

## Government Capabilities Analysis

The success of NRPP will be dependent on making the best use of capabilities that exist within NRS and across government. During the development of the NRPP business case and implementation roadmap, information was gathered from across the sector to understand what approaches, projects, tools and capabilities currently exist that could be leveraged for NRPP. Similarly, a number of meetings were held with staff from the OCIO, Ministry of Technology, Innovation and Citizens' Services, and other organizations to understand what enterprise capabilities exist that could support NRPP and what initiatives are underway in other parts of government that should inform the development of the NRPP implementation roadmap.

With respect to capabilities that reside within the NRS, the knowledge and experience of NRS staff will be key to the success of NRPP. The NRS workforce includes an abundance of well-educated and experienced professionals; this depth and diversity of experience and skill will be a key contributing factor to achieving the goals of the transformation. Throughout the sector's journey towards integration, NRS staff have developed and implemented many innovative approaches to addressing client needs and working across ministry boundaries. This includes GIS analysis, application tracking tools and decision-making guidance for specific authorization types. These approaches and tools can be scaled up to the benefit of the entire sector. In addition, FrontCounter BC staff have been at the forefront of NRS client service delivery for several years. Leveraging the capabilities of this group as well as the broader NRS workforce is an essential element to the sector transformation.

In addition to leveraging the capacity that exists within the sector to support NRPP, the NRS will also look to leverage cross-government capabilities throughout the transformation. Several specific areas of corporate capabilities that were identified as strong candidates for early collaboration include:

- Identity Management – leveraging corporate identity management solution to enable digital self-service for clients and proponents; this includes evaluating support for the BC Services Card as more information becomes available
- Common Client – aligning to the BC Registry Services and Land Titles for business identification; collaborating with the Ministry of Jobs, Tourism, and Skills Training to avoid duplication of effort
- Corporate Finance – aligning with the Corporate Accounting System (CAS), Office of the Comptroller General (OCG) and the PayBC initiative
- Digital Services Strategy – increasing self-service options
- The User Experience – this design capacity in the Ministry of Technology, Innovation and Citizens' Services will be leveraged in the development of the web experience and digital services for the public, clients, proponents, and First Nations

- DataBC – continuing to utilize Data BC services to publish data to the BC Geographic Warehouse and OpenData BC
- E-Records Management – aligning to the Ministry of Technology, Innovation and Citizens' Services records management transformation and leveraging corporate records management (e.g. TRIM) where it aligns with the business requirements

Two additional areas that may potentially be applicable to delivering NRPP and will be investigated are:

- Information and Engagement – aligning to the GovTogetherBC service for targeted and interactive feedback/dialogue with the public, clients, proponents and First Nations
- E-mail notification service – utilizing BC Government POP3 mail services for sending email to external parties

During the preparation of the NRPP business case and implementation roadmap, specific discussions were held with many of the groups identified above to determine how to best leverage these capabilities during the sector transformation. These discussions will continue throughout the planning and implementation phase.

An overall principle of the NRPP implementation is to learn from others to help accelerate aspects of the transformation, reduce risk, and to share the lessons learned from NRPP with others. As such, the implementation roadmap is designed to allow emerging enterprise or ministry-specific solutions to be explored and incorporated during the implementation of NRPP.

