

Office of the Executive Council

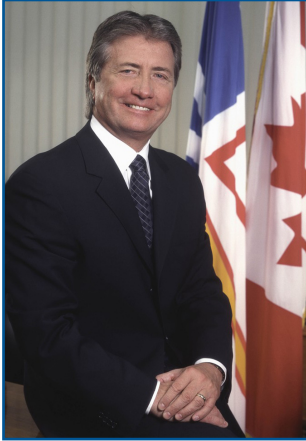
ANNUAL REPORT 2008-09



Office of the Executive Council

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Message from the Premier



I am pleased to present the Annual Report of the Office of the Executive Council for fiscal year ending March 31, 2009.

This report provides a summary of the achievements of the Office of the Executive Council (OEC) in meeting its goals and objectives, as outlined in its 2008-11 Activity Plan. A comparison of actual to planned results is provided, as well as 2008-09 financial information.

The 2008-09 fiscal year marked the first year of the 2008-11 Activity Plan and, in this year, the OEC has moved forward in a number of priority areas. Significant accomplishments have been made in building policy capacity and enhancing the coordination of government policy development. Together, these initiatives increase our ability to make sound decisions to benefit the residents of our Province.

Government comprises many departments and agencies with the collective responsibility for the development and delivery of public programs and services. In such a large organization, coordination and the continued enhancement of organizational capacity is essential for its successful operation. I am pleased that our progress in these areas will help to enhance the efficient and effective delivery of programs and services for the people of Newfoundland and Labrador.

In maintaining our commitment to transparency and accountability, this report was prepared under my direction in accordance with the *Transparency and Accountability Act*. As Premier, I am accountable for the results reported in this document.

A handwritten signature in blue ink that reads "Danny Williams". The signature is fluid and cursive, with a large loop at the beginning.

Honourable Danny Williams, QC
Premier

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INTRODUCTION

In fulfilling its commitment to being accountable to the citizens of Newfoundland and Labrador, government introduced the *Transparency and Accountability Act* (the Act). The Office of the Executive Council (OEC) is considered a Category 3 government entity within the context of the legislation.

In June 2008, in accordance with the Act, the Office of the Executive Council tabled a new Activity Plan outlining its priorities for the next three fiscal years, from 2008 to 2011. This annual report identifies the OEC's progress in achieving the objectives set out for the first year of this Activity Plan.

For the purpose of this annual report, the Office of the Executive Council includes the Office of the Clerk of the Executive Council and Cabinet Secretariat, the Lieutenant Governor's Establishment, the Transparency and Accountability Office, the Communications and Consultation Branch, the Protocol Office, the Strategic Human Resource Management Division, and the Financial Administration Division. Other central agencies of Executive Council, including the Women's Policy Office, Intergovernmental Affairs Secretariat, Rural Secretariat, Office of the Chief Information Officer, and the Public Service Secretariat have each developed separate annual reports to independently inform the public of their respective results.

OVERVIEW

The mandate of the Office of the Executive Council includes the following:

- Support the Premier and the work of Cabinet and its committees
 - » Coordinate and support the Cabinet decision-making process
 - » Coordinate advice and initiatives on matters related to economic policy, social policy, and government operations
 - » Coordinate strategic/business/activity and operational planning within government
 - » Coordinate the evaluation of program effectiveness and advise on priorities for the achievement of government objectives
- Support the role of the Lieutenant Governor
- Advise on protocol matters
- Provide strategic communications, advice and support to the Premier, Cabinet, the Office of the Executive Council, and coordinate government-wide communications.

The OEC's mandate is derived from government direction and is informed by numerous pieces of legislation (see Appendix I). This mandate is fulfilled through two principal lines of business, as detailed below, which serve the OEC's primary clients. These clients include the Premier, Cabinet and its committees, government departments and public bodies, and foreign governments.

Lines of Business

The two principle lines of business and their respective parameters are as follows:

1. Support to the Premier, Cabinet and the Public Service:

Premier and Cabinet

The OEC is the agency of the public service which provides support to the Premier in his role of setting overall government policy and coordinating initiatives brought forward by Ministers. The office is also the primary support for the Cabinet and its Committees. This role incorporates policy analysis, the preparation of briefing materials, the coordination and facilitation of Cabinet meetings, and the maintenance of Cabinet records.

Coordination

The OEC is responsible for broader issues coordination, coordinating policy activities, the development of responses to government-level issues and, as required, the implementation of strategic directions related to horizontal initiatives. Through various coordination efforts, staff also ensure consistency in the application of government policies and procedures.

Planning and Reporting

The OEC provides support services to Provincial Government departments and public bodies in the development of multi-year performance-based plans and reports and reviews these documents to provide feedback on the degree to which they comply with the *Transparency and Accountability Act*. The OEC also provides support services to ministers and deputy ministers in the development and monitoring of Deputy Ministers' Performance Contracts.

Organizational Development

The OEC works to ensure that the public service has the capacity and readiness to implement directions of government. This is carried out by focusing on priority areas such as enhanced policy capacity within government, the effective implementation of government's Human Resource Management Strategy, recognition of excellence, and executive development. Executive development includes, but is not limited to, providing secondment and other professional development activities in a variety of areas such as governance, planning and reporting, and policy analysis.

