

@Work

Submission #7750

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Submission information

Form: Premier's Award Application
Submitted by Glover, Ali SDSI:EX
Wednesday, February 26, 2014 - 4:33pm
142.34.223.240

ORGANIZATIONAL EXCELLENCE

This award recognizes one or more BC Public Service organizations that have delivered a program, service, or initiative resulting in substantial benefits to their organization(s), the public service, or citizens of British Columbia. This award is recognized both regionally and provincially. Considerations may include, but are not limited to:

Demonstrated an exceptional level of service dedication, commitment to innovation, and focus on achieving leading edge efficiencies in the BC Public Service;
Measureable benefits to either their organizations(s) and/or the citizens of British Columbia through process improvements to transform business practices, identify opportunities for innovation, and/or support sustainable revenue generation or savings;
Involved customer(s) in pursuing creative new approaches to address standard business practices.

Name of Ministry or eligible organization sponsoring this application

Social Development

Region

Provincial Wide

Title of Nomination

Integrated Case Management (ICM) Project – Change Leadership

Nominator

The nominator is the person who will be identified in the video if the nomination is chosen as a finalist. Typically the nominator is someone from the Executive who has been part of the nomination. The nominator and nomination contact can be the same person but it is not recommended as there is considerable communication between the nomination contact and the Premier's Awards team.

Name

Jill Kot

Nominator Title

Assistant Deputy Minister, Social Sector Information Services Division

Email

Jill.kot@gov.bc.ca

Nomination Contact

The nomination contact will be responsible for providing/confirming information that is relevant to the nomination. This may include confirming partner organizations, providing correct titles, checking spelling and providing pictures. The nomination contact should be someone who has been directly involved in the nomination.

Name

Kathleen Asher, Executive Director

Email

Kathleen.asher@gov.bc.ca

Phone Number

250-356-2688

Video Contact

The video contact will work directly with the video production crew to identify appropriate locations for filming, identify interviewees and coordinate the signing of release forms.

Name

Kathleen Asher

Email

Kathleen.asher@gov.bc.ca

Filming Location

Victoria and Vancouver (tent)

Nominee information

| No. | Name | Branch or program area | Email | Phone Number |
|-----|--------------------------------|---------------------------------------------|--------------------------|--------------|
| 1 | Kathleen Asher | Social Sector Information Services Division | Kathleen.Asher@gov.bc.ca | 250-356-2688 |
| 2 | Sarah Smith | Social Sector Information Services Division | Sarah.G.Smith@gov.bc.ca | 250 507-0119 |
| 3 | Megan Walmsley | Social Sector Information Services Division | Megan.Walmsley@gov.bc.ca | 250-356-6626 |
| 4 | Roland Best | Social Sector Information Services Division | Roland.Best@gov.bc.ca | 250 387-8796 |
| 5 | Cheryl Gant | Social Sector Information Services Division | Cheryl.Gant@gov.bc.ca | 250 574-6886 |
| 6 | Additional Nominees to Come... | | | |

Evaluation Considerations**Summary (not to exceed 150 words):****Brief statement highlighting the program, service or initiative and what was achieved.**

The Integrated Case Management (ICM) project is a 6 year \$182 million social sector technology and business transformation project, involving the phased implementation of a new case management system and updated operating procedures for frontline workers and contracted service providers across the province. Implementation of the first three phases has enabled the ministry to improve the way it delivers services to citizens who need income or disability assistance or access to employment programs. A critical success factor is the ministry's commitment to a comprehensive change management program, demonstrated through strong partnerships between the project team and staff across the province. ICM supports the ministry's objectives to standardize business practices and provide citizens with more choices on how and when they access services. Change management leadership supports staff as they transition from decades-old information systems to modern technology that enables their critical role in delivering frontline services.

Summary word count

150

Content (not to exceed 1,500 words):**Context (please keep to approximately 250 words):****Describe why the program, service, or initiative was undertaken.**

The Integrated Case Management project was undertaken to implement a modern technology platform and provide better tools to manage information and provide services to citizens who are accessing social services. The changing workforce requires modern technology to deliver integrated services efficiently and effectively to clients; the transition to using a new primary case management tool required a significant change management initiative to prepare staff to use the new technology. Employees were at varying stages of readiness to accept new technology and new business processes and had varying degrees of compatibility with the new software. Recognizing the challenges, a dedicated Organizational Change team was put in place to coordinate and support the ministry in implementing the change program. In addition to

an overall change management strategy, the ministry developed a comprehensive change management program for each phase and worked with a network of change leaders across the province to connect with staff and ensure the ministry was well prepared. An unwavering commitment to meet deadlines for each phase helped instill a sense of urgency and galvanized ministry staff to support the change.

Complexity:

Identify and outline scope of the program, service, or initiative including, but not limited to:

- Size of the program, service, or initiative;**
- Risks encountered;**
- Use of creativity or fresh approach in achieving desired outcomes;**
- Technical or organizational difficulties identified and addressed;**
- Financial constraints managed.**

Size of the program, service or initiative:

The new case management system and work procedures impacted approximately 2,200 staff and 2,300 contracted service providers across the province. For Phase 2, the network of change leaders included over 50 subject matter experts, 200+ super users, 59 trainers, along with local managers and supervisors.

Risks encountered and mitigated:

Project phase dates were established at the outset and implementation occurred during rising caseloads, changing staff demographics and staffing constraints. Risks to success also included workload pressures, lack of buy-in, resistance to new technology, and regional differences in work procedures as well as service delivery.

Risks were mitigated through significant planning with local offices, ensuring coverage during training and implementation. Frequent and targeted communications were also used to introduce changes and rationale regarding what system features would be implemented. The system also required consistent province-wide processes, so a large network of change champions was established. Lastly, there was strong leadership commitment throughout the change, helping staff meet important project dates.

Use of creativity or fresh approach in achieving desired outcomes:

A change champions network was developed to lead local change management activities. Local offices used materials created by the project team to tailor communications and engagement activities for their own office culture; materials included newsletters, videos, ICM trivia quizzes, and lunch and learns. Recognizing the need for local support, the original request for 60 super users quadrupled to 240+, providing peer support across many offices. In addition, posters and buttons were used to advise clients that employees were learning a new system. Advocacy groups were also provided information to support their clients during the change.

Training was conducted over nine weeks and was delivered to staff locally, rather than having them travel to Victoria and Vancouver. Training was provided through a combination of online instruction, more than 100 classroom training sessions across the province using mobile training labs, the use of a practice system and support from super users. A two-week Train-the-Trainer program included content on how to use the new system and instruction on how to be a trainer. In addition, super users received their training prior to ministry staff, ensuring they were well prepared. A training help desk was also established to ensure trainers and super users had immediate support during and after the training.

Leadership alignment action plans were developed in partnership with the regions to ensure they had the information and tools needed support their local implementation activities.

Technical or organizational difficulties identified and addressed:

To minimize impacts on service delivery during Phase 1, staff could only be away for one day of training. This meant training couldn't be tailored to specific roles, which resulted in insufficient training, and acted as a significant lesson learned. Additional refresher training and supports were then provided.

In Phase 2, a more comprehensive approach was taken, including four days of classroom training, which resulted in staff being more prepared to use the system.

One of the challenges was related to the logistics of training staff that were separated across the province during the winter. Therefore, a comprehensive training schedule was developed for each location, including local logistics coordinators and backup training dates to mitigate risks. In addition, the project team worked with supervisors to schedule time for staff to complete the pre-requisite web-based training and to schedule time for staff to use the practice system after training to reinforce learning.

Phase 1 communications and engagement activities focused primarily on frontline workers and senior leadership which resulted in middle management as well as supervisors not being prepared to lead the change.

In Phases 2 and 3, change management activities were targeted at middle managers/supervisors to ensure they had the guidance needed to support staff. For example, workshops were held to provide managers and supervisors with details on the changes employees would experience. The project team travelled to each region to provide previews of the system, talk about the impacts, and help build excitement for the change.

Financial constraints:

To minimize the impact on service delivery and project costs, and to maximize the quality and effectiveness of training, a number of training options were explored. The chosen option was to bring training as close to frontline workers as possible. A mobile training program was implemented by establishing classrooms across the province with laptops set up in ministry boardrooms. This reduced travel costs for staff and reduced time away from serving clients.

Approach:

Identify key aspects of the program, service, or initiative that may include, but are not limited to:

Stakeholder consultation;

Support for innovation, risk taking, and a commitment to ongoing improvements by incorporating or contributing to best practices;

Removing barriers that inhibit innovation and process improvements.

Change resilience – demonstration of strategies that support success even while going through change and transformation;

Attention to cross-government processes critical for meeting stakeholder needs.

Stakeholder consultation:

Each phase included detailed analysis of staff needs, managers, supervisors, governance bodies, and external stakeholders. Staff change readiness surveys and user impact assessments provided key information to inform the change management plan. At the end of each phase, training and change surveys informed planning for the next phase.

The project team includes ministry experts from across the province, loaned to the project full-time to participate in the design and testing of the system to ensure it met the needs of frontline workers.

Support of innovation, risk taking, and a commitment to ongoing improvement by incorporating or contributing to best practices:

There were extensive communications with staff and supervisors around the anticipated dip in productivity until staff were comfortable with the new system and updated processes. Extensive supports were put in place and, by being transparent about the anticipated productivity dip, anxiety about the implementation was reduced. Staff knew they were going to be supported as they adjusted to the change. In some regions, with input from staff, work was divided up differently at implementation to allow employees to get comfortable completing specific processes in the new system before moving on to other processes.

Removing barriers that inhibit innovation and process improvements:

Members of the project team travelled to local offices to obtain firsthand experience with areas where employees were having difficulties. This identified where additional training was required, as well as where the new system was too complicated. Working groups were formed to pinpoint where system or work procedures could be further changed, and staff were encouraged to identify ways to improve processes and the system itself. Leadership support was critical in removing barriers and allowing staff innovation.

Change resilience – demonstration of strategies that support success even while going through change and transformation:

By conducting change readiness and training surveys during each phase, the project team was able to build on what worked, identify areas for improvement, and tailor training programs accordingly.

Daily calls for super users at implementation time ensured they had the most up-to-date information, so they could support their offices.

Impact:

Describe the effect that the program, service, or initiative has had including, not limited to:

Process improvements in business practices;

Implementation of an innovative approach resulting in a measurable increase in efficiency and/or productivity;
Operational efficiencies as demonstrated by financial or other key performance indicators.

Process improvements in business practices:

Strong change leadership across the organization, with an unwavering commitment to the change vision, led to greater staff engagement in the system design as well as the standardization of processes to improve client service. This established a solid foundation from which the ministry can implement future change initiatives.

Implementation of an innovative approach resulting in a measurable increase in efficiency and/or productivity:


ICM provides electronic storage of all case information, allowing it to be accessible by users with appropriate access. This allows for service delivery from anywhere in the province and enables the ministry to provide flexibility when responding to client needs. It also allows clients to access services from any location, confident that workers will have up-to-date information to assist them.


ICM provides additional tools to determine eligibility by prompting workers with relevant questions about the client’s situation, and by ensuring that ministry legislation and policy is applied consistently. Previously, staff had to rely on policy manuals and other sources, but the system has improved administrative fairness.


