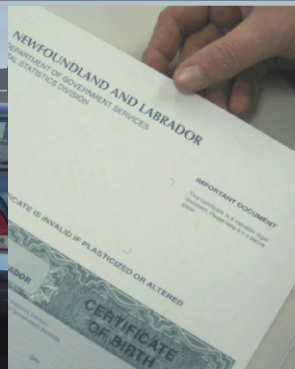
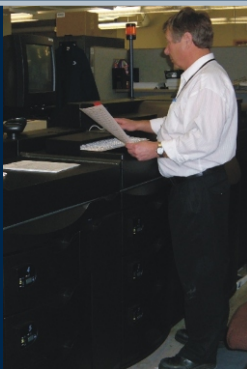


Department of Government Services

Strategic Plan 2006 - 2008





Department of
Government Services
Strategic Plan

2006 - 2008

Message from the Minister



I am pleased to provide this strategic plan for the Department of Government Services. In the development of this plan, careful consideration was given to the strategic directions of government. These directions represent the desired physical, social or economic outcomes government is seeking to achieve for the people of Newfoundland and Labrador. My plan outlines the action required by the Department of Government Services to fulfill these outcomes. For a list of my strategic directions as Minister responsible for the Department of Government Services, please refer to Appendix "A". They form the foundation for this plan and have been communicated to officials of the department.

The focus of this document is the strategic plan for the Department of Government Services for the years 2006-2008. Government Services, as a department of government, is defined as a Category 1 entity under the *Transparency and Accountability Act* and as such, must plan at the outcomes level. It provides an overview of the department and identifies the key strategic goals and objectives to be accomplished during the fiscal period covered by the plan. As the Minister of the Department of Government Services, I am accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained therein.

A handwritten signature in black ink that reads "Dianne Whalen". The signature is fluid and cursive, written in a professional style.

Dianne Whalen

Vision

Newfoundlanders and Labradorians living and working in healthy and safe environments with access to an open, fair, and responsive regulatory system.

Mission

By 2011, the Department of Government Services will have improved citizen protection in the areas of public health and safety, worker health and safety, and consumer interests.

Goal 1:

By 2008:

The Department of Government Services has developed a plan to improve public accessibility to select services and increase the number of services offered on-line (through the internet and other electronic means of communication) as well as the frequency of use of this method by clients.

Objectives

1. By 2007, the Department of Government Services will have underway the development of a plan including consultations, research, and analysis.
2. By 2008, The Department of Government Services will have developed a plan to improve public accessibility to select services.

Goal 2:

By 2008:

The Department of Government Services has identified what is necessary and essential legislation to protect public health and safety, worker health and safety, safeguard consumer interests, and preserve vital event and commercial transaction records.

Objectives

1. By 2007, the Department of Government Services will have identified the assessment criteria, targeted specific to the legislation under the department's mandate, to determine necessary and essential legislation, and has reviewed existing legislation against these criteria.
2. By 2008, the Department of Government Services will have identified and/or eliminated unnecessary legislation, regulations, policies, and forms.

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The Department of Government Services provides services to protect the public and oversees the occupational health and safety relationship between employees and employers of Newfoundland and Labrador to ensure workplaces are safe. It also safeguards consumer interests and provides a wide array of services to the general public. The department was founded on the concept of consolidating, as much as possible, licencing, permitting, inspections and regulations within government, and providing a single window entry for the public in these areas. The authority to carry out these functions is derived from 151 pieces of legislation and related regulations, standards, and codes of practice. Our ability to fulfill the challenges of the department's legislated responsibilities is directly linked to the strength of our collaborative relationships with our partners and key stakeholders.

The Department of Government Services employs approximately 500 people, 240 men and 260 women, and is organized into the Government Services Branch, the Consumer and Commercial Affairs Branch, and the Occupational Health and Safety Branch. The Department of Government Services is accessible to the residents of the province through widely dispersed offices across the province, as well as internet and mail services. Combined, the entire department brought in \$105 million in current account and related revenue for 2005-06. The operating budget for fiscal year 2006-2007 is \$30.5 million.

