

APPENDIX “C”: DRAFTING GUIDE FOR CABINET DECISION ITEMS (CDIs)



Government of Saskatchewan

Decision Item

From: [Minister's Name]
Minister of [Dept.] or
Minister Responsible for [Crown Corporation or Agency]

Date: [Date]

Drafting Guide

If two ministers are sponsoring the proposal, list the ministers and their relevant portfolios vertically. If there are three or more ministers involved, list them horizontally and vertically. If there is a lead minister (as determined by portfolio or legislation assigned), place the lead minister first and other ministers in order of precedence.

To: Premier Lorne Calvert and
All Cabinet Ministers

➤ ***Drafting Guide***

If the Premier is sponsoring the item, direct it to All Cabinet Ministers.

Re: **Title of Submission**

The memorandum should be drafted and circulated with other parts of the Cabinet Decision Item as necessary (but confidentially) to ensure it identifies and deals with all relevant issues from a corporate as well as departmental perspective. It should then be meticulously edited to remove ambiguity and redundancy. Lay language works best, so avoid technical terms and acronyms, unless they are commonly understood. Bullets may be used, however, the use of bullets must be based on a logic track (e.g. as smaller points under a larger point or as a list of components within some category).

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All Cabinet Ministers
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RECOMMENDATION

I recommend that Cabinet:

- 1.
- 2.

➤ **Drafting Guide:**

The recommendation is the minister's preferred option, worded in a way that Cabinet can answer 'yes' or 'no'. It is the solution to the problem or opportunity identified. If approved, the recommendation is all that will endure in the Cabinet minute and so must be written in enough detail that the decision and any directions to ministers and departments/agencies are absolutely clear. They must also be self-contained (i.e. they cannot refer to other parts of the document).

Some recommendations may have several parts that may not be mutually-exclusive. For ease of consideration, these should be separated and numbered accordingly [1., a., (i)]. The components should begin with a verb (e.g. 'Approve'; 'Endorse'; 'Adopt'; 'Grant'; 'Deny'; etc.). The recommendations should include all approvals necessary to implement the decision, for example, amendments to legislation, creation of regulations, additional resources (funding, capital, personnel), and review and evaluation requirements. This section should NOT include the rationale for, implications of, or background to the recommendation.

If needed, consult with staff in the Cabinet Secretariat, the secretariat that provides support to the Cabinet committee that will be reviewing the submission, or in Executive Council's Communications Co-ordination Unit, to ensure the wording of a recommendation is appropriate.

PROBLEM/OPPORTUNITY STATEMENT AND SUMMARY OF KEY ISSUES

➤ **Drafting Guide:**

The problem statement is a brief but explicit definition of the problem being addressed. Effort should be made to identify the real or underlying problem and not just a 'symptom'. If the minister wishes to pursue an opportunity that has been identified, provide a brief but explicit description of the opportunity.

In addition, a short summary or list of the key issues surrounding both the problem/opportunity and the solution (i.e. the recommendation) should be included. Key issues are the main considerations ministers need to take into account in making their decisions. Defining the problem/opportunity and key issues helps ministers understand how the problem has been approached.

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BACKGROUND

➤ ***Drafting Guide:***

The Background section answers “why this; why now?” (i.e. what has prompted this issue to be brought forward at this time.) This should reflect and summarize the critical contextual aspects contained in the Background section of the Detailed Analysis and identify why a Cabinet decision is needed. The information in this section should indicate whether the issue is a new issue or an issue that has arisen before.

RATIONALE

➤ ***Drafting Guide:***

The rationale is the minister’s justification for his or her recommendation. In this section the minister is advocating a specific course of action and explaining why the recommended course of action is the best among the choices available. It is therefore necessary to:

- state why the recommendation is superior to the alternatives;
- if appropriate, indicate which commitments or priorities the recommendation supports;
- if appropriate, indicate which key groups or interests the recommendation will satisfy; and
- indicate what the consequences of not proceeding with the recommendation are.

Include only the most crucial reasons, in descending order of importance. Do not include a detailed description of the alternatives to the recommendation here.

