



2010

annual report

Office of the Executive Council ● ● ● ● ● ● ● ●

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2011



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, 2011.

This report includes a summary of achievements of the Office of the Executive Council (OEC) in meeting its mission, goals and objectives, as outlined in the 2008-11 Activity Plan. A comparison of planned versus actual results is provided, as well as 2010-11 financial information.

During the April 1, 2008 to March 31, 2011 timeframe the OEC has moved forward in a number of key priority areas: substantial accomplishments have been made in relation to the enhancement of government policy capacity development; a high level of support and leadership has been provided to government departments and agencies to better enable them to do their work; and the Office continued to support entities in the successful achievement of their requirements under the *Transparency and Accountability Act*. These initiatives have assisted, and will continue to assist, government in furthering its economic and social policy agenda, and ensure our ability to make decisions that benefit Newfoundlanders and Labradorians.

The results described in this report illustrate the dedication of our employees and their commitment to ensuring the efficient and effective delivery of programs and services to the people of Newfoundland and Labrador. As demonstrated in this report, significant success has been accomplished during the last three years and the OEC looks forward to continued success with the new initiatives contained in the recently tabled 2011-14 Activity Plan.

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.

Honourable Kathy Dunderdale
Premier

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INTRODUCTION

Under the *Transparency and Accountability Act* (the Act) the Office of the Executive Council is considered a Category 3 government entity. In June 2008, in accordance with the Act, the Office of the Executive Council tabled an Activity Plan outlining its priorities for fiscal years 2008-09 to 2010-11. This annual report marks the end of that planning cycle as well as the 2006-11 mission. The following details the OEC's success in meeting the measures and associated indicators for the mission, goals and objectives.

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 Provincial Government Programs Office, 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 and Aboriginal Affairs Secretariat, Rural Secretariat, Office of the Chief Information Officer, the Voluntary and Non-Profit Secretariat, the Public Service Secretariat, the Office of Climate Change, Energy Efficiency and Emissions Trading, and the Research and Development Corporation 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 (OEC) is derived from government direction and informed by numerous pieces of legislation (see Appendix A). It includes the following:

- Support the Premier and the work of Cabinet and its committees:
 - Facilitate, coordinate and support the Cabinet decision-making process, formulate orders, and communicate decisions of Cabinet,
 - Facilitate and coordinate advice and initiatives on matters related to economic policy, social policy, and government operations,
 - Facilitate and coordinate strategic/business/activity and operational planning within government,
 - Facilitate and coordinate the evaluation of policy and program effectiveness;
- Support the role of the Lieutenant Governor;
- Advise on protocol matters;
- Provide strategic communications, advice and support to the Premier and Cabinet, and coordinate government-wide communications; and,
- Lead the provincial public service to ensure that Government has the policy, management and human resource capacity it needs to develop and deliver effective policies and programs.

This mandate is fulfilled through three principal lines of business which serve the OEC's primary clients: the Premier, the Cabinet, Cabinet Committees and Ministers, the Lieutenant Governor, Departments and Public Bodies, Public Servants and the Diplomatic Corps.

Lines of Business

1. Support to the Premier and Cabinet:

The OEC is the agency of the public service which provides support to the Premier's 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 and provides for the effective and efficient operation of the cabinet process. This role incorporates policy analysis, the preparation of briefing materials, the coordination and facilitation of Cabinet meetings, coordination of the legislative agenda, and the maintenance of Cabinet records.

2. On behalf of the Premier and Cabinet, the OEC also provides support and leadership to the public service through the following:

Coordination

The OEC is responsible for leading broad policy establishment and coordination, focus and coordination in support of evaluation activities, and the development of responses to government-level issues. Through various coordination efforts, staff also ensure consistency in the application of government policies and procedures.

Planning and Reporting

The OEC leads and 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 providing leadership in 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.

Communications and Consultations

The OEC also leads 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.