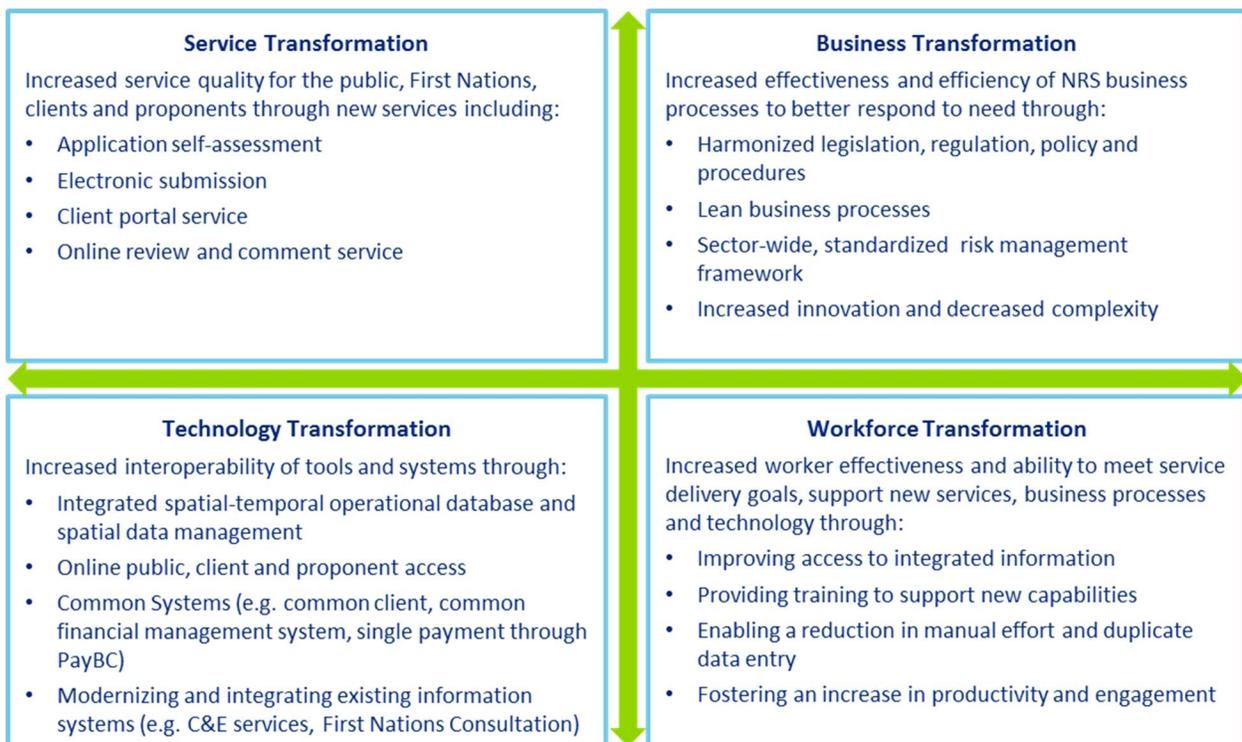
## Transformation Analysis

Transformational change for the NRS will be enabled through investment in NRPP. This section describes in detail the scope of transformation along four dimensions:

- Service Transformation – the types of services and the way in which they are delivered
- Business Transformation – the processes that deliver the services, and how they are managed
- Technology Transformation – the technology that enables the processes and services
- Workforce Transformation – the way in which human resources are allocated and used

These dimensions of transformation for NRPP are summarized in Figure 10 below.

Figure 10 - Dimensions of Transformation for NRPP



As shown in Table 3, a set of Design Principles has been established to guide the planning effort for NRPP and the development of the desired future state business and technology architecture. These design principles are embedded throughout this business case and are reflected in the descriptions of service, business, technology, and workforce transformation.

*Table 3 - NRPP Design Principles*

<b>Design Principle</b>	<b>Description</b>
Transparency in decision making and data and information sharing	NRS data and information will be shared with the public, First Nations, clients and proponents unless restricted by legislation, proprietary ownership or privacy requirements
Clearly articulated expectations for proponents and the public	Clear, available data and information in support of clear objectives and requirements, together with tools to achieve the objectives provides for better applications and more efficient, more durable decision making
Stewardship embedded into decision making and ongoing management	Stewardship values, frameworks and tools are incorporated into authorization decision making, ongoing project management and compliance and enforcement processes to support durable decision making
Improved quality service experience for the public, clients and proponents	Public, First Nations, clients and proponents consistently receive high-quality, timely service, through multiple channels, including more robust digital and self-service options
Enhanced ability to manage risk	Risk models and processes that balance the risks associated with the geography, the activity and the proponent are in place to aid decision making and compliance verification, and to safeguard public resources
Efficiency and cost effectiveness	Using LEAN principles and staff engagement, the NRS will avoid duplication and overlap in its operations and information systems and direct resources towards the highest priority areas
Improved relationships with First Nations	Processes and structures that enable effective First Nation consultation and engagement to build effective working relationships will be in place across NRPP functions
Resiliency to withstand future pressures	Innovative processes and structures are built to reflect the dynamic environment in which the sector operates and to withstand future pressures
Information, processes, systems and structures are integrated across NRS and Government	Systems, processes and legislation are designed to allow for integration of information and workflows across the NRS and Government
Flexibility built into the design of systems and processes	Processes and systems are designed to be adaptable and allow future business process, legislative and technology changes to be addressed without complete redesign or significant investment

## Service Transformation

The service transformation dimension of NRPP will increase accessibility to NRS services through an optimized delivery approach. This will include new services and modifications to the way existing services are delivered. The new services will provide innovative new self-service capabilities for proponents, clients and the public. Modifications to existing services will facilitate more efficient service delivery, more durable decision making, better protection of the environment, and improved ability of government to evaluate and mitigate proponent and project risk.

At the core of the NRPP service transformation dimension resides the public, First Nations, clients and proponents. The set of new and enhanced service options provide these groups with increased flexibility

and convenience in their interactions with the NRS. Furthermore, the proposed service transformation allows government to better meet the needs and expectations of individuals and companies looking for information or investment opportunities in BC.

A key aspect of the service transformation will be using technology to move away from paper based forms and files into a digital format. Services will become more standardized across the sector, utilizing a set of tools that will result in more predictable timelines and decisions associated with proponent submissions. Improved, sector-wide performance measurement will provide the sector with data to continually improve its service delivery.

While a number of specific service enhancements are part of NRPP, the most notable new services to be designed and delivered are described below.

