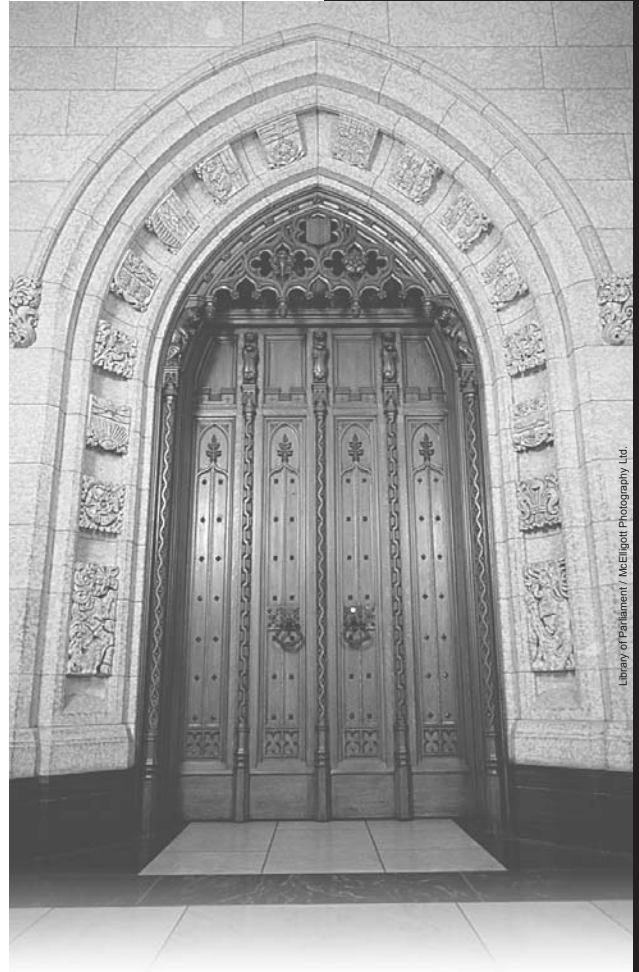




CANADA

House of Commons
Administration

Performance
Report



Library of Parliament / McElgott Photography, Ltd.

2003 - 2004



Approved by the Board of Internal Economy
Fall 2004

This document is also available on the Parliamentary Internet site at the following address:

<http://www.parl.gc.ca>

Under: About Parliament/Parliamentary Process/House of Commons - Current/Administrative

Table of Contents

Foreword by the Speaker of the House of Commons	iii
Introduction by the Clerk of the House of Commons.....	v
I. Framework for Reporting Results.....	1
The House Administration.....	1
Service Areas	1
Lines of Business	2
Corporate Priorities.....	3
II. Accomplishments.....	4
1. Improving Information Resources for Members	4
Information Management.....	4
Preparing for the 38th Parliament	4
Modernizing the <i>Members' Allowances and Services Manual</i>	4
Enhancing PRISM	5
Managing Legal and Legislative Information.....	5
Upgrading the Integrated Resource Management System.....	5
Promoting the Understanding of Parliamentary Procedure and Institutions.....	6
Providing Resources on Parliamentary Procedure.....	6
Supporting Parliamentarians' International Activities.....	6
Providing Web Access to Parliamentary Proceedings.....	7
Creating the House of Commons Heritage Collection Web Site.....	7
2. Moving Ahead with Renovations	8
Planning a New Building for the Parliamentary Precinct.....	8
Updating the Chamber Infrastructure	9
Renovating the Library of Parliament.....	9
Consolidating Accommodations for Administrative Services.....	9
3. Providing Appropriate Security	10
Establishing an Alternate Operations Centre for Security Services	10
Improving Tools for Information Sharing	10

4. Investing in People.....	11
Modernizing Human Resources Practices	11
Classification Renewal	11
Staffing Policy	11
Succession Planning	11
Page Program	11
Managing Performance.....	12
Competency-based Processes and Tools	12
Recognition of Achievement.....	12
Learning Opportunities.....	12
Maintaining a Safe, Healthy and Diverse Workplace.....	12
Employment Equity.....	12
Occupational Health and Safety	13
5. Improving Communications	14
Improving Constituency Communications	14
Streamlining E-Mail Management.....	14
6. Reviewing and Reporting on Performance	15
Strengthening Management Practices.....	15
Environmental Management.....	15
Partners for a Green Hill	15
2003 Environmental Awards.....	15
Greening Procurement.....	16
III. Expenditures Report for 2003-2004.....	17
Appendix A: Accomplishments for 2003-2004 by Lines of Business	20
Appendix B: Service Areas of the House of Commons Administration	25



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

BOARD OF INTERNAL ECONOMY

BUREAU DE RÉGIE INTERNE

Foreword by the Speaker of the House of Commons

I am pleased to present the House of Commons *Administration Performance Report 2003-2004*. This document highlights the Administration's accomplishments based on objectives set out in the *Report on Plans and Priorities 2003-2004*.