Government Services Branch

The department provides a variety of services internally to government and externally to the people of this province. This is accomplished through four divisions:

- The Government Service Centres provide one-stop services to the public and business community in the areas of public health, public safety, and environmental protection, as well as access to a variety of government permits and licences.
- The Motor Registration Division develops, administers, maintains, and audits highway enforcement programs to achieve safety on public highways; tests and issues driver licences and other photo identification cards; maintains and manages driver convictions, suspension, accident and medical records; issues vehicle registrations and oversees automobile dealers; and collects traffic court fines, as well as, HST, RST and other government revenue related to the above activities.

- Vital Statistics registers and certifies all vital events (births, deaths, marriages) and issues related documents to support personal identification needs. It registers adoptions and legal name changes and certifies clergy and civil authorities for marriages.
- The Office of the Queen's Printer provides internal printing and micrographic services to government departments and makes available to the public and government departments provincial legislation and publications.

Consumer and Commercial Affairs Branch

The Consumer and Commercial Affairs Branch provides consumer protection through three divisions:

- The Financial Services Regulation Division regulates individuals and companies that provide financial products and services to the public. The regulated sectors include insurance, securities, pensions, real estate, mortgage brokers, prepaid funerals, and deposit taking loan and trust companies.
- The Commercial Registrations Division registers transactions for real and personal property in the province and all corporations, cooperatives and limited partnerships for the purpose of ensuring these companies uphold their legal responsibilities as prescribed by legislation. It also registers mechanics' liens, condominiums, and lobbyists.
- The Trade Practices Division regulates individuals and corporations to ensure a fair and equitable marketplace, protects the interests of consumers, mediates and adjudicates disputes between residential landlords and tenants, and regulates charitable and non-profit organizations' lottery fund-raising activities. It also licences and regulates the collection agency, private investigations and security guard industries.

Occupational Health and Safety Branch

The Occupational Health and Safety Branch oversees the occupational health and safety relationships between employees and employers to ensure workplaces are safe. It is responsible for: developing and enforcing occupational health and safety legislation, investigating workplace

accidents, conducting compliance inspections of workplaces, completing hygiene assessments of various physical, chemical, biological and ergonomic agents in the workplace in order to protect worker health, and evaluating and inspecting radiation control measures in workplaces.

Mandate

The mandate of the Department of Government Services is informed by the *Executive Council Act*, Section 4, 151 pieces of legislation for which it is responsible, Memoranda of Understandings with partner departments and government directives.

The department is responsible for the supervision, control and direction of matters related to:

- vital statistics;
- motor vehicles;
- public health;
- environmental protection;
- public safety;
- the regulation and operation of Government Service Centres throughout the province;
- printing services;
- provincially regulated financial institutions;
- consumer and commercial affairs;
- compliance with occupational health and safety legislation, including radiation health and safety; and
- the administration of the Acts and Regulations set out in the Schedule to the *Executive Council Act* as well as other legislation, (both are listed in Appendix “B”).

Lines of Business

The Department of Government Services is responsible for carrying out four basic lines of business throughout all of its branches and divisions including: enforcement of legislated requirements; licencing, permitting, inspections and registrations; conflict resolution; and printing services.

Enforcement of Legislated Requirements: The Department of Government Services enforces legislated requirements in all mandated aspects of public health and safety, occupational health and safety, environmental protection, provincially regulated financial services, and consumer protection. (An indication of the scope of what is addressed within these areas is provided in the specific items listed under the next line of business).

