

Modernizing the State

Promoting quality
services to the population

Overview



Modernization Plan 2004-2007

May 2004



Québec 

For more information about this document, please contact the Direction des communications, Secrétariat du Conseil du trésor, (418) 643-1529.

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Better services for the population



In 1960, at the instigation of a group of liberals led by Jean Lesage, Québec transformed itself and joined the modern world. Four decades later, Quebecers have reason to be proud of that heritage. They are careful to preserve its values, and rightly so. But they are also entitled to clearheadedly question the cumbersomeness and complexity to which the model has evolved. They can see how much society has changed, and how the Québec State is struggling to adapt to it.

Yet, that adaptation is inescapable. To successfully enter the new century, to increase our prosperity, to remain faithful to our ideals of justice and compassion and to hold onto the public services that we deem so essential, we must rethink our ways of doing things. We must refocus the State's actions on its essential missions, trust people in the regions and those who are at the front lines, open the door to partnerships and innovative practices and promote services at the expense of organizations. In a word, we must modernize the Québec State.

The 2004-2007 Modernization Plan that I am presenting today has four objectives: improve the delivery of services to the population, deliver them at lower cost, improve efficiency in the State's operations and increase our collective prosperity.

This plan includes concrete and organizational measures designed to improve the ways we do things through reliance both on new partners and on new technologies. To ensure the success of this undertaking, we will call upon the services of our most valuable resource, i.e. all those who work with devotion and professionalism in the service of their fellow citizens.

This plan is the fruit of a labour of research and reflection that lasted nearly a year. Modernizing the State involves a process designed based on an assessment of the population's needs, thought out in a consistent fashion and focusing on operations. In many respects, this modernization effort is the work of an architect; we are building for the future, and we must do so while bearing in mind that the task we are undertaking is an ongoing one.

The implementation of this plan will involve the participation of the players concerned—first and foremost, the representatives of the State's employees.


This work will be spread over a period of four years, i.e. the term of the mandate that the population has given us.

The upcoming regional forums, held under the banner "Place aux citoyens," will also give us an opportunity to further develop our process.

In the past, the concept of modernizing the State has been the subject of numerous reports and analyses, which too often have remained theoretical. The plan that I am making public today confirms that we are now taking action.

I am confident of our collective ability to carry out these changes and thereby successfully modernize the Québec State.

*Chair of the Conseil du trésor and
Minister responsible for Government Administration*

A handwritten signature in black ink, appearing to read "Monique Jérôme-Forget". The signature is fluid and cursive, with a large, stylized initial "M" and "J".

Monique Jérôme-Forget

1 – Why do we need to modernize our State?

1.1 Some observations

- 1- Québec is currently caught in a **budget trap**.
- 2- We are facing **demographic changes**.
- 3- Practices that are being used in other jurisdictions show us that it is possible to do better by introducing **new ways of doing things**.

The modernization exercise that the government is undertaking is intended to extricate Québec from the budget trap, confront the demographic changes and the new needs they are generating and open up to new ways of delivering public services.

1.2 The budget trap

- Public spending in Québec is **higher** than the Canadian average.
- Spending is growing **faster** in Québec than in the other provinces.
- Collectively, we are **less wealthy** than other Canadians.
- We are **greatly in debt** and we pay the **highest income taxes** in North America.

A change of course is called for

A beginning was made last year: growth in spending programs for 2003-2004 was limited to **3.3 %**.

The 2004-2005 Expenditure Budget, submitted on March 30, announced spending growth of **2.9 %**. The government intends to continue this turnaround over the coming years.

Between 1997-1998 and 2002-2003, spending grew by an average of **4.6 %**.

Growth in program spending from 1997-1998 to 2004-2005

(in percentage)



Sources : 2004-2005 Expenditure Budget and
2004-2005 Budget Speech

1.3 Major demographic changes

The population of working age is expected to start shrinking as early as 2011.

