

How are we doing? The public reporting of performance measures in British Columbia

Detailed Action Plan for Implementing the Recommendations

General Comments

There are several areas where performance measure reporting is being done well. These include:

- Making performance information easily available to the public on their websites
- Extensive use of stakeholder surveys and benchmark measures
- Consistency of performance measures over time
- Embracement of the “SMART” criteria in defining performance measures

These are all areas that we would encourage government to continue their strong results.

Opportunities for further improvement are described in the following section.

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OAG Finding: Many organizations are reporting on an excessive number of performance measures in their annual performance reports.

Recommendations:	Actions Taken To Date	Status (see note)	Actions Planned (Include Time Frame)
<p>We recommend that:</p> <ul style="list-style-type: none"> • Entities keep the number of performance measures contained in their annual reports to a minimum by focusing on the few critical results of concern to the intended audience of the report. • Central agencies providing guidance to reporting entities encourage them to keep the number of measures they disclose in their annual performance reports to a minimum. 	<ul style="list-style-type: none"> • Service Plan Guidelines provided to Ministries and Crown Corporations already contain guidance that the number of performance measures should be kept to a minimum and focused on the most critical aspects of the organization’s performance. <ul style="list-style-type: none"> ○ Guidelines for Crown Corporations suggest one to three performance measures per goal. ○ Guidelines for Ministries suggest a maximum of six performance measures in total. • Reporting guidelines for the public post-secondary accountability framework currently include 18 performance measures. The number of performance measures reflects the complex nature of post-secondary education. 	<p>I</p>	<ul style="list-style-type: none"> • The number of performance measures for the public post-secondary organizations is reviewed periodically to ensure that only key measures are included in the accountability framework. The next reviewed is schedule for 2009 and the Auditor General’s recommendations will be brought forward for committee discussion at that time.

Note: Status of Implementation

- I - Recommendation has been fully or substantially implemented
- P - Recommendation has been partially implemented
- AA - Alternative action has been undertaken, general intent of alternative action addresses OAG finding
- NA - No substantial action has been taken to address this recommendation

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OAG Finding: Most public sector organizations do not have any efficiency measures in their annual performance reports.

Recommendations: We recommend that :	Actions Taken To Date	Status (see note)	Actions Planned (Include Time Frame)
<ul style="list-style-type: none"> • Organizations increase the number of efficiency measures they disclose in their annual performance reports. • Central agencies providing guidance to entities encourage them to increase the number of efficiency measures they disclose in their annual performance reports. 	<ul style="list-style-type: none"> • Service Plan Guidelines for Crown Corporations already list “efficiency” as one of the types of performance measures that should be considered. Individual organizations evaluate the use of efficiency measures relative to other types of measures in the context of the need to focus on critical results and to keep to a reasonable number of performance measures. • The current post-secondary accountability framework includes two efficiency measures (degree completion rate and student satisfaction with transfer). 	P	<ul style="list-style-type: none"> • Reference to efficiency measures will be included in the guidelines for Ministries for 2010/11 – 2012/13 Service Plans. • Expanding the degree completion rate to all public post-secondary institutions is planned for the 2010/2011 reporting cycle.

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OAG Finding: Most public sector organizations do not have either an accuracy or timeliness measure in their annual performance reports.

Recommendation: We recommend that	Actions Taken To Date	Status (see note)	Actions Planned (Include Time Frame)
<ul style="list-style-type: none"> • Organizations strive to include accuracy and timeliness measures in their annual reports, whenever possible. • Central agencies providing guidance to organizations encourage them to report on the accuracy and/or timeliness of their operations. 	<ul style="list-style-type: none"> • Service Plan Guidelines for Crown Corporations already list “timeliness” as one of the types of performance measures that should be considered, but specific reference is not made to “accuracy” measures. Individual organizations will need to evaluate the use of “timeliness” and “accuracy” measures relative to other types of measures in the context of the need to focus on critical results and to keep to a reasonable number of performance measures. • A number of accuracy and timeliness thresholds are part of the data collection cycle that supports post-secondary accountability reporting. Accurate and timely data are viewed as precursors to accountability. 	P	Reference to timeliness and accuracy measures will be included in the guidelines for Crown Corporations and Ministries for the 2010/11 - 2012/13 Service Plans.

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OAG Finding: Current year performance measure targets were missing for almost half of the performance measures being reported by the School districts in their accountability and achievement contracts.			
Recommendation: We recommend that:	Actions Taken To Date	Status (see note)	Actions Planned (Include Time Frame)
<ul style="list-style-type: none"> School districts include current-year targets for all performance measures disclosed in their accountability and achievement contract reports. 	<p>The superintendents of achievement have discussed with district superintendents the inclusion of current year targets in the 2009/10 achievement contracts. The 2009/10 achievement contracts will be submitted to the Ministry of Education by July 15, 2009.</p>	P	<p>The superintendents of achievement will monitor and support the development of the 2009/10 achievement contracts to include current year targets for performance measures. Consideration will be given to amending the achievement contract guidelines for 2010/11 if this proves to be necessary.</p>

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OAG Finding: Health Authorities are required to include every measure included in the Government Letter of Expectation in their health authority service plan report. As well, the current year targets for many of these measures are not precise and the specific year that long term targets should be achieved, per the letter of expectations, has not been defined for many of these performance measures.

Recommendation:	Actions Taken To Date	Status (see note)	Actions Planned (Include Time Frame)
<p>We recommend that:</p> <ul style="list-style-type: none"> • The Ministry of Health Services, through the Government Letters, not require health authorities to include every performance measure from these letters in their annual service plan reports. Alternative reporting mechanisms should be developed for those measures in the Government Letters that are removed from the service plan reports. • The Ministry of Health Services define specific targets for every performance measure contained in the health authorities' Government Letter of Expectations. The Letter should also include targets for these measures for every year covered by a health authority's upcoming three-year service plan. 	<ul style="list-style-type: none"> • The Ministry of Health Services has met with health authority executive, chief financial officers and planners to begin the development of an evidence-based planning framework which will guide the development of a new health sector planning model. • Ministry of Health Services is continuing to work with health authorities to establish specific targets for all performance measures and to establish dates for long term targets. The Ministry of Health Services considers three-year targets incompatible with the Government Letter of Expectations, which is a single year agreement. 	P	<p>This work will continue through the first quarter of the 2009/10 fiscal year and will guide the development of the 2009/10 Health Authority Service Plans. Through this work, the Ministry of Health Services and health authorities will endeavour to establish an alternative mechanism to report on all measures in the Government Letter of Expectations.</p>

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