In some Cabinet Decision Items, particularly those that are short or relatively straightforward, it may be desirable to combine the Background and Rationale into one section.

IMPLICATIONS

➤ ***Drafting Guide:***

Provide a brief summary of the implications of the recommendation. Policy, financial, economic and subject-specific implications should always be identified. Environmental, legal, intergovernmental impacts, equity group and other implications often need to be identified. Implications for the public must always be identified. Subheadings for major categories of implications, e.g. financial, economic, environmental, political, etc. may be used if several implications are related to the major category of implications. In some decision items the implications may best be summarized in point form with bullets.

This section should complement but not repeat the information in the Rationale section. The Rationale is all of the reasons why Cabinet should take a certain course of action. The Implications section addresses all of the other factors that must be considered. If a factor has been considered in the Rationale section, it is not necessary to include it in the Implications section.

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COMMUNICATIONS APPROACH

➤ ***Drafting Guide:***

This section is a brief overview of the main features of the Communications Strategy including the most significant strategic consideration, the level of profile, and the key message. It should indicate timing of the major public elements of the strategy. It may be omitted in Cabinet Decision Items that request approval of a Communications Strategy because it will be covered in the Recommendation, Rationale, and Implications sections.

ALTERNATIVES TO THE RECOMMENDATION

➤ ***Drafting Guide:***

In this section, briefly outline two or three realistic and viable alternatives to the recommendation, and the main advantages and disadvantages of each. After reading the alternatives, ministers should understand the choices available and the minister's rationale. This section does not include a description of the recommended option.

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TIME FRAME

➤ ***Drafting Guide:***

This section serves two purposes:

- Provides the Cabinet Secretary and Cabinet Secretariat with an indication of the urgency of the submission - why a decision is needed at this time and the consequences of not making a decision now. Refer to major sensitivities, urgent deadlines (e.g. budget or legislative deadlines; external deadlines).
- Provides Cabinet with the time frame for implementation of the decision, for example, if the decision is an early step in a larger process (e.g. approve document for consultations) or if the decision will be implemented immediately.

[Minister's Name]

➤ ***Drafting Guide:***

The minister's signature signifies that the minister understands and agrees with the recommendation and is prepared to lead a discussion on it at a Cabinet committee or full Cabinet. This signature also authorizes a review of the proposal by relevant Cabinet committees and placement on the Cabinet agenda. If two or more ministers are sponsoring the item, arrange their names horizontally, then vertically. If there is a lead minister (as determined by portfolio or legislation assigned), place the lead minister first and other ministers in order of precedence.

Drafts of any of the parts may be considered Cabinet documents and must be treated accordingly. Once the memorandum is signed the highest degree of Cabinet confidentiality applies.

SYNOPSIS OF THE PROPOSAL

➤ *Drafting Guide:*

Part II of the Cabinet Decision Item is the Synopsis. The purpose of the Synopsis is to provide a brief summary of the policy proposal in a simple narrative format for the sponsoring minister and his or her colleagues. If the decision is approved, the minister should be able to use the information in this Synopsis to explain the issue to caucus colleagues and others.

The Synopsis is a one page (two pages for complex issues) summary of the problem or opportunity and the proposed solution. It briefly explains how the solution addresses the problem or opportunity and identifies the key issues, the policy implications, and the effect on the public from the perspective of the minister. It also indicates the next steps as outlined in the implementation plan and communications strategy and the key communications messages.

The department's/agency's communications staff should assist with the drafting of this Synopsis, or perhaps draft it when preparing the Communications Strategy.

SUMMARY OF ADVANCE CONSULTATIONS

➤ *Drafting Guide:*

Part III, Summary of Advance Consultations, should answer the following questions:

- Who was consulted (key individuals, organizations, and stakeholders)?
- When were they consulted?
- What response did they give?
- Who will be supportive and who will not be supportive?
- How have any concerns been (or will be) dealt with?

The answers should provide enough information to give Cabinet a picture of not only support or lack of support, but also of specific concerns. Ministers should be able to assess whether the results of the consultation are consistent with feedback they are receiving from their public contacts and stakeholders.