There will be increased demand for services for the elderly over the coming years, particularly in health care.

The State must be in a position to meet these changes.

1.4 New ways of delivering public services

Québec is facing major challenges. The cost of public services must be curbed, to conform to tax-payers' ability to pay; yet at the same time we must prepare to meet the impact of these demographic changes.

To meet these challenges, the government will put forward new ways of doing things, make full use of the new possibilities offered by information technologies, and form new relationships and partnerships with the private sector.

Many western governments have revamped and modernized their public services—and done so successfully.

Modernizing the State is a process that will enable us to meet the needs of the people, who wish to have access to quality services that are efficient and designed to suit their needs.

Modernization in two waves

The **first wave** of the modernization process started in June 2003 according to a framework defined by the premier in his inaugural address. Among other actions, this first wave resulted in the designation of **twenty-seven projects** as most significant.

The **2004-2007 Modernization Plan** also sets things in motion for a **second wave** in which **twelve major projects** have been identified.

As the government announced at the outset, modernization is an **ongoing process** that will continue throughout its term of office.

More projects will follow, enabling us to build on the success of the initial achievements and follow up on the proposals that will emerge from the **regional forums** held under the banner "**Place aux citoyens**".

2 – Improving ways of doing things

The first thrust of the **2004-2007 Modernization Plan** aims to **improve ways of doing things** within the government administration.

2.1 Improving service delivery

2.1.1 Creation of Services Québec

Services Québec is an executive agency that will act as a “**one-stop service window**” for individuals and businesses. It will provide integrated services, thus enabling Quebecers to obtain a wide range of services and information by traveling to a **single place**, dialing a **single number** or visiting a **single Web site**.

Ultimately, it will be possible to report a change of address, renew your license plate, pay a fine and buy a fishing permit by consulting just one organization: Services Québec.

2.1.2 E-government

The **new revolution in technology**, the **expectations of individuals and businesses** and the possibility of making relations between the administration and the population **more efficient and less costly** all argue in favour of setting up e-government.

Prerequisite conditions

The government must communicate its vision and set up an efficient framework. The document presenting the Québec vision of e-government will be made public in a few weeks. The entire operation will be coordinated by a **Chief Information Officer**.

An organization with all the **necessary flexibility** must centralize government services for easy access by individuals and businesses through a **one-stop service window**. This strategic role will be assigned to Services Québec.

The new services must be available to as many people as possible. In this regard, the ***Villages branchés du Québec*** program will provide major support for Internet access in rural and remote areas.

On-line projects that are currently the most developed

Change of address: Starting in June 2004, Quebecers will have access to a single point of entry on the Internet where they can report a change of address to all the main government departments and agencies that provide services to the public, at one stroke.

Youth portal: Starting in the summer of 2004, young people aged 15 to 30, as well as professionals and organizations that cater to youth, will have easy access to all of the programs and services that are intended for them.

Government portal: By December 2004, the government portal will move from informational mode to that of a service portal.

Other projects should also be mentioned, some of which already exist and some that will come into being over the next few months:

- Electronic tendering system (starting June 1, 2004)
- Business services portal (starting in June 2004)
- One-stop service window for shipping companies (starting May 2004)
- Financial aid to students – CONTACT (in April 2004)
- Sale of hunting and fishing permits (in October 2004)
- Pension simulation tool (since December 2003)
- On-line retirement application (since January 2004)
- Agriculture/food portal (starting in November 2004)
- Simulation of driving theory tests (in June 2004)

2.1.3 Integration of administrative support services

Major efforts will also be made to improve and optimize the delivery of services to government departments and agencies by the Secrétariat du Conseil du trésor. Improved service delivery at lower cost will be achieved through better integration and centralization of these services.

Centralization and rationalization of administrative support services

This process will start with reprographic services, which will be centralized. Subsequently, the government will evaluate the advisability of signing an agreement with a firm specializing in such services.

