

# **Treasury and Policy Board**

**2007–2008**

**Accountability Report**



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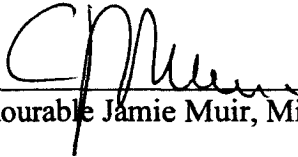
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## Accountability Statement

The Accountability Report of the Treasury and Policy Board, for the year ended March 31, 2008, is prepared pursuant to the *Provincial Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the Treasury and Policy Board business plan information for the fiscal year 2007-2008.

The reporting of Treasury and Policy Board outcomes necessarily includes estimates, judgments, and opinions by Treasury and Policy Board management.

We acknowledge that this accountability report is the responsibility of Treasury and Policy Board management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Treasury and Policy Board business plan for the year 2007-2008.



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Honourable Jamie Muir, Minister



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Gregory P. Keefe, Deputy Minister

## **Message from the Minister**

I am pleased to present the annual accountability report of the Treasury and Policy Board for the fiscal year 2007–2008.

The Treasury and Policy Board is the Province of Nova Scotia's central planning agency, playing a key role in the business planning, budgeting and accountability processes of government. It provides operational and administrative support to Cabinet, while also ensuring that government policy and expenditures are consistent with the corporate path. A key responsibility of the Treasury and Policy Board is to promote accountability for the plans, priorities and performance targets of government and its departments and agencies. Improving accountability and performance reporting in government has been, and will continue to be a primary focus for Treasury and Policy Board.

This report outlines progress and accomplishments in Treasury and Policy Board's core business areas and financial results achieved in 2007–2008.

I believe we made considerable progress in our efforts to improve efficiency and good management in all departments and offices of government.

We are committed to promoting good management and a professional public service, this year and every year.

Honourable Jamie Muir

## **Introduction**

Accountability reporting seeks to demonstrate performance by reporting on an annual basis to the House of Assembly, results achieved in relation to the goals and the priorities set out in the annual business plan.

The accountability report is presented in four main sections. The first section defines the mandate and goals of the Treasury and Policy Board (TPB).

The second section describes the progress toward achieving the priorities as identified in the 2007–2008 business plan. The priorities are those major initiatives or planned accomplishments that are fundamental to the success of TPB’s strategic goals and core business areas.

The third section reviews the financial results. The fourth and last section outlines the desired outcomes, performance measures, and results as organized by the four core business areas. These performance measures were identified in the 2007–2008 business plan.

## **Mandate**

TPB was created as a Committee of Executive Council in June of 2001, under the *Government Restructuring Act*.

TPB provides operational and administrative support to Executive Council and its committees. Key responsibilities and strategic goals of the office include:

- Provide high-quality analysis and recommendations to the Executive Council, and its committees, and provide corporate leadership to government agencies.
- Improve governance/accountability for government agencies including crown corporations.
- Improve systems, processes and procedures required for effective and efficient administration of government.

These strategic goals are part of a continuing effort to ensure that decisions are integrated and aligned with the fiscal and social policies of government.

TPB monitors and recommends government-wide policies, analyses and makes recommendations regarding proposed department and agency program changes, and assists and monitors to ensure that decisions are implemented.

TPB values facilitation, collaboration, and shared accountability in guiding departments, agencies, and independent Crown corporations in their operations.

TPB works closely with the Department of Finance to develop the provincial budget, and has close links with Communications Nova Scotia to ensure effective internal and external communication of government priorities and decisions.

## **Organization**

TPB had a budgeted staff complement of 29.0 full-time-equivalents for the 2007–2008 fiscal year. The actual number of full-time equivalents for 2007–2008 was 28.4 due to vacancy in existing positions. The Deputy Minister, TPB, oversees the day-to-day operations of the office, reporting to the Minister of Treasury and Policy Board.

## **Priorities and Accomplishments**

### ***1 Policy Excellence and Policy Capacity***

**Priority 1** - Good public policy requires sound fiscal management, a superior policy process and excellent policy analysis. TPB will lead a process to increase policy capacity and policy excellence across government.

