

ROLE 4: ENCOURAGE OR ASSIST MANAGEMENT

Practice 4a. Encourage management: Encourage management to develop and implement performance management systems.

Province of Alberta, Canada, Auditor General (www.oag.ab.ca): As the Office of the Auditor General (OAG) has gained experience in performance measurement and reviewing the quality of performance reports of provincial entities (see 2b), the OAG has sought to provide guidance and encouragement to ministries and other Province of Alberta government entities to improve performance measurement and accountability. The OAG has been producing performance measurement-related guidance at least since its 1994 publication of the document *Government Accountability*, updated in 1997. The 1997 version of *Government Accountability* on the OAG's website contains "Guidelines for Accountability" including, for example, that "expected results need to be clearly expressed and must be measurable" and "accountability reports should link information on the costs of outputs with information on their effects." To guide provincial government organizations in integrating cost and performance analysis, in 2002 the OAG published best practices guidelines for integrated results analysis, including references to "good examples" from New Zealand and Canada. Other reports to assist provincial government organizations include a 1998 guidance document on conducting client satisfaction surveys.

For documents referenced above: From www.oag.ab.ca click on "Reading Room" and scroll for:

- *Best Practices in Preparing an Integrated Results Analysis – Guidelines for Government Organizations*, June 2002.
- *Client Satisfaction Surveys*, October 1998.
- *Government Accountability*, Revised 1997.