Creation of the Centre des services administratifs

An executive agency will combine certain administrative support functions in the areas of human, material, financial and informational resources, under one roof. The new entity will take over some of the activities that are currently scattered among the various departments and agencies.

2.2 Modernizing the framework governing relations with the private sector

2.2.1 A tool to be used: public-private partnerships

A public-private partnership agreement is a long-term contract between the public sector and private business for the purpose of designing, executing and operating public administration projects. Agreements of this type have certain characteristics, including:

- They include clauses specifying the **sharing of risks** between the two partners;
- Costs, deadlines and any other result to be achieved are clearly stated and **penalties** in case of non-compliance are specified;
- They may involve **partial funding** from the private sector;
- Public-private partnership agreements **do not constitute privatization**; the government retains authority over the operation in question at all times.

The first two steps

A **policy framework for public-private partnerships** is in the process of being drawn up.

The government will set up an agency called **Agence des partenariats public-privé du Québec**.

Public-private partnerships will not be systematically used in all cases. Only appropriate projects that are suited to this type of approach will be considered and, possibly, chosen. For each project that is considered, the government intends to perform an assessment to ensure that the chosen arrangement is that which offers the greatest value for the funds invested.

Potential projects

The possibility of public-private partnerships is currently **under study** for the following projects:

In the **transportation** sector:

- **Route 30:** This project will complete the extension of Route 30 between Candiac and Vaudreuil-Dorion.
- **Route 25:** The objective is to complete the extension of Route 25 between boulevard Henri-Bourassa and Route 440.
- **A new network of highway service areas:** This project concerns the building, operation, maintenance and development of new service areas along the province's highways.
- Other road and highway projects will be studied in connection with the possibility of public-private partnerships.

Many projects will also be explored in other sectors, such as:

- the renovation or replacement of 3,000 to 5,000 spaces in residential or chronic care institutions;
- a detention centre in Montérégie;
- a new, major cultural complex in Montréal.

2.2.2 Simplifying contractual relationships between the State and businesses

The modernization of the framework for relations with the private sector will not only take the form of public-private partnerships.

The government is giving a mandate to the Secrétariat du Conseil du trésor to ensure **better coordination of procurement contracts**, that is, contracts between the State and private businesses.

Two types of difficulties exist at present:

- The rules for awarding contracts to the private sector **are different** in the government administration and in the health and education networks.
- Government departments and agencies cannot take advantage of **group purchases** made in the health and education networks. As a result, the State is unable to benefit from the savings it would gain if the group purchases were accessible to all public administrations, including the government as well as these two networks.

By 2005, a bill will be introduced in the National Assembly to establish minimum common rules to govern the awarding of procurement contracts by the public service and by the health and education networks.

The possibility of establishing links between the group purchases of the government administration and those of the two networks will be analyzed.

2.2.3 Rationalizing real estate management

The Québec government manages a huge number of real estate properties. The Société immobilière du Québec is responsible for those management activities. The estimated book value of these properties is **\$1.5 billion**.

The expected diminishing of needs in the future, and the government's questioning of its vocation for real estate management, are leading it to evaluate a variety of possibilities for rationalizing the management of these properties.

Two options involving the private sector are under consideration:

1. Sell of certain properties in favour of a sale and leaseback arrangement.
 - The government would become a tenant, and the term of the leases would have to be determined.
 - Management of the properties could be transferred to the buyers.
2. Grouping the properties in question together in an income trust.

2.2.4 New performance management policy

The **2004-2007 Modernization Plan** includes the adoption of a new performance management policy with the goal of ensuring accountability based on **three criteria** deemed essential:

- The improvement of the quality of services delivered to the population.
- The disciplined, diligent and cost-effective use of public funds.
- The observance of transparency, ethics and sound management values.

Internal audits within the government administration

The government will strengthen its internal audit activities.