#### **Accomplishments:**

Progress continues with the implementation of the recommendations in the April 2006 report, "Policy Excellence & The Nova Scotia Public Service". These recommendations are designed to increase the policy development capacity of government, including increasing inter-agency coordination. The recommendations focus on five key areas: Leadership; Strategic Visioning and Planning; Policy Coherence; Information and Knowledge; and Policy Skills and Workforce. The specifics of what was accomplished in fiscal year 2007/08 are detailed below and include the establishment of the Policy Network, establishment of a Strategies Bank, and advancing the Government's corporate path, the New Nova Scotia. Details can also be found on the Policy Excellence Report Card, which is published on TPB's internet site.

In this context, TPB priorities and accomplishments for 2007-2008 include:

**Priority 1a:** Take a leadership role in the implementation of government priorities such as the New Nova Scotia by working with departments and agencies to communicate government priorities, aligning departmental business plans with corporate priorities and working with Cabinet to ensure decisions align with government priorities.

#### **Accomplishments:**

TPB continues to support the Senior Policy Executives' Forum (SPEF), an interdepartmental committee with membership from departments and agencies. The focus of this forum is to provide analysis, research, discussion and advice on: 1) Long-term trends affecting the province; 2) Cross-departmental issues; 3) Developing policy capacity initiatives; and 4) Government's direction and its implementation. A meeting plan for 2007-08 was implemented which included the following topics:

- Government's Pathway to 2020: The New Nova Scotia
- Examining Intergovernmental Relations
- Long Term Policy Challenges
- Horizontal Government - Walking the Talk
- Achieving Policy Coherence

**Priority 1b:** Increase coordination of annual budget allocation process by taking a "year long" approach to integrating policy, budget, TCA, business planning, and accountability reporting.

#### **Accomplishments:**

During 2007-2008, TPB accomplished the following:

- Coordinated the government expenditure budget development and the business planning and accountability reporting processes for government departments and agencies, including the transition to gross expenditure reporting.
- Worked jointly with the Department of Finance, line departments and consolidated entities to develop the provincial budget and prepare the estimates book and other relevant budget documents.
- Focused on increasing knowledge and relationships with departments and government agencies.
- Held regular meetings with key senior department staff and participated on various committees across government.
- Led the Tangible Capital Asset (TCA) Prioritization Committee.

**Priority 1c:** Continue to increase inter-agency coordination, develop and manage a policy agenda that identifies government's significant opportunities and challenges and, in certain cases, lead cross government policy development

**Accomplishments:**

- A presentation on global trends impacting Nova Scotia was developed by TPB for interested departments and agencies, which raised awareness of fundamental changes with significant public policy implications.
- TPB launched the "Policy Network" in 2007-08. Two Policy Network events were held 2007-08. The Policy Network is derived from the Policy Excellence initiative and its intention is to strengthen the government's policy capacity by: 1) Engaging policy leadership across government; 2) Facilitating strategic visioning and long-term planning; 3) Increasing information and knowledge about horizontal policy development and best practices; and 4) Creating opportunities for networking, professional development, and building capacity for policy skills and a future workforce.
- TPB established a Strategy Bank to house all the publically released strategies of government. This is now available to all policy professionals across government.
- TPB worked with lead departments and agencies to advance significant corporate policy initiatives, including, the Social Prosperity Framework: Weaving the Threads; Opportunities for Sustainable Prosperity; the Environmental Goals and Sustainable Prosperity Act and the International Framework: A Global Nova Scotia.

**Priority 1d:** Improve agenda management of submissions to Cabinet and Committees by providing a quality assurance role, ensuring submissions meet requirements established by Cabinet and improved record keeping and management of Cabinet documents and records of decision.