Operational efficiencies as demonstrated by financial or other key performance indicators:
ICM has the capacity to measure achievements of sustainable employment and the supports provided to clients. The system now captures a longitudinal view of employment program interventions through a client’s career span. The system’s overpayment calculator has also resulted in a reduction of overpayments to clients.

Content word count
1499

Attachments

File 1
icm_change_leadership_-_appendix_1.docx 

File 2
icm_change_leadership_-_appendix_2.docx 

File 3
icm_change_leadership_-_appendix_3.docx 

File 4

File 5

[Previous submission](#) [Next submission](#)

Integrated Case Management by the Numbers (Phase 2)

| Description | Amount | Comment |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Change Management road shows | 19 | Held throughout the province |
| Trainees | 2200 staff, 2300 service providers | 9 week training period |
| Training locations | 27 | Throughout the province – 4 training facilities and 23 mobile classrooms set up in ministry boardrooms |
| Laptops required for mobile classrooms | 331 | |
| Trainers | 59 | |
| Super users | 124+ | To date this number has grown to 234, supporting trainers and staff using ICM |
| Web-based training modules | 41 - Average of 7 hours per user | Pre-requisite for classroom training |
| Instructor-led training modules developed | 48 | 7 role-specific curricula; All modules were also converted to an accessible format for staff using assistive technology (e.g. Dragon Naturally Speaking) |
| Additional video conference training sessions for supervisors | 18 | |
| Face-to-Face classroom training sessions | 103 | Ranging from 1-4 days in duration, average of 11 concurrent training sessions each day, plus 7 one-on-one training sessions for staff who use assistive technology |
| Total time spent in training for staff and contractors | 278,857 hours | Equivalent of nearly 40,000 7 hour days (web-based training, classroom training, practice system etc.) |
| Training videos developed | 10 | Post-training support |
| Job Aids developed | 57 | High-level step-by-step 'how to' procedures and 36 additional scenarios for use in the practice system |
| Day 1 kits | 2200 | Including key information, tips and tricks, and support information. These were distributed to all staff across province |
| Training evaluation response | 85-90% agreed the effectiveness of instructors was good 57% rated the overall assessment of courses as good/excellent and 28% rated it as average. 69% stated that additional supports (website, job aids, practice system) were good/excellent | 91% response rate for the online evaluation survey at end of classroom training |

Screenshots – Legacy System and Integrated Case Management

OLD SYSTEM - required memorizing keyboard commands and navigating multiple screens to get a sense of the client circumstances to support informed decision making.

[illegible]

NEW SYSTEM (ICM) presents info through a web browser, making it easier to navigate without having to memorize keyboard shortcuts.

The Home Screen presents an at-a-glance view of tasks requiring workers' attention.

It is an amalgamation of a calendar, activity lists and other tools.



ICM Change Leadership Premier's Award Nomination – Testimonial

Testimonial Authors:

Reena Sekhon, Assistant Supervisor / Lori Bergeron, Employment and Assistance Worker
Abbotsford Employment and Assistance Office (Abbotsford BC)
Ministry of Social Development and Social Innovation
Phone: 604 870 5806

Looking back from the introduction of ICM in 2010 to the present day, we have seen constant forward-moving change. **ICM change management leadership showed commitment very early, prior to launch, to introduce this tool and encourage change to the new program.** Information came constantly to encourage commitment and buy-in on the project.

The **recruitment of super users during the launch of ICM encouraged buy-in and commitment from field staff**, as staff knew that they would have support within their field office from their colleagues. The super users were provided training earlier than regular field staff; this helped alleviate concerns and fears of this system. Change management leadership introduced this program very early as a phased approach program. This left staff anticipating the changes and it also encouraged staff to provide feedback. **ICM change leadership was instrumental in encouraging feedback from the field staff and trust was shown by constant enhancement and system changes.** This showed staff that their feedback was valued and appreciated.

The commitment of ICM change leadership to provide ongoing twice weekly support from the project team to core super users via the sunrise calls ensured that the support was constant and provincial-based. These calls promoted that ICM was not being launched from a narrow approach. **The ICM change staff permitted employees to share concerns as one provincial team, showing transparency.** Staff appreciated that concerns with the system were announced through various channels including messages from the support team. This assisted to decrease frustration within the field as staff were kept informed.

The **support made available to staff and super users made a difference for the field.** There was a very efficient outlined process to assist and update staff. The twice weekly sunrise calls provided vital information which was then shared with super users, who then shared with their office staff. This process continued to promote passion to embrace the ICM system changes. Staff always felt that they had an avenue to present feedback and their feedback was enacted through constant improvements and enhancements. **There was always consistent messaging that reinforced that we were moving towards a common experience for clients.** The Standard Operating Procedures and Job Aids were introduced early in the project and provided clear direction on ICM procedures.

We believe that **ICM change leadership showed amazing courage and passion to implement a project that would change how staff completed their work and provided service to British Columbians.** This was presented to staff in a very transparent manner as staff were always kept informed about challenges within the system. The future-focused approach encouraged feedback and commitment. **The ongoing support, communication and information about future phases was instrumental in promoting change within the field and acceptance of ICM.** The ICM change leadership team consistently showed their passion by ongoing communication and enhancements and this transferred to the field. We believe that the **success of our Work Environment Survey scores is a reflection of the amazing work of the ICM change leadership group.** They promoted engagement of staff to not only assist them with anticipating the new project beginning back in 2010, but to consistently embrace the changes and reflect on improvements and enhancements.

ICM Change Leadership Premier's Award Nomination – Testimonial

Testimonial Author:

Paddy Logan

Former Supervisor, Provincial Services Contact Centre (Victoria BC)

Ministry of Social Development and Social Innovation

Phone: 250 387-5814

ICM Change Leadership should win a Premier's Award because **the project has changed and improved the way we provide service to British Columbians**. It has improved administrative fairness for our clients and has led to the development of a variety of standardized practices and standard tools to support staff in the service they provide (Standard Operating Procedures (SOPs), Job Aids, scripts, tools, improved access to information via the intranet and Online Resource (OLR), etc.) **It also provides a platform that supports new channel strategies and Lean thinking. ICM Change Leadership has supported this opportunity to bring teams together on a common interest that links to their desire to provide the best and most fair service to our shared clients.**

The **training and change initiative around ICM must be one of the largest scale changes, if not the largest, the Public Service has experienced**. The change leadership and strategies for this project were put in place to ensure its continued success, and this has been realized. **The change, training and staff support that has been developed through this project (online, practical, job aids and tools, SOPs, Super Users and ongoing workshop-type events) has given workers a much greater means to support their success than we have ever had before.** This support has brought about an improved focus on, and processes for, the standardization of procedures and practices across the province as well as support for staff to take ownership of the end product by inviting their expertise at all points in the project. This leadership continues to enhance our ability to demonstrate our Public Service Corporate Values: Teamwork, Courage, Integrity, Passion, Service, Curiosity and Accountability.

Staff benefit knowing they work in an environment of continuous learning that welcomes ideas and continuous improvement ideas. **Throughout the project, ideas were supported, heard and all staff were included in some part of the process in ensuring the change kept engagement on track.** This included social functions, in house working groups to develop SOPs and job aids, a very large super user team, ramp up training to get staff back in the swing of scheduled learning and recognition to staff for their commitment to ICM success throughout the change.

What **set ICM change leadership apart** from previous change initiatives was:

- **A larger and more formal presence by the change management team.** This was evident right away in the form of communications, an online 'hub' to find updates and information, and later, training materials, job aids and SOPs.
- A greater number of end users invited to take part in the entire process, from coming up with an idea through submission, investigation, design, testing and implementing enhancements
- **A phased approach**, which provided an ability to review what worked, what didn't and what could be done to improve the change piece in each subsequent phase
- A more noticeable **commitment to bringing management and supervisors on board**. Without the buy-in and full support by leadership to commit time up-front for long term gain, the success would not have been possible. PSCC was a good example of this with ramp-up training and 'back to school' ICM University mindset
- **A body of expert users to support staff (Super Users), and leadership acceptance that the change was of such a large scale that these folks were critical for success**
- Bi-weekly sunrise calls – a regular platform for these super users to share information and grow together
- **A formal province-wide training program** and a process to ensure training was successfully completed
- Marketing, communications and mechanisms that **gave staff permission to 'own' the look and feel of their new case management system**. They have been supported to bring forward recommendations and ideas through the entire process

ICM Change Leadership Premier's Award Nomination – Testimonial

Testimonial Author:

Cassandra Siebel, Manager, Field Services
Fraser Regional Office (Surrey, BC)
Ministry of Social Development and Social Innovation
Phone: 604 586-2650

ICM Change Leadership **should win a Premier's Award because we have realized savings in resources and time with ICM.** It has also helped us to look at the division of work in a new way, resulting in savings and improved processes. It has finally **brought our ministry in line with current technology** and is now allowing us to further enhance our services to British Columbians virtually i.e. online portal and ICE (for telephony).

For example, during the planning stage of Phase 2, it was recommended that regions group their work into streams. Region 3 took the **recommendations from ICM change leadership and changed overall service delivery to incorporate the stream concept.** We have over 300 Employment and Assistance Workers (EAWs) in our region. All EAWs were invited to submit a ranking of their top three stream preferences (face to face, case management, telephony and intake). We were able to accommodate 82 percent of the EAWs' TOP choice – that means a lot in a region this size with so many EAWs. **Staff got the opportunity to work in the stream of their choice, which in turn created an engaged group.**

ICM change leadership was different in that there was a change plan. Previous initiatives did not have such clear and intentional plans to help staff in understanding and accepting the change. Right from the start, the five-year plan was clearly laid out and there was no wavering in the time lines. This helped staff see the long term plan/goal; it did not seem overwhelming, as it was broken down into phases. **There were no surprises. Executive level management have communicated clearly to all staff, as well as each region committed to a communication/change plan.**

It has been successful because not only was there a change plan, there was also a communication plan, as well as **resources that were dedicated to the change.** It was not done "off the side of someone's desk." Our Assistant Deputy Minister's conviction and commitment to this initiative was very apparent from the start. The resources came from all over the province and there was a clear selection process for consideration. Staff felt the process was transparent. It created opportunities for staff from all over the province to be part of this new, exciting initiative. Since it involved the entire province, it also created a sense of vested interest and pride for all to see this initiative be successful.

One of the important differences in this change initiative was that it showed staff that there was commitment to its success at every leadership level. Staff felt supported as tireless work went into ensuring that this was a system that would help staff provide a consistent level of quality service to all British Columbians. They appreciated the time to practice and work in the practice environment leading up to the roll out of new phases. **At the local level, management teams encouraged ongoing feedback and suggestions, even after roll out.** Staff felt empowered to make suggestions on improvements and those suggestions were taken seriously. In a lot of cases, the changes were implemented in various enhancement releases of the system.

