

BCFIRB's 6 HIGHER-LEVEL PRINCIPLES – DEFINITIONS AND GUIDANCE

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Introduction

This guidance document is provided at the request of boards and commissions to assist them in interpreting and implementing principles-based regulations within their respective mandates (the legislative and policy framework). The following 6 Higher-level Principles are a foundation of the BCFIRB Accountability Framework and reflected in BCFIRB's upcoming Strategic Plan 2011-2014.

Each principle is defined and interpretive guidance provided. However, the guidance is illustrative only and not to be construed as directive. The principles should instead be considered as a group where one principle reinforces another rather than taken in isolation.



Principle	Definition	Guidance
INCLUSIVE	<i>Ensure that appropriate interests, including the public interest, are considered.</i>	<ul style="list-style-type: none"> • Interests to be considered may include: <ul style="list-style-type: none"> ○ Stakeholders or other potentially-affected parties to a decision; ○ Organizations that may represent all or portions of the public interest; and, ○ Experts or other practitioners. • The sensitivity and profile of the issue will be a factor to be taken into account in determining how best to obtain appropriate input for consideration.

TRANSPARENT	<i>Ensure that processes, practices, procedures & reporting on exercise of mandate are open, accessible and fully informed.</i>	<ul style="list-style-type: none"> • BCFIRB and boards as public bodies are subject to the BC Freedom of Information and Protection of Privacy Act (FOIPPA). • Policies and procedures should exist on <u>both</u> privacy protection and information accessibility. • Government's July 2011 Open Information and Open Data Policy is mandatory for BCFIRB. The boards, as agencies authorized by government regulation, should be take intent of policy into consideration. • The following should be made broadly accessible, in plain language and publically available in a timely fashion: <ul style="list-style-type: none"> ○ Determinations, orders & decisions with reasons; ○ Practices & processes including appeal processes, program information, & application forms; and, ○ Reporting - including defined objectives, objective rationale, and performance measures.
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FAIR	Ensure procedural fairness in processes and decision-making.	<ul style="list-style-type: none"> • Policies and procedures should be in place and guided by the Ombudsperson Fairness Checklist.
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EFFECTIVE	A clearly defined outcome with appropriate processes and measures.	<ul style="list-style-type: none"> • Doing the right things (strategic outcome) and doing things right (process). • An ordinary way to distinguish among effectiveness, efficacy, and efficiency: <ul style="list-style-type: none"> ○ effectiveness: doing "right" things, i.e. setting right targets to achieve
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		<p>an overall goal (the <i>effect</i>)</p> <ul style="list-style-type: none"> ○ efficacy: getting things done, i.e. meeting targets ○ efficiency: doing things in the most economical way (good input to output ratio) <p>(From Wikipedia http://en.wikipedia.org/wiki/Effectiveness)</p>
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STRATEGIC	Identify key opportunities and systemic challenges, and plan for actions to effectively manage risks and take advantage of future opportunities.	<ul style="list-style-type: none"> ● Consistent evaluation of both short and long-term risks/ opportunities of both large picture items and daily operations. <ul style="list-style-type: none"> ○ Severity of risk, likelihood of occurrence, how much ability to control or mitigate. ○ Level of opportunity, benefits, likelihood of occurrence, how much ability to direct. ● There are external considerations of social, economic, and environmental factors affecting risk and opportunities. ● Strategic planning process and actions toward strategic outcomes help an organization do a better job - to focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment. (Adapted from Bryson's Strategic Planning in Public and Non-profit Organizations)
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ACCOUNTABLE	Maintain legitimacy and integrity through understanding and discharging responsibilities and reporting performance.	<ul style="list-style-type: none"> ● Policies and procedures should be in place and follow the guidance for external compliance and accountability set out by the Auditor General of BC. ● Decisions & actions are framed by the <i>NPMA</i>, <i>NPMA</i> Regulations, each board's scheme and other relevant legislation. ● Define accountabilities broadly: include statutory authority as a regulator and immediate producer and processor interests but recognize larger public interest and policy. ● Report in timely fashion and publicly on discharge of responsibilities and on performance against previously established performance targets.
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