Citizens' Experience Board
MEETING AGENDA

Date	June 16, 2016
Time	1:00 pm to 2:00 pm
Conference Dial-in #	s.15,s.17
Participant #	
Moderator	
Locations.15	

Attendees

Bobbi Plecas *(Chair), Office of the Premier*; Shannon Baskerville, *Jobs Tourism and Skills Training*; Denise Champion, *Government Communication and Public Engagement*; Kevin Jardine, *Environmental Assessment Office*; Sheila Taylor, *Social Development and Social Innovation*

Regrets

s.22

Guests

Time	Item	Lead(s)
1:00	Introduction and welcome	Bobbi Plecas
	Review Terms of Reference	Bobbi
	Discussion: Developing the CEB Workplan	All
2:00	Adjourn	

Upcoming Agenda Items

To be confirmed based on discussions in the first meeting.

Citizens' Experience Board

For interested members, we have put together a list of ideas related to our work.

Book	Description	Link to more information	Link to purchase
Nudge	*Nudge: Improving Decisions about Health, Wealth, and Happiness* is a book written by University of Chicago economist Richard H Thaler and Harvard Law School Professor Cass R Sunstein. The book draws on research in psychology and behavioural economics to defend libertarian paternalism and active engineering of choice architecture. *The Guardian* described it as "never intimidating, always amusing and elucidating: a jolly economic romp but with serious lessons within." It was named one of the best books of 2008 by The Economist. (from Wikipedia)	<u>20 minute video</u> – author speaking about the book (podium, with accompanying power point slides) <u>1 hour video</u> – author speaking about the book at Google	<u>Nudge</u>
Scrum: The Art of Doing Twice the Work in Half the Time	**Scrum Principle** Scrum involves a cross-functional team creating a list to work on. The team consists of three roles, the Product Owner, the Team and the Scrummaster, who each have specific tasks. The team then work through three phases - pre-sprint planning, the sprint and then a post-sprint meeting. The group has daily meetings and keeps a Product Backlog. In contributing to the book *The Secrets of Happy Families*, Sutherland modified the Agile approach to family interactions. Sutherland has been quoted as saying the three distinguishing factors between Scrum teams and normal teams are self-management, continuity of team membership, and dedication to a single project. Clarification of user needs is an essential component. Sutherland said no coding should occur while user needs were in doubt, and is quoted as saying "it is better for the developers to be surfing than writing code that won't be needed"	<u>TEDxAix</u> talk – Jeff Sutherland on Scrum and the Agile Manifesto (16 minutes)	<u>Scrum: The Art of Doing Twice the Work in Half the Time</u>

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Book	Description	Link to more information	Link to purchase
This is Service Design Thinking	**Service design** is a form of conceptual design that involves the activity of planning and organizing people, infrastructure, communication and material components of a service in order to improve its quality and the interaction between the service provider and its customers. Service design may function as a way to inform changes to an existing service or create a new service entirely. The purpose of service design methodologies is to establish best practices for designing services according to both the needs of customers and the competencies and capabilities of service providers. If a successful method of service design is employed, the service will be user-friendly and relevant to the customers, while being sustainable and competitive for the service provider. Service design uses methods and tools derived from different disciplines, ranging from ethnography, to information and management science, to interaction design. Service design concepts and ideas are typically portrayed visually, using different representation techniques according to the culture, skill and level of understanding of the stakeholders involved in the service processes. (from Wikipedia)		This is Service Design Thinking
The Connected Company	Customers are adopting disruptive technologies faster than your company can adapt. When your customers are delighted, they can amplify your message in ways that were never before possible. But when your company's performance runs short of what you've promised, customers can seize control of your brand message, spreading their disappointment and frustration faster than you can keep up. To keep pace with today's connected customers, your company must become a connected company. That means deeply engaging with workers, partners, and customers, changing how work is done, how you measure success, and how performance is rewarded. It requires a new way of thinking about your company: less like a machine to be controlled, and more like a complex, dynamic system that can learn and adapt over time.	40 minutes Dave Gray keynote on The Connected Company	The Connected Company

Book	Description	Link to more information	Link to purchase
	Connected companies have the advantage, because they learn and move faster than their competitors. While others work in isolation, they link into rich networks of possibility and expand their influence. Connected companies around the world are aggressively acquiring customers and disrupting the competition. In The Connected Company, we examine what they're doing, how they're doing it, and why it works. And we show you how your company can use the same principles to adapt—and thrive—in today's ever-changing global marketplace.		
Trojan Horses and Dark Matter	Strategic design is about applying the principles of traditional design to "big picture" systemic challenges such as healthcare, education and the environment. It redefines how problems are approached and aims to deliver more resilient solutions. In this short book, Dan Hill outlines a new vocabulary of design, one that needs to be smuggled into the upper echelons of power. He asserts that, increasingly, effective design means engaging with the messy politics – the "dark matter" – taking place above the designer's head. And that may mean redesigning the organisation that hires you.	1:15 minute video - lecture by the author with accompanying powerpoint In this special public lecture, Dan will discuss the work of Sitra's Strategic Design Unit in Finland, describing this new and potentially valuable design practice through an emerging vocabulary, as well as outlining the role of a sovereign fund as a strategic delivery platform.	Trojan Horses and Dark Matter
Start with Why	Simon Sinek is leading a movement to build a world in which the vast majority of us are inspired by the work we do. Any person or organization can explain *what* they do; some can explain *how* they are different or better; but very few can clearly articulate *why*. WHY is not about money or profit – those are results. WHY is the thing that inspires us and inspires those around us. From Martin Luther King, Jr. to Steve Jobs to the Wright Brothers, *Start with Why* shows that the leaders who inspire all think, act, and	TED X talk here http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action	Start with Why

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Book	Description	Link to more information	Link to purchase
	communicate in the exact same way – and it's the complete opposite of what everyone else does. Drawing on a wide range of real-life stories, it provides a framework upon which organizations can be built, movements can be led, and people can be inspired – and it all starts with **WHY**.		
The Innovator's Dilemma	First published in 1997, Christensen's book suggests that successful companies can put too much emphasis on customers' current needs, and fail to adopt new technology or business models that will meet their customers' unstated or future needs. He argues that such companies will eventually fall behind. Christensen calls the anticipation of future needs "disruptive innovation," and gives examples involving the personal computer industry, earth movers, and steel minimills. As the title states, the innovator's 'dilemma' comes from the idea that businesses or organizations will reject innovations based on the fact that customers cannot currently use them, thus allowing these ideas with great potential to go to waste. Christensen goes into great detail about the way in which 'successful' companies adhered to customer needs, adopted new technologies and took rivals into consideration, but still ended up losing dominance in their market. (Wikipedia)	20 minute video - Clay Christensen on the Innovator's Dilemma Disruptive Innovation Explained (20 minutes)	The Innovators Dilemma
Inside the Nudge Unit	Every day we make countless decisions, from the small, mundane things to tackling life's big questions, but we don't always make the right choices. Behavioural scientist Dr David Halpern heads up Number 10's 'Nudge Unit', the world's first government institution that uses behavioural economics to examine and influence human behaviour, to 'nudge' us into making better decisions. Seemingly small and subtle solutions have led to huge improvements across tax, healthcare, pensions, employment, crime reduction, energy conservation and economic growth.	London School of Economics Lecture Series 1:20 minutes – David Halpern * starts at 6:10	Pre-order Available September 2016

Potential Agenda Items

Strategic Vision

- Trends shaping the landscape
  - Agile and Scrum methodologies
  - Service Design
  - Nudge (behavioural economics)
- Don Mattrick, Chair, Premier's Technology Council

Service Delivery Alignment

- Trends shaping work in the BC Public Service today:
  - Presentation and discussion on Innovator's Toolkit, hatcheries
  - Dev Ex
  - Reducing red tape (principles, criteria etc) – SBRT presentation
  - Service Playbook
- Strategic partnerships and upcoming large-scale procurements – Strategic Partnerships Office
- Role of the Service Delivery Board

Corporate Oversight

- Digital Services Strategy
- PayBC
- BC Services Card
- Contact Centres
- Centre for Data Innovation

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Citizens' Experience Board

Terms of Reference

Mandate

The Citizens' Experience Board (CEB) is one of three boards established to support the work of the Deputy Ministers' Committee on Public Service Innovation (DMCPSI). The CEB is responsible for recommending to DMCPSI:

- Strategic vision for opportunities to improve citizens' experiences of government services
- Alignment of this strategic vision across the public service; and
- Oversight on the implementation of key priorities related to simplifying citizen's online experience, modernizing service delivery, and streamlining government operations

Purpose

Specific accountabilities of the Citizens' Experience Board (CEB) include:

Strategic Vision:

- Developing a compelling narrative on how the future of government services, could be designed over a ten-year horizon to make citizens' experiences – both online and in person - more simple, easy and intuitive
- Working with the private sector and understanding service delivery trends in comparable jurisdictions, consider and communicate how these trends could shape service delivery in British Columbia

Service Delivery Alignment

- Embedding citizen experience standards into practice
- Working with the IM/IT Capital Board, ensure the evolving service delivery vision is embedded in the planning for future IM/IT projects both delivered by government and outsourced
- Supporting the work of the Red Tape Reduction initiative by identifying opportunities to streamline government's citizen-facing service operations
- Advising DMCPSI on the technical and human resources needed to achieve the future vision for service delivery in B.C.

Corporate Oversight

- Providing oversight to cross-ministry / corporate projects to support timely delivery and alignment to corporate priorities. Projects include the development of a full suite of corporate enablers to ensure consistency in citizen experience with government. Initial list includes:
 - Digital Services Strategy

- Contact centres
- Broader implementation of the BC Services Card
- PayBC
- Others as identified
- Overseeing the work of the ADM Service Delivery Board to ensure timely decisions on projects initiated at the Service Delivery Board and to provide front line perspective to the implementation of corporate projects
- Supporting the engagement and participation of leadership at all levels of the BC Public Service in support of the DMCPSI mandate, including reporting to corporate executive to ensure transparency and alignment across government

Approach

The decisions of CEB will be guided by the following principles:

- Citizen needs, expectations and experience of government services will drive the approach
- Resources will be targeted at improving service delivery
- All opportunities for ministries to leverage investments made by other ministries will be pursued to avoid duplicate investments
- Service delivery expectations will be embedded across government
- Opportunities to leverage the work of existing committees across government will support engagement, ensure cross-pollination of ideas and avoid duplication of effort

Related Committees

Project Board on Citizen Experience – Related Committees
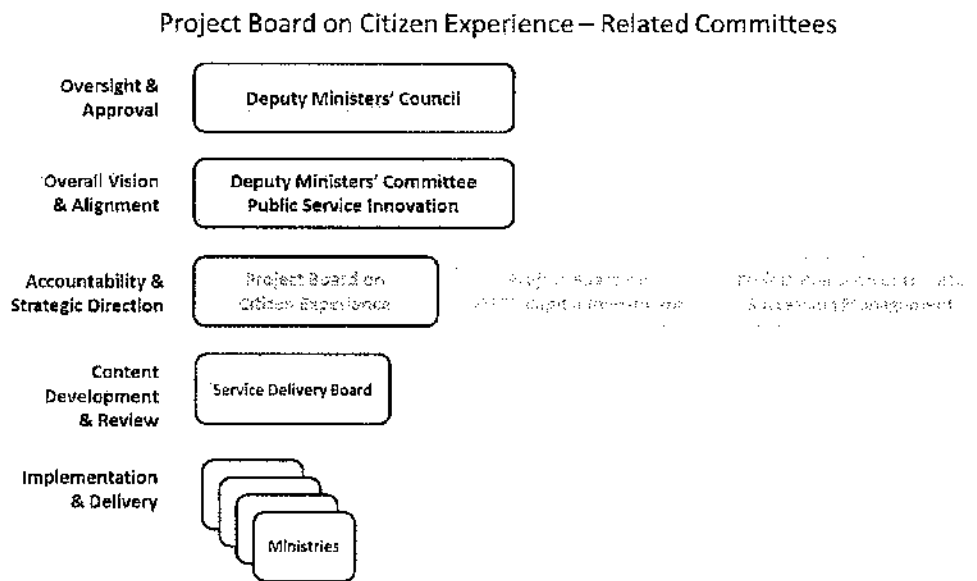
Citizens' Experience Board

Process
- The Committee will meet as and when needed to fulfill its mandate, at the discretion of the Chair
- Agenda and materials will be posted to the CEB SharePoint site here
- The Chair or a designate will report out regularly to DMCPSI on CEB progress
- The Public Service Agency provides Secretariat support to CEB

Citizens' Experience Board Membership (updated May 18, 2016)
- **Bobbi Plecas, *Office of the Premier*, Chair**
- Shannon Baskerville, *Jobs, Tourism and Skills Training*
- Denise Champion, *Government Communications and Public Engagement*
- Bette-Jo Hughes, *Technology, Innovation and Citizens' Services*
- Kevin Jardine, *Environmental Assessment Office*
- Tim McEwan, *Small Business and Red Tap Reduction*
- Sheila Taylor, *Social Development and Social Innovation*

Date	July 5, 2016
Time	8:30 am to 10:30 am
Conference Dial-in #	s.15,s.17
Participant #	
Moderator	
Location	s.15

Attendees

Bobbi Plecas *(Chair), Office of the Premier*; Shannon Baskerville, *Jobs Tourism and Skills Training*; Denise Champion, *Government Communication and Public Engagement*; Kevin Jardine, *Environmental Assessment Office*; Sheila Taylor, *Social Development and Social Innovation* Bette-Jo Hughes, *Technology, Innovation and Citizens' Services*; Tim McEwan, *Small Business and Red Tape Reduction*

Regrets

Guests

Irene Guglielmi and Walter Moser, *Government Communication and Public Engagement*

Time	Item	Lead(s)
8:30	Introduction and welcome	Bobbi Plecas
8:35	Review summary of background materials	All
9:00	Discussion: Principles for the Citizen Experience	Bobbi Plecas
9:50	Digital Services Strategy	Denise Champion
10:15	Review and Approve Workplan	All
10:30	Adjourn	

Summary of Background Materials

A number of sources were considered in the drafting of the principles for discussion at Citizens' Experience Board. Following is a summary of some of the concepts and approaches reviewed from both within the BC Public Service and key jurisdictions who have done significant work in this area.

Contents

Source Documents from BC Public Service

Citizens @ the Centre

Shift	Description	Expectation	Approach
Streamline	Efficient processes underpin government services	I expect government to function efficiently and that's demonstrated in the quality of its services	Continuous improvement, common services
Modernize	Delivering the digital services that citizens expect	I want government services to be similar to what I get from other organizations	Modern tools, modern approaches, flexible deployment, open development, security and privacy
Simplify	A predictable, consistent, personalized service experience	I want to find what I need when I need it, and make the process easy to follow	User needs, user centric service design, data-driven services

Paint a picture – services of tomorrow
- Services are simple and personalized
- Services are adaptable so that new features and improvements can be made quickly and continuously
- Citizens have transparency into their status with an agency and the process they are entering into
- Continuous improvement
- Services are flexible and adapt to changing needs
- Services are co-developed with citizens, partners, businesses and entrepreneurs
- Services are data-driven
- Common services are available on a government as a platform offering

Paint a picture – what it means for the public service
- Need to have the flexibility to experiment and adapt
- Made decisions and move forward without perfect understanding
- Focus on user needs, not business requirements
- Shift from a planning organization to a learning organization
- Ask our vendors the right questions
- Share common platforms (build once, use many)
- Collaborate vertically (federal, municipal) and horizontally (BPS, btw ministries)
- Unleash the potential in data to solve economic and social issues

Citizens' Experience Board Terms of Reference

- Citizen needs, expectations and experience of government services will drive the approach
- Resources will be targeted at improving service delivery
- All opportunities for ministries to leverage investments made by other ministries will be pursued to avoid duplicate investments
- Service delivery expectations will be embedded across government
- Opportunities to leverage the work of existing committees across government will support engagement, ensure cross-[pollination of ideas and avoid duplication of effort

GCPE – Design Research Findings

Challenges faced by citizens
- Mind the (information) gap
  - Challenge finding info
  - Overwhelmed by volumes of info
  - Find related info, but not quite what they need
  - Sometimes they just want raw data
  - Some citizens have to track and process a substantial amount of government info to manage their lives
- Never enough time
  - Frustrated by the amount of time they need to wait for government services
  - Hours of service not right for people who work
  - Lack of predictability for some services – e.g. when will my cheque arrive
- Access is an issue
  - Barriers to access – technology, transportation, or skills needed
  - Simple activities are challenging for people with small children (60% of families)
  - Access restrictions due to lack of digital options, poor quality digital services, inconsistency between digital and non-digital channels
- Forms are the (closed) door
  - Hard to find the right one
  - Unusable due to design, jargon or complexity
  - Some ask for information citizens could not reasonably have access to
  - Overwhelming volume of forms

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- What's my status?
  - Bad enough to have to wait – made worse by not being able to track status. Status is often as important as outcome (e.g. financial supports)
  - Anxiety caused by uncertainty around eligibility, payment amounts, and dates
  - Drives additional phone calls and office visits
- Service awareness
  - Citizens often don't know what services they could receive – benefits and supports that could improve their lives
  - Challenged by the expectations or criteria in order to access the service
- Lack of consistency
  - Citizens experience barriers as a result of lack of consistency across services and channels
  - A wide array of brands can be confusing and may impact trust
  - Forces citizens to learn how to find a service for every service line
- Navigating government
  - Processes are not well-understood, overly cumbersome. Citizens don't know what is expected.
  - "Just figuring out what to do"
  - Rely heavily on friends and family to help figure things out
- Usability
  - Redundant and duplicate information on the form creates confusion and increased effort in online searches
  - Info about government services is often easier to find on non-government sites
  - Language and terminology is confusing and does not match user needs

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B.C.'s ADM Service Delivery Board

Vision - Modern Accessible Streamlined Services
Imagine if citizens could get services without having to navigate government. If they could apply once and get all the services they needed no matter which part of government delivers those services. If they could access services they need wherever and whenever through the device of their choice. If government could tell them about services available to them, and that they could be confident that their personal information was protected and respected.

Mission - Modern provincial service delivery, providing efficient and reliable services by an engaged and skilled workforce.

Value Proposition - "High quality, consistent and cost-effective citizen service experience"
- they have an improved online experience that is designed from their perspective
- they have positive outcomes with minimal time and cost
- they are able to serve themselves and have a seamless, fast and reliable experience
- they can expect themselves that further assistance will be available
- they are able to access the services they need from whatever channel or device makes sense for that service
- Government finds opportunities to avoid costs, increase speed to market of new services and improve effectiveness of service delivery

What citizens want
- Changing nature of the citizenry. Increased reliance on public sector services. Demand simple. Convenient and responsive services. Less tolerance for slow, confusing, costly cumbersome or inconsistent.
- Wide presence of technology and exceptional customer service.
- Growing expectation that the public sector should create jobs and enable sustainable socio-economic prosperity
- Government must remain fiscally prudent at all times.
- Shift in expectations that services should be anchored to the needs and expectations of citizens, businesses, government partners and public sector workforces.

Outcomes
- Sustain trust confidence and engagement with government
- Increase the provision of efficient and reliable service experiences
- Increase the speed and effectiveness of decision-making
- Reduce red tape and decrease the cost of B.C. government

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Red Tape Reduction Report

"Our goal is to make government services **easier to access and simpler to use** while ensuring a **high-quality, consistent service experience** across government." - Minister Oakes

Digital by Design Standard

We will implement digital services using these standards to ensure a high quality experience for citizens and efficiency for government.

	Intent	British Columbia
1	User-centric Design	s.13
2	Continuous Improvement	
3	Execution	
4	Agile	
5	Sustainability	
6	Feasibility	
7	Privacy and Security	
8	Open	
9	Open	
10	Prototype	
11	Channel Options	
12	Usability	
13	Standardized	

	Intent	British Columbia
		s.13
14	Digital Uptake	
15	Measure	
16	Manage Performance	
17	Transparency	
18	Accountability	
19	Mobile Friendly	
20	Accessible	
21	Technology	
22	Technology	
23	Technology	
24	Small It	

Source Documents from Other Jurisdictions

UK – *Government Digital Service Design Principles*

1. Start with needs
2. Do less
3. Design with data
4. Do the hard work to make it simple
5. Iterate. Then iterate again.
6. This is for everyone
7. Understand the context
8. Build digital services, not websites
9. Be consistent, not uniform
10. Make things open: it makes things better.

U.S. Digital Service – *Digital Services Playbook*

1. Understand what people need
2. Address the whole experience, from start to finish
3. Make it simple and intuitive
4. Build the service using agile and iterative practices
5. Structure budgets and contract to support delivery
6. Assign one leader and hold that person accountable
7. Bring in experienced teams
8. Choose a modern technology stack
9. Deploy in a flexible hosting environment
10. Automate testing and deployments
11. Manage security and privacy through reusable processes
12. Use data to drive decisions
13. Default to open

Australian Government _Digital Service Standard_

1. Understand user needs
2. Have a multi-disciplinary team
3. Agile and user-centred processes
4. Understand tools and systems
5. Make it secure
6. Consistent and responsive design
7. Use open standards and common platforms
8. Make source code open
9. Make it accessible
10. Test the service
11. Measure performance
12. Don't forget the non-digital experience
13. Encourage everyone to use the digital service

Jurisdictional Comparison Chart and Draft Principles for BC

UK *Design Principles*	US *Playbook*	Australia *Digital Service Standard*	British Columbia *(draft only)*
Citizen-centred & inclusive			
Start with needs	Understand what people need	Understand user needs s.13	
Understand the context			
This is for everyone		Make it accessible (to all users regardless of ability or environment)	
		Don't forget the non-digital experience Encourage everyone to use the digital service	

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UK _Design Principles_	US _Playbook_	Australia _Digital Service Standard_	_British Columbia (draft only)_
Scope			
Do less (only what gov't can do)		s.13	
Design Approach			
Design with data (not hunches and guesswork. Analytics built in and always on)	Use data to drive decisions		
Do the hard work to make it simple (challenge the status quo)	Make it simple and intuitive		
Be consistent, not uniform		Consistent and responsive design	
	Address the whole experience, from start to finish		
Build digital services, not websites (Needs come first — uncover the need and help people meet it)			
Development Approach			
Iterate. Then iterate again. (Start small. Fail often and early)	Build the service using agile and iterative practices	Agile and user-centred process	
Make things open: it makes things better	Default to open		

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Citizens' Experience Board

UK *Design Principles*	US *Playbook*	Australia *Digital Service Standard*	**British Columbia** *(draft only)*
Governance & Accountability			
	Structure budgets and contract to support delivery Assign one leader and hold that person accountable Bring in experienced teams		s.13
		Have a multi-disciplinary team Measure the performance. Report publicly	
Technology			
	Choose a modern technology stack Deploy in a flexible hosting environment		
		Understand the tools and systems Use open standards and common platform Make source code open by default	
Digital by default			
	Manage security and privacy through reusable processes	Make it secure	
Deployment			
		Test the service end to end in an environment that	

Citizens' Experience Board

UK _Design Principles_	US _Playbook_	Australia _Digital Service Standard_	**British Columbia** **(draft only)**
	Automate testing and deployment	replicates the live version	s.13

Digital Services Strategy Update
Citizen Experience Board
July 5, 2016

BRITISH
COLUMBIA

Agenda

- Why focus on citizen experience not service delivery?
- The limits of 'digital'
- What do we know about the citizen experience?
- What's changing?
- Operating principles
- s.13

- Putting the pieces together
- Proposed approach

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Date	July 28, 2016
Time	1:30 pm to 2:00 pm
Conference Dial-in #	s.15,s.17
Participant #	
Moderator	
Location	s.15

Attendees
Bobbi Plecas *(Chair)*, *Office of the Premier*; Shannon Baskerville, *Jobs Tourism and Skills Training*; Denise Champion, *Government Communication and Public Engagement*; Kevin Jardine, *Environmental Assessment Office*; Bette-Jo Hughes, *Technology, Innovation and Citizens' Services*; Tim McEwan, *Small Business and Red Tape Reduction*

Regrets
s.22

Guests
none

Time	Item	Lead(s)
1:30	Introduction and welcome	Bobbi Plecas
	Discuss and Approve: Principles for the Citizen Experience	Bobbi Plecas
2:00	Adjourn	

Service Experience Principles

Citizen Centred & Inclusive
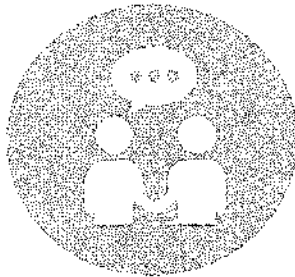
1 Understand what people need. Ask them.