Communications and Consultations

The OEC also manages government's corporate communications function and coordinates communications activities across government. This role includes developing communications and consultation policy and procedures, advising on communications and consultation planning, providing multimedia communications support, managing information collection and distribution services, and establishing and maintaining content and visual standards for government's web presence.

2. Support to Lieutenant Governor and Other Dignitaries

The OEC provides executive, administrative, and household support to the Lieutenant Governor. It also advises government members and departments on official matters of provincial, national and international protocol and organizes state and ceremonial events. The OEC organizes itineraries for visiting diplomats, heads of state, senior government representatives and other visitors, and coordinates flag and regalia ceremonies and protocols for local and national events.

Corporate Services

Within the Office of the Executive Council, corporate services activities are provided by the Strategic Human Resource Management (SHRM) and Financial Administration Divisions. The SHRM Division provides human resource management advisory and consultative services to the Office of the Executive Council. It plans, develops and delivers programs, policies and services in the areas of employee relations, human resource planning, integrated disability management and organization and development.

The Financial Administration Division provides financial management and advisory services to various departments/divisions within the corporate structure. Responsibilities include the provision of all financial, accounting, purchasing, financial reporting, budgeting, budget monitoring and general operations services to the designated departments. The division also ensures that all employees are informed of departmental and general government guidelines and procedures relating to the above services.

Staff and Expenditures

The OEC has a staff complement of 70 (28% male and 72% female) and expended approximately \$5.7 million for the fiscal year ending March 31, 2009. The details are as follows:

Central Agency	Staff Complement	2008-09 Expenditures
The Office of the Clerk of the Executive Council and Cabinet Secretariat	30	\$2,751,398
Lieutenant Governor's Establishment	11	\$663,222
Communications and Consultation Branch	10	\$782,742
Financial Administration and Strategic Human Resource Management	19	\$1,512,387
TOTAL	70	\$5,709,749

Source (financial information): Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2009 (un-audited).

Values

In fulfilling its responsibilities, the OEC fosters an organizational culture based on respect for the public and the democratic process through the promotion of the following six core values:

- Accountability** Each individual takes responsibility for their actions while adhering to deadlines, schedules, and timeframes.

- Integrity** Each individual ensures the provision of accurate, unbiased advice and adheres to the confidentiality associated with the OEC.

- Responsiveness** Each individual exercises readiness to respond to changing priorities and identifies opportunities to address challenges in new ways.

- Judgment** Each individual uses knowledge of policies, practices, and client needs as a foundation for all activities.

- Respect** Each individual listens to and considers the ideas and opinions of others and works collaboratively to achieve results.

- Leadership** Each individual carries out responsibilities and makes decisions to advance the priorities of government.



vision

The vision of the Office of the Executive Council is of a responsive Provincial Government with coordinated and effective decision-making and communication processes.

SHARED COMMITMENTS

Shared commitments represent those results that could only be achieved with the participation and actions of partners. Due to its nature as a central agency, partnerships play an integral part of the work of the OEC as it carries out its mandate. In 2008-09, partnerships were essential to helping the OEC achieve its objectives and make progress on its strategic issues relating to accountability, coordination and capacity enhancement.

When broad issues are identified, that do not fall to the responsibility of any one department or that require the intervention of a number of government departments, the OEC provides leadership to ensure appropriate support is given and that issues are prioritized and decisions made in a coordinated and strategic manner. In 2008-09, the OEC supported and provided leadership to a number of horizontal initiatives that involved the participation and input of several departments. Examples of these initiatives are given under Issue 2 on page 11.

In undertaking the requirements of the *Transparency and Accountability Act* and in addressing government's strategic direction relating to transparency and accountability, the OEC worked with departmental and public body partners to ensure their planning and reporting requirements under the Act were met. April 1, 2008, marked the start of a new planning period for most government entities, which required that they develop and submit new three-year plans. The start of a new planning cycle also meant that these entities were required to produce a final report on their previous (2006/7-08) plans. In 2008-09, the OEC worked with departmental and public body partners to ensure support was provided as required in the development of these plans and reports. Further detail of the support provided to these entities in 2008-09 is given under Issue 1 on pages 7 and 8.

The OEC works daily with departmental partners to coordinate communications activities across government. In 2008-09, the OEC, in conjunction with the Office of the Chief Information Officer (OCIO), undertook a government-wide website redesign initiative to update Provincial Government websites with particular emphasis placed on making them more user-friendly for the public.

Through its Communications Branch, the OEC continued to provide support as required to those departments undertaking consultations to ensure the proposed consultations were comprehensive and the relevant stakeholders were engaged. This work supported government's strategic direction relating to strategic communication. In addition, the Communications Branch undertook extensive technology upgrades to its Media Centre. During this process, the OEC worked with the local media to ensure that the technology upgrades suited their needs. Further information on the Media Centre enhancements and departmental web redesigns is provided on page 19 under *Highlights and Accomplishments*.

mission

By 2011, the Office of the Executive Council will have improved the capacity of the public service to provide advice to government in the support of good decision-making and implementation of government's agenda.

