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## Building Better Reports: Our Assessment of the 2003/04 Annual Service Plan Reports of Government

### Appendix A: Annual Service Plan Reports Assessed

Ministries

July 2005

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# Ministry of Children and Family Development



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Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place						o	

In Process	o	o x	o x	o	o	x	o x
Start-up	x			x	x		

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. Core business areas, programs and services are described, and the report clearly identifies the ministry's clients and stakeholders. The report has begun to describe how the ministry's values guide its operations.

*To improve in this area of reporting, the ministry should...* explain how it delivers programs and services through others and explain how it ensures others deliver what it wants. The ministry should also describe key accountability and reporting relationships and clearly explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

There are clear linkages between the goals and objectives, and they are consistent with the ministry's mission and public purpose. The report explains why performance measures are relevant to the to the ministry's goals and objectives. Variance between planned and actual results are identified and explained for some measures.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures. Performance measures should be provided for each objective and should focus on the full range of issues that concern the public and the legislators. The ministry should also fully explain the variances between planned and actual results.

### Principle 3: Few Critical Aspects

The report has begun to focus on the goals and objectives that are critical to the organization's stakeholders and to achieving it's purpose or vision. A wider array of performance information is presented than in start up. Key results are clear and readily apparent.

*To improve in this area of reporting the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

### Principle 4: Risk and Capacity

Some current capacity information is presented with explanation as to the ministry's ability to deliver on its goals and objectives. The report explains how capacity affected some of the results achieved.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. Key areas of capacity, including the capacity of partner, and the impact of capacity on the results achieved, should also be described.

#### **Principle 5: Link Resources, Strategies and Results**

Planned and actual costs are provided by core business area and key financial variances are explained.

*To improve in this area of reporting the ministry should...* provide key financial trend information and explain how current funding compares to past and forecast funding. The ministry should also link financial and non-financial information and identify critical measures of efficiency.

#### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report contains relevant economic, social or demographic information to put results into context. The report has begun to compare performance results against benchmark information and there is sufficient information to judge the organization's performance relative to past performance.

#### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies sources of information and describes why the ministry chose its goals, objectives, performance measures and targets.

*To improve in this area of reporting, the ministry should...* provide interpretations of its results. Management should describe why it is confident that the data is relevant and reliable. Where data limitations are presented, the ministry should describe the steps taken to validate the data.



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## **Ministry of Transportation**



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**Performance Reporting Principles**

Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	○ X	○ X	○ X		○	○ X	○ X
Start-up				○ X	X		

○ 2003/2004 Assessment    X 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The report describes the ministry's core business areas, programs and services. Clients and key stakeholders are also described. The report has begun to

describe how public sector values guide the Ministry's operations.

*To improve in this area of reporting, the ministry should...* clearly describe the governance structure under which it operates and its accountability relationships with key partners. How the ministry delivers programs through others and how it ensures others deliver what it wants should also be explained. The ministry should also clearly describe how it is guided by its values in delivering its programs and services.

### **Principle 2: Link Goals and Results**

There are clear linkages between the ministry's goals and objective and they are consistent with the ministry's mission and purpose. The report provides measures for each of its objectives and explains why performance measures are relevant. Variances between planned and actual results are explained.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures.

### **Principle 3: Few Critical Aspects**

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. The report contains a wider array of performance information than in start-up and key results are clear and readily apparent. The report explains how the ministry's performance is linked to government wide direction.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives, and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance.

### **Principle 4: Risk and Capacity**

The report identifies some risks in the ministry's operating environment.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The report should explain how risk management strategies affected results. Key areas of capacity, including the capacity of partners, and the impact of capacity on the results achieved, should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas and explains key financial variances. Any changes in funding that affected the achievement of planned performance targets are explained. The report identifies critical measures of efficiency.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures.

### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report has one year of baseline information for most measures to compare results against. The report has begun to compare performance results against benchmark information.

*To improve in this area of reporting, the ministry should...* provide trend information for its performance measures so that the reader is able to judge the its performance relative to past performance. Any year over year data inconsistencies should be fully explained. Where available and relevant, the report should include

benchmark information of similar organizations or best practices. Relevant economic, social or demographic information should also be presented to put the ministry's results into context.

**Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies sources of information and provides a rationale for choosing the performance measures. The period of data reported is provided for most measures. Management publicly affirms its responsibility for the contents of the report and has provided some interpretations of its results.

*To improve in this area of reporting, the ministry should...* explain how each of its performance targets have been selected and explain how measures are compiled and identify the period of data reported. The ministry should provide full interpretations of its results and explain why readers should have confidence in the reliability of the information presented.



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# Ministry of Water, Land and Air Protection



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Performance Reporting Principles							
<b>Stage of Development</b>	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements

Full y Inc orp orat ed							
Fun dam enta ls in Plac e							
In Pro cess	o x	o x	o x	o x	o	o x	o x
Star t-up					x		

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The report describes the ministry's core business areas, programs and services and identifies clients and key stakeholders. The report has begun to describe how public sector values guide its operations.

*To improve in this area of reporting, the ministry should...* fully explain how services and programs are delivered, how programs and services are delivered through others and how it ensures others deliver what it wants. The ministry also needs to describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

There are clear linkages between the goals and objectives and they are consistent with the mission and public purpose. The report provides measures for each of its objectives and explains why the measures are relevant to the ministry's goals and objectives. Variances have been identified and explained for most measures.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures. The report should also focus on the full range of issues



that concern the public and legislators. Variances between planned and actual results should be fully explained.

### **Principle 3: Few Critical Aspects**

The report has begun to focus on goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose and mission. The report explains what is critical to the organization in achieving its goals and objectives. The report contains a wider array of performance information than in start-up and explains how the ministry's performance is linked to government wide direction.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives, and measures are important and what achieving them means to the public and legislators. The report should also explain the few critical aspects of performance and ensure results are clear and readily apparent. What's important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

### **Principle 4: Risk and Capacity**

The report describes key risks in the internal and external operating environment and their expected impact on the ministry. The report describes existing resources.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. Key areas of capacity, including the capacity of partners and the impact of capacity on the results achieved, should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report provides planned and actual costs in terms of core business areas. Current funding is compared to past and forecast funding. Key financial variances are identified and the nature of funding is described. The report begins to make linkages between financial and other performance information by linking resources to some programs and objectives.