2 Commit to a service orientation, always.

3 Remove barriers to access. This is for everyone.
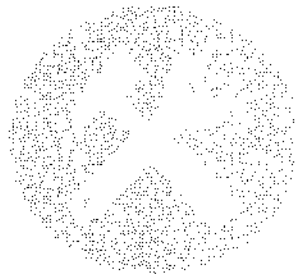
Development Approach

Prioritize action. Get started and iterate. Invite feedback.

Think big. Tackle manageable pieces. Build on success and share with the service delivery community.

Design Approach

4 Evidence drives design.

5 Default to digital.

6 Services should be intuitive. A simple service experience above all else.

7 Consistency is key.

8 Citizens' information is theirs and we keep it secure.

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Citizens' Experience Board

Draft aspirational statement (citizen perspective)

Government services are easy to find, simple to use and relevant to my needs. Everything works the same way so I don't have to figure out a new system and new forms each time I want a service. I know if I am eligible and I can track my status so I can plan my life. When things don't make sense, I can get help and I can provide feedback about my experience to help make things better. I trust government is listening to me and understands what I need.

Service Experience Principles

Statement of intent	Principles

Citizen-centred & inclusive
 	
We understand what people need and reflect this in our approach to service delivery.
	1. **Understand what people need. Ask them.**
	  a. Clarify the problem, define who it affects, and ask how best to fix it. Talk to people. Don't make assumptions about the problem OR the solution.
	  b. Consider the citizen from start to finish and test with real users.
	  c. The structure of government should not dictate how a solution will be designed or implemented. Citizens should see one, connected, seamless government.
	  d. Not every service can be all things to all people.
	  e. Businesses have service needs that deserve the same consideration. These services will also be accessed by people.
	
	2. **Commit to a service orientation, always.**
	  a. Draw on the values of the public service. Serve citizens in the way you would like to be served.
	  b. Embrace the role every member of the BC Public Service plays in improving the quality of services for citizens.
	
	3. **Remove barriers to access. This is for everyone.**
	  a. Who might use the service but currently does not? Find out why. Fix it.
	  b. Everything should be inclusive, legible, understandable and accessible.
	  c. Consider where, when and how people will access services. Test with users, in their context, to confirm the service meets their needs.

Design approach

We design services to be accessible, consistent and relevant to citizens' needs. We seek out the best technology solution for the job and we're ready to be quick adopters if it makes our services better. We design with privacy and security as a requirement.

4. **Evidence drives design.**
   a. Do research. Gather evidence. Learn by analysing data about how existing services are used. Don't rely on guesswork.
   b. Keep learning even after the service is launched. Iterate. Make it better.
   c. Build in analytics and use them.
   d. Some services are no longer useful. Stop delivering them.
   e. Share information appropriately to improve service delivery.

5. **Default to digital.**
   a. Digital first but not always. Encourage digital but be ready for those who don't use it.
   b. Don't put all your resources into propping up old systems. Break new ground, based on evidence.
   c. Use the best technology for the job. Leverage existing frameworks and common platforms to speed up delivery, lower costs and improve consistency. But be open to new technology even if it impacts business processes. Don't settle on what we already have or what we know how to use until you've explored whether something else might better suit your need. Challenge the status quo.

6. **Services should be intuitive. A simple service experience above all else.**
   a. Challenge the status quo. Just because it's always been that way doesn't mean it's the best way to keep doing it.
   b. Services should be intuitive enough for citizens to get it right, the first time. If citizens can't understand a service, we have failed them.
   c. Give users clear information about what they need to do at each step of the process.
   d. Streamline processes. Do not accept complexity behind the scenes *unless it adds value*. And never accept complexity at the expense of the citizen.
   e. Pursue – relentlessly – a simple service experience.

7. **Consistency is key.**
   a. People will be more comfortable with the familiar. Use the same language and same design patterns wherever possible.
   b. But don't get locked in if new, better ideas emerge.

8. **Citizens' information is theirs, and we keep it secure.**
   a. Identify the data and information the service will use or create.
   b. Put appropriate measures in place to protect it.

Development approach
 	
We take action, and iterate to improve.
	9. **Prioritize action. Get started, and iterate. Invite feedback.**
	   a. Waiting for perfect information and a perfect solution wastes valuable time. Pick a path and take it, then be ready to change course if a better path emerges.
	   b. Test your service with real people who will use it. Then listen to what they say and be prepared to make changes as you progress.
	   c. The more people providing feedback on your service, the better it can be.
	
	10. **Think big. Tackle manageable pieces. Build on success and share with the service delivery community.**
	   a. Start small and iterate rapidly. If it works, keep building. If it doesn't, figure out why and move on. Try again.
	   b. Explore approaches such as agile, where work is collaborative and users are actively involved.
	   c. Be open and transparent with citizens and colleagues. Celebrate success and learn from setbacks for your own benefit as well as for theirs.
	   d. Share designs, ideas and processes so we can all be better.
	   e. Publish open data so others can create value.

4

Date	September 12, 2016
Time	1:00 pm to 2:00 pm
Conference Dial-in #	s.15,s.17
Participant #	
Moderator	
Location	s.15

Attendees

Bobbi Plecas *(Chair), Office of the Premier*; Shannon Baskerville, *Jobs Tourism and Skills Training*; Kevin Jardine, *Environmental Assessment Office*; Sheila Taylor, *Social Development and Social Innovation* Bette-Jo Hughes, *Technology, Innovation and Citizens' Services*; Tim McEwan, *Small Business and Red Tape Reduction*; Denise Champion, *Government Communication and Public Engagement*

Regrets

Guests

Sarf Ahmed, David Morel and Pelle Agerup, *Technology, Innovation and Citizens' Services*

Time	Item	Lead(s)
1:00	Introduction and welcome	Bobbi Plecas
	Overview: Strategic Partnerships Office	David Morel
	Service Delivery Board: Opportunities for Collaboration	Bobbi Plecas
2:00	Adjourn	

General SPO Acronyms (Various Slides)

ASD – Alternative Service Delivery
BPS – Broader Public Service
LSB – Legal Services Branch
MTICS – Ministry of Technology, Innovation and Citizens' Services
PSA – Public Service Agency
PSB – Procurement Services Branch
RMB – Risk Management Branch
SPO – Strategic Partnerships Office
TBS – Treasury Board Staff

SPO Deals & Projects Acronyms (Slide 3)

BC BID – BC Bid replacement
Facilities - Facilities Management
HIAL/PLIS – Health Information Access Layer / Provincial Laboratory Information Solutions
HIBC - Health Insurance BC
Hosting - Hosting / Data Services
HRMS – Human Resource Management System
ICM - Integrated Case Management
Microsoft – Microsoft license agreement
MoH Project – Ministry of Health Procurement Project
My Education - My Education BC (former BCeSIS)
Oracle – Oracle Master Agreement
Res Ten – Residential Tenancy
Revenue - Revenue Management Services
SBC - Service BC
STS – Strategic Telecommunications Services (TSMA - Telecommunications Services Master Agreement)
Workstations - Workstation Support Services

Ministry of
Technology, Innovation
and Citizens' Services

BRITISH
COLUMBIA

Alternative Service Delivery Procurements

2016-2021
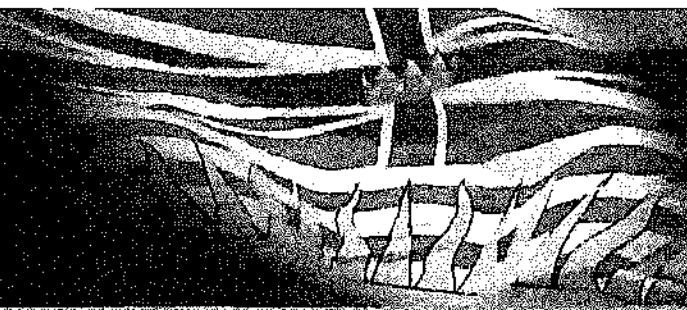
The Alternative Service Delivery - History

2001 - Government of BC undertook a Core Review process to transform the way government services are delivered.

2003 - Cabinet approved the ASD Strategic Plan, its subsequent implementation, and the establishment of the ASD Secretariat to help government realise this transformation

2003-2010 - 12 ASD deals – majority delivered through Joint Solution Procurement (JSP) - ASD Secretariat dissolved

2012 - In June 2012 a new organization was created at the center of the ASD portfolio of deals, The Strategic Partnerships Office (SPO) with a mandate from TB
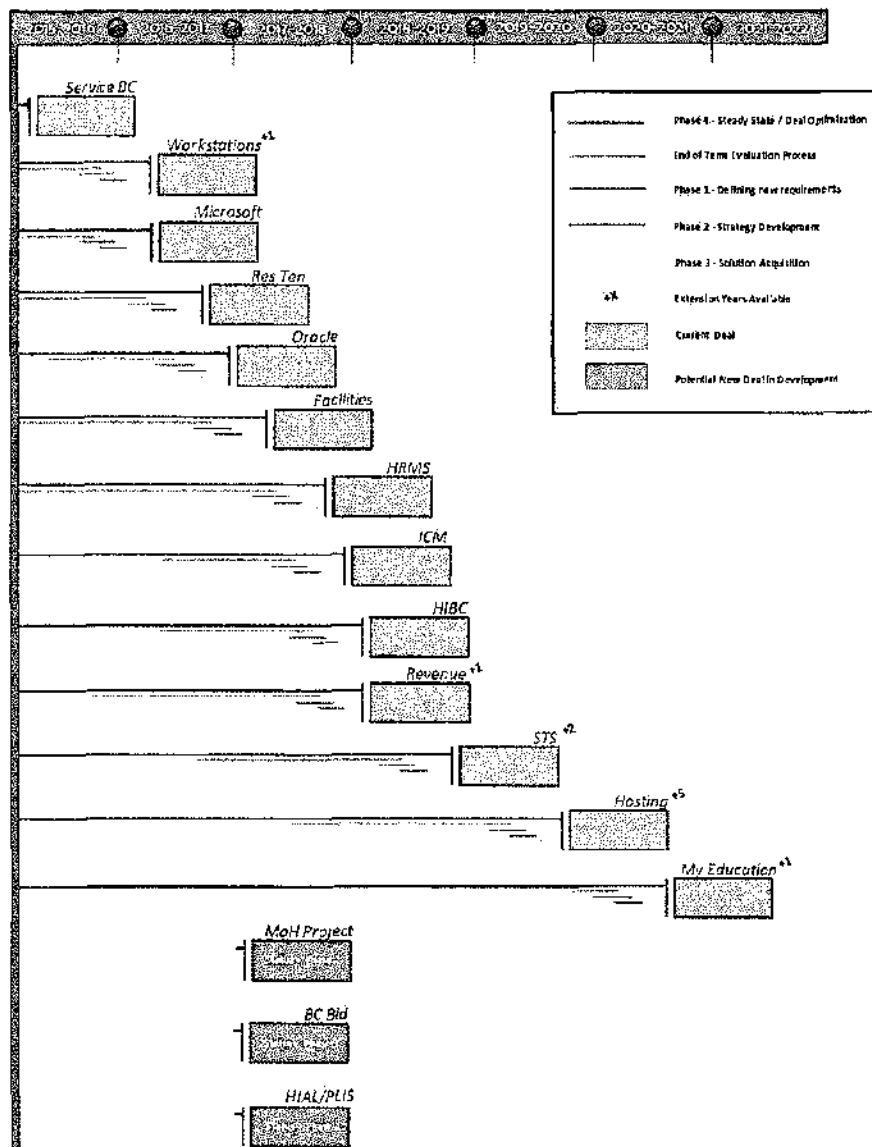
Portfolio of Strategic Contracts

Contracts with [s.17]
Million in annual spend
expire in the next 5 years

Limited extension options
within those expiring
contracts
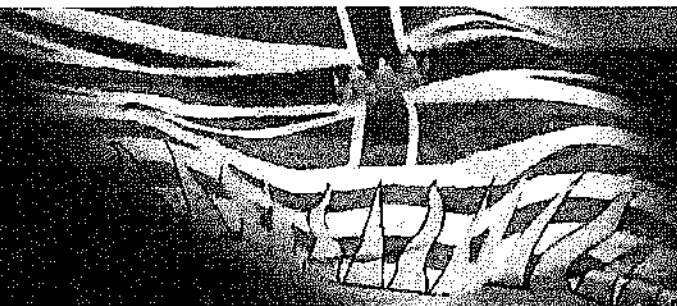
Strategic Contracts – Current Activities

Contract going to Procurement in the next year:

- Service BC - s.17
- Devices – s.17
- HIAL/PLIS – s.17
- BC Bid Replacement – s.17
- Facilities – s.17

Contracts going to Procurement in the next 1-3 years

- HRMS - s.17

- Oracle Master Agreement – s.17
- Microsoft - s.17

Contracts (potentially) going to Procurement in the next 3-5 years

- HIBC – s.17
- Revenue – s.17
- TSMA – s.17

The General Landscape / Issues

Internal Capacity & Expertise
s.17

Length of deal – Industry trend towards shorter deals, which could potentially result in more frequent procurements and negotiations

Cloud / "as-a-service" – Previous ASD's had large capital components, more tangible assets. New deals are more likely to have Cloud and "as-a-service" components, which changes the deal architecture

Vendor to Vendor transition -
s.17

Labour Relations Issues - s.17

Integration with the BPS –
s.17

Office of Auditor General – Auditor general report on Health Authority onboarding critical of level of due diligence completed. Makes recommendation on process

Organizational Positioning

	2003-2010	**2012-present**
Ownership of the process	**ASD Secretariat was centrally responsible** for the procurement and negotiations of contracts, with support from deal offices and various branches (Legal, procurement, Risk Management)	**The contract owning deal office is responsible** for the procurement and negotiations with support from the SPO and various branches (Legal, procurement, Risk Management)
Dedication of Resources	Dedicated ADM reporting directly to DM responsible for all ASD procurements	All ASD procurements responsibility of individual deal teams (various)
Focus of ASD/Strategic contracts	ASD focus for contracting was: s.17	Current focus for contracting is: s.17

Ministry of Technology, Innovation and Citizens' Services

BRITISH COLUMBIA

Approval Flow Chart

Process to ensure key documents have
TBS/TB involvement, consistent with large
capital projects and collective bargaining

s.13

AWARD & SIGN CONTRACT
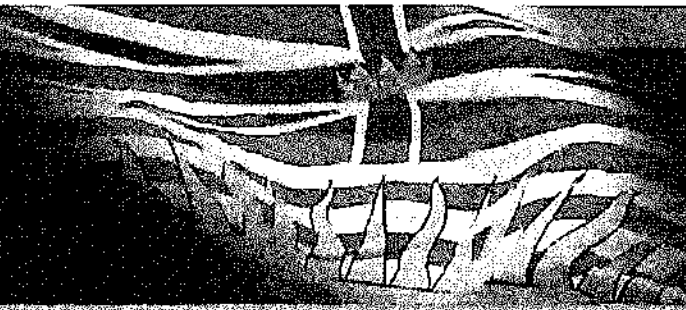
Estimated Costs of Procurements

- Average cost of re-procurement estimated at [s.17]
  per contract annually based on "deals" in MTICS. Similar for
  reprocurements in other Ministries

- MTICs has four strategic contracts re-procuring in 16/17 and
  17/18 [s.17]

- Health and PSA will also face cost pressures
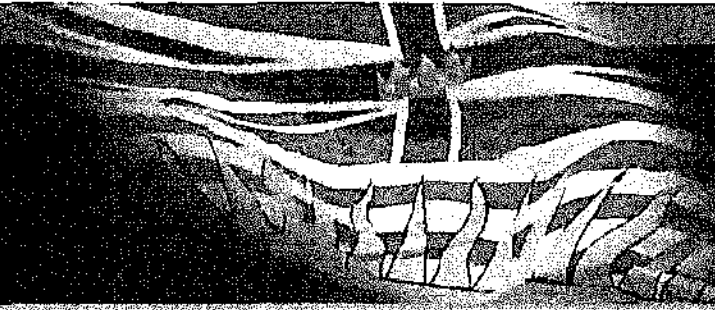
Next Steps

- Establish clear process for development and oversight of strategic contracts **(Slide 7)**

- Proceeding to Treasury Board with Devices and Facilities – **both in Fall 2016**

s.12

Page 091

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s.13

Citizens' Experience Board
MEETING AGENDA

Date	October 12, 2016
Time	2:15 pm to 4:15 pm
Conference Dial-in #	s.15,s.17
Participant #	
Moderator	
Location	s.15

Attendees
Bobbi Plecas *(Chair)*, *Office of the Premier*; Sheila Taylor, *Social Development and Social Innovation*; Tim McEwan, *Small Business and Red Tape Reduction*; Denise Champion, *Government Communication and Public Engagement*

Regrets
s.22

Guests
Ian Bailey, *Technology, Innovation and Citizens' Services* (on behalf of Bette-Jo Hughes)
Steve Rossander, *Finance* and Stu Hackett, *Technology, Innovation and Citizens' Services*
Beverly Dicks, Carol Prest and Adriana Poveda, *Technology, Innovation and Citizens' Services*
Sophia Howse, *Technology, Innovation and Citizens' Services* and Brad Kocurek, *Health*

Time	Item	Lead(s)
2:15	Update: DMCPSI feedback on Service Experience Principles	Bobbi Plecas
2:25	Update: s.13	Denise Champion and Ian Bailey
2:45	Corporate Enablers – Update on Pay BC	Steve Rossander and Stu Hackett
3:15	Corporate Enablers – Update on Contact Centre	Beverly Dicks and Carol Prest
3:45	Corporate Enablers – Update on BC Services Card	Sophia Howse and Brad Kocurek
4:15	Adjourn	

Citizens' Experience Board

Service Experience Principles

Bobbi Plecas

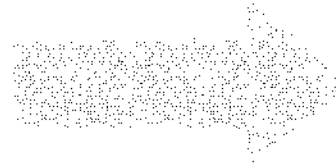October 12, 2016

BRITISH COLUMBIA

BC Public Service

Where ideas work

Vision for the Service Experience
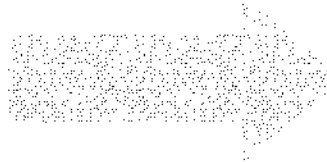
From

To

Government organizes most of its services according to ministry structures, which makes it challenging for citizens to find what they need unless they know the name of the service and the ministry that delivers it.
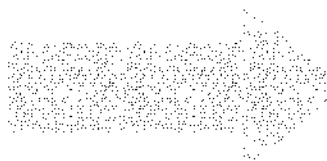
Government designs and delivers its services so citizens can easily find the services that are available, relevant and personalized to their needs.

Government services use a variety of forms and systems. Citizens have to figure out the approach for each service.

The service experience and the interactions people have with government are seamless, integrated and consistent for users.

Citizens Eligibility requirements are difficult to interpret. It's hard for citizens to find out the status of their application once it has been submitted.

Government asks citizens what they need and purposefully addresses barriers to access. Eligibility requirements are clearly stated and applications can be tracked from intake to decision.

Once a service is designed and implemented, its development is complete. Satisfaction surveys don't often lead to changes in how services are delivered.

Government uses analytics to track feedback, then iterates on service design and delivery to meet citizens' needs.
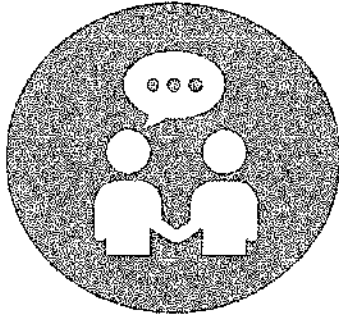
Eligibility and compliance are sometimes the focus of the service experience to the detriment of the experience.

Government seeks to build trust with citizens by embodying public service values in its approach to service delivery.
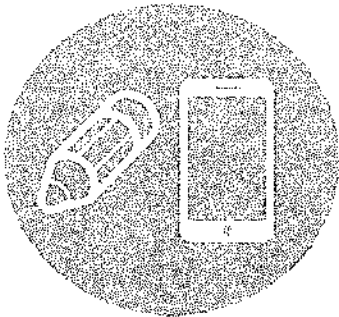
2

Service Experience Principles
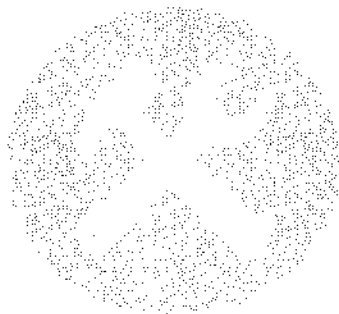# What this Means for the Public Service

Citizen-centred and inclusive

We understand what people need and reflect this in our approach to service delivery

Design approach

We design services to be accessible, consistent and relevant to citizens' needs. We seek out the best technology solution for the job and we're ready to be quick adopters if it makes our services better. We design with privacy and security as a requirement
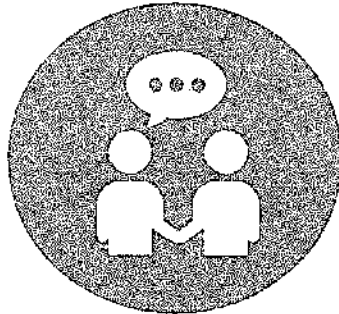
Development approach

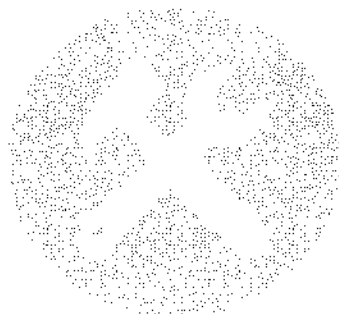*We take action, and iterate to improve*

3

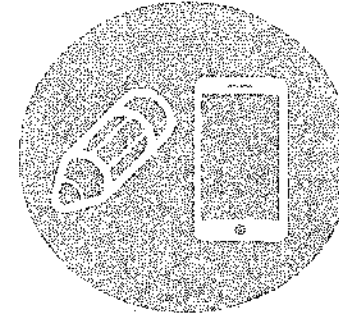# Service Experience Principles

Citizen Centred & Inclusive

1. Understand what people need. Ask them.

2. Commit to service excellence, always.

3. Remove barriers to access. This is for everyone.

Development Approach

Prioritize action. Get started and iterate. Invite feedback.

Think big. Tackle manageable pieces. Build on success and share with the service delivery community.

Design Approach

4. Use analytics to improve design.

5. Default to digital.

6. Services should be intuitive. A simple service experience above all else.

7. Government services should be seamless, integrated and consistent.

8. Citizens' information is theirs and we keep it secure.

Citizen-centred & Inclusive

1. Understand what people need. Ask them.

- Clarify the problem, define who it affects, and ask how best to fix it. Talk to people. Don't make assumptions about the problem OR the solution.
- Consider the citizen from start to finish and test with real users.
- The structure of government should not dictate how a solution will be designed or implemented. Citizens should see one, connected, seamless government.
- Not every service can be all things to all people.
- Businesses have service needs that deserve the same consideration. These services will also be accessed by people.

2. Commit to service excellence, always.

- Draw on the values of the public service. Serve citizens in the way you would like to be served.
- Embrace the role every member of the BC Public Service plays in improving the quality of services for citizens.