REPORT ON PERFORMANCE

The following section provides an overview of the results achieved during the 2008-09 fiscal year.

Issue 1: Accountability

In 2006, government proclaimed the *Transparency and Accountability Act* to provide a standardized legislative framework for enhanced accountability of government departments and public bodies. The legislation included a transition provision which gave these entities a limited timeframe to align with the specific requirements of the Act. By April 1, 2008, as specified by the legislation, all (152) government entities had met this transition deadline.

In 2008-09, the Office of the Executive Council, through its Transparency and Accountability Office (TAO) continued to provide timely advice, encouragement and feedback to all entities that fell under the Act.

By facilitating the development and public release of performance-based plans and annual performance reports, the OEC assisted government departments and public bodies to communicate and promote progress on the advancement of government priorities, thereby

supporting government’s strategic directions relating to effective and efficient government and strategic communication. The analysis, advice, feedback and customized support provided by the TAO in 2008-09 also helped the OEC contribute to the achievement of its three-year goal, as given below.

Goal 1: By 2011, the Office of the Executive Council will have supported enhanced performance-based planning and reporting efforts within government.

Objective 1.1: By 2009, the Office of the Executive Council will have supported entities in successfully meeting the 2008-09 planning and reporting requirements of the *Transparency and Accountability Act*.

Measure: Supported entities

Indicators	Accomplishments
<p>Completed analysis and provided information, advice and feedback on 2008-11 performance-based plans</p>	<p>To help support entities in the development and finalization of their 2008-11 performance-based plans, the TAO completed an analysis of all plans prior to tabling to ensure consistency and compliance with the legislative and policy requirements of the <i>Transparency and Accountability Act</i>. Following this review process, specific advice and feedback was provided to each department and public body.</p> <p>In addition to ensuring legislative compliance, the TAO supported departments and public bodies during the planning process through ongoing consultative services and facilitation of planning sessions tailored specifically to the needs of each entity.</p>

<p>Completed analysis and provided information, advice and feedback on 2007-08 performance-based annual reports</p>	<p>The end of the 2006/7-08 planning cycle meant that government entities were required to produce a final report on their transition plans. This marked the first time since the introduction of the legislation that entities were not only responsible for reporting on the objectives for the previous fiscal year, but also for reporting on their multi-year goals, which spanned the duration of their plans.</p> <p>This represented a learning process for many entities and, to support them in this process, the TAO reviewed all 2007-08 performance-based annual reports prior to tabling and provided detailed/in-depth advice and feedback.</p> <p>The supports provided by the TAO during the planning and reporting processes helped to ensure consistency in application of the legislative and policy requirements of the Act. By taking a supportive approach, the TAO also aimed to facilitate a more thorough understanding of results-based planning and reporting methodology and processes thereby helping to build capacity within the provincial government and its public bodies.</p>
<p>Facilitated the tabling (in the House of Assembly) process for plans and reports</p>	<p>Throughout the year, the TAO assisted government entities through the tabling process and by the end of the fiscal year, all government entities' plans and reports had been tabled within legislated timelines.</p> <p>In 2008-09, the TAO also worked with the House of Assembly to introduce an electronic tabling process for plans and reports. The documents are now distributed electronically and all tabled documents are posted in one location on the House of Assembly website. Further information on the electronic tabling process is given on page 18 under <i>Highlights and Accomplishments</i>.</p>
<p>Supported other planning and reporting processes</p>	<p>Throughout the fiscal year, TAO officials supported a number of other planning and reporting processes.</p> <p>Upon request, the TAO supported departments in the development of operational and work plans by giving presentations, facilitating planning sessions and providing supporting documentation and templates.</p> <p>As new entities were formed and/or as new staff members required, the TAO provided introductory presentations relating to the requirements of the <i>Transparency and Accountability Act</i>. The TAO also met with officials of newly formed entities to discuss the categorization process (the category into which each department or public body is placed is largely determined by the entity's mandate and dictates its parameters for accountability).</p>

Discussion of Results:

The OEC recognizes that government entities require consistent support in performance-based planning and reporting due to the cyclical nature of the process. In addition to the above-noted activities, the Transparency and Accountability Office held regular meetings with departmental coordinators to ensure every department and related public body had the information required on a timely basis to support it in the development of its plans and reports. This continued and consistent support for planning and reporting addresses government's strategic direction relating to transparency and accountability.

Additional Indicators 2008-09	Number
Operational and/or work planning sessions	17
Coordinators meetings	6
Introductory presentations	17
Publicly released plans reviewed and feedback provided	133
Publicly released Annual Reports reviewed and feedback provided	152

Through the support provided by the TAO, the OEC was able to achieve its objective of supporting entities in successfully meeting their 2008-09 planning and reporting requirements under the *Transparency and Accountability Act*.

