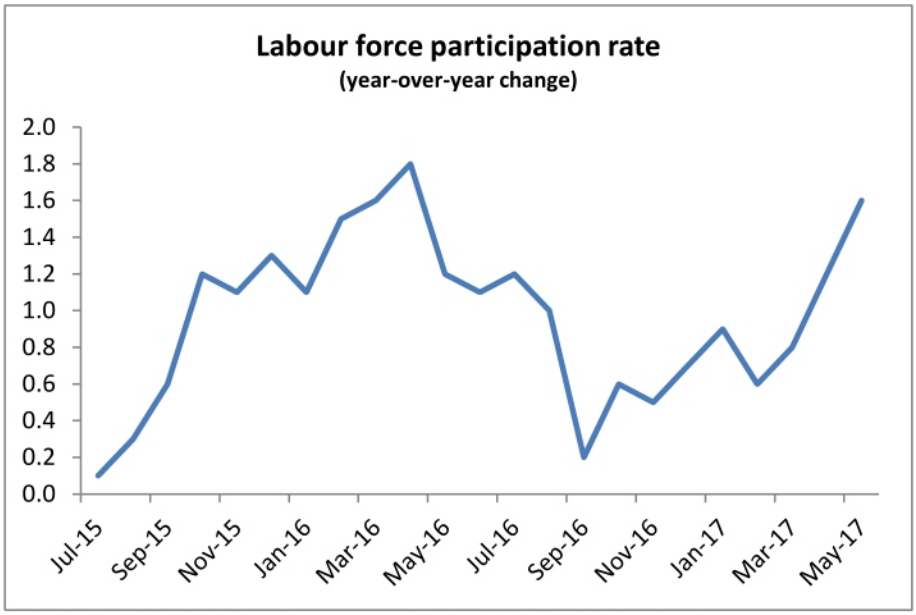
B.C.'s labour force

- Since May 2015, the number of people either working or looking for work in B.C. has increased on a year-over-year basis.



Source: Statistics Canada. Table 282-0001 - Labour force survey estimates (LFS), CANSIM (database)

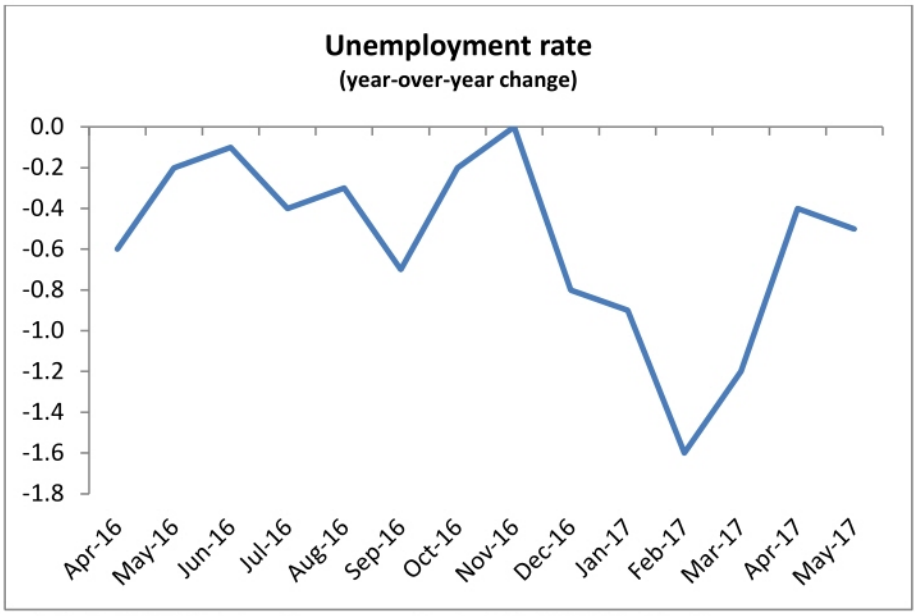
- Since July 2015, B.C.'s participation rate has increased on a year-over-year basis.