Benning, Katharine PSA:EX

From: Benning, Katharine PSA:EX
Sent: 21 Apr 2015 15:27:34 -0700
To: Mitchell, Stacie PSA:EX
Subject: FW: Final List with Writers: Premier's Awards Nominations
FOI

From: Benning, Katharine PSA:EX
Sent: Friday, February 6, 2015 2:24 PM
To: Guidoriagao, Kimberley SDSI:EX
Subject: RE: Final List with Writers: Premier's Awards Nominations

Hi Kimberley,

The 8 and 4 rule is not a hard rule. As long as you have your nominations in a variety of categories and regions we are happy to see them come in.

All the best with the nominations. ☺
Katharine

From: Guidoriagao, Kimberley SDSI:EX
Sent: Friday, February 6, 2015 1:27 PM
To: Benning, Katharine PSA:EX
Subject: Final List with Writers: Premier's Awards Nominations

Hi Katharine,

What are my 8 and 4 again? I forget how many have to be regional and how many have to be provincial.

This is what I have so far – see below.

Thank you
Kimberley

| Category | Name | Division | Regional/Provincial |
|-----------------|---------------|----------|---------------------|
| Emerging Leader | Melissa Bauer | RIPD | Provincial |
| Emerging Leader | Alison Cote | ELMSD | Provincial |

| | | | |
|----------------------------------|--------------------------------------|-------|-------------------------------|
| Innovation | Service Delivery Transformation | SDD | Vancouver Island |
| Leadership | Cathy Walker | SDD | Lower Mainland |
| Leadership | Bruce Smith | SDD | Interior/North |
| Leadership | Nancy Shewchuk | SDD | Lower Mainland |
| Organizational Excellence | Integrated Case Management (ICM) | SSISD | Vancouver Island - Provincial |
| Organizational Excellence | Reconsideration | RIPD | Vancouver Island |
| Partnership | Accessibility 2024 | RIPD | Vancouver Island - Provincial |
| Partnership | Family and Youth Partnership Project | ELMSD | Lower Mainland |
| Legacy | Rob Bruce | RIPD | Provincial |
| Legacy | Paula Grant | ELMSD | Provincial |

Kimberley Guidoriagao. Manager, Corporate Initiatives and Engagement
People Strategies Branch | Ministry of Social Development and Social Innovation
Telephone 250-580-0369
Teamwork | Curiosity | Passion | Service | Courage | Accountability

Benning, Katharine PSA:EX

From: Benning, Katharine PSA:EX
Sent: 21 Apr 2015 15:22:17 -0700
To: Mitchell, Stacie PSA:EX
Subject: FW: Follow-up to Premier's Awards discussion
FOI

From: Holliss, Jeanne PSA:EX
Sent: Thursday, April 2, 2015 8:45 AM
To: Mayhew, Marnie PSA:EX
Cc: Benning, Katharine PSA:EX
Subject: Re: Follow-up to Premier's Awards discussion

Marnie,

FYI- Susan and Tom are on stand by if we want to publish the @Work announcement article today.

Thanks,
J.

On Apr 2, 2015, at 8:39 AM, "Mayhew, Marnie PSA:EX" <Marnie.Mayhew@gov.bc.ca> wrote:

Thank you Katherine

Sent from my iPhone

On Apr 2, 2015, at 12:05 AM, Benning, Katharine PSA:EX
<Katharine.Benning@gov.bc.ca> wrote:

Hi Jeanne and Marnie,

I've gone through the master Judging Panel binder to review what was sent to the judges and the ICM nomination was **not** included in the binder, or listed in the summary of ratings, for the Organizational Excellence category. The nominations brought forward to the judging panel are consistent with decisions made by the adjudicators and as we discussed earlier. All of the judge's binders are copied directly from the master judging binder so there wouldn't be any variations in what the judge's received.

Regards,
Katharine

Katharine Benning, Engagement and Event Specialist
Public Service Engagement and Corporate Initiatives | BC Public Service Agency
2nd Floor, 525 Superior Street | Victoria BC | V8V 1T7 | Office 250.216.9056
Website: www.gov.bc.ca/myhr/contact

Phone: 250.952.6000 | Toll Free 1.877.277.0772

Prodan, Matthew MTIC:EX

From: Benning, Katharine PSA:EX
Sent: Tuesday, April 21, 2015 3:22 PM
To: Mitchell, Stacie PSA:EX
Subject: FW: Follow-up to Premier's Awards discussion

FOI

From: Mayhew, Marnie PSA:EX
Sent: Thursday, April 2, 2015 8:40 AM
To: Benning, Katharine PSA:EX
Cc: Holliss, Jeanne PSA:EX
Subject: Re: Follow-up to Premier's Awards discussion

Thank you Katherine

Sent from my iPhone

On Apr 2, 2015, at 12:05 AM, Benning, Katharine PSA:EX <Katharine.Benning@gov.bc.ca> wrote:

Hi Jeanne and Marnie,

I've gone through the master Judging Panel binder to review what was sent to the judges and the ICM nomination was **not** included in the binder, or listed in the summary of ratings, for the Organizational Excellence category. The nominations brought forward to the judging panel are consistent with decisions made by the adjudicators and as we discussed earlier. All of the judge's binders are copied directly from the master judging binder so there wouldn't be any variations in what the judge's received.

Regards,
Katharine

Katharine Benning, Engagement and Event Specialist
Public Service Engagement and Corporate Initiatives | BC Public Service Agency
2nd Floor, 525 Superior Street | Victoria BC | V8V 1T7 | Office 250.216.9056
Website: www.gov.bc.ca/myhr/contact
Phone: 250.952.6000 | Toll Free 1.877.277.0772

Prodan, Matthew MTIC:EX

From: Benning, Katharine PSA:EX
Sent: Tuesday, April 21, 2015 3:21 PM
To: Mitchell, Stacie PSA:EX
Subject: FW: Follow-up to Premier's Awards discussion

FOI

From: Holliss, Jeanne PSA:EX
Sent: Thursday, April 2, 2015 12:07 AM
To: Benning, Katharine PSA:EX
Subject: Re: Follow-up to Premier's Awards discussion

I love you man!

On Apr 2, 2015, at 12:05 AM, "Benning, Katharine PSA:EX" <Katharine.Benning@gov.bc.ca> wrote:

Hi Jeanne and Marnie,

I've gone through the master Judging Panel binder to review what was sent to the judges and the ICM nomination was **not** included in the binder, or listed in the summary of ratings, for the Organizational Excellence category. The nominations brought forward to the judging panel are consistent with decisions made by the adjudicators and as we discussed earlier. All of the judge's binders are copied directly from the master judging binder so there wouldn't be any variations in what the judge's received.

Regards,
Katharine

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Website: www.gov.bc.ca/myhr/contact
Phone: 250.952.6000 | Toll Free 1.877.277.0772

Prodan, Matthew MTIC:EX

From: Benning, Katharine PSA:EX
Sent: Tuesday, April 21, 2015 3:23 PM
To: Mitchell, Stacie PSA:EX
Subject: FW: Media: Premier's Award Update

FOI

From: Mayhew, Marnie PSA:EX
Sent: Thursday, April 2, 2015 11:57 AM
To: Holliss, Jeanne PSA:EX; Guidoriagao, Kimberley SDSI:EX
Cc: Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX; Benning, Katharine PSA:EX
Subject: RE: Media: Premier's Award Update

Thanks again for coordinating the follow-up communications with ministry staff Jeanne. I have not sent out an email to the nominators; however, I am happy to do so if Elaine/Kimberley feel it would be helpful. I am assuming that there has already been some internal follow-up with them. If this assumption is not correct please advise and I can forward something today.

Marnie

From: Holliss, Jeanne PSA:EX
Sent: Thursday, April 2, 2015 8:26 AM
To: Guidoriagao, Kimberley SDSI:EX; Mayhew, Marnie PSA:EX
Cc: Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX
Subject: Re: Media: Premier's Award Update

Hi Kimberly,

I have sent my draft communications to the ADMs to Marnie Mayhew who is monitoring the situation and will make the call this morning as to whether or not this is a necessary outreach as they may have already heard it through the DMs.

It would be much appreciated if you could loop us in on any communications you maybe doing within your ministry.

Thanks again,
Jeanne

On Apr 2, 2015, at 8:19 AM, "Guidoriagao, Kimberley SDSI:EX" <Kimberley.Guidoriagao@gov.bc.ca> wrote:

Thank you for the update, Jeanne.

I have no issue with you connecting directly with Laurie, Beverly, and Kathleen.

Kimberley

Prodan, Matthew MTIC:EX

From: Benning, Katharine PSA:EX
Sent: Tuesday, April 21, 2015 3:23 PM
To: Mitchell, Stacie PSA:EX
Subject: FW: Media: Premier's Award Update

FOI

From: Guidoriagao, Kimberley SDSI:EX
Sent: Thursday, April 2, 2015 12:11 PM
To: Mayhew, Marnie PSA:EX; Holliss, Jeanne PSA:EX
Cc: Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX; Benning, Katharine PSA:EX
Subject: RE: Media: Premier's Award Update

Thank you very much Marnie, great to know the publish date as we can better streamline our ministry communications plan for the Premier's Awards.

Our plan is to highlight (across the ministry) the Premier's Awards nominations and finalists as we normally would, without specific reference to the media attention being given to ICM.

This will include our monthly DM newsletter which will speak to the nominations and finalists, next steps for the Premier's Awards including a link to the adjudication process for the premier's awards (on the @Work site).

Elaine is meeting with Kathleen Asher this afternoon, I am sure they will discuss this topic then, I don't think an email will be necessary, and thank you for the offer ☺. Typically in SDSI, the nominations that are not finalists receive an email from their ADM's about the nomination itself.

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Thanks again for coordinating the follow-up communications with ministry staff Jeanne. I have not sent out an email to the nominators; however, I am happy to do so if Elaine/Kimberley feel it would be helpful. I am assuming that there has already been some internal follow-up with them. If this assumption is not correct please advise and I can forward something today.

Marnie

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Great, thanks!

And we will give you a head's up if the @Work article with the general announcement on all the regional finalists gets published today.

On Apr 2, 2015, at 8:31 AM, "Guidoriagao, Kimberley SDSI:EX" <[Kimberley.Guidoriagao@gov.bc.ca](mailto:Kimberley.Guidoriagao@gov.bc.ca)> wrote:

I absolutely will Jeanne. Elaine and I will discuss before any decisions to communicate with SDSI staff are made. We will consult with Maryann as well.

At this time, no employees have asked me about this nomination. I have a recognition call in 30 minutes so I will see what folks in the field are saying (if they offer it up).

Kimberley

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Kimberley

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**To:** Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX  
**Cc:** Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX; Mayhew, Marnie PSA:EX; Taylor, Erika SDSI:EX; Benning, Katharine PSA:EX  
**Subject:** RE: Media: Premier's Award Update

Good Morning everyone,

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If you have any further questions please contact myself or Marnie Mayhew.

Many thanks,  
Jeanne

**Jeanne Holliss** | Manager, Corporate Engagement Initiatives  
Public Service Engagement and Corporate Initiatives | BC Public Service Agency  
2nd Floor - 525 Superior St | Victoria BC | V8V 1T7

---

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**Sent:** Wednesday, April 1, 2015 7:47 PM  
**To:** Anderson, Maryann GCPE:EX  
**Cc:** Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX; Holliss, Jeanne PSA:EX; Mayhew, Marnie PSA:EX; Taylor, Erika SDSI:EX  
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Hi Maryann,

Kimberley (Manager of Corporate Initiatives) was looped in as the program lead for Premier's Awards in our ministry, as there was a question about where our nominations were at in the adjudication process.