Meaningful consultations with the public and stakeholders are desirable. These must be appropriate and carefully timed. Depending on the sensitivity of the issue, some may require a separate mandate from Cabinet.

At a minimum, Cabinet Decision Items require some internal consultation within government. The earlier internal consultation begins, the better. Reviews by officials at various stages of policy development and of several drafts of the Cabinet Decision Item encourages identification of more issues and provides opportunities to negotiate differences. Waiting until the document is finalized can result in substantial changes being required. Senior officials of the sponsoring department and affected departments must provide the final approval.

Cabinet wants to know whether relevant departments and agencies have been adequately consulted, at what stage, and whether senior officials agreed with the final recommendation. Of particular importance are departments/agencies with a direct policy or program interest. Central agencies (the Departments of Executive Council, Finance, Government Relations and Aboriginal Affairs, the Public Service Commission, and some parts of Justice) must be consulted during the development of the document, and if appropriate, during the development of the policy.

The best consultations occur at more than one stage in the development of a Cabinet Decision Item. Consult early and consult often – consultation is not only an opportunity for reaction but for input into ensuring the best analysis and most durable recommendations.

There are several ways to organize this Part, including:

- Matrix form, i.e. three columns with the headings Contact, Date of Consultation, and Results of Consultation
- Chronologically, in order of date of consultation from the most recent to the earliest in descending order of concerns expressed
- In categories - those in agreement, those opposed and other.

Use the format that will make it easiest for Cabinet to understand where differences of opinions or concerns exist. Separate the external and internal consultations. If consultation has occurred with an individual or group, describe the most recent response and any relevant information related to previous consultations.

At the end of this Part, please insert the departmental contact person for this issue.

Provide this summary to the communications staff for use in preparing the communications strategy.

COMMUNICATIONS STRATEGY

➤ **Drafting Guide:**

Part IV is a detailed Communications Strategy that should be prepared in accordance with the procedures recommended by Executive Council's Communications Unit. The length of the Communications Strategy will vary depending on the complexity of the policy issue and the number of stakeholders affected.

Some of the information in this Part will be used to prepare the Communications Approach in the minister's memorandum (Part I) and Synopsis. Consider the following questions in preparing this Part:

- Does the Communications Strategy clearly explain how and when decisions will be communicated?
- Is the strategy adequately coordinated with other activities of government?
- Have clear messages been defined?
- Have clear target audiences been identified?
- What methods will be used?

Co-ordinate the preparation of the Communications Strategy with the preparation of the Detailed Analysis and Advance Consultation. Information drawn from the

Detailed Analysis and Advance Consultation will need to be linked to the response for the audience.

The Communications Strategy must be approved by the Communications Unit of Executive Council **before** the Cabinet Decision Item is provided to the minister for signature. Departmental/agency communications staff must be involved in the early stages of developing the Cabinet Decision Item to ensure an appropriate Communications Strategy is prepared and to help co-ordinate the necessary approvals.

COMMUNICATIONS CHALLENGE

➤ ***Drafting Guide:***

In one or two sentences, summarize the issue and the environment from a communications perspective and explain what has to be communicated and the key sensitivities around it.

STRATEGIC COMMUNICATIONS CONSIDERATIONS

➤ ***Drafting Guide:***

The information in this section selects the background that is relevant to communicating the decision. It should not repeat the entire background found in the detailed analysis. Include:

- facts that provide the context for the communications strategy;
- strategic considerations that are the base support/rationale for the communications approach and activities recommended;
- public environment and major external impacts or related issues that affect communicating the decision;
- research done including any polling, focus group and related research that captures the public mood; and
- media scan, that is an assessment of recent media coverage of the issue or specifically related issues.

KEY STAKEHOLDER ASSESSMENT

➤ ***Drafting Guide:***

Analyze what key stakeholders have been doing in relation to the specific issue. Drawing on the results of the advance consultations and other information, determine what they are likely to want in terms of a decision, how they are likely to react to the recommended decision, and the type of response that is most appropriate to their reaction.

