



**Guidelines For
Ministry
2005/06 - 2007/08
Service Plan
Update
September 2005**

Prepared by
Service Planning and Reporting Support
July 25 Final

**GUIDELINES FOR MINISTRY 2005/06 - 2007/08
SERVICE PLAN UPDATE
SEPTEMBER 2005**

TABLE OF CONTENTS

	Page
1. INTRODUCTION	3
1.1 Purpose and Scope	3
1.2 Highlights of Changes to This Year's Guidelines	4
1.3 Reviews	4
1.3.1 Service Plan Reviews	4
1.3.2 Cross Ministry Reviews	4
1.3.3 Learning from Each Other	5
1.4 Other Reference Sources	5
1.4.1 Auditor General's Review	5
1.4.2 BC's Reporting Principles and Criteria	5
1.4.3 Report on the Cross Government Performance Measurement Review	6
1.5 Service Plan Publication and Format	7
1.5.1 Publication	7
1.5.2 Format, Style and Production Process	7
1.5.3 Approvals	8
1.5.4 Ministry Service Plan Contacts	8
1.5.5 Key Dates and Service Plan Process Timeline	8
2. CONTENTS OF THE SERVICE PLAN	9
2.1 Cover and Title Pages	9
2.2 National Library of Canada Cataloguing in Publication Data	10
2.3 Ministry Contact Information	10
2.4 Table of Contents	10
2.5 Message from the Minister(s) and Accountability Statement(s)	10
2.6 Ministry Overview and Core Business Areas	11
2.7 Resource Summary	12
2.8 Strategic Context	15

Service Plan Guidelines

2.8.1	Vision, Mission and Values	16
2.8.2	Planning Context and Key Strategic Issues	17
2.9	Goals, Objectives, Strategies and Results	18
2.9.1	Ministry Goals and Their Linkage to Government Strategic Goals and Objectives	19
2.9.2	Ministry Performance Plan Summary	19
2.9.3	Ministry Performance Plan	19
2.9.3.1	Goals	20
2.9.3.2	Objectives	22
2.9.3.3	Strategies	23
2.9.3.4	Performance Measures	23
2.9.3.5	Targets	26
2.9.3.6	Framework for Presentation of Performance Information	27
2.10	Related Initiatives and Planning Processes	30
2.10.1	Regulatory Reform	30
2.10.2	Overview of Human Resource Plan	30
2.10.3	Overview of Information Resource Management Plan	31
2.10	Appendix to Service Plan	30
3.	OTHER INITIATIVES	31
3.1	Risk Management	31
3.2	Cross-Ministry Initiatives	31
3.3	Client Centred Service Delivery	31
4.	APPENDICES	32
Appendix 1	Service Plan Checklist	32
Appendix 2	Ministry Performance Plan Summary Tables Formats	33
Appendix 3	Service Plan Timeline	35
Appendix 4	Central Agency Contacts	36
Appendix 5	Baseline and Benchmarking	38
Appendix 6	Risk and Capacity	41
Appendix 7	BC Reporting Principles and Criteria	44
Appendix 8	Instructions for the Development of HRMP Overview	58
Appendix 9	Instructions for the Development of IRMP Overview	61
Appendix 10	Glossary of Service Planning and Reporting Terms	66

These *Guidelines* are available on the Ministry of Finance Internet site <http://www.fin.gov.bc.ca/pubs.htm#staff> under Treasury Board Staff, Reports & Publications, and also on the ministry's intranet site http://www.min.fin.gov.bc.ca/tbs/EPM_HOME/Guidelines.html

1. INTRODUCTION

1.1 Purpose and Scope

Ministries are required to release their 2005/06 -2007/08 updated service plans on September 14, 2005, the day scheduled for the presentation of the updated *Estimates* to the legislative assembly and tabling of service plans.

The *Budget Transparency and Accountability Act (BTAA)* provides the legislative framework for planning, reporting and accountability (http://www.qp.gov.bc.ca/statreg/stat/B/00023_01.htm). Under the BTAA, ministries are required to make public through three-year service plans their intentions including goals, objectives and expected results, in addition to financial information, and are required to report on their actual results through annual service plan reports to enhance government accountability for results and the use of public resources.

The service plan required by the BTAA is intended to be a high level document to facilitate the public's understanding of the core businesses of each ministry, the resources it employs and the results it expects to achieve. Service plans are part of a larger performance management and accountability process that covers planning, measuring performance and reporting. It is intended that the ministry has comprehensive operational/business plans for internal use and that the high level service plan is not expected to discuss every aspect of a ministry's business.

"The information contained in a service plan and annual service plan report under this Act for one organization must be readily comparable to information contained in the service plans and annual service plan reports of other organizations to which this Act applies". *BTAA* (section 19.3.b.)

The purpose of these *Guidelines* is to advise ministries of the form, content and the development schedule of the ministry service plan, in order to ensure consistent quality, format and content across ministries. Ministries are expected to meet these content requirements in order to achieve comparability among ministry service plans. The *Guidelines* provide criteria for developing and presenting goals, objectives, strategies, performance measures and targets. Ministry service plans must follow the format and use the terminology contained in these *Guidelines*. The Service Plan Check List, provided in appendix 1 to the *Guidelines*, identifies the service plan document structure to be adhered to.

While, it is recognized that there is a very condensed development time provided to meet the September 14, 2005 budget date, it is anticipated that service plans will be receiving greater scrutiny in the legislature during the *Estimates* process compared to recent years. It is urged that updated 2005/06 service plans are prepared with this in mind.

Service Plan Guidelines

Service plans are intended to be high level documents focusing on ministry core businesses, key goals, objectives, intended results and targets. The assumption is that Ministries have more detailed internal operating/business plans at ministry, divisional and/or branch levels to support the high level ministry service plans.

1.2 Highlights of Pointers Pertaining to the Service Plan Update

On February 15, 2005, 2005/06 – 2007/08 service plans and the 2005/06 Government Strategic Plan were tabled in the Legislature. These plans are to be updated and tabled on September 14, 2005. Updated plans will incorporate the *golden decade goals*, the priorities of the new term of the government, and the June 16, 2005 reorganization of the government.

Significant changes from the February 15, 2005 service plans are as follows:

- Updated 2005/06 service plans will link to the *five Golden Decade Goals*,
- Ministries should keep in mind the need to keep service plans concise and to use plain language so that service plans are accessible to the general public. At the same time, providing more flexibility in preparing service plans, page restriction of not to exceed a maximum of 20 pages is removed,
- Planning Context section reinstated,
- The single diagram linking government strategic goals with ministry mission, goals, objectives and performance measures is now modified into two tables/diagrams

1.3 Reviews

1.3.1 Service Plan Reviews

Government Caucus Committees (GCCs), Deputy Ministers Committee on Natural Resources and Environment (DMCNRE) and Deputy Ministers Committee on Social Development (DMCSD) will review and provide input on high-level overviews of measures and significant issues in ministry service plans (a powerpoint template for this high-level overview will be provided to ministries by July 25). The contact organization for ministry specific information on these reviews is the Strategic Policy Secretariat (see appendix 4).

1.3.2 Cross-Ministry Reviews

Ministries are required to discuss their draft service plans with other ministries to address potential overlaps and to ensure that the actions of one ministry do not have unanticipated negative impacts on another, and to make sure that crucial issues are not missed. The cumulative impact of different programs should not lead to unanticipated impacts on a section or population group. This time, these reviews have heightened

Service Plan Guidelines

importance due to the extensive reorganization of government the service plans have to incorporate.

1.3.3 Learning from Each Other

Ministries are encouraged to share their draft service plans with each other to learn from advancements made in planning and presentation. Since the service plan is essentially a budget document, care should be taken not to compromise the confidentiality of sensitive information.

1.4 Other Reference Resources

1.4.1 Auditor General's Review

The Office of the Auditor General assesses the annual service plan reports of ministries and Crown agencies and reports annually under the caption Building Better Reports (<http://bcauditor.com/AuditorGeneral.htm>). This document identifies examples of good practice and areas requiring increased attention. These reviews are as much relevant to service plans as they are to annual service plan reports. The assessment methodology, based on the BC's Reporting Principles and Criteria is available at the above URL under the title, "*Building Better Reports: Our methodology for assessing the Annual Service Plan Reports of Government*".

1.4.2 BC's Reporting Principles and Criteria

BC'S REPORTING PRINCIPLES

1. Explain the public purpose served
2. Link goals and results
3. Focus on the few, critical aspects of performance
4. Relate results to risk and capacity
5. Link resources, strategies and results
6. Provide comparative information
7. Present credible information, fairly interpreted
8. Disclose the basis for key reporting judgements

The Public Accounts Committee (PAC) endorsed¹ *BC Reporting Principles and Criteria (Principles)* in October 2003, as a basis for service plan and annual service plan report guidance and assessment, and the *Principles* have been adopted by government as

¹ "It is that this committee endorses the proposed BC reporting principles as a basis for service plan and annual service plan report guidance and assessment and encourages government and the Auditor General to revisit the principles at a future date to ensure that BC's reporting principles continue to reflect good reporting practices in Canada and internationally" – Hanzard, October 16, 2003 p. 29.

Service Plan Guidelines

such. PAC's intent is for the *Principles* to reflect good reporting practices in Canada and internationally on an ongoing basis¹. The *Principles*, published in the document "Performance Reporting Principles for the British Columbia Public Sector" (<http://bcauditor.com/AuditorGeneral.htm>), provide a general frame of reference to assist organizations in the preparation of service plans and annual reports. The *Principles* are intended to inform readers of service plans and annual service plan reports about a ministry's purpose, goals, intends and actual results, and to give readers greater confidence in the relevance and reliability of the information being provided. This document provides some examples of good practices and self-assessment criteria for each principle, and also a series of questions that can serve as a tool for assessing and improving the quality of performance planning and reporting (See Appendix 7).

The *Principles* are also designed to be a tool to help organizations in managing and reporting their performance throughout the planning and reporting cycle, and should be integrated into ongoing management practices.

The *Principles* and self-assessment criteria are adapted and incorporated by weaving them into the content and quality requirements of the annual service plan, particularly in sections 2.6 through 2.9. Ministries are required to incorporate the reporting principles into their service plans and annual reports.

It is recognized that some of the reporting principles are more challenging to report on than others. It may take several years to build the processes and structures necessary to fully incorporate these principles into performance management and reporting. The principle, **relate results to risk and capacity** has been particularly challenging to many. Appendix 6 provides more information on this principle to assist ministries.

1.4.3 Report on the Cross Government Performance Measurement Review

This review, conducted by the Office of the Comptroller General, was intended to help senior management ensure that ministries have effective performance measures in place, and to make recommendations on how they can be improved. Ten ministry service plans were reviewed against how well they are communicating ministry performance. The recommendations resulting from this review can be found in Appendix 2 of the review report. A convenient to use Performance Measurement Checklist for Service Plans is provided at the end of the report. A copy of this report is available from the Internal Audit and Advisory Services, Office of the Comptroller General (Attn. Frances Linguanti).

Helpful references in the development of service plans include:

- individual ministry annual service plan report assessment in the recent **Building Better Reports** publication,
- the self-assessment criteria contained in the *BC's Reporting Principles and Criteria (see Appendix 7)*, and
- **Report on the Cross Government Performance Measurement Review** by the Internal Audit and Advisory Services, Office of the Comptroller General.

1.5 Service Plan Publication and Format

The BTAA requires that the annual service plan for each ministry must be made public on the day the Budget and *Estimates* are presented (*i.e.* September 14, 2005) by tabling the documents before the Legislative Assembly and releasing them to the public. The production, release and tabling of the plans before the Legislature are discussed in this section.

Service plans are required to have a similar look and contain common basic elements, content structure and sequence to assist the public and legislators in reviewing these documents.

Ministry service plans must follow the prescribed common format, common content structure and sequence, and use the terminology contained in these *Guidelines*. The service checklist (appendix 1) demonstrates the document structure and sequence.

1.5.1 Publication

The Minister of Finance will table the service plans in the Legislature as a package. Printed copies are required for this purpose and for other budget day requirements. Service plans will also be published at the same time on the government's web site at www.gov.bc.ca and on the web sites of ministries, in an online format as well as in a printable, downloadable format. Online versions of the service plans will conform to the Government Internet Standards. Posting service plans on the web will be co-ordinated through the Public Affairs Bureau staff contact (see the contact list in Appendix 4), who will work closely with Queen's Printer staff and ministries.

The web will be the primary medium for distribution of the service plans. A limited number of printed copies are required to be produced by September 14, for tabling in the Legislature on that day, distribution to MLAs and other budget day purposes. These copies will be assembled in binders and distributed. The costs of desk topping, printing and the web version are to be borne by each ministry. Ministries should arrange with Queen's Printer for the printing of additional copies to meet their own needs.

1.5.2 Format, Style and Production Process

To produce a common look, service plans will be desk-topped at the Queen's Printer. The Queen's Printer staff will provide a template and accompanying instructions on their web site (<http://www.gp.gov.bc.ca/serviceplan>). This template will produce a MS Word document, which will be the source document that Queen's Printer will use to produce a desk-topped PDF version. The template will provide standard font, size, layout, page orientation and other format and style elements. The template is designed for single column "portrait" style page layout (use of multi-column format for text, and "landscape" layout for text or tables is not permitted, since it causes significant technical difficulties for printing and transfer to the Web, particularly for the HTML version). Sample pages will be available on the Queen's Printer Web site.

Service Plan Guidelines

The hard copy version for tabling in the Legislature on September 14, will be in black and white and the cover and title pages will not have any photographs. In some instances, ministries may need to print additional copies for wider distribution. The use of colours, colour photographs, charts or other special effects in the additional copies printed and the web version of the annual service plan reports is left to the discretion of each ministry, subject to instructions from the Public Affairs Bureau (PAB).

Production Process

During the production stage of the service plans, ministries will provide their service plans in MS word format (using the template) to the Queen's Printer contact (see Appendix 4) who will produce the printed version of the plan and the files for the web. Queen's Printer requires signed authorization from ministries for the use of the electronic signature of ministers in the service plans. Please note due to the condensed timeframe for the 2005/06 – 2007/08 Services Plans Update, Queen's Printer will not proofread service plan drafts. It is the responsibility of each ministry to ensure that drafts provided to Queen's printer are proofread.

Style

There is no standard cross-government reference for matters of style in government documents, other than for press releases, which follow the Canadian Press (CP) Stylebook. Ministries may want to draw on this reference, recognizing that government practice has tended to allow for more use of capitalization than the CP Stylebook recommends (CP Stylebook <http://www.cp.org/english/hp.htm>).

1.5.3 Approvals

The Minister (and Ministers of State where applicable) must approve the updated ministry 2005/06 - 2007/08 service plan prior to its publication. Therefore, ministries should allow sufficient time in the planning process for ministers to review and approve the service plan.

1.5.4 Ministry Service Plan Contacts

Ministries should provide the central agency contacts listed in Appendix 4 with the name of primary and secondary service plan contacts for each ministry by July 18, and keep all of the central agency contacts informed of any future changes in these ministry contacts.