We will certainly route any questions through you as we have nothing to do with media requests.

Elaine

Sent from my iPhone

On Apr 1, 2015, at 7:12 PM, Anderson, Maryann GCPE:EX  
<[Maryann.Anderson@gov.bc.ca](mailto:Maryann.Anderson@gov.bc.ca)> wrote:

Just to clarify - SDSI staff should route all questions and requests through here - and not to Jamie.

Thanks

---

**From:** Anderson, Maryann GCPE:EX  
**Sent:** Wednesday, April 01, 2015 06:46 PM  
**To:** Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX  
**Cc:** Holliss, Jeanne PSA:EX; Cross, Elaine SDSI:EX; Mayhew, Marnie PSA:EX  
**Subject:** RE: Media: Premier's Award Update

Hi,

The information below is not correct – Jamie is not the contact. Please direct any further questions, or requests to myself or to our Communications Director, Corinna Filion.

Any questions related to media enquiries should be sent to us as well, not to the internal communications group.

Thank You

**Maryann Anderson**

Communications

Ministry of Social Development and Social Innovation

P: 250.387.6490

C: 250.213.1493

E: [maryann.anderson@gov.bc.ca](mailto:maryann.anderson@gov.bc.ca)

---

**From:** Prouten, James SDSI:EX  
**Sent:** Wednesday, April 1, 2015 6:32 PM  
**To:** Guidoriagao, Kimberley SDSI:EX  
**Cc:** Holliss, Jeanne PSA:EX; Cross, Elaine SDSI:EX; Mayhew, Marnie PSA:EX; Anderson, Maryann GCPE:EX  
**Subject:** Re: Media: Premier's Award Update

Thank you, everyone. Appreciate your time on this issue.

Cheers  
James Prouten  
Director, Strategic Planning  
Information Systems Division  
250-893-5181

On Apr 1, 2015, at 5:24 PM, "Guidoriagao, Kimberley SDSI:EX" <[Kimberley.Guidoriagao@gov.bc.ca](mailto:Kimberley.Guidoriagao@gov.bc.ca)> wrote:

Perfect, Jeanne, thank you very much.

Kimberley

Sent from my iPhone

On Apr 1, 2015, at 5:22 PM, "Holliss, Jeanne PSA:EX" <[Jeanne.Holliss@gov.bc.ca](mailto:Jeanne.Holliss@gov.bc.ca)> wrote:

Hi Kimberly and James,

This is all being handled by our GCPE shop / Jamie Edwardson. He has all if the approved messaging and is working directly with then reporter. We are working directly with our executive as well.

Please stand by while this still unfolds and contact Jamie for the final GCPE communications.

On Apr 1, 2015, at 5:03 PM, "Guidoriagao, Kimberley SDSI:EX" <[Kimberley.Guidoriagao@gov.bc.ca](mailto:Kimberley.Guidoriagao@gov.bc.ca)> wrote:

Hi James,

I spoke with the manager of the Premier's Awards

program at the Public Service Agency and wanted to convey a couple of things regarding this media issue. I hope I answer all of your questions, and am open to further discussions as often as they are needed. Maybe we should have a meeting, tomorrow?

**Media logistics and collaboration:**

- In addition to our own ministry and SDSI GCPE, all news releases about the Premier's Awards must be reviewed by the Public Service Agency (PSA). This means we need to include Marnie Mayhew and Jeanne Holliss in our conversations, and the approvals of media releases. This makes sense as the Premier's Awards, is a corporate program and falls under their purview.
- The PSA and Marnie Mayhew have existing Issues Notes related to the Premier's Awards. In addition, they are able to provide details such as this is 1 of 143 nominations, and the Premier's Awards is the highest honour for public servants etc.

- There is a lot of misinformation being conveyed by the media, I would recommend a joint approach (CFD/SDSI/PSA/GCPE) in any attempt to dispel this misinformation.

**The Current Status of the Premier's Awards:**

- The regional nominations have been adjudicated and the confidential results of the nominations will be announced next week on @Work. Very few people know the results.
- The provincial nominations have not been adjudicated. Those sessions take place in mid-April.
- Premier's Awards winners are announced in September.

**And, we have a question to confirm (more might come):**

- Is it our SDSI GCPE who are being asked these questions by the media?

Please let me know if you require anything more, this looks to be a tag-team effort.

**Jeanne**, and **Marnie**, please let me know if I

missed anything. Thank  
you!

**Maryann**, you too,  
please let me know if  
you need anything.

Thank you,  
Kimberley

## **Prodan, Matthew MTIC:EX**

---

**From:** Benning, Katharine PSA:EX  
**Sent:** Tuesday, April 21, 2015 3:22 PM  
**To:** Mitchell, Stacie PSA:EX  
**Subject:** FW: Media: Premier's Award Update

FOI

---

**From:** Holliss, Jeanne PSA:EX  
**Sent:** Thursday, April 2, 2015 8:07 AM  
**To:** Mayhew, Marnie PSA:EX  
**Cc:** Benning, Katharine PSA:EX  
**Subject:** Media: Premier's Award Update

Hi Marnie,

As discussed here is the note I drafted for Beverly Dicks, ADM, MCFD and Laurie Barker, ADM, SDSI who were both named as nominators for the submission. Please let me know if you require anything further as I will be monitoring my emails until noon. Thanks!

---

Good Morning,

As you may already know, the BC Public Service Agency received word late yesterday afternoon that media coverage was pending regarding the ICM nomination that was submitted for the Premier's Awards. You may have already seen the news this morning but the story broke about the results of the Premier's Awards ICM nomination before we had a chance to release the regional finalists to the BCPS. The Premier's Awards program area did not release this information to anyone as the communications were still going through the approval process internally and were scheduled to be announced early next week. It is still unclear where the media picked up the story. Both Sheila Taylor and Mark Sieben have been apprised of this situation.

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The Premier's Awards announcements generally follow a three-step process. First DMs are informed via a memo from John Dyble, results are then announced on @Work and then the program area sends individual emails to all of the non-finalists to inform them of the adjudicators decisions. As this will not be the case for this particular nomination, we wanted to reach out to you as nominators of the submission.

If you have any further questions please contact me.

## Prodan, Matthew MTIC:EX

---

**From:** Benning, Katharine PSA:EX  
**Sent:** Tuesday, April 21, 2015 3:27 PM  
**To:** Mitchell, Stacie PSA:EX  
**Subject:** FW: Request: List of Premier's Awards Nominations

FOI

---

**From:** Benning, Katharine PSA:EX  
**Sent:** Tuesday, February 17, 2015 11:27 AM  
**To:** Tobin, Maxine SDSI:EX  
**Cc:** Cross, Elaine SDSI:EX; Guidoriagao, Kimberley SDSI:EX; SDSI Communications SDSI:EX  
**Subject:** RE: Request: List of Premier's Awards Nominations

Thank you Maxine – this is perfect!

---

**From:** Tobin, Maxine SDSI:EX  
**Sent:** Tuesday, February 17, 2015 10:20 AM  
**To:** Benning, Katharine PSA:EX  
**Cc:** Cross, Elaine SDSI:EX; Guidoriagao, Kimberley SDSI:EX; SDSI Communications SDSI:EX  
**Subject:** RE: Request: List of Premier's Awards Nominations

Hi Katharine,

Below are the Premier's Award nominations that will be submitted from SDSI. The exact category for the Integrated Case Management nomination is somewhat tentative as it is now a joint submission with MCFD; I will let you know if this changes categories.

| Category        | Name                            | Region           |
|-----------------|---------------------------------|------------------|
| Emerging Leader | Melissa Bauer                   | Provincial       |
| Emerging Leader | Alison Cote                     | Provincial       |
| Innovation      | Service Delivery Transformation | Vancouver Island |
| Leadership      | Cathy Walker                    | Lower Mainland   |
| Leadership      | Bruce Smith                     | Interior/North   |

|                                  |                                      |                               |
|----------------------------------|--------------------------------------|-------------------------------|
| <b>Leadership</b>                | Nancy Shewchuk                       | Lower Mainland                |
| <b>Organizational Excellence</b> | Integrated Case Management (ICM)     | Vancouver Island - Provincial |
| <b>Organizational Excellence</b> | Reconsideration                      | Vancouver Island              |
| <b>Partnership</b>               | Accessibility 2024                   | Vancouver Island - Provincial |
| <b>Partnership</b>               | Family and Youth Partnership Project | Lower Mainland                |
| <b>Legacy</b>                    | Rob Bruce                            | Provincial                    |
| <b>Legacy</b>                    | Paula Grant                          | Provincial                    |

Thanks!

Maxine

**Maxine Tobin**

*A/Communications Analyst*

Communications & Corporate Initiatives | People Strategies Branch

Ministry of Social Development & Social Innovation

Phone: (250) 387-7186

TEAMWORK | CURIOSITY | PASSION | SERVICE | COURAGE | ACCOUNTABILITY

---

**From:** Benning, Katharine PSA:EX

**Sent:** Tuesday, February 17, 2015 9:20 AM

**To:** Cho, Gayle MEM:EX; Cole, Linsey PSA:EX; Cook, Jeannette MTIC:EX; Cornett, Kathy M JAG:EX; Cownden, Alison AVED:EX; Dayman, Marlene JAG:EX; Demers, Gordon LDB:EX; Fair, Susan P AGRI:EX; Guidoriagao, Kimberley SDSI:EX; Isaac, Chrysstena D EDUC:EX; Johns, Kimberlee SDSI:EX; Kennedy, Karla EAO:EX; Loveless, Michelle GCPE:EX; MacLean, Shelley FIN:EX; McLaughlin, Katie EDUC:EX; Meseyton, Robert JAG:EX; Morrison, Trevor FLNR:EX; Nelson, Brenda L JTST:EX; O'Connell, Jill MCF:EX; Parker, Jacquelyn CSCD:EX; Piasentin, Eddy HLTH:EX; Quin, Melissa ENV:EX; Rilkoff, Rachel HLTH:EX; Root, Danielle ABR:EX; Sall, Gurmeet GCPE:EX; Valle, Gloria J TRAN:EX; White, Katie PSBC:EX; Wong, Jane T AGRI:EX; XT:Matters, Indiana AG:IN; Zinke, Kim EDUC:EX

**Cc:** Holliss, Jeanne PSA:EX

**Subject:** Request: List of Premier's Awards Nominations

Good morning Ministry Contacts,

As the reminder the Premier's Awards nomination period is open for one more week!

In preparation can you please send me a list of nominations, including category and region, that your ministry is submitting this year? Our team will use this information to ensure that each region and category have enough nominations for a complete representation of people and programs from across the province.

Don't forget that to submit your Premier's Awards nomination you go to the online webform on @Work (<https://gwww.gov.bc.ca/premiers-award-2015-application>) then:

- Select the category from the drop-down menu,
- Click "go", and
- Start pasting your nomination into the form.

Note that as Ministry Contacts, you are the only ones that have access to the online webform. If you would like to have someone else to have access to submit nominations, please email me and I will have their names added to the list.