- The main objective of this process will be to strengthen internal audit work in government departments and agencies, ensure its independence and preserve its credibility.
- Internal audit activities will be supported by an Internal Audit Committee whose authority and independence will be guaranteed.
- Each minister and agency leader will have to report on the internal audit activities of his/her department or agency.
- The Secrétariat du Conseil du trésor will see to it that all government departments and agencies apply a strict risk management process, and that controls are set up to improve effectiveness and efficiency.

3 – Organizational simplification

To be effective and sustainable, the modernization of the State must affect the way it is organized.

The government is therefore making a direct effort to modernize its agencies:

- 1- by introducing a **culture of ongoing re-evaluation** of government agencies;
- 2- by **amalgamating** several entities that already exist;
- 3- by **reorganizing** various existing services into **executive agencies** in order to improve public services.

3.1 Changes to the legislative framework: significant actions taken so far

In certain areas, there was a pressing need for government to change the existing legislative framework, as it had become unsuited to the challenges we face.

In the **health care sector**, the government acted quickly and instituted two major changes.

Changes to the legislative framework were also required to establish new relationships between the State and the populations in the regions.

3.2 Systematic re-evaluation of agencies

The government is undertaking a systematic re-evaluation of its agencies.

In just over 40 years, the number of government agencies has risen from less than **20** to **275**, according to the Auditor General's report to the National Assembly in 2002-2003.

Numerous reports have sounded the alarm, without any concrete results. **The time for reports is over.**

The government has already broken the trend towards the continuous proliferation of organizations by **significantly reducing the number of ministers and departments.**

Within the next few months, the government will announce the approach it favours for introducing greater strictness in the creation of new agencies, along with a **culture of systematic re-evaluation** of existing agencies. The government will carry out this commitment by introducing new requirements in the Public Administration Act.

Re-evaluation will focus on four specific objectives:

- a review of the appropriateness of the agency's mandate, given its terms of reference and changes in the needs for which it was originally created;
- the simplification of the government organization when it is possible to transfer, integrate or amalgamate agencies whose services are deemed essential;
- the improvement of the performance of agencies that are maintained, by introducing new organizational models;
- the improvement of service quality and accessibility.

On average, **sixty-odd agencies** will be reviewed each year, with the objective being to analyze **188 agencies*** by the end of the government's term of office.

The government will embark immediately on two series of initiatives:

- The announcement of the first **amalgamations** or **eliminations** of agencies.
- The reorganization of various existing services into five **executive agencies**.

3.3 Simplifying through amalgamation

The government is announcing **nine amalgamations** and **reorganizations**, which will get underway over the coming weeks:

- 1- Abolition of the **Commission municipale du Québec**; its jurisdictional activities will be transferred to the **Tribunal administratif du Québec**;
- 2- Amalgamation of the **Bibliothèque nationale du Québec** and the **Archives nationales du Québec** into a single entity;
- 3- Creation of a **Bureau des musées nationaux**;
- 4- Convergence of the networks of **Emploi-Québec** and of **Sécurité du revenu**;
- 5- Creation of a pool of certified experts to replace various sector-based and consulting boards and committees that report to the **Ministère de la Santé et des Services sociaux**;
- 6- Consolidation of some activities of the **Registraire des entreprises** with those of the Ministère du Revenu;
- 7- Consolidation of the activities of **interdepartmental coordination agencies**;
- 8- **Conversion of three Innovatech companies** into companies with combined public and private capital and **privatization of the Société Innovatech du Grand Montréal**;

* For review purposes, the parent agencies will be reviewed together with their respective subsidiary agencies and other associated entities. Those subsidiary agencies and entities were listed individually by the Auditor General; hence the difference between the number of agencies to be reviewed (188) and the number identified by the Auditor General (275).

9- Integration of the various **regional offices of the Ministère du Développement économique et régional et de la Recherche.**

The government is further announcing two possible revampings of existing entities, based on the results of analyses that are currently in progress:

- Evaluation of the creation of the position of **Director of Lawsuits Involving the Government.**
- Analysis of the **organization of justice in the municipal environment.**

3.4 Creation of executive agencies to improve public services

In government departments and agencies, operations groups are subject to the same administrative rules as groups that set policy or develop strategies, even though they face very different challenges.