1.5.5 Key Dates and Service Plan Process Timeline

- July 25 Ministries provided with the Powerpoint templates for presentations to GCC and Deputy Ministers committees.
- August 5 Completed Powerpoint Presentations e-mailed to Strategic Policy Secretariat.
- August 12 (a) DNCNRE and DMCSO review of service plan presentation.
(b) Final draft copies to Premier's Office, Strategic Policy Secretariat, QP, TBS and to Service Planning and Reporting Support..
- August 18 Service plan presentations supplied to committee members in advance of GCC meeting.
- August 22-26 GCC review - service plan presentations.
- Sept. 2-6 Second and Final proof back to QP and final signoff of desk-topped version.
- Sept. 14 Service plans tabled in the Legislature.

2. CONTENTS OF THE SERVICE PLAN

This chapter of the Guidelines identifies and describes the common contents of ministry service plan (see appendix 1 for detailed checklist of required content).

Ministry Service Plan Update 2005/06 – 2007/08 Required Common Contents

Cover and Title page

National Library of Canada Cataloguing in Publication Data

Ministry Contact Information

Common Table of Contents:

Message from Minister(s) and Accountability Statement(s)

Ministry Overview and Core Business Areas

Resource Summary

Strategic Content

Goals, Objectives, Strategies and Results

Related Initiatives and Planning Processes

2.1 Title and Cover Pages

All ministry service plans must have a formal title page. For 2005/06 - 2007/08 updated service plans, the following common title page content is to be used on all ministry service plan covers and title pages:

**MINISTRY OF _____
2005/06 - 2007/08
SERVICE PLAN UPDATE
SEPTEMBER 2005**

The title page must also include the provincial government logo (coat of arms); a sample of the title page is included in the sample pages available on the Queen's Printer web site.

The printed version of the service plans for tabling in the Legislature will not have any pictures on the cover for consistency of look. However, the version for public release may contain a cover that has elements unique to the ministry, such as a photograph. However, the cover should include the same elements as on the title

page (discussed above) although these can be reduced in size or relocated on the cover page.

2.2 National Library of Canada Cataloguing in Publication Data

The British Columbia Legislative Library registers documents with the National Library on behalf of all B.C. government organizations prior to publication. When a document is registered with the National Library and catalogued, an International Standard Serial Number (ISSN) is issued. It forms part of the National Library of Canada Cataloguing in Publication Data, broadening access to ministry documents. This cryptic block of information is usually printed at the front of a publication, either on the inside front cover or on the back of the title page.

Ministries are responsible for applying to the Legislative Library's Cataloguing Department (at 250-387-6506) for a new registration, or to verify an existing registration if the publication is part of an ongoing series, such as a previously registered service plan. Ministries should also check with the Legislative Library if there is a substantive change (e.g. ministry name) from one year to another, in a document that is already registered and forms part of an ongoing series.

2.3 Ministry Contact Information

It is common practice to provide readers with some level of ministry contact information in the ministry service plan. The level of contact information is at the ministry's discretion, but must include, at a minimum, identification of the ministry web site.

2.4 Table of Contents

The Table of Contents identifies the main standard components, all the level 1 headings, of the service plan. To assist the public and legislators reading these documents, all service plans will have a similar look and contain common basic elements and sequence.

2.5 Message from the Minister(s) and Accountability Statement(s)

Minister

It is normal practice to include a message from the minister, usually with a photograph. The message is the forum for the minister to communicate priorities, and acknowledge critical opportunities and challenges. A crucial component of the Message from the Minister is the Accountability Statement.

All service plans must include accountability statements from ministers. Section 13 (4) (e) of the BTAA requires a statement that the responsible minister is accountable

Service Plan Guidelines

for the basis on which the service plan is prepared and for achieving the specific objectives in that plan, and provides for the minister's signature. The following is the prescribed text for the minister's accountability statement.

The Ministry of _____ 2005/06 - 2007/08 Service Plan Update
September 2005 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 August 31, 2005 (example date) have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

The Minister of Small Business and Revenue has additional individual responsibility for revenue results, under section 5 (2) of *Balanced Budget and Ministerial Accountability Act* (BBMAA), as specified by regulation of Treasury Board.

Minister of State

It is normal practice to include a Message from the Minister of State, usually with a photograph. The message is the forum for the Minister of State to communicate priorities, and acknowledge critical opportunities and challenges. A crucial component of the Message from the Minister of State is the Accountability Statement.

Where applicable, service plans must include accountability statements from ministers of state. For Ministers' of State, section 13 (4) (f) of the BTAA requires that the member of the Executive Council who has responsibility for expected results under BBMAA section 5.3 is accountable for them, and provides for the member's signature. Individual responsibility for results is specified by regulation of Treasury Board, in accordance with BBMAA section 5.3. Goals, objectives and performance measures corresponding to these results should be included in the ministry service plan. The standard wording required for the Minister of State Accountability Statement is as follows:

I am the Minister of State for _____ and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2005/06:

- (List of specifics as set by Treasury Board regulation)

2.6 Ministry Overview and Core Business Areas

This section explains the ministry role and functions, and how the ministry is organized.

Ministry Overview

The ministry overview is intended to provide a high level succinct description of what the ministry does, how and why. Its legislative mandate identifying briefly the key pieces of legislation that drive the ministry mission and programs, significant service partners and linkage with other ministries, and the recent government reorganization if applicable should be discussed here. Elements to be addressed include:

- Ministry legislative mandate,
- Recent reorganization if applicable,

Service Plan Guidelines

- What the ministry does (its primary business),
- Core services provided,
- How the service are delivered, how and why,
- Roles of its partners in the delivery of services and results achieved by them in contributing to the ministry achievements,
- Accountability relationships with its partners,
- Governance structure and ministry's role in contributing to an effective governance regime for partner service providers,
- Significant changes to ministry capacity and their implications, and
- Major ministry lead initiatives with cross ministry impact.

Ministry may find some of these elements are more appropriate to be addressed in the next subsection Ministry Core Business Areas and Structure.

Ministry Core Business Areas and Structure

Each ministry is comprised of a number of core business areas. Functions and programs are grouped into core business areas based on their commonality of role and purpose. Through the description of core business areas in this subsection, ministries must communicate to the public:

- key functions of each core business during the plan years,
- the purpose of these functions,
- who the customers are,
- Key programs and services provided to the public and how they are provided – brief explanation of programs and how they are delivered, by whom and the roles of partners in the delivery of services,

Principle to Consider:

Link resources, strategies and results

- Brief identification of key output, outcome and quality; and
- Resources (operating expenses and FTEs) planned for each core business area and the nature of results to be achieved.

A ministry organization chart or other descriptive corporate profiles is useful, particularly where a ministry provides a direct service to the public, or where it is important that the public be able to identify a key service contact position.

2.7 Resource Summary

This section of the service plan provides a summary of financial and FTE resources.

- It is required that the Updated 2005/056- 2007/08 Service Plans reflect the fiscal plans and FTE data for each plan year by core business area and ministry total.
- In addition it is also expected that ministries will provide 2004/05 base year data.
- The ministry totals for 2004/05 and 2005/06 will need to correspond to the amounts contained in the Updated 2005/06 *Estimates* and appendices to the *Estimates*.

Ministries must use the table on page 14 to summarize by core business area the resources to be used. The Treasury Board Staff recommends that ministries should

Service Plan Guidelines

have no more than six core businesses, including the core business Executive and Support Services.

If year to year comparable figures are available it is recommended to provide 2003/04 actual values, indicating expenditure trend.

Principles to Consider:

- Link resources, strategies and results
- Relate results to risk and capacity
- Provide Comparative information

In conjunction with section 2.6 Ministry Overview and Core Business Areas, ministries should briefly indicate the purpose of these expenditures and how the ministry goals and objectives will be achieved through these expenditures.

Significant potential resource

implications of risks and capacity issues can be also discussed here.

Display of Ministry Expenses by Goal\Key Objectives

Breakdown of ministry expenses by goal or key objectives will advance further the *linking of resources to results* in the annual service plan. Since the accounting systems generally collect and report costs by core business areas (by votes and sub-votes) and their subsets only, breakdown of expenses by goal or key objectives may not be practicable for many ministries. For ministries with sufficient one to one alignment (without too much overlap) between core business areas and goals the presentation of this information is more likely to be possible and therefore recommended. A chart of percentage breakdown by goal or key objectives is an option. Other ministries are encouraged to attempt high level estimate of approximate percentage breakdown of ministry expenses by goal or key objectives and display it graphically, e.g., in a pie chart

Ministries should also identify revenues and note significant fees and licenses, particularly if major changes are planned, with a link to the programs they fund. This information can be at a high level but the most significant fees and licenses, and those which have a significant impact on segments of the public, should be specifically mentioned.

Subsection for major capital projects, where applicable

Under the BTAA (Sections 8 and 14), ministries are required to disclose information concerning any commitment or anticipated commitment that exceeds \$50 million towards the capital cost of an individual project.

In addition, Section 13 (4)(c) of BTAA specifies that in relation to a project to which Section 14 applies; ministries must include the following information in their service plan:

- objectives of the project;
- costs and benefits of the project; and,
- risks associated with those costs and benefits.

A "commitment" includes the amount of any money, the value of any land, facilities, rights or other benefits, and the amount of any guarantee contributed or anticipated to be provided by the reporting ministry towards the capital cost of the project.

Service Plan Guidelines

RESOURCE SUMMARY

Core Businesses	2004/05 Restated Estimates ¹	2005/06 Estimates ²	2006/07 Plan	2007/08 Plan
Operating Expenses (\$000)				
Core Business 1				
Core Business 2				
Core Business 3				
Core Business 4				
Core Business 5				
Core Business 6				
Totals				
Full-time Equivalents (Direct FTEs)				
Core Business 1				
Core Business 2				
Core Business 3				
Core Business 4				
Core Business 5				
Core Business 6				
Totals				
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Core Business 1				
Core Business 2				
Core Business 3				
Core Business 4				
Core Business 5				
Core Business 6				
Totals				
Capital Plan^{3, 4} (\$000)				
Applicable Core Business(es)- Purpose(s)				
Totals				
Other Financing Transactions^{3, 5} (\$000)				
Applicable Core Business(es) - Purpose(s)				
Receipts				
Disbursements				
Net Cash Source (Requirement)				
Total Receipts				
Total Disbursements				
Total net Cash Source (Requirement)				

¹ The 2004/05 Restated Estimates must be consistent with the corresponding amounts in the Updated 2005/06 *Estimates*, which will be presented to the Legislature on September 14, 2005. Ministries should include a footnote to the heading "2004/05 Restated Estimates" that the "amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the Updated 2005/06 *Estimates*".

² The 2005/06 *Estimates* data must correspond to the Updated 2005/06 *Estimates*, which will be presented to the Legislature on September 14, 2005.

³ If any of these categories are not applicable, they may be deleted to conserve space.

⁴ For the "Capital Plan" section (former "Consolidated Capital Plan" section), the "Purpose" should identify the category of projects, for example 'Public Schools' or 'Colleges'. If the project is cost shared please indicate that. If there is only one item totals are not required.

⁵ For "Other Financing Transactions", the "Purpose" should identify the program, for example, 'Student Loan Program'. Do not include prepaid capital advances, which provide for amounts that have already been shown as Capital Expenditures. Amounts should correspond to the amounts in the Schedule "Financing Transactions - Loan Investment and Other Requirements" and the Schedule "Financing Transactions - Revenue Collected for, and transferred to, Other Entities" of the *Estimates*. If there is only one item, totals are not required.

Responsibility for Ensuring Consistency with the *Estimates*

Ministries (ministry Budget / Senior Financial Officers / management) are responsible for ensuring, prior to printing, the resource information and Resource Summary of the service plan are consistent with the Updated *Estimates, Budget and Fiscal Plan*.

SUCH Sector Resource Summary

(Applicable to the Ministries of Advanced Education, Education and Health Services only. If you have any questions on SUCH Sector Resource Summary the contact person is Hans von Hagen, Planning and Estimates Branch, TBS, (250)386-1935).

The ministry's Updated 2005/06 - 2007/08 Service Plan is required to include a separate resource summary table for SUCH sector organizations (e.g. schools, universities, colleges, health authorities and hospital societies) for which the ministry is responsible. In addition to providing a forecast of revenue, expense and net operating result information for fiscal years 2005/06 to 2007/08, the table should also include the financial amounts reported in the 2004/05 budget for comparative purposes.

While ministries are not required to separately disclose the financial results of individual entities within a particular sector, ministries are responsible for ensuring that the combined sector information reported in the resource summary table is consistent with that provided by the individual SUCH sector entities. The table should adhere to the format provided below and be inserted directly following the ministry resource summary table. Footnotes should be used where further clarification on the information provided is required.

Description (e.g. name of particular sector)	2004/05 Budget	2005/06 Plan	2006/07 Plan	2007/08 Plan
Combined Income Statement (\$000s)¹				
Total Revenue				
Total Expense				
Operating Results.....				
Gain (Loss) on sale of capital assets (if applicable).....				
Net Results				
¹ This combined income statement includes estimates from <i>(enter number and name of sector entities here; e.g. 60 school districts)</i> . Numbers do not include the eliminating entries required to consolidate these agencies with the government reporting entity.				

2.8 Strategic Context

This section explains the public purpose served by the ministry, values and principles guiding it, and external and internal factors influencing its planning and operations.

2.8.1 Vision, Mission and Values

Vision

A vision statement is a clear, concise and compelling picture of the ministry's preferred future. This preferred future must be sufficiently challenging to motivate and inspire ministry employees and influence decision-making. To be credible the scope of the vision statement should be within the broad boundaries of the ministry's mandate and potential capabilities.

The vision statement, which may be accompanied by an explanatory paragraph, should address succinctly these questions:

- What will the province be like if the ministry's goals are achieved?
- What are the ministry's aspirations as an organization?
- How does the ministry wish to be known or seen by its clients, customers, and constituents?

Example:

"... a province of healthy children and responsible families living in safe, caring and inclusive communities."

Ministry of Children and Family Development- Service Plan 2003/04 - 2005/06

Mission

The mission statement provides the reason for the ministry's existence, in a concise manner. It identifies what the ministry does, why it does it and for whom. It also reminds everyone - the public and other government entities - of the unique purposes promoted and served by the ministry. A ministry's goals, objectives and strategies must be consistent with its mission statement. In turn, the mission must logically lead to realization of the ministry vision.

The mission statement, which may be accompanied by an explanatory paragraph, should shed light on these issues at a high level:

Principle to Consider:
Explain the public purpose served

- What is the ministry's reason for being / purpose?
- Who are its clients and beneficiaries?
- What needs of the public are to be met?
- What key services are provided to the public and the intended results?
- What are the key functions of the ministry?

Example

"Protect and manage our public forests for the sustained benefit of all British Columbians."

Ministry of Forests- Service Plan 2004/05 - 2006/07

Service Plan Guidelines

Values

The value statements are the expression of the ministry's core values or fundamental beliefs. They define the ministry's management style, organizational values and rules of personal and organizational behaviour.

Value statements and the accompanying description must address the following issues:

- What are the ideals, ethics or standards guiding the ministry's conduct?
- What are its business principles *and how they manifest in the way the ministry conducts its business?*

Example:

"The ministry is committed to the following values regarding organization and staff behaviour:

- *Professional and high-quality client service;*
- *Respect for the opinions and values of others, treating each other and those we serve with fairness, dignity and compassion;*
- *Excellence as responsible stewards of the environment;*
- *A diverse workforce that is welcoming and inclusive;*
- *The highest standards of dedication, trust, cooperation, pride and courtesy;*
- *Teamwork to support each other and work together across divisional and geographical boundaries;*
- *Balancing personal and workplace expectations;*
- *Communicating our expectations and decisions while being receptive to ideas regardless of origin; and*
- *Leadership and responsive management in a changing environment."*

Ministry of Sustainable Resource Management- Service Plan 2003/04 - 2005/06

Ministry vision, mission and values should be consistent with the government's vision and core values stated in the current Government Strategic Plan.