*To improve in this area of reporting, the ministry should...* fully explain key financial variances and identify critical measures of efficiency.

### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report has begun to compare performance results against benchmark information. Future performance targets are presented.

*To improve in this area of reporting, the ministry should...* include relevant economic, social or demographic information to put its results into context. The ministry should also provide trend information for its performance measures so that readers are able to judge the ministry's performance relative to past performance. Where available and relevant, the report should include additional benchmark information of similar organizations or best practices.

### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies sources of information and the period of data reported. The report describes why the organization chose its goals, objectives and performance measures. Where information is incomplete, the report provides baseline or additional information.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and how

performance targets were selected. The ministry should also provide full interpretations of its results and explain why the reader should have confidence in the reliability of the information presented.



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# Ministry of Forests



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Performance Reporting Principles							
Sta ge of Dev elo pm ent	Pu blic Pur pos e Ser ved	Lin k Go als and Res ults	Fe w, Cri tic al As pe cts	R is k a n d C a p a c i t y	Lin k Resource s, Strategies and Results	Co mpa rativ e Info rmat ion	Dis close Key Reportin g Judgeme nts
Full y Inc orp orat ed							
Fun dam enta ls in Plac e							

In Process	o x	o x	o x	o x	o	o x	o x
Star t-up					x		

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The report provides an overview of the programs and services the ministry delivers and it lists the values that guide the ministry's operations.

*To improve in this area of reporting, the ministry should...* fully describe its core business areas and the programs and services that it provides. The ministry should also clearly identify clients and key stakeholders. How it delivers programs through others and how it ensures others deliver what it wants should also be explained. The ministry also should describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

The report identifies the ministry's goals and objective and they are consistent with the ministry's mission and purpose. The report provides measures for each of its objectives. Variances between planned and actual results are explained.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to the ministry's goals and objectives. The report should also focus on the full range of issues that concern the public and the legislators. Variances from performance targets should also be explained.

### Principle 3: Few Critical Aspects

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. The report explains what is critical to the ministry in achieving its goals and objectives. The report addresses what is important to the government at the overall corporate level, as reflected in the government's strategic plan. Key results are clear and readily apparent.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives, and measures are important, and what achieving them means to the public and legislators

### Principle 4: Risk and Capacity

The report identifies some risks in the ministry's internal and external operating environments, and also discusses how capacity affected the results achieved.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected

results. Key areas of capacity including the capacity of partners should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas, and variances are identified. Changes in funding that affected the achievement of planned performance targets are explained. The report makes clear the nature of funding and explains key revenue generating activities.

*To improve in this area of reporting, the ministry should...* provide key financial trend information for expenditures and fully explain key financial variances. Explanations of how current funding compares to past and forecast funding should also be provided. The report should also explain the linkage between financial and other performance information and identify critical measures of efficiency.

### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. Any year-over-year data inconsistencies that could impact a reader's understanding of trends comparisons are fully explained. The report also contains relevant economic, social or demographic information to put the ministry's results into context. The report has one year of baseline information for most measures to compare results against.

*To improve in this area of reporting, the ministry should...* provide sufficient information to allow the reader to judge its performance relative to past performance. Where available and relevant, the report should include benchmark information of similar organizations or best practices.

### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies sources of information and describes why the ministry chose its goals, objectives and performance measures. The period of data reported is provided for most measures. The report indicates when incomplete information will be available. The report clearly explains the reasons for changes to goals, objectives, or performance measures from the prior year. Management publicly affirms its responsibility for the contents of the report and has provided some interpretations of its results.

*To improve in this area of reporting, the ministry should...* explain how each of its performance targets have been selected, explain how measures are compiled, and disclose the period of data reported. The report should also provide full interpretations of results and explain why the reader should have confidence in the reliability of the information presented.



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## **Ministry of Public Safety and Solicitor General**



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**Performance Reporting Principles**

Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place					o		
In Process	o x	o x	x	o		x	o x
Start-up			o	x	x	o	

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The ministry's core business areas and its programs and services are also described. The report identifies clients and key stakeholders. The report lists the

values that guide the ministry's operations.

*To improve in this area of reporting, the ministry should...* explain how it delivers programs, products or services through others, and how it ensures others deliver what it wants. The ministry should also describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### **Principle 2: Link Goals and Results**

There are clear linkages between the goals and objectives, and they are consistent with the ministry's mission and public purpose. The report provides measures for each of its objectives and explains why the measures are relevant to the ministry's objectives. Variances between planned and actual results are identified.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures. The ministry should also focus on the full range of issues that concern the public and the legislators. Variances from performance targets should also be explained.

### **Principle 3: Few Critical Aspects**

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. Key results are clear and readily apparent.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The report should also explain what is critical to the ministry in achieving its goals and objectives, and address what is important to the government at the overall corporate level, as reflected in the government's strategic plan.

### **Principle 4: Risk and Capacity**

The report identifies some risks in the ministry's internal and external operating environments. The report also describes the current status of key areas of capacity and explains when capacity affected the results achieved.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces, and the strategies for prioritizing and dealing with them. The report should also explain how risk management affected the results achieved.

### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas and explains key financial variances. Any changes in funding that affected the achievement of planned performance targets are explained. The report identifies critical measures of efficiency.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures.

### **Principle 6: Comparative Information**

The report has one year of baseline information for most measures to compare results against.

*To improve in this area of reporting, the ministry should...* ensure performance is clearly reported in relation to the service plan. Where goals, objectives, measures or targets are not reported as planned, full explanations must be provided. Relevant economic, social or demographic information should be presented to put the ministry's results into context. The ministry should also provide trend information for its performance measures so that readers are able to judge its performance relative to past performance. Where available and relevant, the report

should include benchmark information of similar organizations or best practices.

**Principle 8: Disclose the Basis for Key Reporting Judgements**

Management publicly affirms its responsibility for the contents of the report. The report identifies sources of information and describes management’s confidence in the reliability of the results. Where information is incomplete the report provides either a baseline or indicates when the information will be available.

*To improve in this area of reporting, the ministry should...* provide a concise explanation of how measures are derived and disclose the period of data reported. An explanation of how performance targets were selected should also be provided. The ministry also should present full interpretations of its results.



