



# THE INDICATOR.

A NEWSLETTER FROM THE TRANSPARENCY AND ACCOUNTABILITY OFFICE

## WELL DONE. WHAT'S NEXT?

Gina Pecore president of MYX, a training and consulting firm based in CBS, has devised a company slogan that mirrors the approach of the Transparency and Accountability Office (TAO). *Well Done. What's Next?* The 2008-09 Annual reports, 125 of them so far this year, have been made public through the House of Assembly, in large part due to the diligence of Accountability Coordinators who have, with the support of TAO, coordinated the writing, review and tabling process. Well Done. What's next? Planning; that's what. Though government entities are just past the half-way point in the 2008-11 planning cycle, our thoughts turn toward

2011-14. As most coordinators know, the planning process is involved and time-consuming and requires much advanced work. These new plans, for March 31st year-end entities, are due to be tabled by June 30, 2011; and for December 31st entities even earlier, with a tabling date of March 31, 2011. Many entities will wish to avail of pre-planning and planning supports provided by TAO, which has necessitated the start of our internal planning process. Therefore, departments and other government entities should also begin planning to ensure that enough time is allotted for the various stages of planning and review.

What types of supports will be needed by your department and the entities which fall under the responsibilities of your minister? To do a quick assessment, have a look inside.



**Planning is bringing the future into the present so that you can do something about it now.**

Alan Lakein, Writer

## PLANNING SUPPORTS OFFERED BY THE TAO

### Introductory Presentation:

WHO:

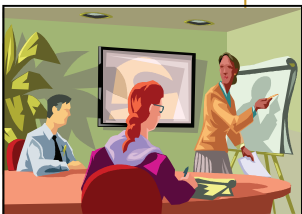
Staff members of the Transparency and Accountability Office (TAO) are available to provide a general presentation to entity representatives on legislated requirements stipulated in the *Transparency and Accountability Act*.

WHAT:

This presentation will include an overview of the *Transparency & Accountability Act* as well as general policy guidelines related to multi-year performance-based plans. Presentations are tailored to meet the needs and category of the entity concerned.

DURATION:

This introductory presentation is approximately 1 hour and TAO staff, where possible, will accommodate existing board schedules.



**PLANNING SUPPORTS OFFERED by the TAO**

**PRE-PLANNING**

WHO

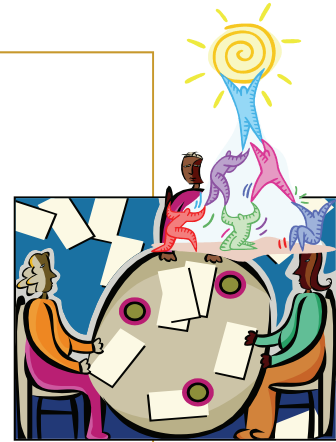
Staff from the Transparency and Accountability Office are available to work with a pre-planning team designated by the organization. This team is usually comprised of management and staff from a government department or agency/board/committee members of a public entity.

WHAT:

During the pre-planning component, work is focused on the initial development of a workbook for the planning process. This workbook is based on a template and is used to direct subsequent planning.

The process may include the development of the following depending on the entity's requirements:

- Environmental Scan
- Overview
- Mandate
- Lines of Business
- Primary Clients
- Values
- Vision
- Mission (may or may not be part of pre-planning)



DURATION:

The duration of the pre-planning component is dependent upon the size and mandate of the entity which generally influences the number and complexity of issues, and accordingly, may vary from 3 hours to 2 days.

*Reduce your plan to writing. The moment you complete this, you will have definitely given concrete form to the intangible desire.*

Napoleon Hill

**PLANNING**

WHO

The planning phase typically includes staff from the Transparency and Accountability Office, board members and executive level staff from the entity. However, it is the prerogative of the entity as to whom it wishes to include.

WHAT:

The initial objective of the planning session is to review the draft sections developed by the pre-planning team. Board members and/or executive staff will have an opportunity to revise where necessary. Based on the information gathered during environmental scanning, and facilitated group discussion, the planning team will identify priority issues for the development of goals and objectives. At the end of the planning session (s) the entity will have devised a draft plan. Further work will be required within the organization, and with the support of the TAO to finalize the measures and indicators as well as the general content of the plan.

DURATION:

The planning phase can take anywhere from ½ a day to 2 days.



*Spectacular achievement is always preceded by unspectacular preparation.* Robert H. Schuller

### Supporting the Planning Process (2011 – 2014)

As indicated on our front page, we anticipate that Accountability Coordinators will require support from TAO in coordinating their departmental planning efforts, and in the planning interests of entities reporting to their ministers. This will necessitate considerable planning within the TAO so that we can be responsive to your needs for support. Thus, while we are conducting needs assessments of our own, we are also requesting that coordinators help in the preliminary assessment of when and for whom the TAO's help will be needed.

Given that 2010-11 will be a very busy year from both a planning and a reporting standpoint, there will be a general end-point in our ability to facilitate formal planning sessions. We have tentatively set this point at March 31, 2011 so that we can adequately facilitate the informal and central review processes. Of course, this end-point applies primarily to (March 31<sup>st</sup> fiscal year-end) entities which have a June 30, 2011 plan tabling deadline. For those entities which have a December 31<sup>st</sup> year-end, and for whom the tabling deadline for plans is March 31<sup>st</sup>, 2011, supports required will need to be provided well before the end of 2010 (i.e. early 2010).

Entities are advised that the abovementioned March 31<sup>st</sup> end-point for TAO support is a relatively late date when it comes to the preparation time required to develop a plan. Prudent preparation toward 2011 plan review and tabling deadlines should start early in the 3<sup>rd</sup> year of an entity's current plan.

#### **What can Coordinators do? Think about your departmental and entity planning needs now and develop a timeline for support.**

1. Contact entities directly. Use the planning stages discussed on pages 1 and 2 as a reference for what each entity will need in terms of support. (It is likely that not all entities will be at the same point. For example, Boards with a slate of new members may require the full gamut of information and facilitation support whereas departments and those entities which have been through the process, and have experienced little or no turnover may require less extensive and intensive support.)
2. Assess *when* supports will be required and what scheduling is the most efficient/convenient for the Boards/Department and the TAO. E.g. When will Boards be meeting in 2010-11 and can their agendas accommodate a planning-related presentation or facilitation?
3. Let us know as soon as possible so that we may schedule support for you into our plans

Name of Entity	Planning Support Required	Date
Department of ABC	Pre-planning	September 17, 2010
	Planning	November 14, 2010
XYZ Board	Information/Pre-planning	June 27-28, 2010
	Planning	September 6, 2010

## WE HEARD YOU—THANKS FOR YOUR INPUT!

In October 2009, the TAO held a number of coordinator focus groups to gauge its effectiveness in supporting the work of Accountability Coordinators with respect to departmental and entity planning and reporting activity. We found these forums to be extremely helpful; and people certainly had a lot to say as to what is working and where we can make improvements. A full report on these sessions has been sent to coordinators.

The content of this newsletter has been, to some degree, reflective of the feedback we received during focus group sessions. While we will continue, where possible and appropriate, to improve our support to entities, coordinators are also encouraged to provide ongoing feedback to the Transparency and Accountability Office.

Transparency and Accountability Office	Contact #s
Heather Tizzard, Director	729-3485
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*"The one who asks questions doesn't lose his way."*

— African Proverb