3. Support to the 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.

Staff and Expenditures

The OEC has a staff complement of 79 (30% male and 70% female) and expended approximately \$6.7 million for the fiscal year ending March 31, 2011. The details are as follows:

Central Agency	Staff	2010-11 Expenditures
The Office of the Clerk of the Executive Council and Cabinet Secretariat ¹	37	\$3,535,431
Lieutenant Governor's Establishment	13	\$727,489
Communications and Consultation Branch	9	\$787,767
Financial Administration and Strategic Human Resource Management	20	\$1,685,126
TOTAL	79	\$6,499,511

Source (financial information): *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2011* (un-audited).

Values

In fulfilling its responsibilities during the 2008-11 planning cycle, the OEC fostered 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.
Judgment	Each individual uses knowledge of policies, practices, and client needs as a foundation for all activities.
Leadership	Each individual carries out responsibilities and makes decisions to advance the priorities of government.
Respect	Each individual listens to and considers the ideas and opinions of others and works collaboratively to achieve results.
Responsiveness	Each individual exercises readiness to respond to changing priorities and identifies opportunities to address challenges in new ways.

¹ Cabinet Secretariat includes the Transparency and Accountability Office, the Protocol Office, and the Provincial Government Programs Office.

vision

The vision of the Office of the Executive Council for the 2008-11 period was 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. In much of the OEC's work, due to its nature as a central agency, partnerships are integral to ensure effective delivery of the activity plan's key objectives. In 2010-11, partnerships contributed significantly to the OEC's ability to meet its annual objectives and to advance its strategic issues of accountability, coordination and capacity enhancement.

In addressing government's strategic directions relating to transparency and accountability and strategic communication, the OEC worked with departmental and public body partners to ensure their planning and reporting obligations under the Act were met. Given that 2010-11 marked the final year of the three-year planning cycle, the Transparency and Accountability Office (TAO) worked with departments to assess the planning supports required for the upcoming planning cycle and assisted in the development of entity plans upon request.

Training opportunities for Policy practitioners were expanded in fiscal year 2010-11. Based on a two-tiered approach to continued learning for this group, a three-day Public Policy and Evaluation Forum was developed and delivered to 103 policy staff. The success of this Forum would not have been possible if it were not for the investment of our partners in a common pursuit – to increase policy capacity in government.

REPORT ON PERFORMANCE (MISSION)**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.

The above noted mission statement was developed to represent the priority focus area of the Premier for two planning cycles (2006-08 and 2008-11).

The Office of Executive Council is fundamentally responsible for supporting the decision-making processes of government. As a function of this role, the Office must ensure that the Government has the best advice and information in order to make informed decisions. In support of this mandate the 2006-11 mission focused on improving the capacity of the public service in this regard. Work in this area also contributed to Government's strategic direction relating to improved effectiveness and efficiency of government.

The mission represented the key longer-term result that the OEC worked towards as it moved forward on the strategic directions of government as well as the overall vision. In particular, the OEC made significant progress in the strategic direction of transparency and accountability specifically relating to multi-year performance-based planning and annual performance reporting. In recent years, there has been an increased focus on transparency and accountability for all levels of government. The general public has come to expect a more open and accountable government; one that protects their interests and is held to account for the commitments they make. In light of this, the *Transparency and Accountability Act* was proclaimed in 2006. During the mission cycle this Act was fully implemented with the tabling of two plans (2006-08 and 2008-11) and associated annual performance reports.

March 31, 2011 marked the end of the 2006-11 mission and the OEC is now pleased to report on the success of this mission as evidenced by its associated indicators:

Indicator 1: Increased policy capacity including policy development, evaluation, review and analysis.

The OEC was successful in increasing policy capacity in a number of key areas over the last five years as evidenced by various initiatives undertaken.

