



Excellence in Activity Planning

**Master Template
for
Category 3 Public Entities**

2004



Government of Newfoundland and Labrador
Treasury Board Secretariat

Activity Planning Workshop

Goals of the Workshop:

- Ensure each participant understands the components of the activity planning process
- Ensure each participant is provided with the tools to facilitate the process
- Ensure each participant has the opportunity to clarify the organization's mandate
- Ensure each participant understands the client base
- Provide the opportunity to write goals for a specified time frame.

Activity Planning Worksheets

1. The Activity Planning Process
2. Primary Clients and Related Expectations
3. Mandate
4. Vision
5. Mission
6. Values
7. Goals and Objectives

1. The Activity Planning Process

Direction: Please note who was involved in each phase of the last activity planning cycle, what they did and why things were done in that way.

Step	Who (position)	What	Why
1. Interpreting the department's vision			
2. Interpreting the department's mission			
3. Determining whether the public body demonstrates the values set for the responsible department of the provincial government			
4. Interpreting the mandate			
5. Setting goals			
6. Setting objectives			
7. Performance measurement			
8. Drafting the activity plan			
9. Reviewing/ approving activity plan			
10. Implementing, Monitoring and Reporting			

2: Primary Clients and Related Expectations

Client : Any person, group, or organization that can place a claim on the organization’s attention, resources, or services, or is affected by what the agency does or the services it provides.

Who Are Our Clients (Consider both internal and external clients)	What They Need from us	How They Influence and Judge us	Do Our Clients Think That we		
			Meet their needs	Sometimes meet their needs	Rarely satisfy their needs

Comments:

3: Mandate

1. If there is a mandate, please identify exactly where the mandate is stated.
2. If there is no defined mandate, what is the rationale for doing the current activities?
3. Describe aspects of the governing body's mandate which need to be discussed and refined.
4. Are there other players who should be involved as we discuss and clarify our mandate?
5. Does our mandate enable us to meet the needs of our clients?

4. Vision

A vision is a short statement describing the ideal state an organization is striving to achieve in the long term for its clients. It is a statement of destination which is written within the context of the province, the relevant department, and the governing body's regional/provincial context.

The vision statement provides guidance by articulating what the governing body wishes to attain. It serves as a signpost, a goal-oriented mental construct that guides people's behaviour, establishing standards of excellence. It transcends the status quo bridging the present and the future.

Please review the vision statement of the Department and determine if the entity can contribute to its achievement.

Our Contribution:

5. Mission Statement (inputs ° programs/services ° outputs ° mission)

A mission statement is an output oriented statement which systematically diagrams the vision by answering the questions who, what and why. It must be realistic and achievable in approximately two cycles of business planning and should indicate how it will be measured. It should tell the ultimate output desired in the near future. It should be brief and memorable, and support the direction required by the organization to which it reports. It is not a descriptor of the programs and services or what the organization is about and it does not answer how it will be achieved.

Please review the mission statement of the Department and determine how the entity will contribute to its achievement.

Our Contribution:

Do any of the Measures and Indicators require the entity to complete specific activities

" Yes " No

If the answer is "yes" please identify the specific Measure(s) which requires your support and list it (them) below:

If the answer is "yes" please identify the specific Indicator(s) which requires your support and list it (them) below:

6. Values

Question	Response		Action If no, fill in these sections?
	Yes	No	
1. Are we familiar with the values set for the department? If yes, proceed to the next question.			
2. Can we describe how those values are manifested in our actions? If yes, please proceed to Worksheet # 7. If no, complete the Action column.			Describe what we must do to demonstrate that these values are evident in this entity.