**Nomination period closes Tuesday, February 24<sup>th</sup> 2015 at 11:59 pm PST.**

If you have any questions about the process, the form, or anything to do with Premier's Awards, don't hesitate to contact me.

Regards,  
Katharine

Katharine Benning, Engagement and Event Specialist  
Public Service Engagement and Corporate Initiatives | BC Public Service Agency  
2nd Floor, 525 Superior Street | Victoria BC | V8V 1T7 | Office 250.216.9056  
Website: [www.gov.bc.ca/myhr/contact](http://www.gov.bc.ca/myhr/contact)  
Phone: 250.952.6000 | Toll Free 1.877.277.0772



Where ideas work

## **Prodan, Matthew MTIC:EX**

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**From:** Mayhew, Marnie PSA:EX  
**Sent:** Friday, April 24, 2015 1:48 PM  
**To:** Mitchell, Stacie PSA:EX  
**Subject:** FW: Media: Premier's Award Update

Marnie

---

**From:** Guidoriagao, Kimberley SDSI:EX  
**Sent:** Thursday, April 2, 2015 3:29 PM  
**To:** Mayhew, Marnie PSA:EX  
**Subject:** RE: Media: Premier's Award Update

Of course!! Lots of discourse on this one. Thank you so much for your support, sorry for the extra work!!

**Kimberley Guidoriagao. Manager, Corporate Initiatives and Engagement**  
People Strategies Branch I Ministry of Social Development and Social Innovation  
Telephone 250-580-0369  
Teamwork | Curiosity | Passion | Service | Courage | Accountability

---

**From:** Mayhew, Marnie PSA:EX  
**Sent:** Thursday, April 2, 2015 3:02 PM  
**To:** Guidoriagao, Kimberley SDSI:EX  
**Subject:** RE: Media: Premier's Award Update

Thanks for closing the loop Kimberley.

Cheers,

Marnie

---

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Elaine is meeting with Kathleen Asher this afternoon, I am sure they will discuss this topic then, I don't think an email will be necessary, and thank you for the offer ☺. Typically in SDSI, the nominations that are not finalists receive an email from their ADM's about the nomination itself.

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Jeanne Holliss | Manager, Corporate Engagement Initiatives
Public Service Engagement and Corporate Initiatives | BC Public Service Agency
2nd Floor - 525 Superior St | Victoria BC | V8V 1T7

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Maryann Anderson

Communications

Ministry of Social Development and Social Innovation

P: 250.387.6490

C: 250.213.1493

E: maryann.anderson@gov.bc.ca

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Subject: FW: Media: Premier's Award Update

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Cc: Benning, Katharine PSA:EX
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- The regional nominations have been adjudicated and the confidential results of the nominations will be announced on @Work either today or Tuesday.
- The provincial nominations have not been adjudicated. Those sessions take place in mid-April.
- Premier's Awards winners are announced in September.

The Premier's Awards announcements generally follow a three-step process. First DMs are informed via a memo from John Dyble, results are then announced on @Work and then the program area sends individual emails to all of the non-finalists to inform them of the adjudicators decisions. As this will not be the case for this particular nomination, we wanted to reach out to you as nominators of the submission.

If you have any further questions please contact me.

Prodan, Matthew MTIC:EX

From: Holliss, Jeanne PSA:EX
Sent: Thursday, April 2, 2015 7:34 AM
To: Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX
Cc: Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX; Mayhew, Marnie PSA:EX; Taylor, Erika SDSI:EX; Benning, Katharine PSA:EX
Subject: RE: Media: Premier's Award Update

Good Morning everyone,

As you all know, we received word last night that media coverage was pending regarding the ICM nomination for the Premier's Awards. You may have already seen the news this morning but the story broke about the results of the Premier's Awards ICM nomination before we have had a chance to release the regional finalists to the BCPS. The Premier's Awards program area did not release this information to anyone as the communications were still going through the approval process internally and were scheduled to be announced early next week. It is still unclear where the media picked up the story. Both Sheila Taylor and Mark Sieben have been apprised of this situation.

The Premier's Awards announcements generally follow a three-step process. First DMs are informed via a memo from John Dyble, results are then announced on @Work and then the program area sends individual emails to all of the non-finalists to inform them of the adjudicators decisions. As this will not be the case for this particular nomination, we would like to communicate this directly to the nominators of the ICM submission, Beverly Dicks, Laurie Barker and Kathleen Asher (who may have penned it).

If you have any further questions please contact myself or Marnie Mayhew.

Many thanks,
Jeanne

Jeanne Holliss | Manager, Corporate Engagement Initiatives
Public Service Engagement and Corporate Initiatives | BC Public Service Agency
2nd Floor - 525 Superior St | Victoria BC | V8V 1T7
250-516-3848

From: Cross, Elaine SDSI:EX
Sent: Wednesday, April 1, 2015 7:47 PM
To: Anderson, Maryann GCPE:EX
Cc: Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX; Holliss, Jeanne PSA:EX; Mayhew, Marnie PSA:EX; Taylor, Erika SDSI:EX
Subject: Re: Media: Premier's Award Update

Hi Maryann,

Kimberley (Manager of Corporate Initiatives) was looped in as the program lead for Premier's Awards in our ministry, as there was a question about where our nominations were at in the adjudication process.

We will certainly route any questions through you as we have nothing to do with media requests.

Elaine

Sent from my iPhone

On Apr 1, 2015, at 7:12 PM, Anderson, Maryann GCPE:EX <Maryann.Anderson@gov.bc.ca> wrote:

Just to clarify - SDSI staff should route all questions and requests through here - and not to Jamie.

Thanks

From: Anderson, Maryann GCPE:EX

Sent: Wednesday, April 01, 2015 06:46 PM

To: Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX

Cc: Holliss, Jeanne PSA:EX; Cross, Elaine SDSI:EX; Mayhew, Marnie PSA:EX

Subject: RE: Media: Premier's Award Update

Hi,

The information below is not correct – Jamie is not the contact. Please direct any further questions, or requests to myself or to our Communications Director, Corinna Fillion.

Any questions related to media enquiries should be sent to us as well, not to the internal communications group.

Thank You

Maryann Anderson

Communications

Ministry of Social Development and Social Innovation

P: 250.387.6490

C: 250.213.1493

E: maryann.anderson@gov.bc.ca

From: Prouten, James SDSI:EX

Sent: Wednesday, April 1, 2015 6:32 PM

To: Guidoriagao, Kimberley SDSI:EX

Cc: Holliss, Jeanne PSA:EX; Cross, Elaine SDSI:EX; Mayhew, Marnie PSA:EX; Anderson, Maryann GCPE:EX

Subject: Re: Media: Premier's Award Update

Thank you, everyone. Appreciate your time on this issue.

Cheers

James Prouten

Director, Strategic Planning

Information Systems Division

250-893-5181

On Apr 1, 2015, at 5:24 PM, "Guidoriagao, Kimberley SDSI:EX"

<Kimberley.Guidoriagao@gov.bc.ca> wrote:

Perfect, Jeanne, thank you very much.

Prodan, Matthew MTIC:EX

From: Billings, Thomas PSA:EX
Sent: Thursday, April 2, 2015 12:03 PM
To: Riley, Erin PSA:EX; Benning, Katharine PSA:EX
Cc: Bidwell, Doug PSA:EX; Stothers, Meghan PSA:EX; Parhar, Susan PSA:EX; Holliss, Jeanne PSA:EX
Subject: FOR QA: Premiers Awards article and info pages

All set for first review – please Erin and Katharine. Great work, Chris!

This is a link to the content admin list. The article and all the corresponding pages are listed; you only need to go as far as April 1 (there are 14 pages total).

https://www.gov.bc.ca/admin/content?promote=0&status=0&sticky=All&type=All&uid=&field_display_name_value=&keys=&tags%5B%5D=85

Please log any feedback/notes [HERE](#)

~Tom

From: Parhar, Susan PSA:EX
Sent: Thursday, April 2, 2015 12:00 PM
To: Billings, Thomas PSA:EX; Stothers, Meghan PSA:EX
Cc: Riley, Erin PSA:EX; Bidwell, Doug PSA:EX
Subject: GO-LIVE TUESDAY @ 9AM --- RE: UPDATE: Premiers Awards article and info pages

UPDATE – Marnie just got back to me. She'd like the PA @Work article (and related pages) to be posted for **Tuesday morning 9 a.m** please. So let's work towards that please.

Erin – I'll move the other piece for the pharmacy item to Thursday morning (for now). Thanks!

From: Parhar, Susan PSA:EX
Sent: Thursday, April 2, 2015 11:36 AM
To: Billings, Thomas PSA:EX; Stothers, Meghan PSA:EX
Cc: Riley, Erin PSA:EX; Bidwell, Doug PSA:EX
Subject: RE: UPDATE: Premiers Awards article and info pages

Great – thanks Tom! I know this is a lot of work, so really appreciate everyone's efforts to get this ready in case we need to go live sooner than originally planned. I haven't heard anything further yet (I did send Marnie a note earlier). Just waiting for her to advise. I know she's planning to be in the office later so hopefully we'll know soon. If she contacts me directly, I'll let you know.

Susan

From: Billings, Thomas PSA:EX
Sent: Thursday, April 2, 2015 11:14 AM
To: Stothers, Meghan PSA:EX; Parhar, Susan PSA:EX
Cc: Riley, Erin PSA:EX; Bidwell, Doug PSA:EX
Subject: UPDATE: Premiers Awards article and info pages

We have the list of finalists and are creating the corresponding pages (unpublished). Should be ready for QA this afternoon.

[eg. <https://gww.gov.bc.ca/career/premiers-awards/2015/regional-finalists/interior-north/innovation>]

Dayfile reflects this new content: \\mitre\S4306\Public Service Initiative\Corporate Internal Comm\Employee Website\ Content\150408 PA Regional finalists

~Tom

From: Stothers, Meghan PSA:EX
Sent: Thursday, April 2, 2015 9:37 AM
To: Parhar, Susan PSA:EX
Cc: Billings, Thomas PSA:EX; Deakin, Chris PSA:EX; Riley, Erin PSA:EX; Polden, Jaya PSA:EX
Subject: RE: Premiers Awards article and info pages

Thanks, Susan. We just had a scrum here to sort out the work that needs to be done and how we'll get the missing information. We're in good hands with superstar Chris who is working on the updates now. Tom is assisting with this work and Erin has graciously volunteered to pitch in on content prep.

Erin suggested a get together to talk in more detail about key PA dates (until mid-September) that will involve web team work (beyond an article). Methinks it's a great idea, so we can arrange our resources and capture this work in our planning docs.

Thanks,

Meghan

From: Parhar, Susan PSA:EX
Sent: Thursday, April 2, 2015 8:59 AM
To: Billings, Thomas PSA:EX; Stothers, Meghan PSA:EX; Deakin, Chris PSA:EX
Subject: RE: Premiers Awards article and info pages

Thanks Tom. I'm here s.22 | if anyone has questions. We're just on stand by right now. ☺

From: Billings, Thomas PSA:EX
Sent: Thursday, April 2, 2015 8:40 AM
To: Stothers, Meghan PSA:EX; Deakin, Chris PSA:EX
Cc: Parhar, Susan PSA:EX
Subject: Premiers Awards article and info pages

Hey Chris and Meghan :) in case you didn't get my text:

Will be at office soon but heads up that Premiers Awards article and related info pages may be expedited today, as a result of a media statement that went out from PSA yesterday.

