

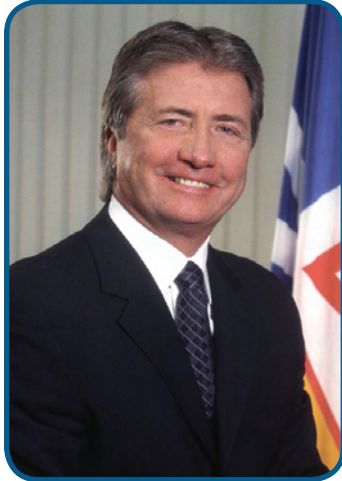
OFFICE OF THE EXECUTIVE COUNCIL

ACTIVITY PLAN 2006 - 2008




Newfoundland
Labrador

MESSAGE FROM THE PREMIER



*I am pleased to present the 2006-2008 activity plan for the Office of the Executive Council (the Office). This plan was prepared under my direction in accordance with the **Transparency and Accountability Act**. It is the product of a wide consultation process with staff of the Office of the Executive Council, and I would like to thank all involved for their contributions.*

The Office of the Executive Council carries out a vital role through its support to the Premier and Cabinet, government departments, and the Lieutenant Governor. The activities and objectives outlined in this plan are developed with a view to maintaining excellent service delivery standards for our clients, embracing our organizational values, and continuing to fulfill our mandate.

*The Office is considered a Category 3 Government Entity under the **Transparency and Accountability Act**. It must therefore prepare an activity plan that sets a clear direction for the activities of the Office, taking into consideration the strategic directions of Government (see Appendix A), its legal mandate, and current budget. As Premier I am accountable for the preparation of this plan and for the achievement of its goals and objectives.*

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

Honourable Danny Williams, QC
Premier



TABLE OF CONTENTS

Introduction	1
Plan at a Glance	2
Overview	3
Mandate	4
Lines of Business	5
Values	7
Primary Clients	8
Vision	8
Mission	9
Issues	10
Issue 1: Policy Capacity	10
Issue 2: Integrated Planning	11
Issue 3: Human Resource Development	13
Issue 4: Communications and Consultations	14
Appendix A: Strategic Directions	17



INTRODUCTION

In fulfilling its commitment to being accountable and responsive to the citizens of Newfoundland and Labrador, Government has introduced the *Transparency and Accountability Act* (the Act). This Act provides the legislative framework for strengthening accountability of government entities through multi-year performance-based plans and annual performance reports that are presented in the House of Assembly. In accordance with this commitment, the priorities of the Office of the Executive Council for fiscal years ending March 31, 2007 and 2008 are outlined herein. Using the measures and indicators specified an annual performance report will be presented in the House of Assembly to identify the Office's progress on achieving the goals and objectives set out in this activity plan.

The Office of the Executive Council includes the following central agencies:

- The Office of the Clerk of the Executive Council and Cabinet Secretariat
- Transparency and Accountability Office
- Communications and Consultation Branch
- The Lieutenant Governor's Establishment
- Intergovernmental Affairs Secretariat
- Office of the Chief Information Officer
- Protocol Office
- Rural Secretariat
- Women's Policy Office
- Public Service Secretariat



For the purpose of this activity plan, the Office of the Executive Council includes the Office of the Clerk of the Executive Council and Cabinet Secretariat, the Transparency and Accountability Office, the Communications and Consultation Branch, the Lieutenant Governor's Establishment, and the Protocol Office. The remaining central agencies will have developed performance plans to independently inform the public about their respective priorities. They will also provide separate annual performance reports detailing their progress.

PLAN AT A GLANCE

VISION

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

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.

PRIORITY GOALS

2007 OBJECTIVE

2008 OBJECTIVE

By 2008, the Office of the Executive Council has increased policy capacity within the public service.



The communications and infrastructure related to policy capacity is built.

The implementation of a capacity building framework is continued.

By 2008, the Office of the Executive Council has provided a leadership role in ensuring the integration of planning into departmental and public body business practices.



Departments and public bodies are supported in meeting planning and reporting requirements.

A leadership role has been provided to ensure the integration of planning into departmental and public body business practices.

By 2008, the Office of the Executive Council has demonstrated leadership in improving the human resource capability of the public service to implement the agenda of Government.



A leadership role has been provided to ensure that the framework for human resource development is in place.

The activities under the human resource framework are operationalized and the alignment between the capacity of the public service and Government's agenda is improved.

By 2008, the Office of the Executive Council will have revitalized its communications and consultative support function.



Steps have been taken to improve corporate communications services.

The overall capacity of the Communications and Consultation Branch to provide a more effective leadership role in strategic communications has been enhanced.