3. Remove barriers to access. This is for everyone.

- Who might use the service but currently does not? Find out why. Fix it.
- Everything should be inclusive, legible, understandable and accessible.
- Consider where, when and how people will access services. Test with users, in their context, to confirm the service meets their needs.

Design Approach

4. Use analytics to improve design.

- Do research. Gather evidence. Learn by analysing data about how existing services are used. Don't rely on guesswork.
- Keep learning even after the service is launched. Iterate. Make it better.
- Build in analytics and use them.
- Some services are no longer useful. Stop delivering them.
- Share information appropriately to improve service delivery.

5. Default to digital.

- Digital first but not always. Encourage digital but be ready for those who don't use it.
- Don't put all your resources into propping up old systems. Break new ground, based on evidence.
- Use the best technology for the job. Leverage existing frameworks and common platforms to speed up delivery, lower costs and improve consistency. But be open to new technology even if it impacts business processes. Don't settle on what we already have or what we know how to use until you've explored whether something else might better suit your need. Challenge the status quo.

6. Services should be intuitive. A simple service experience above all else.

- Challenge the status quo. Just because it's always been that way doesn't mean it's the best way to keep doing it.
- Services should be intuitive enough for citizens to get it right, the first time. If citizens can't understand a service, we have failed them.
- Give users clear information about what they need to do at each step of the process.
- Streamline processes. Do not accept complexity behind the scenes unless it adds value. And never accept complexity at the expense of the citizen.
- Pursue – relentlessly – a simple service experience.

7. Government services should be seamless, integrated and consistent.

- People will be more comfortable with the familiar. Use the same language and same design patterns wherever possible.
- But don't get locked in if new, better ideas emerge.

8. Citizens' information is theirs, and we keep it secure.

- Identify the data and information the service will use or create.
- Put appropriate measures in place to protect it.

Development Approach

Prioritize action. Get started, and iterate. Invite feedback.

- Waiting for perfect information and a perfect solution wastes valuable time. Pick a path and take it, then be ready to change course if a better path emerges.
- Test your service with real people who will use it. Then listen to what they say and be prepared to make changes as you progress.
- The more people providing feedback on your service, the better it can be.

Think big. Tackle manageable pieces. Build on success and share with the service delivery community.

- Start small and iterate rapidly. If it works, keep building. If it doesn't, figure out why and move on. Try again.
- Explore approaches such as agile, where work is collaborative and users are actively involved.
- Be open and transparent with citizens and colleagues. Celebrate success and learn from setbacks for your own benefit as well as for theirs.
- Share designs, ideas and processes so we can all be better.
- Publish open data so others can create value.

How We Can Get There
What this Means for the Public Service

- Technology is changing too fast to accurately predict the future of service delivery
- Government can embrace this change and use it to our advantage
- Employees can strive to improve the service experience at every step and with every shift and technological advancement along the way
- We'll do this by supporting the BC Public Service to be:

adaptable	able to adjust to new conditions, be easily modified to respond to altered circumstances or conditions for a new use or purpose, ready and able to change
resilient	able to withstand or recover quickly from difficult conditions
responsive	reacting quickly and positively
nimble	quick and light in movement or action, quick to comprehend

Page 101 to/à Page 123

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BRITISH COLUMBIA

Pay Update

Presented to Citizens' Experience Board

by

Steven Rossander & Stu Hackett

October 12, 2016

- ❑ Payment Problem
- ❑ Payment Solution
    - ▪ Vision
    - ▪ Benefits
    - ▪ Approach
    - ▪ Phase 1 Scope
- ❑ PayBC Portal
- ❑ Next Steps
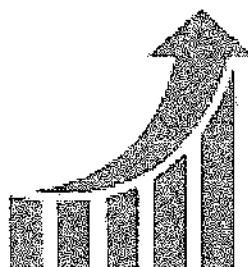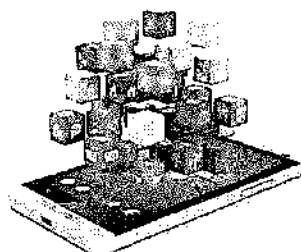- ❑ Questions
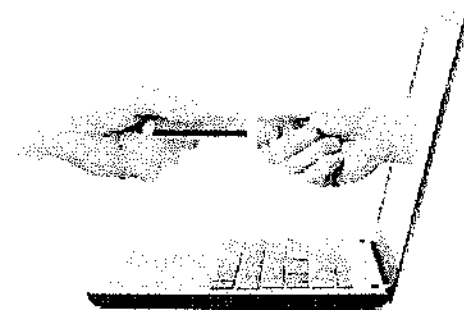
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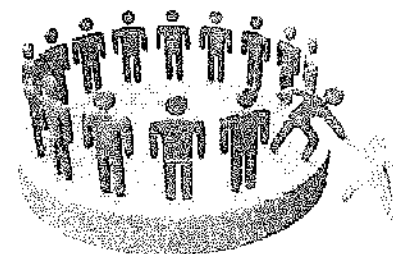
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The PayBC Solution Vision

ONE CONSISTENT PAYMENT EXPERIENCE
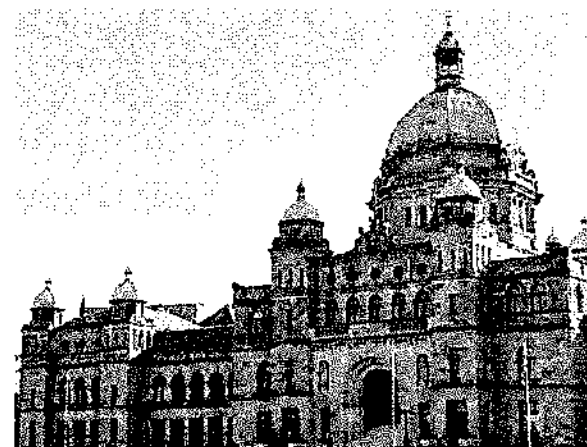
SCALABLE
for programs

MODERN
Technology

REDUCE
Complexity

4

CITIZENS

Government

- ✓ Increased customer satisfaction
- ✓ Reduced red tape
- ✓ Consistent and convenient self-service
- ✓ Increased efficiency and speed of transactions and payments
- ✓ New mobile functionality

- ✓ Improved service delivery
- ✓ Increased cost savings and efficiencies
- ✓ Improved access to quality data across government
- ✓ Reduced reliance and risk associated with aging legacy systems
- ✓ Aligned with the IM/IT Enablers Strategy and commitment to business innovation

5

- Evaluated the solutions we have

- Leveraged the knowledge and experience of others

- Leveraged established investments (Corporate Enablers)

  ✓ Service BC – Service Desk

  ✓ CAS Corporate Financial System (CFS)

    - Accounts Receivable
    - Accounts Payable
    - Reporting

  ✓ IDIM – Identity Management

  ✓ Provincial Treasury – Banking interactions/transactions

- Build Incrementally
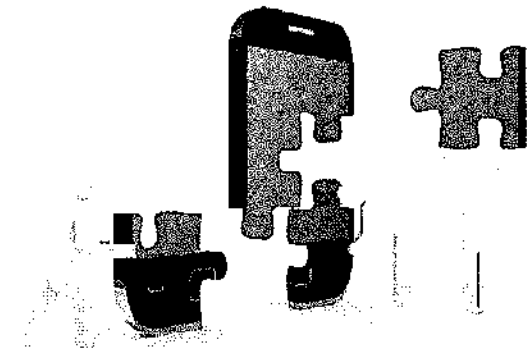
Scope

- Develop Citizen and Business focused online payment portal
- Reconfigure CAS CFS to create a corporate accounts receivable to allow Programs to On-board
- Modernize corporate financial Business Intelligence for reporting
- Created proof of concept for PayBC mobile applications
- Consolidate Operating Units (Orgs) to allow cross government service delivery

Cost

- Capital investment is [s.17]
- Annual Operating is [s.17]

Time

- August 2015 – September 2016
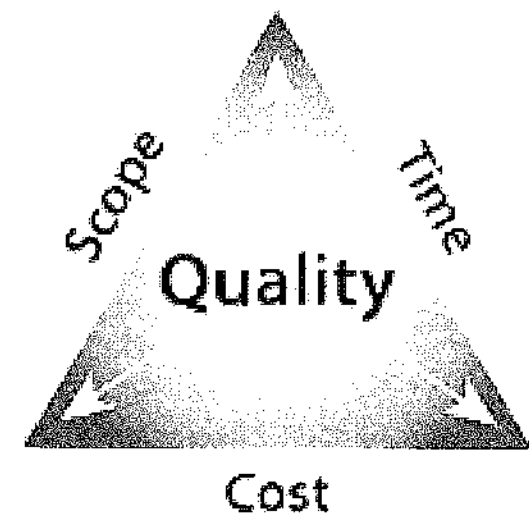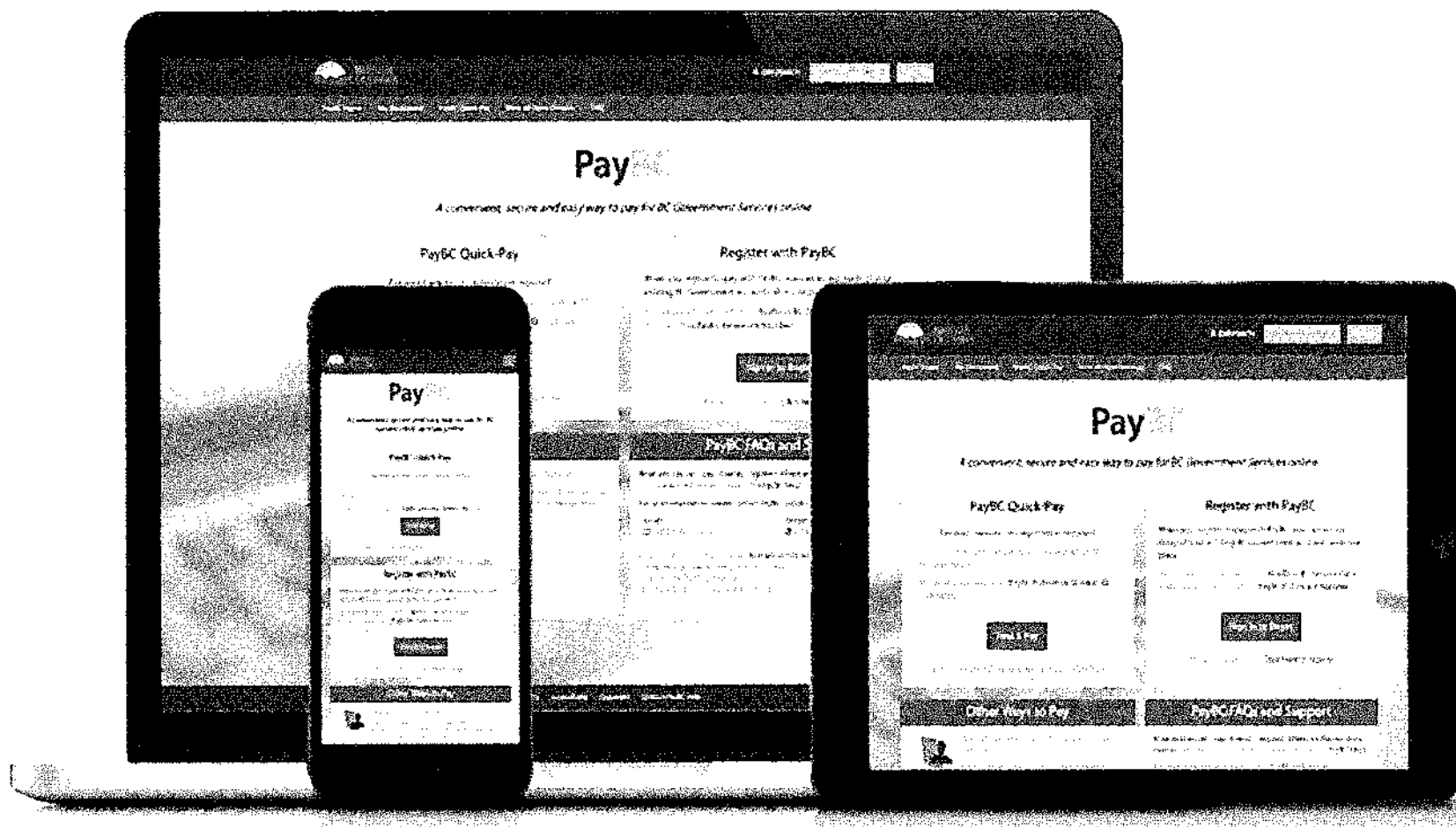
Go Live Considerations

- Public awareness
  - Soft launch
  - Formal announcement pending additional onboarding
  - Payment Methods

Onboarding

- Active: MCFD, MTICS (ARES, iStore BPS Clients)
- Programs in progress: NRPP, RSI, Service BC (eGARMS, BC OnLine, FAS)
- Engagement: onboard Ministry Accounts Receivable

Additional Functionality

- Cash Management module for CFS to further automate reconciliation
- Integrate with new initiatives such as s.13

Resolve Funding Model

CAS Executive Director & CIO
  PayBC Project Co Sponsor

Steven Rossander
Steve.Rossander@gov.bc.ca

ServiceBC Executive Director
  PayBC Project Co Sponsor

Stu Hackett
Stu.Hackett@gov.bc.ca

CAS Director Strategic Planning

Lorelei Fitzpatrick
Lorelei.Fitzpatrick@gov.bc.ca

PayBC Project Director

Kevin Ford
Kevin.Ford@gov.bc.ca

PayBC Project Manager

Dirk Niemann
Dirk.Niemann@gov.bc.ca

BRITISH
COLUMBIA   Service BC

Service BC
Contact Centre Re-Procurement
and Consolidation Initiative

Citizens' Experience Board Meeting

Carol Prest

October 12, 2016

Service BC

- *Making access to government services easy*

- Lead role in delivering services to citizens

- In person, online and over the phone services

- Call centre outsourced to IBM
  (Robertson Telecom as subcontractor)

- Information and way-finding services

- Handles 590,000 calls 25,000 email per year

- Value of current contract ^{s.17} per year

2

Opportunities for Change

- Service anytime, anywhere
- Channel of choice
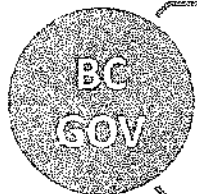
- Direction to improve citizen interactions
- Collaboration with client ministries to co-design solution
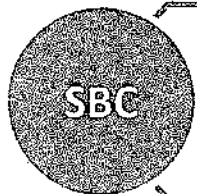
- Continue to meet the changing needs of our partners and customers
- Current contract ends June 30, 2017
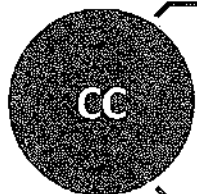
- Industry has evolved
- Improved service delivery, technologies, and dynamic platforms

3

Provincial Environmental Scan

Scan
- 65 internal contact centres across Province*
- Opportunity to consolidate services
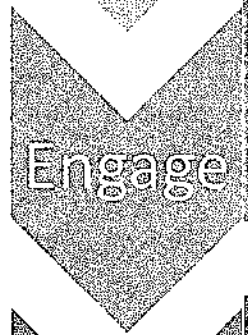
Engage
- Engaging ministries in service offering/design
- Engaging ADM Service Delivery Board

Commit
- 13 program areas on-boarded
- 5 contact centres consolidated

*Please see Appendix_A_65_Contact Centres_ServiceBC

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Further Opportunities

- ## Most likely to consolidate services
  - Informational and transactional services that are (or can be) codified including Natural Resource Sector

- ## Least likely to consolidate services
  - Complexity/Volume: SDSI/MCFD
  - Life & Death Services: MCFD 310 Helpline, 811 and Poison Control
  - Emergency services and/or small programs that have limited telephone interaction

Citizens First 7

Province of BC	CF1 1998	CF2 2000	CF3 2002	CF4 2005	CF5 2008	CF6 2012	CF7 2014
Service Reputation Score	39	44	46	50	49	49	56
Quality of Services	59	61	69	74	70	69	71

Citizens First 7	BC	National Average	Best Provincial/ Territorial
Service Reputation	56	58	66
Quality of Services	71	N/A	80

- By IPSOS Reid for Institute for the Citizen-Centred Service
- Conducted every 2 to 3 years (last one on 2014)
- Recommendations on service delivery and drive towards a citizen centred approach
- Data from Citizens First 7

CF7 Citizen Satisfaction – Key Drivers

BC vs. Best Provincial / Territorial

(75/81) **Service Design:** resolution, findability, accessibility, privacy

(70/76) **Delivery Timeliness:** time to access, completion, receive info

(79/83) Staff Interaction: courtesy, fairness, knowledge, efforts

(74/80) **Channel Functionality:** accessibility, resolution and experience

(71/76) Issue Resolution: confidence, resolution, complaints

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Re-Procurement Status

Modern procurement focused on outcomes and collaborative contracting

Phase 1

- Issued Negotiated RFP
- Completed first evaluation
- Identified top two proponents: MAXIMUS Canada and HPAS

Phase 2

- 5 day collaboration workshops with top two proponents
- Completed evaluation and identified lead proponent

Phase 3

- Negotiation with lead proponent: MAXIMUS Canada
- Kick off September 9
- Targeting contract sign November, 2016

Negotiation Governance Structure

Service Delivery Board ··································· **Executive Sponsor** ··································· **Steering Committee**

Advisory Group

Beverly Dicks

Beverly Dicks (C)
Elan Symes
David Morel
Ian Bailey
Paige MacFarlane
Colin McEwan
Ron Hinshaw
Carol Prest

Carol Prest (C)
Chris Hauff, Derek
Rutherford, Teri Lavine,
Sophia Howse, Ron
Hinshaw, Daryn
Martiniuk, Pelle
Agerup, Ann Davies,
Stu Hackett

Ted Musgrove
Carol Prest
Adriana Poveda
Morgan Beach
(+R. Hinshaw 1st Escalation)
Laurel Jorginson (PM)

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Citizens' Experience Board

- **Validate** the approach and assist in prioritizing potential partners
- **Advise** on opportunities for partner onboarding
- **Communicate** with your colleagues
- **Champion** the direction, decisions and solution

15

Questions / Discussion

CONTACT US
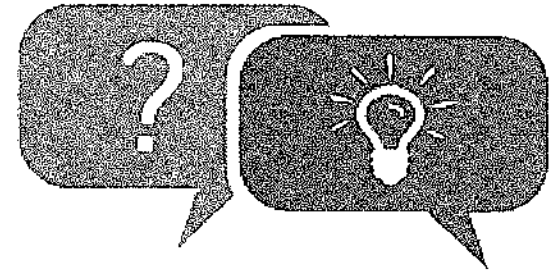
Beverly.Dicks@gov.bc.ca
ADM Service BC Division

Adriana.Poveda@gov.bc.ca
Director of Service Transformation

Carol.Prest@gov.bc.ca
Registrar and Executive Director

Laurel.Jorginson@gov.bc.ca
Manager of Service Transformation

Report December 2014 - Summary

citizensfirst 7

INSTITUTE FOR CITIZEN-CENTRED SERVICE

About Citizens First

- Conducted every 2 to 3 years
- Recommendations on service delivery and drive towards a citizen centred approach
- 5,000 participants, 421 in BC
- Survey done between June and September 2014
- Participating jurisdictions: AB, BC, MB, NWT, NS, ON, YT, QC. Hamilton, Region of Peel, Toronto, York Region

BC Performance Results at a Glance

Rating	1	2	3	4	5
Very Poor → Very Good					
All scores are 0 to 100	0	25	50	75	100

Province of BC	CF1 1998	CF2 2000	CF3 2002	CF4 2005	CF5 2008	CF6 2012	CF7 2014
Service Reputation Score	39	44	46	50	49	49	56
Quality of Services	59	61	69	74	70	69	71

Citizens First 7	BC	National Average	Best Provincial/ Territorial
Service Reputation	56	58	66
Quality of Services	71	N/A	80

Client Satisfaction Index (CSI)
BC vs. Best Provincial/Territorial

Satisfaction with service

Easy to receive service

Service experience

Would speak positively to others

Equals best service offered anywhere

Exceeded my expectations

70/75

70/75

59/75

67/74

62/71

59/62

66/71 Overall
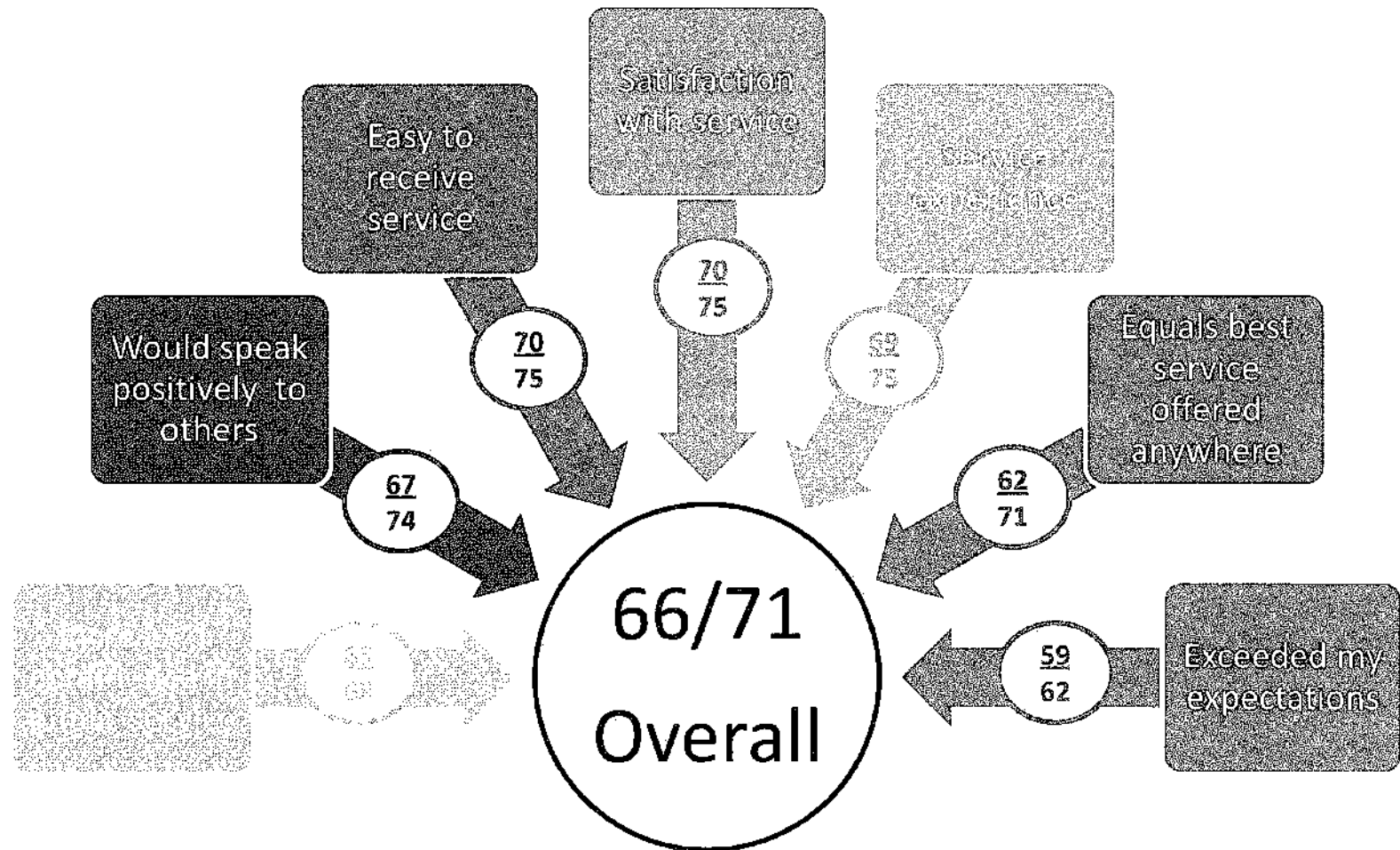
Client Satisfaction Index by Service Category