Source: Statistics Canada. Table 282-0001 - Labour force survey estimates (LFS), CANSIM (database)

B.C.'s unemployment rate

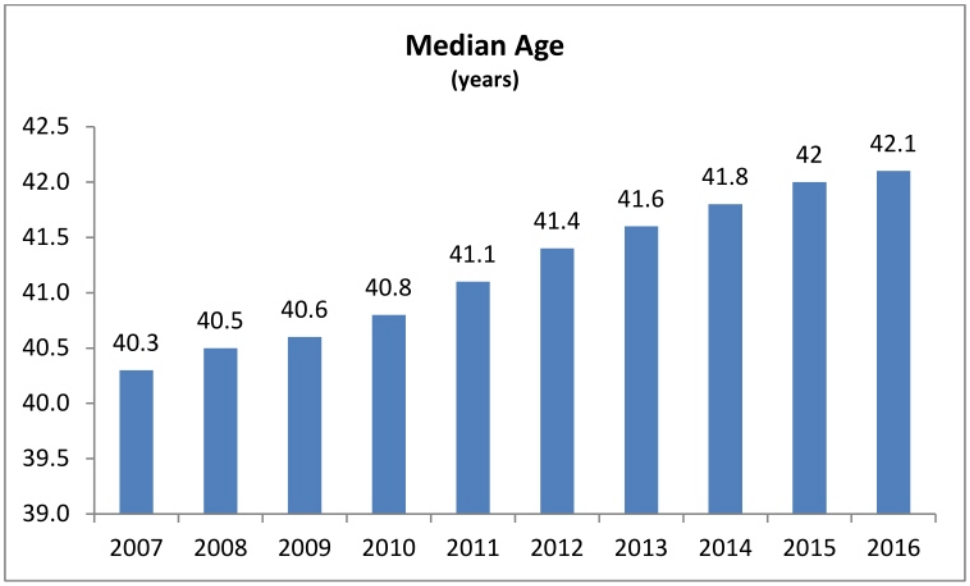
- Since April 2016, B.C.'s monthly unemployment rate has declined on a year-over-year basis.



Source: Statistics Canada. Table 282-0001 - Labour force survey estimates (LFS), CANSIM (database)

B.C.'s Aging Population

- Since 2007, the median age of B.C.'s population has risen from 40.3 to 42.1 years.



Source: Statistics Canada. *Table 051-0001 - Estimates of population,* CANSIM (database)

MINISTRY OF SOCIAL DEVELOPMENT

INCOME ASSISTANCE FORECAST - SUMMARY - May cheque run (April Actual caseload)

FORECAST $	**2016/17** Actuals	**2017/18** Forecast	**2018/19** Forecast	**2019/20** Forecast
Temporary Assistance				
Budget	$320.000	$340.600	$334.472	$324.472
Actuals*/Forecast	357.072	358.287	355.298	352.760
Variance	(37.072)	(17.687)	(20.826)	(28.288)
Disability Assistance				
Budget	1,077.714	1,234.940	1,256.290	1,268.383
Forecast	1,092.172	1,235.761	1,281.645	1,331.689
Actuals**/Forecast	(14.458)	(0.821)	(25.355)	(63.306)
TOTAL TADA				
Budget	1,397.714	1,575.540	1,590.762	1,592.855
Forecast	1,449.244	1,594.049	1,636.943	1,684.449
Variance	**($51.530)**	**($18.509)**	**($46.181)**	**($91.594)**

CASELOAD	**2016/17** Actuals	**2017/18** Forecast	**2018/19** Forecast	**2019/20** Forecast
Temporary Assistance				
Budget	39,800	42,100	41,300	40,100
Forecast	44,854	44,189	43,837	43,527
Variance	(5,054)	(2,089)	(2,537)	(3,427)
Disability Assistance				
Budget	97,900	103,000	104,600	105,500
Forecast	98,240	102,659	106,707	110,867
Variance	(340)	341	(2,107)	(5,367)
TOTAL INCOME ASSISTANCE				
Budget	137,700	145,100	145,900	145,600
Forecast	143,094	146,848	150,545	154,393
Variance	**(5,394)**	**(1,748)**	**(4,645)**	**(8,793)**

* Temporary Assistance $19.7 million transferred to Finance ($357.1-$19.7=$337.4 net cost to SDSI)

** Disability Assistance $68.6 million transferred to Finance (1,092.2-68.6=$1,023.6 net cost to SDSI)

Ministry of Social Development
Temporary and Disability Assistance Caseload Forecast

	Caseload Forecast			Financial Forecast ($M)		
	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Temporary Assistance						
Fiscal 2017/18 Budget	**39,800**	**39,200**	**38,600**	**$340.600**	**$334.472**	**$324.472**
May	44,707	44,286	43,713	358.287	355.298	352.760
Current Variance	**39,800**	**39,200**	**38,600**	**341**	**334**	**324**
Fiscal 2017/18 Budget	**97,900**	**102,500**	**102,900**	**$1,234.940**	**$1,256.290**	**$1,268.383**
May	97,102	100,483	103,871	1,235.761	1,281.645	1,331.689
Current Variance	**97,900**	**102,500**	**102,900**	**1,235**	**1,256**	**1,268**
Fiscal 2017/18 Budget	**137,700**	**141,700**	**141,500**	**$1,575.540**	**$1,590.762**	**$1,592.855**
May	141,809	144,770	147,584	1,594.049	1,636.943	1,684.449
Current Variance	**137,700**	**141,700**	**141,500**	**1,576**	**1,591**	**1,593**
Fiscal 2017/18 Budget						
May	(4,109)	(3,070)	(6,084)	($18.509)	($46.181)	($91.594)