COMMUNICATIONS GOALS AND OBJECTIVES

➤ ***Drafting Guide:***

Goals are what you would like your communications efforts to achieve. Objectives are the measurable indicators of the stated goals. They should measure the impact on the audiences and stakeholder groups, usually in terms of behaviors or beliefs. List the communications goals (no more than six) and objectives in bullet form.

KEY COMMUNICATIONS MESSAGE

➤ ***Drafting Guide:***

If there was only one idea that you would want the public to remember in order to support the goals of your strategy, what would that message be? This idea is the key message.

COMMUNICATIONS ACTION PLAN

➤ ***Drafting Guide:***

The Action Plan should indicate how internal and external audiences will be reached. Divide the action plan into two parts:

- General Approach: provides the narrative and rationale for the communications plan.
- Activity Plan: identifies specific activities, the tools to be used and the timing related to each.
- If a news release and information package for MLAs are needed, they should be part of the activity plan.

COMMUNICATIONS BUDGET

➤ ***Drafting Guide:***

List all cost items grouped by communications activity, along with the estimated cost and the source of revenue for these activities (e.g. communications budget, special one-time funding, etc.).

EVALUATION OF COMMUNICATIONS STRATEGY

➤ ***Drafting Guide:***

List the evaluation mechanisms to be applied and how success will be measured.

DETAILED ANALYSIS

➤ *Drafting Guide:*

The Detailed Analysis is Part V. This part is to provide:

- officials with a document they can use to obtain senior management's approval to proceed with a certain proposal and to assure them that all implications have been identified and addressed;
- the sponsoring minister with the detailed analysis that supports the proposal from the perspective of good public policy and that he or she may use as a reference in leading discussions and responding as a spokesperson;
- the secretariats of various Cabinet committees with the detailed information they need to analyze the proposal and to make recommendations to the committee;
- a reference document for other ministers, should they want the detail;
- a record of the history and intent of the policy and a reference for further policy development; and
- an archival document for the Premier and the government.

Given the multiple purposes of the Detailed Analysis, the organization of this part is different from Part I (ministerial memorandum). This part begins with defining the problem or opportunity, reviewing its history, recommending an option and describing and analyzing it, identifying and analyzing viable alternatives, and identifying implementation considerations and plans.

The major requirements of the Detailed Analysis are that it be policy focused, complete and accurate. It should present a thorough and balanced analysis of the issue, as well as a logical explanation and justification of the proposal and its implications. It should be as concise and comprehensible as possible since neither ministers nor senior officials will have much time to review it in detail. About 15 to 20 pages is the average (it may be less than 15 pages for straightforward proposals and longer for more complex ones).

The Detailed Analysis is prepared before the Minister's Memorandum. Information from the Detailed Analysis is used in preparing the Memorandum, Synopsis, and Communications Strategy.

DEFINITION OF THE PROBLEM/OPPORTUNITY

➤ *Drafting Guide:*

The purpose of this section is to formulate a brief but explicit definition of the problem or opportunity being addressed. In developing the definition, consider what the problem is that you are trying to solve or what the opportunity is that you are trying to seize. Go beyond the symptoms to the crux of the issue.

BACKGROUND

➤ **Drafting Guide:**

This section should answer “why this; why now” (i.e. what has prompted this issue to be brought forward at this time.) It provides the context for the issue and should tell ministers why the matter is coming forward, whether a decision is needed to enable implementation of other policy decisions, and whether something has occurred to require an immediate decision. Include pertinent history, the present situation and the pressures which generated the submission. Restrict the content of this section to matters which are relevant to the problem/opportunity and recommendations. In this section, indicate whether this is a new or recurring issue, or an issue that has outstanding components. If there is an earlier, related Cabinet or Cabinet committee decision or direction, cite it. This section should be kept to a page or less.

ANALYSIS

➤ **Drafting Guide:**

The information presented in each of the subsections under Analysis will vary depending on the complexity and nature of the policy issue being examined. The nature of the subject should determine the kind and amount of detail provided. For example, primarily financial items should have a thorough financial analysis that anticipates and meets the requirements of the secretariat and committee that reviews financial proposals and allocates resources. However, any policy, economic, social and other pertinent implications should also be flagged. Proposals that are of a broader policy nature should focus their analysis on wider policy implications and should anticipate the requirements of the Cabinet committees and secretariats that review these broad policy proposals and strategies, but should also identify resource implications.