In addition to the direct support noted above, the OEC supports the planning and reporting process through the provision of policy and procedural documentation. Some resources are distributed directly to coordinators on an as-needed and timely basis (for example to coincide with the planning and/or reporting cycle), while other documentation is provided on the OEC website. To help ensure this documentation is as current as possible and provides coordinators and other users with the information they require, in 2009-10, the OEC will undertake a review and update its documentation as required.

Objective 1.2: By 2010, the Office of the Executive Council will have developed/updated policy and procedural documentation for the office.

Measure: Developed/updated documentation

Indicators:

- Updated performance-based planning and reporting guidelines
- Developed orientation manual for new accountability coordinators
- Developed/updated and distributed newsletters

Issue 2: Coordination – Supporting Coordinated Government Policy, Programs and Services

As policy, program and service delivery requirements become increasingly complex and issues more frequently cross multiple sectors and jurisdictions, the OEC is entrusted to play a coordinating role to ensure elected officials and decision makers are provided with the comprehensive and coordinated analysis and timely advice on key policy, program, and legislative initiatives.

In 2008-09, the OEC continued to provide this coordinating role by: facilitating a standardized and consistent approach to government planning and reporting activities; providing support for emerging initiatives that did not fall within the specific sphere of an individual department; and improving its internal management information practices to ensure information was provided in the most efficient and effective manner. The OEC’s role in this capacity helped strengthen the ongoing commitment to good governance, a strategic direction of government.

Goal 2: By 2011, the Office of the Executive Council will have supported government departments and agencies in the advancement of government’s agenda.

Objective 2.1: By 2009, the Office of the Executive Council will have enhanced coordination efforts that are designed to respond to the needs of government departments.

Measure: Enhanced coordination efforts

Indicators	Accomplishments
Coordinated implementation of <i>Transparency and Accountability Act</i> requirements	<p>In 2008-09, TAO coordinated the implementation of <i>Transparency and Accountability Act</i> requirements for 152 government departments and public bodies.</p> <p>Implementation was coordinated by holding regular meetings with departmental coordinators, sending out reminders and updates via e-mail regarding upcoming timelines and responsibilities, coordinating the formal review and feedback of entities’ performance-based plans and reports, and facilitating the tabling process.</p> <p>Through this coordinating role, the TAO helped departments and public bodies ensure that their plans and reports were drafted and made publicly available in a manner that was consistent with the requirements and timelines under the Act.</p>

<p>Supported development and implementation of horizontal planning initiatives</p>	<p>The OEC regularly supports the development and implementation of horizontal planning initiatives for those issues that either do not fall to the responsibility of any one department or that require the intervention and input of a number of government departments. Committees supported in 2008-09 under the leadership and support of the OEC including such matters as: the closure of Abitibi Consolidated's Grand Falls-Windsor mill; the coordination of the Regional Coordination Pilot Project; the identification of priorities for infrastructure development; the identification and development of coordinated approaches to fisheries issues; and the assessment of recommendations of the Turner Review and Investigation.</p> <p>Through its Communications and Consultation Branch, the OEC also acts as a lead and works with departments to coordinate all communications activities relating to horizontal initiatives.</p> <p>In addition to the above, in March 2009, the Office of Climate Change, Energy Efficiency and Emissions Trading was established within the Office of the Executive Council. This new office will facilitate better coordination of related activities across departments and ensure that climate change and energy efficiency matters are considered as appropriate, in developing and implementing provincial legislation, policies, programs and services. The office will also act as a lead for government, in consultation with related provincial departments and Intergovernmental Affairs Secretariat, in working with other governments, jurisdictions and stakeholders in these areas.</p>
<p>Supported coordination through improvements to internal information management practices</p>	<p>In 2008-09, the OEC enhanced its information management practices to support the electronic transmission of documents in a secure manner.</p> <p>In addition, as a member on the OCIO Information Management Standards Board, the OEC worked on a review and eventual replacement of the former administrative records classification and retention and disposal schedule. The new system, C-RIMS, was developed for the management of government records.</p> <p>Also in 2008-09, the OEC participated in the review of proposed amendments to the <i>Management of Information Act</i> which received royal assent December, 2008. Previous to the review, both the <i>Management of Information Act</i> and the <i>Rooms Act</i> had responsibilities for records management, thereby dividing responsibility for storage and management of records between two agencies, and adding unnecessary complications to the process. The amended <i>Management of Information Act</i> improves and streamlines the management of government information and records thereby enhancing the coordination of information and records management throughout government.</p>

Discussion of Results:

In addition to the above-noted activities, the OEC undertook and maintained a number of other initiatives throughout 2008-09 to enhance coordination efforts, including the coordination of central government activities as led by the Clerk of the Executive Council.

The Clerk hosted a Deputy Ministers' forum in October 2008; and, throughout the year continued to regularly host weekly Deputy Ministers' meetings. These initiatives provide opportunities for individuals to come together to share information and identify opportunities for collaborative action.

By providing coordinating support for broad government-wide and horizontal initiatives and by improving its information management practices, the Office of the Executive Council was able to achieve its objective of enhancing coordination efforts to better respond to the needs of government departments.