# Ministry of Finance



Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							

Fun dam enta ls in Plac e							
In Pro cess	o	o x	o x	o x		o x	o
Star t-up	x				o x		x

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The ministry's core business areas, clients and key stakeholders are also clearly described. The report has begun to describe how public sector values guide the organization's operations.

*To improve in this area of reporting, the ministry should...* describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

There are clear linkages between the goals and objectives, and they are consistent with the ministry's mission and public purpose. The report explains why the measures are relevant to the ministry's goals and objectives. Performance measures go beyond just inputs and simple outputs towards including more informative outputs, and variances between planned and actual results are identified.

*To improve in this area of reporting, the ministry should...* clearly explain the linkages between its mission, goals, objectives, strategies and performance measures. Variances between planned and actual results should be fully explained.

### Principle 3: Few Critical Aspects

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. The report contains a wider array of performance information than in start-up. The report explains how the ministry's performance is linked to government wide direction.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance. Key results should be clear and readily apparent. What is important to the government at the overall corporate level as reflected in the



government's strategic plan should also be addressed.

#### **Principle 4: Risk and Capacity**

The report identifies key risks in the internal and external operating environment and discusses the impact of some risks. The report also describes some risk management strategies.

To improve in this area of reporting, the ministry should...clearly describe the key risks faced by the ministry, and the strategies for prioritizing and dealing with them. The ministry should explain how risk management affected results. The current status of key areas of capacity should also be described, including an explanation of how capacity affected the results achieved.

#### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas.

*To improve in this area of reporting, the ministry should...* provide financial trend information and describe key cost recovery activities. Variances between planned and actual results should also be explained. Explanations of how current funding compares to past and forecast funding should be provided. The ministry should also explain the linkage between financial and other performance information and identify critical measures of efficiency.

#### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report contains sufficient information to judge the ministry's performance relative to past performance and future performance targets are presented for most measures.

*To improve in this area of reporting, the ministry should...* provide relevant economic, social or demographic information to put its results into context. The ministry should also include benchmark information from other jurisdictions or similar organizations. Year-over-year data inconsistencies in reporting performance measures should also be explained.

#### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies sources of information and describes why the organization chose its goals, objectives and performance measures. Where information is incomplete, the report indicates when the information will be available. In addition, management publicly affirms its responsibility for the contents of the report and discloses some limitations in the information presented.

*To improve in this area of reporting, the ministry should...* explain how its performance targets have been selected and disclose the reporting period of performance data. The ministry should provide full interpretations of its results, and explain why the reader should have confidence in the reliability of the information presented.



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Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	<b>o x</b>	<b>o x</b>	<b>o x</b>		<b>o</b>	<b>o</b>	<b>o x</b>

Star t-up				o x	x	x	
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o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The ministry's core business area and its programs and services are also described. The report identifies the ministry's clients and it begins to describe accountability relationships with partners. The report has begun to describe how the ministry's values guide its operations.

*To improve in this area of reporting, the ministry should...* explain how it delivers programs and services through others and explain how it ensures others deliver what it wants. The ministry should also describe key accountability and reporting relationships and clearly explain how the delivery of its programs and services is guided by public sector values.

### Principle 2: Link Goals and Results

There are clear linkages between the goals, objectives, and strategies and they are consistent with the ministry's mission and public purpose. The report identifies and explains some variances.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to its goals and objectives. The report should also focus on the full range of issues that concern the public and the legislators, and fully explain variances between planned and actual results.

### Principle 3: Few Critical Aspects

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. The report explains what is critical to the ministry in achieving its goals and objectives. Key results are clear and readily apparent. The report explains how the ministry's performance is linked to government-wide direction.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

### Principle 4: Risk and Capacity

The report identifies some risks in the organization's operating environments and also describes existing resources.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The report should explain how risk management strategies affected results. Key areas of capacity, including the capacity of partners, and the impact of capacity on the results

achieved, should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas. Key financial variances are identified and explained.

To improve in this area of reporting, the ministry should... provide key financial trend information and explain how current funding compares to past and forecast funding. The report should also link financial and non-financial information and identify critical measures of efficiency.

### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report contains some demographic information which puts its results into context. Historical information is included for most measures and there is sufficient information to judge the organization's performance relative to past performance.

*To improve in this area of reporting, the ministry should...* where available and relevant, include benchmark information of similar organizations or best practices.

### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report begins to explain why performance measures were chosen. Management publicly affirms its responsibility for the contents of the report and provides interpretations for its results.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources of information and the period of data reported. The ministry should also explain how performance targets were selected and explain why the reader should have confidence in the reliability of the information presented.



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## **Ministry of Attorney General**



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**Performance Reporting Principles**

Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place	o	x					
In Process	x	o	x		o	x	o x
Start-up			o	o x	x	o	

o 2003/2004 Assessment    x 2002/2003 Assessment

**Principle 1: Public Purpose Served**

The report describes the ministry’s core business areas and its programs and services. The ministry’s clients and key stakeholders have been clearly identified. The report links the ministry’s services to system indicators within

the provincial justice system. The report makes clear that the ministry is guided by public sector values in delivering its programs and services.

*To improve in this area of reporting, the ministry should...* clearly explain the governance structure under which it operates and its key reporting relationships. How the ministry delivers programs through others and how it ensures others deliver what it wants should also be explained.

### **Principle 2: Link Goals and Results**

The report provides measures for each of its objectives and explains why measures are relevant to the ministry's goals and objectives. Performance measures go beyond just inputs and simple outputs towards including more informative outputs. The report explains variances between planned and actual results.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures. The ministry should also focus on the full range of issues that concern the public and the legislators.

### **Principle 3: Few Critical Aspects**

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

### **Principle 4: Risk and Capacity**

The report identifies some risks in the ministry's internal and external operating environments. Existing resources are described.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. The current status of key areas of capacity including the capacity of partners should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report contains basic financial information and has begun to make linkages between financial and other performance information by reporting on some measures of output efficiency. Variances have been identified.

*To improve in this area of reporting, the ministry should...* provide key financial trend information and fully explain key financial variances. The ministry should also identify critical measures of efficiency. Explanations of how current funding compares to past and forecast funding should be provided in addition to how any changes in funding affected the achievement of planned performance targets.