2. 8.2 Planning Context and Key Strategic Issues

Principles To Consider:

- Relating results to risk and capacity
- Linking resources, strategies and results)

The planning context section should identify and document ministry's external risks and opportunities, internal strengths and weaknesses, and capacity issues. (Appendix 6 presents more information on risk and capacity.)

- External risks and opportunities are the potential economic, social, cultural, demographic, environmental, political, legal, governmental, technological, and competitive trends and events that could significantly harm or benefit the ministry in the future. Risks and opportunities that could affect partner organizations should also be considered.
- Internal strengths and weaknesses refer to ministry activities that it performs especially well or poorly. Areas of internal strength and weakness may include

Service Plan Guidelines

management structure, expertise, legislative mandate, mode of service delivery, resources, partnerships, public/customer confidence and information systems.

- Capacity refers to the ability of a ministry to achieve its future intended results with its current combination of authority, funding, people, and infrastructure (including assets, systems and processes). Capacity issues include internal factors such as staffing and funding levels, technology, etc. that could have an effect on performance.

The planning context section of the service plan, in addition to listing all significant internal and external risks and opportunities and capacity issues that could significantly affect planning or performance, must also discuss at a high level, how the ministry plans to address the identified risks, opportunities and capacity issues. Any changes to a ministry's mandate and related strategic shifts being implemented over the planning period must also be discussed in this section.

Note: In order to reduce duplication in service plans, ministries should only document high-level risk and capacity issues in this section. The specific activities ministry intends to take to manage risks and capacity issues and to exploit opportunities should be documented in the next section, Goals, Objectives, and Results. Significant potential resource implications of risks and capacity issues can be discussed as appropriate in the Resource Summary section of the service plan.

Another crucial component of the planning process is the identification of key strategic issues - the major trends and forces that are likely to have an impact on a ministry's planning in the next three years. Identification of key strategic issues should be based on an assessment of recent actual performance, the anticipated future external environment, and the ministry's strengths and weaknesses. Ministries should provide a high-level, brief explanation of each key strategic issue in this section of the service plan.

2.9 Goals, Objectives, Strategies and Results

The performance planning elements in the service plan, goals, objectives, strategies, performance measures and targets for results must focus on the critical aspects of

Principle to Consider:
Few critical aspects of performance

ministry role and priorities. The service plan is the high-level business plan for the ministry, as well as a public document directed to the public and legislators. Therefore, the service plan must focus on what is important to the intended users and aspects of performance that the government judges as critical to

the organization's success. Clear linkage among these performance planning elements and government's strategic goals and objectives is pivotal to effective service planning and the understanding of it by the public.

2.9.1 Ministry Goals and their Linkage to Government Strategic Goals

The purpose of this subsection is to convey how the ministry service plan supports government's *Five Golden Decade Goals*. This subsection displays succinctly the linkage between applicable ministry goals and objectives, and government's *Five Golden Decade Goals*. The recommended format for this subsection is a table if appropriate for the ministry. (*Illustrative table in Appendix 2*).

2.9.2 Ministry Performance Plan Summary

A table displaying ministry mission, goals, objectives and performance measures is required (*Illustrative table in Appendix 2*). The table is designed to show at a glance what the ministry is planning to achieve and clear line of sight from ministry mission through its goals, objectives and performance measures.

<p>Principle to Consider: Link goals and results</p>

2.9.3 Performance Plan

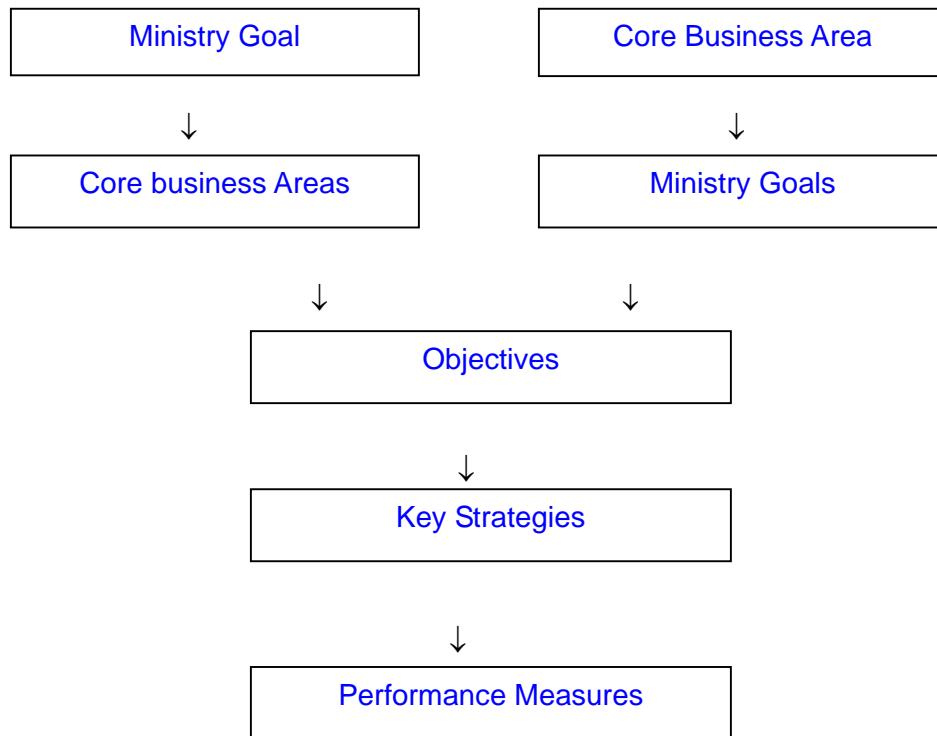
Planned accomplishments or results must be presented in the context of goals, core businesses and objectives. Goal level measures are recommended and objective level measures are mandatory. This subsection must present the following components:

- ministry's goals,
- identification of related core businesses areas,
- objectives,
- key supporting strategies,
- performance measures,
- benchmarks (if used),
- past performance – trend line, and
- targets for results.

In presenting this information, ministries must use the logic and the general sequence of the schematic provided below. The purpose of this standard sequencing of performance planning components is to provide a clear line of sight between goal and results, with all the key elements in between, providing clarity of how the goals and objectives are going to be achieved and the role of each core business area in it.

Ministries have the option to organize this subsection either by starting with a goal followed by core business areas that support this goal or, alternatively, starting with a core business area followed by goals pertaining to this core business area.

Service Plan Guidelines



For every component of this subsection of the service plan a set of criteria/standard elements is provided as tools to assist in their development and reporting so that they will be consistent with the following BC Reporting Principles:

Principles to Consider:

- Few critical aspects of performance,
- Relate results to risk and capacity,
- Link resources, strategies and results,
- Present credible information and fairly interpreted,
- Provide comparative information, and
- Disclose the basis for key reporting judgements.

The Auditor General's review of the annual service plan reports will be based on the BC Reporting Principles and Criteria. It is recognized that the sets of criteria/standard elements are fairly extensive and it will be particularly challenging to fully meet them in some cases due to the very short window of time allowed for the development of service plans this time.

2.9.3.1 Goals

Setting goals provides the ministry with a strategic direction and a planned destination. Well-crafted goals and objectives support the ministry's vision and mission, and are structured in such a manner their achievement can be clearly assessed.

Service Plan Guidelines

Goals

Goals are the end results/outcomes that the ministry wants to achieve in fulfilling its vision and mission. Goal statements define goals and are intended to be outcome oriented, succinct, realistic and achievable. The outcome envisioned must be measurable.

The goal statement provides direction but not how to get there. The accompanying description of the goal should indicate what issue is being addressed. The progress in or the ultimate achievement of goals must be ascertainable. A general descriptive statement of a desired future is a vision rather than a goal. Goals must be concrete end result/outcome statements. The use of adjectives and conditional terms (such as excel, best) in the goal statement makes the outcome unclear. Goal statements must answer these questions:

- What outcome is sought by the goal?
- What strategic issue is addressed by the goal?, and
- What performance concept (result) in the goal is measurable?

Goals should be stated in a way that clearly communicates the outcomes to be achieved. Goals should not be stated as activity statements e.g., "To establish", rather they should be stated as the expression of intended consequences of such activities.

Example of Goal Statement:

"BC Employment and Assistance clients achieve independence through sustained employment"

Goals should be realistic and achievable in the context of the ministry's role and resource constraints. The preference is that goals should be limited to what the ministry has considerable influence over. Long-term societal goals are often beyond the capacity of a ministry and therefore more appropriate as government-wide goals. In such cases, ministries should identify the relevant component of the overarching societal goal it can achieve as the ministry goal.

The following criteria/standard elements are provided to guide ministries in presenting goals, and must be addressed concisely in the service plan.

Principles to Consider:

- Explain the public purpose served,
- Few critical aspects of performance,
- Link resources, strategies and results,
- Relate results to risk and capacity, and
- Disclose the basis for key reporting judgements

- definition of each goal and objective,
- explanation of the goal in a way that the reader can easily comprehend it,
- how will it be known whether and when the goal is achieved - the measurable performance concepts of the goal (A goal level performance measure is strongly suggested, if possible. For some of the outcomes more precise targets, other than improve/decrease, may not be feasible),
- the reason for the goal and what the achievement of it means to the public or

Service Plan Guidelines

- in other words why the goal was selected and why it is important to the public,
- the degree of control the ministry has in achieving the goal and objective, and if it is a shared goal, the role of other parties,
- significant upside/downside risks and capacity issues related to realizing the goal as planned,
- where necessary, the degree to which goal addresses the overall system, where the ministry relies on alternate delivery methods,
- linkage of goal to core businesses, and
- resources earmarked to achieve the goal (if the financial data permits a high level estimate).

Linkage of Goals and Core Business Areas

Ministries are required to identify core business areas supporting each goal.

The sequencing of goals and core business areas should facilitate the linkage between them and with objectives. It is noted that goals are sometimes supported by more than one core business area, and a core business area may support more than one goal.

However, care should be taken that these crossovers or overlaps do not make linkages with performance measures and resources unduly complex.

2.9.3.2 Objectives

Objectives are concise, realistic, results-oriented statements of what service results a ministry or core business area achieves, usually in the short term, on the way to accomplishing its goals. Objectives must be stated in a way that clearly communicates what is to be achieved and measured or assessed, and when, although not stating how to achieve them.

Objectives should:

- be phrased as result statements and not as activity statements.
- have clearly stated concrete measurable results.
- must answer the following questions:
 - What specific results or aspects of the outcome the objective is seeking?
 - What is being measured?
 - When can you expect to see the results?(e.g., instead of stating the objective as "enhanced financial viability" state it as "a net profit position in three years").
- be adequate in aggregate to achieve their corresponding goals.

The following criteria/standard elements are provided to guide ministries in discussing objectives and the service plan must address them concisely.

Principles to Consider:

- Explain the public purpose served,
- Relate results to risk and capacity,
- Present credible information fairly interpreted, and
- Disclose the basis for key reporting judgements.

- definition of each objective,
- explanation of the objective in a way that the reader can easily understand it,
- the reason for the objective and what the achievement of it means to the public or in other words why it was selected and why it is important to the public,
- clarity of how the achievement of the objective contribute to the realization of the

Service Plan Guidelines

- goal,
- the degree of control the ministry has in achieving the objective,
- significant upside/downside risks and capacity issues related to realizing the objective as planned,
- where necessary, the degree to which the objective addresses the overall system, where the ministry relies on alternate delivery methods,
- linkage of goals and objectives, and
- resources earmarked in the plan to achieve the objective (if the financial data permits a high level estimate).

2.9.3.3 Strategies

Strategies are succinct, high level statements indicating the actions that describe how objectives are to be achieved. Goals and objectives are managed through strategies. Therefore, strategies must have underlying measurable performance concepts and should indicate how the strategies influence the achievement of objectives.

Example of relationship between goals, objectives and strategies.

Goal	Objective	Strategy
BC Employment and Assistance clients achieve independence through sustained employment	<i>Clients acquire specific job skills through targeted training for employment</i>	<i>Training for jobs program.</i>

Standard elements to be addressed briefly include:

- description of key strategies to be undertaken,
- explanation if any key strategies of past year were dropped or substantially changed, and
- how the strategies lead to the achievement of the objective.

Performance Measures

Performance measures indicate how a ministry is doing, and the ministry's degree of success in achieving its goals and objectives. They are the measured consequences of the strategies planned and resources expended. Ministry should focus on developing performance measures for areas in which it has particular responsibility or a major influence. The public wants to know what is being achieved, the level of service provided, the quality of service and the level of cost efficiency. In short, performance measures must demonstrate the ministry's effectiveness and level of service delivery.

Service effectiveness can be measured along three dimensions: outcomes (client, societal or physical), quality and efficiency, and client satisfaction.

Service levels can be measured with output measures or other measures of service levels, which express quantitatively the level of service being provided. Other measures of service levels include geographic or demographic coverage, distribution or availability.

Outcome (or results) measures are generally of more interest to the public. Therefore, ministries are encouraged to develop outcome measures as much as possible. Where use of outcome measures is not immediately possible, a good balance of output, quality

Service Plan Guidelines

and efficiency measures is recommended, as these leading indicators give the reader indication of the progress being made.

Outcome Measures Outcome measures, measure the intended physical, societal or client results, consequences or changes in (or impact on) conditions, behaviours or attitudes that indicate progress toward achievement of a program's goals and objectives. Outcomes may be immediate, intermediate or ultimate. An "ultimate" outcome being the definitive realization of the goal.

Immediate outcomes, the direct and immediate effect of outputs, may not be ends in themselves but necessary steps toward the desired intermediate and ultimate outcomes (e.g. number or per cent of students graduated from the program). Intermediate outcomes link the immediate and ultimate outcomes (e.g., number or per cent of graduates finding employment within six months of graduation). Ultimate outcomes are the longer-term consequences (benefit, change or difference) of outputs (e.g., per cent of graduates remaining employed two years after graduation or lower unemployment rate for the graduates compared to non-graduates).

Output Measures Output measures, measure the level of service provided by a program *i.e.*, what directly came out of a program, service or activity and how much. Often, the measurable unit is a number, a percentage, or a ratio (e.g., the number of students receiving education through the K-12 system).

Output measures tell what the program actually did, how the program is doing in comparison with an output target. Outputs lead to outcomes. As a leading indicator, this measure may indicate the potential (and the risks) for achieving the outcome targets.

Quality Measures Quality measures, measure the quality of service or output and how well the program is doing compared to quality targets (e.g. academic standards achieved by the student population).

As a leading indicator, this measure may also indicate the potential (and the risks) for achieving the outcome targets

Efficiency Measures Efficiency measures, measure the relationship between the amount of input (usually dollars or employee-time) and the amount of output or outcome of an activity or program (e.g. cost per student).

The primary use of efficiency measures is for internal operations improvement. However, the general public also wants to have an indication of how efficiently the government carries out its activities.

