

SERVICE PLAN

2018/2019 – 2020/2021



Presented to the

**Select Standing Committee on
Finance and Government Services**

November 22, 2017



The Office of the

mbudsperson

B.C.'s Independent Voice For Fairness

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MESSAGE FROM THE OMBUDSPERSON

I am proud to present the 2018/2019-2020/2021 Service Plan for the Office of the Ombudsperson.

Included in this Service Plan is a report on our service performance for 2016/2017; an interim report on progress on 2017/2018 initiatives; and a plan setting out our office's key priorities and targets for 2018/19 and beyond.

This Service Plan is the second issued within the strategic framework set out in our 2016-2021 Strategic Plan.

The framework established under the Strategic Plan is outlined in the next pages of this Service Plan, including our Vision, Mandate and Principles, our Strategic Goals and Objectives, and long term Strategies we are applying to realize our goals. A brief overview of the general structure and activities of the office follows.

We report on the performance measures that were established for the completed fiscal year of 2016/2017. Detailed information about our statistical performance, major accomplishments, and case resolutions can be found in our 2016/2017 Annual Report.

Our interim report for 2017/2018 outlines the specific operational activities we have prioritized in the current fiscal year and provides an interim report on progress towards our annual objectives.

Next, we provide our plan for 2018/2019, setting out our major operational priorities and performance measures and explaining how they will support us on the path towards implementing our longer term strategies and realizing the goals and objectives set out in our Strategic Plan

Finally, we conclude with an outline of our strategic direction and key targets for the following two years, 2019/2020 and 2020/2021, pointing the way towards the conclusion of our current five year plan and the start of the next strategic cycle.



Jay Chalke
Ombudsperson

OUR VISION, MANDATE AND PRINCIPLES

Our Vision: **British Columbia's Independent Voice for Fairness**

Our Mandate: *The Ombudsperson Act*

We exist to:

- ensure that the people of British Columbia are treated fairly in the provision of public services
- promote and foster fairness and accountability in public administration
- provide an independent avenue of last resort for individuals with complaints about government services

We deliver our mandate by:

- responding to inquiries from the public
- educating citizens and public authorities on issues of administrative fairness
- conducting thorough, impartial and independent investigations of complaints
- independently initiating investigations of apparent administrative unfairness
- facilitating resolutions of complaints and improvements to the administration of public policy through consultation and recommendations
- reporting to the Legislative Assembly and the people of British Columbia to bring attention to matters of administrative unfairness and the work of the Office generally

External Principles

- we are fair and impartial
- we are professional and thorough
- we listen with respect
- we seek resolutions that are principled and practical

Internal Principles

- we respect and support each other as a team
- we are committed to high standards of practice in our work
- we strive continuously to improve our services
- we value the expertise and knowledge of our staff

2016 – 2021 GOALS AND OBJECTIVES

1 People who need us are aware of our services and can access them

- A Improve accessibility of services
- B Focus outreach on people most likely to benefit from our services

2 Complaints are addressed efficiently

- A Process new complaints more effectively
- B Reduce wait times for files awaiting assignment to investigators
- C Improve effectiveness and efficiency in concluding individual complaint investigations through supportive policies, tools and training

3 Thorough and impartial investigations promote fair public administration

- A Increase public reporting
- B Improve linkage with Legislative Assembly to enhance consideration of tabled reports
- C Demonstrate influence of investigations in improving public administration

4 Public authorities are supported in improving administration

- A Increase work with public authorities to improve their dispute resolution processes
- B Enhance proactive consultations with public authorities about emerging issues relating to their programs
- C Promote transparency and fair practice among public authorities undergoing program change

5 Staff are recognized for their expertise

- A Provide ongoing professional learning and development opportunities for staff
- B Enhance development and retention of operational subject matter knowledge and expertise