### **Principle 6: Comparative Information**

The report has one year of baseline information for most measures to compare results against.

*To improve in this area of reporting, the ministry should...* ensure performance is clearly reported in relation to the service plan. Results should be reported in relation to the goals, objectives and performance measures

outlined in the plan. Where goals, objectives, measures or targets are not reported as planned, full explanations must be provided. The ministry should also provide trend information for its performance measures so that readers are able to judge the organization's performance relative to past performance. Where available and relevant, it should include benchmark information of similar organizations or best practices. The report should also contain relevant economic, social, or demographic information to its results into context.

**Principle 8: Disclose the Basis for Key Reporting Judgements**

Management publicly affirms its responsibility for the contents of the report. The report identifies the sources of information, including a concise explanation of how measures are derived and the period of data reported. Where changes have been made since the prior year, the report clearly explains the reasons for changes to goals, objectives, or performance measures.

To improve in this area of reporting, the ministry should... explain how each of its performance targets have been selected. The ministry should also present full interpretations of its results, and explain why readers should have confidence in the reliability of the information presented. Management should further disclose any limitations or uncertainties in the information presented and describe the steps taken to validate the data.



# Ministry of Management Services



Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements

Full y Inc orp orat ed							
Fun dam enta ls in Plac e					o		
In Pro cess	o	o x				o	
Star t-up			o x	o x	x	x	o x

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The report describes the ministry's core business areas, programs and services. Clients and key stakeholders are also identified. The report has begun to describe how public sector values guide the ministry's operations.

*To improve in this area of reporting, the ministry should...* explain how it delivers programs and services through others and ensures others deliver what it wants. The ministry should also describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

There are clear linkages between the goals and objectives, and they are consistent with the ministry's mission and purpose. The report provides measures for each of its objectives. Performance measures go beyond just inputs and simple outputs towards including more informative outputs. Variances between planned and actual results are identified.



*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to its goals and objectives. The report should also focus on the full range of issues that concern the public and the legislators. Variances from performance targets should also be explained.

### **Principle 3: Few Critical Aspects**

The report explains how the organization's performance is linked to government-wide direction.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives, and measures are important, and what achieving them means to the public and legislators. The report should explain what's critical to the ministry in achieving its goals and objectives, and explain what is important to the government at the overall corporate level as reflected in the government's strategic plan. Key performance results should be clear and readily apparent.

### **Principle 4: Risk and Capacity**

The report identifies some risks in the organization's internal and external operating environments.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. The current status of key areas of capacity, including the capacity of partners, and how capacity affected results should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas and variances are identified. The report identifies critical measures of efficiency.

*To improve in this area of reporting, the ministry should ...* explain key financial variances and provide financial trend information for expenditures.

### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report has at least one year of baseline information for most measures and is beginning to compare performance results against benchmark information.

*To improve in this area of reporting, the ministry should...* provide sufficient information to allow the reader to judge its performance relative to past performance. Where available and relevant, the report should include benchmark information of similar organizations or best practices. Relevant economic, social or demographic information should also be presented to put the ministry's results into context.

### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies the sources of information, including a concise explanation of how measures are derived and the period that data applies to. Where information is incomplete, the report indicates when the information will be available. In addition, management publicly affirms its responsibility for the contents of the report and discloses some limitations in the information presented.

*To improve in this area of reporting, the ministry should...* explain why it has chosen the measures it has and how performance targets were selected. The ministry should present full interpretations of its results and explain and why readers should have confidence in the reliability of the information.



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# Ministry of Health Services



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## Performance Reporting Principles

<b>Stage of Development</b>	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							

In Pro cess	X	o X	X	o		o X	o X
Star t-up	o		o	X	o X		

o 2003/2004 Assessment    X 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry’s public purpose and its mission. An overview of the programs and services is provided. The report lists the values that guide the ministry’s operations.

*To improve in this area of reporting, the ministry should...* describe how it delivers its programs and services, how it delivers programs through others and how it ensures others deliver what it wants. Key accountability and reporting relationships should also be described. The ministry should also clearly describe how it is guided by its values in delivering its programs and services.

### Principle 2: Link Goals and Results

There are clear linkages between the goals and objectives, and they are consistent with the ministry’s mission and public purpose. The report provides performance measures for each objective and these measures go beyond just inputs and simple outputs towards including more informative outputs. The report explains why performance measures are relevant to the organization’s goals and objectives for most measures. Variances between planned and actual results are identified. There are references to plans for the future for some measures.

*To improve in this area of reporting, the ministry should...* clearly explain the linkages between its mission, goals, objectives, strategies and performance measures. The report should also focus on the full range of issues that concern the public and the legislators. Variances between planned and actual results should be fully explained.

### Principle 3: Few Critical Aspects

The report has begun to focus on the goals and objectives that are critical to the organization’s stakeholders and to achieving its purpose or vision.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and explain the few critical aspects of performance. What is important to the government at the overall corporate level as reflected in the government’s strategic plan should also be addressed.

### Principle 4: Risk and Capacity

The report describes key capacity risks and their expected impact on the organization. The report also describes existing resources.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. Key areas of capacity, including the capacity of partners, and the impact of capacity on the results achieved, should also be described.

#### **Principle 5: Link Resources, Strategies and Results**

The report contains basic financial information. Key financial variances are identified and explained by core business areas.

*To improve in this area of reporting, the ministry should...* fully explain planned and actual costs for each core business area and provide key financial trend information. Key revenue generating activities should be fully described. The report should also fully explain the linkage between financial and other performance information and identify critical measures of efficiency.

#### **Principle 6: Comparative Information**

Actual performance is reported in relation to the service plan. Year-over-year data inconsistencies that could impact a reader's understanding of trend comparisons are fully explained.

*To improve in this area of reporting, the ministry should...* include relevant economic, social or demographic information to put its results into context. The report should also provide sufficient trend information for performance measures so that readers able to judge the ministry's performance relative to past performance. Where available and relevant, the ministry should include benchmark information of similar organizations or best practices.

#### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies some sources of information and describes why the organization chose its objectives and performance measures. Management publicly affirms its responsibility for the contents of the report and provides interpretations for some of its results. Where information is incomplete, the report for the most part provides baseline information and indicates when the information will be available. Limitations in the information presented are disclosed.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources of information and the period of data reported. The report should also describe how performance targets were selected. The ministry should provide full interpretations of its results, and explain why readers should have confidence in the reliability of the information presented.



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## **Ministry of Sustainable Resource Management**



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## Performance Reporting Principles

Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process		○ X	○ X	○	○		
Start-up	○ X			X	X	○ X	○ X

○ 2003/2004 Assessment    X 2002/2003 Assessment

## **Principle 1: Public Purpose Served**

The report explains the ministry's public purpose and its mission. An overview of the programs and services is provided and key clients and market served are identified. The report has begun to describe how public sector values guide the ministry's operations

*To improve in this area of reporting, the ministry should...* fully describe its core business areas and the programs and services that it provides. How the it delivers programs through others and how it ensures others deliver what it wants, should also be explained. The report also needs to describe key accountability and reporting relationships, and explain how the delivery of ministry programs and services are guided by public sector values.

## **Principle 2: Link Goals and Results**

There are clear linkages between the goals and objectives, and they are consistent with the organization's mission and public purpose. The report provides performance measures for each objective. Variances between planned and actual results are identified.

To improve in this area of reporting, the ministry should... clearly explain the linkages between its mission, goals, objectives, strategies and performance measures, and explain why performance measures are relevant to the ministry's goals and objectives. The report also should focus on the full range of issues that concern the public and legislators. Variances between planned and actual results should be fully explained.

## **Principle 3: Few Critical Aspects**

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. A wider array of performance information is presented than in start up. The report explains how the organization's performance is linked to government-wide direction.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

## **Principle 4: Risk and Capacity**

The report describes key risks in the ministry's internal and external operating environments and describes their expected impact on the organization. The report also describes how the risks influence some strategies and results and describes the current status of some key areas of capacity.

*To improve in this area of reporting, the ministry should...* summarize the strategies for prioritizing and dealing with risks and explain how risk management strategies affected the results achieved. Key areas of capacity, including the capacity of partners, and the impact of capacity on the results achieved, should also be described.

## **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas. Key financial variances are identified and explained. The report begins to make linkages between financial and other performance information by linking resources to goals.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures. Key revenue generating activities should be fully described. Explanations of how current funding compares to

past and forecast funding should also be provided. The report should also identify critical measures of efficiency.

### **Principle 6: Comparative Information**

Actual performance is reported in relation to the service plan. Results are reported in relation to the goals, objectives and performance measures outlined in the plan.

*To improve in this area of reporting, the ministry should...* include relevant economic, social or demographic information to put its results into context. The ministry should also provide trend information for its performance measures so that readers are able to judge the ministry's performance relative to past performance. Where available and relevant, the report should include benchmark information of similar organizations or best practices.

### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report explains why measures have been chosen. Management publicly affirms its responsibility for the contents of the report.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources of information and the period of data reported. The report should also explain how performance targets were selected. The ministry needs to provide full interpretations of its results, and explain why readers should have confidence in the reliability of the information presented.



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## **Ministry of Energy and Mines**



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**Performance Reporting Principles**

Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	o x	o x	o x				
Start-up				o x	o x	o x	o x

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. The report describes the ministry's core business areas, programs and services. Clients and key stakeholders are also described. The report explains the



governance structure under which the ministry operates and accountability relationships with key partners are also described. The report has begun to describe how public sector values guide the ministry's operations.

*To improve in this area of reporting, the ministry should...* clearly explain how it delivers programs through others and how it ensures others deliver what it wants. The ministry should also describe how the delivery of its programs and services are guided by public sector values.

## **Principle 2: Link Goals and Results**

**The report identifies the ministry's goals and objectives, and they are consistent with its mission and public purpose. The report provides measures for each of the ministry's objectives. Variances between planned and actual results have been identified.**

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to the ministry's goals and objectives. The ministry should also focus on the full range of issues that concern the public and the legislators. Variances from performance targets should also be explained.

## **Principle 3: Few Critical Aspects:**

**The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. A wider array of performance information is presented than in start up. Key results are clear and readily apparent.**

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and explain the few critical aspects of performance. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

## **Principle 4: Risk and Capacity**

**The report identifies some risks in the ministry's internal and external operating environments.**

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. The current status of key areas of capacity including the capacity of partners should also be described.

## **Principle 5: Link Resources, Strategies and Results**

**The report explains planned and actual costs in terms of core business areas and variances are identified.**

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures and fully explain key financial variances. Explanations of how current funding compares to past and forecast funding should also be provided. The ministry should also explain the linkage between financial and other performance information and identify critical measures of efficiency.

## **Principle 6: Comparative Information**

The report has begun to report actual performance in relation to the service plan.

To improve in this area of reporting, the ministry should... ensure performance is clearly reported in relation to the service plan. Where goals, objectives, measures or targets are not reported as planned, full explanations must be provided. Relevant economic, social or demographic information should also be presented to put the ministry's results into context. The ministry should also provide trend information for its performance measures so that the reader is able to judge the ministry's performance relative to past performance, and where available and relevant, include benchmark information of other organizations in the industry, industry standards, or best practices.

#### Principle 8: Disclose the Basis for Key Reporting Judgements

The report has performance measures and presents its results. Management publicly affirms its responsibility for the contents of the report.

To improve in this area of reporting, the ministry should... explain how measures are compiled and identify the sources of information and the period of data reported. The ministry should also explain why it has chosen the measures it has and how performance targets were selected. The ministry should provide full interpretations of its results, and explain why the reader should have confidence in the reliability of the information presented.



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## Ministry of Advanced Education



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Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements

Full y Inc orp orat ed							
Fun dam enta ls in Plac e			X				
In Pro cess	X	o X	o				X
Star t-up	o			o X	o X	o X	o

o 2003/2004 Assessment    X 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and its mission. An overview of programs and services has been provided and the report has begun to describe how values guide the ministry's operations.

*To improve in this area of reporting, the ministry should...* fully describe its core business areas and the programs and services that it provides. Clients and key stakeholders should be identified. How the ministry delivers programs through others and how it ensures others deliver what it wants should also be explained. The ministry should also describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

There are clear linkages between goals and objectives, and they are consistent with the ministry's mission and public purpose. The report provides measures for each of the ministry's objectives and performance measures go beyond simple inputs and outputs.

