

00124002003044405050802090100010050070555900402010022030005060500091240020030
5080200100010050070555009402901002203000506050001240020030494450508020010001
05100421122005060200200304440505080200100010905007055500402010022030005060500091240020030
0010030001240020054009500700100010050070555004020100220300050605000912400200304
40020038049440505080200100010050078055500402018002209300050605009012400200304

BUDGET 2004



*Office of the
Premier*

SERVICE PLAN 2004/05 – 2006/07



National Library of Canada Cataloguing in Publication Data

British Columbia. Premier.

Service Plan. — 2002/2003/2004/2005/2006/2007 —

Annual.

ISSN 1705-1878 = Service plan — British Columbia. Premier.

Office of the Premier

1. British Columbia. Premier.

Periodicals. 2. British Columbia — Politics and government — 2001

Periodicals. I. Title. II. Title: Office of the Premier annual service plan.

JL439.B7B73

351.711/05

C2002-960255-6

For more information on the British Columbia Office of the Premier, contact:

Public Affairs Bureau

PO BOX 9409

STN PROV GOVT

VICTORIA, BC

V8W 9V1

visit our Web site at

www.gov.bc.ca/prem/

Published by the Office of the Premier

Table of Contents

Message from the Premier	3
Premier’s Letter to Minister of State for Intergovernmental Relations	5
Accountability Statement	7
Overview: Office of the Premier	9
Resource Summary	10
Core Business Areas	11
Goals, Objectives, Strategies and Results	13
Appendix 1.	27
Office of the Premier Strategic Context	27
Government’s <i>New Era</i> Vision	27
Mission	27
Values	28
Principles — The Way We Work	28
Key Challenges and Opportunities	28
Appendix 2.	30
Human Resources Management Plan	30
Appendix 3.	31
Information Technology Management Plan	31



Office of the Premier



I am pleased to present the Service Plan for the Office of the Premier for period April 1, 2004 to March 31, 2007. This plan is presented in accordance with Section 13 of the *Budget Transparency and Accountability Act*.

This Service Plan is the key document for the strategic management and achievement of the goals and objectives of the Office of the Premier. As a rolling three-year plan, this document reflects and builds upon the Office of the Premier's efforts in 2003/04.

Over the past year the Office of the Premier has worked hard to achieve its goals, objectives and *New Era* commitments. Since our government took office, we have completed or begun work on 95 per cent of our *New Era* commitments. We have significantly increased funding for education and health care, all while achieving a balanced budget in 2004/05. And we are now seeing significant improvements in our economy, with record levels of job creation and renewed confidence for the future.

In the coming year, we will continue to seek innovative ways of achieving our priorities. This Service Plan will serve to guide our actions and keep British Columbians informed as we work towards our goals.

A handwritten signature in black ink that reads "Gordon Campbell".

Gordon Campbell
Premier of British Columbia



January 26, 2004

Honourable Sindi Hawkins
Minister of State for Intergovernmental Relations

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment to “establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see.”

On June 25, 2001, I sent you a letter of instruction setting out the key priorities for your Ministry, including a list of the *New Era* commitments assigned to your Ministry. These commitments were also included in the Government Strategic Plan and Ministry Service Plans that were tabled in the Legislature in February 2002, covering fiscal years 2002/03 through 2004/05.

The Service Plan tabled today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments. Your accomplishments over the past two-and-a-half years include:

- Established a new Canada-British Columbia Partnership to strengthen cooperation between the province and the federal government.
- Held the first British Columbia-Alberta Joint Cabinet meeting to enhance services for British Columbians and Albertans.
- Brought together federal, provincial, municipal and First Nations leaders at the Provincial Congress to develop a common understanding of British Columbia’s priorities.

.../2

In the coming year, the province will continue work on a number of priorities to honour the commitments that we have made. These are detailed in your Ministry Service Plan, and include:

- Update the Duplication and Overlap Strategy developed in 2002/03 to reduce or eliminate duplication and overlap between the province and federal government.
- Ensure government presents proposals to federal Cabinet Ministers to secure federal funding for the province under existing or new national programs including the following areas: Olympic Legacies; Kicking Horse Canyon; Life Sciences Initiative; the National Centre for Disease Control and Disaster Assistance.
- Work with appropriate federal ministers and British Columbian ministries to implement strategies to achieve a more equitable contribution of federal spending and benefits for the province.
- Work to implement a strategy to enhance British Columbia's relations with the Asia-Pacific region.
- Develop a provincial strategy for the Council of the Federation that includes First Nations; health; education; literacy; trade and institutional reform.