7a. Goal AND OBJECTIVES

1. Goal (for 3 years):

2. Is this goal achievable:

- | | | | | |
|--|-----|-------|----|-------|
| A. in 3 years | Yes | _____ | No | _____ |
| B. within current fiscal realities | Yes | _____ | No | _____ |
| C. given the current resource allocations | Yes | _____ | No | _____ |
| D. using current internal business process | Yes | _____ | No | _____ |
| E. within our mandate | Yes | _____ | No | _____ |

3. Measure(s) and indicators we believe would tell us when this goal is met:

4. Actions we will need to take to ensure we are able to fulfill the goal include the following:

These actions could be completed in 3 years Yes _____ No _____ Unsure _____

If No or Unsure please list the barriers

Should the goal be revised Yes _____ No _____

If yes please revise below

Objectives

1. _____

Measure:

Indicator(s):

2. _____

Measure:

Indicator(s):

3. _____

Measure:

Indicator(s):

7B. Objectives and Actions for Year 1

1. Goal # ___
2. Objective #1
3. Actions necessary to address Objective 1

Actions	Costs	Time	Who				Time Frame/ How are outputs to be reported
			R	A	C	I	

R = responsible for collecting data; **A** = accountable for the outputs; **C** = must be consulted/involved along the way; **I** = who will need to be informed of the outputs

Can we commit the time and resources necessary to complete these actions?

" Yes " No

If yes, please proceed. If no please modify the objective to ensure it can be accomplished in one year and the goal to make sure it can realistically be completed in three years.

Glossary

Accountability

Accountability means the ownership of conferred responsibilities, combined with an obligation to report to a higher authority on the discharge of those responsibilities and the results obtained.

Accountability Framework

The accountability framework defines the nature and scope of responsibilities, and identifies key results, performance expectations, and the monitoring and reporting strategies.

Activities

Activities are the actions that are completed to fulfill an obligation outlined in an assigned mandate.

Benchmarks

Benchmarks are the standards against which performance will be measured. Those benchmarks can be determined by the entity or the province. They can be based on the ideal set by the entity, or on the best in the field for the programs and services of a particular type. It is essential that the benchmarks chosen support the direction established by the provincial government.

Comparable indicators

Comparable indicators are a specific set of common quantitative and/or qualitative data for the aspect of performance under consideration.

Consumption

Consumption is the process of using inputs to complete activities to produce outputs and outputs to produce outcomes.

Goal

A goal is a specific statement of the desired results to be achieved over a specified period of time.

Governance Issue

A governance issue is the most significant internal and/or external change which the organization must manage to realize its vision and the capacity of the organization to effectively manage the impacts of those changes.

Impact

An impact of publically funded policies activities and programs is a consequence, either intended or unintended, and is either positive or negative.

Indicator

Indicator of Well-being

Quantitative data that indicates changes in physical, social or economic states. It is a particular value or characteristic used to measure activities, outputs or outcomes. It is multidimensional (ie. expressed as a ratio or percentage). Indicators should be a fair reflection of the things the entity can reasonably control and of those things which have a logical connection to the information which the entity desires to report. Indicators of well-being should meet the criteria specified in this document.

Indicator of Process

Qualitative or quantitative data that is used to indicate progress toward a desired objective, goal and/or mission eg. taught XX number of students in 200?; the committee met 5 times and has a policy document drafted; outcomes have been established for 10 of 20 program areas. The indicator can be unidimensional (ie. expressed as a data point, that is a number or categorical value)

Information

Baseline Data

Baseline data are quantitative information collected preferably before a program/service/ activity commences, for the purposes of making future comparisons.

Governance Information

Qualitative information collected before a process or activity commences that provides evidence which will be used to make future comparisons.

Inputs

Inputs are the resources used to carry out actions resulting in the ability to complete activities which are used to produce outputs which then results in outcomes.

Lines of Business

Lines of business are discrete and coherent sets of programs, services and/or products that represent what the department delivers to its external clients.

Measures

When indicators of well-being are quantified and combined they create a measure of well-being. When indicators of process are quantified or qualified and combined they create a measure of process.

Measures, Types of:

- Effectiveness Measures
Effectiveness measures are the different ratios and outcomes which tell if a planned result was accomplished.
Cost effectiveness is the ratio of activities to input expenditures outputs to input expenditures and outcomes to input expenditures
- Input Measures
These quantify the amount of resources used to complete the activity and produce the outputs.
- Outcome Measures
Outcome measures provide qualitative and quantitative information indicating the degree to which an entity can be credited for the achievement of its planned objectives. There can be measures of well-being or process outcomes.
- Output Measures
Output measures tell the amount produced as a result of the inputs used in a program or service.
- Process Measures
There are three types of process measures designed to monitor the organization's activities: efficiency measures, activity based and unit cost measures:
Activity-based measures quantify how busy an organization is and enable the organization to determine the use for a specific program or service.
Efficiency measures are ratios of outputs to inputs. They tell how well the organization used its resources to produce the programs and services.
Unit costs are the ratios of outputs to input expenditures.
- Proxy Measures
Proxy measures are used when direct measurement of a specific outcome is not possible. They are surrogate or substitute data used when costs, complexity or timeliness prevent a result from being measured directly. There are cases where departments of the provincial government and Category 1 entities will have to use proxy measures.