#### *Public-Facing*

- **Application Self-Assessment:** Ability for proponents and clients to conduct an application self-assessment to understand the set of submission requirements for their application
- **Electronic Submission:** A web-based tool to guide proponents and clients through the application process using dynamic forms, minimizing the need for re-entry of tombstone information and improving data quality by enforcing data entry of mandatory items; ability to submit proposals electronically
- **Client Portal:** A central online location where proponents and clients can view and manage their account information including the ability to review their statements, bills and financial history across the sector, to pay for services electronically, apply for and check the status of applications and to update their client information
- **Online Review & Comment Service:** A web-based, public-facing tool to enable the collection of comments from the public and existing rights holders on proposed projects and for Government to collect and share these comments with proponents for action

#### *Internal-Facing*

- **Integrated Spatial-Temporal Operational Database:** A single operational database providing reliable, consistent and integrated transactional management using modern Oracle database technology. The database implements a common data storage strategy for the NRS, providing integrated attribute, spatial and temporal data in a single location
- **Coordinated Authorizations:** Creating and modernizing systems to enable a coordinated and project-based authorizations process, from application to public review and comment, decision making and integrated billing
- **Cumulative Effects Assessment:** A framework and set of data layers that will enable a consistent and effective approach to assessing cumulative effects of present, past and reasonably foreseeable actions or events in natural resource decision making
- **Common Client Record:** The creation of a single, sector-wide record for each NRS proponent and client. This will allow for an integrated view of a proponent or client's projects, authorization and permits including compliance history and client risk
- **Coordinated Billing:** Management of and access to proponent and client billings and fees across the entire sector including fees for authorizations, permits, compliance and enforcement penalties and security collateral associated with projects to enable the provision of an integrated statement to proponents and clients. Implementation of coordinated billings is predicated on the implementation of common client records. A standardized payment system supporting multiple payment channels through leveraging the PayBC initiative.

The sector will also modify a number of existing services to more effectively deliver on the mandate of the sector and the needs of proponents. Examples of modified services include:

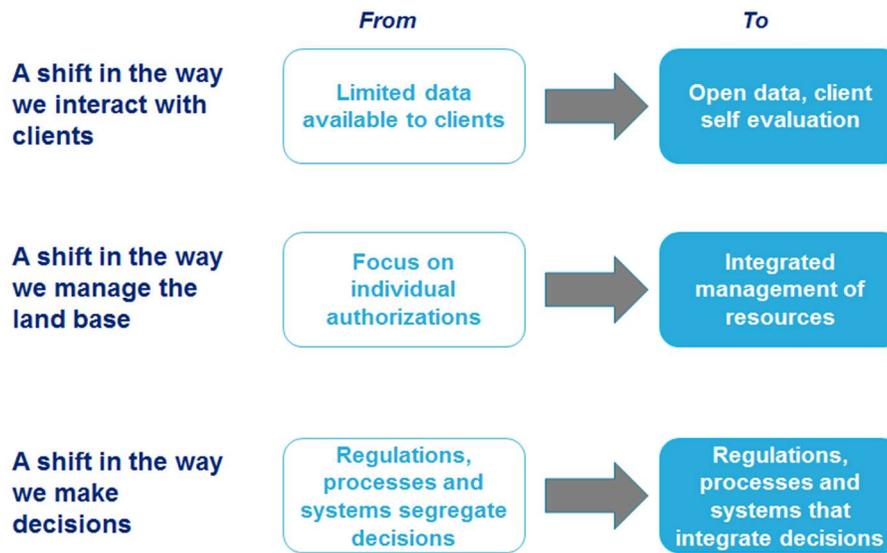
- **Integrated Resource Planning:** Sector-wide, integrated planning of the province's resources with a focus on priority resource values and objectives
- **Integrated Decision Making for Authorizations:** Enhanced collaboration across statutory decision makers and business lines on proponent submissions enabled through workflow, and the assignment of project risk associated with each project submission. Enabling project-level decision making and the issuance of integrated authorization documentation
- **Compliance & Enforcement (C&E) Planning and Deployment:** Sector-wide, integrated planning for C&E activities aligned with resource stewardship goals and informed by risk management approaches. Sector-wide deployment of C&E resources through a refined service delivery model supported by an integrated C&E system
- **First Nation Engagement:** A sector-wide standardized First Nation engagement model integrates data and systems, and utilizes historical information on consultations and agreements in addition to Strength of Claim assessments and Strategic Engagement Agreements

Service transformation will deliver new and modified public-facing and internal services that will contribute to greater levels of satisfaction with services, enable more durable decision making, and increase government's ability to sustainably manage the province's natural resources.

### Business Transformation

The business transformation dimension of NRPP will aim to increase the effectiveness and efficiency of NRS business processes. Achieving the direct and investment outcomes of NRPP will require the sector to make a number of key shifts which are illustrated in Figure 11 below. NRPP will make more data available to clients to help them better understand their obligations and government expectations, to help in planning, and to self-evaluate their proposed activities. Further, NRPP will allow the sector to focus on the integrated management of resources, through better integration of resource stewardship objectives into decision-making and establishing 'project' or multi-authorization activities in addition to single authorizations. Lastly, NRPP will integrate data and expertise from across the sector, including resource stewardship information, existing tenure data and historical compliance and enforcement data to make more timely and durable decisions.