As the OEC moves into a new fiscal year, it will continue to pursue opportunities for collaborative analysis through the following objective and indicators:

Objective 2.2: By 2010, the Office of the Executive Council will have identified further opportunities to improve processes for coordination.

Measure: Further opportunities identified

Indicators:

- Consulted with departments on the development of a corporate evaluation policy
- Identified areas of opportunity for enhanced coordination of policy development
- Continued to improve internal information management practices

Issue 3: Capacity Enhancement

Capacity enhancement involves the development of core skills, capabilities, resources and organizational structures towards improved organizational efficiency and effectiveness. Building capacity for policy development, performance measurement, and results-based planning and reporting within government is critical to positioning the organization to deliver programs and services to the public and plan for future demands. Within the Provincial Government, the Office of the Executive Council plays a leadership role in ensuring that government's policy capacity is optimized to facilitate effective decision-making and implementation of government policy.

In 2008-09, the OEC provided this leadership role by reviewing its current structures and work flow processes, supporting developmental resources, and identifying new professional development opportunities. The OEC's role in this capacity supported government's broader strategic direction relating to effective and efficient government and contributed to the achievement of its three-year goal, as given below.

Goal 3: By 2011, the Office of the Executive Council will have supported capacity-building enhancements throughout government.

Objective 3.1: By 2009, the Office of the Executive Council will have assessed and identified new capacity enhancement initiatives.

Measure: Assessed and identified new capacity enhancement initiatives

Indicators	Accomplishments
Reviewed organization structures	<p>In 2008-09, the OEC completed a systems review of existing organizational structures relating to policy positions for all departments. This review was conducted based on information collected from human resources divisions throughout government and through the analysis of departmental organizational charts. The analysis compared departmental structures relating to these positions between 2006 and 2009.</p> <p>As part of this process, the OEC has begun interviewing departmental policy directors to confirm the results of the systems review and to determine if the current structures are meeting their particular needs as they relate to policy capacity. The information collected will be used to identify the needs of departments and associated actions required to assist in the enhancement of policy capacity throughout government.</p>

<p>Reviewed work flow processes</p>	<p>In 2008-09, the OEC undertook a workflow assessment of the operational and administrative support functions of Cabinet Secretariat and consulted staff on ideas for improvement to information management practices. Through this assessment process, information management issues were identified and recommendations for improvement were received, assessed and implemented.</p> <p>Implemented work flow improvements included: streamlined information management and operational processes; removal of redundant operational and administrative processes; increased use of secure network directories; and increased use of Total Records and Information Management (TRIM) software, a best-practice document and records management system.</p> <p>By reorganizing its work flow processes to better align with the requirements of the OEC and with progressive information management practices, the OEC enhanced the management, tracking and dissemination of government information and direction to and from government departments.</p> <p>Cabinet Secretariat’s restructured work flow processes translated into changes to information management processes within other departments and created improvements to government decision-making in general by providing more immediate access to information when required.</p>
<p>Identified required development opportunities</p>	<p>Throughout 2008-09, the OEC identified and provided a number of development opportunities for its own staff as well as for Provincial Government executive.</p> <p>The Cabinet Secretariat Learning and Development Series was continued and two sessions were held (Overview of the Guidelines for the Hiring of External Consultants and Protection of Privacy). These sessions provide Cabinet Secretariat staff with broad-based information to enhance their understanding of government processes and policies, thereby enabling them to better perform in their positions within the central agency.</p> <p>Four Cabinet Officer development opportunities were offered during 2008-09. These professional development opportunities are offered as secondments to experienced policy personnel within government. The experience provides employees the opportunity to enhance their policy skills through exposure and contribution to the government decision-making process. Following this secondment opportunity, employees are able to return to their permanent departments with an enhanced knowledge of government operations and policy analysis.</p>

	<p>Throughout the fiscal year, the OEC helped disseminate information throughout government regarding development opportunities provided by other organizations. For example, throughout the year, as the Canadian Evaluation Society (CES) offered professional development sessions relating to evaluation, the OEC distributed information regarding these sessions throughout government. In addition, OEC staff participated in five teleconference/tele-learning sessions offered by the CES, including: Turning Policy into Practice: Public Expectations and Political Risk; A Framework to Assess Outcomes of Social Enterprise Initiatives; Building Good Results Logics into Performance Measurement; Current Requirements in the Evaluation of Federal Government Programs; and Performance Measurement – the Key to Improved Accountability.</p>
<p>Enhanced senior management developmental resources</p>	<p>In 2008-09, an Executive Speaker Series was established to foster senior management development. Throughout the year, the OEC invited Provincial Government executives to hear successful and experienced leaders share their successes and lessons learned. Three Executive Speaker events were held in 2008-09 and speakers included: Sean Durphy, President, Westjet Airlines; General Rick Hillier; and Ed Martin, CEO, Nalcor.</p> <p>The OEC established a mentoring program for new executives. In 2008-09, as new Provincial Government executive began in their positions, they were provided with an orientation binder and connected with an experienced executive who acted as a mentor. This process helped ensure executive were provided with the supports they required in their new positions and helped enhance the overall capacity of Provincial Government executive.</p>
<p>Supported the development and monitoring of Executive Development Plans</p>	<p>The OEC, in partnership with the Public Service Secretariat's Centre for Learning and Development (CLD), continued to support the development and delivery of an executive development strategy based on competencies as defined by the executive competency model. This involved a partnership in the development, delivery and reporting on implementation of executive development plans.</p> <p>Throughout the year, the Clerk of the Executive Council provided leadership by supporting Deputy Ministers in achieving their learning goals. Through this process, the Executive Council, with the CLD, have made considerable progress in executive development throughout government.</p>