OVERVIEW

The priorities identified within this multi-year performance-based plan are applicable to the Office of the Clerk of the Executive Council and Cabinet Secretariat, the Transparency and Accountability Office, the Communications and Consultations Branch, the Lieutenant Governor's Establishment, and the Protocol Office. These central agencies work collaboratively to support Government's agenda and activities, the Lieutenant Governor, and to advise on protocol matters.

Staff and Budget:

In delivering its mandate, the Office of the Executive Council has a staff complement of 56 (approximately 71% female and 29% male) and an estimated budget of \$4,609,700 (Estimates, 2006/07).

Central Agency	Staff Complement	Annual Budget
The Office of the Clerk of the Executive Council and Cabinet Secretariat	24	\$2,562,700
Transparency and Accountability Office	5	\$452,500
Communications and Consultation Branch	11	\$774,300
The Lieutenant Governor's Establishment	13	\$563,000
Protocol Office	3	\$257,200
Total	56	\$4,609,700



MANDATE

The mandate of the Office of the Executive Council is derived from Government direction and includes the following:

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

Legislative Framework:

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

LEGISLATIVE RESPONSIBILITY	
<i>Conflict of Interest Act, 1995</i>	<i>Order of Newfoundland and Labrador Act</i>
<i>Executive Council Act</i>	<i>Parliamentary Assistant Act</i>
<i>Financial Administration Act</i>	<i>Parliamentary Secretaries Act</i>
<i>Holocaust Memorial Day Act</i>	<i>Public Employees Act</i>
<i>Newfoundland and Labrador Act</i>	<i>Volunteer War Service Medal Act, 1993</i>

OTHER LEGISLATION THAT INFLUENCES THE WORK OF THE OFFICE	
<i>Access to Information and Protection of Privacy Act</i>	<i>Transparency and Accountability Act</i>

LINES OF BUSINESS

In delivering its mandate, the Office of the Executive Council provides the following lines of business:

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

Premier and Cabinet

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

Coordination

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

Planning and Reporting

The Office provides facilitative and supportive services to provincial government departments and public bodies in the development of multi-year performance-based plans. The Office also reviews multi-year performance-based plans and annual performance reports to provide feedback on the degree to which these documents comply with the *Transparency and Accountability Act* and to ensure consistency with Government's overall agenda.

Organizational Development

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

Communications and Consultation

Strategic communications advice and support are provided to the Premier and Cabinet. The Office also manages Government's corporate communications function and coordinates communications activities across Government. This role includes developing communications and consultation policy and procedures, advising on communications and consultation planning, providing multimedia communications support, and managing information collection and distribution services (including media monitoring, public opinion research and news release distribution).

2. *Support to the Lieutenant Governor and Other Dignitaries*

The Office 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 Office 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.

VALUES

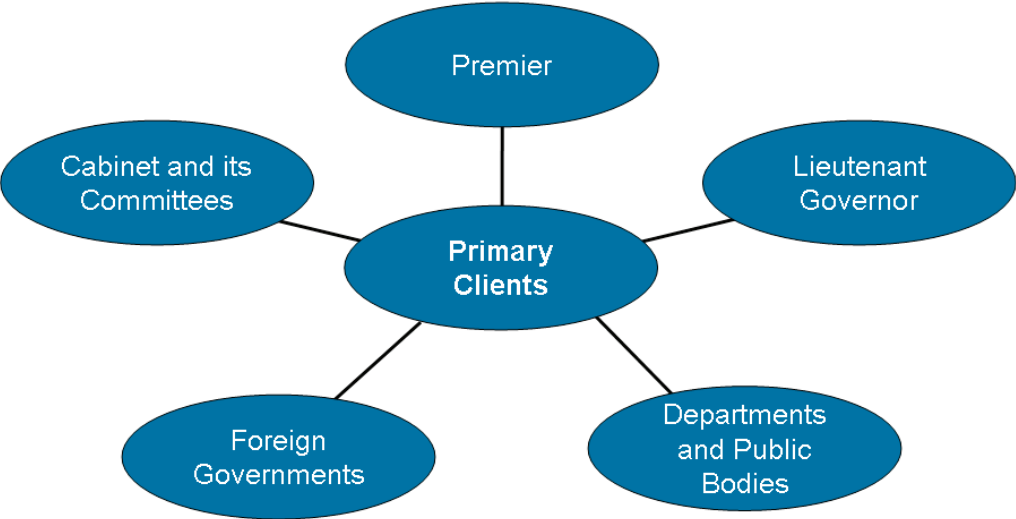
The Office of the Executive Council directly supports the Cabinet decision-making process and facilitates effective government policy development and service delivery processes. In fulfilling these responsibilities, the Office fosters an organizational culture based on respect for the public and the democratic process. Professional integrity and impartiality of the Office ensures the provision of timely, accurate, and comprehensive policy advice and information.