Let's huddle and sort out best plan of action when I arrive. Plus, s.22 so Susan is comms rep (and Marnie is involved;s.22

Related news article:

<http://www.castanet.net/news/BC/136677/Computer-award-deleted>

~Tom

Prodan, Matthew MTIC:EX

From: Guidoriagao, Kimberley SDSI:EX
Sent: Wednesday, April 1, 2015 5:49 PM
To: Holliss, Jeanne PSA:EX
Subject: Fw: Premier's Award Nomination Confirmation

Here it is, Beverly Dicks :)

Nomination below.

Thank you for your help Jeanne! I will check in with James in person tomorrow to make sure the media and issues management protocols are understood.

Kimberley

From: @Work
Sent: February-23-15 4:22 PM
To: Guidoriagao, Kimberley SDSI:EX
Subject: Premier's Award Nomination Confirmation
Thank you for submitting the following nomination:

Nomination Name - Laurie Barker and Beverly Dicks
Ministry - Social Development and Social Innovation
Category - Organizational Excellence
Region - Provincial Wide

Please ensure the correct name for the nomination and ministry are listed above, as well as the correct category. If applicable, please ensure the correct region is listed above. If any of the information is incorrect please contact Katharine Benning, Manager Premier's Awards at: Katharine.Benning@gov.bc.ca

Please share this information with the nominators, nomination contacts and the nominees.

Your participation in the 2015 Premier's Innovation and Excellence Awards is greatly appreciated. We particularly want to thank the nominators. Without their considerable efforts the program could not operate.
Thank you!

No small feat: Managing change for one of North America's first social sector integrated case-management system implementations

ORGANIZATIONAL EXCELLENCE

This award recognizes one or more BC Public Service organizations that have delivered a program, service, or initiative resulting in substantial benefits to their organization(s), the public service, or citizens of British

Columbia. This award is recognized both regionally and provincially. Considerations may include, but are not limited to:

- Demonstrated an exceptional level of service dedication, commitment to innovation, and focus on achieving leading edge efficiencies in the BC Public Service;
- Measureable benefits to either their organizations(s) and/or the citizens of British Columbia through process improvements to transform business practices, identify opportunities for innovation, and/or support sustainable revenue generation or savings;
- Involved customer(s) in pursuing creative new approaches to address standard business practices.

Title of Nomination: No small feat: Managing change for one of North America's first social sector integrated case-management system implementations

Nominator

The nominator is the person who will be identified in the video if the nomination is chosen as a finalist. Typically the nominator is someone from the Executive who has been part of the nomination. The nominator and nomination contact can be the same person but it is not recommended as there is considerable communication between the nomination contact and the Premier's Awards team.

Name: Laurie Barker and Beverly Dicks

Nominator Title: ADM, SDSI and ADM, MCFD

Email: Laurie.Barker@gov.bc.ca

Nomination Contact

The nomination contact will be responsible for providing/confirming information that is relevant to the nomination. This may include confirming partner organizations, providing correct titles, checking spelling and providing pictures. The nomination contact should be someone who has been directly involved in the nomination.

Name: Kathleen Asher

Email: Kathleen.Asher@gov.bc.ca

Phone Number: 250-356-2688

Video Contact

The video contact will work directly with the video production crew to identify appropriate locations for filming, identify interviewees and coordinate the signing of release forms.

Name: Kathleen Asher

Email: Kathleen.Asher@gov.bc.ca

Filming Location: Victoria and Vancouver

Nominee information

| No. | Name | Branch or program area | Email | Phone Number |
|-----|----------------|------------------------------------------------------|------------------------------------------------------------------------|--------------|
| 1 | Kathleen Asher | Ministry of Social Development and Social Innovation | Kathleen.Asher@gov.bc.ca | 250-356-2688 |
| 2 | Rob Byers | Ministry of Social Development and Social Innovation | Rob.Byers@gov.bc.ca | 250-216-8369 |

| No. | Name | Branch or program area | Email | Phone Number |
|-----|--------------------|------------------------------------------------------|--------------------------------------------------------------------------------|--------------|
| 3 | Sarah Smith | Ministry of Social Development and Social Innovation | Sarah.G.Smith@gov.bc.ca | 250 507-0119 |
| 4 | Megan Walmsley | Ministry of Social Development and Social Innovation | Megan.Walmsley@gov.bc.ca | 250-356-6626 |
| 5 | Roland Best | Ministry of Social Development and Social Innovation | Roland.Best@gov.bc.ca | 250 387-8796 |
| 6 | Cheryl Gant | Ministry of Social Development and Social Innovation | Cheryl.Gant@gov.bc.ca | 250 574-6886 |
| 7 | Sheila Robinson | Ministry of Children and Family Development | Sheila.Robinson@gov.bc.ca | 604-660-2433 |
| 8 | Joanne White | Ministry of Children and Family Development | Joanne.H.White@gov.bc.ca | 250-992-4158 |
| 9 | Caroline Wilkin | Ministry of Children and Family Development | Caroline.Wilkin@gov.bc.ca | 604-466-7444 |
| 10 | Naila Dharshi | Ministry of Children and Family Development | Naila.Dharshi@gov.bc.ca | 604-660-2433 |
| 11 | William Strickland | Ministry of Children and Family Development | William.Strickland@gov.bc.ca | 604-660-5437 |
| 12 | Michelle Peterson | Ministry of Children and Family Development | Michelle.Peterson@gov.bc.ca | 250-213-2538 |
| 13 | Kim Dooling | Ministry of Children and Family Development | Kim.Dooling@gov.bc.ca | 604-660-5602 |
| 14 | Huguette Cyrenne | Ministry of Children and Family Development | Huguette.Cyrenne@gov.bc.ca | 250-356-2941 |

Evaluation Considerations

Summary (not to exceed 150 words):

Brief statement highlighting the program, service or initiative and what was achieved.

Implementing one of the first case-management systems across two ministries was no easy task. The Ministry of Social Development and Social Innovation (SDSI) partnered with the Ministry of Children and Family Development (MCFD) to replace their 35-year-old legacy case-management system with a new platform that enables front-line workers to share client information between ministries. These social workers and employment-assistance staff serve some of the province's most vulnerable citizens. Preparing staff for the changeover was paramount to ensuring service delivery was not compromised.

The implementation required innovative problem solving to deliver an unprecedented change program to 7500 employees throughout the province. Dedicated change teams, responsiveness, communication and staff engagement made the significant transition from old to new a success.

Summary word count: 118

Content (not to exceed 1,500 words):

Context (please keep to approximately 250 words):

Describe why the program, service, or initiative was undertaken.

For 35 years, staff from MCFD and SDSI used the Management Information System (MIS), a green-screen, command-driven case-management system to provide services to citizens accessing social services. Today's social workers and employment-assistance staff require modern technology to deliver integrated services to clients. As a result, the Integrated Case Management (ICM) project was undertaken to provide better tools for these front-line workers.

The transition to a new primary case-management tool required a significant change-management initiative to prepare staff to use the new technology. Employees were at varying stages of readiness to accept modern technology and new business processes, and had varying degrees of comfort with the new software. MCFD had a particular challenge in engaging staff in the new system. After an unsuccessful implementation of the highly sensitive child-protection components early in the system development, the prevailing opinion was that the long-awaited system did not meet their needs. The ministry determined a child-protection upgrade to the new system was required.

Recognizing the challenges, each ministry established a dedicated organizational change team to coordinate and support the implementation of their unique change programs. These change teams worked with a network of change leaders across the province to connect with staff and ensure they were well prepared. An unwavering commitment to software-release dates instilled a sense of urgency and galvanized ministry staff to support the change.

Complexity:

Identify and outline scope of the program, service, or initiative including, but not limited to:

- **Size of the program, service, or initiative;**
- **Risks encountered;**
- **Use of creativity or fresh approach in achieving desired outcomes;**
- **Technical or organizational difficulties identified and addressed;**
- **Financial constraints managed.**

The new case-management system impacted approximately 7500 staff and contractors across the province. Each ministry had specific requirements for the new system: SDSI needed to capture quantitative data—the facts—about their clients; MCFD needed to capture qualitative data—the story—for their child-protection services. Due to these unique work processes, each ministry set up a customized training program for their staff. Responsiveness and staff engagement were the project's keys to success.

For public servants, mastering IT terminology and working in collaboration with a multi-national for-profit systems integrator was new and challenging. To bridge the knowledge gap, the systems integrator agreed to an unusual request: to participate in social work training.

Front-line workers in each ministry requested face-to-face training. Both ministries used a "train-the-trainer" model and set up temporary mobile classrooms in local office boardrooms. SDSI delivered 11 weeks of training over six years for 4500 participants. MCFD developed six unique orientation guides and delivered 17 weeks of training for 3000 participants in 132 sessions.

The systems integrator and executives from each ministry established four phase-implementation dates at the outset that were immovable regardless of rising caseloads, changing staff demographics, and staffing constraints. Risks to success also included staff workload pressures, lack of buy-in, resistance to new technology, and regional differences in work procedures and service delivery.

Overcoming MCFD staff skepticism and lack of confidence due to the initially unsuccessful child-protection component required significant effort. MCFD leveraged front-line staff from various program areas to help redesign the system and support change-management activities. Involving staff in the redesign helped rebuild trust that the system would provide the best service to their clients.

Both teams organized a pilot program to refine the training curricula for the “train-the-trainer” programs. Staff from each of the service-delivery roles from around the province attended the pilot program to critique the role-specific content. By test-driving the content, the team could make amendments to accommodate the learning expectations of a specific audience.

The pilot program represents the responsiveness that was required throughout the implementation. Each team would be presented a problem and were instructed to ask for input from staff to solve it. Engaging employees early in the process meant they would return to their offices excited about the system, and share that excitement with co-workers.

The systems integrator built an online practice environment—uncommon in system implementation. Ministry staff could access the practice environment from their own desktop in the lag time between training and implementation dates.

In phase 1, SDSI staff were allocated one day of training for a one-size-fits-all program. The result was insufficient training and a lesson learned. To resolve this, the team provided additional training and supports to staff. In Phase 2, SDSI took a more comprehensive approach, which translated into four days of classroom training. As a result, staff were more prepared to use the system.

In phase 4, scheduling on-site training for staff across the province presented another challenge. The teams prepared a comprehensive training schedule and worked with supervisors to schedule time for staff to complete the pre-requisite web-based training and to use the practice system after training to reinforce learning. Logistically, due to weather, there was uncertainty around SDSI’s mobile classroom’s laptops arriving on time to each location.

The financial constraints were challenging, including managing within a government-wide restricted hiring policy. Pulling child-protection and employment-assistance workers away to act as subject-matter experts for 18 months was critical for successful design and implementation, but also created organizational pressure to ensure front-line services were maintained and carefully managed by service delivery leaders. To minimize the impact on service delivery and project costs and maximize the quality and effectiveness of training, the teams brought training as close to front-line workers as possible.