Licensing, Permitting, Inspections and Registrations: The Department of Government Services provides licences, permits, inspections and registration services at designated locations around the province for:

- public safety activities (boiler and pressure vessels; elevating devices; amusement rides; electrical installations; licencing of electrical contractors; building design approvals for fire/life safety and building accessibility for recreational facilities, personal care homes, group homes, and day care facilities);
- environmental health activities, under public health responsibilities (food establishments, tobacco retailers, waste disposal systems, municipal water supplies, commercial and institutional water supplies, well inspections, abattoirs, public pools, recreational parks, child care centres, dairy farms and milk sampling, and housing sanitation investigations);
- environmental protection activities (waste disposal sites, spill responses, petroleum storage tank systems, dry cleaners, sawmills, quarries, asphalt plants, scrap yards, used tire facilities, exploration sites, used oil storage facilities, PCB storage sites, farm waste management, soil treatment facilities, and indiscriminant dumping/abandoned vehicles);
- regulation of provincial financial services activities (insurance, securities, pension funds, real estate, mortgage brokers, and prepaid funeral services);
- consumer protection activities (trade practices legislation, collection agencies, private investigators and security guards, charitable gaming, and residential tenancies);
- commercial registrations activities (deeds, companies, personal property, co-operatives, limited partnerships, mechanics' liens, condominiums, and lobbyists);
- occupational health and safety activities (inspections of workplaces, radiation emitting devices, asbestos abatement contractors, explosive magazines on mine sites, and underground diesel equipment);
- motor vehicle activities (driver licencing and vehicle [individual and commercial] registrations);
- vital statistic activities (marriages, births, deaths, legal name changes, adoptions, and gender changes);

- sale and distribution of angling and small game licences and government publications.

Select licencing application information is available on the department's web site:

<http://www.gs.gov.nl.ca/gs/>.

Conflict Resolution: The Department of Government Services provides conflict resolution services for such disputes as: residential landlord tenancy, the provincially regulated financial services industry, occupational health and safety complaints and compliance orders, outcomes of building inspections, consumer complaints, and suspension of driver licences.

Printing Services: The Department of Government Services provides internal printing and microfilming services through the Office of the Queen's Printer. The Queen's Printer book store, located in the Confederation Building, provides provincial government legislation and various provincial government reports to the public for purchase. Select documents and purchasing information are available on the Queen's Printer web site:

<http://www.gs.gov.nl.ca/gs/ogp/bookstore.stm>

Values

The work environment of the Department of Government Services is focused on exceptional customer service delivery and respect for the public. While the department aspires to demonstrate a number of organizational values, it has chosen three core values as key for this planning cycle. To facilitate the communication of these values throughout the organization, the following action statements have been identified:

Accountability	Each person accepts responsibility for their actions and follows through on requests and commitments.
Integrity	Each person engages in ethical behaviour exercising proper use of authority and responsibility.
Respect	Each person accepts differences and exercises courtesy in their encounters with others.

Primary Clients

The clients of the Department of Government Services include: the general public, employees, employers, consumers, partner departments and agencies, businesses, industry organizations, professional groups, special interest groups, and charitable organizations.

Vision

Newfoundlanders and Labradorians living and working in healthy and safe environments with access to an open, fair, and responsive regulatory system.

Mission Statement

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term result that the Minister and the department will be working towards as they move forward on the strategic directions of government. The statement also identifies the measure(s) and indicator(s) that will assist both the department and the public in monitoring and evaluating success.

The Department of Government Services is principally mandated to protect the public generally, and the citizen as a consumer. Such protection is a complex responsibility that is primarily achieved through the establishment of timely and relevant standards combined with robust enforcement practices designed to ensure compliance with these standards. This process is used as a means of achieving compliance with 151 pieces of legislation and regulations for which the department is responsible (Appendix “B”). The department recognizes the need for continuous improvement in this area to enhance service to the public.

Over the next five years, the department will focus on revising standards and increasing enforcement activities around these standards. Some standards are provincially based, while others align with national benchmarks. Extensive efforts will be required over the coming years to ensure current industry and consumer needs are addressed, national practices are incorporated as

appropriate, and the levels of enforcement are adequate to protect the public of this province. Key areas to be addressed include public health and safety, worker health and safety, and the protection of consumer interests.

The protection of public health and safety as well as the province's environment is essential to the physical and social well being of all citizens in the province. Monitoring food establishments, municipal water supplies, and public buildings reduces the risk to good public health. Confidence in the safety of the province's highways, public facilities (such as elevators, boilers, pressure vessels and fire and life safety of building designs) is achieved through the compliance and enforcement activities of the department.