A. Analysis of Problem and Key Issues

➤ **Drafting Guide:**

This subsection should provide a thorough and balanced (i.e. not biased or slanted) analysis of the problem and the contextual issues it entails. It should also establish a frame of reference for determining exactly how the problem has been approached from an analytical perspective.

What specific purposes, goals, or objectives is the solution intended to achieve? These could form the basis for not only assessing options but also later designing evaluative criteria or performance measures.

What are the main issues associated with the problem or opportunity? Key issues are the main issues that have to be taken into consideration in pursuing and recommending a specific course of action. Consider:

- how big or critical is the problem or opportunity?
- what is the department's and the government's stake in the problem?
- who else has a stake?

- can the problem be solved within the department, by senior management, by the minister, or must it be considered by Cabinet or a Cabinet committee?
- do those with a stake concur with the definition of the problem, the available options, and the proposed solution?

B. Analysis of Recommended Option and Description of the Proposal

➤ **Drafting Guide:**

Identify the recommended option. Include in the recommendation any legislation/regulations or resources (human, financial, capital, space) that are needed to implement the solution. This option must correspond to the recommendation in Part I.

Describe the proposal for clarification and completeness. If necessary, elaborate on critical parameters of the proposal such as principles, eligibility criteria, financial and/or business transactions, etc.

Analyze the recommended option. Several important analytical dimensions may be required, including but not limited to:

- how the proposal fits with both the policy of the department and the policy of government and its stated objectives, and if not, a justification for a departure from current policy;
- an examination of the implications for economic development including whether market distortions will be created or lessened, whether there are administrative or compliance costs for the public and for business, whether investment and business activity will be affected, and whether diversification, job growth and job quality will be affected;
- social ramifications, including whether and how the public will be affected, whether there are any differential effects anticipated for equity groups (e.g. women, people with disabilities, Aboriginal people, visible minorities, and other groups with unique needs) or for rural, urban or northern areas, and whether existing social supports will be supported or replaced (resources are available from the Department of Government Relations and Aboriginal Affairs, and the Office of Disability Issues for help in analyzing equity issues);
- environmental implications;
- implications for education, health and social well-being, justice, community safety and security, labour and culture;
- positions of stakeholder groups and whether the leadership speaks for the membership;
- financial implications (including historical and expected human resource and financial requirements, one-time or sunsetted funding vs. ongoing, factors that could influence future costs/revenues, optional levels of funding, opportunities for cost-sharing/partnering, anticipated direct and indirect impact on revenues);
- legal and legislative implications (seek advice from Justice);
- interdepartmental and/or intergovernmental implications (including jurisdictional questions, comparisons, and issues of overlap or duplication);
- effect on the public (identify effects that the recommended course of action will have on the public as a whole, particular groups and key stakeholders, both of the sponsoring department or agency and of government as a whole);
- whether the proposal will be precedent-setting; and
- whether short and long-term implications are different.

Explain why this option should be chosen over the other options, including the results expected. How will the recommended proposal better solve the problem or address the opportunity. Ensure that the whole range of remedies for the problem have been considered and the most viable and representative remedy has been chosen. (Several public policy tools may be available to achieve the intended purposes, including legislation/regulation, programs, services, grants, tax incentives, public education, persuasion, etc.)

C. Analysis of Alternatives and Implications

➤ ***Drafting Guide:***

Identify and explore in detail the few most viable alternatives. If the status quo is a legitimate alternative, include it. Alternatives may be substance, process or timing based. There may also be alternatives under each of these. In presenting the alternatives, organize them in the manner which is easiest to understand. Use headings and subheadings to assist in separating the alternatives and the options under each alternative.

Consider the key issues that were relevant to the recommended option and develop and present a balanced analysis of each alternative. Clearly assess and indicate the advantages and disadvantages of each alternative.