**Accomplishments:**

TPB co-ordinated business for Cabinet's consideration. This included ensuring Cabinet documents (Memos, R&R's, Presentations) conformed with policy and legal requirements and other requirements set out by Cabinet as well as overseeing the preparation and circulation of meeting agendas. The following specific actions were taken:

- Oversaw the timely and secure circulation of papers to Ministers.

- Ensured the organization of infrastructure requirements for meetings, including those outside of Halifax.
- Co-ordinated departmental briefs for the Premier and respective Ministers and staff on issues submitted to Cabinet.
- Advised departments on the proper procedures to be followed when submitting documents to Cabinet.
- Provided executive level leadership in the maintenance of the registry of Cabinet and Cabinet committee documents.
- Oversaw the production and circulation of Cabinet's record of decision(s) (minute letters and Orders in Council) in a timely and secure manner following meetings.
- Oversaw the registering, certifying, distributing, indexing and filing of Orders in Council (OICs).
- Ensured that OICs and other statutory instruments are prepared and promulgated in order to give effect to government decisions requiring the approval of the Governor in Council.
- Completed a draft of the 'Executive Council Operations Reference Book.
- Hired and cross trained new administrative staff to learn all Executive council operations functions thus allowing for a more smoothly run operational branch.

**Priority 1e:** Communicate the role of TPB across government to assist and improve the submissions process

**Accomplishments:**

- TPB prepared and delivered presentations on the role of TPB and the Executive Council Office for departments and agencies. This supported the development of quality submissions.
- TPB delivered several presentations throughout the year on the government's financial status and relevant management processes.
- A Policy Process Guide for the NS Public Service was drafted and will be further customized to the Nova Scotia context in the coming year.
- TPB implemented the "Policy Network" in the 2007-08 fiscal year (as detailed above).
- All three branches continue to communicate the role of TPB across government on an ongoing basis.

**Priority 1f:** Increase analysis and planning for government's longer term expenditures and opportunities for investment (sharpening the "business case" for investments)

**Accomplishments:**

- TPB established a "Strategies Bank". All policy professionals now have access to a data base containing all of government's strategies.
- TPB worked jointly with the Department of Finance and line departments to develop the provincial budget. TPB reviewed and analyzed expenditures and evaluated investment proposals.
- TPB participated on the Long Term Planning Technical and Analytical Support Group. The group's purpose is to provide leadership and support to departments as they work

on a government-wide exercise to project long-term expenditures based on demographic and other cost drivers.

- Revised the TCA Prioritization Process to incorporate the operational impacts of all capital requests.

**Priority 1g:** Improve support for Executive Council, its issues Committees, and the Legislation and Regulatory Review Committee by providing financial and policy support, long range planning and increased coordination among government entities

**Accomplishments:**

- TPB provided support to Executive Council and its Committees through the provision of analysis of complex policy and investment proposals to Executive Council to ensure proposals properly integrate all government functions for such factors as: compliance with corporate directives and coherence with other government initiatives.
- TPB provided support to the Budget Issues Committee by analyzing departmental spending and providing expenditure options as part of the development of Government's fiscal plan.
- TPB assisted in the implementation of the government's long-term agenda by working with the Premier's Office, Deputy Ministers and senior department and agency officials. The long term agenda is based on "Made in NS" responses to the emerging issues and involves: completing a comprehensive review of emerging issues (locally and internationally); recommending corporate direction; and, overseeing implementation of government-wide short and long-term plans (e.g. The New Nova Scotia: a Path to 2020, Speech from the Throne).
- TPB continued its support to the labour relations committees and provided advice to the Public Service Commission, including financial analysis of the potential costs of upcoming wage settlements.

**Priority 1h:** Strengthen governance framework for third party entities to better respond to government's interests and needs

**Accomplishments:**

- Oversight was provided in the government's multi-year initiative on Governance and Accountability for Nova Scotia Government Agencies (see Priority 2d).

**Priority 1i:** Work with external organizations, including other governments, academia and business/professional organizations to share ideas, knowledge and learning that enhances the policy capacity of government.