The government therefore intends to reorganize and amalgamate various administrative units, whose main vocation is customer service, into **executive agencies.**

Five executive agencies will be set up over the coming months:

- **Services Québec**
- **Agence des partenariats public-privé du Québec**
- **Centre des services administratifs**
- **Centre de contrôle environnemental**
- **Ministère du Revenu (it will become an executive agency)**

The objective is to deliver services to the public more efficiently by making sure that those services are provided by organizations that can easily adapt to the needs they are asked to fulfill.

4 - Re-evaluation of programs

The government is undertaking a re-evaluation of the various **programs** that shape and define its activities.

Urgent action is needed on this point:

- The programs illustrate **the dispersal** that too often characterizes the State's activities.
- The continued growth in health care spending is compromising the State's ability, in the long run, to fulfill its other obligations.
- The programs are not designed or implemented in the **most effective fashion**, and the phenomena of "sedimentation" and "silos" are observed.

Five criteria formulated as questions guided the analysis work that was undertaken in the summer of 2003:

- 1- **The role of the State:** Does the program still fulfill one of the State's missions?
- 2- **Effectiveness:** Does the program achieve its objectives?
- 3- **Efficiency:** Is it possible to operate the program in a different way and at less cost, while preserving the quality of service to the population?
- 4- **Subsidiarity:** Which authority is best suited to manage the program?
- 5- **Financial capacity:** Do we have the means with which to cover the program's costs, or should we review its scope?

4.1 Consolidating, simplifying and refocusing programs

Modernizing the State entails refocusing activities on a number of priorities that pertain to those missions that are truly essential.

In this regard, many major initiatives have been carried out, are in progress or may be announced.

Questioning of business aid programs

- A 27 % reduction in tax breaks to businesses in order to make tax affairs less complex and more equitable (announced in the 2003-2004 Budget).
- Review in progress of the terms of reference and rules of governance of certain crown corporations.
- Abolition of the Fonds pour l'accroissement de l'investissement privé et la relance de l'emploi, (FAIRE) (announced in the 2004-2005 Budget Speech).

Consolidation and simplification efforts resulting from the first wave of modernization activities

- Consolidation of financial support programs for cultural activities
 - Forty-odd programs administered by the Ministère de la Culture et des Communications were reorganized into four broader programs.

- Acceleration and optimization of procedures in the environmental sector
 - Acceleration of prior authorization systems
 - Within the next two or three years, the government intends to set up a unified authorization system that would include all forms of authorization called for by legislation (authorizations, certificates, permits and attestations).
 - Optimization of the procedure for evaluating and reviewing environmental impacts
 - The government wishes to **shorten review times** while maintaining the strictness of evaluation rules. It also wants to adjust the threshold above which projects must be subjected to the environmental impact review process, and promote the use of environmental mediation.
- Review of programs and measures pertaining to economic and regional development and research
 - This review will **consolidate** the 162 existing measures or activities into 10 broad measures.

Two future policies that will have a direct impact on many major programs

- Presentation, in 2004, of specific directions concerning the **use and management of water**
 - The government will review the programs that fund water and sewer infrastructures in order to improve water quality and provide funding for the chosen activities.
- **Prescription drug policy**
 - The objective of this policy is to ensure the sustainability of the Régime d'assurance médicaments; it will also lead to a review of one of the programs whose costs are increasing the fastest.