It is important to note that all of the province's achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan – in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

I know that you will continue to build on the progress you have made. Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

A handwritten signature in black ink, reading "Gordon Campbell". The signature is written in a cursive, flowing style with a period at the end.

Honourable Gordon Campbell
Premier

Accountability Statement

The 2004/05 – 2006/07 Office of the Premier Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004, have been considered in preparing the plan, and I am accountable for achieving the specific objectives in the plan.



Honourable Gordon Campbell
Premier

February 4, 2004

Overview: Office of the Premier

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. As head of the government and Cabinet, the Premier provides leadership to, and cohesion among ministers, ministries and agencies of government. The Office of the Premier provides advice and support to the Premier, Cabinet and Caucus to facilitate effective and integrated operations of the Government of British Columbia.

The office works closely with all ministries and major agencies to support their work and to ensure policy co-ordination across government. In addition, the Office of the Premier provides leadership in:

- Intergovernmental relations
- Oversight of Crown corporations, agencies, boards and commissions
- Government communications; and
- Cabinet operations.

The Premier, with the support of the Office, is responsible for ensuring the *New Era* platform is implemented in a timely, open and accountable fashion.

Resource Summary

Core Business Area	2003/04 Restated Estimates ¹	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenses (\$000)				
Intergovernmental Relations Secretariat	2,557	2,517	2,517	2,517
Crown Agencies Secretariat	2,678	2,124	2,124	2,124
Public Affairs Bureau	40,402	33,105	35,105	35,105
Executive and Support Services				
Premier's Office	2,818	2,818	2,818	2,818
Executive Operations	3,815	3,565	3,565	3,565
Total	52,270	44,129	46,129	46,129
Full-time Equivalents (FTEs)				
Intergovernmental Relations Secretariat	25	25	25	25
Crown Agencies Secretariat	18	14	14	14
Public Affairs Bureau	209	199	199	199
Executive and Support Services				
Premier's Office	35	35	35	35
Executive Operations	25	25	25	25
Total	312	298	298	298
Capital Expenditures Consolidated Revenue Fund) (\$000)				
Intergovernmental Relations Secretariat	25	20	20	20
Crown Agencies Secretariat	18	18	18	18
Public Affairs Bureau	485	485	485	485
Executive and Support Services				
Premier's Office	5	5	5	5
Executive Operations	76	76	76	76
Total	609	604	604	604

¹ These amounts have been restated, for comparative purposes only, to be consistent with Schedule A of this 2004/05 *Estimates*.

Core Business Areas

The Service Plan for the Office of the Premier draws on the *New Era* vision, values and principles. It outlines the Office of the Premier's long-term goals and objectives, and assigns key benchmarks and targets to measure the office's progress against its targets. To support the achievement of the government's *New Era* commitments, the Office of the Premier has been structured to best enable efficient delivery on key priorities.

Intergovernmental Relations Secretariat

Works with all ministries and agencies of government to ensure that relations with federal, provincial and international governments advance British Columbia's interests.

Crown Agencies Secretariat

Oversees the system of Crown corporations and provides advice, information and support to improve good governance and accountability for results. **The Board Resourcing and Development Office** is an affiliate of the Secretariat. The Office ensures the appointment of fully qualified Directors to Crown corporations, agencies, boards and commissions (ABCs).

Public Affairs Bureau

Leads and co-ordinates communications with internal and external stakeholders, and ensures that information about government programs and services is accessible to British Columbians.

Executive and Support Services

Premier's Office: manages key relationships on behalf of the Premier, provides strategic advice, communications, media relations and issues management support directly to the Premier.

Executive Operations: is comprised of the Office of the Deputy Ministers to the Premier and Cabinet Operations. The Deputy Ministers to the Premier provide leadership and co-ordination across all ministries and agencies of government for development of policies, legislation and public service reform. Cabinet Operations provides administrative support and services for Cabinet decision-making processes and facilitates the effective operation of Cabinet, and Cabinet and Government Caucus Committees (GCCs).

Associated Agencies

Premier's Technology Council: advises the Premier on key technology issues associated with the *New Era* commitments to bridge the digital divide, support a growing technology industry in British Columbia and work with the technology industry to capitalize on the province's growth potential in this sector.

British Columbia Progress Board: an independent board established to provide a new level of accountability by establishing specific economic, social, environmental and community goals, and monitoring government's progress towards these goals.