Figure 11 - NRPP Transformation Strategic Shifts



To achieve these shifts as part of NRPP, the sector is transforming its business through:

- **Legislative and Regulatory Harmonization:** Harmonization of the regulatory framework is required to remove redundancies and existing requirements that create inefficiencies. A key aspect of this is the establishment of a project-based authorization that would, among other things, enable public review & comment and billings to take place on an entire project. The legislative and regulatory harmonization component of NRPP will also enable key aspects of the future state by removing regulatory red tape and allow for a better, more consistent service experience for proponents and efficiencies for government
- **Standardization of Process Design and Process Re-engineering:** A review of existing core authorization, compliance and enforcement, finance and CSNR business processes with a view to ensuring they include the fundamental principles of LEAN and adequately utilize future technology solutions effectively to streamline actions in day to day work
- **Client Self-Service Tools:** Enhanced functionality and innovative tools to assist proponents to help themselves in their interaction with the sector and the provision of its services
- **Collaboration Tools:** Implementation of tools to assist Statutory Decision Makers to collaborate on project submissions
- **Data Integration:** Integration of data across the sector including resource values data to better manage the land base, data on proponents to manage the sector's relationships, and data on authorizations to better manage proponent and project risk
- **Integrated Compliance & Enforcement (C&E) Function:** NRPP will continue the journey towards creating an integrated C&E function for the NRS. This will allow for sharing of expertise, better deployment of sector resources and more consistent application of C&E tools to improve overall rates of compliance
- **Single Intake Function:** The sector will migrate towards a common entry point for natural resource authorization applications to allow for the consolidation of sector expertise, provide consistent service experience for proponents and citizens and allow for proponents interactions to be tracked and managed

The business transformation is fully integrated with the technology, service and workforce transformations dimensions of NRPP.

### Technology Transformation

Managing increasingly complex and competing operational pressures has proven difficult for the NRS as it is constrained by the traditional regulatory and operating models within individual business units. This has contributed to the current technology landscape where there are approximately 400 information systems and technology tools used to support the services delivered by the NRS. Approximately 85 of these information systems and technology tools are considered directly in-scope for NRPP.

Of these 85 information systems in scope for NRPP, many are smaller “one off” legacy systems that are highly customized for a specific line of business. Significantly, many of these same systems and tools are at the end of their useful lifetime as they are based upon disparate and obsolete technology. As well, many of these systems and tools were never designed as enterprise class services. Table 4 provides some examples of the technology, system and information challenges faced by the NRS.

*Table 4 - Current NRS Technology Challenges*

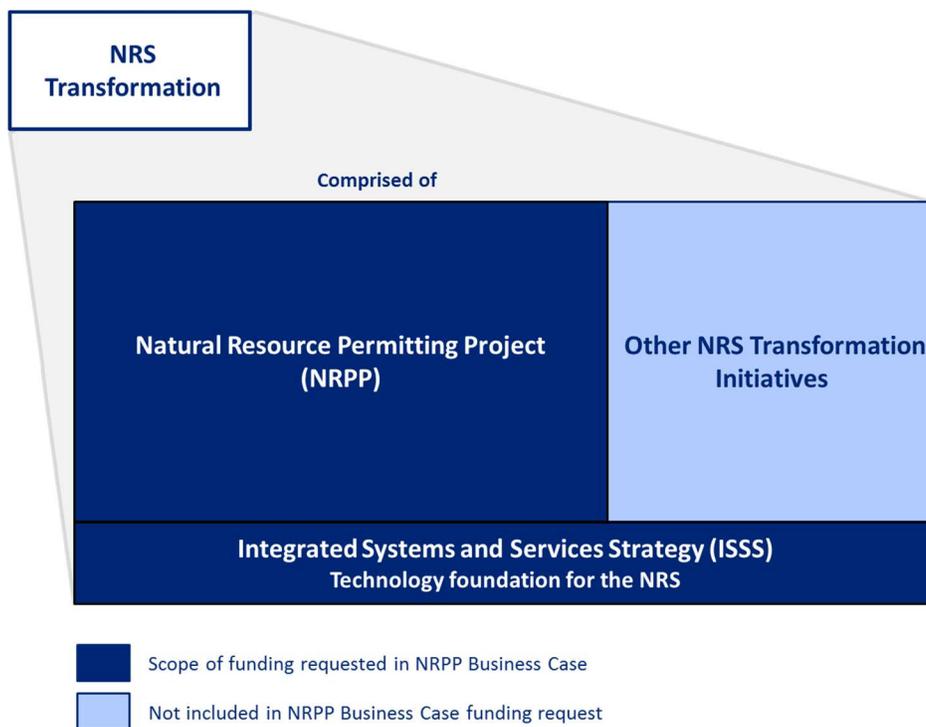
Current Technology Challenges	Impacts of Addressing Challenges
Lack of common definition and access to client information	<ul style="list-style-type: none"> <li>• Prevent duplicate and inconsistent client records across the sector, and reduce the manual work to create financial records associated with projects or consolidate bills for proponents</li> <li>• Provide a true understanding of the extent of a client’s interactions and involvement across the sector</li> </ul>
Limited or no integration between Line of Business systems	<ul style="list-style-type: none"> <li>• Enable the sector to effectively bundle authorizations into projects and incorporate cross-sector data (e.g. resource stewardship and compliance data) into decision making</li> <li>• Improve transparency in decision making and information sharing across the sector</li> <li>• Improve coordination of activities such as Compliance and Enforcement activities or First Nations engagement</li> <li>• Reduce the complexity caused by maintenance and support for numerous systems with different standards and technologies</li> </ul>
Fragmentation of operational data across numerous repositories	<ul style="list-style-type: none"> <li>• Consolidate NRS spatial data holdings, reduce data duplication, and improve the ability to update in a coordinated fashion</li> <li>• Reduce dependency upon manual, ad hoc GIS technology for handling the spatial aspects of line-of-business data</li> <li>• Improve Line of Business access to data by reducing the number of siloed and rigid legacy systems</li> <li>• Increase clarity for the sector, proponents and citizens around what data is available and where it can be found</li> </ul>
Lack of online service infrastructure for application submission, public engagement and other services across the sector	<ul style="list-style-type: none"> <li>• Enable a more LEAN application process for clients, proponents, public and sector staff</li> <li>• Support reduction in backlogs for authorization applications</li> <li>• Provide application traceability for proponents</li> <li>• Provide ability to integrate service delivery across channels, while taking advantage of new channel capabilities (e.g. online, social, mobile, etc.)</li> </ul>