*To improve in this area of reporting, the ministry should...* clearly explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to the its goals and objectives. The ministry also should focus on the full range of issues

that concern the public and the legislators. Variances between planned and actual results should be fully explained.

### **Principle 3: Few Critical Aspects**

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. The report contains a wider array of performance information than in start-up and provides some of the few critical aspects of performance that legislators and the public would use to judge the ministry's success.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and identify the few critical aspects of performance. Key results should be clear and readily apparent. What is important to the government at the overall corporate level as reflected in the government's strategic plan should also be addressed.

### **Principle 4: Risk and Capacity**

Existing resources are presented.

*To improve in this area of reporting, the ministry should...* summarize the key risks faced by the ministry and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. Key areas of capacity, including the capacity of partners, and the impact of capacity on the results achieved, should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business area and variances are identified

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures and fully explain key financial variances. Explanations of how current funding compares to past and forecast funding should be provided. The ministry should also link financial and other performance information and identify critical measures of efficiency.

### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report contains one year of baseline information for some measures.

*To improve in this area of reporting, the ministry should...* provide relevant economic, social or demographic information to put its results into context. The ministry should also provide sufficient information to allow the reader to judge the ministry's performance relative to past performance. Where available and relevant, the ministry should include benchmark information of similar organizations or best practices. Any year over year data inconsistencies should be fully explained.

### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report explains how performance measures are compiled and identifies the sources and period of data reported.

*To improve in this area of reporting, the ministry should...* explain why it has chosen the measures it has and explain how performance targets were selected. The ministry should provide full interpretations of

its results, and explain why readers should have confidence in the reliability of the information presented.



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# Ministry of Agriculture, Food and Fisheries



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Performance Reporting Principles							
Sta ge of Dev elo pm ent	Pu blic Pur pos e Ser ved	Lin k Go als and Res ults	Fe w, Cri tic al As pe cts	R is k a n d C a p a c i t y	Lin k Resour ces, Strate gies and Results	Co mpa rativ e Info rmat ion	Dis close Key Report ing Judg eme nts
Full y Inc orp orat ed							
Fun dam enta ls in Plac e							

In Pro cess		o x	o				
Star t-up	o x		x	o x	o x	o x	o x

o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and describes its mission. The report provides an overview of the programs and services the ministry delivers. The report has begun to describe how public sector values guide the ministry's operations.

To improve in this area of reporting, the ministry should... fully describe its core business areas and the programs, products and services that it provides. The ministry should also clearly identify clients and key stakeholders. How it delivers programs through others and how it ensures others deliver what it wants should also be explained. The ministry should also describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

There are clear linkages between the ministry's goals and objectives and they are consistent with the ministry's mission and purpose. The report provides measures for each of its objectives. Performance measures are starting to go beyond just inputs and simple outputs towards including more informative outputs. Variances between planned and actual results are identified.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to the ministry's goals and objectives. The ministry should also focus on the full range of issues that concern the public and the legislators. Variances from performance targets should also be explained.

### Principle 3: Few Critical Aspects

The report has begun to focus on the goals and objectives that are critical to the ministry's stakeholders and to achieving its purpose or vision. A wider array of performance information is presented than in start up.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives, and measures are important and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance. What is important to the government at the overall corporate level as reflected in the government's strategic plan should also be addressed.

#### **Principle 4: Risk and Capacity**

The report identifies some risks in the ministry's internal and external operating environments.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. The current status of key areas of capacity, including the capacity of partners, should also be described.

#### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas and variances are identified.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures and fully explain key financial variances. Explanations of how current funding compares to past and forecast funding should be provided. The ministry should also link financial and other performance information and identify critical measures of efficiency.

#### **Principle 6: Comparative Information**

The report has one year of baseline information for most measures to compare results against. The report has begun to compare performance against benchmark information. Year-over-year data inconsistencies have been explained.

*To improve in this area of reporting, the ministry should...* ensure performance is clearly reported in relation to the service plan. Results should be reported in relation to the goals, objectives and performance measures outlined in the plan. Where goals, objectives, measures or targets are not reported as planned, full explanations must be provided. The ministry should also provide trend information for its performance measures so that the reader is able to judge the organization's performance relative to past performance, and where available and relevant, include additional benchmark information of similar organizations or best practices.

#### **Principle 8: Disclose the Basis for Key Reporting Judgements**

Management publicly affirms its responsibility for the contents of the report. The rationale for choosing some of the performance measures is contained in the report.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources of information and the period of data reported. The ministry should also explain why it has chosen the measures it has and how performance targets were selected. The ministry should provide full interpretations of its results, and explain why the reader should have confidence in the reliability of the information presented.



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Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process	o	x				o	



Star t-up	X	O	O X	O X	O X	X	O X
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O 2003/2004 Assessment    X 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and describes its mission. The report describes the ministry's core business areas, programs and services. The report makes clear that the ministry is guided by public sector values in delivering its programs and services.

*To improve in this area of reporting, the ministry should...* explain how it delivers programs or services through others, and how it ensures others deliver what it wants. The report should also identify clients and key stakeholders. The ministry should clearly explain the governance structure under which it operates, and key accountability and reporting relationships should also be described.

### Principle 2: Link Goals and Results

The report identifies the goals and objectives of the ministry and contains performance measures that are readily available, such as the completion of specific activities.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures, and explain why performance measures are relevant to the ministry's goals and objectives. Variances from performance targets need to be identified and fully explained. The report should also focus on the full range of issues that concern the public and the legislators.

### Principle 3: Few Critical Aspects

Key results are clear and readily apparent.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives, and the few critical aspects of performance. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

### Principle 4: Risk and Capacity

The report identifies some risks in the ministry's internal and external operating environments.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. The current status of key areas of capacity, including the capacity of partners, should also be described.

### Principle 5: Link Resources, Strategies and Results

The report explains planned and actual costs in terms of core business areas, and variances are

identified.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures and fully explain key financial variances. Explanations of how current funding compares to past and forecast funding should also be provided. The report should also explain the linkage between financial and other performance information and identify critical measures of efficiency.