<p>Examined whether central agencies' tools are current, relevant and are supporting the achievement of the intended results</p>	<p>In 2007-08, the OEC created a senior management position within Cabinet Secretariat to pursue capacity building initiatives throughout the public service relating to policy development. In 2008-09, the first phase of this work examined existing capacity and structures for policy development throughout government. This review will help determine if the existing organizational structures are supporting the intended achievement of efficient and effective policy development. Further information on the work undertaken in 2008-09 relating to this position is given above (see indicator 1 - "reviewed organization structures").</p> <p>During the fiscal year, the OEC also examined its electronic processes with a view to maximizing efficiency and effectiveness. In 2008-09, the OEC improved a number of its processes for both internal and public benefit through the enhanced use of electronic resources. For example: the increased use of secure electronic directories provides greater security and efficiency in the transmittal of secure documents throughout government (see further information under Issue 2, indicator 3); the new electronic tabling process provides broader and more immediate access to public documents by the general public (see further information under Highlights and Accomplishments); and the development of a computer application to facilitate public release of expense reports for Cabinet ministers provides the public with broad and immediate access to this information, thereby enhancing transparency and accountability of government processes (see further information under <i>Highlights and Accomplishments</i>).</p>
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Discussion of Results:

In addition to the above-noted activities, the OEC provided a number of other professional development opportunities throughout the year aimed at enhancing the capacity of the OEC and of the public service in general.

The Strategic Human Resource Management Division implemented several new training initiatives in 2008-09 including the establishment of a new Accredited Chartered Accounting (CA) Training Office within the Department of Finance. The Communications and Consultations Branch planned Writing for the Web sessions for government employees involved with departmental web committees and, in October 2008, the branch organized and delivered a professional development day for all Provincial Government communications staff. The branch continued to hold regular meetings with departmental Directors of Communication throughout the year. In November 2008, the OEC held a professional development day to allow staff an opportunity to interact and develop a better understanding of how their work within the Office of the Executive

Council impacts the broader results of the Provincial Government. The OEC also supported staff in the development and implementation of their learning and development plans by supporting their attendance at conferences, workshops, and other training sessions as appropriate.

The Clerk, through his role as head of the public service, was actively involved in providing opportunities to enhance leadership within the organization. Throughout the year, the Clerk was responsible for recommending for Lieutenant-Governor in Council consideration, the hiring of 10 new Provincial Government executive thereby actively supporting the selection of the best leaders to carry out government's mandate. The Clerk was also responsible for initiating planning for a number of initiatives to improve capacity and enhance leadership, such as the development of a Cabinet Officer round-table, the development of a regular meeting schedule for ADMs, the establishment the above-noted Executive Speaker Series, and the continuation of the Learning and Development Series for Cabinet Officers and other staff.

Throughout 2008-09, the OEC assessed, identified, and executed new capacity enhancement initiatives both internally and throughout government by assessing current structures, tools and competencies in relation to current and future demands. In the upcoming year, the OEC will examine further capacity gaps and identify opportunities to address those gaps through the accomplishment of the following objective and indicators:

Objective 3.2: By 2010, the Office of the Executive Council will have developed mechanisms/provided a leadership role in addressing opportunities for capacity growth.

Measure: Developed mechanisms/provided a leadership role in addressing opportunities for capacity growth.

Indicators:

- Identified areas of opportunity for enhanced development of policy capacity
- Assessed current capacity relating to planning and reporting
- Assessed current capacity relating to performance measurement
- Continued to provide/support opportunities for professional development

ADDITIONAL HIGHLIGHTS AND ACCOMPLISHMENTS

Cabinet Secretariat

As part of its commitment to openness and accountability, the Office of the Executive Council, supported by the OCIO, developed a computer application to facilitate public release of expense reimbursement reports for Cabinet Ministers pursuant to the Ministerial Expense Reimbursement Policy. The first report was posted online in December 2008 and subsequent reports will be released twice per year (in June and December). The reports can be accessed on the Cabinet Secretariat website at www.exec.gov.nl.ca/exec/cabinet/CS_Operations.htm or through departmental websites. The OEC continues to provide support, training and advice to Ministers, Parliamentary Secretaries and employees with responsibilities respecting the application of the Ministerial Expense Reimbursement Policy.