Aging technology	<ul style="list-style-type: none"> <li>• Reduce costs associated with supporting and maintaining an aging technology platform</li> <li>• Increase flexibility and ability to adapt to rapidly changing technological landscape</li> </ul>
Lack of mobile access due to old systems' technology	<ul style="list-style-type: none"> <li>• Enable off-site mobile access to required information and forms</li> <li>• Reduce duplicate data entry by enabling effective data synchronization for compliance verification, stewardship, and other out-of-office operations</li> </ul>

*Key Technology Transformation Opportunities*

In response to the challenges presented in the table above, the NRS has begun to implement the Integrated Systems and Services Strategy (ISSS). This guiding IM/IT framework is being used to establish the technology foundation for NRPP, which will help enable service, business, and workforce transformation across the sector. The relationship between NRPP and ISSS is shown in Figure 12. To be successful, NRPP requires integrated systems and data to support streamlined business processes.

*Figure 12 - Relationship between NRS Transformation, NRPP and ISSS*



## *Overview of ISSS Framework*

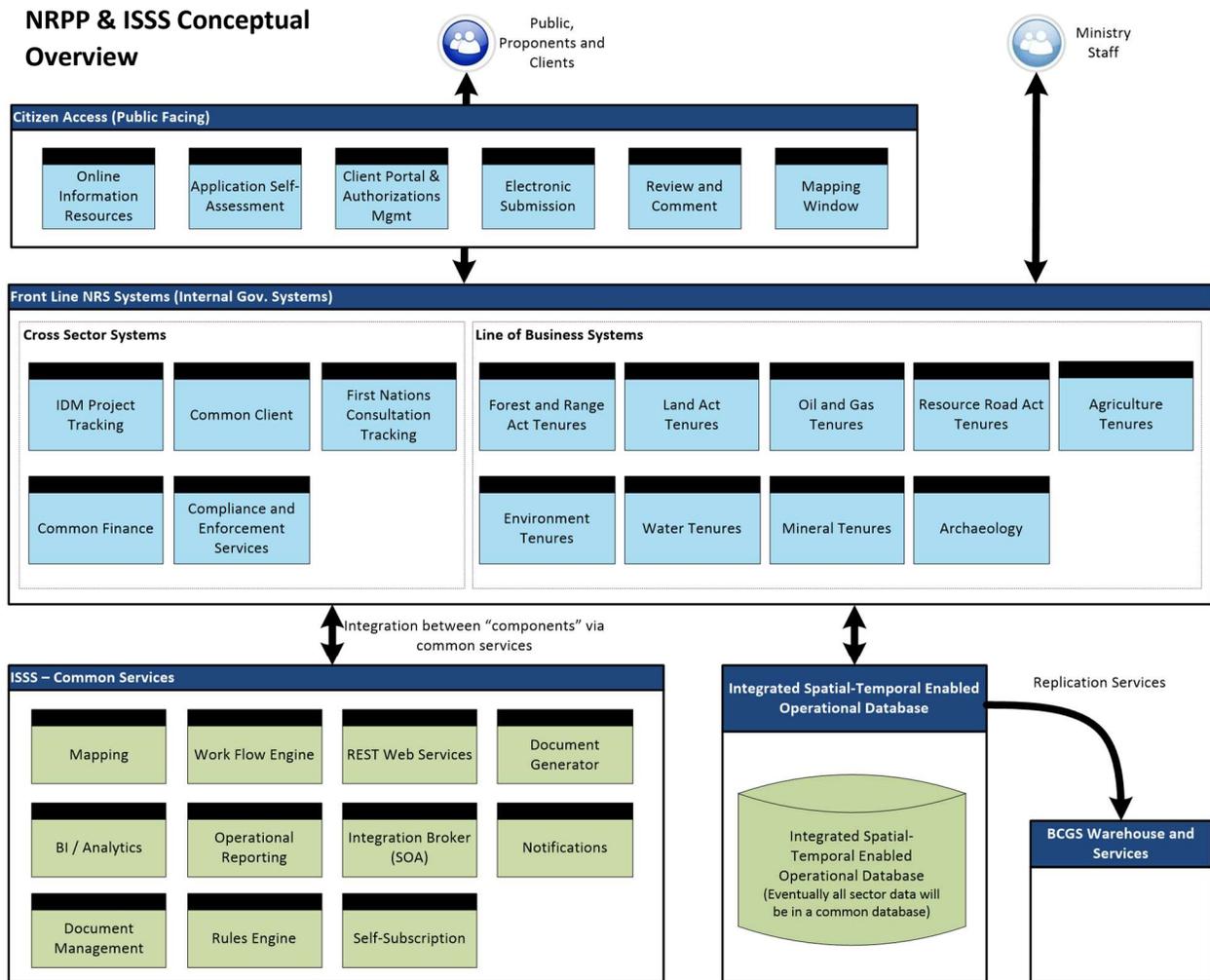
The sector's 400 systems each require and draw upon a similar set of technical requirements and capabilities. Currently, and historically, these similar capabilities have been addressed in an ad hoc manner, duplicating functionality and capabilities in new systems that already exist in the sector's legacy systems environment. The technology infrastructure described in the ISSS supports the sector's transformation process, creating a common set of services and infrastructure that would be used to streamline the in-scope NRPP systems, the remaining 300+ NRS business systems, as well as future NRS information systems. This would not only reduce costs and effort associated with the implementing new systems, but would also reduce risks.