Balanced set of performance measures

Selection of performance measures must ensure that critical issues that concern the public and legislators and key aspects of performance are addressed. A balanced set of measures will:

- address important aspects of goals and core businesses and the ministry's progress toward all its stated goals, objectives and targets; and
- demonstrate the ministry's productivity or efficiency as an organization (an appropriate corporate level performance measure).

Service Plan Guidelines

Performance measures in service plans should include a mix of outcome, output, quality and efficiency measures as appropriate, and in that order. However, too many measures for an objective or goal may obscure the actual progress achieved; therefore, a few critical measures would suffice.

Ideal Number of Performance Measures

There is no "ideal" number of performance measures and ministries should be selective as to which and how many measures are included. Too many measures make it difficult for the reader to focus on the **few critical aspects of ministry performance**. For the service plan purpose it is not necessary to have measures for strategies. However, the reader must be able to assess the progress in achieving each goal and objective.

Every objective must have a corresponding measure. Ministries are strongly recommended to have goal level outcome/key indicator measures for every goal; however, they are not mandatory since some goals may not yield themselves to timely measurement. Focus should be on the **few critical aspects of performance** that are of interest to the public, external stakeholders and legislators. The selection criteria should be usefulness, quality, timeliness, balance, and what is most likely to be of interest to the public.

"just the right amount of performance information (Prescribing the exact number of measures to report would be misguided. However, many large and complex organizations have been able to distil the essential elements of their performance down to 20 to 25 measures)"

Source: Building Better Reports - Our Methodology for Assessing the Annual Service Plan Reports of Government, Auditor General of British Columbia, page 6

Changing Performance Measures

If a measure used in previous year no longer meets the applicable criteria and is found to have significant shortcomings, it should be changed. In the event a measure is found to have significant shortcomings and is therefore changed after the release of the service plan, the change should be explained in the annual service plan report. Baseline data should be developed for the new measure as required.

Performance Measure Criteria/Standard Elements

The following criteria/standard elements are provided to guide ministries for the presentation of performance measures and they must be addressed in the service plan concisely:

Principles to Consider:

- Link goal and results,
- Link resources, strategies and results,
- Present credible information fairly interpreted, and

presented compared to previous year(s),

- the rationale for the performance measure chosen or in other words why this particular measure,
- changes in the way performance is measured or

Service Plan Guidelines

- clear linkage of performance measures to objectives, core business areas and goals,
- explanation of what is being measured, to enable the public to understand what the measure means,
- explanation of how the achievement of the performance measure target relates to the achievement of objectives or goals,
- how the actual results are measured (who, how and when),
- data source identified, and
- how the performance information will be compiled and its reliability and limitations.

Additional Quality Control Standards Checklist for Performance Measures

If any of the measures substantially fails to meet any one of the following criteria please indicate so with an explanation of why this measure is being used and what steps are being taken to improve the measure or replace it.

- measures what it purports to measure,
- succinct - avoids jargon and vagueness,
- timeliness of results data,
- the measure is generally accepted and reasonable,
- consistency, from one year to the next,
- reasonably complete,
- free from significant omissions and are accurate,
- independently verifiable and
- statistically reliable.

It is recognized that in some cases performance measures may still be in development. In such cases, the ministry should note that fact and indicate when the information will be available.

When developing service plans, ministries should be aware of the need to report actual results in comparison with the expected results in the subsequent annual service plan report.

2.9.3.5 Targets

Targets for results express pre-set quantifiable performance levels or milestones to be attained at a future date. They help the reader to assess whether the level of achievement is satisfactory. Targets should be reasonably challenging and should not be set just to the safe minimum level of performance.

Ministries must have targets (or expected results) for every performance measure in the service plan. Exceptions must be explained along with an indication of when the targets will be made available.

Annual targets must be set for each year the performance measure is applicable and presented along with appropriate base values and trend. However, where outcomes are not observable in the three-year period of time, longer term (perhaps for five to ten years into the future) targets can be specified. In such cases other results targets must be used to track progress (e.g., outputs, milestones, etc.).

In some cases variable targets, targets varying with an independent variable (e.g., tax revenues varying with change in GDP or consumer spending) may have to be

Service Plan Guidelines

considered. Also, when programs have major uncertainties that could affect the desired outcome, it is acceptable to use variable targets or target ranges. In cases where it is difficult to quantify a specific result, it is reasonable to set milestones (time targets for outputs or service quality) which provide the reader with an indication of ministry service intent and its progress toward implementing actions.

The performance measurement system and the planning process should be closely related so that the targets in service plans are consistent with funding and capacity.

Presentation of performance targets and their discussion in the service plan should address the following criteria/standard elements concisely:

Principles to Consider:

- Provide comparative information
- Present credible information fairly interpreted,
- Disclose the basis for key reporting judgements
- Link goal and results, and
- Link resources, strategies and results.

- past output/outcome levels, their trends over the years or benchmarks provide a starting point for setting future targets. They also help the public to assess the reasonableness of the targets, whether the performance is improving, deteriorating or remaining unchanged, and whether the targets are ambitious, mediocre or attainable,
- explanation of how the target was selected and the rationale,
- targets and their base values need to be logically sound, and measure reliably what they are intended to assess,
- explanation of lag time that may occur in some cases before the outcomes are expected to occur or become measurable, and
- explanation of significant changes from the previous service plan targets.

2.9.3.6 Framework for Presentation of Performance Information

Ministries should demonstrate the links that flow from the goals and core business areas through the objectives, key strategies, performance measures and targets for results to the operating and capital resources employed. (Operating and capital resources employed are displayed by core business area in section 2.7, Resource Summary)

Information pertaining to plan targets must be presented in readily comparable manner using trend information or benchmarks, where applicable.

Multi-year formats incorporating relevant baseline information drawn from previous periods indicating the change in performance over time is the suggested approach where feasible. Ministries are encouraged to use trend lines, benchmarks and other information to provide context for the targets planned.

Service Plan Guidelines

Ministries are encouraged to use trend lines, benchmarks from organizations with similar roles and other comparative information to provide context for the results targets presented. Targets gain credibility only in relationship to baseline (current or historical level of achievement) or benchmarks. Also, baseline or benchmarks can be useful substitutes for targets as reference points, where targets are not yet developed (See Appendix 5 Baselines and Benchmarking). Multi-year formats incorporating relevant baseline information drawn from previous periods indicating the change in performance over time or the use of benchmarks are the suggested approach. Historical data of even one year prior to the plan year provides useful contextual information.

This information could be presented in tables or charts. When charts are used, ensure that the comparison between actual results and plan targets is made clear. Following are examples of format for the preferred multi-year table and the plan-year-only table with benchmark.

Goal
Core Business
Objective
Key Strategies

Multi-Year Tables (Typically used when measures have been in place longer than the reporting year)

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2006/07 Target	2007/08 Target
Performance Measure	XXX	XXX	XXX	XXX	XXX	X

OR

Performance Measure	Year	Actual	Target
	2007/08		xxxxx
	2006/07		xxx
	2005/06		xxx
	2004/05	xxx	
	2003/04	xxx	
	2002/03	xxx	

Plan-Year-Only Table with Benchmark

Performance Measure	Benchmark	2005/06 Target	2006/07 Target	2007/08 Target
	xxxx	xxx	xxxxx	xxxxx

If the 2004/05 actual information is significantly different from the target for 2004/05 that was given in the 2004/05 - 2006/07 service plan, an explanation must be provided.

Performance measures and targets must be organized and displayed by their corresponding goals, core business areas and objectives in the service plan, preferably in a combination of paragraph, bullet and table form.

2.10 Related Initiatives and Planning Processes

2.10.1 Regulatory Reform

To build on the strong foundation and success of the *New Era* commitment to cut red tape and reduce regulatory requirements by one-third in three years, ministries are required to address the following regulatory reform objectives in their service plans:

- maintain their June 2004 baseline regulatory count through 2007/08,
- demonstrate commitment to controlling regulatory burden and regulatory quality through compliance with the Regulatory Reform Criteria set out in the Regulatory Reform Policy, and
- identify further regulatory reduction and regulatory reform opportunities over the next three years that will shift the ministry's regulatory climate to more cost-effective, results-based regulations that are more responsive to our fast changing world.

The cross-government target of a **0% increase** in regulations will be maintained through 2007/08.

Ministries are required to forward this subsection of their Service Plans to the Director, Regulatory Reform Office, by August 12, 2005.

2.10.2 Overview of Human Resource Plan and Information Resource Management Plan

Overviews of the Human Resource Plan (HRP) and the Information Resource Management Plan (IRMP) will be available on the ministry Website for access by external users. The required content of the overviews are discussed below.

Overview of Ministry Human Resource Plan (HRP) Instructions

Each ministry/agency is required to develop a HR Plan to meet the business and corporate HR requirements for government and their ministry/agency. In addition, a high level overview of the ministry/agency HR Plan relating their HR priorities in achieving Service Plan goals and objectives as well as the Corporate HR Plan goals is to be provided as part of the Service Plan and budget process to be available to the public.

The high level overview of the ministry/agency's HR Plan should demonstrate the integration and alignment between the Corporate HR Plan, the ministry/agency's HR Plan and Service Plan. This high level overview should be limited to no more than 2 pages and will be published on the ministry website and be accessible through the Related Planning Processes section of the ministry/agency Service Plan.

The Corporate Human Resource Plan for the Public Service of British Columbia, Fostering Excellence in Public Service

(http://www.bcpublicservice.ca/down/comm/corp_HR_plan_2004.pdf) provides focused direction and sets out clear accountabilities and expectations to ensure that its goals and objectives are supported at all levels of the Public Service. Deputy Ministers endorsed and

Service Plan Guidelines

are accountable for implementing actions to support the goals and objectives outlined in the Corporate HR Plan.

To assist ministries in meeting these requirements, additional instructions and a sample template have been provided in Appendix 8.

See Appendix 4 for the contact person for the HRP overview.

Overview of Ministry Information Resource Management Plan (IRMP) Instructions

Chapter 12 of the Core Policy Manual requires ministries to develop and publish annual (multi-year) Information Resource Management Plans (refer to the Ministry of Finance / Office of the Comptroller General's Web-site to access Chapter 12, Section 12.3.1 for details).

The IRMP is a separate stand-alone plan. However, the Chief Information Officer requests that ministries develop a high level overview of their IRMPs referred to in the Ministry Service Plan to highlight the alignment between Information Management, Information Technology (IM/IT) and the business requirements of the ministry. The Chief Information Officer also requests that Information Systems staff be involved when Service Plan deliverables are dependent on information technology or information management. This high level overview will be published on the ministry Website under the heading of Service Plan, Related Planning Processes. This overview is intended to improve the integration of the ministries' IRMPs with the service plans and information technology capital review processes. This overview should be limited to no more than two pages and relate the ministry's IM and IT direction and goals to the ministry's business objectives, comment on how the IRMP supports the government's IM/IT goals, list significant investments or service enhancements and highlight initiatives that involve sharing with others. Appendix 9 provides the instructions and examples for the preparation of the IRMP Overview.

See Appendix 4 for the contact person for the IRMP overview.

2.11 Appendix to Service Plan

Additional information or supplementary information related to the service plan may be placed in the appendix, so long as it would not make the combined document too long. Any large supplementary documents must be provided through the ministry website.

Glossary

Where there are a large number of sector specific terms that the general public is not likely to be familiar with, a glossary may be provided.

3. OTHER INITIATIVES

3.1 Risk Management

Government has adopted an Enterprise-wide Risk Management tool for decision making processes for planning, major projects, programs and investments. Ministries should include as appropriate, the risk management approach in the development of their service plans.

3.2 Cross Ministry Initiatives

Successful planning and execution of cross ministry initiatives is a high priority. Ministries are required to show leadership and cooperation in the planning, execution and monitoring of cross ministry initiatives, such as air quality and services to children, and incorporate in the service plan objectives and performance measures as appropriate. Ministries are to work together in the planning process to ensure responsibility and accountability for strategies and results are assigned, overlaps avoided and to make sure that crucial issues are not missed.

3.3 Client Centred Service Delivery

The Office of the Premier has sponsored the development of a framework to make government services more responsive to the needs of British Columbians. The *Framework for Client-Centered Service Delivery* is part of a government-wide shift towards making services more client-centered. Ministries are expected to work together to share information and resources, and coordinate service planning activities that affect regions, sectors, shared client groups, and government as a whole. For example, participation in Cross-Ministry Work Teams established in 57 communities throughout the province is strongly encouraged. More information on the *Framework* is available on the government intranet at <http://sdp.gov.bc.ca/default.aspx>.

4. APPENDICES

APPENDIX 1

Service Plan Checklist - Minimum Information Requirements

(Optional Components are Identified as best efforts)

- Title of Plan and provincial Logo on the Cover
- National Library of Canada Cataloguing in Publication Data
- Ministry Contact Information
- Table of Contents
- Message from Minister(s) and Accountability Statement(s)
- Ministry Overview and Core Business Areas
 - Ministry Overview
 - Core Business Areas and Structure
- Resource Summary
 - Display of Ministry Expenses by Goal/Key Objectives (Best Efforts)
 - Major Capital projects
 - Resource Summary Table
 - SUCH Sector Resource Summary
- Strategic Context
 - Vision, Mission and Values
 - Planning Context and Key Strategic Issues
- Goals, Objectives, Strategies and Results
 - Ministry Goals and Their Linkage to Government Strategic Goals
 - Ministry Performance Plan Summary
 - Performance Plan
 - Goals
 - Objectives
 - Strategies
 - Performance Measures
 - Targets
- Related Initiatives and Planning Processes
 - Regulatory Reform
 - Overview of Human Resources Plan
 - Overview of Information Resources Management Plan

Appendix 2

Ministry Performance Plan Summary Tables Formats

Ministry Goals and Their Linkage to Government Strategic Goals

Optional Table (see note below)

Ministry Mission Henit vel ulputate feusim vulla feuis et, velenim venisl utat lum quat augait augue tat, quismodo odolor ing.		
Government Strategic Plan	Ministry	
Goals	Goals	Objectives
1. Henit vel ulputate feusim vulla feuis et consenismod.	← 1. Utat lum quat augait augue tat quismodo. Odolor.	← 1. Nonsed magnibh eugue dolupta tummod elit nonse magnit.
2. Modolore elit ut nonse magnit utpa dolupta tummod Utat lum.	← 2. Modolore elit ut nonse magnit utpa dolupta tummod.	← 1. Nonsed magnibh eugue dolupta tummod elit nonse magnit.
3. Met ipsuscul estissi utem dolortio.	← 3. Met ipsuscul estissi utem dolortio.	← 1. Volessed magna feummodip exercilit laorper sum dunt.
4. Met ipsuscul estissi utem dolortio.	← 4. Met ipsuscul estissi utem dolortio utpa dolupta tummod.	← 1. Nonsed magnibh eugue dolupta tummod elit nonse magnit.
5. Met ipsuscul estissi utem dolortio.	← 5. Met ipsuscul estissi utem dolortio utpa dolupta tummod.	← 1. Nonsed magnibh eugue dolupta tummod elit nonse magnit.

Note: A ministry has the option of using other ways of presenting the linkage if found more appropriate in its particular case.