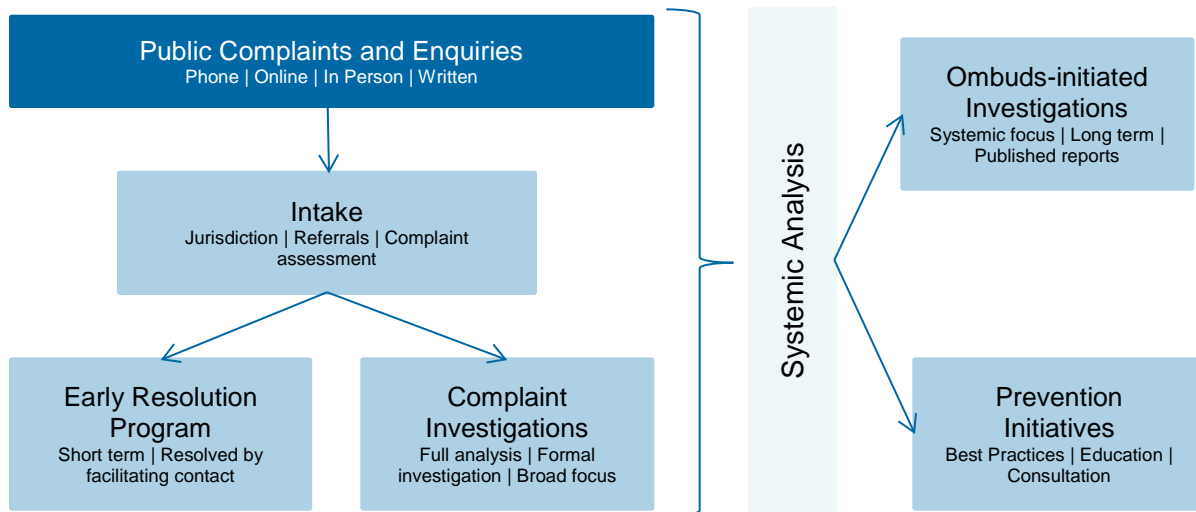
2016 – 2021 STRATEGIES

- 1** Develop a public outreach strategy focused on underserved British Columbians
- 2** Build a model of preventative ombudship focusing on proactive engagement
- 3** Review our internal processes to reduce delays in service
- 4** Renew and improve internal policies and knowledge management framework to enhance service
- 5** Maximize impact by applying a systemic approach wherever possible
- 6** Develop and implement a revised professional and career development framework

HOW WE DO OUR WORK

Core Operations

Our core operations are carried out through an integrated approach involving the processing of complaints and inquiries from the public at intake, the early resolution program, individual complaint investigations, and ombudsperson-initiated investigations and prevention initiatives that arise out of our complaint-driven processes.



Corporate Shared Services

The Office of the Ombudsperson provides support to four Offices of the Legislature through an economical Corporate Shared Services support organization. These shared support services include finance, human resources, facilities and IT services.

2016/2017 PERFORMANCE MEASURES AND RESULTS

2016/2017 Performance Measures Matrix			
2016-2021 Strategic Goal	Performance Indicator	2016/2017 Target	2016/2017 Results
<i>People who need us are aware of our services and can access them</i>	# outreach tours conducted	2	2
	# external presentations delivered on administrative fairness and the role of the Ombudsperson	20	26
<i>Complaints are addressed efficiently</i>	% of non-investigated files concluded within 30 days	85%	87%
	% of investigations concluded within 180 days	75%	72%
<i>Thorough and impartial investigations promote fair public administration</i>	% of investigations settled	30%	36%
	# of investigative/best practices reports released	2	1
<i>Public authorities are supported in improving administration</i>	# presentations to authorities on administrative fairness and the role of the Ombudsperson	20	31
<i>Staff are recognized for their expertise</i>	develop and implement a revised professional and career development framework	100% completion of pilot of draft framework	100% completion of pilot of draft framework

2017/2018 INTERIM REPORT ON PERFORMANCE

In the first half of 2017/2018, the second year of our five-year strategic plan, our major focus has been on the completion of the investigation into the 2012 Ministry of Health employment terminations and related matters referred to our office in 2015 by the Select Standing Committee on Finance and Government Services, the resumption of our regular systemic investigation activities, and the implementation of our Prevention Initiatives pilot program.