IMPLEMENTATION

➤ ***Drafting Guide:***

Including an implementation subsection in the Cabinet Decision Item ensures that the steps, specific actions, responsible organizations or individuals, and the time frames required to implement the decision have been identified. In developing this section consider:

- what are the major elements of the implementation?
- is further approval of Treasury Board, another order of government, a partner, or a third party required?
- when will implementation occur and in what stages?
- who is responsible for overall implementation and for specific elements?
- will there be a termination point, and if so, how will withdrawal occur?
- if the status quo is to continue, what will the government need to do to prevent or minimize negative consequences?
- if legislation and/or regulations are needed, when must they be in place?

If significant problems requiring resolution can be anticipated in implementing the decision, they should be identified and also referenced in Part I.

In the Implementation section also indicate how the decision/policy/program will be evaluated. Are mechanisms in place to measure outcomes, including best practices and performance measures?

APPENDICES (*Optional*)

➤ ***Drafting Guide:***

Appendices should be used sparingly. Information that is not essential to the analysis should not be included. If more than one appendix is used, the first should be Appendix A, the second Appendix B, etc. Ensure that the text of the detailed analysis references any appendices at the appropriate point.

Typing and Handling Guide (CDI's)

Element	Requirement
Paper Size	8 1/2" X 11"
Paper	<p>First Page of Memorandum:</p> <ul style="list-style-type: none"> - Government Memorandum with the Coat of Arms - Decision Item in upper right hand corner <p>All other pages:</p> <ul style="list-style-type: none"> - Standard white paper
Font Style	Times Roman or Times New Roman
Font Size	<p>Text:</p> <ul style="list-style-type: none"> - 12 point <p>Within tables:</p> <ul style="list-style-type: none"> - 11 point
Page Numbering	Each Part is numbered separately (i.e. Memorandum, Synopsis, Summary of Advance Consultation, Communications Strategy, Detailed Analysis, and each Appendix)
Margins for Part I (i.e. the Memorandum)	<p>Top: 1"</p> <p>Bottom: 1"</p> <p>Left: 1 1/2"</p> <p>Right: 1"</p>
Information for Sender, Receiver, Topic and Date in Part I (i.e. the Memorandum)	<p>From:</p> <ul style="list-style-type: none"> - Originating minister or ministers and the appropriate portfolio of the minister(s). It is not necessary to precede the minister(s) name(s) with Honourable. - If from a Minister <p>To:</p> <ul style="list-style-type: none"> - Premier Lorne Calvert, and All Cabinet Ministers - If from the Premier - Premier Lorne Calvert <p>To:</p> <ul style="list-style-type: none"> - All Cabinet Ministers <p>Re:</p> <ul style="list-style-type: none"> - The title of the request. The title should be descriptive of the content and sufficiently detailed to facilitate easy location in computer searches. <p>Date:</p> <ul style="list-style-type: none"> - The date the item is signed by the minister(s) or the Premier

Header for Part I (i.e. for pages 2 and on)	Header has the following components: <ul style="list-style-type: none"> - Premier Lorne Calvert and All Cabinet Ministers if from a minister or ministers, or All Cabinet Ministers if from the Premier - Date - Page number - Blank line to separate the header from the body
Margins for Parts II, III, IV, and V	Top: 1" Bottom: 1" Left: 1" Right: 1"
Header for Parts II, III, IV, and V (i.e. for pages 2 and on)	Header for Part II should contain: <ul style="list-style-type: none"> - Synopsis of the Proposal - Title of Submission - Page number in second line in upper right hand corner - Blank line to separate the header from the body Header for Part III should contain: <ul style="list-style-type: none"> - Summary of Advance Consultation - Title of Submission - Page number in second line in upper right hand corner - Blank line to separate the header from the body Header for Part IV should contain: <ul style="list-style-type: none"> - Communications Strategy - Title of the Submission - Page number in second line in upper right hand corner - Blank line to separate the header from the body Header for Part V should contain: <ul style="list-style-type: none"> - Detailed Analysis - Title of Submission - Page number in second line in upper right hand corner - Blank line to separate the header from the body
Minister's Signature or Ministers' Signatures	Location: <ul style="list-style-type: none"> - The minister's signature or ministers' signatures appear on the last page of the Memorandum (Part I). If there are two or more signatures, arrange them in columns, horizontally then vertically. - It is not necessary to precede the minister's name with Honourable. - Place Q.C. after any minister who has received this designation. - Ensure that there is at least one paragraph of text on the same page as the minister's signature or ministers' signatures