Ministry Performance Plan Summary Table

Ministry Goals	Ministry Key Objectives	Measures / Targets (As appropriate)
<p>1. Facummy niam ing erciliquate et dolesecte volortis eugait.</p>	<p>← 1. Volessed magna feummodip exercilit.</p>	<p>← Sum dunt ut prat. Te feu feu facummy niam.</p>
	<p>← 2. Odolor ing eugiamcommy nonsed magnibh eugue dolupta tummod moduloret.</p>	<p>← Utat lum quat augait augue tat quismodo. Odolor ing eugiamcommy nonsed magnibh eugue erciliquate et dolesecte volortis eugait feusim vulla feuis et dolupta.</p>
<p>2. Magnibh eugue dolupta tummod modolore elit ut nonse magnit.</p>	<p>← 1. Henit vel ulputate feusim vulla feuis et dolupta.</p>	<p>← Utat lum quat augait augue tat quismodo. Odolor ing eugiamcommy nonsed.</p>
	<p>← 2. Te feu feu facummy niam ing erciliquate et dolesecte volortis eugait nit non magnibh.</p>	<p>← Odolor ing eugiamcommy nonsed magnibh eugue dolupta tummod. Utpat, volessed magna feummodip.</p>
	<p>← 3. Modolore elit ut nonse magnit utpa dolupta tummod nonsed magnibh.</p>	<p>← Nonsed magnibh eugue dolupta tummod elit nonse magnit. Tummod modolore elit nonsed magnibh eugue dolupta tummod modolore elit.</p>
<p>3. Utpat, volessed magna feummodip exercilit laorper sum dunt prat.</p>	<p>← 1. Magnibh eugue dolupta tummod modolore elit nonsed magnibh eugue dolupta tummod modolore elit.</p>	<p>← Odolor ing eugiamcommy nonsed magnibh eugue dolupta tummod modolore elit. Facummy niam ing erciliquate et dolesecte volortis eugait nit non magnibh erciliquate et dolesecte volortis eugait.</p>
<p>4. Te feu feu facummy niam ing erciliquate et dolesecte volortis rugue faccum noed.</p>	<p>← 1. Endigna commolor sequis el utate faccum nonsed magnibh eugue magnibh.</p>	<p>← Odolor ing eugiamcommy nonsed magnibh eugue dolupta.</p>

Appendix 3

2005/06 – 07/08 SERVICE PLAN UPDATE- TIMELINE

Time Period	Description of Activity
July 11	Release of preliminary instructions for the service plan update
July 14	Release of the Service Plan Guidelines (Draft)
July 15	Template instructions available on Queen's Printer Web site
July 20	Ministries to provide service plan ministry contact names to all central agency contacts listed in the Appendix of the Guidelines.
July 22	Ministry spending decisions finalized (as per 2005/06 Budget Process Timeline)
July 25	Ministries will be provided with a template for GCC's and Deputy Ministers Committees
August 5	Ministries to e-mail their completed, ministry approved PowerPoint template for GCCs and Deputy Ministers Committees review to Attn: Joan Easton, Strategic Policy Secretariat. Templates will be consolidated into one Service Plan presentation and provided to DMCNRE, DMCS D and GCCs for review.
Early August	Ministries to submit portions/sections of service plans (MS Word) to Queen's Printer for desk-topping, as they are available.
August 12	DMCNRE/DMCS D review of Service Plan presentation.
August 12	Ministries to supply: <ul style="list-style-type: none"> • Queen's Printer with final draft copies for desktopping (MS Word). • 1 hard copy to Attn: Joan Easton, Strategic Policy Secretariat and 1 hard copy to Premier's Office (Attn. DM, Strategic Policy, Natural Resources and the Economy); comments back to ministries by August 19. • 2 hard copies to Susan Ryan at Planning and Estimates Branch, TBS to review financial information; comments back to ministries by August 19. • An electronic copy to Jacob Mathew (Service Planning and Reporting Support) for review for consistency with the Guidelines. • E-mail the subsection of service plan for Regulatory Reform to the Director, Regulatory Reform Office
August 13 -18	Strategic Policy Secretariat will coordinate with ministries to reflect DMCNRE and DMCS D feedback in service plan templates.
August 18	Service Plan presentation to GCCs sent out to committee members in advance of meeting.
August 19 – 22	First proof to ministries. Due to the telescoped production time QP will not proofread, they will only scan for format. Ministries will have to proofread.
August 25	First proof back to QP.
August 22-26	GCCs review Service Plan presentation.
August 31	Second and final proof goes to ministries.
September 2 - 6	Second and final proof back to QP and final sign-off of desk-topped version
September 7-11	Service plans prepped for the web on a test site for ministry contacts to review online.
September 11-12	Hard copy of service plans printed and collated in binders.
September 11 – 12	Quality Assurance testing of Central Web site and links. Service plan CD production.
September 14	Service plans made available for Budget day purposes and published on government and ministry web sites, in tandem with the Budget materials once tabled in the Legislature; hard copies of service plans distributed to MLA offices, etc. in binders; additional copies printed as arranged by ministries if required.

Appendix 4

CENTRAL AGENCY CONTACTS

Contacts Regarding These Guidelines and Service Plan Production

Service Planning and Reporting Support

- Jacob Mathew, (250) 356-5069
Jacob.Mathew@gems8.gov.bc.ca

Queen's Printer - Printing Agents

(Re: Format, Template and Printing Issues)

- Susan C. Taylor, (250) 356-6432
Susan.Taylor@gems4.gov.bc.ca

- David Chauvin, 250-387-5520
David.C Chauvin@gems8.gov.bc.ca

See next page for names of ministries assigned to each printing agent.

Public Affairs Bureau

(Re: Web Issues)

- Carolynn Hunter, (250) 387-5033
Carolynn.Hunter@gems1.gov.bc.ca

HRP Overview Contact

- Linda Tarrass, ADM, Hiring and Business Transformation, BCPSA
(250) 356-3090, Linda.Tarrass@gov.bc.ca

IRMP Overview Contact

- Vance Hanson (250) 387-9786 (not yet confirmed)
vance.hanson@gems1.gov.bc.ca

DMCNRE , DMCS D and GCC Review/Presentation

- Joan Easton, Strategic Policy Secretariat
- Carolyn Kamper, Strategic Policy Secretariat
- Suasa Brown, Strategic Policy Secretariat

NOTE:

It is requested that ministries provide the name of their 2005/06 to 2007/08 service plan primary and secondary contacts to all of the above named central contacts as soon as possible. This will expedite communications and information flow between ministries and the central area contacts during the production period.

The [Guidelines for Ministry 2005/06 to 2007/08 Service Plans](http://www.min.fin.gov.bc.ca/tbs/EPM_HOME/Guidelines.html) are available on the Ministry of Finance Intranet site at http://www.min.fin.gov.bc.ca/tbs/EPM_HOME/Guidelines.html

Appendix 4 Contd.

1. Office of the Premier	David Chauvin
2. Advanced Education	Susan Taylor
3. Agriculture and Lands	Susan Taylor
4. Attorney General	David Chauvin
5. Aboriginal Relations and Reconciliation	David Chauvin
6. Children & Family Development	Susan Taylor
7. Community Services	Susan Taylor
8. Education	Susan Taylor
9. Energy, Mines and Petroleum Resources	Susan Taylor
10. Finance	Susan Taylor
11. Forests and Range and Minister Responsible for Housing	Susan Taylor
12. Health	Susan Taylor
13. Employment and Income Assistance	David Chauvin
14. Labour and Citizens Services	David Chauvin
15. BC Public Service Agency	Susan Taylor
16. Small Business and Revenue	David Chauvin
17. Public Safety & Solicitor General	Dave Chauvin
18. Tourism, Sports and Arts	David Chauvin
19. Economic Development	David Chauvin
20. Agricultural Land Commission	David Chauvin
21. Transportation	David Chauvin
22. Environment	Dave Chauvin
23. Forest Practices Board	Susan Taylor

BASELINES AND BENCHMARKING

Baselines

A baseline is an actual result or a composite of an organization's past performance in a particular area that can be used to set future targets, or for comparison to other organizations. A baseline provides a starting point against which future progress can be assessed. Creating baselines has a number of advantages:

- A baseline provides a stable point from which to gauge changes within a line of business or program over time and provides evidence as to the organization's progress in achieving its planned outcomes; and
- A baseline provides a start point from which progress in new lines of business or new programs can be assessed; and

Baselines should have the following elements:

- The level of aggregation (e.g., program, department);
- The history and projection of future trends;
- Whether the baseline is static or dynamic (that is, whether the baseline is meant to reflect trends or will be adjusted over time);
- If necessary, the interval between planned updates and revisions; and
- The inclusion of sufficient information to identify, and make fully transparent, all assumptions made or external factors that may affect the baseline.

Example of a baseline:

	2003/04 Baseline	2004/05	2005/06	2005/06
Website visitors per month	3000	3300	3600	4000

Benchmarking

Benchmarking can be defined as a process of continuously comparing and measuring an organization or aspects of an organization against sector/industry leaders, with the objective of gaining information that will help the organization take actions and make changes to improve its performance.

Benchmarking looks at best practices, either within an organization, or in other organizations, and uses this as a reference point (benchmark) against which to assess present processes and future performance. The main objective of benchmarking should not be as a reporting tool, but as a management tool to achieve improvements in performance.

Internal benchmarking is when an organization explores and analyzes internal practices (within different departments or between past and present in the same department) in order to assess current levels of performance and to identify best internal practices that can be replicated in other program areas. External benchmarking is when an organization compares and analyzes the practices and processes of similar peer organizations with its own performance with the same objective.

An organization can benchmark processes, critical success factors and business practices.

THE BENCHMARKING PROCESS

The following is a suggested approach to creating benchmarks. Ministries will find that the process is not necessarily sequential, but the following steps will assist the process.

- 1. Identify what is to be benchmarked.** Identify the program, process, service, etc. to be benchmarked. In making this determination, the ministry should include such things as what would make the biggest improvement to customers, and what would make the most difference to cost and effectiveness. It should also consider priorities, risk areas and what areas of operations are most in need of changing.
- 2. Measure.** A ministry needs to measure the performance level of the program, service etc. to be benchmarked, document the process, and analyse the data. Consulting relevant literature and creating logic models will aid in this process.
- 3. Identify comparators.** Identify and select appropriate benchmarking partners. It is best if the organization selected is one that offers similar services, programs, etc. and is willing to share information. In choosing outside comparators, the ministry should consider what the relationship is with the other organization, how good that organization is at the activity to be measured, and whether it is legal and efficient to exchange information with them.
- 4. Access data and conduct the benchmarking study.** The ministry should access the required data and use it to compare its baseline to the benchmarking partner's performance. The ministry can then identify the gaps between the levels of performance, the reasons for the gaps (processes or business practices, geographic region, facilities, technology) and determine if the practices are suitable and relevant for replication. If suitability has been confirmed, the ministry can then set goals and targets from the identified benchmarking practice.
- 5. Action plan.** This is where a ministry can create and implement an action plan to make any required changes to the services, programs, etc. from the identified best practices. A ministry may want to identify a few core practices and adapt these into strategies etc. The ministry may also want to continue ongoing collection of benchmarking data.
- 6. Monitor, review, and modify.** A ministry should do this on a routine basis to verify that benchmarking goals identified were met. This routine review cycle will help to identify how well the ministry is doing and will allow it to continue to modify under-performing areas.

TIPS FOR EFFECTIVE BENCHMARKING

- ***Train people in the process of benchmarking, the specific approach the ministry is using, and the analytical tools required to analyze and present the data;***
- ***Make sure that confidential or sensitive information is not at risk;***
- ***Co-ordinate benchmarking with other parts of the ministry so as to avoid overlap or duplication of effort;***
- ***Communicate benchmarking results widely within the ministry; and***
- ***Document all benchmarking results in detail so that processes can be improved and lessons learned along the way are not lost.***

Sources of Benchmarking Information

Library databases

Internal reviews

Professional associations

Sector/industry publications

Sector/industry reports/trade publications

Annual reports

Sector/industry experts

University sources

Customer feedback

Supplier feedback

Telephone surveys

Internet

Original research

Sector/industry data firms

Newspapers or newsletters

Sector/industry contacts

Source: Crown Agencies Secretariat

RISK AND CAPACITY

Risk

Risk can be defined most simply as the chance of something happening that will have an impact on the achievement of planned objectives. It is measured in terms of its likelihood and its consequences.

All organizations face similar areas of risks; what is unique to each is the mix of risks, and their effect on the organization. Each organization, depending on the type of business it is in, has a specific corporate risk profile. Organizations need to consider both risks and opportunities (*i.e.* how potential opportunities can be exploited/acted upon).

There is no single risk management methodology that works for all organizations. Each organization should tailor existing methodologies to suit its circumstances. Best practices have established a number of conceptual frameworks that can be used to tailor a risk management process to help identify areas of potential risk. A good risk management plan deals with uncertainty, is aligned with corporate goals, and incorporates contingency plans.

Types of risk:

- o Organizational risk
- o Controllable versus uncontrollable risk
- o Involuntary versus voluntary risk
- o Industrial and natural risk
- o Internal versus external risk
- o Financial, political, operational or regulatory risk
- o Process or systemic risk
- o General versus specific risk or uncertainty

Sources of risk

- o Commercial and legal relationships
- o Financial (fraud, fines, theft of funds)
- o Health and safety (poor practices)
- o Economic circumstances (capital, exchange rates, interest rates, market share, competition, etc)
- o Human behaviour (strikes, riots)
- o Disease
- o Natural events (fires, earthquakes, floods, environmental factors such as pollution or soil contamination)
- o Political circumstances
- o Technological issues (obsolescence, viruses, input errors, loss of data, etc.)
- o Security (break and enter, vandalism)
- o Management activities
- o Individual activities

-
- o Specific project risks (costs, deliverables, timelines, approvals, etc.)

Steps to Identify and Manage Risks and Opportunities

1. Identify potential risks or opportunities through environmental scans, past experience, industry forecasts, staff consultation
2. Assess likelihood and magnitude/consequences of each identified risk or opportunity
3. Prioritise risks based on potential effect/significance. Consider which risks are significant enough to require action to reduce/mitigate potential exposure. Determine which risks are acceptable; the likelihood of occurrence; what can be done to reduce incidence and magnitude; and costs of control versus exposure. Consider whether the cost of mitigating is too high relative to the likelihood and magnitude of the risk occurring. Determine which opportunities are likely enough or significant enough to warrant developing strategies to exploit them.
4. Develop strategies to manage/mitigate/avoid/exploit risks and opportunities ruled significant/likely enough to influence results.
5. Identify which staff members should be accountable for monitoring and reporting risks, opportunities and effect on performance.
6. Service Plan disclosure - see below.
7. Monitor risk and opportunity occurrence, track effect on operations, and adjust procedures/plans as necessary.
8. Annual Report disclosure - disclose what risks materialized, what effect they had on performance, and what actions were taken to minimize, or in the case of opportunities, what actions were taken to take advantage of.

Capacity

Capacity is the ability of an organization to achieve its intended future results with its current resources. Capacity can also be defined as an organization's people, funding, authority and physical and intellectual infrastructure, including assets, systems and processes.

The first consideration, when assessing whether an organization has sufficient capacity to achieve its goals, is: are the resources and assets sufficient to handle planned activities? If not, the organization should determine what aspects of current or future capacity will affect or limit its intended results. An organization should also consider whether it has excess capacity in certain areas, and whether this capacity could or should be shifted to areas with higher priority.