The technologies, services and capabilities that are part of the ISSS framework, that will become the technical foundation or "enablers" for NRPP as well as support future NRS information systems, include:

- **Integrated Spatial-Temporal Operational Database:** Providing reliable, consistent and integrated transactional management using modern Oracle database technology. The database implements a common data storage strategy, integrating attribute, spatial and temporal data in a single location
- **Web Enablement:** Providing a consistent, single point of access to NRS information systems
- **Dynamic Forms:** A web-based interface to guide proponents and clients through the application process, minimizing the need for re-entry of common information
- **Common Client Management:** A single, definitive sector-wide record for each NRS proponent or client
- **Common Financial Management:** Providing consolidated billings for projects, authorizations and permits such that a proponent may search, view and pay outstanding charges at one time through the proposed PayBC service
- **Business Process Management (BPM):** An emerging technology employed to streamline the specification, development and refactoring of LEAN business processes
- **Integrated Workflow:** Providing the capability to track and report on projects, authorizations and permits in process
- **Business Rules Engine:** Providing the capability to specify business rules in a structured format that can be more efficiently updated to reflect changes in business process and legislation
- **Document and Image Management:** Providing the capability to efficiently store and retrieve documents and images associated with projects, authorizations and permits
- **Mobile Capabilities:** Providing the capability to access selected services on smart phones and tablets
- **Enterprise Search:** Providing the capability to securely search for information stored within an ISSS compliant framework
- **Reporting and Business Intelligence:** Providing operational reporting and business intelligence analysis capabilities
- **Security and Authentication Services:** Sector-wide data security and authentication services to guarantee safe and reliable access to the systems and operational data

Figure 13 below represents a conceptual architecture diagram of the ISSS approach for NRPP.

Figure 13 - NRPP Conceptual Architecture



### Key Aspects of ISSS

There are four key aspects of ISSS which are central and fundamental to the success of NRPP:

- Integrated Spatial-Temporal Operational Database and Spatial Data Management
- Online Public, Client and Proponent Access
- Common Systems
- Modernized and Integrated Information Systems

These are described below in detail.

#### 1) Integrated Spatial-Temporal Operational Database and Spatial Data Management

Timely and effective resource management requires access to data that spans multiple lines of business. The NRS has chosen a two-part strategy to achieve this goal. The principal focus of the NRS data integration strategy is the creation of a centralized operational database for NRS core business needs

related to its clients and the land. The NRS integrated operational database will incorporate a leading edge spatial data model that is independent of legacy GIS technology. In addition, the NRS integrated operational database will include the (temporal) capability for tracking changes on the land base over time. Thus, the spatial-temporal capabilities of the new database will address both existing and emerging operational requirements within the NRS.