The following summarizes our major accomplishments in 2017/2018 so far, with reference to the 2016-2021 Strategic Goals they contribute to:

1. *People who need us are aware of our services and can access them*
 - Conducted public outreach tour and mobile complaint clinics in Salmon Arm, Revelstoke, Golden, Invermere and Cranbrook.
2. *Complaints are addressed efficiently*
 - Completed a review of our Early Resolution process and identified actions to improve efficiency and service.
 - Commenced a comprehensive review of our investigation process.
 - As part of our ongoing administrative policy review, implemented an improved office policy to assist staff when responding to inappropriate behavior, threats and violence.
3. *Thorough and impartial investigations promote fair public administration*
 - Released Referral Report No. 1, *Misfire: The 2012 Ministry of Health Employment Terminations and Related Matters*.
 - Reconstituted Systemic Investigations team and resumed regular systemic operations.
 - Completed 676 investigations and early resolution files.
4. *Public authorities are supported in improving administration*
 - Completed initial planning and implementation for Prevention Initiatives program, including program framework development, staffing of Prevention Initiatives Team, and procurement for independent program evaluation.
 - Commencement of operational phase of Prevention Initiatives program. Initial activities to date have included enhanced quarterly reporting to public

authorities, a new complaint issue tracking system, administrative fairness webinars for public servants, and initial policy/program consultations.

5. *Staff are recognized for their expertise*

- Commenced evaluation and final implementation phase of training and development framework that was piloted in 2016/17.

Major areas of focus for the remainder of 2017/2018 include:

- Continued implementation of prevention initiatives pilot program.
- Development and implementation of knowledge management strategy.
- Continuation of a comprehensive internal process review focusing on our Investigation process, from file assignment to file closure, to identify opportunities and strategies to improve the efficiency and effectiveness of our investigations.
- Review of accessibility focusing on the use of online communications.

2017/2018 Performance Measures Matrix

2016-2021 Strategic Goal	Performance Indicator	2017/2018 Target
<i>People who need us are aware of our services and can access them</i>	# outreach tours conducted	2
	# external presentations delivered on administrative fairness and the role of the Ombudsperson	20
<i>Complaints are addressed efficiently</i>	% of non-investigated files concluded within 30 days	90%
	% of investigations concluded within 180 days	80%
<i>Thorough and impartial investigations promote fair public administration</i>	% of investigations settled	30%
	# of investigative/best practices reports released	2
<i>Public authorities are supported in improving administration</i>	# presentations to authorities on administrative fairness and the role of the Ombudsperson	20
<i>Staff are recognized for their expertise</i>	develop and implement a revised professional and career development framework	100% implementation of final framework

2018/2019 PRIORITIES AND INITIATIVES

In the third year of our five year Strategic Plan, the Office's operational priorities for 2018/2019 are:

- Fully operational systemic and prevention team activities.
- Completion of the three-year pilot project to reduce the wait period for files awaiting assignment to investigators to two weeks.
- Implementation of process improvements identified through reviews of Intake, Early Resolution, and Investigation processes in 2016-2018.

More specific initiatives for 2018/2019 are set out below under their related goals from the 2016-2021 Strategic Plan:

1. *People who need us are aware of our services and can access them*
 - Implement liaison with Indigenous communities. Conduct initial planning and resourcing for development of Aboriginal Communities Service Strategy (subject to additional funding allocation)
2. *Complaints are addressed efficiently*
 - Implement action items from process reviews undertaken for Intake, Early Resolution, and Investigations program areas
3. *Thorough and impartial investigations promote fair public administration*
 - Resume full public reporting on systemic recommendation monitoring program
 - Expand the capacity of the systemic investigations team (subject to additional funding allocation)
4. *Public authorities are supported in improving administration*
 - Full operationalization of Prevention Initiatives program, including:
 - Delivery of administrative fairness education program for BC public service employees and broader public sector
 - Consultation projects to support administratively fair program and policy change