Once a lack or imbalance of capacity has been established, the organization should consider what alternative actions should be taken to get objectives accomplished, or what trade-offs are necessary - what prioritisation of desired outcomes is required.

Service Plan Disclosure

Risks and Opportunities:

In the planning section, a ministry should document high-level risks and opportunities expected to affect the ministry during the planning period, how these risks and opportunities were identified, how their potential impact and likelihood was assessed, and briefly, how the ministry plans to address them. If the ministry has decided that the potential risk can be tolerated (because, for example, the cost of preventing is higher than the potential cost if the risk occurs), this should also be noted. Within the goals/objectives sections of the service plan, the ministry should describe what specific strategies are planned to deal with potential risks and opportunities.

Capacity:

The ministry should document what the ministry's capacity is to meet its intended future results and how it intends to increase capacity, if required, in the Planning Context section; and should describe strategies for allocating scarce resources/prioritising planned actions, etc. in the goals/objectives section.

WHERE TO GET MORE INFORMATION:

- Conference Board of Canada (<http://www.conferenceboard.ca>)
- Risk Management Branch (<http://www.fin.gov.bc.ca/PT/rmb/index.shtml#top>)

Source: Crown Agency Secretariat

BC Reporting Principles and Criteria

This module elaborates on what the public performance reporting principles for the BC public sector are, how they were developed, how they differ from the national reporting principles developed by CCAF-FCVI, and how they are intended to be implemented.

In January 2002, the Select Standing Committee of the Legislature on Public Accounts reviewed the December 2001 report of the Office of the Auditor General called *Building Better Reports - Public Performance Reporting Practices in British Columbia*. After this review, the Select Standing Committee of the Legislature on Public Accounts recommended that the government work with the Auditor General and legislators to seek consensus on the public performance reporting principles and the criteria that should be used for the B.C. public sector. The following set of eight principles was developed by a Steering Committee on Reporting Principles and Assurance, comprised of senior officers from the government and the Auditor General's Office of B.C., and was approved by the Public Accounts Committee of the Legislature in October 2003.

1. Explain the public purpose served
2. Link goals and results
3. Focus on the few, critical aspects of performance
4. Relate results to risk and capacity
5. Link resources, strategies and results
6. Provide comparative information
7. Present credible information, fairly interpreted
8. Disclose the basis for key reporting judgements

Self-Assessment Criteria and Examples

Included with the reporting principles are self-assessment criteria. The criteria elaborate on each principle and serve as a guide to incorporating the principles in a plan or report. Examples are also provided to show how other organizations have gone about incorporating the principles into their reporting.

BC's Eight Reporting Principles	
<p>1. EXPLAIN THE PUBLIC PURPOSE SERVED</p> <p>2. Link goals and results</p> <p>3. Focus on the few, critical aspects of performance</p> <p>4. Relate results to risk and capacity</p>	<p>5. Link resources, strategies and results</p> <p>6. Provide comparative information</p> <p>7. Present credible information, fairly interpreted</p> <p>8. Disclose the basis for key reporting judgements</p>
REPORTING PRINCIPLE	SELF-ASSESSMENT CRITERIA
<p>1. Explain the Public Purpose Served</p> <p>Public performance reporting should explain why an organization exists and how it conducts its business, both in terms of its operations and in the fundamental values that guide it. This is important to interpreting the meaning and significance of the performance information being reported.</p> <p>It is not just the raison d'être of an organization that matters in understanding its performance. How an organization delivers its programs, products and services is also key. Several ministries, for example, rely on contractors, private/public partnerships, and transfer payment organizations (such as schools, universities, colleges and health authorities) to deliver government programs, products and services. In these cases, achieving the ministry's goals and objectives is a collective, rather than individual, responsibility.</p> <p>The issue may be somewhat different for Crown corporations. Their governance structures and the roles and responsibilities of the various parties (board, government and the Legislative Assembly) are often complex. Moreover, Crown corporations must balance their public purpose with sometimes-competing business interests.</p> <p>Public sector organizations are expected to carry out their roles and responsibilities consistent with public sector values. In the conduct of public business, how you deliver your programs, products and services matters.</p>	<p>Overall, have you explained the public interest served through your organization, and how it conducts its business?</p> <hr/> <p>Have you adequately explained the organization's purpose, as derived from enabling legislation, and its mission?</p> <p>What are your core business areas and/or the principal markets you serve?</p> <p>Is it clear who you serve – the clients or stakeholders who rely on your programs, products and/or services?</p> <p>Have you provided an overview of the programs and services your organization delivers?</p> <p>Will the reader understand the governance structure of your organization – that is, its key reporting relationships, particularly those that are externally focused?</p> <p>In the case of subsidiaries, have you described how their mission is aligned with the mission of your organization?</p> <p>Have you explained how you deliver your programs, products or services through others? And how you ensure they deliver what you want?</p> <p>Is it clear that your organization is guided by public sector values in delivering its programs, products and services? E.g.:</p> <ul style="list-style-type: none"> ▪ in an ethical manner ▪ with fair access to business ▪ without personal benefit ▪ in accordance with professional conduct <p>Have you explained any other factors that are critical to understanding your performance?</p>

Examples to Consider:

BC Buildings Corporation, Service/ Strategic Plan 2002 – 2005

http://www.bcbc.bc.ca/Corporate/Service-Strategic_Plan/Service-Strategic_Plan_2002-05.pdf

See pages 3 to 5, good explanation of organizations mandate, vision and mission, core services and core values that guide organization.

Treasury Board of Canada Secretariat Health CDA Departmental Performance Report 2000-2001

http://www.tbs-sct.gc.ca/rma/dpr/00-01/HCan00dpr/hcan0001dpr01_e.asp

See Section II: Departmental Overview. Provides good description of how Health Canada conducts its business and identifies and explains its core services and core business areas.

Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.

BC's Eight Reporting Principles	
<p>1. Explain the public purpose served</p> <p>2. LINK GOALS AND RESULTS</p> <p>3. Focus on the few, critical aspects of performance</p> <p>4. Relate results to risk and capacity</p>	<p>5. Link resources, strategies and results</p> <p>6. Provide comparative information</p> <p>7. Present credible information, fairly interpreted</p> <p>8. Disclose the basis for key reporting judgements</p>
REPORTING PRINCIPLE	SELF-ASSESSMENT CRITERIA
<p>2. LINK GOALS AND RESULTS</p> <p>Public performance reporting should identify and explain the organization's goals, objectives and strategies and how the results relate to them.</p> <p>Planning and reporting should be part of an organization's ongoing operations, systems, and decision-making. This suggests there is a logical flow or an inter-related "chain of events" an organization follows, from its vision, mission and mandate, to its goals, objectives, and strategies, through to its performance monitoring and measuring, to its public reporting.</p> <p>By monitoring performance, organizations can learn from what has happened and make adjustments to their plan. These adjustments should be reflected in the annual report as an indication to readers that the organization is aware of its successes and is planning steps, where necessary, to address any shortcomings or changes in its environment. Planning and reporting are part of a continuous cycle: the monitoring and reporting of results helps inform future planning, while the planning process sets out the intended results and the strategies to achieve them. In essence, by linking the goals and results of an organization, it will be looking forward as well as back at its performance.</p>	<p>Overall, will the reader understand:</p> <ul style="list-style-type: none"> ▪ what your organization intends to achieve? ▪ what it actually achieved? and ▪ the impact your results will have on your future direction? <hr/> <p>Will readers understand the logical framework – the "chain of events" – that links your plan and report?</p> <p>Are your goals and objectives well defined and supportive of your vision and purpose?</p> <p>Are there clear links between your goals/objectives (i.e. your plan) and your results (i.e. your report)?</p> <p>Is your assessment of intended and actual results based on good short and long-term performance measures?</p> <p>Have you explained how short term achievements affect long-term goals?</p> <p>Have you explained any differences between actual versus planned results? And what your organization intends to do about it?</p> <p>Do your measures and targets reflect the range of issues that:</p> <ul style="list-style-type: none"> • concern the public and legislators? (outcomes as well as outputs, and quality and efficiency measures) • are relevant to the organization's goals and objectives? <p>If your organization relies on alternative delivery systems (such as contractors or public/private partnerships), have you described the performance of the overall system?</p> <p>Are the outcomes you're seeking reasonable – that is, is there a plausible link between your actions and your intended outcomes?</p>

Examples to Consider:

Ministry of Forests 2001/02 Annual Report A New Era Update
http://www.gov.bc.ca/prem/down/annual_rpts/11FORWEB.pdf

See pages 17 to 21 for good linkages of goals to business areas, measures, targets and actual results.

U.S. Department of Housing and Urban Development Performance Information
<http://www.hud.gov/offices/cfo/reports/7perinfo2001.pdf>

See Page 159 to see how goals, objectives and performance measures (referenced as outcome indicator) are linked. Includes a discussion of results for each measure. Even though this document is lengthy, it has been highlighted it because it provides examples, including graphs, of linking goals and results over several years.

Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.

BC's Eight Reporting Principles	
1. Explain the public purpose served 2. Link goals and results 3. FOCUS ON THE FEW, CRITICAL ASPECTS OF PERFORMANCE 4. Relate results to risk and capacity	5. Link resources, strategies and results 6. Provide comparative information 7. Present credible information, fairly interpreted 8. Disclose the basis for key reporting judgements
3. Focus on the Few, Critical Aspects of Performance	Overall, have you presented a clear, concise and balanced picture of your performance?
<p>Public performance reporting should focus on the few, critical aspects of performance.</p> <p>This principle reflects the interest of the audience in the larger, overall picture. Few means that the number of goals, objectives and particularly performance measures described are limited in number in the published documents that are directed to legislators and the public. Critical aspects of performance address significance, relevance and the focus on results. What is critical is determined, in part, by:</p> <ul style="list-style-type: none"> ▪ what is of importance to the intended users – hence, the focus of reporting should be driven by the likely use of the information as much as by government's obligation to report; ▪ aspects of performance that the government judges as critical to the organization's success; and ▪ what is vital to the organization as reflected in its goals, objectives and intended versus actual results. 	<p>Does your organization's plan and report address what's important to the government at the overall corporate level as reflected in the government's strategic plan?</p> <p>Does your plan and report focus on what's important to the public and legislators? Is it clear what the achievement of the goal means to them?</p> <p>Are your key results (financial and non-financial) clear and readily apparent?</p> <p>Have you explained what's critical to your organization in achieving these goals and objectives?</p> <p>Does the reader know that more detailed information (such as operating or divisional plans) is available and where it can be accessed?</p> <p>Are your over-riding goals, objectives and planned and actual results obscured by unnecessary detail or complexity?</p>

Examples to Consider:

BC Hydro Annual Report 2002

http://www.bchydro.com/rx_files/info/info3016.pdf

See pages 46 to 53 for a good explanation of how it focused on and presented the few and critical measures in their report.

Alberta Ministry of Human Resources and Employment Business Plan 2002 – 2005

<http://www.finance.gov.ab.ca/publications/budget/budget2002/human.pdf>

See pages 219 to 225 of the report. Core businesses on page 219 identifies and explains how HRE's plan links to overall government plan. Desired Results and Strategies on pages 220 to 225 explains what is critical to achieve each goal in the strategies and what initiatives will result in goal.

Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.

BC's Eight Reporting Principles

<p>1. Explain the public purpose served</p> <p>2. Link goals and results</p> <p>3. Focus on the few, critical aspects of performance</p> <p>4. RELATE RESULTS TO RISK AND CAPACITY</p>	<p>5. Link resources, strategies and results</p> <p>6. Provide comparative information</p> <p>7. Present credible information, fairly interpreted</p> <p>8. Disclose the basis for key reporting judgements</p>
---	---

REPORTING PRINCIPLE	SELF-ASSESSMENT CRITERIA
----------------------------	---------------------------------

<p>4. Relate Results to Risk and Capacity</p> <p>Good performance reporting should report results in the context of an organization's risks and its capacity to deliver on its programs, products and services.</p> <p>Risk is "the chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood." Risk management is an integral facet of all business processes.</p> <p>Capacity refers to the ability of an organization to achieve its intended results into the future. Put another way, "a capable organization is one that can continue to do what it does currently, and is flexible enough to do what is required in the future".</p> <p>In practical terms, capacity is the appropriate combination of authority, funding, people, and infrastructure (including assets, systems and processes) that will allow an organization to achieve its intended results over the long term. This encompasses:</p> <ul style="list-style-type: none"> ▪ Leadership and Direction ▪ People ▪ Tangible Assets ▪ Resources ▪ Reputation <p>Capacity building is typically the response to an organization's risk assessment.</p> <p>Reporting would identify:</p> <ul style="list-style-type: none"> ▪ Significant risks and their tolerability; ▪ specific dimensions of capacity involved – risk treatment and monitoring; ▪ explain their importance to the organization's mission, goals or results; and ▪ describe the steps being taken to adjust capacity and/or expectations; or ▪ where capacity is not a consideration, provide a representation to that effect <p>What is appropriate will depend on the public purpose to be served by the organization and the resources available to it.</p>	<p>Overall, do you report whether your organization has sufficient capacity to meet its objectives in the future and manage its risks?</p> <hr/> <p>Has there been a shift in your organization's mandate, goals, strategies and/or program delivery? If so, have you explained what the consequences have been or will likely be on your ability to deliver results in the future?</p> <p>In what respect were your results affected by your:</p> <ul style="list-style-type: none"> ▪ risk management? ▪ current capacity? ▪ the capacity of others (such as partners or the private sector)? <p>Have you identified the critical areas where you will need to build your capacity in order to succeed over the long term?</p> <p>Does your organization have the necessary funds, infrastructure and people in place to meet your objectives?</p> <p>Does your plan concisely explain the major risks confronting your organization – in the short term and over the long term?</p> <p>Have you briefly described what is acceptable to your organization in terms of its tolerance for risk? *</p> <p>Have you summarized your strategies for prioritizing and dealing with the risks</p>
--	---

	<p style="text-align: right;">you face?</p> <p>Have you briefly explained how your key risks have influenced the choices you made about your goals, objectives and strategies for delivering your programs and services?</p> <p style="text-align: right;">Did you summarize the impact of your strategies and actions in managing risks or capitalizing on your opportunities?</p>
--	---

Examples to Consider:

BC Hydro's Service Plan for Fiscal Years 2002/03 – 2004/05

http://www.bchydro.com/rx_files/info/info1615.pdf

See pages 18 to 20 of the report for sensitivity analysis, which identifies and explains the major risks for the organization and what may impact their performance.

BC Hydro Annual Report 2002

http://www.bchydro.com/rx_files/info/info3016.pdf

See pages 19 to 24 of the report for a good description of its risks and how it has chosen to manage them.

Public Guardian and Trustee of British Columbia 2001-2002 Annual Report

<http://www.trustee.bc.ca/2001-2002%20Annual%20Report%20ws.pdf>

See pages 26 to 27 of the report for a discussion on its risk management strategies and its capacity limitations.

Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.