Safe and healthy workplaces benefit all Newfoundlanders and Labradorians. Reduced instances of occupational diseases and work related injuries translate into an improved quality of life for workers and their families, improved productivity and profitability for employers. This translates into reduced worker compensation insurance claims and premiums, easing the burden on the public health care system and therefore improving the overall social and economic health of the province.

Protection of consumer interests is of great importance to this department and to the citizens of this province. Improving turnaround times for handling consumer complaints and residential tenancy disputes means a higher level of service to the general public. Protecting our people from financial scams through effective standards and rigorous enforcement of those standards reduces opportunities to take advantage of people and reduces personal financial loss. As well, the regulation of industries in the financial sector is important as it provides the public with a high degree of confidence that their interests are being looked after. Overall, these activities assist in protecting the economic status of the individual and facilitating economic activity in the province. In addition, the public registries maintained by the department are accessible to citizens demonstrating transparency and accountability by the government and providing available information to assist individuals and businesses.

Following the period covered by this mission statement, the department will be diligently monitoring and evaluating the application of these revised standards and the ensuing enforcement practices to ensure that improvements are maximized.

By 2011, the Department of Government Services will have improved citizen protection in the areas of public health and safety, worker health and safety and consumer interests.

Measure 1:

Improved protection in public health and safety

Indicators:

Timely and relevant standards in the areas of:

- inspections of public facilities for environmental health
- review of building designs for fire and life safety
- inspections of commercial vehicles
- inspections of waste disposal sites

Increased achievement of enforcement standards for environmental health.

Measure 2:

Improved protection in worker health and safety

Indicators:

Timely and relevant standards in the areas of:

- general health and safety requirements and, in particular, mining health and safety standards

Targeted and strategic enforcement activities on a sector specific basis in all industrial sectors of the province.

Measure 3:

Improved protection in consumer interests

Indicators:

Timely and relevant standards in the areas of:

- registrations of deeds, companies, cooperatives, mechanics' liens, condominiums, personal property and lobbyists
- resolution of residential tenancy disputes
- regulation of companies and individuals in the financial services sector
- registrations of pension plans
- issuance of charitable gaming licences.

Increased achievement of enforcement standards in the areas of:

- insurance, securities, real estate, and mortgage brokers
- financial scams.

Note: The indicators will be measured according to existing baseline data. In cases where targets cannot be immediately identified, they will be developed throughout the planning process. As appropriate, gender-based analysis will be applied.

Strategic Issues

In consideration of government's strategic directions and the mandate and financial resources of the department, the following areas have been identified as the key priorities of the Minister 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 department and the public in monitoring and evaluating success. As the department progresses through this planning cycle, it will consider the resulting impacts on both women and men, as well as for the various geographic areas of the province, and strive to achieve equity.

Issue One: E-Government

Improving access to and convenience of government services provided through the Department of Government Services is a current and growing challenge, particularly services for citizens in rural areas of the province.

Goal One:

By 2008: The Department of Government Services has developed a plan to improve public accessibility to select services and increase the number of services offered on-line (through the internet and other electronic means of communication) as well as the frequency of use of this method by clients.

Measure: Development of Plan

Indicators: Document containing the following:

- Select services identified
- Financial analysis completed
- Workflow analysis completed
- Assessment of technological requirements
- Recommendations regarding method of service delivery
- Training needs identified

Objectives:

1. **By 2007:** The Department of Government Services will have underway the development of a plan including consultations, research, and analysis.

Measure: Planning process commenced

Indicators:

- preliminary list of services identified
- technological requirements assessed for preliminary list

2. **By 2008:** The Department of Government Services will have developed a plan to improve public accessibility to select services.

Issue Two: Balanced Regulation

Achieving and maintaining the appropriate level of government regulation is a challenge for the Department of Government Services. Some regulation is outdated and therefore the extent to which it is meeting the current needs of the province is unknown. This work is consistent with government's Red Tape Reduction Initiative. Additionally, some of the department's regulatory functions overlap with other regulators across the country. These overlaps are being addressed at a national level through harmonization initiatives.