During this period, there have been increasing complexities and responsibilities for policy practitioners in various divisions throughout government. Significant efforts were made to support ongoing assessment of organizational structures and training requirements for executive and staff involved in policy development. During this period specific focus has been placed on building capacity in areas such as, planning, reporting, research, review and analysis.

In recognition of the importance of the policy development function across government, in 2008-09, a senior management position was created within Cabinet Secretariat to help determine whether existing organizational structures were supporting the achievement of efficient and effective policy development. Initiatives were subsequently undertaken throughout the public service to enhance policy development capacity.

In addition, in keeping with government's commitment to ensure the provision of effective and efficient programs and services to the citizens of Newfoundland and Labrador, the Provincial Government Programs (PGP) Office was established within the OEC. The PGP Office is responsible for providing coordination in support of departments' assessment of policies and programs. As a part of this process, the PGP Office conducted an assessment of current evaluation capacity and developed tools and delivered information sessions to help build this capacity throughout government.

Indicator 2: Provided leadership for communications and enhanced integration of strategic planning into the management of the public service.

Over the last five years the Communications and Consultations Branch played a leadership role in communications across government and has significantly improved the overall effectiveness of communications policies and procedures. The Branch has re-defined its role since 2006 in response to changing technologies, thus ensuring government is adapting to new technologies and addressing other communications challenges. In addition, to ensure communications are at an optimal level, communications

personnel participated in ongoing professional development activities, including the International Association of Business Communicators professional development seminars.

During the 2006-11 timeframe, government also enhanced the integration of strategic planning into all aspects of public service management. For example, as part of the annual budget process, departments are required to indicate how funding links to the advancement of government's strategic commitments as given in their strategic plans. Similarly, professional development opportunities for staff are prioritized to ensure that departments have the necessary skills set to meet the broad goals and objectives set out in their plan. This is further linked through an annual performance contract, whereby the Minister and Deputy Minister jointly establish strategic priorities for each fiscal year. The consistent integration of strategic planning into the management of the public service helps enhance the focus, communication, and alignment of government's strategic priorities throughout all divisions of the organization.

Indicator 3: Provided leadership for Government's Human Resource Management Strategy in the areas of learning and development; managing human resource supply/demand requirements; managing the human resource function; internal communications; and performance enhancement.

Over the last five years the OEC successfully provided leadership for government's Human Resource Management Strategy. Early in this mission cycle a Deputy Ministers' Committee on Human Resources, Chaired by the Clerk of Executive Council, oversaw the preparation of this strategy and its subsequent implementation.

Guided by this strategy, concentrated focus has been given throughout government to learning and development, performance enhancement, and human resource management. Learning plans were developed and implemented for Deputy Ministers and Assistant Deputy Ministers and departmental executive were encouraged to align learning plans with departmental work plans to emphasize performance enhancement opportunities. In addition, a systematic analysis of anticipated human resource supply/demand requirements was undertaken as part of the development of human resource accountability frameworks for each department. Recognizing its role in building the public service, the Clerk took an active role in human resource development and policy development through the issuance of calls for expressions of interest for positions within Cabinet Secretariat.

In addition, during this period, in an effort to better define appropriate and effective human resource requirements and programming, the Clerk endorsed the development and supported the implementation of a Workforce Environment Survey. The results of this survey helped inform those areas in which departments were performing well from an overall work environment perspective and those areas in which further effort was required.

Central to the success of all of the above was an enhanced emphasis on internal communications. The Clerk provided a leadership role in this function by leading those communiqués relating to government-wide human resource development opportunities and initiatives, such as: encouraging participation in and communicating the results of the Workforce Environment Survey; communicating support for government-wide learning and development opportunities, including the various policy capacity initiatives; communicating an update to the Human Resources Management Strategy; and distribution of the Clerk's Report on the Public Service.