Future consolidation and refocusing efforts

- **Harmonization and simplification** of housing-related programs;
- **In-depth reflection** on cegeps, as part of the **Forum sur l'avenir de l'enseignement collégial**;
- Examination of the **modernization of Télé-Québec**;
- Review of the allocation of responsibilities concerning the **management of dams for wildlife or public recreation purposes** and a review of dam management for purposes of **municipal and residential use**;
- Review of possibilities for **reorganizing legal services on a territorial basis**;
- Review of **possibilities for consolidating collection activities associated with the State's accounts receivable**;
- **Evaluation of the advisability** of including a greater **contribution from the private sector** in the activities of the **Service aérien gouvernemental**;
- Support for efforts to **develop the food processing industry**.

4.2 Funding of health and social service programs

Faced with the rising expenses of health and social service programs, the government has announced that an in-depth analysis of health care funding must be carried out.

This subject is closely linked to discussions about the fiscal imbalance that currently exists in the Canadian federation, in the federal government's favour and at the provinces' expense.

With regard to the management of public spending, the review that has been announced involves an in-depth analysis of the various options available to us, to pinpoint health care funding needs – and thus help determine possible answers to the problem. In preparation for these upcoming discussions and decisions, the government will propose certain scenarios that might be adopted to modernize the framework for funding health and social services by making it clearer and better able to meet future needs. These scenarios will be discussed during the "Place aux citoyens" regional forums, and a modernization project could take form as a result.

4.3 New framework for managing grant programs

Grant programs will be evaluated periodically.

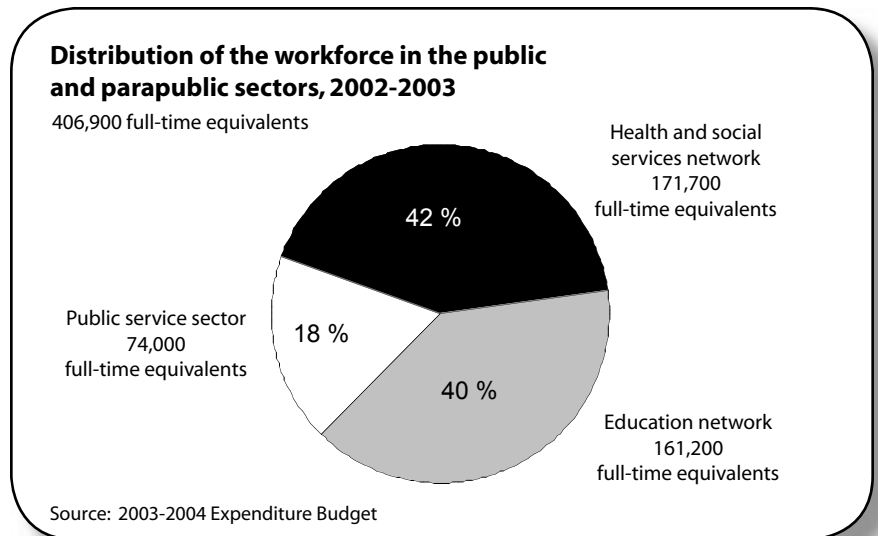
Implementation of much more consistent and orderly management of the various grant programs, with the addition of a true **“sunset clause”** to introduce a **culture of ongoing re-evaluation**.

- A tri-annual review of all grant programs in order to reassess their well-foundedness and the appropriateness of their standards.
- The review will include an **evaluation of results achieved**.

This new grant management framework is in the process of being developed.

5 - Human resource planning

In 2002-2003, the total staff of the public and parapublic sectors was 406,900 people in terms of full-time equivalents. The public service accounted for 18% of that number, i.e. 74,000 people in full-time equivalents.



As part of its efforts to modernize the State, the government will focus on **better workforce planning**, and will see to it that employees receive **support and coaching** when they are obliged to adapt to new needs.

The expected retirements, by their very volume, will present a unique opportunity for change within the public service and the health and education networks.

- Necessity of renewing the workforce and of transferring the knowledge of employees who leave.
- Opportunity to improve the effectiveness of State services where possible, and to redesign teams in order to allocate resources where they are needed.

The government's actions will apply both to the **public** and **parapublic sectors**, but the methods used will be different.