5. *Staff are recognized for their expertise*

- Continued implementation of revised training and development framework
- Develop opportunities to support career development in public service oversight

PERFORMANCE MEASUREMENT

The 2018/19 – 2020/21 performance indicators set out below include statistical targets related to our ongoing core operational activities and targets for other initiatives aligned with our strategic goals and objectives. Performance measures related to the production of public reports are contingent on budget approval regarding systemic investigations.

The inherent challenges of performance measurement in the Ombudsperson context have been outlined in past reports. Ideally, performance measures should demonstrate an entity's results. However, for offices such as the Ombudsperson, establishing performance measures based on results creates a risk that the office might be, or be perceived to be, influenced by the need to meet performance targets rather than driven solely by an impartial and objective assessment of matters under investigation.

Nevertheless, it is important for oversight agencies and, in particular, oversight agencies like the Ombudsperson's office whose operations are required by law to be carried out in private and are generally not subject to outside scrutiny, to carefully reflect upon, evaluate and report transparently on performance.

Currently we are at various stages in the evaluation, development, and redesign of all primary components of our operations. We are exploring new approaches to outreach, we have recently implemented significant changes to our intake process, we have re-established our Systemic Investigation Team and launched our Prevention Initiatives pilot project, and we have commenced a comprehensive review of our investigation process.

We have entered into a multi-year contract for the evaluation of our Prevention Initiatives pilot and will be making public the results of that evaluation. We are also working toward longer term, meaningful and useable performance measures in our other primary areas of our operations.

Following the completion of the comprehensive review of our investigation process in 2018/19 we will undertake a review of performance indicators. We will include a revised performance measure matrix in our 2019/20-2021/22 service plan.

2018/19 Performance Measures Matrix

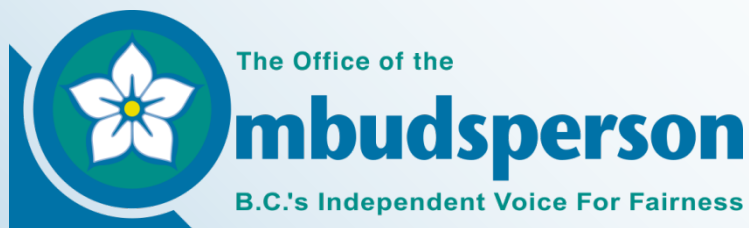
2016-2021 Strategic Goal	Performance Indicator	2017-2018 Target	2018-19 Target
<i>People who need us are aware of our services and can access them</i>	# of outreach tours conducted	2	2
	# of presentations to the public	20	20
<i>Complaints are addressed efficiently</i>	% of non-investigated files concluded within 30 days	90%	90%
	% of investigations concluded within 180 days	80%	80%
<i>Thorough and impartial investigations promote fair public administration</i>	% of investigations settled	30%	30%
	# of investigative/best practices reports released	2	6
<i>Public authorities are supported in improving administration</i>	# of presentations to authorities	20	30
<i>Staff are recognized for their expertise</i>	Develop and implement a revised Professional and Career Development Framework	100% implementation of final framework	75% of staff report feeling supported in their work related learning and development
	# of requests from authorities and other organizations for training or assistance	No target	20

2019/2020 AND 2020/2021 STRATEGIC DIRECTION

In years four and five of our Strategic Plan our focus will be on evaluating process changes and initiatives developed in the first three years to inform the development of the next Strategic Plan for 2021-2026.

The Prevention Initiatives pilot program will be a major focus over this period as we look towards evaluating the pilot project and determining the need for a more permanent policy and funding framework for this work.

Liaison with Aboriginal communities through 2018/19 and 2019/20 will position the Ombudsperson to begin implementation of its Aboriginal Committee Service Plan starting in 2020/21.



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