Goals, Objectives, Strategies and Results

Goal 1: *Government is focused on its core responsibilities and commitments.*

Objective 1: *New Era commitments are fulfilled by 2005/06.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Implementation of <i>New Era</i> commitments.	Target: 65 per cent implemented. Actual: 95 per cent implemented as of December 2003.	100 per cent implemented. (Revised from last year as 2004/05 target of 80 per cent exceeded in 2003/04).	N/A	N/A
Performance plans detail <i>New Era</i> accountabilities.	Actual: 100 per cent of Minister and Deputy Minister performance plans detail <i>New Era</i> accountabilities.	100 per cent	100 per cent	TBD

Core Business Area: *Executive and Support Services.*

Strategies:

1. *Deputy Minister performance-based pay and Ministers' salary holdback will be linked to the successful implementation of their New Era commitments.*
2. *Ensure clarity in lead roles for achieving New Era commitments and monitor progress.*

Objective 2: *Government resources are focused on core roles and responsibilities.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Ministry budgets aligned with government's strategic priorities.	Actual: 100 per cent of ministry budgets reviewed by Government Caucus Committees for alignment with priorities.	100 per cent	100 per cent	100 per cent

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Government meets its budget targets.	Estimate: Each ministry operated within its assigned budget.	Each ministry operates within its assigned budget.	Each ministry operates within its assigned budget.	Each ministry operates within its assigned budget.
Implementation of new ministry mandates (known as Core Services Review) to focus resources on priority areas.	Target: 66 per cent of mandate shifts implemented. Actual: 70 per cent implementation.	90 per cent of mandate shifts implemented.	100 per cent of mandate shifts implemented.	Ongoing review.
Implementation of Crown corporations and Agency, Board and Commissions (ABC) Core Services Review shifts.	Target: 90 per cent of Crown corporations and ABC core reviews completed. Actual: 100 per cent of Crown corporations and ABC core reviews completed; 75 per cent of shifts implemented.	100 per cent of Crown corporations and ABC core review shifts implemented.	Major crown corporations initiate new mandate review cycle.	Ongoing review.
	Target: Eliminate appointments to 40 per cent of ABCs from base of 730. Actual: Appointments eliminated to 480 ABCs (decrease of 65.8 per cent).	Eliminate appointments to 50 per cent of ABCs from base of 730. (Achieved in 2003/04).	N/A	N/A

Core Business Area: *Executive and Support Services / Crown Agency Secretariat (CAS) / Board Resourcing and Development Office (BRDO).*

- Strategies:**
1. *Align government structures with the strategic direction of government (i.e., Government Caucus Committees, Cabinet and Deputy Minister Committees).*
 2. *Government Caucus Committees review all ministry service plans and budgets to ensure alignment with government priorities.*
 3. *Deputy Ministers' performance-based pay and Ministers' salary holdback will be linked to achievement of their budget.*
 4. *Ensure all ministry service plans reflect the mandate shifts arising from Core Services Review.*
 5. *Complete implementation of the Core Services Review outcomes for all government agencies.*
 6. *Complete wind-up of discontinued Crown agencies.*

Goal 2: *Strategic leadership of government focusing on results.*

Objective 1: *Lead by example through high standards of accountability.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Government produces overarching three-year rolling Strategic Plan.	Actual: Strategic Plan updated with performance targets established for 80 per cent of objectives.	Strategic Plan updated with performance targets established for 90 per cent of objectives.	Strategic Plan updated with performance targets established for 100 per cent of objectives.	Strategic Plan updated with performance targets established for 100 per cent of objectives.
External measurement of government's performance.	Actual: Progress toward 2010 benchmarks tracked by Progress Board and publicly reported annually (December 2003).	Progress toward 2010 benchmarks tracked by Progress Board and publicly reported annually.	Progress toward 2010 benchmarks tracked by Progress Board and publicly reported annually.	Progress toward 2010 benchmarks tracked by Progress Board and publicly reported annually.