#### **Principle 6: Comparative Information**

Actual performance is clearly reported in relation to the service plan. The report contains relevant economic, social or demographic information to put its results into context.

*To improve in this area of reporting, the ministry should...* provide trend information for its performance measures so that readers are able to judge its performance relative to past performance. Where available and relevant, the report should include benchmark information of similar organizations or best practices.

#### **Principle 8: Disclose the Basis for Key Reporting Judgements**

Management publicly affirms its responsibility for the contents of the report. The report explains how some performance measures are compiled.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources of information and the period of data reported. The ministry should also explain why it has chosen the measures it has and explain how performance targets were selected. The report should provide full interpretations of results, and explain why the reader should have confidence in the reliability of the information presented.



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## **Ministry of Community, Aboriginal and Women's Services**



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Performance Reporting Principles

Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process		o x					
Start-up	o x		o x	o x	o x	o x	o x

o 2003/2004 Assessment    x 2002/2003 Assessment

**Principle 1: Public Purpose Served**

The report explains the ministry’s public purpose and mission. Core business areas, programs and

services are described.

*To improve in this area of reporting, the ministry should...* describe how it delivers programs through others and how it ensures others deliver what it wants. Key clients and markets served should be clearly identified. The ministry should also describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

## **Principle 2: Link Goals and Results**

There are clear linkages between most of the goals and objectives, and they are consistent with the organization's mission and public purpose. Measures go beyond just inputs and simple outputs towards including more informative outputs. Variances between planned and actual results are identified and explained for some of the measures.

*To improve in this area of reporting, the ministry should...* clearly explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to its goals and objectives. Performance measures should be provided for each objective. The ministry should focus on the full range of issues that concern the public and the legislators. Variances between planned and actual results should be fully explained.

## **Principle 3: Few Critical Aspects**

A wider array of performance information is presented which provides some of the few critical aspects of performance.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. The ministry should also explain what is critical in achieving its goals and objectives and the few critical aspects of performance. Key results should be clear and readily apparent. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

## **Principle 4: Risk and Capacity**

Existing resources are described.

*To improve in this area of reporting, the ministry should...* summarize the key risks faced by the ministry and the strategies for prioritizing and dealing with them. The ministry should explain how risk management strategies affected results. Key areas of capacity, including the capacity of partners, and the impact of capacity on the results achieved, should also be described.

## **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas and variances are identified.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures and fully explain key financial variances. Explanations of how current funding compares to past and forecast funding should be provided. The ministry should also link financial and other performance information and identify critical measures of efficiency.

## **Principle 6: Comparative Information**

The report contains some economic and demographic information to put its results into context.

*To improve in this area of reporting, the ministry should...* clearly report in relation to the service plan. Relevant economic, social or demographic information should be presented to put results into context. The ministry should also provide sufficient information to allow readers to judge the ministry's performance relative to past performance. Where available and relevant, the ministry should include benchmark information of similar organizations or best practices.

#### Principle 8: Disclose the Basis for Key Reporting Judgements

The report explains why goals and some measures have been chosen. Management publicly affirms its responsibility for the contents of the report.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources of information and the period of data reported. The ministry should also explain why it has chosen the measures it has and how performance targets were selected. The ministry should provide full interpretations of its results, and explain why readers should have confidence in the reliability of the information presented.



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## Ministry of Education



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### Performance Reporting Principles

Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements

Full y Inc orp orat ed							
Fun dam enta ls in Plac e							
In Pro cess	X	X	O X			X	X
Star t-up	O	O		O X	O X	O	O

O 2003/2004 Assessment    X 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report explains the ministry's public purpose and describes its mission. The report provides an overview of the programs and services the ministry delivers. The report lists the values that guide the ministry's operations.

*To improve in this area of reporting, the ministry should...* fully describe its core business areas and the programs and services that it provides. The ministry should also clearly identify clients and key stakeholders. How it delivers programs through others and how it ensures others deliver what it wants should also be explained. The ministry should also describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.

### Principle 2: Link Goals and Results

The report identifies the goals and objectives of the ministry, and it provides measures for each of its objectives.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission,

goals, objectives, strategies and performance measures and explain why performance measures are relevant to the ministry's goals and objectives. Variances from performance targets need to be identified and fully explained. The ministry also needs to focus on the full range of issues that concern the public and the legislators.

### **Principle 3: Few Critical Aspects**

The report has begun to focus on the goals and objectives that are critical to the organization's stakeholders and to achieving its purpose or vision. The report contains a wider array of performance information than in start-up. Key results are clear and readily apparent.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives and measures are important, and what achieving them means to the public and legislators. It should also explain what is critical to the ministry in achieving its goals and objectives, and address what is important to the government at the overall corporate level, as reflected in the government strategic plan.

### **Principle 4: Risk and Capacity**

The report identifies some risks.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry should also explain how risk management strategies affected results. The current status of key areas of capacity (including the capacity of partners) and the impact of capacity on the results achieved, should also be described.

### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas and variances are identified.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures. Variances between planned and actual results should be explained. The ministry should also explain the linkage between financial and other performance information and identify critical measures of efficiency.

### **Principle 6: Comparative Information**

There is one year of baseline information for most measures to compare results against. The report has begun to compare performance results against benchmark information.

*To improve in this area of reporting, the ministry should...* report actual performance in relation to the service plan. Results should be reported in relation to the goals, objectives and performance measures outlined in the plan. The ministry should also ensure the report contains sufficient information to judge its performance relative to past performance. Where available and relevant, the ministry should include additional benchmark information of similar organizations or best practices.

### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report identifies sources of information and describes why the ministry chose its performance measures. The report discloses limitations in some of the data.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the period of data reported. The ministry should also explain how performance targets were

selected. Where changes have been made since the prior year, the ministry should clearly explain reasons for changes to goals, objectives or performance measures. The ministry should provide full interpretations of its results and explain why readers should have confidence in the reliability of the information presented. The ministry should also explain the steps taken to validate data where limitations in the data has been disclosed.