■ BC   ■ Best Provincial/Territorial

Financial Aid, Benefits, Compensation, Pensions & Support Programs: BC 54, Best Provincial/Territorial 67

Permits, Certificates and Licensing Services: BC 70, Best Provincial/Territorial 76

Information or Advisory Government Services: BC 62, Best Provincial/Territorial 71

CitizensFirst7 Report December 2014
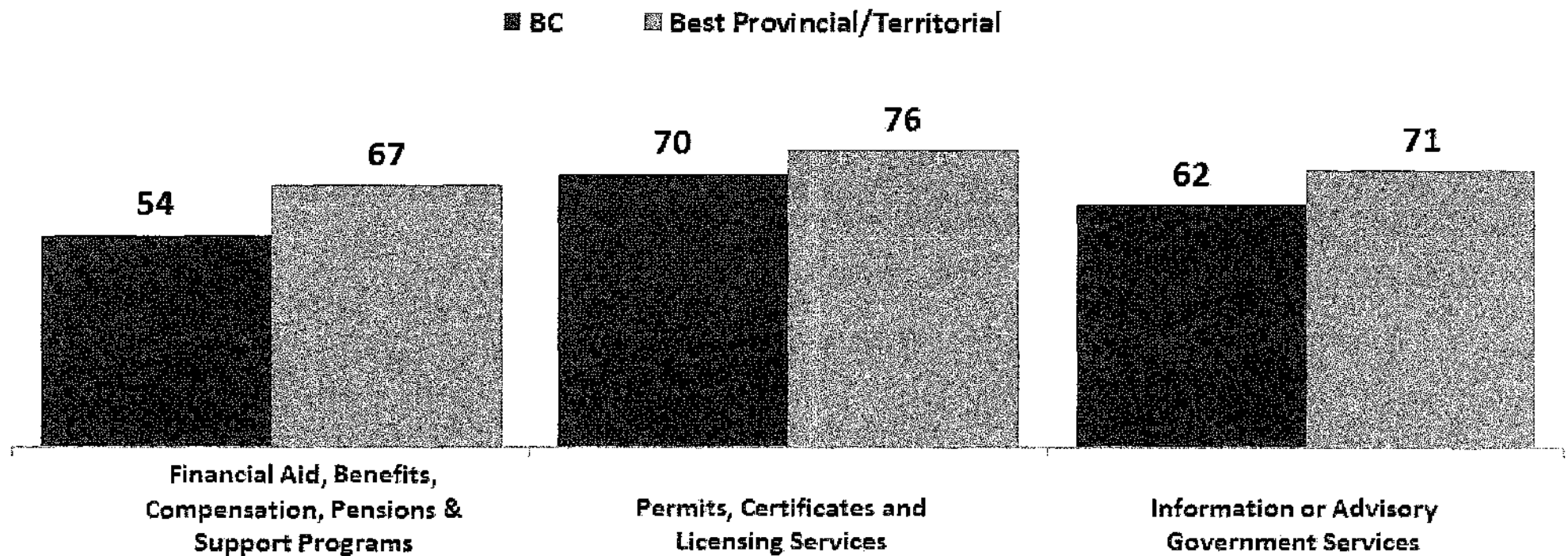
Client Satisfaction Index by Primary Channel

■ BC ▨ Best Provincial/Territorial

Telephone	Website	In-person visit
62 / 69	63 / 74	72 / 77

CitizensFirst7 Report December 2014
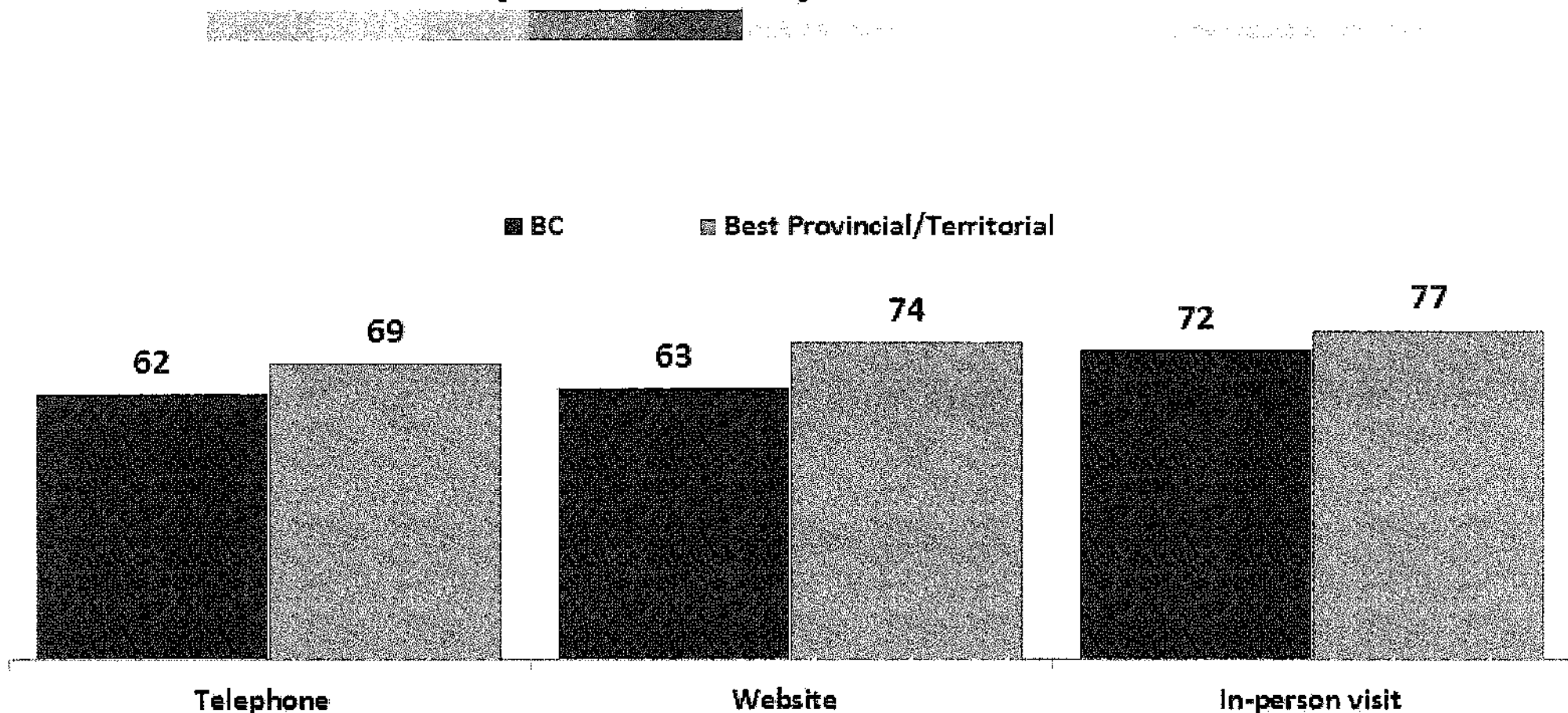
Client Satisfaction Index
by Nature of Service Interaction

■ BC ▨ Best Provincial/Territorial

	Routine or periodic transaction	Application or registration	Information or advice	Solve problem, correct error, complaint	Anything else
BC	71	63	60	61	65
Best Provincial/Territorial	75	75	74	66	71

CitizensFirst7 Report December 2014
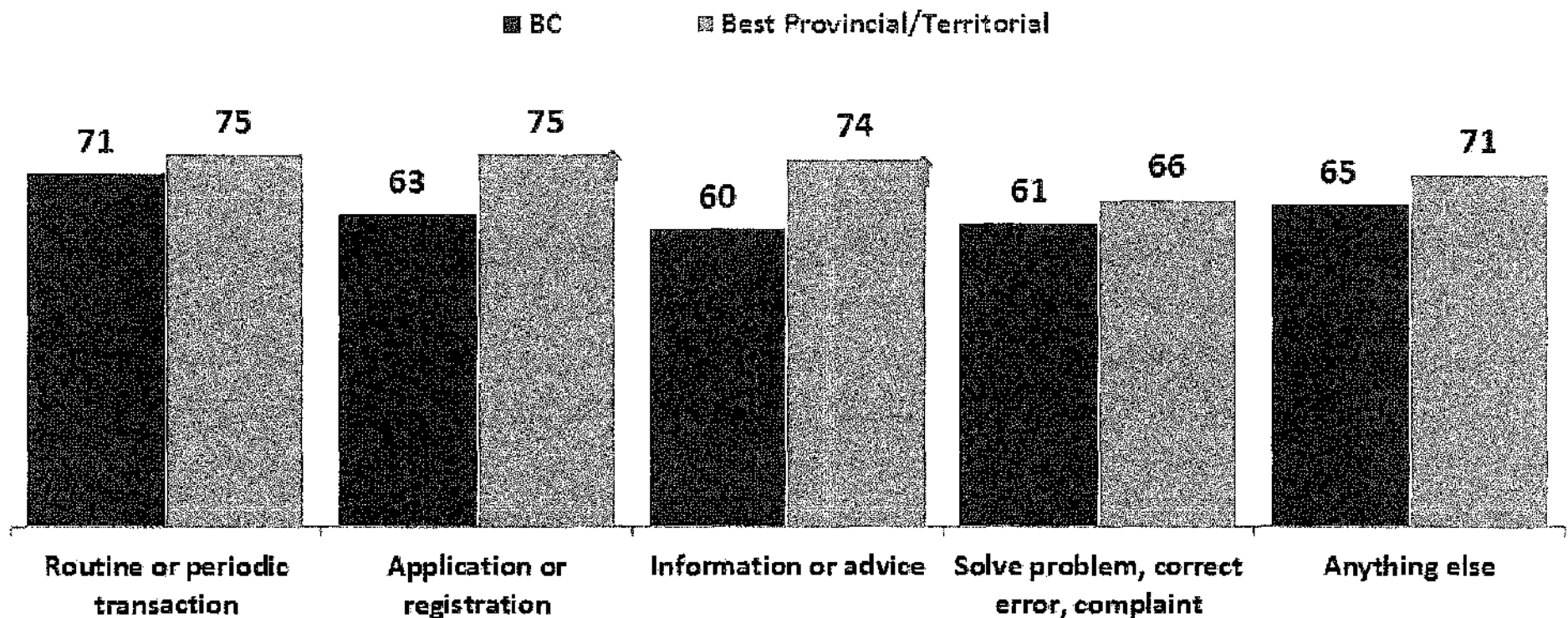
Client Satisfaction Index – Key Drivers

BC vs. Best Provincial / Territorial

(75/81) **Service Design:** resolution, findability, accessibility, privacy

(70/76) **Delivery Timeliness:** time to access, completion, receive info

(79/83) Staff Interaction: courtesy, fairness, knowledge, efforts

(74/80) **Channel Functionality:** accessibility, resolution and experience

(71/76) Issue Resolution: confidence, resolution, complaints

Channel Usage and Preferences

Channel	First	Other	Preferred
Office or service counter	37%	13%	40%
Online/Website	29%	15%	26%
Telephone	24%	14%	21%
E-mail	4%	8%	9%
Regular Mail	3%	3%	1%
Others	3%	6%	3%

Telephone Channel

19 Minutes – Current wait time
15 Minutes - Expectations

27% had difficulty finding the right number to call

64% expect no longer than 2 minutes on hold

35% waited too long on hold

31% had trouble using automated system

32% experienced busy signals

Online Channel

3 to 5 is the maximum number of
pages to find information

32% of websites did not have
Info needed

24% of citizens found
websites too complicated

32% of citizens couldn't find
What they were looking for

15% experienced issues with
search engines

20 Minutes – Transaction time
6.5 Minutes - Expectations

In Person Channel

20% had to wait too long

16% could not use
public transportation

11% was told did not have
the right documentation

8% had to travel too great
a distance

19 Minutes – Wait time
15 Minutes - Expectations

Value is not speed, it's the ability to ask
questions and knowing the transaction is
competed accurately

Priorities for Improvement

IMPROVE
1. Confidence issues will be resolved
2. Issues are easily resolved
3. Amount of time to receive the service
4. Amount of time to get help
5. Complaints are addressed

PROTECT
6. Receive needed information
7. Staff interaction
8. Staff efforts to address needs of customer
9. Satisfaction with experience when using preferred method
10. Easy process to receive the service

Recommendations

- Increase problem resolution (complaints, issues)

- Increase first call resolution

- Improve phone wait times

- Maintain office wait times under 20 minutes

- Improve navigation and content of provincial web pages

- Improve government online service offering

CitizensFirst7 Report December 2014

	CAD Sub Sector	Program Name	Phone number	2015 Status
1	Social	Financial Operations - Collections and Payments	877-815-2363	s.13
2	Social	Employment and Income Assistance / Provincial Services Centre	866-866-0800	
3	Social	WorkBC	877-952-6914	
4	Social	Employment Standards	800-663-3316	
5	Social	Hello BC	800-435-5622	
6	Social	Community Development Trust	877-238-8882	
7	Social	Autism Funding Unit	877-777-3530	
8	Social	Child Care Operating Funding	888-338-6622	
9	Social	After Hours Response - moving province-wide	800-663-9122	
10	Social	Help Line for Children	877-631-8282	
11	Social	At Home Program - Medical Benefits	888-613-3232	
12	Social	Client Relations	877-387-7027	
13	Social	Accounts Payable Help Desk	866-823-5856	
14	Social	Childcare Programs and Service #2- not listed in 2015		
15	Social	After Hours Response	866-660-3194	
16	Social	Capital Funding	888-338-6622	
17	Lands & Resources	Provincial Permit Centre PPC, Commercial Vehicle Safety and Enforcement	800-559-9688	
18	Lands & Resources	Road Hazard Reporting	877-391-7310	
19	Lands & Resources	Road Reports	800-550-4997	
20	Lands & Resources	Residential Tenancy Office	800-665-8779	
21	Lands & Resources	Provincial Emergency Program / Disaster Compensation Line / Superintendent of Motor Vehicles / Oil Spills	888-257-4777 / 688-952-5515 / 800-645-7911	
22	Lands & Resources	Wildlife - Human Conflict/ Conservation Office Service	877-356-2029 main number is 800-663-9453	
23	Lands & Resources	Front Counter BC	877-855-3222	

	CAB Sub-Sector	Program Name	Phone number	2015 Status
24	Lands & Resources	Wildfire Management Branch / BC Mine Emergency / Forest Fire Reporting	800-663-5555 / 888-776-8666	s.13
25	Lands & Resources	Permit and Authorization Service Bureau	866-433-7272	
26	Lands & Resources	GeoBC	866-952-6801	
27	Lands & Resources	Habitat Conservation Trust	800-387-9853	
28	Lands & Resources	Conservation Officer Services / Report All Poachers and Polluters	877-952-7277	
29	Lands & Resources	Discover Camping	800-689-9025	
30	Lands & Resources	Scrap-It Program	1-855-377-7717	
31	Lands & Resources	Mineral Titles (voicemail)	866-616-4999	
32	Lands & Resources	1-800 MARR infoline	800-890-1022	
33	Lands & Resources	Ministry of Agriculture Infoline- South Coast and Vancouver Island infoline	888-221-7141	
34	Lands & Resources	Report Commercial Vehicle Safety Violations	888-775-8785	
35	Lands & Resources	Provincial Emergency Program / Oil and Gas Commission / Victim Services / Protection Order Registry	800-663-3456	
36	Lands & Resources	Wildfire Management Branch / Critical Incident & Stress Mgmt / Open Burning	888-797-1717	
37	Justice	Family Justice Services	not public; local numbers routed	
38	Justice	Provincial Court Services online (directs to BC Online for help)	1-800-663-5102	
39	Justice	Victim Link BC (formerly Victim Services and Community Programs Division)?)	800-563-0808 Text 604-836-6381	
40	Justice	Victim Assistance (formerly Policing and Community Safety branch?)	855-660-3888	
41	Justice	Victim Safety Unit	877-315-8822	
42	Justice	Liquor Control and Licensing	866-209-2111	
43	Justice	Legal Services Society	866-577-2525	
44	Health	Alcohol & Drug Referral Service	800-663-1441	
45	Health	BC Ambulance Billing	800-665-7199	
46	Health	HealthLink BC	811	

	OAB Sub-Sector	Program Name	Phone Number	2015 Status
47	Health	BC Drug and Poison Info Line	800-567-8911	s.13
48	Health	Screening Mammography Program of BC	800-663-9203	
49	Health	HealthLink BC - forwarded from Health and Seniors Information Line	800-465-4911	
50	Health	AIDS & STD Testing	800-661-4337	
51	Health	HealthLink BC - BC Nurseline	866-215-4700	
52	Health	HealthLink BC - Dietician Services	800-667-3438	
53	Education	Education General Enquiries	888-879-1166	
54	Education	Open Schools BC (line goes to Crown pub)	888-883-4766	
55	Education	Student Aid BC info line	800-561-1818	
56	Corporate Support	BC OnLine (Data partners: BC Assessment, Corporate Registry, Court Services Online, Manufactured Home Registry, Personal Property Registry, Rural Property Tax, Site Registry, Wills Registry) (Resellers: Asset Real Estate, At Source, Dye & Durham E-Tray, eStrataHub, InspekTech, Landcor, Tax Certificates OnLine)	800-663-6102	
57	Corporate Support	Crown Publications - Queen's Printer for BC (includes Open Schools BC, Gazette)	800-663-6105, open schools is 888-883-4766	
58	Corporate Support	Multiple Address Change	866-775-0011	
59	Corporate Support	Service BC Contact Centre (formerly Enquiry BC)	800-663-7867	
60	Corporate Support	Pesticide Exam Registration	866-205-2102	
61	Corporate Support	SSBC Product Distribution Centre	1 800 988-1155	
62	Corporate Support	Health Insurance BC / Temporary Premium Assistance (MSP coverage)/ Special Authority	800-663-7100 800-207-2051	
63	Corporate Support	Revenue Services BC	877-405-4909 / 866-361-5050	
64	Corporate Support	Consumer Taxation - Ministry of Finance Tax Info Line	877-388-4440	
65	Corporate Support	SSBC BCeID Authentication	888-356-2741	

Citizens' Experience Board
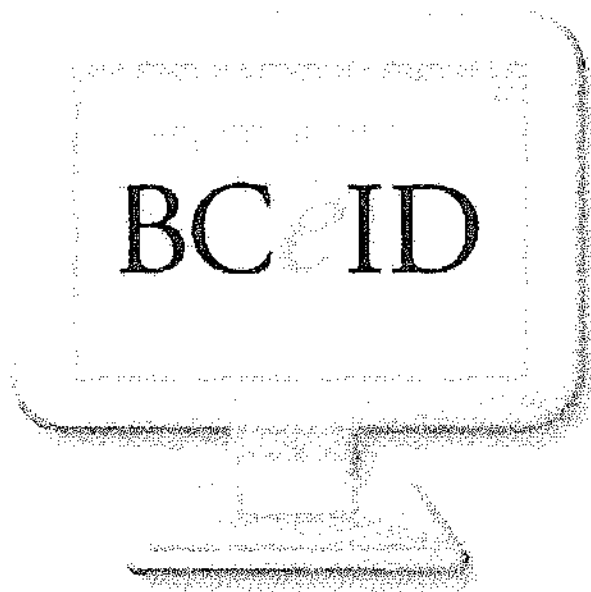12 October 2016
Sophia Howse

BRITISH
COLUMBIA

Topics

- Who We Are
- Citizen-Facing Identity Products:
  - What We Have
  - What We have been doing
  - What we have learned
- Future Plans/Considerations

page 2

Provincial Identity Information Management Program (IDIM)

Provincial IDIM Program

Citizens, Businesses and Professionals

What We Have
BCeID

BC ID

- **Userid & Password**

- **Over 590,000 accounts issued**

- **Over 250K active users**

- **156 registered online services**

BCeID – Enhancing the User Experience

Log in to www.test.bceid.ca

BC ID

We're changing to improve your experience and to align with the B.C. government web design standards.

BC ID

www.test.bceid.ca requires you to logon.

Business, Personal or Basic BCeID User

BCeID: [   ]

Password: [   ]

» Contact Us
» How to get a BCeID
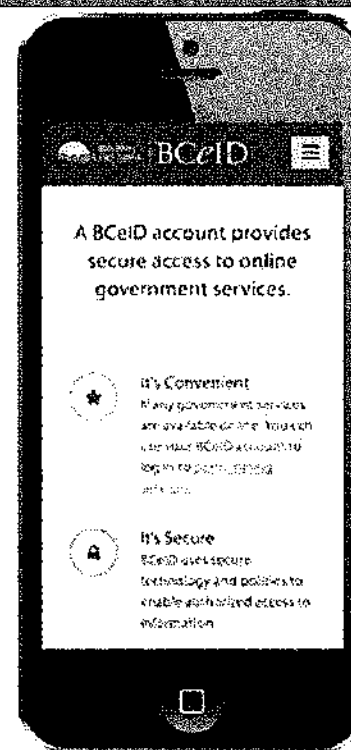
Government User

Forgot My BCeID

Forgot My Password

Next

Access to or unauthorized use of data on this computer system by any person other than the authorized employee(s) or owner(s) of an account is strictly prohibited and may result in legal action against such

❶ This logon page is getting a new look. Learn more

Log in with BCeID

User ID
Use a Business, Personal or Basic BCeID

Password

Continue

Forgot your user ID or password?