BC's Eight Reporting Principles	
<ol style="list-style-type: none"> 1. Explain the public purpose served 2. Link goals and results 3. Focus on the few, critical aspects of performance 4. Relate results to risk and capacity 	<p>5. LINK RESOURCES, STRATEGIES AND RESULTS</p> <ol style="list-style-type: none"> 6. Provide comparative information 7. Present credible information, fairly interpreted 8. Disclose the basis for key reporting judgements
REPORTING PRINCIPLE	SELF-ASSESSMENT CRITERIA
<p>5. Link Resources, Strategies and Results</p> <p>PUBLIC PERFORMANCE REPORTING SHOULD LINK FINANCIAL AND PERFORMANCE INFORMATION TO SHOW HOW RESOURCES AND STRATEGIES INFLUENCE RESULTS. RELATED TO THIS IS HOW EFFICIENTLY THE ORGANIZATION ACHIEVES ITS RESULTS.</p> <p>This principle is directed at understanding the link between financial and human resources and the organization's performance. It views funding as a means to an end – more specifically, an organization's ability to deliver on its plan – but also recognizes funding as a critical element in an organization's ability to manage its risks and continue operations. Thus linking financial and operational goals, objectives and results is important to any public sector organization.</p>	<p>Overall, is it clear how your funding has influenced your:</p> <ul style="list-style-type: none"> ▪ goals, objectives and strategies; and ▪ actual results? <hr/> <p><i>Is the nature of your funding clear? Have you explained what key activities account for your major funding?</i></p> <p>Can the reader make meaningful judgements about your funding decisions? Have you explained your planned and actual costs in terms of your:</p> <ul style="list-style-type: none"> ▪ core business areas (for example, by program, products or services); ▪ key goals, objectives and strategies; and ▪ results achieved? <p>Does the reader understand how your current funding compares to past and forecasted funding?</p> <p>Have you explained the key service planning and delivery assumptions that drive your financial plan?</p> <p>Have you provided the reader with trend information about your planned and actual expenditures?</p> <p>Where there are variances, have you explained what happened and why, and what adjustments the organization will be making?</p> <p>Are your resources (inputs such as dollars and FTEs) linked to your volume/units of services (outputs) in a way that will help the reader to understand the efficiency and economy of your operations?</p> <p>Are your decisions surrounding the organization's strategies explained within the context of available funding?</p> <p>Is it clear how the level of funding or any changes affected the results you were seeking?</p> <p>Have you included information about major capital plans?</p> <p>Have you provided basic financial information (such as financial statements, in the case of Crown corporations)? Are they supported by management's discussion and analysis?</p>

Examples to Consider:

Ministry of Forests Performance Plan 2001/02 - 2003/04

http://www.for.gov.bc.ca/pab/publctns/perf_plans/2001_02/MOFPerfPlan2001_02.pdf

See page 33 for good linkages between goals, business areas and expenditures.

British Columbia Securities Commission Annual Report 2001-02

http://www.gov.bc.ca/cas/down/2001_02_annual_reports/bcsc_ar_2001_02.pdf

See pages 28 to 30 of the report for linkages between expenses and business areas.

Alberta Learning Annual Report 2002 Chapter 7 Results Analysis

<http://www.learning.gov.ab.ca/annualreport/2002/results.pdf>

See page 38 to 41 of the report for linking resources to strategies.

Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.

BC's Eight Reporting Principles	
1. Explain the public purpose served 2. Link goals and results 3. Focus on the few, critical aspects of performance 4. Relate results to risk and capacity	5. Link resources, strategies and results 6. PROVIDE COMPARATIVE INFORMATION 7. Present credible information, fairly interpreted 8. Disclose the basis for key reporting judgements
REPORTING PRINCIPLE	SELF-ASSESSMENT CRITERIA
<p><i>6. PROVIDE COMPARATIVE INFORMATION</i></p> <p>Public performance reporting should provide comparative information about past and expected future performance and about the performance of similar organizations when it would significantly enhance a reader's ability to use the information being reported.</p> <p>Comparability refers to the ability to compare information about an organization's performance with:</p> <ul style="list-style-type: none"> • relevant baseline information drawn from previous periods and/or • internal/external benchmarks drawn from other organizations, statutory regulation and/or non-statutory norms <p>Comparative information puts the organization's performance in context, allowing a reader to judge:</p> <ul style="list-style-type: none"> • whether an organization's performance is improving, deteriorating or remaining unchanged; and • whether targets are ambitious, mediocre or attainable. <p>To allow for comparisons, there must be consistency in the way information is measured and presented. This includes consistency in the organization's form and content of reporting over time. It should also allow for comparisons with similar organizations.</p>	<p>Overall, does the reader understand:</p> <ul style="list-style-type: none"> ▪ whether your performance is improving, deteriorating or remaining static, and why? ▪ what your expectations are for the future? <hr/> <p>Are there clear comparisons in form and content between your:</p> <ul style="list-style-type: none"> • plan and your report? • plans and previous results? <p>Have you provided sufficient information for the reader to judge your performance relative to:</p> <ul style="list-style-type: none"> ▪ your past performance? ▪ the performance of others in your sector or industry? ▪ sector or industry standards, benchmarks or best practices? <p>Have you explained any year over year data inconsistencies that impact the reader's understanding of the organization's performance?</p> <p>Have you included multi-year trend data, for your funding, outputs and outcomes, including to the extent possible, forecasting information?</p> <p>Have you provided relevant economic, social or demographic information to put results into context?</p>

Examples to Consider:

BC Hydro Annual Report 2002

http://www.bchydro.com/rx_files/info/info3016.pdf

See pages 46 to 56 of the report for the corporation's performance measures, most of which have trends and/or benchmarks.

The Alberta Children and Youth Initiative (ACYI) 2000 – 2001 Annual Report

http://www.child.gov.ab.ca/acyi/pdf/ab_child_initiative.pdf

See pages 21 – 37 of the report for multi-year trend data and some forecasting information and benchmarks. Most measures include explanations so reader can understand if performance is improving, deteriorating or remaining static.

Performance Measures by Organization and Program (from the United States Department of Veterans Affairs FY 2002 Performance and Accountability Report)

http://www.va.gov/budget/report/Performance_Measures_by_Org_2002.pdf

Tables provide comparisons over time as they show trend data for 5-year period and associated target levels. Some data displayed in tables with goal status (met/ not met). Good descriptions provided for each measure. 15 page document, see page 128 of the report for example. *Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.*

BC's Eight Reporting Principles

<ol style="list-style-type: none"> 1. Explain the public purpose served 2. Link goals and results 3. Focus on the few, critical aspects of performance 4. Relate results to risk and capacity 	<ol style="list-style-type: none"> 5. Link resources, strategies and results 6. Provide comparative information 7. PRESENT CREDIBLE INFORMATION, FAIRLY INTERPRETED 8. Disclose the basis for key reporting judgements
REPORTING PRINCIPLE	SELF-ASSESSMENT CRITERIA
7. Present Credible Information, Fairly Interpreted	<p>Overall, is the information you report credible (i.e. has integrity) and does it enable the user to readily assess performance?</p>
<p>PUBLIC PERFORMANCE REPORTING SHOULD BE CREDIBLE – THAT IS, BASED ON QUANTITATIVE AND QUALITATIVE INFORMATION THAT IS FAIRLY INTERPRETED AND PRESENTED, BASED ON THE BEST JUDGEMENT OF THOSE REPORTING.</p> <p>The information presented should strike a balance among the following attributes:</p> <p>Consistency – means measuring and presenting information consistently from one period to the next, and clearly explaining any breaks in the consistency of reported information.</p> <p>Fairness – means the information is honestly reported and is neutral or free from bias, with checks and balances against subjectivity.</p> <p>Relevance – means that information relates to the organization's objectives and the extent to which results are achieved. Results should deal with effectiveness, efficiency and costs.</p> <p>Reliable – means the information is, in all significant respects, <i>complete</i> or free from significant omissions. Reliable also means the information is reasonably <i>accurate</i> or free from material error. "Reasonably accurate" refers to the cost-benefit of producing reliable information.</p> <p>Verifiable - means the information can be reproduced or traced and independently verified.</p> <p>Understandable – means the reporting avoids jargon and vagueness, and is succinct. The information is presented in a format and using language that helps the reader appreciate its significance.</p> <p>Timely – means received in sufficient time to inform decision-making. Timeliness for management means information is available for management decision-making on a routine basis. Timeliness for legislators and the public means meeting legislated public reporting timeframe commitments that are designed to inform future policy decisions.</p>	<p>Have you been complete in your reporting, covering all key aspects of performance?</p> <p>Are your performance measures relevant? Are they measuring what they purport to measure?</p> <p>Are you consistent in your reporting of performance measures from one year to the next? If not, have you explained why not?</p> <p>Are your measures generally accepted as reasonable measures? Are they widely used within your sector or industry?</p> <p>Is the data you report accurate?</p> <p>Is the content of your plan and report written in a precise and readily understandable manner?</p> <p>Have you reported both successes and shortcomings in a neutral manner?</p> <p>Is the information you report accurate?</p> <p>Has the source of the data been identified?</p> <p>Can the information be traced to a reliable source?</p> <p>Can the information be replicated or reconstructed, if necessary, from supporting documentation?</p> <p>Are the conclusions you state in your report fair and sound?</p>

Examples to Consider:

BC Progress Board 2002 Report, Chapter 3 Environment, Health and Society
<http://www.bcprogressboard.com/2002Report/RptCh3.pdf>

See page 82 of the report for an example of how to represent source and data limitations.

Alberta Learning Results Report 2001/2002

<http://www.learning.gov.ab.ca/annualreport/2002/ResultsReport.pdf>

See pages 11 to 15 of the report for layout of outcomes, performance highlights and opportunities for improvement. Each highlight and opportunity is rated against performance targets.

Appendix E: Performance Measure Methodologies (supporting document to the *Ministry of Management Services 2002/05 Service Plan*)

<http://www.mser.gov.bc.ca/rpts/methodology.pdf>

See Appendix E, which goes beyond Principle 3 – Focus on the Few Critical Aspects of Performance. While detailed, the report does provide an example of how to present credible information.

Canada Deposit Insurance Corporation 2001/2002 Annual Report

http://www.cdic.ca/bin/report_e_final.pdf

See pages 2-6 for layout of objectives, measures, targets and performance against targets.

Performance Data and Performance Measurement (from the United States Department of Transportation 2001 Performance Report)

<http://www.dot.gov/performance/appendix1.html>

See pages 1-4 of the report for discussion on data completeness, reliability, verification, validity and data limitations. See page 5 of the report for an example of identifying measures and including descriptions on the scope, source, limitations, statistical issues, verification and validation, and a comment for each measure. Even though this document is lengthy, we have highlighted it because it provides examples of presenting credible information.

Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.

BC's Eight Reporting Principles	
<ol style="list-style-type: none"> 1. Explain the public purpose served 2. Link goals and results 3. Focus on the few, critical aspects of performance 4. Relate results to risk and capacity 	<ol style="list-style-type: none"> 5. Link resources, strategies and results 6. Provide comparative information 7. Present credible information, fairly interpreted 8. DISCLOSE THE BASIS FOR KEY REPORTING JUDGEMENTS
REPORTING PRINCIPLE	SELF-ASSESSMENT CRITERIA
<p>8. Disclose the Basis for Key Reporting Judgements</p> <p>Public performance reporting should disclose the basis on which information has been prepared and the limitations that should apply to its use.</p> <p>In particular, public performance reports should explain:</p> <ul style="list-style-type: none"> ▪ the basis for selecting the few, critical aspects of performance on which to focus; ▪ changes in the way performance is measured or presented compared to previous year(s); ▪ the rationale for choosing the performance measures (recognizing, for example, that meaningful quantitative measures may not be easy to identify for some programs) ▪ the means of providing assurance on the veracity and completeness of information presented; this may mean external validation, such as through studies done on a national basis comparing provinces or through independent assurance, and ▪ the basis on which those responsible for the report hold confidence in the reliability of the information being reported. 	<p>Overall, will the reader:</p> <ul style="list-style-type: none"> ▪ understand the choices you've made in reporting? and ▪ have confidence in what you report? <hr/> <p>Will the reader understand the basis on which the few, critical things that matter have been determined?</p> <p>Where changes have occurred in your goals, objectives, or performance measures, have you made this clear to the reader? Have you explained why these changes were made?</p> <p>On what basis are you confident that the data you report is relevant and reliable?</p> <p>On what basis are you confident that your interpretation of the data is reasonable?</p> <p>Have you explained the rationale for choosing the performance measures and targets you have?</p> <p>Have you identified the source and reporting date of your data, and any limitations in its use?</p> <p>Where your information is incomplete, have you:</p> <ul style="list-style-type: none"> ▪ provided baseline data instead; or ▪ indicated when the information will be available? <p>Has the information been corroborated to other sources to ensure its validity?</p> <p>Has the information been verified by independent parties? The scope of the verification may vary, from confirming the accuracy of statistics presented, through expressing opinions on systems of control, to commenting on the relevance of the information presented and whether it was fairly interpreted. (Note that an approach to independent assurance is under development in B.C.)</p>

Examples to Consider:

BC Progress Board 2002 Report, Chapter 3 Environment, Health and Society
<http://www.bcpboard.com/2002Report/RptCh3.pdf>

See page 79 of the report for a description of why the BC Progress Board chose the performance indicators it did.

Audit of the Social Security Administration's fiscal year 2001 Financial Statements

<http://www.ssa.gov/finance/2001/01oigfs.pdf>

See pages 223-229 of the report as this organization included an audit report as a means of providing assurance on information that they provide. We recognize that this document is very long and it goes beyond the principle of focusing on the few critical aspects of performance. Even though this document is lengthy, we have highlighted it because it provides one approach to providing assurance.

Report on Government Services 2002, Chapter 5 Public Hospitals, Steering Committee Publication, Australia

<http://www.pc.gov.au/gsp/2002/chapter05.pdf>

See page 238 of the report as an example for basis for key reporting judgements further improvements.

Report on Government Services 2002, Chapter 5 Public Hospitals, Steering Committee Publication, Australia

<http://www.pc.gov.au/gsp/2002/chapter05.pdf>

See page 202 of the report as an example for key reporting judgements disclosed.

Please note that page references are the page numbers as they appear in the report, not the pdf number that appears on the sidebar of your computer.

Appendix 8

Instructions for Human Resources Plan Overview

(Provided by the Public Service Agency)

Location of the HRP Overview on the Web

The "Related Planning Processes." section of the service plan refers to the Human Resources Plan (HRP) overview to be posted on the ministry website and provides a link to access it. The URL for the HRP overview must be included in the service plan before the service plan goes to print.

While the preparation of the Service Plans and the Service Plan Website is being co-ordinated centrally, each ministry is responsible for creating and hosting its HRP overview on its website. The HRP overview URL will go live when the Budget documents are released.

The naming convention for ministry web managers to use is noted here:

www.ministryofxx.gov.bc.ca/relatedinitiativesandplanningprocesses/overview.html

OVERVIEW CONTENT

Relate the ministry/agency's HR Plan to the Service Plan and Corporate HR Plan, Fostering Excellence in the Public Service. The length of the overview should not exceed two pages.

The Corporate HR Plan is a 3-Year Plan (2003/04 – 2005/06). During this period, all Deputy Ministers are accountable to ensure that they are meeting the six goals outlined in the Corporate HR Plan recognizing that, on an annual basis, each ministry or agency may need to place more or less emphasis on each of the six goals depending on their specific business requirements outlined in their Service Plan. The goals identified in the Corporate HR Plan will continue to be the focus for the public service in future years.