The character of the Office is promoted and explained through the core values identified below. The following actions flow from the value statements and will guide the Office during the subsequent two years:

Core Values	Strategic Values (Action Statements)
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 Office.
Innovation	Each individual exercises readiness to respond to changing priorities and identifies opportunities to address challenges in new ways.
Judgment	Each individual uses knowledge of policies, practices, and client needs as a foundation for all activities.
Respect	Each individual listens to and considers the ideas and opinions of others and works collaboratively to achieve results.
Quality	Each individual maintains established standards in all activities.

PRIMARY CLIENTS

The Office of the Executive Council defines its primary clients as those individuals, groups and organizations who are the principle beneficiaries of its lines of business. These clients include the following:



VISION

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

MISSION

The mission statement identifies the priority focus area of the Premier over the next two planning cycles. It represents the key longer-term result that the Premier and the Office will be working toward as they move forward on the strategic directions of Government. The statement also identifies the measure and indicators that will assist both the entity and the public in monitoring and evaluating success.

The Office of the 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. To this end, our mission is founded upon the need to ensure that the public service is positioned to support effective decision-making.

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.

Measure: Improved capacity to support good decision-making

Indicators:

- Increased policy capacity (including policy development, evaluation, review and analysis)
- Provided leadership for communications and enhanced integration of strategic planning into the management of the public service
- 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 Work Planning
- Enhanced information management to support thorough analysis and informed decision-making

ISSUES

In consideration of Government's strategic directions and the mandate and financial resources of the Office, the following areas have been identified as the key priorities of the Premier for the next two years. The goals identified for each issue reflect the results expected in the two year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the Office and the public in monitoring and evaluating success. The issues addressed in this activity plan are as follows:

1. Policy Capacity
2. Integrated Planning
3. Human Resource Development
4. Communications and Consultation

ISSUE 1

Policy Capacity

The Office of the Executive Council coordinates and facilitates the implementation of public policy initiatives. It plays a leadership role in ensuring that Government's policy capacity is optimized to facilitate effective decision-making. Individual departments also have an important part to play in fostering policy capacity, particularly relating to the development, analysis, review, and implementation of specific departmental policies.

GOAL 1

By March 31, 2008, the Office of the Executive Council has increased policy capacity within the public service.

Measure: Increased policy capacity

Indicators:

- Infrastructure required to support improved policy capacity is in place
- Communications channels to support the continued development of policy capacity are in place
- Policy infrastructure is implemented

Objectives:

- 1.1 By March 31, 2007, the Office of Executive Council has built communications and infrastructure related to policy capacity.

Measure: Built communications and infrastructure

Indicators:

- Policy networks and linkages are developed (including other groups)
- Communication avenues for policy staff within Government are established
- Linkages to policy staff in other levels of Government are in place
- Connections to academic groups are developed
- Existing organizational structures are reviewed
- Work flow processes are integrated
- Leadership role in the clarification and application of policy lenses (such as rural, gender and intergovernmental)
- Enhanced development of Cabinet Secretariat policy capacity
- Leadership role in the implementation of government-wide policy capacity building

1.2 By March 31, 2008, the Office of the Executive Council has continued implementation of a capacity building framework.

ISSUE 2

**Integrated
Planning**

The citizens of Newfoundland and Labrador are calling for increased levels of accountability related to the provision of public services. To be accountable, Government must be clear about its key goals and objectives and report on results. In response, Government has implemented transparency and accountability legislation designed to provide a standardized legislative framework for the accountability of all entities. Full compliance by all government entities is required by April 2008. The Office of the Executive Council coordinates and facilitates the implementation of planning and reporting requirements identified in the *Transparency and Accountability Act*.

GOAL 2

By March 31, 2008, the Office of the Executive Council has provided a leadership role in ensuring the integration of planning into departmental and public body business practices.

Measure: Leadership role is provided

Indicators:

- All departments are supported in the integration of multi-year performance-based planning and operational planning into their routine practices
- All departments have capacity required to measure performance
- All departments are tabling annual performance reports outlining achievement of the multi-year performance-based plans
- Public bodies are supported in aligning with the planning and reporting requirements of the *Transparency and Accountability Act*.

Objectives:

- 2.1 By March 31, 2007, the Office of the Executive Council has supported departments and public bodies in meeting planning and reporting requirements.