Goal Two:

By 2008: The Department of Government Services has identified what is necessary and essential legislation to protect public health and safety and worker health and safety, safeguard consumer interests, and preserve vital event and commercial transaction records.

Measure: Recommendations developed.

Indicators:

- Legislation to be retained
- Legislation to be revised
- Legislation to be eliminated

Objectives:

1. **By 2007:** The Department of Government Services has identified the assessment criteria, targeted specific to the legislation under the department's mandate, to determine necessary and essential legislation, and has reviewed existing legislation against these criteria.

Measure: Identification of criteria and review of legislation.

Indicators:

- all legislation, regulations, policies and forms identified and reviewed against current needs of the public, consumers, employees and industry;
 - areas requiring further work are identified
2. **By 2008:** The Department of Government Services has identified and/or eliminated unnecessary legislation, regulations, policies, and forms.

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 Department of Government Services are provided on the following pages. 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 department. As indicated in the table, some have been addressed in this strategic plan while others are addressed in the operational and/or work planning processes.

1. Title: Program and Service Delivery

Outcome Statement: Improved delivery of programs and services offered through the Department of Government Services.

Components of Strategic Direction	This Direction is addressed:		
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. A clarified mandate for the Department of Government Services.		✓	
2. Service delivery based on fulfillment of legislated requirements.	✓	✓	✓
3. Workload analysis and planning.		✓	

2. Title: Health and Safety

Outcome Statement: Improved health and safety for school transportation systems, school buildings and public drinking water supplies.

Components of Strategic Direction	This Direction is addressed:		
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Compliance review of school bus regulations.			✓
2. Enforcement of health and safety legislation to provide safe and clean learning and teaching environments.			✓
3. Frequency of drinking water testing.			✓

3. Title: Insurance

Outcome Statement: Reduced cost and improved consumer protection in automotive insurance and improved availability and accessibility of home, commercial and marine insurance.

Components of Strategic Direction	This Direction is addressed:		
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Study of home, commercial and marine insurance.			✓
2. Enforcement of auto insurance reforms implemented in 2004-05 and 2005-06.			✓

4. Title: Information Technology

Outcome Statement: Improved internet access to government services offered by the Department of Government Services.

Components of Strategic Direction	This Direction is addressed:		
	in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
1. Availability of government services on-line.	✓		✓
2. Use of on-line services.	✓		✓
3. Response time.	✓		✓

LEGISLATION

Motor Vehicle Registration:

Dangerous Goods Transportation Act
Dangerous Goods Transportation Regulations
Dangerous Goods Ticket Offences Regulations
Highway Traffic Act
Cargo Securement Regulations
Licencing and Equipment Regulations
Commercial Vehicle Maintenance Standards Regulations
Highway Traffic Hours of Service Regulations
Bus Regulations
Vehicles Regulations
Official Inspection Station Regulations
Ambulance, Bus, School Bus, Taxi & Commercial Vehicle Insurance Regulations
Highway Traffic Snow Clearing Regulations
Designated Impaired Mobility Parking Regulations
Highway Traffic Demerit Point System Regulations
Highway Traffic Trip Inspection Report Regulations
Carrier Safety Regulations
Vehicle Seizure and Impoundment Regulations
Highway Traffic Driver Regulations
*Motor Carrier Act & Regulations (with Transportation and Works)**
Motorized Snow Vehicles and All-Terrain Vehicles Act & Regulations

Vital Statistics:

*Adoption Act (with Health & Community Services)**
Change of Name Act
*Children's Law Act (with Justice)**
Solemnization of Marriage Act
Vital Statistics Act

Government Service Centres:

*Building Standards Act (with Municipal & Provincial Affairs)**
Buildings Accessibility Act & Regulations
*Child Care Services Act & Regulations (with Health & Community Services)**
*Child Youth and Family Services Act (with Health & Community Services)**
*Communicable Diseases Act (with Health & Community Services)**
*Environmental Protection Act (with Environment & Conservation)**
Air Pollution Control Regulations
Storage & Handling of Gasoline & Associated Products Regulations
Halocarbon Regulations
Environmental Control Water and Sewage Regulations