No account?
Register for a BCeID

‹ Cancel and return to www.test.bceid.ca

page 5

Built for Mobile Use
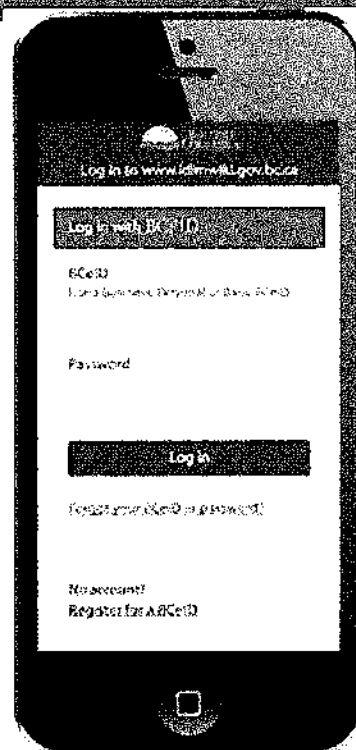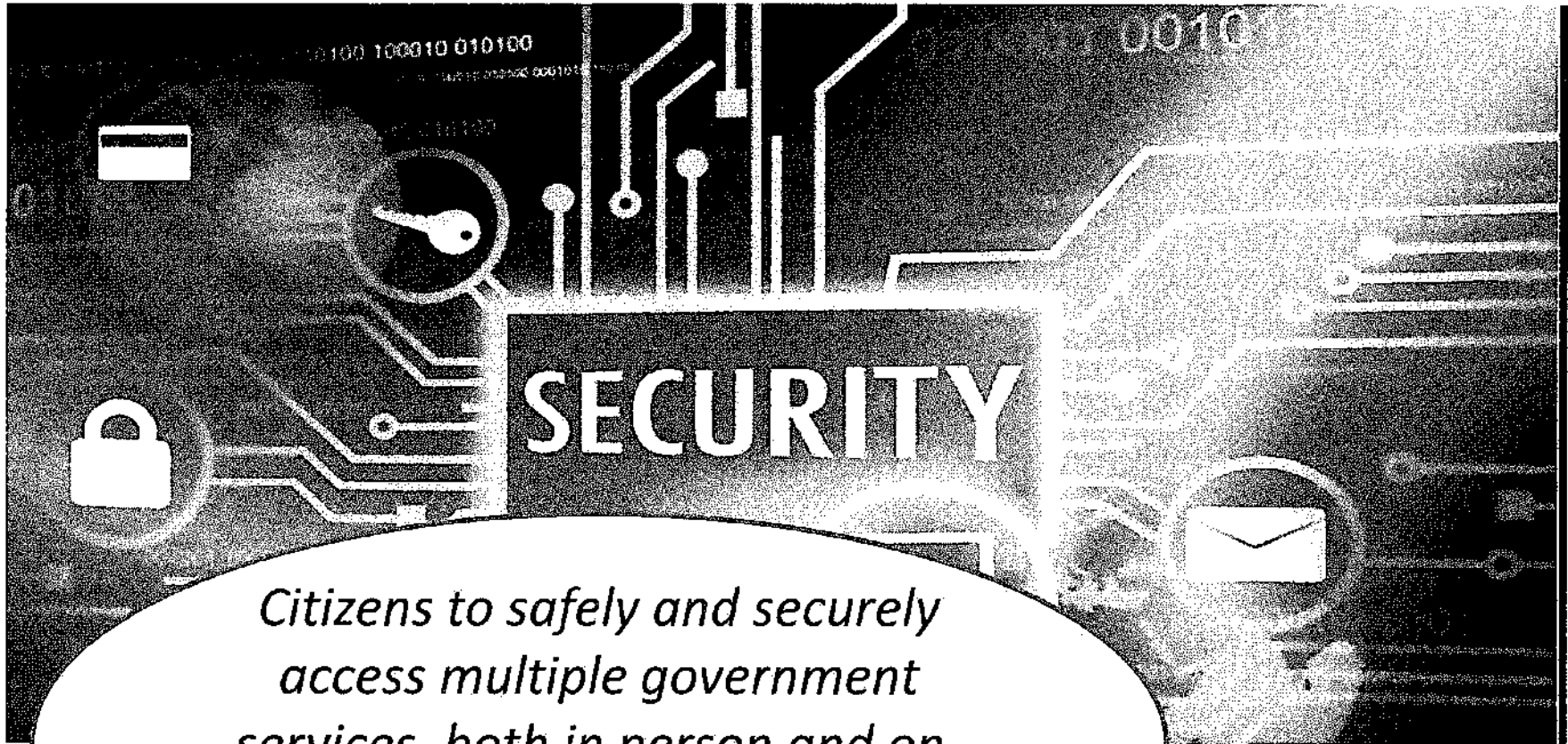

CLP log in with BCeID   BCeID Home

BC Services Card Vision

Citizens to safely and securely access multiple government services, both in person and on-line, through the creation of a security-enhanced photo ID

BCSC Card Issuance

DRIVER'S LICENCE and SERVICES CARD
British Columbia CAN
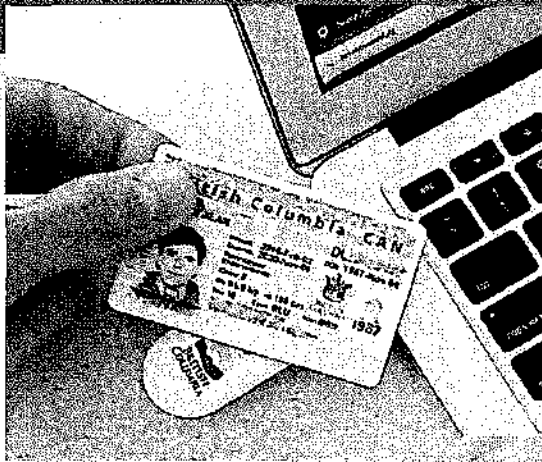
SAMPLE,
TEST CARD

DL:1234568

Issued: 2012-Nov-30   DOB: 1989-Aug-03
Expires: 2017-Nov-30

Restrictions/
Endorsements: 21

Class: 5

Wt: 58.0 kg   Ht: 176 cm   BRITISH COLUMBIA

Sex: M   Eyes: BRN   Hair: BRN

910 GOVERNMENT STREET
VICTORIA BC V8W 3Y8

Sample

As of September 30th: 3.8M

BC Services Card – What We Have Available Now

BCSC Identity Services: online, in-person and mobile
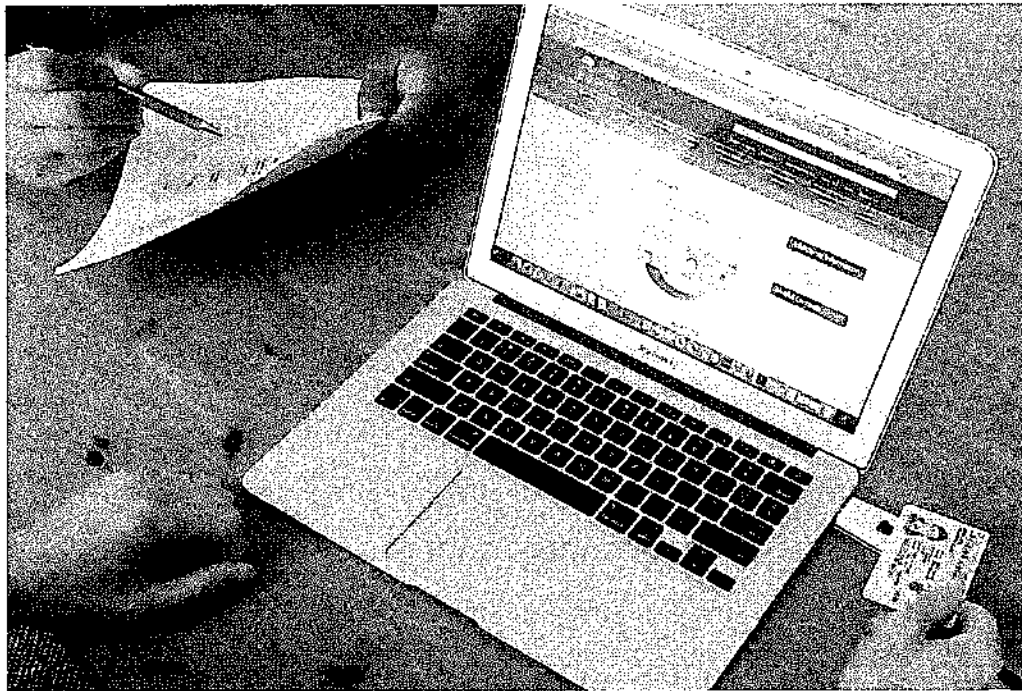
BC Services Card account

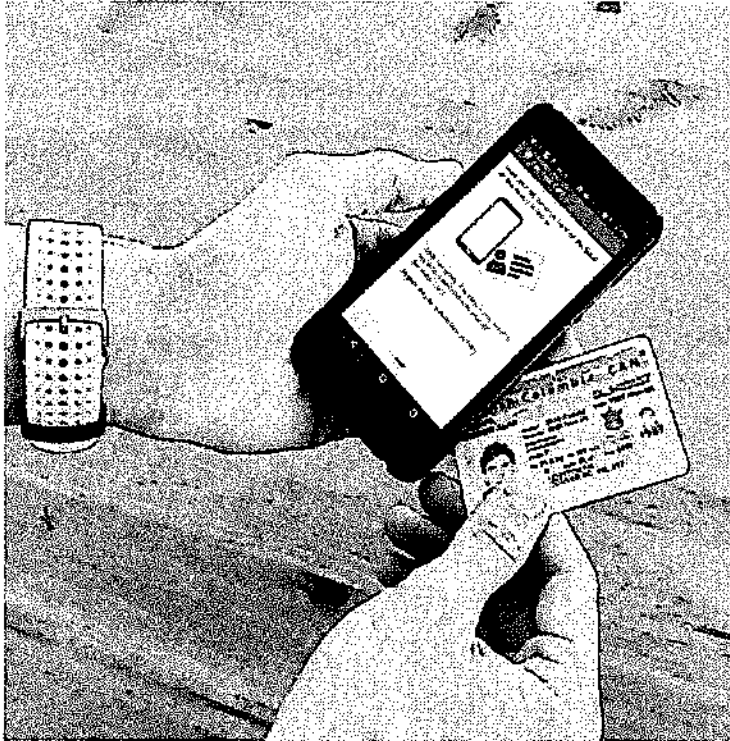Mobile card reader

Age Check Prototype

Health Prototype

BC Services Card – Services in production!

Land Title and Survey Authority

Canadian Blood Services

BC Services Card – Who we are working with

- Finance
- Education
- Advanced Education
- Justice
- Natural Resource Sector
- Health
- s.13

Public Consultation: What we heard

| Where we sought guidance	What we heard
Building Trust	Build on the solid foundation Show and tell Maintain oversight
Service Needs and Values	Value to citizens is the driver Privacy and security is paramount Continue to provide service channel choice Citizens have control over their data Focus on priority services

Usability Testing: What we Learned

Anxious Adam
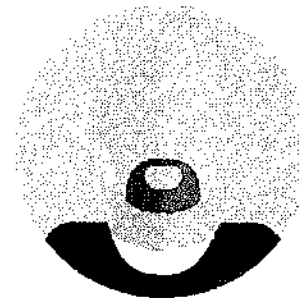
Newbie Ned

Ready Rhonda
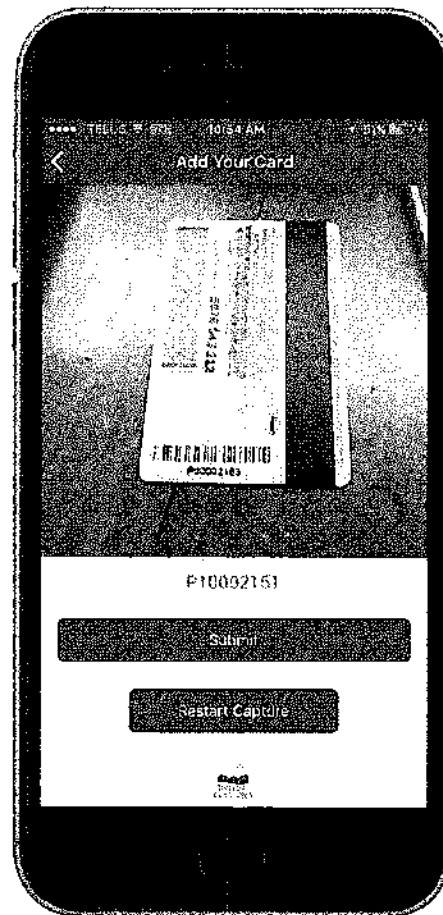
Vexed Vicky

13

Page 181

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s.17

IDIM's New Mobile Solution

Web Access Management - SiteMinder
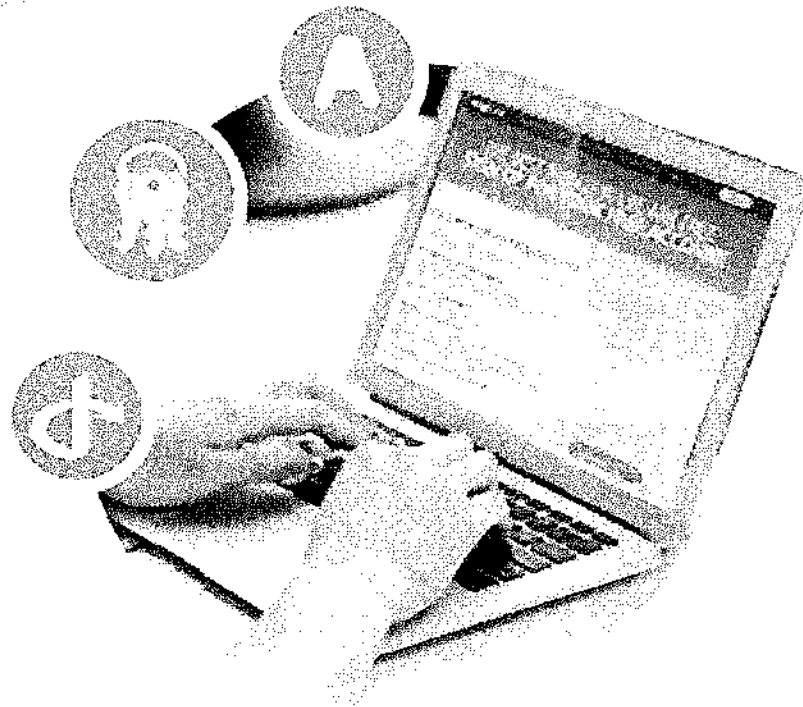
- Government's standard web access management identity and authentication service

- Authenticates people and businesses online

- Secures access to client web applications

- Provides single sign-on; logon once and access multiple government services online

Considerations as we move forward

Balance: Card Issuance and Card Usage

Public and Ministry Engagement/ Communication

User Experience

s.13

Evolution of Digital ID

In-person authentication

Start Small, Learn and Adapt

Thank you/Discussion

Citizens' Experience Board
12 October 2016
Sophia Howse

BRITISH
COLUMBIA

DEMONSTRATION

A Citizens' Experience Using BC Services Card with Android Mobile Phone.

page 2

page 3

Demo

page 9

Hold your BC Services Card on the **back** of this device to log in.

Only complete this step if you want to log in to a website with your BC Services Card.