<p>Original Document (i.e. Originals of Parts I, II, III, IV, and V)</p>	<p>Purpose:</p> <ul style="list-style-type: none"> - The original is the Premier's copy and the copy that will be placed in the Archives. It must be a crisp, clean, single-sided document, without typing errors. <p>Preparation:</p> <ul style="list-style-type: none"> - The original must not be stapled and must not be hole-punched. - Each Part should be separately clipped then clipped together to form a whole package.
<p>Copies of Cabinet Decision Items</p>	<p>Purpose:</p> <ul style="list-style-type: none"> - Copies are needed for Cabinet, Secretary for the Cabinet Committee, and Officials in Executive Council <p>Preparation:</p> <ul style="list-style-type: none"> - Copies should be single sided unless very lengthy. With lengthy documents i.e. documents where the detailed analysis is 20 pages or more, Parts I, II, and III (Memorandum, Advance Consultation, and Synopsis) should be single sided. Parts IV and V (Communications Strategy and Detailed Analysis) may be double sided. - Appendices, annexes, and schedules may be double sided. - Staple all parts of the document together to form a complete package. - Use three-hole punched paper for the copies or three-hole punch all copies.
<p>Required Number of Copies</p>	<p>When to make copies:</p> <ul style="list-style-type: none"> - The originating department, Crown corporation, or agency makes the copies the minister will require and forwards them to the minister with the original. <p>When to apply the minister's stamp to the copies:</p> <ul style="list-style-type: none"> - After the minister has signed the original <p>How many copies to make:</p> <ul style="list-style-type: none"> - Cabinet Secretariat requires 35 copies plus the original for preparing the Cabinet agenda. - Cabinet committees require additional copies of those Items which the committee will review in advance of the Cabinet meeting. If a Cabinet Decision Item is to be reviewed by the Committee on Planning and Priorities, the committee will require 20 copies of the Cabinet Decision Item. - If other committees require copies of a Cabinet Decision Item, confirm the quantities required with the Secretary of the respective Cabinet committee.

Packaging	Cabinet Decision Items are highly confidential documents: <ul style="list-style-type: none">- Hand deliver, or- Package securely in brown envelopes, boxes or packages without any holes. Stamp CONFIDENTIAL.
Delivery Address	Where the Copies are to be Sent: <ul style="list-style-type: none">- Send the original and 55 copies required for Cabinet to: <p>Clerk of the Executive Council Cabinet Secretariat Room 145, Legislative Building</p>

APPENDIX “D”: CHECKLIST FOR USE IN ASSESSING COMPLETENESS OF POLICY DEVELOPMENT, ANALYSIS AND REVIEW, OR PREPARATION OF CABINET DECISION ITEMS

Policy

- **Problem or Opportunity** – What problem is the proposal trying to solve or what opportunity is to be seized? Is this a departmental problem/opportunity or a government problem/opportunity? How big is the problem or opportunity? How has the problem or opportunity been framed from an analytical perspective?
- **Responsibility** – Who has primary responsibility for addressing the problem/opportunity? Is the problem/opportunity shared among two or more government organizations and if so, which ones? Do they concur with the definition of the problem, the alternatives available, and the proposed solution?
- **Purposes** – What specific purposes, goals, or objectives are the solutions intended to achieve?
- **Instruments and Mechanisms** – What instruments and mechanisms are available or are needed to achieve the intended purposes?