Pesticide Control Regulations
Storage of PCB Wastes Regulations
Waste Management Regulations, 2003
Fire Prevention Act, 1991 & Regulations (with Municipal & Provincial Affairs)*
Food and Drug Act (with Health & Community Services)*
Food Premises Regulations
Health and Community Services Act (with Health & Community Services)*
Public Pool Regulations
Meat Inspection Act & Regulations (with Natural Resources)*
Public Safety Act
Amusement Rides & Elevating Devices Regulations
Boiler, Pressure Vessel and Compressed Gas Regulations
Electrical Regulations
Smoke-Free Environment Act & Regulations (with Health & Community Services)*
Tobacco Control Act
Urban and Rural Planning Act, 2000 (with Municipal & Provincial Affairs)*
Butterpot-Witless Bay Development Control Regulations
Gander River Protected Area Regulations
Highway Sign Regulations
Interim Development Regulations
Marble Mountain Protected Area Regulations
Protected Road Zoning Regulations
Regional Appeals Board Appeals Fees
Water Resources Act (with Environment & Conservation)*
Works, Services & Transportation Act (with Transportation and Works)*

Occupational Health & Safety:

Occupational Health and Safety Act and Regulations
Occupational Health and Safety First Aid Regulations
Radiation Health and Safety Act and Regulations
WHIMS Regulations
Asbestos Abatement Regulations
Asbestos Exposure Code Regulations
OHS Electrical & Fisheries Advisory Committee Regulations
The Mines (Safety of Workers) Regulations
Smoke-Free Environment Act & Regulations (with Health & Community Services)*

Trade Practices:

Architects Act
Certified General Accountants Act
Certified Public Accountants Act
Chartered Accountants Act
Chartered Accountants and Certified Public Accounts Merger Act
Collections Act & Regulations
Consumer Protection Act & Regulations

Consumer Reporting Agencies Act & Regulations
Direct Sellers Act
Electronic Commerce Act
Embalmers and Funeral Directors Act & Regulations
Engineers and Geoscientists Act & Regulations
Lottery Licencing Regulations
Management Accountants Act
Private Investigations & Security Services Act & Regulations
Public Accountancy Act
Public Accountants Licencing Regulations
Residential Tenancies Act, 2000
Sale of Goods Act
Trade Practices Act
Unsolicited Goods and Credit Cards Act

Commercial Registrations:

Bulk Sales Act
Condominium Act & Regulations
Conveyancing Act
Co-operatives Act
Corporations Act & Regulations
Fraudulent Conveyances Act
Limited Partnership Act
Mechanics' Lien Act
Mechanics' Lien Forms Regulations
Personal Property Security Act & Regulations
Registration of Deeds Act
Warehouser's Lien Act
Warehouse Receipts Act

Financial Services Regulations:

Accident and Sickness Insurance Act
Automobile Insurance Act & Regulations
Uninsured Automobile & Unidentified Automobile Coverage Regulations
Bank of Nova Scotia Trust Company Act, 1997
Business Electronic Filing Act
Corporations Guarantee Act
Credit Union Act & Regulations
Fire Insurance Act
Income Tax Savings Plans Act
Insurance Adjusters, Agents and Brokers Act & Regulations
Insurance Companies Act
Insurance Contracts Act
Life Insurance Act
Mortgage Brokers Act & Regulations

Pension Benefits Act, 1997 & Regulations

Pension Plans Designation of Beneficiaries Act

Perpetuities and Accumulations Act

Prepaid Funeral Services Act & Regulations

Real Estate Trading Act

Real Estate Licencing Regulations

Securities Act & Regulations

Trust and Loan Corporations Licencing Act (Formerly Trust and Loan Companies Licencing Act) & Regulations

Trustee Act

*Legislative authority rests with another department as named with cooperation for policy and program delivery through the Department of Government Services.