Report this as suspicious activity

page 10

page 11
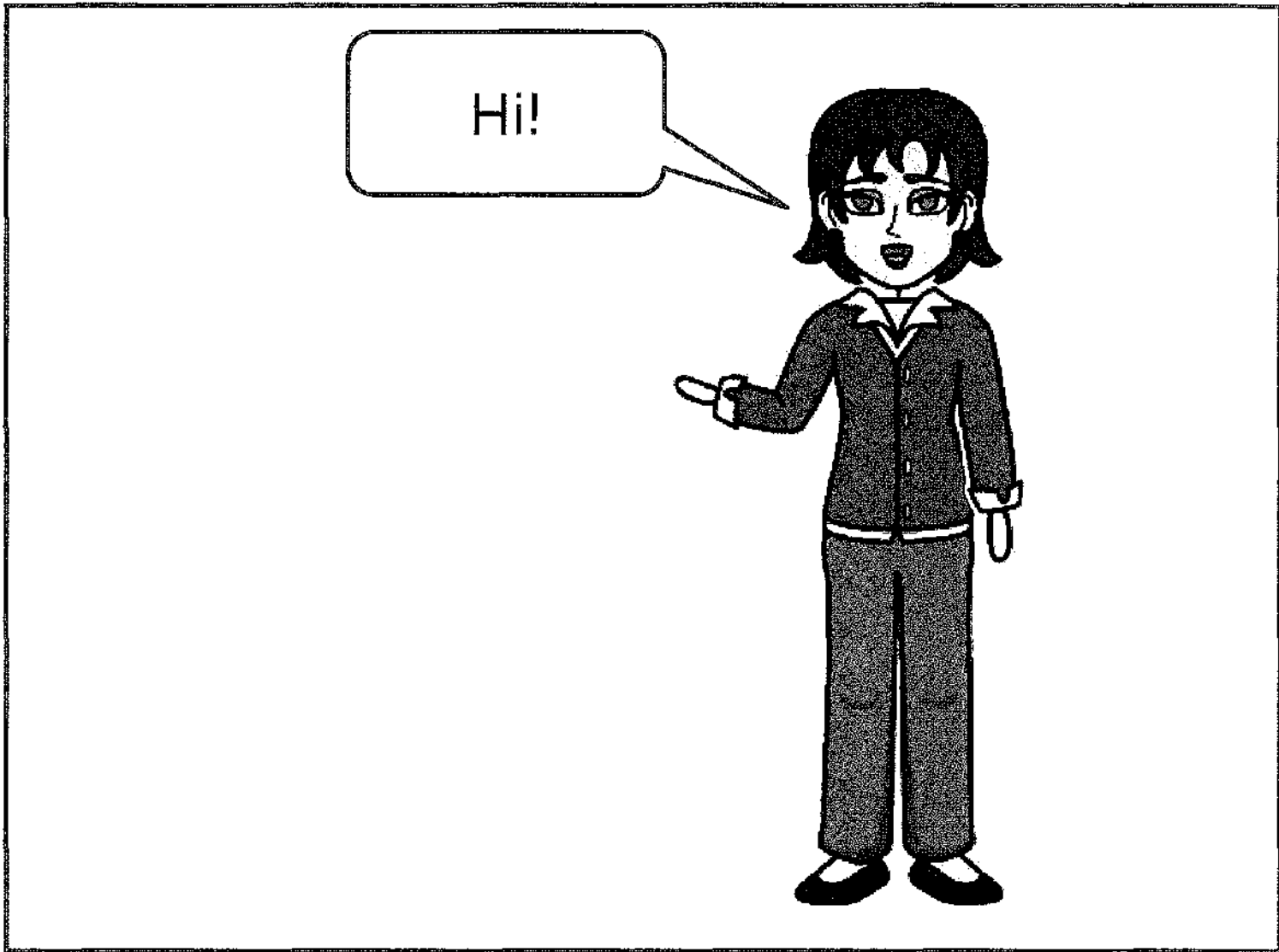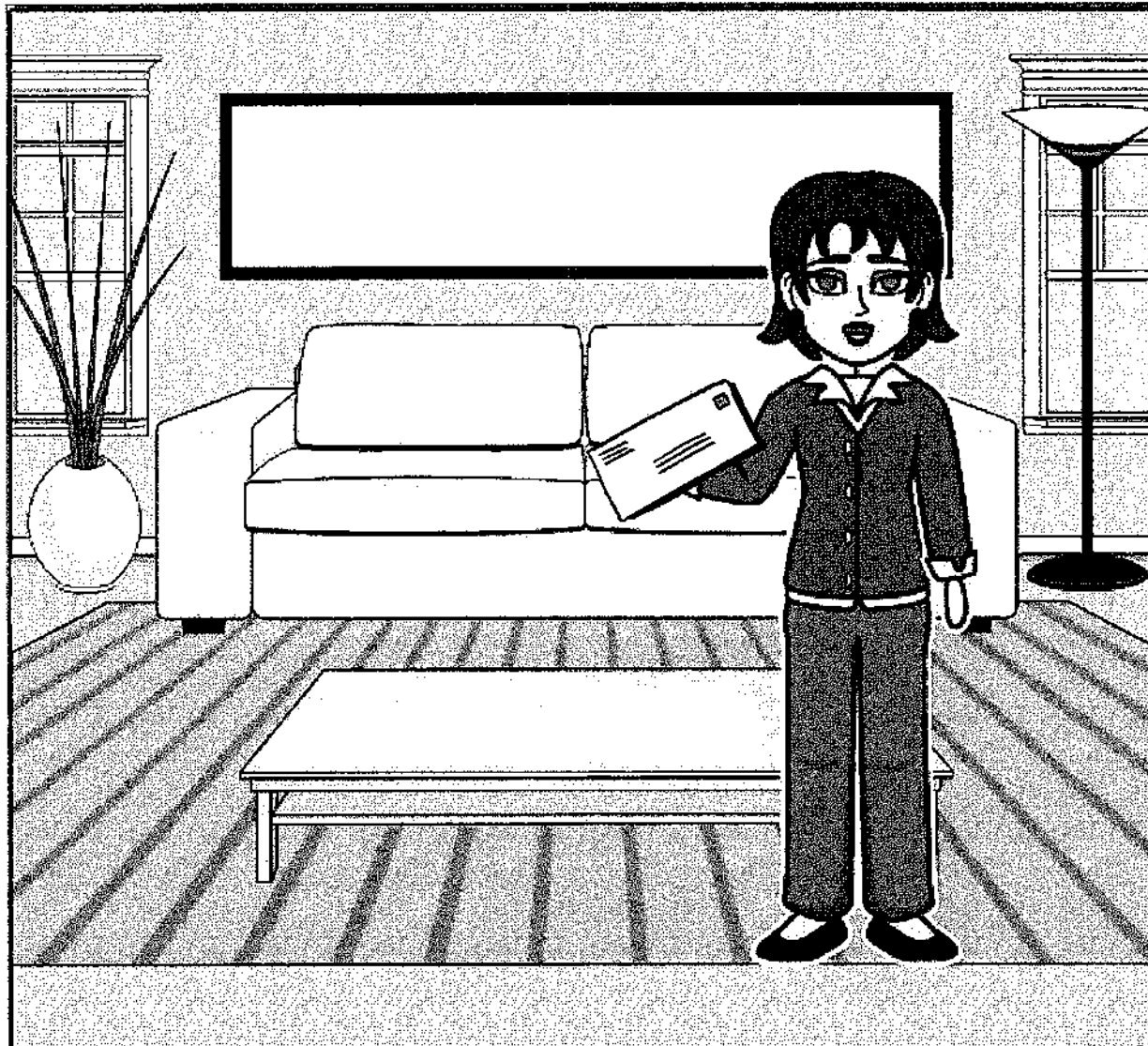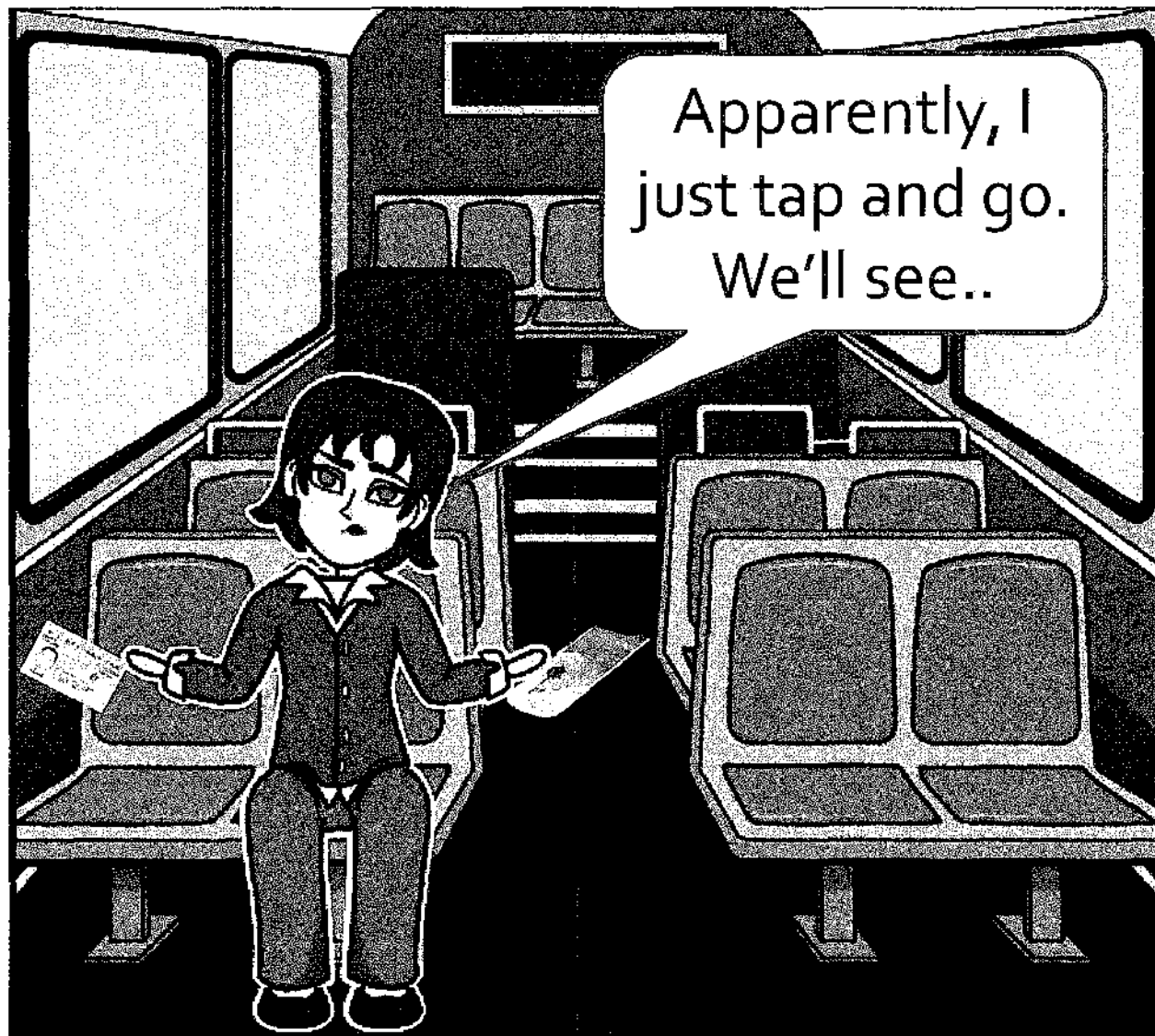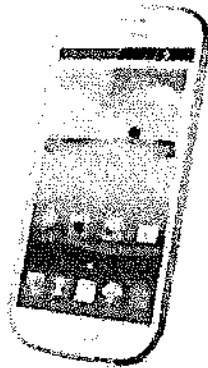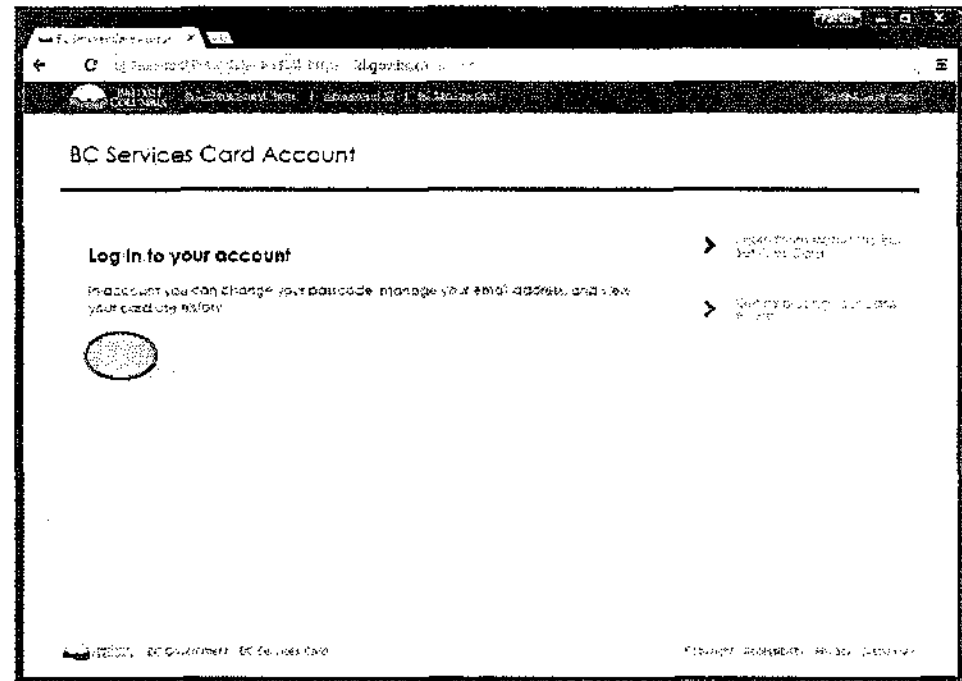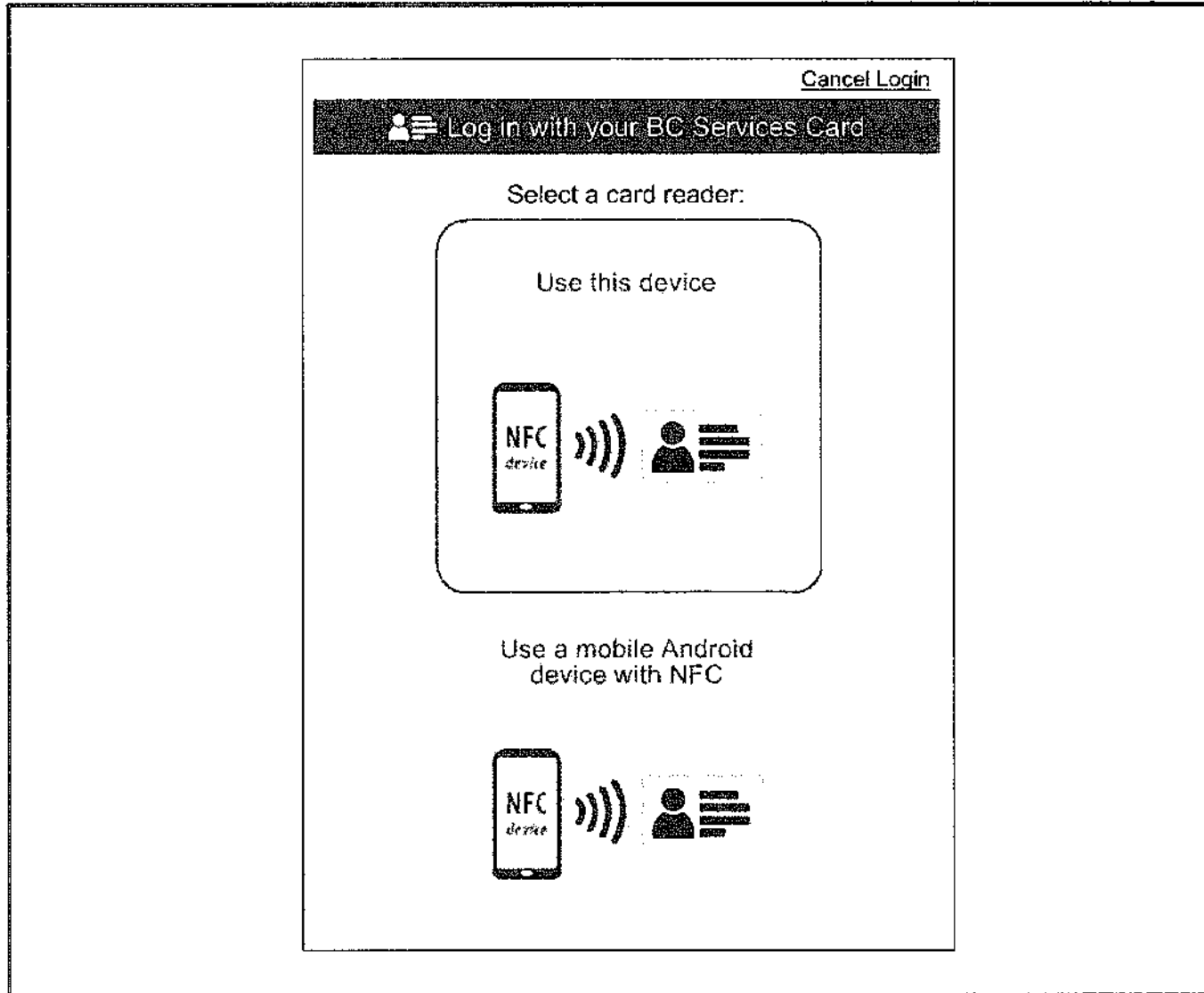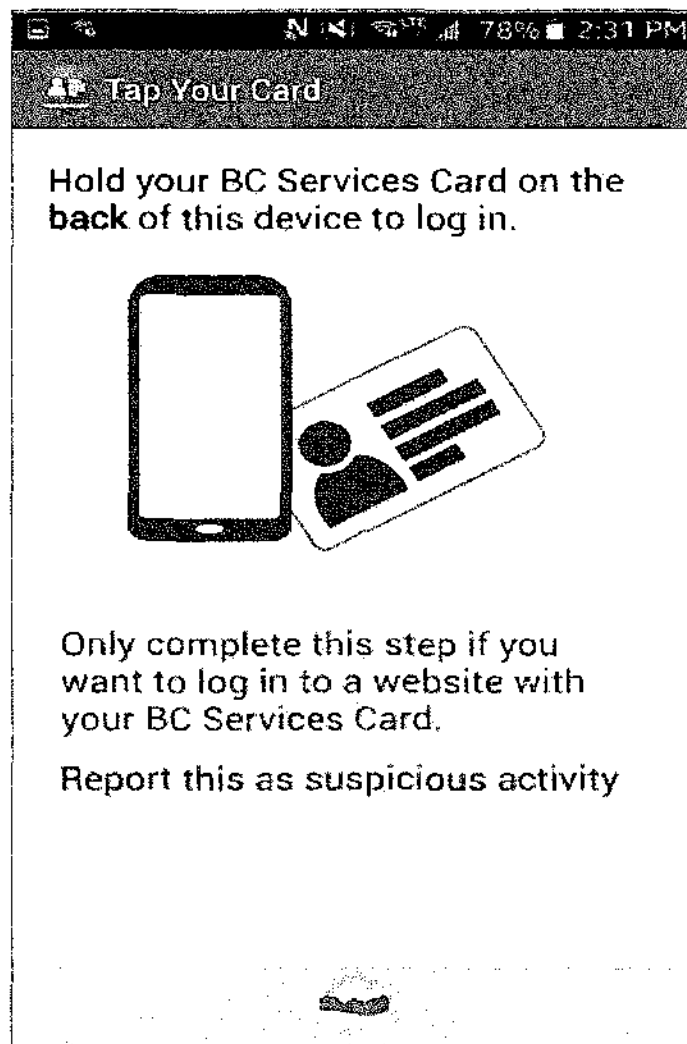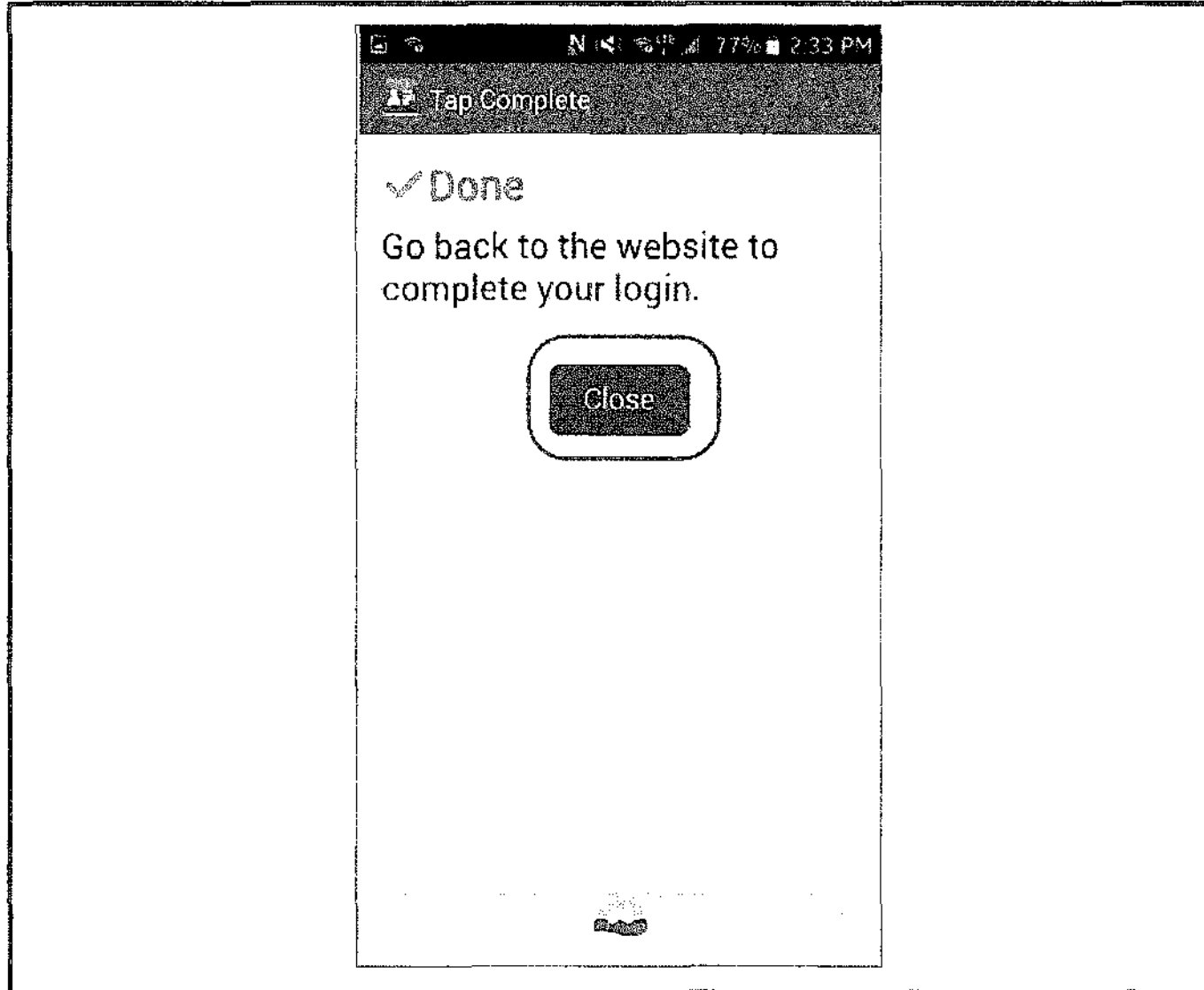
⮿≡ Log in with your BC Services Card

Enter Your Passcode:

Forgot your passcode?

Continue

BC Services Card Account

SOPHIA HOWSE ▾   Log out

Home

Email Preferences

Login Confirmation

Passcode

Account History

Name on Card
HOWSE,
SOPHIA ANN

Documented Name
HOWSE,
SOPHIA ANN

Date of Birth
August 01, 1979

Sex
Female

Address
10687 GARRY OAK DRIVE
VICTORIA, BC V8E2A1

Learn how to change your address

Card Type
Combined BC Driver's
License and Services Card

Card Issued
December 09, 2014

Card Expiry
December 08, 2018

Account History

Citizens' Experience Board

MEETING AGENDA

Date	November 3, 2016
Time	10:00 am to 12:00 pm
Conference Dial-in #	s.17
Participant #	
Moderator	
Location	s.15

Attendees

Bobbi Plecas *(Chair), Office of the Premier*; Shannon Baskerville, *Jobs Tourism and Skills Training*; Kevin Jardine, *Environmental Assessment Office*; Sheila Taylor, *Social Development and Social Innovation*; Tim McEwan, *Small Business and Red Tape Reduction*; Bette-Jo Hughes, *Technology, Innovation and Citizens' Services*

Regrets
s.22

Guests

David Hume, *Government Communication and Public Engagement*; Sarf Ahmed, David Morel and Karen Liversedge, *Technology, Innovation and Citizens' Services*; Christine Little and Francois Bertrand, *Small Business and Red Tape Reduction*

Time	Item	Lead(s)
10:00	Introduction and welcome	Bobbi Plecas
10:05	1. Strategic Partnerships Office	David Morel
10:35	2. Facility Management Procurement Project	Sarf Ahmed and Karen Liversedge
11:05	3. Red Tape Reduction	Christine Little
11:35	4. Next steps	Bobbi Plecas
12:00	Adjourn	

Engaging the *Citizens' Experience Board* in Strategic Procurements

David Morel

ADM, Strategic Partnerships Office

November 3, 2016

BRITISH
COLUMBIA

BC Public Service

Where ideas work

Purpose & Decision Requested

Purpose

- Discuss how the Citizens' Experience Board will contribute to ensuring the service experience is considered in large scale procurements
    - Business areas consider citizens' experience and present at CEB
    - Service Experience Principles – to be considered

Decision Requested

- Endorse cooperative approach between Strategic Partnerships Office, Citizens' Experience Board, and project teams

Procurement Workflow

Strategic Partnerships
End of Term / Re-procurement Flow Chart

End of Term Assessment	Developed by Business Area		Development Supported by SPO	Required Signoff by SPO ADM
Business Case	Developed by Business Area		Development Supported by SPO	Required Signoff by SPO ADM	Reviewed by TBS
RFx Document	Developed by Business Area		Development Supported by SPO	TB Notification Phase IN - Day Seven Sign

RFX POSTED

Collaborative Process
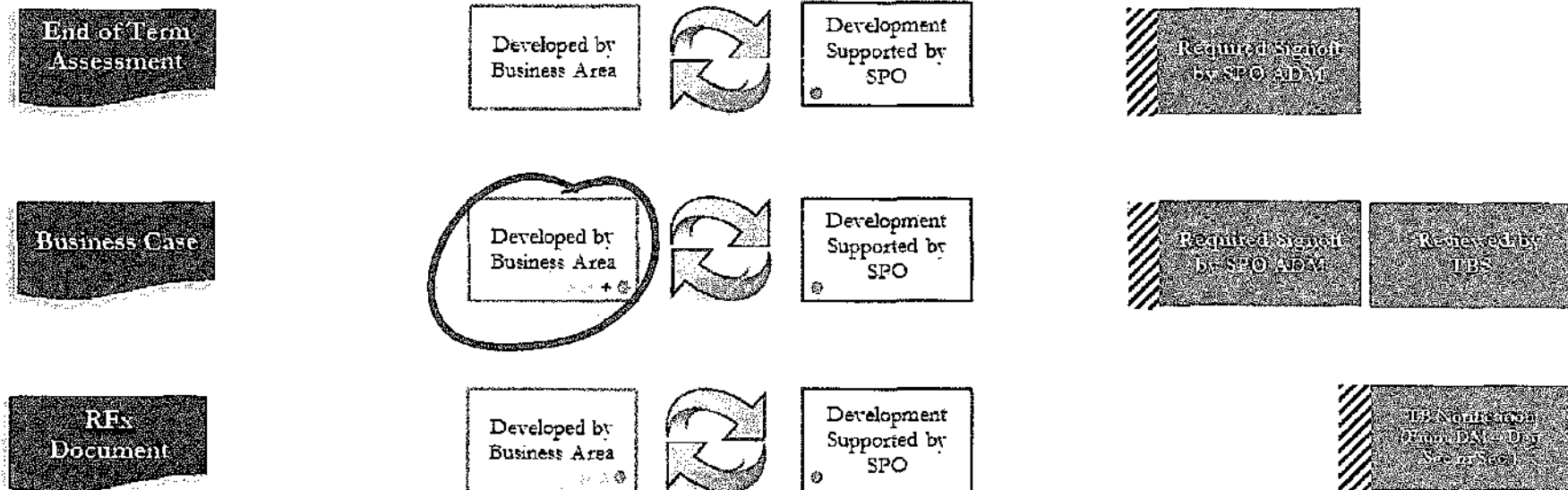
More information is available in the Playbook

- ⚫ Quarterly Meeting Strategic Partnerships Office and Treasury Board Secretariat
- Procurement Services Branch
- Legal Service Branch
- Risk Management Branch
- ⊹ Citizens' Experience Board
- Office of the Comptroller General

Service Experience Principles
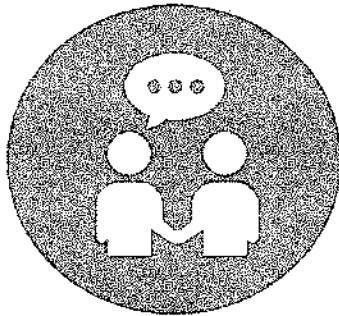
Citizen Centred & Inclusive

1. Understand what people need. Ask them.

2. Commit to service excellence, always.

3. Remove barriers to access. This is for everyone.

Development Approach
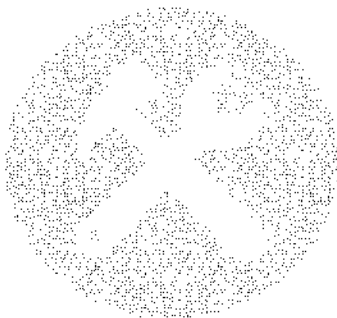
9. Prioritize action. Get started and iterate. Invite feedback.

10. Think big. Tackle manageable pieces. Build on success and share with the service delivery community.

Design Approach
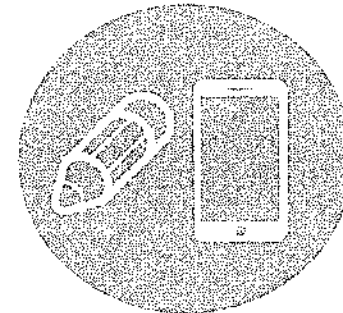
4. Use analytics to improve design.

5. Default to digital.

6. Services should be intuitive. A simple service experience above all else.

7. Government services should be seamless, integrated and consistent.

8. Citizens' information is theirs and we keep it secure.

Questions to Support Project Teams

Incorporating Service Experience Principles

Guiding Questions for Project Teams

Citizens' Experience Board
November 2016

BRITISH
COLUMBIA
Where ideas work

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Decision Requested & Next Steps

Decision Requested

- Endorse cooperative approach between Strategic Partnerships Office, Citizens' Experience Board, and project teams

Next Steps

- Human Resource Management System (payroll) to present to CEB Mar/Apr 2017

Incorporating Service Experience Principles

Guiding Questions for Project Teams

Citizens' Experience Board

November 2016

BRITISH
COLUMBIA
BC Public Service

Where ideas work

Context: Citizens' Experience Board

Mandate

The Citizens' Experience Board (CEB) is one of three boards established to support the work of the Deputy Ministers' Committee on Public Service Innovation (DMCPSI). The CEB is responsible for recommending to DMCPSI:

- Strategic vision for opportunities to improve citizens' experiences of government services
- Alignment of this strategic vision across the public service; and
- Oversight on the implementation of key priorities related to simplifying citizen's online experience, modernizing service delivery, and streamlining government operations

CEB purpose includes:

Service Delivery Alignment

- Embedding citizen experience standards into practice
- ...ensuring the evolving service delivery vision is embedded in the planning for future IM/IT projects both delivered by government and outsourced

Context - Related Committees

Citizens' Experience Board – Related Committees

Oversight & Approval
> Deputy Ministers' Council

Overall Vision & Alignment
> Deputy Ministers' Committee
> Public Service Innovation

Accountability & Strategic Direction
> Citizens' Experience Board

Content Development & Review
> Service Delivery Board

Implementation & Delivery
> Ministries
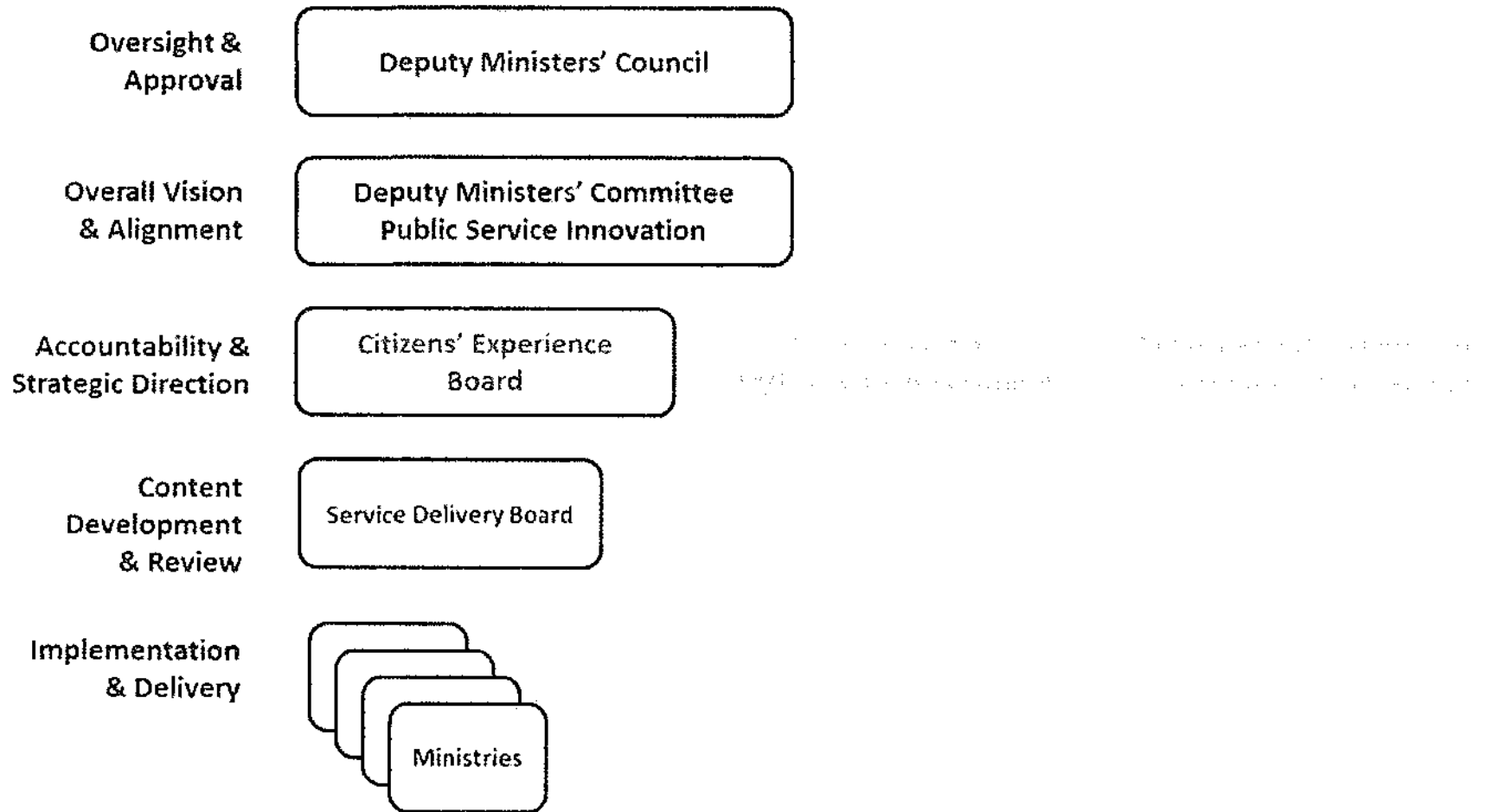
Context: Vision for the Service Experience

From

To

Government organizes most of its services according to ministry structures, which makes it challenging for citizens to find what they need unless they know the name of the service and the ministry that delivers it.