**Accomplishments:**

- TPB actively participated and chaired the Institute of Public Administration of Canada (IPAC), NS Regional Group.
- TPB reviewed and commented on various Public Sector Accounting Board (PSAB) exposure drafts and other discussion papers, and served as a member of the Government Budgeting Advisory Group of the CICA.

- TPB worked closely with all Provinces and Territories as well as the Saskatchewan Institute of Public Policy to produce two policy papers: 1) Horizontal Policy-Making in Canada; and 2) Linkages between Policy, Legislation and Fiscal Decision Making.
- Outside presenters from academia and think tank organizations were invited to present at meetings of the SPEF.
- With leadership from TPB, the Province partnered with Dalhousie University, Masters of Public Administration, to develop an internship program for implementation in 2008. This program will serve as one model to recruit new public servants.

**Priority 1j: Human Resources Plan:** In October, 2006, the TPB office adopted a comprehensive human resource strategy for its civil servant employees. Implementation of the strategy will continue in 2007-2008, including the ongoing development as a learning organization. A focus on both individual and team growth, learning and recognition will be the basis for our initiatives this year

**Accomplishments:**

- In May 2007, an all TPB staff retreat was held focusing on individual and team growth through a better understanding of the different personality types and learning styles of our staff.
- Progress was made toward the creation of a *TPB Employee Recognition Program* and to becoming a "*learning organization*".

**2. *Improve Government Accountability***

**Priority 2a: Program Inventory and Costing** - The Program Inventory and Costing Initiative (PICI) is an ongoing initiative that will enable all government departments and public service votes to define, develop and maintain a corporate list of government programs based on common provincial definitions. The information collected will be entered into a government designed database and will support Government and departments in assessing the effectiveness, economy, and efficiency of programs and services using a horizontal management approach.

All departments are involved with PICI, with TPB taking the lead for this government initiative. The initial phase of the PICI project over the past couple of years has involved consultations, research, and database and logic model development. PICI is now moving into the operational phase, which requires some adjustments to structure, upgrades to the database, and clarifying definitions based on the recommendations and consultations with the various stakeholders and user groups. A program costing methodology will be developed after the PICI project has completed its operational phase, and will be based on the recommendations of the various stakeholders.

**Accomplishments:**

- The TPB, PICI Project Managers' Forum and the Resources Corporate Service Unit developed an online system called the "Program Inventory Management System" designed to capture an inventory list of government programs. This system was tested in the summer, and released to government officials in the fall of 2007.

- This system is available to departments as an analytical tool to aid in decision-making and users will be consulted on potential enhancements.

**Priority 2b: User Fees and Government Charges** - The User Fees and Government Charges Initiative is an ongoing initiative that will ensure clear and consistent processes to charges levied by its departments and public service votes by providing a corporate policy, costing methodology / guidelines, and developing and maintaining a corporate list of government charges. The initiative may also include developing a database to manage the information and will be based on the recommendations of various stakeholders.

A steering committee has been involved with the initial phase of this initiative, which included research, consultation, and drafting documents. TPB and the Department of Finance has been taking the lead for this government initiative. The next phase of this initiative will include consulting various stakeholders on the costing methodology / guidelines and establishing an information system which will provide reliable government charges reporting in a consistent, complete, accurate, and accessible manner.

**Accomplishments:**

- The User Fees and Government Charges Project is an ongoing project that will provide guidance and outline required procedures and practices for establishing, costing, approving, implementing and reporting government charges.
- In 2007-2008, a master list of user fees and charges was completed and distributed to all departments and offices for review.
- As a result of the move to gross reporting, user fees and government charges are no longer netted against departmental expenditures and are now included in revenues which are monitored by the Department of Finance. Details of the scope, project plan and direction will be evaluated in the 2008-09 fiscal year.