BCEA Caseload Forecast
Last Actual: April 2017

	ETW and ETWMC	NEO	PPMB	TA	PWD	Total	April cheque run = May caseload (pre payment upcoming month benefit period)
Apr-16	33,579	7,363	4,630	45,572	95,887	141,459	
May-16	33,913	7,153	4,476	45,542	96,449	141,991	
Jun-16	33,878	6,878	4,515	45,271	96,785	142,056	
Jul-16	33,682	6,744	4,440	44,866	97,181	142,047	
Aug-16	33,379	6,858	4,340	44,577	97,198	141,775	
Sep-16	32,820	7,367	4,244	44,431	97,753	142,184	
Oct-16	33,015	7,248	4,066	44,329	97,996	142,325	
Nov-16	32,934	7,122	4,051	44,107	98,172	142,279	2016/17
Dec-16	33,122	7,262	4,003	44,387	98,518	142,905	
Jan-17	33,919	7,070	3,971	44,960	98,728	143,688	
Feb-17	34,514	7,198	3,904	45,616	99,061	144,677	
Mar-17	33,895	7,629	3,893	45,417	100,189	145,606	
Apr-17	33,768	7,163	3,815	44,746	100,853	145,599	
May-17	33,352	7,524	3,790	44,666	101,317	145,983	
Jun-17	33,211	7,557	3,770	44,538	101,547	146,084	
Jul-17	33,059	7,567	3,752	44,377	101,893	146,270	
Aug-17	32,851	7,566	3,733	44,151	101,953	146,104	
Sep-17	32,678	7,553	3,714	43,945	102,235	146,180	
Oct-17	32,681	7,465	3,692	43,838	102,371	146,209	2017/18
Nov-17	32,670	7,432	3,674	43,776	102,574	146,350	
Dec-17	32,817	7,471	3,657	43,945	102,819	146,764	
Jan-18	33,080	7,505	3,642	44,227	102,977	147,203	
Feb-18	33,211	7,520	3,625	44,357	103,092	147,448	
Mar-18	33,099	7,573	3,610	44,282	104,280	148,562	
Apr-18	33,017	7,555	3,592	44,163	104,855	149,019	
May-18	33,007	7,556	3,576	44,139	105,348	149,486	
Jun-18	32,932	7,587	3,562	44,081	105,587	149,668	
Jul-18	32,834	7,596	3,551	43,981	105,949	149,929	
Aug-18	32,695	7,594	3,539	43,827	105,968	149,795	
Sep-18	32,540	7,579	3,525	43,644	106,296	149,939	
Oct-18	32,574	7,490	3,509	43,574	106,434	150,008	
Nov-18	32,562	7,456	3,497	43,515	106,611	150,126	2018/19
Dec-18	32,651	7,494	3,485	43,631	106,871	150,502	
Jan-19	32,877	7,527	3,476	43,879	107,006	150,885	

Feb-19	33,020	7,542	3,464	44,026	107,127	151,153	
Mar-19	32,886	7,594	3,454	43,934	108,345	152,278	
Apr-19	32,799	7,575	3,440	43,814	108,947	152,761	
May-19	32,761	7,575	3,428	43,764	109,442	153,206	
Jun-19	32,688	7,605	3,420	43,713	109,694	153,407	
Jul-19	32,606	7,614	3,412	43,633	110,056	153,689	
Aug-19	32,487	7,611	3,404	43,502	110,088	153,590	
Sep-19	32,378	7,596	3,395	43,368	110,438	153,807	
Oct-19	32,402	7,506	3,382	43,290	110,593	153,883	
Nov-19	32,402	7,471	3,374	43,247	110,779	154,025	
Dec-19	32,491	7,509	3,366	43,366	111,048	154,414	
Jan-20	32,667	7,542	3,359	43,568	111,202	154,770	
Feb-20	32,772	7,556	3,351	43,679	111,356	155,035	
Mar-20	32,690	7,607	3,344	43,641	112,549	156,191	
Apr-20	32,631	7,588	3,334	43,552	113,153	156,705	