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## Ministry of Provincial Revenue



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Performance Reporting Principles							
Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							



Fun dam enta ls in Plac e							
In Pro cess	X	o X	X				
Star t-up	o		o	o X	o X	o X	o X

o 2003/2004 Assessment    X 2002/2003 Assessment

### Principle 1: Public Purpose Served

**The report explains the ministry’s public purpose and describes its mission. The report describes the ministry’s clients and key stakeholders. The report provides an overview of the programs and services the ministry delivers and it lists the values that guide the ministry’s operations.**

*To improve in this area of reporting, the ministry should... fully describe its core business areas and the programs and services that it provides. How it delivers programs through others and how it ensures others deliver what it wants should also be explained. The ministry also should describe key accountability and reporting relationships and explain how the delivery of its programs and services are guided by public sector values.*

### Principle 2: Link Goals and Results

**The report identifies the goals and objectives of the ministry and they are consistent with its mission and public purpose. The report provides measures for each of its objectives. Performance measures go beyond just inputs and simple outputs towards including more informative outputs. Variances between planned and actual results have been identified.**

*To improve in this area of reporting, the ministry should... fully explain the linkages between its mission, goals, objectives, strategies and performance measures. The ministry should also explain why performance measures are relevant to the ministry’s goals and objectives. Variances between planned and actual results should also be explained.*

### Principle 3: Few Critical Aspects

**The report has begun to focus on the goals and objectives that are critical to the ministry’s stakeholders and to achieving its purpose or vision.**

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives, and measures are important, and what achieving them means to the public and legislators. The ministry also should explain what is critical in achieving its goals and objectives and the few critical aspects of performance. Key performance results should be clear and readily apparent. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be explained.

#### **Principle 4: Risk and Capacity**

The report identifies some risks in the ministry's internal and external operating environments.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The ministry also should explain how risk management strategies affected results. The current status of key areas of capacity, including the capacity of partners, and the impact of capacity on the results achieved should also be described.

#### **Principle 5: Link Resources, Strategies and Results**

The report explains planned and actual costs in terms of core business areas.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures and describe key cost recovery activities. Variances between planned and actual results should also be explained. The report should also explain the linkage between financial and other performance information and identify critical measures of efficiency.

#### **Principle 6: Comparative Information**

There is sufficient consistency in the format and structure of the plan and report to allow readers to understand the connection between the two documents. The report contains one year of baseline information for most measures.

*To improve in this area of reporting, the ministry should...* provide relevant economic, social or demographic information to put its results into context. The ministry should also provide sufficient information to allow the reader to judge its performance relative to past performance. Where available and relevant, the report should include benchmark information of similar organizations or best practices. Any year over year data inconsistencies should be fully explained.

#### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report has performance measures and presents its results. Management publicly affirms its responsibility for the contents of the report.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources and period of data reported. The ministry should also explain why it has chosen the measures it has and how performance targets were selected. The ministry should provide full interpretations of its results, and explain why the reader should have confidence in the reliability of the information presented. Management should also disclose any limitations or uncertainties in the information presented and the steps taken to validate the data.



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# Ministry of Skills Development and Labor



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## Performance Reporting Principles

Stage of Development	Public Purpose Served	Link Goals and Results	Few, Critical Aspects	Risk and Capacity	Link Resources, Strategies and Results	Comparative Information	Disclose Key Reporting Judgements
Fully Incorporated							
Fundamentals in Place							
In Process		x				x	

Star t-up	o x	o	o x	o x	o x	o	o x
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o 2003/2004 Assessment    x 2002/2003 Assessment

### Principle 1: Public Purpose Served

The report has begun to explain the organization's public purpose explains the ministry's mission. The report also provides an overview for some of the programs and services the ministry delivers. The report identifies clients and key stakeholders. The report lists the values that guide the ministry's operations.

*To improve in this area of reporting, the ministry should...* fully describe its core business areas and the programs and services that it provides. How it delivers programs through others and how it ensures others deliver what it wants should also be explained. The ministry should also describe key accountability and reporting relationships and explain how the delivery of its programs and services is guided by public sector values.

### Principle 2: Link Goals and Results

The report provides measures for each of its goals and objectives. Variances between planned and actual results are identified.

*To improve in this area of reporting, the ministry should...* fully explain the linkages between its mission, goals, objectives, strategies and performance measures and explain why performance measures are relevant to its goals and objectives. Variances from performance targets should be fully explained. The report should also focus on the full range of issues that concern the public and the legislators.

### Principle 3: Few Critical Aspects

The report identifies goals and objectives.

*To improve in this area of reporting, the ministry should...* clearly state why goals, objectives, and measures are important, and what achieving them means to the public and legislators. The ministry should explain what is critical to achieving its goals and objectives, and focus on the few critical aspects of performance. Key performance results should be clear and readily apparent. What is important to the government at the overall corporate level, as reflected in the government's strategic plan, should also be addressed.

### Principle 4: Risk and Capacity

The report identifies some risks.

*To improve in this area of reporting, the ministry should...* summarize the key risks it faces and the strategies for prioritizing and dealing with them. The report should also explain how risk management strategies affected results. The current status of key areas of capacity, including the capacity of partners, and the impact of capacity on the results achieved should also be described.

### Principle 5: Link Resources, Strategies and Results

The report explains planned and actual costs in terms of core business areas and financial variances are explained.

*To improve in this area of reporting, the ministry should...* provide financial trend information for expenditures. Explanations of how current funding compares to past and forecast funding should also be provided. The report should also explain the linkage between financial and other performance information and identify critical measures of efficiency.

#### **Principle 6: Comparative Information**

There is one year of baseline information for most measures to compare results against. The report contains some economic and demographic information.

*To improve in this area of reporting, the ministry should...* clearly report in relation to the service plan. Results need to be reported in relation to the goals, objectives and performance measures outlined in the plan. Relevant economic, social or demographic information should be presented to put the ministry's results into context. The report should also provide sufficient information to allow readers to judge the ministry's performance relative to past performance. Where available and relevant the ministry should include benchmark information of similar organizations or best practices.

#### **Principle 8: Disclose the Basis for Key Reporting Judgements**

The report presents results.

*To improve in this area of reporting, the ministry should...* explain how measures are compiled and identify the sources of information and the period of data reported. The ministry should also explain why it has chosen the measures it has and how performance targets were selected. The ministry should provide full interpretations of its results, and explain why readers should have confidence in the reliability of the information presented.



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