

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

September, 13, 2011

### 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
<b>INCLUSIVE</b>	<i>Ensure that appropriate interests, including the public interest, are considered.</i>	<ul style="list-style-type: none"> <li>• Interests to be considered may include: <ul style="list-style-type: none"> <li>○ Stakeholders or other potentially-affected parties to a decision;</li> <li>○ Organizations that may represent all or portions of the public interest; and,</li> <li>○ Experts or other practitioners.</li> </ul> </li> <li>• 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.</li> </ul>
<b>TRANSPARENT</b>	<i>Ensure that processes, practices, procedures &amp; reporting on exercise of mandate are open, accessible and fully informed.</i>	<ul style="list-style-type: none"> <li>• BCFIRB and boards as public bodies are subject to the <a href="#">BC Freedom of Information and Protection of Privacy Act (FOIPPA)</a>.</li> <li>• Policies and procedures should exist on <u>both</u> privacy protection and information accessibility.</li> <li>• Government's July 2011 <a href="#">Open Information and Open Data Policy</a> is mandatory for BCFIRB. The boards, as agencies authorized by government regulation, should be take intent of policy into consideration.</li> <li>• The following should be made broadly accessible, in plain language and publically available in a timely fashion: <ul style="list-style-type: none"> <li>○ Determinations, orders &amp; decisions with reasons;</li> <li>○ Practices &amp; processes including appeal processes, program information, &amp; application forms; and,</li> <li>○ Reporting - including defined objectives, objective rationale, and performance measures.</li> </ul> </li> </ul>
<b>FAIR</b>	Ensure procedural fairness in processes and decision-making.	<ul style="list-style-type: none"> <li>• Policies and procedures should be in place and guided by the <a href="#">Ombudsperson Fairness Checklist</a>.</li> </ul>
<b>EFFECTIVE</b>	A clearly defined outcome with appropriate processes and measures.	<ul style="list-style-type: none"> <li>• Doing the right things (strategic outcome) and doing things right (process).</li> <li>• An ordinary way to distinguish among effectiveness, efficacy, and</li> </ul>

		<p>efficiency:</p> <ul style="list-style-type: none"> <li>○ effectiveness: doing "right" things, i.e. setting right targets to achieve an overall goal (the <i>effect</i>)</li> <li>○ efficacy: getting things done, i.e. meeting targets</li> <li>○ efficiency: doing things in the most economical way (good input to output ratio)</li> </ul> <p>(From Wikipedia <a href="http://en.wikipedia.org/wiki/Effectiveness">http://en.wikipedia.org/wiki/Effectiveness</a>)</p>
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<b>STRATEGIC</b>	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"> <li>● Consistent evaluation of both short and long-term risks/ opportunities of both large picture items and daily operations. <ul style="list-style-type: none"> <li>○ Severity of risk, likelihood of occurrence, how much ability to control or mitigate.</li> <li>○ Level of opportunity, benefits, likelihood of occurrence, how much ability to direct.</li> </ul> </li> <li>● There are external considerations of social, economic, and environmental factors affecting risk and opportunities.</li> <li>● 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)</li> </ul>
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<b>ACCOUNTABLE</b>	Maintain legitimacy and integrity through understanding and discharging responsibilities and reporting performance.	<ul style="list-style-type: none"> <li>● Policies and procedures should be in place and follow the <a href="#">guidance</a> for external compliance and accountability set out by the Auditor General of BC.</li> <li>● Decisions &amp; actions are framed by the <i>NPMA</i>, <i>NPMA</i> Regulations, each board's scheme and other relevant legislation.</li> <li>● Define accountabilities broadly: include statutory authority as a regulator and immediate producer and processor interests but recognize larger public interest and policy.</li> <li>● Report in timely fashion and publicly on discharge of responsibilities and on performance against previously established performance targets.</li> </ul>
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