Objective

An objective is a measurable statement or incremental milestone which specifies a change or benefit that the entity hopes to achieve. Success in meeting the objectives can be readily evaluated using qualitative (process) and quantitative (well-being or process) measures.

Outcome

An outcome is a change as a consequence of specific policies, programs and initiatives undertaken by entities.

Well-being outcomes are external changes to physical, social or economic states as a consequence of policies, programs and initiatives undertaken by an entity.

Process outcomes are internal or external results as a consequence of the objectives and goals undertaken by an entity. The ultimate aim of process outcomes is to enable an entity to move to the development of outcomes of well-being.

There are three types of outcomes: immediate, intermediate and ultimate. An immediate outcome could be a change in attitudes. An intermediate outcome could be a change in behavior. The ultimate outcome would be a lower or higher incidence of a specific result (eg. lower- disease, drop out rate, unemployment, accidents) (eg. higher- year-around employment, literacy, retention of qualified workers, students completing career paths).

Outputs

An output is what is produced as a direct result of transforming resources through an activity or process (series of activities) undertaken using the inputs (resources).

Performance

Performance refers to actual results measured against defined standards. Category 3 entities are expected to measure activities, Category 2 entities are expected to measure outputs and Category 1 entities are expected to measure outcomes.

Performance Framework

The framework that defines the steps of the performance measurement process to be completed as a component of the planning process.

Performance Measurement

Performance Measurement is a quantitative and qualitative process to assess if the entity has completed its intended activities or achieved its desired outputs or outcomes in the most cost effective and timely manner possible.

Performance Report

A performance report is a summary of the organization's activities, outputs or outcomes which provides a clear linkage between its plan and the results actually obtained using the specified performance measures.

Plans

Category 1 entities are expected to complete strategic plans and report on outcomes.

Category 2 public bodies are expected to complete business plans and report on outputs.

Category 3 public bodies are expected to complete activity plans and report on activities.

Policies

Policies enable or restrict actions by specifying outputs, outcomes or parameters. They provide specific information about the ends the entity desires to achieve, direction for the CEO and staff, and governance/operational level processes.

Process

A process is a set of activities which are aimed at planned activities, outputs or outcomes.

Production Activity

A production activity is the process which transform inputs (resources) into outputs (usually services in the case of the public sector).

Program

A program is a set of projects, services or events intended to meet a public need.

Public Body

A public body is a board, agency, Crown corporation, commission, foundation, panel, committee, council or tribunal created by Government to assume specific responsibilities. Each public body will be designated as either a Category I, 2 or 3 entity and will be expected to plan and report based on the criteria established for the relevant category.

Result

The result is the accomplishment, desired or unintended, which arises from any process or operation. It may take more than one result to achieve a desired outcome.

Social Audit

A social audit is the objective verification and public reporting of the contributions that government and public bodies have made through their programs and policies towards social progress and the needs of society.

Strategy

A strategy is a systematic plan of action or a series of actions or activities that an organization intends to take in order to achieve its targets/objectives given its environment. Strategies are dynamic and may need to be modified based on new knowledge or changing circumstances.

Target

Targets are specific, measurable, achievable, realistic and time bound changes/benefits the organization intends to achieve.

Example: By 200?, increase scores of NL rural 15 year old students in reading, science and mathematics to the national average, as measured by the *Program for International Student Assessment*.

Example: Increase full-time employment rates by 2% within five years.

Values

Values are the fundamental principles that guide behaviour and decision making.

Vision

A vision is a short statement describing the ideal state an organization is striving to achieve for its clients or the ideal state that an organization sees for society. It is the outcome which will be achieved if the assigned mandate is fulfilled.