Core Business Area: *Executive and Support Services.*

- Strategies:**
1. *All ministries participate in developing Government's Strategic Plan.*
 2. *Government's Strategic Plan is tabled in the Legislature in February each year.*
 3. *All ministries work towards achieving the benchmarks set by the Progress Board.*

Objective 2: *Planning and performance measurement become an integral part of government.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Ministries produce three-year rolling Service Plans.	Actual: All ministry Service Plans were updated and tabled in the Legislature before start of fiscal year.	All ministry Service Plans are updated and tabled in the Legislature before start of fiscal year.	All ministry Service Plans are updated and tabled in the Legislature before start of fiscal year.	All ministry Service Plans are updated and tabled in the Legislature before start of fiscal year.
All major Crown corporations produce Service Plans.	Actual: 100 per cent of major Crown corporations' Service Plans were available for review by the Select Standing Committee on Crown Corporations.	100 per cent of major Crown corporations' Service Plans were available for review by the Select Standing Committee on Crown Corporations.	100 per cent of major Crown corporations' Service Plans were available for review by the Select Standing Committee on Crown Corporations.	100 per cent of major Crown corporations' Service Plans were available for review by the Select Standing Committee on Crown Corporations.
Ministries and Crown corporations report annually on progress against measurable targets.	Actual: Government, all ministries and Crown corporations produced annual reports that measure progress against targets.	Government, all ministries and Crown corporations produce annual reports that measure progress against targets.	Government, all ministries and Crown corporations produce annual reports that measure progress against targets.	Government, all ministries and Crown corporations produce annual reports that measure progress against targets.

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Cabinet Committees, Government Caucus Committees and Deputy Minister Committees review public policy for alignment with government's strategic priorities.	Actual: 100 per cent of public policy recommendations are aligned with government's Strategic Plan and ministry Service Plans.	100 per cent of public policy recommendations are aligned with government's Strategic Plan and ministry Service Plans.	100 per cent of public policy recommendations are aligned with government's Strategic Plan and ministry Service Plans.	100 per cent of public policy recommendations are aligned with government's Strategic Plan and ministry Service Plans.
Leadership for cross-ministry initiatives.	<p>Target: Provide leadership for four high priority cross-ministry initiatives.</p> <p>Actual: Leadership provided for four high priority cross-ministry initiatives:</p> <ul style="list-style-type: none"> • Public Service Renewal • Federal Agenda • Strategic framework for environment and land use • Development and implementation of Government's Strategic Plan. 	50 per cent of cross-ministry initiatives are in implementation stage.	100 per cent of cross-ministry initiatives are in implementation stage.	Identify four new cross-ministry initiatives.

Core Business Area: *Executive and Support Services / Crown Agencies Secretariat.*

- Strategies:**
1. *Support the development of ministry Service Plans.*
 2. *Crown Agencies Secretariat works with Crown agencies to strengthen their knowledge of service planning and development of service plan reports.*
 3. *All ministries participate in developing Government's Strategic Plan.*
 4. *Government's Strategic Plan will be tabled in the Legislature in February each year.*
 5. *Require performance reporting of all government agencies.*
 6. *Require ministries to identify and implement high priority cross-ministry services and programs.*

Objective 3: *British Columbia's interests are advanced at the federal, provincial and international levels.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Implement strategies to achieve government's inter-governmental priorities.	<p>Actual: Focused on British Columbia's most significant priorities, including:</p> <ul style="list-style-type: none"> • 2010 Olympic Bid • Softwood Worker and Community Assistance • Increased health care funding from federal government • Regulatory harmonization. 	<p>Progress on British Columbia's priorities reflected in outcomes of key intergovernmental discussions.</p> <p>Strategies updated and implemented.</p>	<p>Progress on British Columbia's priorities reflected in outcomes of key intergovernmental discussions.</p> <p>Strategies updated and implemented.</p>	<p>Progress on British Columbia's priorities reflected in outcomes of key intergovernmental discussions.</p> <p>Strategies updated and implemented.</p>

Core Business Area: *Intergovernmental Relations Secretariat.*

- Strategies:**
1. *Coordinate federal/provincial and international issues to ensure focus on priority issues.*
 2. *Implement Pacific Northwest neighbouring states strategy, Asia-Pacific action plan and other regional approaches.*
 3. *Work with federal ministers to improve the level of federal investment in British Columbia.*

Goal 3: *Government communicates its policies and priorities to the public in an open and transparent manner.*