Indicator 4: Enhanced information management to support thorough analysis and informed decision-making and implementation

Over the last five years, the OEC undertook a number of initiatives to enhance management and flow of information both within the OEC and throughout government. As a member on the OCIO Information Management Standards Board, the OEC helped inform and implement a new records classification and retention and disposal schedule. The OEC completed the implementation of TRIM, a best-practice document and records management system, for its Strategic Human Resource Management and Protocol divisions. The OEC also participated in the development of proposed amendments to the *Management of Information Act* thereby improving and streamlining the management of government information and records.

Discussion of Results:

All of the above initiatives helped to provide greater security, access, availability, and flow of the information required to enable thorough and more efficient research and analysis towards more informed decision-making.

During the 2006-11 period, the OEC successfully improved the capacity of the public service to provide advice to government in support of good decision-making as evidenced through the above. The success of the 2006-11 mission is further demonstrated through the accomplishment of the goals and objectives set forth in the 2008-11 activity plan as reported below.

REPORT ON PERFORMANCE (GOALS AND OBJECTIVES)

The following section provides an overview of the results achieved during the 2008-11 planning cycle, as well as the 2010-11 fiscal year.

Issue 1: Accountability

Goal 1: By March 31, 2011, the Office of the Executive Council will have supported enhanced performance-based planning and reporting efforts within government.

Measure: Enhanced performance-based planning and reporting efforts

In accordance with government's commitment to be accountable and responsive to the citizens of Newfoundland and Labrador; government proclaimed the *Transparency and Accountability Act* in 2006. This legislation provides a framework of accountability for government entities.

Throughout the 2008-11 planning period, the OEC continued to provide timely advice and feedback to all entities categorized under the *Transparency and Accountability 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 direction relating to strategic communications.

The achievement of the 2008-11 goal relating to transparency and accountability is evidenced through successful completion of the indicators below and is a direct contribution to government's strategic direction of improved transparency and accountability.

Indicators	Accomplishments
Completed analysis and provided information, advice and feedback on government entity plans and reports	<p>The OEC was successful in meeting this indicator through the support provided to entities in the development and finalization of not only their 2008-11 plans under the Act but also their 2011-14 plans to be tabled early in 2011-12. This support included ongoing consultative services, facilitated planning sessions, and analysis of all plans prior to tabling to ensure consistency and compliance with the legislative and policy requirements of the Act. Following the review process, specific advice and feedback was provided to each of the 139 departments and public bodies.</p> <p>The OEC also supported the development of annual performance reports tabled during the 2008-11 planning period through the provision of advice and feedback.</p>
Customized supports provided to government entities which are responsive to the needs of the entity	As entities differ in their planning and reporting requirements and internal capacities, the above-noted supports were customized to each entity's individual needs.
Completed research and analysis of best practices in public sector planning, performance measurement and reporting	Over the last three years the OEC completed research and analysis of best practices in public sector planning, performance measurement and reporting including a detailed jurisdictional analysis relating to performance-based planning and reporting in other Canadian provinces and the Federal government.
Developed/updated policy and procedural documentation	Throughout this planning cycle, various forms of documentation were developed and maintained to assist entities in preparing their plans and reports. In addition, the OEC developed an orientation manual to provide new coordinators with an overview of the <i>Transparency and Accountability Act</i> and their role in supporting the requirements of the Act.

The overall success of the above goal would not have been possible without the achievement of key work over the last reporting year. Success of the 2010-11 objective is evidenced by the indicators reported below.

Objective 2010-11: By 2011, the Office of the Executive Council will have supported performance measurement practices and the development of plans for the next planning cycle.

Measure 1: Supported performance management practices

Indicators	Accomplishments
Provided feedback on indicator development for plans and reports upon request	To ensure mission, goals and objectives with associated indicators were written in a manner consistent with policy requirements, continuous support and feedback to entities was provided throughout the drafting process.
Updated/developed and distributed newsletters	Part of the OEC's role is to keep accountability coordinators apprised of timelines, critical dates and the various processes around planning and reporting. This is fulfilled through the distribution of timely newsletters and/or handouts throughout the year. Topics covered included environmental scanning processes, performance measurement, and plan format requirements.
Provided information sessions	Information sessions were provided throughout the year to individual entities as requested. They were also provided as part of the entities' facilitated planning sessions. Given the high level of individual support provided throughout the year, only one formal session relating to performance measurement was deemed necessary and provided to departmental coordinators in 2010-11.