Measure: Supported departments and public bodies

Indicators:

- Professional development activities are provided
- Facilitation supports are provided for all planning activities
- Feedback is provided on all draft documents
- Follow-up supports are provided
- All departments have capacity required to measure performance
- All departments are preparing to table annual performance reports outlining achievement of the multi-year performance-based plans

- 2.2 By March 31, 2008, the Office of the Executive Council has provided a leadership role in ensuring the integration of planning into departmental and public body business practices.

ISSUE 3

Human Resource Development

The Office of the Executive Council provides leadership to the public service. In particular, it is responsible for ensuring that the public service is ready and capable of implementing Government's agenda. Other agencies are involved in this mandate as well, particularly the Public Service Secretariat and the Public Service Commission. Individual departments and agencies are also responsible for human resource planning and development related to their own mandates.

GOAL 3

By March 31, 2008, the Office of the Executive Council has demonstrated leadership in improving the human resource capability of the public service to implement the agenda of Government.

Measure: Demonstrated leadership

Indicators:

- Deputy Ministers' Committee on Human Resource Management has overseen the preparation of a new Human Resource Strategy for Government
- The human resource accountability framework for Deputy Ministers is implemented
- Public servants are aware that human resource development is a management priority
- Leadership role in the implementation of Year 1 of Government's Human Resource Strategy

Objectives:

- 3.1 By March 31, 2007, the Office of the Executive Council will have provided a leadership role to ensure that the framework for human resource development is in place.

Measure: Ensured framework is in place

Indicators:

- The new human resource strategy is completed
- The accountability framework for deputy ministers is fully operational

- The core competencies for executives are approved
- Executives have completed self-assessments and training plans

3.2 By March 31, 2008, the Office of the Executive Council will have ensured that the activities under the human resource framework are operational and the alignment between the capacity of the public service and the Government's agenda has improved.

ISSUE 4

Communications and Consultation

The Communications and Consultation Branch of the Office of the Executive Council was established in 1996. During the 10 years since then, the Branch has played a leadership role in enhancing Government communications, leading to significant improvements in the overall effectiveness of communications policies and procedures. Yet, challenges remain. Changes have not fully kept pace with changing demands, including technological advancements related to operations. As well, new challenges, such as development of a new Web strategy for Government, will have a direct bearing on some of the Branch's current functions and overall role. There is an increasing need to be more strategic in providing communications support and advice.

GOAL 4

By March 31, 2008, the Office of the Executive Council will have revitalized its communications and consultative support function.

Measure: Improved communications policy and procedures

Indicators:

- Renewed role and mandate of the Communications and Consultation Branch
- More efficient operations and more effective organizational structure of the Branch

Objectives:

4.1 By March 31, 2007, the Office of the Executive Council will have taken steps to improve corporate communications services.

Measure: Improved communications support

Indicators:

- Completed review of role, mandate, policies and procedures of the Communications and Consultation Branch; review of operational requirements to determine best practices
- Completed review of editorial style used for public communications documents and produced style guide
- Enhanced opportunities for professional development for communications staff
- Completed assessment of options for electronic storage and distribution of newspaper clippings
- Collaborated with the Office of Chief Information Officer to support development of a new Web strategy
- Advanced internal communications

4.2 By March 31, 2008, the Office of the Executive Council will have enhanced the overall capacity of the Communications Branch to provide a more effective leadership role in strategic communications.



APPENDIX A

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Office of the Executive Council are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Office. As indicated in the table below, some have been addressed in this activity plan while others are addressed in the operational and/or work planning processes.

Strategic directions define the priorities of Government and bring focus to the work of a government entity. By definition, the strategic direction does not encompass the entire mandate of a government entity, but serves to identify Government priorities. Therefore, each entity may administer a broader range of programs and activities than are identified in the strategic directions.

- 1. Title:** Effective and Efficient Government
- Outcome:** Improved effectiveness and efficiency of Government. This outcome supports the policy direction of Government and requires systemic intervention by the Office of the Executive Council in the following areas:

Strategic Direction Component (Focus Area)	This direction is addressed in the entity's...		
	Activity Plan	Operational Plan	Work Plans
1. On-going review of program effectiveness and efficiency		✓	
2. Coordination of Government priorities		✓	

2. Title: Transparency and Accountability

Outcome: Improved transparency and accountability of government entities. This outcome supports the policy direction of Government and requires systemic intervention by the Office of the Executive Council in the following areas:

Strategic Direction Component (Focus Area)	This direction is addressed in the entity's...		
	Activity Plan	Operational Plan	Work Plans
1. Multi-year performance-based planning	✓		
2. Annual performance reporting	✓		
3. Performance contracts		✓	
4. Proactive and early release of information			✓

NOTES