Public service

A **statement of the government's directions in human resource management** for the public service will be made public in a few weeks. Many parts of that statement are included in the **2004-2007 Modernization Plan**.

The statement will focus on the following six thrusts:

- Supporting the State's managers;
- Investing in personnel;
- Workforce planning and competency management;
- Reviewing the way the human resources function is organized;
- Developing internal and external partnerships;
- Renewing the normative framework.

Networks

The government intends to preserve decentralized management in the networks, mainly due to the huge benefit it derives from its great flexibility in highly diverse circumstances.

That being said, the decentralization of management and decision-making must not compromise the consistency of government action as a whole. Accordingly, the government will ensure that the general directions concerning workforce policy embrace the same objectives and the same action philosophy in both the public service and the networks.

Workforce planning in the public service

The government is taking action on three counts:

- **Promote the redeployment of personnel** where they are needed, and **improve their training**;
- Ensure **workforce renewal** and the **succession** of existing workers;
- **Open the doors wider** to employment in the public service and the networks so that the **State may reflect Québec society**.

5.1 Promoting the redeployment of personnel where they are needed, and improving their training

- Government departments and agencies shall submit a **three-year workforce plan**.
- **The size of government shall be reduced through attrition** and by setting a realistic objective of replacing “one out of two”.
- Investments shall be made to **improve training**, so that human resources can adapt.
- **Human resource shall be redeployed** under the best possible conditions and in compliance with the collective agreement.
- The human resource **management framework** shall be **modernized**, in particular with respect to the competition process.

5.2 Ensuring workforce renewal and the transfer of knowledge

- Set up tools for renewing the workforce and for achieving knowledge transfer between those who are retiring and those who will succeed them.
- Continue the efforts devoted to **student recruitment** over the past few years. Recrutement étudiant Québec will continue its activities promoting the public service to young people as a preferred employer.
- Make efforts to ensure that young people are given stimulating projects to work on as soon as they enter the public service.
- Build reserves of qualified candidates; train employees who reach the ranks of supervisory personnel, and set up a managers' career and development plan to ensure the renewal of management staff.
- Develop a strategy for the transfer of knowledge and expertise in the departments and agencies.
- From a legislative point of view, the planned changes will make it easier to call upon the services of public servants who have retired. They will be able to participate, from time to time, in mentoring and coaching activities.

5.3 Let the State reflect Québec society

The hiring rate of members of cultural communities, native peoples, Anglophones and disabled persons in the **public service** is still woefully inadequate. However, things are starting to change, and the number of candidates from these groups registering for public recruitment competitions has risen significantly over the past three years.

The Secrétariat du Conseil du trésor will support the departments and agencies in hiring members of cultural communities, native peoples and Anglophones.

Various measures are planned, including information sessions on the selection process and evaluation methods, moving allowances and internships leading to an appointment.

Measures aimed at the disabled are also planned; these include the holding of competitions reserved for beneficiaries of the Programme de développement de l'employabilité à l'intention des personnes handicapées.

Finally, the organizations responsible for the health care and education networks are currently working on implementing the Act Respecting Equal Access to Employment in Public Bodies in those networks. Over the coming months, this work will lead to the introduction of employment access programs that will give concrete expression to the government's intentions.

Conclusion

The 2004-2007 Modernization Plan that the government is embarking upon is ambitious. It is designed to prepare Québec for the challenges that the next generation will face.

This **Modernization Plan** embodies the values we have inherited from the past—the values of compassion, fairness, affirmation of our identity—and that are shared by all Quebecers. At the same time, the Plan takes fully into account the issues that we face, now and in the future: the aging of the population, its diversity and globalization.

The modernization of the State must support the fulfillment of Québec society. Over the coming weeks, in the “Place aux citoyens” regional forums, Québecers will have an opportunity to have their say about the major challenges facing Québec, i.e. demographic changes and the stabilization of our public finances. They will be able to express their views about a number of priority projects in the Modernization Plan, and to discuss a series of themes.