Measure 2: Supported the development of plans

Indicators	Accomplishments
Provided introductory planning presentations to new executive	Requirements under the legislation are specific and detailed. In response, the OEC provided introductory planning presentations, upon request, to new executive to inform their requirements under the Act as it relates to plan development.
Facilitated customized planning sessions as requested	Given that 2010-11 was a planning year, the OEC facilitated planning sessions for entities, upon request, to develop draft plans. During the year 28 customized planning sessions were held.

Supported departmental representatives in the planning and reporting processes	Customized support was provided to departmental coordinators throughout the fiscal year. This support was provided through coordinators meetings, the above-referenced planning sessions, provision of advice during the communication of strategic directions, and provision of feedback on plans and reports.
Developed/updated and distributed guidelines	The 2010-11 annual report is the first to include a performance section on entity mission statements. As such, OEC updated the reporting guidelines to reflect same. These guidelines included an example of how to report on each of the mission, goals and objectives. Other guidelines were also reviewed and updated as necessary.

Discussion of Results:

Prior to the implementation of the *Transparency and Accountability Act* there was no formalized planning and reporting process. Despite the fact that many government entities were preparing plans and reports prior to implementation of the Act, the processes used often varied from one entity to another and were typically designed to meet multiple purposes. The implementation of a standardized planning and reporting process was crucial to meeting the intent of the Act. Supports provided by OEC through the development of documentation, extensive information sharing practices, and customized, direct support services, demonstrate how enhanced planning and reporting processes were supported across government.

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

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

Measure: Supported government departments and agencies

Indicators	Accomplishments
<p>Supported interdepartmental initiatives through:</p> <ul style="list-style-type: none"> • Leadership role for the establishment of mechanisms to address emerging policy issues • Facilitate and support interdepartmental collaboration on ongoing and arising issues 	<p>As new policy issues come to the forefront it is important to have mechanisms in place to address them in the most efficient and effective manner. During the 2008-11 period, OEC led the establishment of two offices to address interdepartmental policy issues:</p> <p style="padding-left: 40px;">The Office of the Climate Change Energy Efficiency and Emissions Trading was established in October 2009 to ensure that government remains current in addressing this important area and to ensure it has the capacity to adapt to global environmental change.</p> <p style="padding-left: 40px;">The Office of Provincial Government Programs was established in 2009-10 to support consistency in performance monitoring and evaluation.</p> <p>The OEC regularly supports interdepartmental collaboration through the implementation of horizontal planning initiatives for those issues that either do not fall to the responsibility of any one department, or require the intervention and input of a number of government departments.</p>
<p>Ensured appropriate application of relevant policy lenses in development of government policy and programs</p>	<p>During 2008-11, the OEC enhanced the analysis of government's policies and programs by requiring that policy proposals consider and identify rural impacts through the introduction of a rural policy lens framework. In addition, the OEC ensured continued consideration of other potential policy impacts including: gender; regulatory; Labrador and/or Aboriginal; intergovernmental; interdepartmental; and financial.</p>
<p>Supported consistent and standardized planning and reporting processes for government entities</p>	<p>The OEC successfully supported standardized and consistent planning and reporting processes through the development and distribution of materials, the delivery of information sessions, and provision of feedback as detailed above under Issue 1. A standardized approach helps ensure documents are consistently developed and therefore are comparable across all entities. The degree of success achieved among the coordination of 139 entities would not have been possible without the high level of cooperation and support from all government departments and their entities.</p>