Approach:

Identify key aspects of the program, service, or initiative that may include, but are not limited to:

- **Stakeholder consultation;**
- **Support for innovation, risk taking, and a commitment to ongoing improvements by incorporating or contributing to best practices;**
- **Removing barriers that inhibit innovation and process improvements.**
- **Change resilience – demonstration of strategies that support success even while going through change and transformation;**
- **Attention to cross-government processes critical for meeting stakeholder needs.**

For each phase, the change teams analyzed needs for staff, managers, supervisors, governance bodies, and external stakeholders. Staff change-readiness surveys and user-impact assessments provided key information to inform the change-management plan. At the end of each phase, the teams asked staff to answer training and change surveys to inform planning for the next phase.

The project team included ministry experts from across the province, loaned to the project full-time to participate in the design and testing of the system to ensure it met the needs of frontline workers.

MCFD conducted focus groups across 13 service-delivery areas to understand the complexity of the issues from a practice lens. The focus group’s qualitative information provided the background for the ICM redesign, and informed the communication processes used in the final phase.

The change teams communicated extensively with staff and supervisors about the anticipated productivity dip until staff were comfortable with the new system and provided extensive supports to reduce anxiety about the implementation. After input from staff, work was divided differently during implementation to let employees get comfortable completing specific processes in the new system. Members of the change teams travelled the province to deliver orientation sessions and were onsite at key offices post-implementation to provide additional support. They travelled to local offices to obtain first-hand experience with areas where employees were having difficulties and identified where additional training was required and where the new system was too complicated.

By conducting change readiness and training surveys during each phase, the teams were able to build on what worked, identify areas for improvement, and tailor training programs accordingly. A Change Impact Assessment document was developed for each phase and change management tasks were customized to meet staff needs.

As the project winds down, the change teams continue to improve existing and create new resource materials for end users. Information received from the helpdesk and frontline workers helps refine materials to support staff in the change-management process.

Impact:

Describe the effect that the program, service, or initiative has had including, not limited to:

- **Process improvements in business practices;**
-
- **Implementation of an innovative approach resulting in a measurable increase in efficiency and/or productivity;**
- **Operational efficiencies as demonstrated by financial or other key performance indicators.**

Strong change leadership across the organization, with an unwavering commitment to the change vision, led to greater staff engagement in the system design and staff participation in system testing. Staff on the project teams and in the field had key roles in developing standard-operating procedures that evolved as the system capabilities increased. This established a solid foundation from which the ministries can implement future change initiatives.

The most common statement from evaluation forms of MCFD and the Delegated Aboriginal Authority's 3,000 newly trained staff was that they could see their advice was taken and applied to the system. Since its launch in November 2014, the child-protection upgrade has continued to receive positive feedback and has raised the bar for service delivery to our most vulnerable citizens.

This was one of North America's first social sector integrated case-management system implementations; there was no off-the-shelf change-management and training programs available. While this meant creating and managing an unprecedented training program, it did enable the change teams to customize a responsive training solution to fit the end users. Over the four phases, the teams refined and customized their training programs to meet specific staff requirements.

Equally, the systems integrator had to adapt to working with a public-sector client. The success of this project is due to close collaboration between the systems integrator and the ministries. As a result, organizations in other jurisdictions and parts of the world are interested in how the implementation was managed.

Staff in both ministries can now perform the majority of their work within one modern system. MCFD staff are able to generate clear, professional, sequential, and logical print outs for use in court; client information is now grouped together in family units, rather than individually. SDSI changed their service-delivery model to include virtual streams, and the modern system is easier for new recruits to learn.

The systems integrator, Deloitte, has presented the child-protection upgrade as a successful implementation model and will use this new methodology for future child-protection implementations.

Content word count: 1487

Attachments

File 1 [appendix 1 - change management overview.docx](#)

File 2 [appendix 2 - staff testimonials.docx](#)

File 3 [appendix 3 - staff training feedback.docx](#)

File 4

File 5

Prodan, Matthew MTIC:EX

From: Benning, Katharine PSA:EX
Sent: Thursday, April 2, 2015 7:40 AM
To: Holliss, Jeanne PSA:EX; Mayhew, Marnie PSA:EX
Subject: RE: Follow-up to Premier's Awards discussion

Good morning,

Thank you for sending the link Jeanne! I agree that was really good to confirm that the "leak" didn't come from us.

Marnie – I am online this morning checking emails and will be in the office at about 11:30 s.22
Call anytime if you need anything!

Jeanne – Great note to everyone. I hope that you have a great vacation!

Cheers,
KB

From: Holliss, Jeanne PSA:EX
Sent: Thursday, April 2, 2015 7:16 AM
To: Benning, Katharine PSA:EX; Mayhew, Marnie PSA:EX
Subject: RE: Follow-up to Premier's Awards discussion

Good Morning,

Katharine, thanks for checking on the binders last night. I had every confidence that they were not the problem so the "leak" came from elsewhere.

Here is the story released this morning, it could not be more specific to the PA's!

<http://www.timescolonist.com/news/local/half-finished-government-computer-system-won-t-win-a-prize-1.1812062>

I will send a note to SDSI and CFD folks and copy you both. Marnie, please let me know what else I can do, I will be monitoring emails all morning.

Thanks,
J.

From: Benning, Katharine PSA:EX
Sent: Thursday, April 2, 2015 12:06 AM
To: Holliss, Jeanne PSA:EX; Mayhew, Marnie PSA:EX
Subject: Follow-up to Premier's Awards discussion

Hi Jeanne and Marnie,

I've gone through the master Judging Panel binder to review what was sent to the judges and the ICM nomination was **not** included in the binder, or listed in the summary of ratings, for the Organizational Excellence category. The

nominations brought forward to the judging panel are consistent with decisions made by the adjudicators and as we discussed earlier. All of the judge's binders are copied directly from the master judging binder so there wouldn't be any variations in what the judge's received.

Regards,
Katharine

Katharine Benning, Engagement and Event Specialist
Public Service Engagement and Corporate Initiatives | BC Public Service Agency
2nd Floor, 525 Superior Street | Victoria BC | V8V 1T7 | Office 250.216.9056
Website: www.gov.bc.ca/myhr/contact
Phone: 250.952.6000 | Toll Free 1.877.277.0772



Where ideas work

Prodan, Matthew MTIC:EX

From: Mayhew, Marnie PSA:EX
Sent: Wednesday, April 1, 2015 4:55 PM
To: Roe, Sandra PSA:EX
Cc: Holliss, Jeanne PSA:EX
Subject: Re: Marnie/Jeanne - can you send Alison P. a very quick email to confirm once you've responded to Jamie E.'s questions.

I have spoken to Alison and responded to the email

Sent from my iPhone

On Apr 1, 2015, at 4:44 PM, Roe, Sandra PSA:EX <Sandra.Roe@gov.bc.ca> wrote:

Sandra Roe, Executive Assistant

Office of the ADM | Talent Management Division | BC Public Service Agency
4th Floor, 810 Blanshard Street | Victoria, BC | V8W 2H2
Ph: (250) 387-0428 | Fax: (250) 356-7074
www.gov.bc.ca/myhr/contact | 250.952.6000 | Toll Free 1.877.277.0772

Prodan, Matthew MTIC:EX

From: Holliss, Jeanne PSA:EX
Sent: Wednesday, April 1, 2015 5:46 PM
To: Guidoriagao, Kimberley SDSI:EX
Subject: Re: Media: Premier's Award Update

Thanks, I appreciate your efforts!

On Apr 1, 2015, at 5:44 PM, "Guidoriagao, Kimberley SDSI:EX" <Kimberley.Guidoriagao@gov.bc.ca> wrote:

Yes, i hope i can access from summer.

Laurie Barker is one and then the CFD ADM (need to find her name), kathleen asher wrote the nomination for org excellence and it may have been provincial.

Just logging onto summer now

Sent from my iPhone

On Apr 1, 2015, at 5:35 PM, "Holliss, Jeanne PSA:EX" <Jeanne.Holliss@gov.bc.ca> wrote:

Hi Kimberly,

Can you please let me know who was the nominator (s) on the ICM nomination?

Thanks,
Jeanne

On Apr 1, 2015, at 5:24 PM, "Guidoriagao, Kimberley SDSI:EX" <Kimberley.Guidoriagao@gov.bc.ca> wrote:

Perfect, Jeanne, thank you very much.

Kimberley

Sent from my iPhone

On Apr 1, 2015, at 5:22 PM, "Holliss, Jeanne PSA:EX" <Jeanne.Holliss@gov.bc.ca> wrote:

Hi Kimberly and James,

This is all being handled by our GCPE shop / Jamie Edwardson. He has all if the approved messaging and is working directly with then reporter. We are working directly with our executive as well.

Please stand by while this still unfolds and contact Jamie for the final GCPE communications.

On Apr 1, 2015, at 5:03 PM, "Guidoriagao, Kimberley SDSI:EX"
<Kimberley.Guidoriagao@gov.bc.ca> wrote:

Hi James,
I spoke with the manager of the Premier's Awards program at the Public Service Agency and wanted to convey a couple of things regarding this media issue. I hope I answer all of your questions, and am open to further discussions as often as they are needed. Maybe we should have a meeting, tomorrow?

Media logistics and collaboration:

- In addition to our own ministry and SDSI GCPE, all news releases about the Premier's Awards must be reviewed by the Public Service Agency (PSA). This means we need to include Marnie Mayhew and Jeanne Holliss in our conversations, and the approvals of media releases. This makes sense as the Premier's Awards, is a corporate program and falls under their purview.
- The PSA and Marnie Mayhew have existing Issues Notes related to the Premier's Awards. In addition, they are able to provide details such as this is 1 of 143 nominations, and the Premier's Awards is the highest honour for public servants etc.
- There is a lot of misinformation being conveyed by the media, I would recommend a joint approach (CFD/SDSI/PSA/GCPE) in any attempt to dispel this misinformation.

The Current Status of the Premier's Awards:

- The regional nominations have been adjudicated and the confidential results of the nominations will be announced next week on @Work. Very few people know the results.

- The provincial nominations have not been adjudicated. Those sessions take place in mid-April.
- Premier's Awards winners are announced in September.

And, we have a question to confirm (more might come):

- Is it our SDSI GCPE who are being asked these questions by the media?

Please let me know if you require anything more, this looks to be a tag-team effort.

Jeanne, and **Marnie**, please let me know if I missed anything. Thank you!

Maryann, you too, please let me know if you need anything.

Thank you,
Kimberley

Prodan, Matthew MTIC:EX

From: Mayhew, Marnie PSA:EX
Sent: Thursday, April 2, 2015 11:57 AM
To: Holliss, Jeanne PSA:EX; Guidoriagao, Kimberley SDSI:EX
Cc: Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX; Benning, Katharine PSA:EX
Subject: RE: Media: Premier's Award Update

Thanks again for coordinating the follow-up communications with ministry staff Jeanne. I have not sent out an email to the nominators; however, I am happy to do so if Elaine/Kimberley feel it would be helpful. I am assuming that there has already been some internal follow-up with them. If this assumption is not correct please advise and I can forward something today.