The ISSS approach to integrating sector data will enable the public, First Nations, clients, proponents and decision-makers to more easily access consolidated, map-based information about land use. This transformation will provide benefits across the sector's lines of business, such as:

- Enabling more responsive stewardship actions and assessment of cumulative effects
- Providing more effective engagement and consultation of First Nations
- Supporting consistent, predictable and timely authorizations processes
- Enabling a risk-based approach to compliance and enforcement activities
- Providing maps and data that will enable public and proponents to better understand if an application is viable

The ISSS approach to integrating sector data will provide the NRS with a holistic view of the land base, thus helping to achieve the sector's vision of: "a prosperous future for all British Columbians through sustainable economic development and shared leadership of natural resources."<sup>28</sup> The ISSS is a technology blueprint to support the business transformation process. It is intended to be reviewed annually to ensure that the strategy aligns with the business priorities of the NRS and with industry changes in technology.

## **2) Online Public, Client, and Proponent Access**

The outcomes of NRPP and the sector's ISSS include an upgraded level of service to the public, clients, and proponents as well as increased transparency and citizens' trust in the NRS. The sector's proposed common client infrastructure, client portal, and public review and comment portal are three major pieces leading this transformation. The public, clients and proponents would be able to submit their requests and applications through the portal, and would be able to search and browse the latest developments and projects to provide the NRS with feedback about the proposed projects.

Client and Public Portal:

- A single point of online contact for the public, clients and proponents
- Access to an application self-assessment tool to advise on submission requirements, resource values and legal encumbrances through a self-service channel
- Enable authorization application and requests to be completed online with completeness validations to reduce rework by sector staff and proponents
- Use of dynamic forms, combining multiple applications into one project application removing duplicating data entry, consolidating information requirements, and allowing proponents to attach documentation

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<sup>28</sup> 2014-2015 NRS Transformation Plan

- Allow proponents and sector staff to track submission versions when changes made to original submission
- Proponents can view the status of their application online

#### Public Review and Comment Portal:

- Web-based, public facing system to advertise and collect public comments
- Engagement on an entire project rather than individual authorizations
- Public can sign up for notifications on new projects available for comment
- Repository to search project postings
- Decision rationale shared with First Nations and the public

### 3) Common Systems

The ISSS provides a framework for developing and deploying common services that can be shared by information systems across the sector. Examples include common client, operational mapping, a workflow engine, and a business rules engine. Using these common services, NRS information systems developed in the future will be more quickly and easily developed and more effectively integrated. Ultimately, NRPP will make the sector more adaptable in the face of business and legislative changes over time.

There are several new information systems which are core to NRPP and the achievement of the initiative's investment outcomes. These include a Project Tracking System, a common Financial Management System, a First Nations System, a Compliance and Enforcement System, and a Common Client System.

#### Project Tracking System:

- Includes workflow to support a coordinated submission review and decision package creation
- Increased automation in creation of decision package, including generating single and multi-tenure documents
- Creation of an authorization linkage table to enable collaboration across lines of business
- Automated notifications sent to sector staff requiring their action on a submission
- Automated generation of standard authorization conditions

#### Common Financial Management System:

- Single, cross-sector proponent and client record for statement and invoice generation
- Coordinated billing to enable the provision of an integrated statement to proponents and clients
- Cross-sector, unified view of proponent and client financial history
- Proponents and clients can track and pay invoices online
- Proponents and clients can be notified automatically when invoices are due
- Unified payment capability across the sector to handle different projects types and fee categories utilizing payment services provided through the PayBC initiative
- System generated statements and invoice generation
- Risk-based securities determination and management informed by historical information
- Integration with the Corporate Accounting System (CAS) general ledger

#### First Nations System:

- Support the implementation of standard, scalable First Nations processes/tools for the sector
- Provides internal sector access to historic consultations and accommodations activity, Strategic Engagement Agreements, Strength of Claim assessments, and other agreements in a single place to be used in consultations
- Will enable consultation on a project in its entirety rather than for individual authorizations or permits
- Comprehensive documentation of consultation information, including communications, and results captured through a common system

#### Cross-Sector Compliance and Enforcement System:

- Provides a cross-sector view of a client's compliance history
- Enables better business intelligence as an input to the more effective deployment of resources
- Natural Resource Compliance Officers would be supported by mobile technology in the field, enabling a more effective response, and use of time
- System-guided determination of recommended enforcement actions to aid compliance officers
- Common suite of administrative penalties applied across all statutory regimes

#### Common Client System:

- Provide a common client, proponent, and First Nations record across the sector
- Support more efficient and integrated client billing
- Provide a comprehensive 360 degree view of a client's interactions with the NRS
- Enable a complete view of a client's compliance history

#### **4) Modernizing and Integrating Existing Information Systems**

The sector's existing systems host data critical to sector business operations. Many of these systems are outdated or duplicate functionality provided by other line-of-business systems within the sector. An important objective for NRPP is the modernization and integration of existing information systems based upon the ISSS framework and the elimination of duplicate functionality.