<p>Increased integration of communications across program and policy development areas</p>	<p>Over the last three years the OEC increased integration of communications across program and policy development areas by working with departmental partners to coordinate communications activities across government. Through its Communications Branch, the OEC provided support as required to those departments undertaking consultations to ensure the proposed consultations were comprehensive and the relevant stakeholders were engaged.</p> <p>Also, through its Communications and Consultation Branch, the OEC worked with departments to coordinate all communications relating to horizontal initiatives thus further integrating communications across program and policy development areas.</p>
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The success reported above with respect to the 2008-11 goal is due in large part to the work completed in 2010-11. Performance measures for this period are provided below.

Objective 2010-11: By 2011, the Office of the Executive Council will have improved processes for coordination to support policy development and ensure decision-makers have the best possible information on which to make decisions.

Measure: Processess for coordination improved

Indicators	Accomplishments
<p>Established Community of Practice for Policy Directors</p>	<p>Policy directors throughout government serve a critical role and are key in the development of policy documents which serve to inform government decision making. During a 2009-10 review of policy capacity across government, many policy directors expressed a desire to have a forum through which they could communicate and share learning experiences. A Community of Practice was developed in 2010-11 as one means to improve coordination and support improved policy development. A Terms of Reference document was developed to guide its operation and five sessions were held in 2010-11.</p>
<p>Implemented enhanced information management solutions</p>	<p>Throughout the year, the OEC continued to enhance its information management systems and practices including the expansion of OEC's TRIM system to include the Protocol Office. The Protocol Office records will now be held and managed electronically in the TRIM database, moving them from a paper workflow environment. This reduction in paper workflow provides environmental benefits through reduced waste and improves the operational efficiency of the division.</p> <p>In addition, as a member of the OCIO Information Management Standards Board, the OEC was involved with the development of government-wide Information Management and Information Protection guidelines and policy documents.</p>

Developed a corporate policy for the evaluation of government programs	Building upon consultations with departments in the previous year, in 2010-11, the Provincial Government Programs Office developed a draft corporate policy for the evaluation of government programs. The new policy will be communicated to departments in early 2011-12 along with a schedule for implementation.
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Discussion of Results:

During the 2008-11 planning period, the OEC successfully supported government departments and agencies in the advancement of government's agenda.

As the OEC moves into the next planning cycle, it will continue to seek ways of enhancing coordination across government policy programs and services, so decision makers are equipped with comprehensive and timely advice on policy, program and legislative initiatives.

Issue 3: Capacity Enhancement

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

Measure: Supported capacity-building enhancements

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. The OEC plays a leadership role in ensuring that government's policy and evaluation capacity is optimized to facilitate effective decision-making and implementing government policy.

Over the last three years, OEC fulfilled its leadership role through various initiatives beginning with assessing and identifying capacity enhancing initiatives, developing mechanisms to address opportunities for capacity growth and then implementing priority mechanisms for government wide initiatives which support capacity enhancement in the public service. The OEC's work in this area supported government's broader strategic direction relating to effective and efficient government and the Office is now in a position to report success on the identified goal for 2008-11 as well as its associated objectives and indicators as evidenced below:

Indicators	Accomplishments
Leadership role in the implementation of the corporate Human Resources Strategy	In May 2009, government released a Corporate Human Resource Management strategy for the Newfoundland and Labrador core public service. This strategy enables a focused approach to HR management and demonstrates Government's commitment to building a strong public service. Over the last three years, the OEC took a leadership role in the implementation of this strategy. This was done through various initiatives in the areas of: professional development; learning and development; and performance enhancement.
Leadership role in the streamlining of financial management processes that enhance both strategic planning and accountability practices	<p>Throughout the course of this planning cycle the OEC led the streamlining of financial management processes that enhanced both strategic planning and accountability processes.</p> <p>This primarily involved the integration of the budgeting and planning processes, as well as the development of the new policy on evaluation. New budget templates initiated during the 2008-11 period now require departments to identify appropriate linkages to strategic plans and government priorities as part of the process to request new funding.</p>
Supported executive search, orientation, mentorship and development activities	<p>Over the course of this planning cycle several initiatives were undertaken in support of executive development, orientation, and mentorship activities.</p> <p>Executive Search: A new advertisement template for public executive recruitment was developed and implemented whereby the OEC prepares, drafts and formats the ad for publishing. The OEC provides ongoing support to the Premier and Clerk respecting recruitment of executive to the public service, including overseeing the screening and interview processes with the Public Service Commission.</p> <p>Executive Orientation: The Clerk, through his role as head of the public service, was actively involved in opportunities to enhance leadership within the organization. This included the provision of an orientation manual for new executive and ministers to facilitate a quicker and more informed introduction into the government system. In addition, over the last three years the OEC with the Centre for Learning and Development provided one on one orientation sessions to new members of the executive across government.</p> <p>Mentorship: The OEC established a mentoring program for new executive. As those individuals new to executive roles commenced their positions, they were provided with an orientation binder and matched to an executive mentor. This process helped ensure these new executive employees were provided with the individual and professional supports they required in their new roles.</p> <p>Executive Development: An Executive Speakers Series was established to foster executive development. Events were held for Provincial Government executive employees to hear successful and experienced leaders share their successes and lessons learned.</p>

<p>Enhanced government capacity regarding strategic communications</p>	<p>Over the last three years the OEC, through its Communications Branch, undertook several initiatives to support enhanced capacity for strategic communications. The Communications Branch organized and delivered professional development activities for all Provincial Government communications staff, including Writing for the Web sessions for those employees responsible for internet content. Regular meetings were held throughout the year for departmental communication directors to keep them updated on current communication issues throughout government. In conjunction with the OCIO, the Communications Branch also embarked on a project to update and redesign Provincial Government websites in an effort to make them more user-friendly. Since this project's inception, user feedback has been extremely positive.</p>
<p>Supported increased capacity for performance-based planning, monitoring and reporting</p>	<p>The OEC, supported increased capacity for performance-based planning, monitoring and reporting through continuous feedback provided to entities on their performance based plans and subsequent annual reports. This feedback helped build capacity during the development of these documents. In addition, appropriate guidelines for the planning and reporting processes were provided as well as orientation sessions.</p>
<p>Supported enhanced policy capacity of the public service</p>	<p>The OEC supported enhancements to the policy capacity of the public service over this planning cycle through various initiatives including: the creation of a senior staff position to oversee policy enhancement opportunities; the creation of the Provincial Government Programs Office to provide support to departments in evaluation practices; and the provision of various training and professional development opportunities.</p>
<p>Developed enhanced central agency tools to better meet the needs of departments and central agencies</p>	<p>In 2008-09, in order to maximize efficiency and effectiveness of electronic processes, the OEC developed a number of enhanced tools for both internal and external benefit. For example: the increased use of secure electronic directories provides greater security and efficiency in the transmittal of secure documents; the new electronic tabling process for performance-based plans and reports provides broader and more immediate access to public documents by the general public; and the development of a computer application to facilitate the 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.</p> <p>In addition, the Clerk of the Executive Council also consulted with executive members regarding a number of internal and central administrative processes with a view to determining where efficiencies may be gained.</p>

The accomplishment of the 2008-11 goal and indicators was finalized through the achievement of the 2010-11 objective and associated indicators as evidenced below:

Objective 2010-11: By 2011, the Office of the Executive Council will have further implemented priority mechanisms/provided leadership on government wide initiatives which support capacity enhancement in the public service.