**Priority 2c: "Better Regulation - Everyone's Business"** - The Better Regulation Initiative's primary goals are: 1) to improve the competitive position of Nova Scotia business; and 2) to improve protection for the public and the environment. To achieve these goals, and with the leadership of TPB, representatives from every department are working together to develop plans and to put processes in place to reduce unnecessary, uncoordinated and duplicate regulatory requirements as a routine business practice. These changes will help ensure regulations are: 1) carefully considered in consultation with business and the public; 2) well designed and effective; 3) clearly communicated and managed; and 4) consistently enforced. In addition, TPB will lead the development of corporate training and orientation materials to ensure that any new or amended regulations from all departments meet the Better Regulation principles. This will help ensure sustainable improvements to the entire regulatory cycle – starting with considering whether a regulation is the right tool to change behavior to implementing, managing and enforcing it.

**Accomplishments:**

- During 2007-2008, through the Better Regulation Initiative, government reduced the administrative (paperwork) burden on business by an additional 5.8%. Added to the decrease of 2.5% in 2006-07, this means that we are now at an 8.3% reduction against our target of 20% by 2010.
- The Service Standard commitment of government was implemented in 2007/08, following an announcement in March 2007 that departments would turn around applications for licenses and permits in 10 working days by 2010, except for those that should have an alternative, longer turn around time. A government-wide inventory indicated that in 2007-2008, 64% of licenses and permits met the service standard, more than the target of 50% by 2008.
- In 2007-2008, it was determined that a government-wide regulatory management policy would be the most appropriate tool to apply best practice principles to the consideration, development and implementation of regulation. Consequently, plans were made to implement the Regulatory Management Policy in 2008-09.

**Priority 2d: Third-Party Entity Governance and Accountability** - This multi-year initiative will continue in 2007-2008. In consultation with departments and entities consolidated in the province's financial statements, TPB will continue working on strengthening governance and accountability policies and procedures for government's consolidated entities. The ECO branch will continue implementation of the corporate orientation program introduced in 2006-07 and further the work on recommendations to Executive Council relating to the ABC's appointment process and board remuneration guidelines.

**Accomplishments:**

- Over 25 "*Governing in the Public Sector*" presentations were made to boards of directors of provincial agencies, boards and commissions throughout the Province.
- In February, 2008, TPB hosted a public sector governance seminar for directors and CEO's of ABCs with a nationally recognized public sector governance expert.
- Consultation was conducted on creating a Non-Adjudicative Agencies, Boards and Commissions Appointments Process Manual to consolidate the current practice into one document.
- Progress was made by the Resources IT-CSU toward the creation of a new database for ECO to keep track of applications received and appointments made to all agencies, boards and commissions. Access to the database will be extended all government departments whose Ministers are responsible for ABCs.

**3. Improve Government-Wide Systems, Processes and Procedures**

**Priority 3a: Management Manuals**

TPB has responsibility for maintaining the Management Manuals to ensure their currency and relevancy. All policies/procedures in the Management Manuals are reviewed at least once every three (3) years. TPB will continue to coordinate this review process and to meet the time frames. TPB will continue to promote the use of the management manuals and its website by ensuring that components of the management manuals are incorporated into future PSC manager/executive programs and working more closely with Crown Corporations to ensure each they understand their applicability and use. In addition, TPB analysts will be promoting the

Management Manuals by making a standard presentation when meeting with Senior Management teams of departments.

**Accomplishments:**

TPB released the corporate administrative policies for government in the form of four manuals on February 4, 2003. TPB continues to promote the use of the management manuals and its website. TPB also continues to oversee the approval process for new policies, the repeal of redundant policies and the amendment of existing policies. TPB is responsible for ensuring that all policies contained in the four management manuals are reviewed at least once every three years by policy owners. All of these policies are listed in the table of contents for each manual.

As seen in the table below, most policies in Management Manual's 100 and 300 have been reviewed (93% and 78% respectively). The target is to review all policies within the 3-year minimum review requirement.

Most policies contained in Management Manual 200 are owned by the Department of Finance. TPB continued to work with the Department of Finance to update the information contained in Management Manual 200. TPB will continue to promote the use of Management Manual 200 and encourage departments to comply with the minimum review requirement.