As part of the preparation work for NRPP, all the applications in the sector were catalogued into defined categories. Of approximately 400 information systems in the sector, 85 were classified as either NRPP Core or NRPP Contributing categories. Additional work examined each information system and explored opportunities to retire, rewrite, consolidate or retrofit each of these NRPP Core or Contributing systems. A number of considerations were examined when assessing the sector's legacy information systems, including:

- Where multiple systems that perform the same service were identified, the recommendation should either consolidate all legacy systems to a new system or retain one legacy system and retire the remainder. The decision was based on how well the system met known requirements.
- The application health check provided a good indicator to understand the current state of the legacy system. If the health check recommended the system should be re-written, then the recommendation was accepted as a candidate for consolidation or rewrite.
- Using the knowledge of the sectors subject matter experts, recommendations were made based on how well a technology or system will fit with the ISSS architecture. For example, if the system

is overly complex or it is implemented using a technology that is not easily adapted to the ISSS future state, then a re-write was recommended.

The ISSS will establish the technology foundation for NRPP and for the NRS as a whole, which will help enable service, business and workforce transformation.

### Workforce Transformation

In response to the recognized needs of stakeholders for service value through workforce development, the 2014-2015 NRS Transformation Plan includes an outcome to: “Increase numbers of self-motivated employees who are keen to champion government service delivery goals.” The workforce transformation dimension of NRPP will contribute directly to the ability of the NRS to achieve this outcome. NRPP will have a positive effect on the NRS workforce in a number of ways, including providing people with better tools, systems, and information to do their jobs and enabling employees to collaborate across lines of business. The new NRPP processes, systems, and tools will enable the workforce transformation by:

- Providing easier access to accurate, integrated, and up-to-date information through common client and finance systems as well as sector-wide project tracking and C&E systems
- Enabling staff and decision makers to make more timely and durable decisions
- Providing greater transparency to the decision making processes across the sector, enabled by the Review and comment portal
- Automating workflows to minimize manual transactional processes, and thereby reducing duplicative and repetitive activities and allowing employees to focus on higher value work
- Improving productivity and leveraging leading practices through process and system improvements
- Incorporating the expertise and knowledge of current employees in the design of new processes and tools

As a result of these changes, NRPP will deliver a number of benefits to employees and the NRS as a whole, including:

- Increased organizational capacity through employee productivity and accountability while raising standards of excellence through Lean and agile structures
- Increased resiliency and flexibility to support innovation, and adaptability to future changes in technology, process or legislation
- Increased safety and health of the workforce by providing mobile data access for C&E workers
- Increased employee engagement and increased focus on delivering exceptional services while executing on legislative responsibilities and mandate
- Increased learning and development through providing more opportunities for more challenging work as a result of increased system integration, the automation of administrative tasks, and a reduction in data entry
- Improved capacity of staff to operate in a cross-sector manner to support coordinated authorizations, project-based billing, and C&E
- Improved culture of continuous improvement and value creation through Lean process improvement

NRPP creates the opportunity to align workforce practices to the 2014-2015 NRS Transformation Plan and workforce strategies through a variety of enablers shown in Table 5.

*Table 5 - NRPP Workforce Transition Enablers*

<b>NRPP workforce transition enablers</b>	<b>NRPP people transformation opportunities</b>
Organizational design, role mapping and workforce transition strategies	<ul style="list-style-type: none"> <li>• Cross-sector deployment models and planning that support effective and efficient deployment of resources</li> <li>• Agile and Lean process structures to enable the sector to respond effectively to changes and future requirements</li> </ul>
New competencies	<ul style="list-style-type: none"> <li>• Decision-making skills based on integrated data and insights across the sector (reduced siloed work)</li> <li>• Problem-solving and advisory skills will enable staff to support proponent applications, First Nations engagement, etc.</li> <li>• Staff will support the increased transparency required from citizens, proponents, First Nations, and other critical external stakeholders</li> </ul>
Cultural change	<ul style="list-style-type: none"> <li>• A service excellence culture to improve the quality of the service delivery experience for the public, First Nations, clients and proponents</li> <li>• A climate that fosters positive communication and interaction in the NRS among leaders, staff, proponents, citizens, First Nations, and other external stakeholders</li> <li>• Increased accountability, transparency, and ownership by staff</li> <li>• A culture of continuous improvement to support more Lean processes</li> </ul>
Current and future leadership capability development	<ul style="list-style-type: none"> <li>• Leaders are perceived as role models for living the sector’s vision of: “a prosperous future for all British Columbians through sustainable economic development and shared leadership of natural resources”<sup>29</sup></li> <li>• Leadership that is more engaged will improve employee self-motivation, engagement and experience in the sector</li> </ul>

NRS employees want to be better managers of the province’s natural resources. Currently, employees are struggling within a siloed legislative, technical and business environment that creates significant barriers to their ability to contribute to NRS goals. Investing in NRPP will have a positive impact on the NRS workforce as it will provide employees with the tools, systems, and information to do their jobs, and it will increase the number of self-motivated employees who are keen to champion government service delivery goals.

<sup>29</sup> 2014-2015 NRS Transformation Plan