In the areas of our loved ones’ health and safety, and our quest for knowledge and prosperity, Québec can do better. It can shine among the best and assert its identity through the brilliance of its accomplishments, both individual and collective. The government invites all Quebecers to participate in this endeavour, and to that end it is setting in motion the innovative projects that are described in this Modernization Plan.

Attachment 1

Projects resulting from the first wave of modernization

CHAPTER 2 – Improving ways of doing things

- Creation of Services Québec
- Development of e-government
 - Chief Information Officer
- Consolidation, rationalization and evaluation of a partnership for reprographic services
- Creation of the Centre des services administratifs
- Policy framework for public-private partnerships
- Creation of the Agence des partenariats public-privé du Québec
- Projects under consideration with a view to using public-private partnerships
 - Route 30
 - Route 25
 - a new network of highway service areas
 - the renovation or replacement of 3,000 to 5,000 spaces in *Centres d'hébergement et de soins de longue durée*
 - certified medical and surgical centres
 - a detention centre in Montérégie
 - a major new cultural complex in Montréal
 - cultural equipment
 - delegated management of the maintenance and operation of certain main roads
 - automotive equipment management centre
 - signalling centre
- Harmonization of the rules for awarding procurement contracts
- Expansion of group purchases associated with procurement contracts
- Rationalization of real estate management

CHAPTER 3 – Organizational simplification

- Abolition of the Commission municipale du Québec
- Amalgamation of the Bibliothèque nationale du Québec and the Archives nationales du Québec
- Creation of the Bureau des musées nationaux
- Convergence of the Emploi-Québec and Sécurité du revenu networks
- Replacement of the various sector-based and consulting boards and committees of the Ministère de la Santé et des Services sociaux with a pool of experts

- Consolidation of some activities of the Registraire des entreprises with those of the Ministère du Revenu
- Consolidation of the activities of interdepartmental coordination agencies
- Conversion of Innovatech corporations
 - conversion of the following corporations: Innovatech Régions ressources, Québec et Chaudière-Appalaches et du sud du Québec
 - privatization of Société Innovatech du Grand Montréal
- Integration of the various regional offices of the Ministère du Développement économique et régional et de la Recherche
- Creation of the Centre de contrôle environnemental
- Transformation of the Ministère du Revenu into an executive agency

CHAPTER 4 – Re-evaluation of programs

- Consolidation and simplification of financial support programs for cultural activities
- Acceleration of prior authorization systems under the Environment Quality Act
- Optimization of the procedure for evaluating and reviewing environmental impacts
- Consolidation of the programs and measures of the Ministère du Développement économique et régional et de la Recherche
- Adoption of a new framework for managing grant programs

CHAPTER 5 – Human resource planning

- Workforce management policy
 - Rely on attrition: general objective of replacing one worker out of two
 - Introduction of a redeployment support service
 - Review of the competition process
 - Ensure workforce renewal: continue student recruitment efforts, promote hiring among target groups and build a reserve of candidates to replace managers
 - managers' career and development plan

Attachment 2

Projects resulting from the second wave of modernization

CHAPTER 3 – Organizational simplification

- Review of 60 government agencies per year
- Evaluation of the advisability of creating a position of Director of Lawsuits Involving the Government
- Analysis of the organization of justice in the municipal environment

CHAPTER 4 – Re-evaluation of programs

- Water use and management
- Definition of a prescription drug policy
- Review of programs relating to housing
- Examination of Télé-Québec modernization
- Review of the allocation of responsibilities concerning the management of dams for wildlife or public recreation purposes or for purposes of municipal and residential use
- Reorganization of legal services on a territorial basis
- Review of possibilities concerning the consolidation of the government's accounts receivable collection activities
- Evaluation of the advisability of increasing the contribution from the private sector in the activities of the Service aérien gouvernemental
- Support for efforts to develop the food processing industry

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