TPB continues with its work on Governance and Accountability Frameworks for third party entities. In February 2007, an orientation session was held for Government Agency Directors. This presentation also included an overview of the management manuals and the applicability to third party entities was discussed.

Management Manual Review Progress:

	(A) total # of policies (B + C)	(B) # policies under development	(C) # of policies ready for review (A - B)	(D) # of policies reviewed	% of total policies that have been reviewed (D / A)	% of policies ready for review that have been reviewed (D / C)
Manual 100	28	2	26	26	93%	100%
Manual 200	49	33	16	16	33%	100%
Manual 300	40	3	37	31	78%	84%
Manual 500 + Preface	43	0	43	19	44%	44%

Note: Although less than 100% of policies have been reviewed in some cases, the accountability requirement is to complete the review of all policies every 3 years (as opposed to the 2007-2008 reporting year of this accountability report).

**Priority 3b: Liaison with Department and Consolidated Entities**

Maintain liaison with departments and consolidated entities of the Province in relation to matters of concern to the Executive Council. This includes, but is not limited to, such things as defining roles and responsibilities between central agencies and departments and entities, providing explanations/clarifications on policies and procedures emanating from central agencies, assisting with document searches of a corporate nature, participating on committees requiring a corporate perspective, developing and maintaining a Business Continuity Plan for executive Council and Standing Committees of the House of Assembly, creating and maintaining the working relationship between the Executive Council Office and the Office of Lieutenant Governor.

**Accomplishments:**

- TPB continues to work with departments and agencies to ensure quality submissions, support the development of the corporate policies and provide financial advice and support.
- TPB continued to provide assistance to departments and ABCs relating to implementation of the Personal Services Contract Regulations including submissions of compensation frameworks.

## Financial Results

<b>Treasury and Policy Board - Estimated Budget Expenditures</b>			
	Estimates 2007–2008	Actual 2007–2008	Variance
Total - Net Program Expenses (\$000's)	\$3,230.0	\$2,989.7	\$240.3
Salaries and Benefits (\$000's)	\$2,637.0	\$2,645.5	(\$8.5)
Funded Staff (FTEs)	29.0	28.4	0.6

## **Performance Measures by Core Business Areas**

TPB assessed its performance through multiple approaches which incorporated both qualitative and quantitative data. A key tool to measure performance is a bi-annual survey of departments which is carried out to gain quantitative measures of satisfaction. A survey was carried for the fiscal year of 2007-2008. The results of this survey follow:

### **Core Business Areas, Measures, and Outcomes**

#### **Core Business Area 1: Support to Executive Council and its Sub-Committees**

A core function of TPB is to support Executive Council and its Sub-Committees by providing quality information and advice on cabinet submissions.

**Desired Outcome:** Quality information and advice to Executive Council and TPB.

**Measure:** Overall, satisfaction with the process for submitting documents to cabinet as reported in the bi-annual Client Survey.

#### **Rational for the Measure:**

The ability of Executive Council and its Sub-Committees to make sound policy decisions depends on the quality of information and advice they receive on cabinet submissions. Providing this information and advice is a core function of TPB. Currently there are no good indicators of the "quality" of information and advice. This measure, though imperfect, is the best indicator currently available.

#### **Where Are We Now and Reporting on 2007–2008 Targets**

In 2005-06, 85% of our clients reported that they were satisfied with the document submission process to TPB and Cabinet. Our target for 2007-2008 was to maintain overall satisfaction of at least 85%. In our 2007-2008 Client Survey, 86% of our clients reported satisfaction with the document submission process.

#### **Where Do We Want To Be?:**

With respect to this measure, maintain overall satisfaction of at least 85% for the 2008-09 fiscal year.

## **Core Business Area 2: Strategic Planning and Budgeting**

A core function of TPB is government-wide strategic planning and budgeting. As part of this, TPB coordinates the government expenditure budget development and the business planning and accountability reporting processes for Government, departments and agencies.