In 2008-09, the Transparency and Accountability Office worked with the House of Assembly to introduce an electronic tabling process for plans and reports. Instead of hard copies plans and reports being distributed to all members (which, during a planning year, would amount to over 14,000 printed documents), the documents are now distributed electronically with a minimal number of hard copies printed (printed copies are still made available for government record and for distribution to the public). The reduction in the required number of paper copies provides environmental benefits through reduced waste and reduces the cost and workload associated with the printing process. In addition, because all plans and reports are now posted online (see www.assembly.nl.ca/business/tabled), they are more immediately accessible by the general public. The electronic tabling process began in June 2008.

In 2008-09, the Clerk identified service excellence as a priority and directed the Public Service Secretariat to develop a Service Excellence eLearning Module. Through this module every new employee (and existing employees), upon entering employment in the public service, will be introduced to the importance government places on service excellence in providing services to the people of this province. The module will be launched in 2009-10. Complementing the focus placed on service excellence, the OEC continued its support of the Public Service Awards of Excellence. In 2008-09, the Clerk, along with the Minister Responsible for the Public Service Secretariat, presented six individuals and two teams with this award in recognition of their outstanding job performance and commitment to excellence.

In 2008-09 the Protocol Office coordinated 12 diplomatic and consular visits and, in February 2009, the office assisted with the coordination for the installation of the Lieutenant Governor.

Communications Branch

In 2008-09, the Communications Branch completed upgrades to its Media Centre. The upgrades included the installation of a new video monitor, a new digital recorder with hard drive, an enhanced microphone system, an upgrade to the media feed box to increase capacity, and the installation of broadcast-quality video equipment to allow news conferences to be posted to the Provincial Government website. During this process, the Communications Branch worked with the local media to ensure that the technical upgrades suited their needs.

In conjunction with the OCIO, the Communications Branch undertook a government-wide website redesign initiative. This redesign is intended to update Government of Newfoundland and Labrador websites with an emphasis on making them more user-friendly. Two redesigned departmental websites went live in 2008-09 with the remainder scheduled for 2009-10. The main Provincial Government web pages, including the home page, will also be redesigned in 2009-10. As part of the redesign initiative, during the last year, the Communications Branch also coordinated Writing for the Web sessions for staff across government.

Establishment of the Lieutenant Governor

The Lieutenant Governor represents the Queen as Head of State and holds executive powers on behalf of the Crown in Newfoundland and Labrador. In addition to his constitutional and legal responsibilities, the Lieutenant Governor undertakes a wide variety of ceremonial, official and community functions; serves as patron of various non-profit organizations; presides at and/or presents awards and confers honours, addresses to gatherings of various kinds of cultural events and military and civilian ceremonies; and regularly travels throughout the province.

In 2008-09, His Honour, the Honourable John Crosbie, PC, OC, ONL, QC. and Her Honour, the Honourable Jane Furneaux Crosbie, between them, participated in nearly 300 meetings, ceremonies and events, including:

- an audience with Her Majesty Queen Elizabeth
- assuming the post of Honorary Colonel of the Royal Newfoundland Regiment
- being invested as Vice-Prior in the Order of St. John
- on behalf of Her Excellency, the Right Honourable Michaëlle Jean, C.C., C.M.M., C.O.M., C.D., Governor General and Commander-in-Chief of Canada, the presentation of the Order of Canada, Medal of Bravery and Caring Canadian Awards
- receiving the oaths/affirmations of Members of the House of Assembly elected in by-elections
- the Prorogation of the House of Assembly
- delivering the Speech from the Throne to open the first and second sessions of the 46th General Assembly of the Government of Newfoundland and Labrador

- presenting numerous awards and service recognition certificates including, but not limited to: awards to serving members of the Royal Newfoundland Constabulary and the Royal Canadian Mounted Police; Duke of Edinburgh Silver Awards; and the Award for Excellence of the Institute of Public Administration, Canada

In 2008-09, the Lieutenant Governor's Establishment (Government House) was supported by a full time staff of 11, and was assisted by 29 volunteer aides-de-camp and three volunteer tour guides.

Financial Administration and Strategic Human Resource Management

The Financial Administration and Strategic Human Resources Management (SHRM) Divisions are located within the Office of the Executive Council and report directly to the Clerk of the Executive Council. In addition to providing support to the Office of the Executive Council, the two divisions provide support to a broader sector, which includes the following departments and agencies: Office of the Premier, Department of Business, Department of Finance, Department of Labrador and Aboriginal Affairs, Office of the Chief Information Officer (OCIO), Intergovernmental Affairs Secretariat, Public Service Secretariat, Voluntary and Non-Profit Secretariat, Public Service Commission, Rural Secretariat, Newfoundland and Labrador Research and Development Council, and the Women's Policy Office. All of these entities together involve more than 900 employees and a budget in excess of \$826 million.

In 2008-09, 248 positions required recruitment action. This represented approximately 27 per cent of positions within the sector, an increase of 54 recruitment actions (or 3 per cent) from the previous year. In addition to recruitment actions, the SHRM division also addressed 740 other staffing actions, which represented an increase of 175 other staffing actions over the previous year.