Measure: Further implemented priority mechanisms/provided leadership

Indicators	Accomplishments
Developed competency model for policy positions	A competency model for policy practitioners has been developed. This model, which consists of a competency assessment instrument and guide, will be used to determine individual learning priorities and will allow government to prioritize corporate learning and development opportunities for the policy and evaluation community.
Established community of practice for policy directors	A Community of Practice for Policy Directors has been established to provide a consultative forum for this group, allowing for an exchange of information and expertise. A Terms of Reference has been developed to guide the operation of the Community of Practice and five <i>Lunch and Learn</i> sessions were held in 2010-11 allowing members to share knowledge and best practices.
Initiated development of evaluation toolkit	Two key components of the tool kit were drafted in 2010 including: <ul style="list-style-type: none"> • Substantial work was completed on a Risk-Based Guide to developing department evaluation plans; and, • An Accountability Framework Reference Guide and Template.
Expanded training opportunities for policy practitioners	Training opportunities for Policy practitioners were expanded in fiscal year 2010-11. Based on a two-tiered approach to continued learning for this group, a three-day Public Policy and Evaluation Forum was developed and delivered to 103 policy staff. This Forum is comprised of seven modules including The Role of Policy in Government, Economic and Demographic Trends, Accountability, Regulatory Impact Analysis, Writing Briefing Notes, the Decision Making Process as well as an overview of government's new Evaluation Policy.

Discussion of Results:

As evidenced above the OEC provided extensive support for capacity-building enhancements throughout government during the 2008-11 planning cycle. The OEC has assessed existing capacity in various areas and implemented mechanisms to enhance these processes so that government is well positioned to deliver programs and services that meet the needs of the people of Newfoundland and Labrador.

OPPORTUNITIES AND CHALLENGES AHEAD

Change Management

Over the last several years government has had to adapt to economic and global change, changing technology, demographic shifts and workforce turnover. The recent global economic crisis and the volatility of oil prices demonstrate that the province must be prepared to operate within an environment it cannot completely control. While this poses several challenges to the public sector, as the rapidly changing environment is reflected in policy, program and service delivery, government is also realizing opportunities as we adopt new approaches to public sector management and a public service that is positioned for excellence in the delivery of information and advice that support decision-making. It is the role of the OEC to ensure the public service has this capacity. Over the next several years, the OEC will focus on adapting further to the above noted challenges to support the establishment of the necessary conditions – knowledge, skills, organizational structures, processes, and resources – to facilitate innovative ideas and approaches to public sector management while maintaining stewardship of the province’s resources.

Evaluation

The OEC will continue over the next planning cycle to formalize evaluation policies and practices that will guide departments in assessing how well policies and programs work and how efficient they are. This will ensure that decision makers have the information to accurately assess whether policies and programs are performing as intended and to make any necessary adjustments.

Horizontal Commitments

The OEC is continuously challenged to find innovative ways to ensure the public service works together across departments. It is the role of the OEC to promote effective policy coordination across the public service. Over the next several years the OEC will continue to advance government’s capacity to work horizontally by supporting the coordination of corporate strategies and initiatives and by promoting a cross departmental and cross-functional approach to planning and policy development.

FINANCIAL STATEMENTS

Expenditures 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 2011**
(unaudited)

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
The Lieutenant Governor's Establishment			
Government House	727,489	737,400	704,500
Cabinet Secretariat			
Executive Support	1,781,753	1,852,700	1,576,200
Planning & Coordination	412,329	484,700	521,700
Provincial Government Programs Office	278,871	282,800	434,200
Economic and Social Policy Analysis	718,446	733,800	822,900
Protocol	314,672	352,800	349,600
Public Service Development	29,360	30,000	30,000
Total	3,535,431	3,736,800	3,734,600
Communications and Consultations Branch	787,767	845,600	993,900
Financial Administration and Human Resource Support			
Financial Administration	733,052	772,300	807,300
Strategic Human Resource Management	952,074	991,400	968,400
Total	1,685,126	1,763,700	1,775,700
Total: Office of the Executive Council	6,735,813	7,083,500	7,208,700

APPENDIX A: 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*