**Desired Outcome 1:** Improved financial and business planning and accountability reporting

**Measure:** Overall satisfaction with: budget process; business plan process; and accountability reporting process as reported in the bi-annual Client Survey.

### **Rational for the Measure:**

Developing expenditure budgets and coordinating the business planning and accountability reporting process for government, departments and agencies is a complex undertaking. It is important that these processes be coordinated and that departments and agencies receive the support they need to prepare quality documents on a timely basis.

### **Where Are We Now and Reporting on 2007–2007 Targets**

In 2005-06, 66%, 78% and 80% of our clients reported overall satisfaction with the budget process, business planning process and accountability reporting process respectively. In 2007-2008, these overall satisfaction numbers were 55%, 77% and 78% respectively. Satisfaction with the budget process declined by 10 percentage points but was roughly maintained for business planning and accountability reporting processes. Our target for 2007–2008 was to increase overall satisfaction levels above the 2005-06 levels.

### **Where Do We Want to Be?:**

With respect to these measures, increase overall satisfaction back to 2005-06 levels or above. We are investigating the reason for the decline in client satisfaction and will take steps to improve satisfaction levels for the future.

**Desired Outcome 2:** Increased understanding of Government's priorities.

**Measure:** Client survey: Percentage of survey respondents who said they have a good understanding of Government's priorities and goals.

### **Rational for the Measure:**

A clear understanding of government priorities and goals is fundamental to making progress and achieving results.

### **Where Are We Now and Reporting on 2007–2008 Targets**

In 2005-06, 88% of survey respondents reported having a good understanding of government priorities and goals. In our 2007-2008 Client Survey, this percentage declined to 83%. Our target for 2007–08 was to maintain this percentage at 88%. We are investigating the reason for

this decline and will take steps to improve understanding of government's priorities and goals for the future.

**Where Do We Want To Be?:**

Increase the number of survey respondents who report having a good understanding of Government's priorities and goals back up to the 2005-06 level of 88%.

### **Core Business Area 3: Coordination of Corporate Policies and Priorities**

A core function of TPB is to coordinate corporate policies and priorities.

**Desired Outcome:** Collaborative policy development

**Measure:** Client survey: Percentage of survey respondents agreeing that the TPB office provides good leadership in coordinating corporate policy efforts.

#### **Rational for the Measure:**

The successful development and implementation of government-wide policies and priorities requires coordination across departments and agencies. TPB provides an important leadership role in the coordination function.

#### **Where Are We Now and Reporting on 2007–2008 Targets**

In 2005-06, 67% of survey respondents agreed that TPB provided good leadership in coordinating corporate policy efforts. In our 2007-2008 Client Survey, this percentage increased to 77%. Our target for 2007-2008 was to increase this percentage above 70%, which was achieved.

#### **Where Do We Want To Be?:**

Maintain the percentage of survey respondents agreeing that TPB provides good leadership in coordinating corporate policy efforts at its current level.

## **Core Business Area 4: Supporting Effective Corporate Administration of Government**

A core function of TPB is to maintain administrative policies of Government through regular updates to the Management Manuals.

**Desired Outcome:** Useful administrative policies that facilitate efficient Government administration

**Measure:** Client survey: Percentage of survey respondents satisfied with the Management Manual updating process.

### **Rational for the Measure:**

Useful and up-to-date administrative policies facilitate efficient government operations. TPB maintains corporate administrative policies through the Management Manual update process.

### **Where Are We Now and Reporting on 2007–2008 Targets**

In 2005-06, 70% of survey respondents were satisfied with the Management Manual update process. In our 2007-2008 Client Survey, this percentage increased to 71%. However, our target for 2007-2008 was to return satisfaction levels back to the 80% level seen in 2003-04.

### **Where Do We Want To Be?:**

With respect to this measure, return satisfaction rating to 80% or above.