Government designs and delivers its services so citizens can easily find the services that are available, relevant and personalized to their needs.

Government services use a variety of forms and systems. Citizens have to figure out the approach for each service.

The service experience and the interactions people have with government are seamless, integrated and consistent for users.

Citizens Eligibility requirements are difficult to interpret. It's hard for citizens to find out the status of their application once it has been submitted.

Government asks citizens what they need and purposefully addresses barriers to access. Eligibility requirements are clearly stated and applications can be tracked from intake to decision.

Once a service is designed and implemented, its development is complete. Satisfaction surveys don't often lead to changes in how services are delivered.

Government uses analytics to track feedback, then iterates on service design and delivery to meet citizens' needs.

Eligibility and compliance are sometimes the focus of the service experience to the detriment of the experience.

Government seeks to build trust with citizens by embodying public service values in its approach to service delivery.

4

Service Experience Principles

Citizen Centred & Inclusive

1. Understand what people need. Ask them.

2. Commit to service excellence, always.

3. Remove barriers to access. This is for everyone.

Development Approach

Prioritize action. Get started and iterate. Invite feedback.

Think big. Tackle manageable pieces. Build on success and share with the service delivery community.

Design Approach

4. Use analytics to improve design.

5. Default to digital.

6. Services should be intuitive. A simple service experience above all else.

7. Government services should be seamless, integrated and consistent.

8. Citizens' information is theirs and we keep it secure.

Questions for Project Teams to Consider
Citizen Centred & Inclusive

1. Understand what people need. Ask them.
- Have you clarified (or will you ask the vendor(s) to clarify) the problem and define who it affects? How will you ensure there aren't assumptions being made about what the solution should be?
- Will you be talking to people who will use the service?
- How will you ensure the citizen experience is considered from the beginning to the end of the service?
- Will you or the vendor test the solution with real users?
- How will the service be integrated so citizens see one connected, seamless government?

2. Commit to service excellence, always.
- How will you and/or the vendor(s) build trust and draw on the public service values in your approach to service delivery?
- How will this be incorporated in the business solution to ensure service excellence?
- **How do you see the delivery model changing for this service over the next five years? How will you and/or the vendor(s) continue to evolve?**

3. Remove barriers to access. This is for everyone.
- How will you or the vendor(s) ensure that those who are eligible for the service know it exists? How will you reach those who have not traditionally accessed the service?
- How will you or the vendor(s) consider the needs of all citizens to ensure services are inclusive, legible, understandable and accessible?
- Will you or the vendor(s) consider where, when and how people will access services? Will you test with users, in their context, to confirm the service meets their needs?

Questions for Project Teams to Consider
Design Approach

4. **Use analytics to improve design.**
   - How will you and/or the vendor incorporate the use of analytics into your solution design?
   - How will you and/or the vendor use analytics for continuous improvement post launch?
   - How will analytics factor into the design and evaluation?
   - What role might (appropriate) information sharing play in the solution?

5. **Default to digital.**
   - Are you planning for a digital service? If not, why not? If so, how will you and/or the vendor accommodate citizens who don't use digital?
   - Is there an opportunity for you or the vendor(s) to leverage existing frameworks and common platforms to speed up delivery, lower costs and improve consistency?

6. **Services should be intuitive. A simple service experience above all else.**
   - What mechanisms, if any, will you and/or the vendors use to challenge the status quo even if it impacts business processes?
   - How will you ensure the service is intuitive enough for citizens to "get it right" the first time?
   - How will you encourage vendors to reduce complexity for the citizen accessing the service? For staff delivering the service?

7. **Government services should be seamless, integrated and consistent.**
   - How will the solution consider existing design patterns to ensure a familiar experience for clients?

8. **Citizens' information is theirs, and we keep it secure.**
   - How will the procurement process ensure data and information used and/or created for the service is protected?

Questions for Project Teams to Consider
Development Approach

Prioritize action. Get started, and iterate. Invite feedback.
- What do you anticipate will be the approach to solution development? An iterative approach or a more traditional waterfall approach? Will you be providing guidance to the vendor on this?
- Will you and/or the vendor(s) test the service with real people who will use it? How will you incorporate their feedback?
- Will you and/or the vendor seek feedback from service providers and other stakeholders?

Think big. Tackle manageable pieces. Build on success and share with the service delivery community.
- How might others learn from your successes and setbacks? Will transparency with citizens and colleagues be considered while the project is underway?

Strategic Partnerships
End of Term /
Re-Procurement
Flow Chart

Playbook

The SPO Deal Lifecycle Framework

The SPO Deal Lifecycle Framework helps provide deal offices with a formalized framework by which they can navigate the Province's outsourcing contracts from start to end of term; from identifying an outsourcing opportunity to concluding an outsourcing contract.

For the purpose of simplicity, this Lifecycle is comprised of four distinct phases:

- o **Phase 1 – Definition**
- o **Phase 2 – Strategy**
- o **Phase 3 – Acquisition**
- o **Phase 4 – Optimization**

Phase 1 Definition Phase 2 Strategy Phase 3 Acquisition Phase 4 Optimization

End of Term Activities
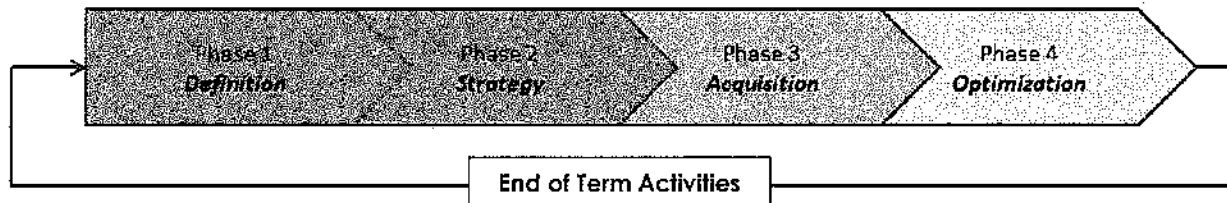
Figure 1

Each Phase represents a deal's progression through the SPO Deal Lifecycle. Within each Phase of the Lifecycle there are a number of sub-components. These sub-components represent activities, analyses or deliverables that need to be completed before progressing further in the Lifecycle. While many of these components can be completed internally by each deal office, some may require input or sign-off from SPO.

The following playbook outlines the key documents needed to be completed by deal offices and project teams to successfully navigate a SPO procurement. The playbook outlines key accountabilities between project teams and the SPO as well as when central agencies need to be integrated into the process.

The playbook also outlines key sign-off and TBS touch points required by the SPO.

This playbook is an accompaniment to the Strategic Partnerships End of Term / Re-Procurement Flow Chart

Strategic Partnerships End of Term / Re-Procurement Flow Chart

Key documents are required to be produced and reviewed by various entities before completing a SPO procurement. These documents and gates are considered a best practice to ensure the Province is efficient in its strategies and procurements and that the final contract meets optimal value for money standards.

End of Term Assessment	Developed by Business Area	Development Supported by SPO	Required Sign off by SPO DM
Business Case	Developed by Business Area	Development Supported by SPO	Required Sign off by SPO DM	Reviewable
RFx Document	Developed by Business Area	Development Supported by SPO	

RFX POSTED

Negotiations Mandate	Developed by Business Area	Development Supported by SPO	Required Sign off by SPO DM
Transition Strategy	Developed by Business Area	Development Supported by SPO	
Contract Finalization	Developed by Business Area & LSB	Reviewed and endorsed by SPO	

SIGN & AWARD CONTRACT

Quarterly Meeting SPO – Treasury Board Staff (TBS)

PSB Involved

LSB Involved

RM Involved

OCG Involved

Citizen Experience Board Touch Base

Collaborative Process

End of Term Assessment

The purpose of an End of Term Assessment is to review a vendor's performance and pricing during a strategic outsourcing contract, coupled with an assessment of current industry best practices, the vitality and competition within the market, and the Province's current business drivers and strategic goals. It is a comprehensive and through document that will be used to inform the Province's service delivery strategy(ies) going forward.

End of Term document should be completed a minimum of three years before the end of contract to ensure adequate time for solutions, procurement and transition.

Role of the Business Owner

The business owner is responsible for the development, writing and final production of the *End of Term Document*. This includes key pieces such as performance, industry standards, and changes in services and /or costs.

Role of the SPO

The SPO will work in conjunction with the business owner throughout the *End of Term* development process, offering tools, templates, guidance and expertise to ensure the final document meets the standards and detail required to proceed to the *Business Case* phase.

KEY STAKEHOLDER ENGAGEMENTS REQUIRED

Treasury Board Staff	SPO meets quarterly with TBS and will update *End of Term* document progress/issues with them at these meetings.

KEY DECISION AND SIGN OFF GATES

In addition to internal approvals (outlined in End-of Term Template) before proceeding to the development of a *Business Case* Document, the final *End of Term* document must be **reviewed and signed off by the SPO ADM.**

Business Case

The purpose of the *Business Case* is to provide decision makers with detailed information, evidence, and analysis of why a specific project should go forward.

Major elements covered in an effective *Business Case* include (but are not limited to) project costs and benefits, an assessment of different options for addressing the stated business issue or opportunity, and an operational feasibility and economic viability review of the proposed initiative.

Role of the Business Owner

The business owner is responsible for the development, writing and final production of the *Business Case* document. This includes key pieces such as requirements gathering, stakeholder identification, and project costs.

Role of the SPO

The SPO will work in conjunction with the business owner throughout the *Business Case* development process, offering tools, templates, guidance and expertise to ensure the final document meets the standards and detail required to proceed to a procurement phase. SPO sign off may be required on TB Sub if part of the BC.

KEY STAKEHOLDER ENGAGEMENTS REQUIRED

Citizen Experience Board	The Citizen Experience Board needs to be informed on potential large scale procurements/projects to ensure decisions contemplate the service experience principles. **Key contact for CEB is Bobbi Plecas**
Legal Service Branch	Legal Services Branch needs to be included early in the business case development stage and will require draft review before finalizing a document. **Key contact for LSB will be provided by SPO**
Risk Management Branch	Risk Management branch should be consulted early in the business case development stage and will require draft review before finalizing a document. **Key contact for RMB is Melissa McCabe**
Comptroller General	OCG branch should be consulted early in the business case development stage **Key contact for OCG is Stuart Newton**
Treasury Board Staff	SPO meets quarterly with TBS and will update Business Case progress/issues with them at these meetings.

KEY DECISION AND SIGN OFF GATES

In addition to internal approvals (outlined in *Business Case* Template) before proceeding to the development of an *RFx Document*, the final *Business Case* document must be **reviewed and signed off by the SPO ADM** and **reviewed by TBS.**

RFx Document

The goal of *RFx* document is to ensure that sufficient planning for vendor procurement is conducted. Activities in this sub-component include organizing a procurement support team, setting out an acquisition governance structure, budgeting for the estimated procurement costs, and identifying which procurement tool will be used (ex. RFP, JSRFP, NRFP, Best Value Approach).

Role of the Business Owner

The business owner is responsible for the producing the key information and data to inform the *RFx document*. This includes key pieces such as requirements, stakeholder identification, and potential costs.

Role of the SPO

The SPO will work in conjunction with the business owner throughout the *RFx* development process. The SPO is responsible for procurement strategy and the decision on what procurement vehicle is the best fit for the project.

KEY STAKEHOLDER ENGAGEMENTS REQUIRED

Procurement Services Branch	The Procurement Services Branch needs to be fully integrated into the procurement/project during all phases of the *RFx* development. PSB is responsible for writing the *RFx* document running the procurement process once active. Key contact for **PSB - Mark Ross.**
Legal Service Branch	Legal Services Branch needs to be included early in the *RFx* development stage and will require draft review before finalizing a document. **Key contact for LSB will be provided by SPO**
Risk Management Branch	Risk Management branch should be consulted early in the *RFx* development stage and will require draft review before finalizing a document. Key contact for **Key contact for RMB is Melissa McCabe**
Treasury Board Staff	SPO meets quarterly with TBS and will update *RFx* document progress/issues with them at these meetings.

KEY DECISION AND SIGN OFF GATES

In addition to standard internal approvals (outlined in *RFx* templates) before proceeding to the posting of an *RFx Document*, TB will need to be notified about the final *RFx Document* and impending posting.

RFX POSTED

Negotiations Mandate

The purpose of the *Negotiation Mandate* document is to provide a formal instrument, explicitly approved by senior executive, which documents the key characteristics of the contemplated negotiation.

The approval of the mandate empowers the negotiation team to engage with the vendor and conduct the negotiations on behalf of the Province.

Role of the Business Owner

The business owner is responsible for the development, writing and final production of the negotiation mandate document. This includes key pieces such as negotiations process, team members, timelines, targets and guardrails.

Role of the SPO

The SPO will work in conjunction with the business owner throughout the *Negotiations Mandate* development process, offering tools, templates, guidance and expertise to ensure the final document meets the standards and detail required to proceed to a procurement phase.

KEY STAKEHOLDER ENGAGEMENTS REQUIRED

Legal Services Branch	Legal Services Branch needs to be included early in the negotiations mandate development stage and will require draft review before finalizing a document. **Key contact for LSB will be provided by SPO**
Risk Management Branch	Risk Management branch should be consulted early in the Negotiations Mandate development stage and will require draft review before finalizing a document. Key contact for **Key contact for RMB is Melissa McCabe**
Treasury Board Staff	SPO meets quarterly with TBS and will update *Negotiations Mandate* progress/issues with them at these meetings.

KEY DECISION AND SIGN OFF GATES

In addition to internal approvals (outlined in *Negotiations Mandate* Template) before proceeding into negotiations, the final mandate document must be **reviewed and signed off by the SPO ADM.**

Transition Strategy

The overarching purpose of a transition plan is to document an organization's transition requirements, and its strategy for achieving these objectives. When developing a transition plan, special attention should be given to minimizing operational risks and disruptions.

The process of completing a transition strategy will entail documenting the overall objectives of transition, identifying requirements and unique risks that may exist, and establishing a transition governance model. An effective transition strategy also identifies the resources that need to be involved in transition, documents areas of responsibility, and ensures that proper mechanisms are in place to allow for an effective and manageable transition.

Role of the Business Owner

The business owner is responsible for the development, writing and final production of the *Transition Strategy* document. This includes key pieces such as transition objectives, risks and potential costs.

Role of the SPO

The SPO will work in conjunction with the business owner throughout the *Transition Strategy* development process, offering tools, templates, guidance and expertise to ensure the final document meets the standards and detail required to proceed to a contract finalization phase.

KEY STAKEHOLDER ENGAGEMENTS REQUIRED

Legal Services Branch	Legal Services Branch needs to be included early in the *Transition Strategy* development stage and will require draft review before finalizing a document. **Key contact for LSB will be provided by SPO**
Treasury Board Staff	SPO meets quarterly with TBS and will update *Transition Strategy* progress/issues with them at these meetings.

KEY DECISION AND SIGN OFF GATES

In addition to internal approvals (outlined in *Transition Strategy* template) before proceeding to contract finalization, the final *Transition Strategy* document must be **reviewed by the SPO ADM.**

Contract Finalization

Once successful negotiations have been concluded, the business owner is required to completed a negotiations close-out document (template provided by SPO) and complete their internal approval process.

Role of the Business Owner

Before signing the final contract, the business owner is responsible for the development, writing and final production of the *Negotiation close-out document*.

Role of the SPO

The SPO will work in conjunction with the business owner throughout the negotiations process, offering tools, templates, guidance and expertise to ensure the final contract meets the standards and detail required to proceed to a the signing phase.

KEY STAKEHOLDER ENGAGEMENTS REQUIRED

Legal Service Branch	Legal Services Branch needs to be included throughout the contract development stage and will require review before finalizing a contract. **Key contact for LSB will be provided by SPO**
Treasury Board Staff	SPO meets quarterly with TBS and will update negotiations progress/issues with them at these meetings.

KEY DECISION AND SIGN OFF GATES

In addition to internal approvals, before proceeding to the contract signing, *Treasury Board* will need to be notified about the final negotiated agreement and subsequent signing.

SIGN & AWARD CONTRACT

OTHER PROJECTS

Current

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21

Service BC

Oracle

Devices

Facilities

HRMS

ICM

HIBC

Revenue

TSMA

Hosting

My Education

Health Sector Neg.

HIAL/PLIS

WEST

Bid West

MS Office 365

Cloud BC
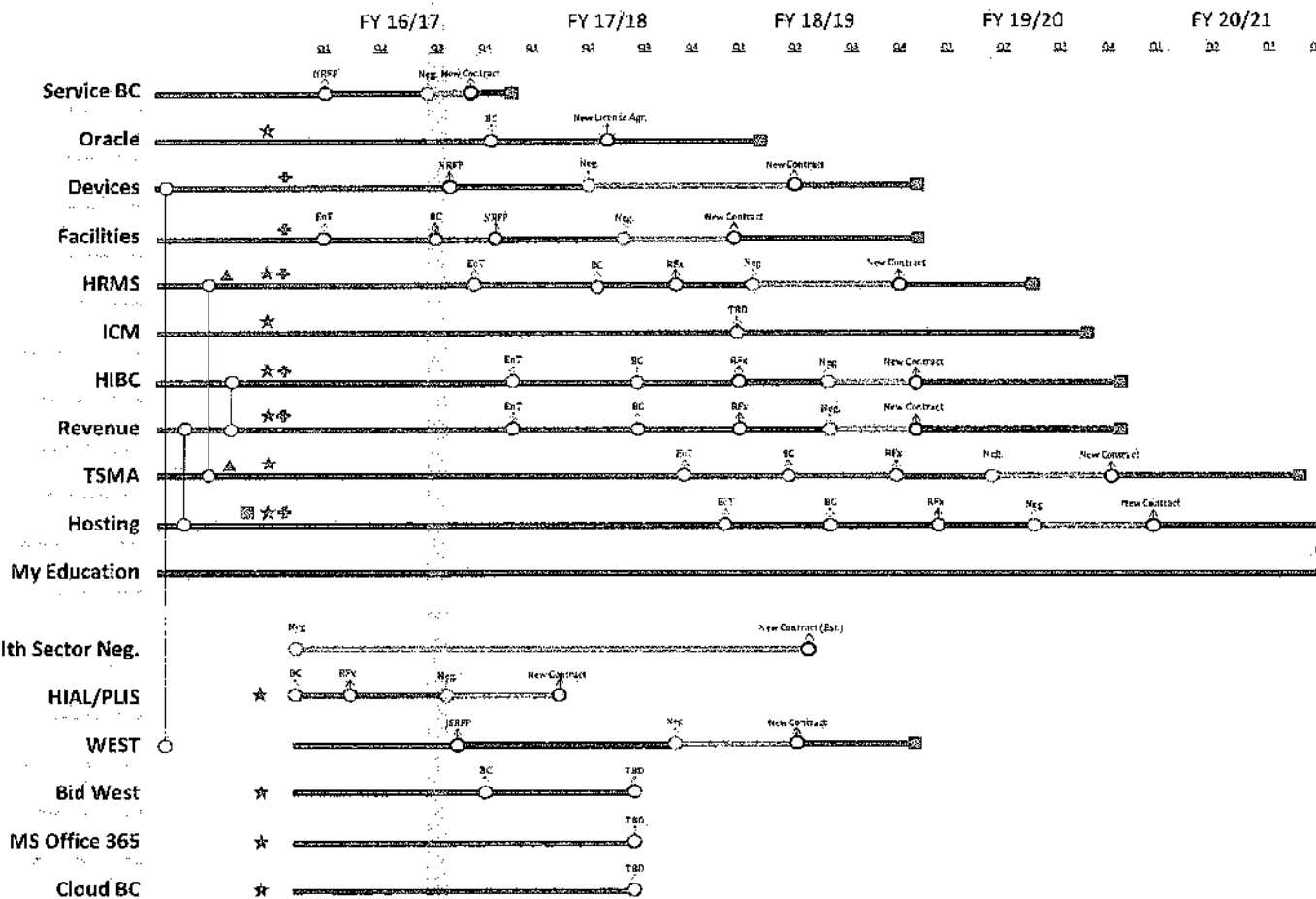
FY 16/17 Q1 UPDATE

FY 16/17 Q2 UPDATE

FY 16/17 Q4 UPDATE

Distribution List
SPO - All Staff
RMB - Melissa McCabe
PSB - Mark Ross, Tracy Harris
Citizens Exp. Board - Danielle Burton, Bobbi Plecas
OCG - Taeyann Belaney, Ken Worthy
TBS - Tu Tran
LSB - Lauren Knobsach
SBC - Jeannette Eason, Beverly Dicks
Devices - Nadine Criddle, Dan Ehle
Oracle - Derek Rutherford, Ian Bailey
Facilities - Robert Gillis, Brian Fellows
HRMS - Nick Grant, Brian Dunkley, Bruce Richmond
ICM - Rob Byers
HIBC - Guy Cookson, Deb Shera
Revenue - Steve Pierce, Elan Symes
STS - Malcom Barrington, Susan Stanford
Hosting - Ian Donaldson
My Education - Eleanor Liddy, Jill Kot
HIAL/PLIS - Elaine Abbato
Bid West - Audra Gordon

Operations / Opp. Identification (Phase 4/1)
Procurement (Phase 2)
Negotiations (Phase 3)
Transition Period
End of Current Contract

Deals with direct connections

EoT = Final End of Term Document
BC = Final Business Case Document
NRFP = Negotiated Request for Proposal
RFx = Procurement Document (Type TBD)
Neg. = Projected Negotiation Start
New Contract = Projected Signing Date

ROFO = Right of First Offer

Strategic
Partnerships

Collaborative
Process

| End of Term Assessment | Developed by Business Area | ⟳ | Development Supported by SPO | Required Signoff by SPO ADM |

| Business Case | Developed by Business Area | ⟳ | Development Supported by SPO | Required Signoff by SPO ADM | Reviewed by TBS |

| RFX Document | Developed by Business Area | ⟳ | Development Supported by SPO | RFX Compliance from OVL-DPP... |

RFX POSTED

| Negotiations Mandate | Developed by Business Area | ⟳ | Development Supported by SPO | Required Signoff by SPO ADM |

| Transition Strategy | Developed by Business Area | ⟳ | Development Supported by SPO | |

| Contract Finalization | Developed by Business Area & LSB | ⟳ | Reviewed and endorsed by SPO | TBS Sign-off from OVL-DPP... |