2019/20

	ETW and ETWMC	NEO	PPMB	TA	PWD	Total
2016/17	33,570	7,141	4,143	44,854	98,240	143,094
2017/18	32,977	7,524	3,688	44,189	102,659	146,848
2018/19	32,781	7,549	3,507	43,837	106,707	150,544
2019/20	32,581	7,565	3,381	43,527	110,867	154,394
2020/21	32,505	7,576	3,292	43,373	115,034	158,407

MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION
DECISION NOTE

DATE: July 19, 2017

PREPARED FOR: [TBC]

ISSUE: Implementation Timing Options for earning exemption increases for Persons with Disabilities

BACKGROUND:

The new government has committed to increase earnings exemptions for income assistance and disability assistance by $200 per month. The Ministry of Social Development and Poverty Reduction (SDPR) is preparing to implement these increases alongside the $100 rates, which will take effect on the September 20th cheque.

Implementing the $200/month earnings exemption increase for income assistance clients is relatively straightforward. Earnings from the month of August will be reported by September 5th, and SDPR's computer system will apply the higher exemption in time for the September 20th cheque.

Implementing a $200/month earnings exemption increase for disability assistance is more complex. As someone receiving disability assistance has an 2017 annual earnings exemption (AEE) of $9600, increasing the AEE by $200 for the September 20th payment increases the 2017 AEE to $12000. This means that SDPR will need to retroactively adjust about 500 disability assistance files that have already exceeded the current 2017 AEE exemption. For example, a client who earned a total of $10,000 could be re-assessed to have $400 (the amount above $9,600) included in their new $12,000 AEE limit. The client would be issued a payment of $400 to make up for the previous dollar-for-dollar deduction of $400 from their assistance.

Apart from these adjustments, SDPR operational and systems staff are able to implement the higher 2017 AEE amount to take effect for the September 20th payment. The vast majority (about 19,000) disability assistance cases will have the higher exemption applied automatically. Given that these changes are happening later in the year, it is expected that far fewer disability assistance cases will exhaust their 2017 exemption for AEE.

DISCUSSION:

Adjusting these files will require information about income for any months the person did not receive disability assistance.

These people will fall into two groups:

1. Disability assistance clients who have continued to report their income to SDPR to streamline their eligibility for the next AEE year.
2. Disability assistance clients who have not continued to report their income to SDPR.

SDPR is currently working to determine how many people fall into these groups. It is possible that adjustments for the first group may be automated or partially automated, and that the adjustments could be paid to the clients in the month of October.

The second group is more complex to administer because clients will be required to provide additional income information to the ministry. The adjustments may be complex, and will be required to be made during a period where EAW resourcing is at its lowest. This group will be informed by letter that that they may qualify for an adjustment in light of the 2017 AEE increase, and that they will need to provide SDPR information about their income for the months they did not receive disability assistance. The letter will inform them that they have until the end of December 2017 to provide the required information and receive an adjustment.

The only way to completely avoid manual adjustments would be to delay the earnings exemption increase for AEE to March 2018, which is when the AEE year re-sets. This is administratively simple, but does not provide a benefit to clients in 2017.

OPTIONS:

Option 1: Implement the $200/month increase within the 2017 AEE year, in time for the September 20th benefit payment. Where possible, automatically adjust disability assistance files that have exceeded the previous AEE limit, and notify all other files that they have until December 31 to provide information and receive an adjustment based on the increased to AEE.

Pros:
- Immediate implementation of commitment to increase earnings exemptions.
- Maximum benefit to disability assistance clients.

Cons:
- Difficult to administer – may require a manual review of several hundred files.
- Some clients may be reluctant to submit additional information, and the request for additional earnings information may cause confusion and anxiety.

Option 2: Implement the increase in AEE effective for the 2018 calendar year.

Pros:
- Simple to administer.

- Costs less than implementing the increase in 2017.

Cons:

- Disability assistance clients not able to benefit from increased earnings exemption in 2017. This may be perceived as unfair given that the income assistance earnings exemption increase will take effect in time for the September 20th cheque.

RECOMMENDATION:

Option 1: Implement the $200/month increase within the 2017 AEE year, in time for the September 20th benefit payment. Where possible, automatically adjust disability assistance files that have exceeded the previous AEE limit, and notify all other files that they have until December 31 to provide information and receive an adjustment based on the increased to AEE.

Enclosures/Attachments

Approved/Not Approved Date:

_____ _____

MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION
DECISION NOTE

Prepared by:
Name
Title
Branch
Phone #

Reviewing path: name, title / name, title / name, title /name, title

Eg: mgr name, title / director name, title / exec director name, title, adm name, dm