Marnie

From: Holliss, Jeanne PSA:EX
Sent: Thursday, April 2, 2015 8:26 AM
To: Guidoriagao, Kimberley SDSI:EX; Mayhew, Marnie PSA:EX
Cc: Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX
Subject: Re: Media: Premier's Award Update

Hi Kimberly,

I have sent my draft communications to the ADMs to Marnie Mayhew who is monitoring the situation and will make the call this morning as to whether or not this is a necessary outreach as they may have already heard it through the DMs.

It would be much appreciated if you could loop us in on any communications you maybe doing within your ministry.

Thanks again,
Jeanne

On Apr 2, 2015, at 8:19 AM, "Guidoriagao, Kimberley SDSI:EX" <Kimberley.Guidoriagao@gov.bc.ca> wrote:

Thank you for the update, Jeanne.

I have no issue with you connecting directly with Laurie, Beverly, and Kathleen.

Kimberley

From: Holliss, Jeanne PSA:EX
Sent: Thursday, April 2, 2015 7:34 AM
To: Cross, Elaine SDSI:EX; Anderson, Maryann GCPE:EX
Cc: Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX; Mayhew, Marnie PSA:EX; Taylor, Erika SDSI:EX; Benning, Katharine PSA:EX
Subject: RE: Media: Premier's Award Update

Good Morning everyone,

As you all know, we received word last night that media coverage was pending regarding the ICM nomination for the Premier's Awards. You may have already seen the news this morning but the story broke about the results of the Premier's Awards ICM nomination before we have had a chance to release the regional finalists to the BCPS. The Premier's Awards program area did not release this information to anyone as the communications were still going through the approval process internally and were scheduled to be announced early next week. It is still unclear where the media picked up the story. Both Sheila Taylor and Mark Sieben have been apprised of this situation.

The Premier's Awards announcements generally follow a three-step process. First DMs are informed via a memo from John Dyble, results are then announced on @Work and then the program area sends individual emails to all of the non-finalists to inform them of the adjudicators decisions. As this will not be the case for this particular nomination, we would like to communicate this directly to the nominators of the ICM submission, Beverly Dicks, Laurie Barker and Kathleen Asher (who may have penned it).

If you have any further questions please contact myself or Marnie Mayhew.

Many thanks,
Jeanne

Jeanne Holliss | Manager, Corporate Engagement Initiatives
Public Service Engagement and Corporate Initiatives | BC Public Service Agency
2nd Floor - 525 Superior St | Victoria BC | V8V 1T7
250-516-3848

From: Cross, Elaine SDSI:EX
Sent: Wednesday, April 1, 2015 7:47 PM
To: Anderson, Maryann GCPE:EX
Cc: Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX; Holliss, Jeanne PSA:EX; Mayhew, Marnie PSA:EX; Taylor, Erika SDSI:EX
Subject: Re: Media: Premier's Award Update

Hi Maryann,

Kimberley (Manager of Corporate Initiatives) was looped in as the program lead for Premier's Awards in our ministry, as there was a question about where our nominations were at in the adjudication process.

We will certainly route any questions through you as we have nothing to do with media requests.

Elaine

Sent from my iPhone

On Apr 1, 2015, at 7:12 PM, Anderson, Maryann GCPE:EX <Maryann.Anderson@gov.bc.ca> wrote:

Just to clarify - SDSI staff should route all questions and requests through here - and not to Jamie.
Thanks

From: Anderson, Maryann GCPE:EX
Sent: Wednesday, April 01, 2015 06:46 PM
To: Prouten, James SDSI:EX; Guidoriagao, Kimberley SDSI:EX
Cc: Holliss, Jeanne PSA:EX; Cross, Elaine SDSI:EX; Mayhew, Marnie PSA:EX
Subject: RE: Media: Premier's Award Update

Hi,

The information below is not correct – Jamie is not the contact. Please direct any further questions, or requests to myself or to our Communications Director, Corinna Filion.

Any questions related to media enquiries should be sent to us as well, not to the internal communications group.

Thank You

Maryann Anderson

Communications
Ministry of Social Development and Social Innovation
P: 250.387.6490
C: 250.213.1493
E: maryann.anderson@gov.bc.ca

From: Prouten, James SDSI:EX
Sent: Wednesday, April 1, 2015 6:32 PM
To: Guidoriagao, Kimberley SDSI:EX
Cc: Holliss, Jeanne PSA:EX; Cross, Elaine SDSI:EX; Mayhew, Marnie PSA:EX; Anderson, Maryann GCPE:EX
Subject: Re: Media: Premier's Award Update

Thank you, everyone. Appreciate your time on this issue.

Cheers
James Prouten
Director, Strategic Planning
Information Systems Division
250-893-5181

On Apr 1, 2015, at 5:24 PM, "Guidoriagao, Kimberley SDSI:EX"
<Kimberley.Guidoriagao@gov.bc.ca> wrote:

Perfect, Jeanne, thank you very much.

Kimberley

Sent from my iPhone

On Apr 1, 2015, at 5:22 PM, "Holliss, Jeanne PSA:EX"
<Jeanne.Holliss@gov.bc.ca> wrote:

Hi Kimberly and James,

This is all being handled by our GCPE shop / Jamie Edwardson. He has all if the approved messaging and is working directly with then reporter. We are working directly with our executive as well.

Please stand by while this still unfolds and contact Jamie for the final GCPE communications.

On Apr 1, 2015, at 5:03 PM, "Guidoriagao, Kimberley SDSI:EX"
<Kimberley.Guidoriagao@gov.bc.ca> wrote:

Hi James,

I spoke with the manager of the Premier's Awards program at the Public Service Agency and wanted to convey a couple of things regarding this media issue. I hope I answer all of your questions, and am open to further discussions as often as they are needed. Maybe we should have a meeting, tomorrow?

Media logistics and collaboration:

- In addition to our own ministry and SDSI GCPE, all news releases about the Premier's Awards must be reviewed by the Public Service Agency (PSA). This means we need to include Marnie Mayhew and Jeanne Holliss in our conversations, and the approvals of media releases. This makes sense as the Premier's Awards, is a corporate program and falls under their purview.
- The PSA and Marnie Mayhew have existing Issues Notes related to the Premier's Awards. In addition, they are able to provide details such as this is 1 of 143 nominations, and the Premier's Awards is the highest honour for public servants etc.
- There is a lot of misinformation being conveyed by the media, I would

recommend a joint approach (CFD/SDSI/PSA/GCPE) in any attempt to dispel this misinformation.

The Current Status of the Premier's Awards:

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Maryann, you too, please let me know if you need anything.

Thank you,
Kimberley

Prodan, Matthew MTIC:EX

From: Edwardson, Jamie GCPE:EX
Sent: Wednesday, April 1, 2015 4:50 PM
To: Mayhew, Marnie PSA:EX; Paine, Alison PSA:EX
Cc: Kremler, Zac PSA:EX; Holliss, Jeanne PSA:EX; Williams, Susan GCPE:EX
Subject: RE: questions

Importance: High

Please let me know if you're ok with these response points – please also confirm the ^{s.13}

s.13

From: Mayhew, Marnie PSA:EX
Sent: Wednesday, April 1, 2015 4:42 PM
To: Paine, Alison PSA:EX; Edwardson, Jamie GCPE:EX
Cc: Kremler, Zac PSA:EX; Holliss, Jeanne PSA:EX
Subject: Re: questions

Here are the answers:

1. Yes it has been ruled out but the official announcement about regional finalists is not scheduled to go out until next week. Provincial finalists haven't even been adjudicated but ICM has been ruled out.
2. 143 nominations received this year
3. 12 regional awards in 4 categories plus 6 provincial in six categories for a total of 18 awards
4. The adjudication process is confidential and we have never released the scores previously. No one should even be aware that ICM had been ruled out. At this point there are only about 6 or 7 people in government plus the four adjudicators who are privy to this information. Call me on my cell if you need more.

Sent from my iPhone

On Apr 1, 2015, at 4:20 PM, Paine, Alison PSA:EX <Alison.Paine@gov.bc.ca> wrote:

Fyi, need answers to q's below asap before 430 today! Pls respond...

Sent from my BlackBerry 10 smartphone on the TELUS network.

From: Edwardson, Jamie GCPE:EX <Jamie.Edwardson@gov.bc.ca>

Sent: Wednesday, April 1, 2015 4:18 PM

To: Paine, Alison PSA:EX

Cc: Williams, Susan GCPE:EX

Subject: questions

1. Has ICM been ruled out of consideration
2. How many nominations received this year?
3. How many awards given each year?
4. What caused them to be ruled out?

First three are most urgent. Fourth is bonus.

Prodan, Matthew MTIC:EX

From: Edwardson, Jamie GCPE:EX
Sent: Wednesday, April 1, 2015 4:43 PM
To: Mayhew, Marnie PSA:EX; Paine, Alison PSA:EX
Cc: Kremler, Zac PSA:EX; Holliss, Jeanne PSA:EX
Subject: RE: questions

Importance: High

s.13 Last year there were 39. Please confirm s.13 is a correct total.

From: Mayhew, Marnie PSA:EX
Sent: Wednesday, April 1, 2015 4:42 PM
To: Paine, Alison PSA:EX; Edwardson, Jamie GCPE:EX
Cc: Kremler, Zac PSA:EX; Holliss, Jeanne PSA:EX
Subject: Re: questions

Here are the answers:

s.13

Sent from my iPhone

On Apr 1, 2015, at 4:20 PM, Paine, Alison PSA:EX <Alison.Paine@gov.bc.ca> wrote:

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From: Edwardson, Jamie GCPE:EX
Sent: Wednesday, April 1, 2015 5:03 PM
To: Mayhew, Marnie PSA:EX; Paine, Alison PSA:EX
Cc: Kremler, Zac PSA:EX; Holliss, Jeanne PSA:EX; Williams, Susan GCPE:EX
Subject: RE: questions

Minor reworking below – bullet 1.

From: Edwardson, Jamie GCPE:EX
Sent: Wednesday, April 1, 2015 4:50 PM
To: Mayhew, Marnie PSA:EX; Paine, Alison PSA:EX
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s.13

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Cc: Williams, Susan GCPE:EX
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Prodan, Matthew MTIC:EX

From: Edwardson, Jamie GCPE:EX
Sent: Wednesday, April 1, 2015 5:07 PM
To: Holliss, Jeanne PSA:EX
Cc: Mayhew, Marnie PSA:EX; Paine, Alison PSA:EX; Kremler, Zac PSA:EX; Williams, Susan GCPE:EX
Subject: RE: questions

So do I say^{s.13}

Just need a clear number.

From: Holliss, Jeanne PSA:EX
Sent: Wednesday, April 1, 2015 5:05 PM
To: Edwardson, Jamie GCPE:EX
Cc: Mayhew, Marnie PSA:EX; Paine, Alison PSA:EX; Kremler, Zac PSA:EX; Williams, Susan GCPE:EX
Subject: Re: questions

Hi Jamie,

s.13

Please let me know if you require any further clarification.

On Apr 1, 2015, at 4:50 PM, "Edwardson, Jamie GCPE:EX" <Jamie.Edwardson@gov.bc.ca> wrote:

Please let me know if you're ok with these response points – please also confirm the s.13

s.13