To assist ministries/agencies in completing their HR Plan Overviews, a sample template is provided below, including examples of strategies and performance measures that may be applicable. Ministry/Agency may choose to use a table or text format provided strategies and linkages to Service Plans are defined, including performance measures. Any questions should be directed to Linda Tarrass, ADM, Hiring and Business Transformation, BCPSA, (250) 356-3090, Linda.Tarrass@gov.bc.ca.

Ministry/Agency High level Human Resource Plan Overview

Please Change the Page setup to Landscape to read this Table

GOALS (CORPORATE HR PLAN)	MINISTRY/AGENCY STRATEGIES	LINKAGES TO SERVICE PLAN	
	(Examples only that may be applicable)		(Exam
<p>1. Effective People Strategy</p> <p><i>HR resource planning is integrated into the existing service and budget planning cycle to ensure the ability of the workforce to successfully deliver the government's short and long-term objectives.</i></p>	<ul style="list-style-type: none"> • Ensure Executive receives regular workforce planning reports • Critical and "hard-to-fill" positions are identified and a strategy developed for recruitment/retention • Employee survey conducted to identify workforce planning needs • Conduct exit interviews to identify issues that may need to be addressed relative to HR management, communication or retention of employees 	•	<ul style="list-style-type: none"> • % op yc • % in • % id m su • re fr
<p>2. Proactive and Visionary Leadership</p> <p><i>Leadership will be actively and openly demonstrated throughout the public service.</i></p>	<ul style="list-style-type: none"> • Target Leading the Way training to a % of ministry managers • Creation of developmental opportunities for ministry staff to broaden skills/competencies • Leadership competencies and critical interpersonal competencies assessed in all competitions 	•	<ul style="list-style-type: none"> • # be m co • % "L • re fr
<p>3. Performance Focused Workplace</p> <p><i>Organizational performance is driven by aligned employee performance, accountability and rewards.</i></p>	<ul style="list-style-type: none"> • Implement 360 feedback program for all Executives in the ministry • Complete EPDPs for 100% of ministry staff • Provide training in providing feedback to managers across the ministry • Ensure all EPDPs contain leadership and HR skill development goals 	•	<ul style="list-style-type: none"> • % co • % us an • # as pu de • E pe re • re fr
<p>4. Learning and Innovative Organization</p> <p><i>The public service has a culture in which learning is</i></p>	<ul style="list-style-type: none"> • Ensure training \$ are targeted to learning opportunities that support the development of leaders and the achievement of the ministry's strategic business goals • Identify special projects that could 	•	<ul style="list-style-type: none"> • # ex se • # th • %

GOALS (CORPORATE HR PLAN)	MINISTRY/AGENCY STRATEGIES	LINKAGES TO SERVICE PLAN	
<i>continuous and innovation is welcomed and championed at all levels of the organization.</i>	<p>be used for developmental assignments for ministry staff and leadership candidates</p> <ul style="list-style-type: none"> • Implement Communities of Practice in key areas across the ministry 		<ul style="list-style-type: none"> • en • % • P • # • m • # • P • E • m • as • % • m • re • fro
<p>5. Flexible and Motivating Work Environment</p> <p><i>The BC Public Service has an engaged and committed workforce that is able to adapt and respond to change in order to meet business goals and improve the quality of life and morale of employees at all levels.</i></p>	<ul style="list-style-type: none"> • Introduce part-time work in a specific area of the ministry as a strategic tool to attract and retain staff • Ensure all EPDPs for line managers include goals related to the development of a more supportive workplace • Implementation of a formal policy and practices for employee recognition • Celebration events to be held to recognize accomplishments and success in the ministry 		<ul style="list-style-type: none"> • % • th • H • # • in • # • wi • pa • % • re • # • \$ • % • is • % • m • m • re • fro
<p>6. Progressive Employer/Employee Relations</p> <p><i>The public service has a positive work environment built on respectful and collaborative relationships between employees and their supervisors.</i></p>	<ul style="list-style-type: none"> • Annual rotation of executive and managers in Article 29 meetings • Develop a plan to cycle all employees in the ministry through the workplace skills program • Ensure EPDPs assess training needs for managers and supervisors and that these needs are rolled up into the ministry's training plan 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • # • E • in • # • re • % • en • re • % • in • co • re • fro

Appendix 9

Instructions for IRMP Overview

(Provided by CIO's Office)

Location of the IRMP Overview on the Web

The "Related Planning Processes" section of the service plan refers to the IRMP overview to be posted on the ministry website and provides a link to access it. The URL for the IRMP overview must be included in the service plan before the service plan goes to print.

While the preparation of the Service Plans and the Service Plan Website is being co-ordinated centrally, each ministry is responsible for creating and hosting its IRMP overview on its website. The IRMP overview URL will go live when the Budget documents are released.

The naming convention for ministry web managers to use is noted here:

www.ministryofxx.gov.bc.ca/relatedinitiativesandplanningprocesses/overview.html

Overview Content

Ministries are asked to organize the overview on the lines of the four strategic directions provided below, and may appropriately draw on the examples provided in the following pages. The length of the overview should not exceed two pages.

Strategic Directions and Examples

1. Relate the ministry's Information Management (IM) and Information Technology (IT) direction and goals to the ministry's business objectives.

Outline changes of focus, priority or direction of IM/IT that improves ministry business.

Example #1:

This Information Resource Management Plan (IRMP) follows the plan established during 2002, with the exception of an increased focus on making data available to support management decision making and to provide the systems necessary to implement improved ministry procurement practices. All initiatives in the plan will support the three identified priorities of the ministry. These priorities are service transformation, budget stability and supporting the shift to new governance structures.

The IRMP will have:

- an increased emphasis on improving the adequacy of the ministry's data;

-
- a focus on increasing the ministry's information technology (IT) capacity to support the move towards new governance structures;
 - increased opportunities for collaboration with other Ministries and central Government initiatives; and
 - strategies to improve the ministry's ability to live within its budget.

Example #2:

The Ministry of Small Business and Revenue has responsibility to complete a number of linked government-wide centralization strategic shifts, including centralization of billing, receivables and collections and the Revenue Management Project (RMP) business transformation initiative. Currently disparate systems in multiple ministries are used to manage government revenue. The intent of the RMP is to develop an integrated solution that will be used to manage billing, accounts receivable and collections for all program areas thereby significantly improving the revenue management process throughout Government. To support and integrate common business functions across the Ministry, the main taxation application system, TACS, and RMP will operate as a single business solution. The ministry will make new service channels available to customers that improve service and convenience to customers; reduce costs to government; and increase revenue (timeliness, voluntary compliance, amount collected). Enterprise architecture and portfolio management are critical to achieving the goals and objectives in this service plan. The ministry will weigh options against the business value or return on investment, the capability and readiness of the enterprise, and the impact on clients, customers and ASD partner in order to decide the strategic initiatives to pursue and fulfill the MPR mandate.

2. Comment on how the IRMP supports the government's IM/IT goals.

Outline changes of focus, priority or direction of IM/IT in the ministry that supports the corporate IM/IT goals published in the IRMP action plan.

Example #1:

The ministry is committed to electronic service delivery and extending the enabling electronic service delivery infrastructure for land and resource applications. All new applications will be Web-based where feasible. In addition, the ministry will take advantage of shared corporate government infrastructure to address such issues as seven-day, 24-hour service delivery, security, Web-based payment, data archiving and common authorization.

Example #2:

Strategic Direction

The ministry will continue to plan and implement strategic technology solutions to improve the value of information and services to citizens and business. This will be achieved by aligning with the specific CIO goals and strategies:

- Utilize electronic service delivery to citizens and business where feasible through shared government information technology services or alternate service delivery programs, allowing the ministry to focus on its core business areas;

-
- Continued focus on sound security policy and procedures for ensuring the protection of justice information and promoting good privacy practices for information-sharing with business partners and government;
 - Incorporate document management and workflow technologies into applications to better manage information and records; and,
 - Focus on data sharing and system integration opportunities across aligned ministries, cross-government, the broader B.C. public sector, and inter-jurisdictional justice partners.

Example #3:

The ministry has a central role related to information management in the natural resource sector. Goal 2 of this ministry service plan focuses on delivery of integrated information, systems and land registries through the Land Information BC initiative. The ministry will rely on the Chief Information Office for leadership in setting standards for electronic-service delivery, records management, privacy and protection.

Major Projects

3. List significant investments or service enhancements

List the major IM/IT initiatives explaining the benefits or outcomes.

Example #1:

The Ministry of Finance will undertake the following strategic information management and technology investments to improve internal operations within the public sector for improved money management, increased efficiency, and improved management of risk:

- Debt Management System: will support proactive debt and derivative portfolio management and performance measurement
- Payment Review System: expand the post-payment auditing of payments to include both high and low risk payments to vendors and employees, in addition to travel payments. This includes post-payment review of electronic payments made within the new expenditure authority control framework

Example #2:

Major Projects

- Further expansion of InfoBasket: The ministry's award-winning portal, InfoBasket, will continue to be expanded with the addition of more business focus areas addressing specific commodity groups. The site now has sheep and lambs, specialty crops, bison, agroforestry, micro-food processors, as well as organics and ornamentals.
- Replacement of aging computerized licensing systems: The ministry will continue with projects to replace its aging commercial fisheries and aquaculture licensing systems. During fiscal /03, the requirements phase was undertaken with design and build phases

planned for 2004/05. The intent is to use the ministry's common licensing system as much as possible for all the licences it issues.

Example #3:

The ministry's focus on the stabilization and standardization of its information resources continues. Projects include:

- the Road Inventory and Maintenance System (RIMS), which supports the highway maintenance contract management process by providing an aligned database of road features and linear referencing data for all roads controlled by the ministry; and
- Drive BC!, which uses Internet technology to collect and distribute road and related weather condition information to highway users.

Example #4:

Major Projects (tabular format)

Project	Target Completion Date	Benefits/Outcome
Employment Standards Branch: Case Management System	January 2006	<ul style="list-style-type: none"> • More effective monitoring and enforcement activities through enhancing support for officers. • Enhanced management reporting and tracking of performance metrics. • Improved systems support for the consistent application of ESB regulations.
Migration of ministry business applications to Common Information Technology Services	August 2005	<ul style="list-style-type: none"> • Stable operating infrastructure for ministry business applications. • Standardization of application maintenance environments. • Improved vendor support for application maintenance environment.

4. Highlight initiatives that involve sharing with others

List the sharing initiatives mentioning the sharing partners and what is being shared (data, applications, infrastructure, resources, etc).

Example #1:

In partnership with the Ministries of Attorney General/Public Safety and Solicitor General, the operational system used for youth justice services is being upgraded to a web-based application. The ministry is also participating in a collaborative project with Ministry of Employment and Income

Assistance and Ministry of Community Services to investigate the feasibility of a common case management tool.

Example #2:

Government-wide initiatives:

- Identity Management: Security services that ensure people can be authenticated and have the right access to the right applications; and
- Design and implementation of inter-governmental governance for the Employee Portal

GLOSSARY OF PERFORMANCE PLANNING AND REPORTING TERMS

Annual Service Plan Report:	A ministry document required by the amended <i>Budget Transparency and Accountability Act</i> (BTAA) from fiscal year 2002/03 onwards. This report may contain information normally found in a traditional annual report, with the additional requirement that a ministry's performance in meeting its service goals and targets is emphasized in the document. The document must link directly back to the ministry's corresponding service plan. In addition the document must contain a signed statement from the responsible minister to the effect that the minister is accountable for the actual results reported.
Core Business area:	A set of key activities or programs or budget areas related to one or more key components of the role, purpose and mandate of the ministry. Most ministries will have three-to-six core business areas.
Efficiency measure:	Measuring the relationship between the amount of input (usually dollars or employee time) and the amount of service output or outcome of an activity or program.
Full-time equivalent (FTE):	The equivalent of one person working 1,827 hours in one year; includes employees whose salaries are paid directly from the Consolidated Revenue Fund. In the case of students an FTE is the equivalent of one person taking the full annual course load.
Goal:	Goals are the long-term end results/outcomes that the ministry (or a core business area) wants to achieve in fulfilling its vision and mission. Goals must be realistic and achievable.
Input measure:	A measure of the amount of resources (dollars and FTEs) used to undertake a function.
Mission:	The reason for the ministry's existence. The mission statement identifies what the ministry does, why it does it, and for whom. It also reminds the public and other government entities of the unique purposes promoted and served by the ministry. Mission must lead to the realization of the ministry's

vision; and the goals, objectives and strategies must be consistent with the mission statement.

- Objectives:** Objectives are concise, realistic, results-oriented statements of what service results a ministry or core service area achieves, usually in the short term, on the way to accomplishing its goals. Objectives must be stated in a way that clearly communicates what is to be achieved and measured or assessed, and when.
- Outcome measure:** Measuring the intended physical, societal or client results, consequences or changes in conditions, behaviours or attitudes that indicate progress in achieving a program's or ministry's mission and goals. Outcomes may be immediate, ultimate, or somewhere in between.
- Output measure:** A measure of the level of service provided by a program (i.e., what and how much came out of a program or service). The measurable unit can be a number, percentage or ratio.
- Performance measure:** A performance measure (sometimes referred to as an indicator) can be used to measure/indicate the degree of success a ministry has in achieving its goals and objectives. When a measure has a specific numeric value attached to one aspect of the performance under consideration, it is then typically referred to as a performance indicator.
- Performance Plan:** See Service Plan
Note: The amended BTAA (August 2001) adopts the term "Service Plan" to replace the previously used term, "Performance Plan".
- Performance target:** Targets express pre-set, quantifiable performance levels to be attained at a future date. They help the reader to assess whether the level of achievement is satisfactory.
- Planning context:** The planning context provides a ministry with information for critical thinking about, and for deciding, its future course of action. It identifies and provides an assessment of the ministry's internal and external strengths, capacities and weaknesses, challenges, risks, assumptions and opportunities. The planning context identifies and examines internal and external factors in the environment that can influence the mission, goals, objectives and strategies of the ministry and can positively or negatively affect its ability to accomplish them. Risk assessment should address briefly both upside and downside risks, the possibilities of exceeding, meeting or failing to meet ministry objectives, spending and revenue plans and their consequences.

Program:	A set of activities with clearly defined, dedicated resources and common measurable objectives that are coherent and consistent.
Result:	A consequence, issue or outcome of an action or series of actions. Often used synonymously with “outcome” and/or “output”.
Service plan:	A plan that describes a ministry’s purpose, direction, goals, objectives, the operational strategies and resources it intends to use to achieve those objectives, and how it will know if it has been successful through the use of performance measures and targets.
Strategic context:	The strategic context of a service plan provides high-level information that describes: Where a ministry is now? What are the critical internal and external influences? Where a ministry is going? It usually includes a ministry’s vision, mission and values, and its planning context.
Strategic plan:	The high-level, government-wide corporate document that outlines the government’s vision, mission, values and key priorities for the medium to long term.
Strategies:	Strategies are succinct, high level statements, which outline the actions that describe how objectives are to be achieved.
Values:	The value statement expresses a ministry’s core values or fundamental beliefs. Values define the ministry’s management style, organizational values, and code of conduct for personal and organizational behaviour.
Vision:	A clear, concise and compelling picture of a ministry’s preferred future; where the ministry is going, and what will the province be like if the ministry's goals are achieved. The vision must be sufficiently desirable and challenging to motivate and inspire ministry employees and influence decision-making.

H:\PLANNING\Guidelines\RVSD 05-06 to 07-08 SP Guidelines\SP Guidelines 05-06 Final.doc