Objective 1: *Effective communication of government's strategic priorities to the public in a consistent and informative manner.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Open Cabinet meetings held monthly.	Estimate: 10 Open Cabinet meetings are televised and webcast.	Monthly Open Cabinet meetings are televised and webcast.	Monthly Open Cabinet meetings are televised and webcast.	Continue to hold Open Cabinet meetings.
Service Plans are published on the government web site.	Actual: 100 per cent of Ministry and major Crown corporations' Service Plans are published on the web site.	100 per cent of Ministry and major Crown corporations' Service Plans are published on the web site.	100 per cent of Ministry and major Crown corporations' Service Plans are published on the web site.	100 per cent of Ministry and major Crown corporations' Service plans are published on the web site.
Annual reports are published on the government web site.	Actual: 100 per cent of Ministry and major Crown corporations' annual reports are published on the web site.	100 per cent of Ministry and major Crown corporations' annual reports are published on the web site.	100 per cent of Ministry and major Crown corporations' annual reports are published on the web site.	100 per cent of Ministry and major Crown corporations' annual reports are published on the web site.
Provide timely responses to the media from appropriate ministries.	Actual: Media responses provided 24 hours per day, seven days per week.	Media responses provided 24 hours per day, seven days per week.	Media responses provided 24 hours per day, seven days per week.	Media responses provided 24 hours per day, seven days per week.

Core Business Area: *Executive and Support Services / Crown Agencies Secretariat / Public Affairs Bureau.*

- Strategies:**
1. *Government's Strategic Plan, ministry and Crown corporation Service Plans are published annually on the government's web site.*
 2. *Government's, ministry and Crown corporation annual reports are published annually on the government's web site.*
 3. *Align government's communications structures to ensure co-ordination between Ministers' offices and their ministries.*
 4. *Information is communicated to the public through a variety of sources (MLAs, media, support materials, public events and forums, public policy studies and reports and fact-based advertising) as appropriate.*

Goal 4: *Effective, efficient and transparent corporate services are provided to government and the public.*

Objective 1: *Efficient, effective Cabinet operations and decision-making.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Quality standards for Cabinet and Committee material.	Actual: User surveys implemented and processes adjusted accordingly to meet quality standards.	Standards maintained.	Standards maintained.	Standards maintained.

Core Business Area: *Executive and Support Services.*

- Strategies:**
1. *Ensure appropriate administrative support for the operations and decision-making processes of Cabinet and related committees.*
 2. *Implement a pilot to enable Cabinet and related committees to receive meeting materials through a secure intranet web site.*

Objective 2: *Ministries, Crown corporations and agencies, boards and commissions are publicly accountable to taxpayers both in the delivery of their programs and services and in fiscal management.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Accountability framework for major Crown corporations.	Actual: Shareholders' letters outlining accountability framework in place for major Crown corporations.	Update and publish Shareholders' letters to major and mid-sized Crown agencies.	Update and publish Shareholders' letters.	Update and publish Shareholders' letters.
Governance framework in place for mid-sized Crown agencies as well as major Crown corporations.	Actual: All major Crown corporations have contemporary governance frameworks in place.	Contemporary governance framework expanded to mid-size Crown agencies.	Governance guidelines are completed.	Governance guidelines are reviewed and updated.

Core Business Area: *Crown Agencies Secretariat.*

- Strategies:**
1. *Ensure effective oversight of the system of Crown agencies in British Columbia.*
 2. *Provide input on cross-Crown agency policy issues.*
 3. *Host workshops on performance measurement for Crown corporations.*
 4. *Host quarterly Chief Executive Officer forums for all Crown corporations to promote best practices.*

Objective 3: *Crown Corporations, Agencies, Boards and Commissions have highly skilled leadership to enable good decision-making and improved service delivery.*

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Timely recruitment of individuals for all agencies, boards and commissions.	Estimate: 70 per cent of regular appointments processed 30 days before expiry date.	80 per cent of regular appointments are processed 30 days before expiry date.	90 per cent of regular appointments are processed 30 days before expiry date.	95 per cent of regular appointments are processed 30 days before expiry date.
Recruitment of individuals with appropriate skills for all agencies, boards and commissions.	Estimate: 80 per cent of appointments follow Board Resourcing & Development Office (BRDO) guidelines.	90 per cent of appointments follow BRDO guidelines.	100 per cent of appointments follow BRDO guidelines.	100 per cent of appointments follow BRDO guidelines.
Board governance practices for Crown corporations and agencies.	Actual: Corporate governance and tribunal governance guidelines have been developed and adopted.	100 per cent of Crown corporations and agencies report against governance guidelines; 30 per cent operate at standards that equal or exceed governance guidelines.	100 per cent of Crown corporations and agencies report against governance guidelines; 60 per cent operate at standards that equal or exceed governance guidelines.	100 per cent of Crown corporations and agencies report against governance guidelines; 75 per cent operate at standards that equal or exceed governance guidelines.