Implications

- **Groups Affected** – Who is affected by the problem? How are they affected? How will the proposed policy/solution solve the problem? Are there groups that will be indirectly affected and if so, how?
- **Effects on Specific Groups** – Have the impacts on women, youth, people with disabilities, Aboriginal peoples, visible minorities, seniors, children, and other groups with unique needs been adequately considered? Are there any differential effects for people living in rural, northern, or urban areas? What will be the effect on clients, consumers? (Resources are available from agencies such as the Department of Government Relations and Aboriginal Affairs and the Office of Disability Issues for help in analyzing equity issues.)
- **Effect on Government** – What areas of government will be affected? Which specific departments, Crowns and agencies will be affected? How?
- **Policy Implications** – How does the proposal fit with the department’s public policy priorities and objectives? How does the proposal fit with the government’s priorities and objectives? What are the medium and long-term implications? If the proposal is a departure from stated government or department objectives, what is the justification for this departure?
- **Interdepartmental and Intergovernmental Implications** – What are the implications for other organizations of the provincial government? What are the intergovernmental and federal-provincial implications? Are there opportunities for reducing overlap and duplication? How have other jurisdictions dealt with the issue? How does the proposal compare with their approaches?

- **Legal and Legislative Implications** – Have the legislative and legal dimensions of the problem been explored and identified?
- **Political Implications** – What are the major political sensitivities which ministers must be aware of? How are various political objectives balanced? Who are the winners and losers? Does the leadership speak for the membership?
- **Environmental Implications** – What are the implications for the environment? Is the proposal consistent with the government's priorities and policies on environmental protection and sustainable development?
- **Economic Implications** – What effects will the proposed policy have on economic development, employment, and diversification? Will the policy create a distortion in the market? What are the administrative, non-administrative, and compliance cost implications for the public and private sectors? What will be the effect on investment and business activity? What are the implications for existing jobs and job growth and the quality of jobs?
- **Social Implications** – Has the analysis and proposed solution adequately considered social implications? What effect will the policy have in the following spheres: education, social welfare, health, justice, safety and security, labour and culture? Will existing social supports continue, be strengthened, or be replaced?
- **Financial Implications** – What is the previous funding history, including human and financial resources? What is the magnitude of the funding requested including human, capital, space, and financial requirements? Is the funding for a one-time initiative or will it be indefinite? Will there be sunseting of the funding and if so, when? What factors might influence future funding requirements? How will the proposal be funded? What options are there that would not require additional funding or full funding? Will there be any new sources of revenue or increases or decreases in existing revenues? Are there opportunities for cost-sharing partnerships? What similar initiatives are or have been funded? Are initiatives to achieve similar ends in place?

Alternatives

- **Status Quo** – Is maintaining the status quo feasible? What are the advantages and disadvantages of this option?
- **Other Alternatives** – What are other realistic alternatives? What are their advantages and disadvantages? (Consider the key issues, results of consultations, and analysis of the solution and its implications when determining advantages and disadvantages.)

Implementation and Evaluation

- **Implementation** – What are the major segments of the proposal? What is the time frame and/or schedule for implementing the proposal? Who is responsible for implementing the proposal overall and specific aspects of the proposal? Will there be a termination point for any aspect of the proposal and if so, when will it occur and how will government withdrawal take place? When must legislation and/or regulations be in place?
- **Evaluation** – How will the effectiveness of the proposal be measured? Are there performance indicators or other measures of effectiveness and efficiency? At what intervals will measurement occur?

Communications Considerations

- **Communications Approach** – What are the strategic considerations that influence the communications approach? What have the key stakeholders been doing and what is likely to be their response? What type of response is most suitable for their anticipated reaction? What are your communications goals and objectives? What is the key communications message? How will individual members of the public respond to the message?
- **Communications Strategy** – Does the strategy meet the needs of the minister, Cabinet, the department, the Crown or the agency? Does the strategy fit with the government's priorities and themes? Is the strategy adequately co-ordinated with other activities of government?
- **Communications Action Plan** – What specific activities and tools will be used to communicate the message? What are the timelines for communicating the message for each of the activities and tools? What is the source of funding for each component of the action plan?
- **Communications Evaluation** – How will the effectiveness of the communications efforts be measured?

Considerations Specific to the Department, Crown or Agency

- What implications need to be considered from the perspective of the organization?