During the past year, the SHRM division worked with executive in each of the 13 entities serviced by the unit to ensure strategies identified in their multi-year Work Force Plans were being updated, monitored and implemented. The division also assumed a leadership role in the identification, coordination and implementation of various learning and professional development initiatives throughout the sector. In addition, in an effort to keep employees engaged and informed of the services and initiatives being undertaken by the SHRM division, in 2008-09 the division released its first quarterly newsletter – the SHRM Communiqué. Response to the SHRM Communiqué has been very positive and the division will continue to issue the newsletter throughout the 2009-10 fiscal year.

OPPORTUNITIES AND CHALLENGES AHEAD

In 2008-09, the Office of the Executive Council was successful in meeting the objectives under its new three-year activity plan. In 2009-10, as the OEC continues to build on its initiatives relating to enhanced planning and reporting, coordination, and capacity development, there will be a number of opportunities to facilitate these efforts. To ensure, however, that the OEC effectively fulfills its mandate, it must also be cognizant of any potential obstacles that may hinder its objectives.

As issues become increasingly complex and interrelated, the OEC's coordinating role will become more challenging as it explores new means and opportunities to increase coordination and collaboration among departments. These increased efforts will provide the opportunity to build strong and effective relationships across the public service and will encourage departmental collaboration, not only when issues arise, but as a way of doing business in general policy development.

The enhanced efforts towards capacity development in the areas of performance measurement, policy development, and performance-based planning and reporting will result in an increased proficiency and skill levels in these areas throughout government in the coming years. This continued development will be increasingly important due to the challenges presented by the growing retirement eligibilities and associated turnover within the Executive Council and the public service.

An analysis of those employees currently working in the Office of the Executive Council has revealed that 20 individuals will be eligible for retirement during the next five years. This represents approximately 31 per cent of the current workforce. Retirement eligibilities include a significant number of key executive, director and management positions. Should all of these employees choose to retire at their earliest eligibility date, the OEC will be faced with a significant loss of corporate knowledge.

In addition to the number of prospective retirements, attraction and retention of employees into the public service continues to be a challenge within the Executive Council, and throughout government as a whole. While progress has been made in this area, the OEC must continue to compete with other entities and private industry to ensure that the best and the brightest employees are attracted and retained, thereby ensuring that the programs and services delivered by government are of the highest quality and continue to be provided in a timely and efficient manner. With this in mind, the OEC supported the Public Service Secretariat in developing an orientation program for new employees in an effort to foster employee engagement and support the delivery of a high level of client service to the citizens of Newfoundland and Labrador.

While the significant number of potential retirements may present challenges in some areas, these retirements will also provide the OEC with an opportunity to review and modernize position

descriptions and skill set requirements. As the OEC continues to support and explore new ways to enhance development opportunities for its existing employees, pending retirements will also provide younger employees with an opportunity to advance their careers. These transitions will also lead to increased opportunities for leadership development throughout the organization. For some employees, this will mean formalizing their professional development and learning plans so that the necessary training to support their future role is completed prior to taking on the new position. For others it will mean being mentored by a more senior employee prior to moving into their senior role. As well, pending retirements will mean that new and exciting opportunities may be provided to those individuals who have transferable skill sets and are willing to move into other dynamic roles within the public service.

FINANCIAL STATEMENTS

Expenditure and revenue figures included in this document are based on public information provided in the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2009**
(unaudited)

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
The Lieutenant Governor's Establishment			
Government House (1.1.01 - 1.1.02)	663,222	714,000	666,500
Cabinet Secretariat (2.2.01 - 2.2.06)			
Executive Support	1,622,635	1,803,200	1,601,600
Planning & Coordination	380,343	927,800	887,700
Economic and Social Policy Analysis	516,748	767,700	711,700
Advisory Councils on Economic and Social Policy	0	49,100	127,400
Protocol	206,030	276,200	262,000
Public Service Development	25,642	30,100	30,000
Total	2,751,398	3,854,100	3,620,400
Communications and Consultations Branch (2.4.01)	782,742	955,400	898,500
Financial Administration and Human Resource Support (2.5.01 - 2.5.02)			
Financial Administration	666,232	868,200	831,000
Strategic Human Resource Management	846,155	959,200	828,700
Total	1,512,387	1,827,400	1,659,700
Total: Office of the Executive Council	5,709,749	7,350,900	6,845,100

Note: The audited financial statements will be made available to the public when **Volume II - Consolidated Revenue Fund Financial Statements** is tabled in the House of Assembly.

APPENDIX I: LEGISLATIVE FRAMEWORK

The mandate of the Office of the Executive Council is informed by the following legislation:

Legislative Responsibility:

- *Bravery Award Act*
- *Conflict of Interest Act, 1995*
- *Executive Council Act*
- *Financial Administration Act*
- *Holocaust Memorial Day Act*
- *Management of Information Act*
- *Newfoundland and Labrador Act*
- *Order of Newfoundland and Labrador Act*
- *Parliamentary Assistant Act*
- *Parliamentary Secretaries Act*
- *Public Employees Act*
- *Transparency and Accountability Act*
- *Volunteer Service Medal Act*
- *Volunteer War Service Medal Act, 1993*



**Executive Council
Government of Newfoundland and Labrador
P.O. Box 8700, St. John's, NL A1B 4J6**