Core Business Area: *Board Resourcing and Development Office.*

- Strategies:**
1. *Provide timely recruitment for appointments of Directors to Crown corporations, agencies, boards and commissions.*
 2. *Develop and implement policies that ensure all appointments to Crown corporations, agencies, boards and commissions are based on merit.*
 3. *Develop and implement corporate governance guidelines.*

Appendix 1.

Office of the Premier Strategic Context

Government's *New Era* Vision

1. A top-notch education system for students of all ages.
2. High quality public health-care services that meet all patients' needs where they live and when they need it.
3. A thriving private sector economy that creates high-paying job opportunities.
4. Safer streets and schools in every community.
5. Better services for children, families and First Nations.
6. The fastest growing technology industry in Canada.
7. A leading-edge forest industry that is globally recognized for its productivity and environmental stewardship.
8. Greater equity and equality for British Columbia in Canada.
9. The most open, accountable and democratic government in Canada.
10. Responsible, accountable management of your public resources and tax dollars.

Mission

The Premier and Office of the Premier have a broad responsibility for the achievement of the government's vision. Within that broad responsibility, the Office of the Premier has specific accountability for restructuring of government, effective and transparent communications, and development of positive intergovernmental relations.

The mission of the Office of the Premier is:

To ensure the achievement of the *New Era* vision through leadership across government and Crown agencies in innovative planning, timely decision-making and effective service delivery, supported by leading-edge technology, open and transparent communications, and positive intergovernmental relations.

Values

The Office of the Premier's leadership of government will be founded upon the *New Era* values of:

Integrity:

To make decisions in a manner that is consistent, professional, fair and balanced.

Fiscal Responsibility:

To implement affordable public policies.

Accountability:

To enhance the efficiency, effectiveness and credibility of government.

Respect:

To treat all citizens equitably, compassionately and respectfully.

Choice:

To afford British Columbians the opportunity to exercise self-determination.

Principles — The Way We Work

In fulfilling our corporate leadership role, the Office of the Premier will act in accordance with the following principles:

- Focus on *New Era* priorities;
 - Results-oriented and client focused;
 - Innovative and accountable public management;
 - Collaborative partnerships;
 - Simplification of government regulations and processes; and
 - Focus on support and facilitation rather than direct control over the lives of people, businesses and organizations.
-

Key Challenges and Opportunities

Key Challenges

- Focusing government's actions where they will make a real difference for British Columbians.
 - Co-ordinating and leading in a complex and rapidly changing environment.
 - Restoring public confidence in government as a responsible and committed steward of their taxes and services.
-

Key Opportunities

- Capitalizing on economic and business opportunities that ensure future growth and prosperity as a result of globalization, increased international competition and trade liberalization.
- Meeting the demand for improved access to, and efficient delivery of, public information through increased and effective use of technology.
- Addressing British Columbia's priorities and interests through the development of productive relationships with provincial, federal and international governments.
- Increasing investment in British Columbia and kick-starting the economy through new partnerships with the private sector.

Appendix 2.

Human Resources Management Plan

In meeting the government's strategic priorities, the Office of the Premier will draw upon the skills, abilities, commitment and teamwork of the staff that work in the Office.

Our employees, their expertise and their knowledge, are the fundamental and most valuable assets we possess to meet future challenges and secure our service plan goals, objectives and performance standards.

Accordingly, our Human Resource Management Plan encompasses the following broad strategies:

Skilled and Competent Workforce

- Basing recruitment on key competencies.
- Developing a succession strategy by identifying key positions and ensuring that individualized development programs are in place.
- Ensuring all employees complete employee performance and development plans and employees receive regular feedback and annual review of these plans.

Learning and Innovative Organization

- Implementing learning plans for employees to maintain and improve their expertise.
- Providing opportunities for staff advancement and career development.

Renewed Public Service

- Developing leaders in the workforce by ensuring employees are given the opportunity to participate in Renewal leadership workshops and other leadership development opportunities.

Safe Work Environment

- Providing a workplace that respects and protects the health, safety and dignity of all employees.

Appendix 3.

Information Technology Management Plan

The Office of the Premier will continue to invest in information management and technology to provide secure, online, integrated information to the public, as well as streamlined operations.

Strategic information management projects include:

- Electronic Document Distribution System — to allow for electronic distribution of Cabinet Operations documentation to Government Caucus Committee members.
- News Release Management System — to manage the workflow of news documents and online delivery of news releases to the public.
- Media Gallery — to provide an online centre for artifacts of media events, such as photos and speeches.
- Migration of web content to the Enterprise Portal — to enable access to the government information through the portal.