SIGN & AWARD CONTRACT

Legend:
- ⊕ Quarterly Meeting SPO – Treasure Board Staff (TBS)
- PSB Involved
- LSB Involved
- Pnl Involved
- OCG Involved
- ✦ Citizen Experience Board Touch Base

October 2016
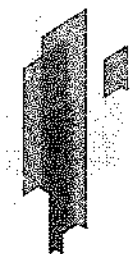
FACILITY
MANAGEMENT
PROCUREMENT
PROJECT
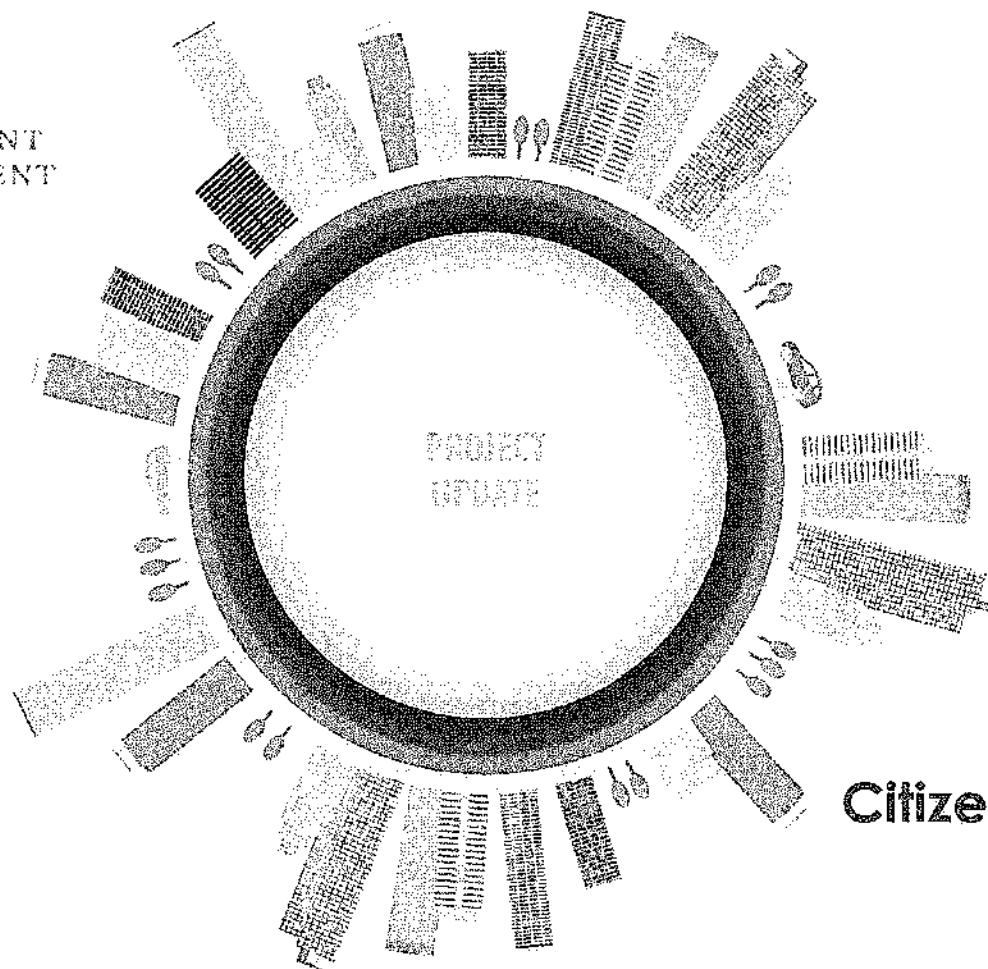
Citizens Experience Board
Presentation

November 3, 2016

Facilities Management Background

- Initial MSA term 2004-2009
- Two 5-year extensions allowed under contract have been applied
  - Extension #1: 2009 – 2014
  - Extension #2: 2014 – 2019
- Contract expires March 2019

	2016/2017		**2017/2018**		**2018/2019**

April 1, 2016 — Procurement Planning

Dec 1, 2016

April 1, 2017

May 9, 2017 ELECTION — Procurement Process 12 Months

April 1, 2018

July 1, 2018 — Termination Services Period 9 Months

Handover Date/End of WSI contract

April 1, 2019

PROCUREMENT

TRANSITION

Ready to Procure

Contract Award

2
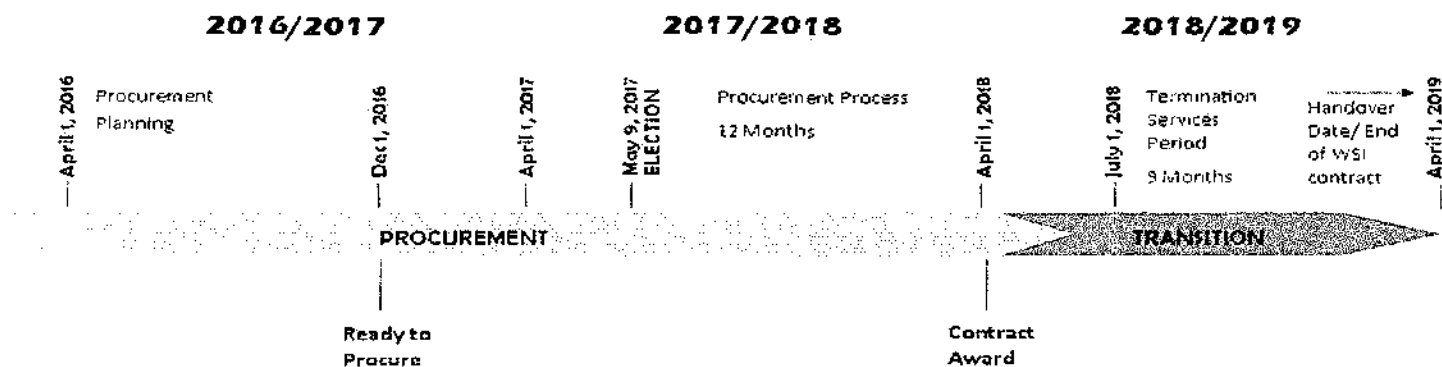
Current Contract

Original outsourcing (2004) drivers included:
- Greater economies of scale
- Flexibility to meet client and RPD facility management needs
- Provision of cost savings
- Creativity and consistency in service delivery
- Single point of accountability
- Leveraging market for service provision allowing RDP to concentrate on core functions internally

Province's current real estate portfolio:
- 1,800 properties
- 16.4 million square feet
- Owned, leased and maintained space
- Office space and specialized properties (e.g. courthouses, correctional institutions, medical labs)

WSI Scope of Services	RPD Core Functions
• O&M (repairs, landscaping, cleaning, compliance inspections) • Client response and dispatch • Building operations (HVAC and security) • Project delivery	• Policy • Direction • Oversight • Contract governance • Funding

3

Procurement Preparation

Assessment and Engagement Activities:
- Engagement with staff, clients and stakeholders
- Best practice research
- Engagement with the vendor community
- Industry benchmarking
- End of Term Assessment

Procurement Readiness Activities:
- Change management strategy and approach
- Business case development
- Treasury Board Submission requesting approval to proceed with procurement
- Fully defined business requirements
- Draft Master Services Agreement
- Early adoption of service enhancements where possible

Inputs and Analysis
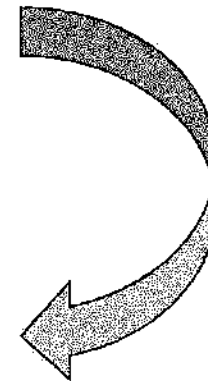
Outputs and Request

Stakeholder Centric and Inclusive Approach

RPD commitment to service excellence reflected in activities

Citizen Centred & Inclusive

1 Understand what people need. Ask them.

2 Commit to service excellence, always.

3 Remove barriers to access. This is for everyone.
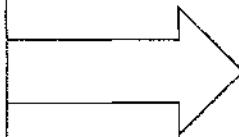
- RPD Procurement Project has been stakeholder centred and inclusive from the start. RPD staff and clients were asked:
  - What worked in the current contract? What wasn't working?
  - What needed to change?
  - How could their interests best be met?
- Participation has included reps on working groups & review teams
- Inclusive governance structures at operational, senior and executive levels
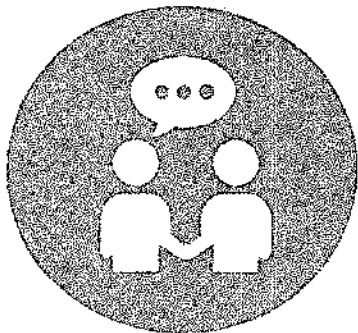
5

Design Approach with Stakeholders

Design Approach

4 Use analytics to improve design.

5 Default to digital.

6 Services should be intuitive. A simple service experience above all else.

7 Government services should be seamless, integrated and consistent.

8 Citizens' information is theirs and we keep it secure.

- Research and benchmarking were utilized to inform the business requirements and proposed approach

- Business requirements incorporate increased access to digital information and self-service opportunities

- Services are proposed that incorporate integration to create a seamless and consistent client service experience

- Service Provider adherence to information security standards, protocols, regulations and legislation are a requirement

6

Development Approach with Stakeholders

Development Approach
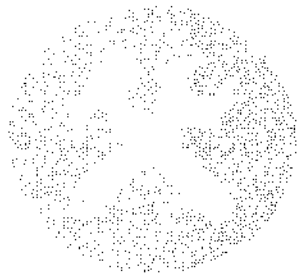
Prioritize action. Get started and iterate. Invite feedback.

Think big. Tackle manageable pieces. Build on success and share with the service delivery community.

- Business requirements development process iterative and involved extensive stakeholder review and participation
- Key areas identified as priorities by stakeholders focused on first
- Process underway to identify service enhancements that can be implemented immediately, during existing contract:
  - Prepares stakeholders for new approaches
  - Early service improvements for clients
  - Eases amount of transition at contract handover

7

Citizen Impacts

- RPD procurement and MSA focus on provision of services <u>to and for</u> government
- As a result, citizen experiences and impacts from services provided are <u>indirect</u>. Some examples of these citizen impacts include:

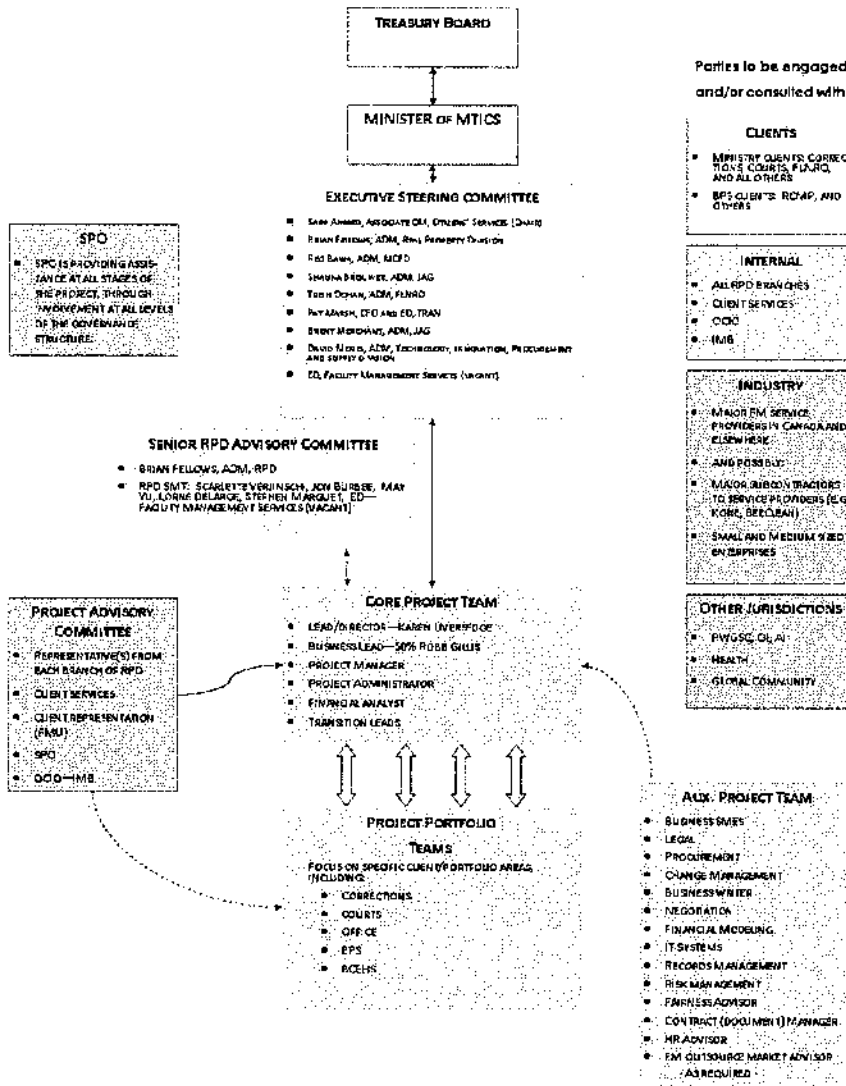|		
	Cost Implications	Services costs impact the fiscal bottom line, indirectly impacting citizens through fees and taxes
	Service Implications	The state of government facilities can impact a service experience for citizens (e.g. courts and correctional facilities)
	Sensory Implications	The state of government offices and office buildings can impact citizen experience in relation to state of building infrastructure (e.g. elevators, cleanliness, exteriors)
	Perception Implications	The perception of alignment with strategic government priorities/initiatives can impact how citizens view how or whether government is living up to its commitments (i.e. climate change agenda and energy efficient buildings)

Project Governance

TREASURY BOARD

MINISTER OF MTICS

EXECUTIVE STEERING COMMITTEE
- Sam Ahmed, Associate DM, Client Services (Chair)
- Brian Fellows, ADM, Real Property Division
- Rod Bawa, ADM, MCFD
- Shawna Brouwer, ADM, JAG
- Tom Oehan, ADM, FLNRO
- Pat Marsh, CFO and ED, TRAN
- Brent Merchant, ADM, JAG
- David Nikolai, ADM, Technology, Innovation, Procurement and Supply Division
- ED, Facility Management Services (vacant)

SENIOR RPD ADVISORY COMMITTEE
- Brian Fellows, ADM, RPD
- RPD SMT: Scarlett Verjinschi, Jon Burgess, May Yu, Lorne DeLarge, Stephen Marquet, ED—Facility Management Services (vacant)

SPO
- SPO is providing assistance at all stages of the project, through involvement at all levels of the governance structure.

PROJECT ADVISORY COMMITTEE
- Representative(s) from each branch of RPD
- Client Services
- Client Representation (FMU)
- SPO
- OCIO—IMB

CORE PROJECT TEAM
- Lead/Director—Karen Liverdoge
- Business Lead—50% Rose Gillis
- Project Manager
- Project Administrator
- Financial Analyst
- Transition Leads

PROJECT PORTFOLIO

TEAMS
Focus on specific client or portfolio areas, including:
- Corrections
- Courts
- Office
- EPS
- RCEHS

Parties to be engaged and/or consulted with:

CLIENTS
- Ministry clients: Corrections, Courts, FLNRO, and all others
- BPS clients: RCMP, and others

INTERNAL
- All RPD branches
- Client Services
- OCIO
- IMB

INDUSTRY
- Major FM service providers in Canada and elsewhere
- And possibly:
- Major subcontractors to service providers (e.g. Kone, Sodexan)
- Small and medium sized enterprises

OTHER JURISDICTIONS
- PWGSC, Ol, AI
- Health
- Global community

AUX. PROJECT TEAM
- Business SMEs
- Legal
- Procurement
- Change Management
- Business Writer
- Negotiation
- Financial Modeling
- IT Systems
- Records Management
- Risk Management
- Fairness Advisor
- Contract (Document) Manager
- HR Advisor
- FM Outsource Market Advisor
- As required

9

Next Steps

- RPD is currently working towards finalizing procurement documents and seeking approval from government decision-bodies
- Approvals anticipated by December
- Procurement anticipated to be formally initiated spring of 2017

Reducing Red Tape for British Columbians

Christine Little, Assistant Deputy Minister

Small Business & Red Tape Reduction

November 3, 2016

BRITISH
COLUMBIA

Reducing Red Tape For British Columbians: Project Phases

Feb 2015 – Dec 2015

Phase 1 – Engagement

- Asked citizens focused questions through a digital engagement
- Collected ~400 ideas

Oct 2015 – Feb 2016

Phase 2 – Idea Assessment & Action

- Evaluated idea feasibility
- Decided on actions
- Identified and monitored improvements

Mar 2016 and beyond

Phase 3 - Champion

- Drive progress on service improvements
- Collect new ideas
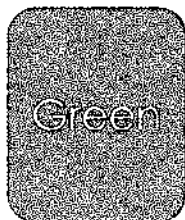- Communicate success
- Highlight citizens' contributions

BRITISH COLUMBIA

Reducing Red Tape For British Columbians: Current Status and Next Steps

Ideas

400+ Ideas

Online engagement
Help Cut Red Tape button
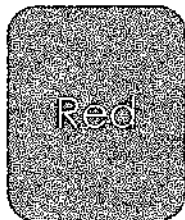
Results

Green
- 37%
- Feasible good ideas

Yellow
- 32%
- Complex but possible

Red
- 31%
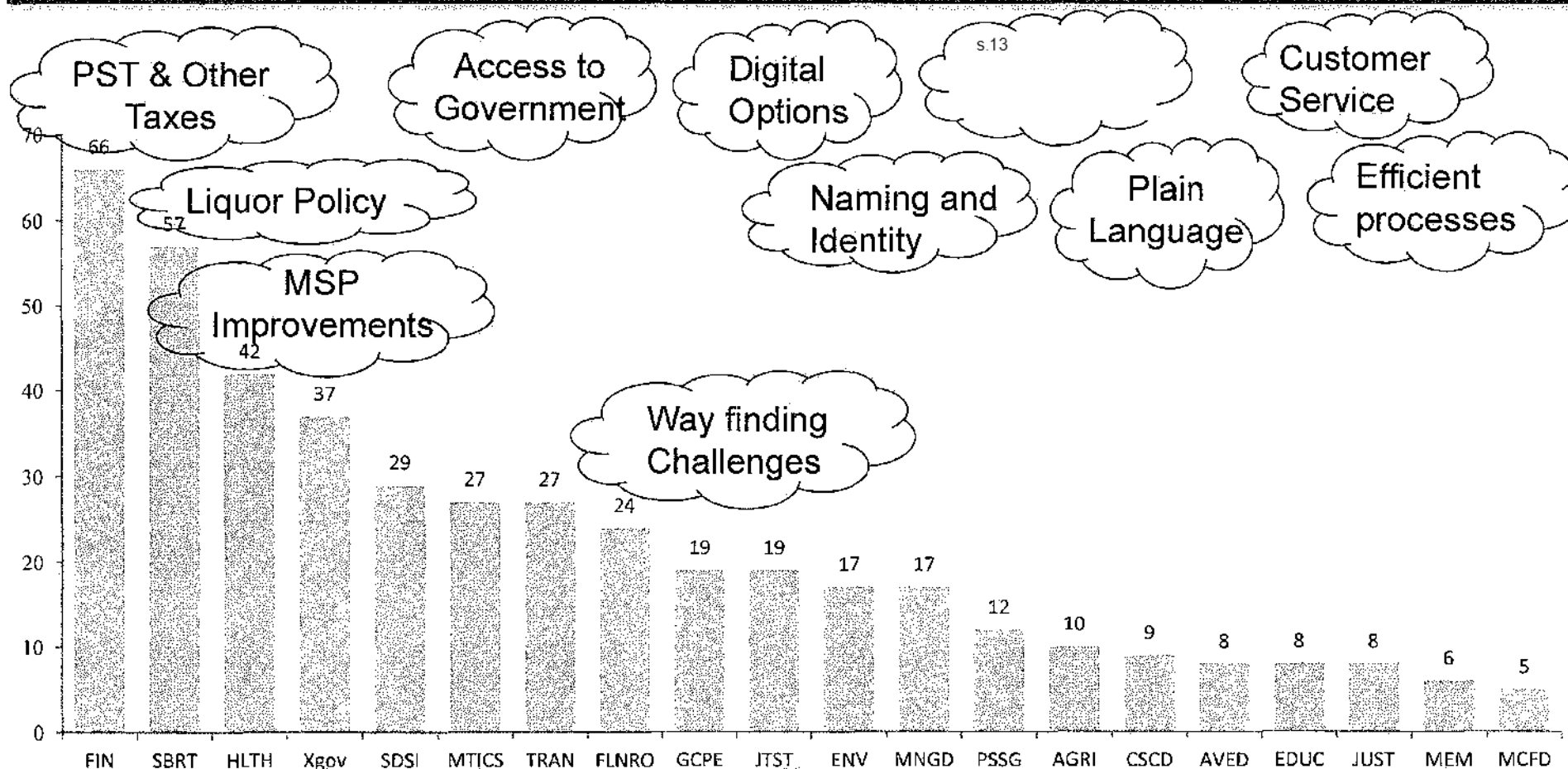- Not in public interest

Actions

62% complete

110 ideas implemented to date

13% complete

Next Steps

- Continue to collect and assess ideas

- Continue to drive service improvements

- Collaborate to promote completed projects

- Communicate success

BRITISH COLUMBIA

3

Reducing Red Tape for British Columbians: Ideas by Ministry and Key Themes

Bar chart of ideas by ministry with overlaid theme clouds.

Theme clouds: PST & Other Taxes; Access to Government; Digital Options; s.13; Customer Service; Liquor Policy; Naming and Identity; Plain Language; Efficient processes; MSP Improvements; Way finding Challenges

Bar values by ministry:
- FIN: 66
- SBRT: 52
- HLTH: 42
- Xgov: 37
- SDSI: 29
- MTICS: 27
- TRAN: 27
- FLNRO: 24
- GCPE: 19
- JTST: 19
- ENV: 17
- MNGD: 17
- PSSG: 12
- AGRI: 10
- CSCD: 9
- AVED: 8
- EDUC: 8
- JUST: 8
- MEM: 6
- MCFD: 5

BRITISH COLUMBIA

4

Reducing Red Tape for British Columbians: Examples of Completed Ideas

Added drink size conversion tool to SOL application
Complete Jun 2016

All major banks and credit unions now offer BC Training and Education Savings Grant
Complete Aug 2016

Persons With Disabilities application simplified for individuals with existing disability designations
Complete Sep 2016

PharmaCare Formulary Search improved (easier to read, more links, and quantity limits displayed)
Complete Oct 2016

BRITISH COLUMBIA

Reducing Red Tape for British Columbians: Examples of Ideas Underway

Regulation drafted to allow people to carry liquor to their hotel room
In Progress Jan 2017

Enhanced EducationPlanner website for prospective post-secondary students
In Progress Early 2017

Natural Resource Sector online services will provide a single site to access information by activity and will include a mapping tool
In Progress Nov 2016

New online truck permitting system will begin staged implementation
In Progress from Oct 2016

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	Date	December 12, 2016
Citizens' Experience Board	**Time**	1:30 pm to 3:00 pm
MEETING AGENDA	**Conference Dial-in #**	s.15,s.17
	Participant #	
	Moderator	
	Location	s.15

Attendees

Bobbi Plecas *(Chair)*, *Office of the Premier*; Kevin Jardine, *Environmental Assessment Office*; Sheila Taylor, *Social Development and Social Innovation*; Tim McEwan, *Small Business and Red Tape Reduction*; Bette-Jo Hughes, *Technology, Innovation and Citizens' Services*; Denise Champion, *Government Communication and Public Engagement*

Regrets

s.22

Guests

Mack Adams, CEO, Alluvial Consulting; David Hume, *Government Communication and Public Engagement*

Time	Item	Lead(s)
1:30	Introduction and welcome	Bobbi Plecas
1:35	Agile	Mack Adams
2:30	Alpha Demo - s.13	Denise Champion
3:00	Adjourn	

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