The House Administration plays a vital role in supporting Members' activities as legislators and representatives of the Canadian public. Indeed, there is no aspect of a Member's day that is not sustained by the work of Administration employees. They offer assistance in procedural, legislative and legal matters, maintain Parliament as a workplace and national institution, provide support in managing financial and human resources, and enable Members to communicate with Canadians. And they do so with skill and commitment.

In 2003-2004, the House Administration continued to provide this assistance in a climate of great change in the Commons Chamber: two parties merged, three parties selected new leaders, and a new prime minister chose his Cabinet. Administration employees worked under difficult conditions at times, helping to maintain essential services during the power outage that hit Ontario in August of 2003.

Over the past year, the House Administration also worked with an eye to the future, putting in place the services and information Members needed during the transition to the 38th Parliament. It took significant steps toward modernizing its staffing practices and ensuring that buildings in the parliamentary precinct be appropriate for Members' work in the years to come. It also continued to build environmental considerations into policies and practices, reflecting its commitment to a cleaner, healthier world.

By developing new Web sites and putting more resources and information on-line, the House Administration made greater use of technology to benefit the House of Commons and help Members better serve Canadians. Of special note, the live webcast of Chamber proceedings and committee meetings was made available to the public via the Parliamentary Internet site. The Administration also assisted Members as they shared their expertise and learned from other nations through workshops and international activities.

On behalf of all Members of Parliament in the House of Commons, and as Chair of the Board of Internal Economy, I would like to thank House Administration employees and congratulate them on their exceptional work in 2003-2004.

Peter Milliken, M.P.
Speaker of the House of Commons
Chair, Board of Internal Economy

Introduction by the Clerk of the House of Commons

This past year, the House Administration worked toward the transition to the 38th Parliament, ensuring that all Members had the information and services they required before, during and after the general election. A variety of resources were developed, including print materials, on-line information, orientation sessions and an information centre. Employees from across the House Administration were involved in these preparations and worked with their colleagues in the Library of Parliament to ensure that Members' needs would be met.

A major initiative was completed in the past year that will be of great use to Members and House Officers — the modernization of the *Members' Allowances and Services Manual*. The revised manual, which outlines the services offered by the Administration and summarizes decisions of the Board of Internal Economy, is now easier to consult and is available in print in a single volume and on-line.

Technology was further deployed to support the day-to-day work of the House and to circulate information. Constituency offices across Canada are now connected to a high-speed communications network, giving staff greater access to House of Commons services through the IntraParl Web site. The Administration also introduced software to help Members' offices manage e-mail. Development started on new, more interactive, Web sites for House of Commons committees. The PRISM technology system was also expanded to allow the drafting of bills and the management of committee business and conferences.

Parliamentarians continued to reach beyond Canada's borders and work actively with other legislatures. The House Administration played a key role in supporting Members' international activities as Parliament hosted the 21st Conference of Canadian Presiding Officers in Ottawa and the 17th Conference of Commonwealth Speakers and Presiding Officers in Montebello, Quebec. The Administration also developed on-line access to information and registration forms for all participants in the 50th Annual Commonwealth Parliamentary Conference, to be hosted by the Canadian Region of the Commonwealth Parliamentary Association in late August 2004.

Ensuring secure, up-to-date facilities in the parliamentary precinct requires a long-range view and coordination with other organizations. In the past year, the House Administration assessed its long-term plan for the parliamentary precinct in light of the government's expenditure review of all major capital projects. The House Administration also worked with colleagues to evaluate design proposals for a new parliamentary building and completed an alternate operations centre for Security Services.

Human resources activities in 2003-2004 strengthened the foundation for continued high-quality service in the future. A great deal of progress has been made in renewing the House Administration's classification system and, with the new classification standard

applying to almost 90% of employees, the initiative is drawing to a close. This process represents an outstanding effort to select and implement the new system, and to introduce it to managers and employees. Other activities over the past year included using competency-based tools to identify the skills employees need and to provide the appropriate training. The Administration also reviewed a number of its human resources policies and the House of Commons Page Program to ensure it continues to attract high-quality candidates.

The House Administration recognizes that risk management and performance review help an organization improve its services. The Administration continued to identify risks in its activities and develop ways to mitigate them. Priority areas for review included PRISM and financial and human resources management activities. The Administration also continued to develop and improve its environmental policies and practices. A standout from the past year was an agreement to merge the environmental programs of the House, the Senate and the Library of Parliament. These organizations will work together to update programs and introduce new activities to promote environmental protection.

I am very proud of the work done by House Administration employees over the past year. Their efforts show the power of innovation, the benefits of planning and the value of collaborative action in ensuring that Members of the House of Commons continue to receive the highest possible standards of service.

William C. Corbett,
Clerk of the House of Commons

I. Framework for Reporting Results

The House Administration

The House Administration provides Members, the Chamber, committees, House Officers and party caucuses with resources and services. The Clerk of the House of Commons is the senior official of the Administration and reports to the Speaker. The Clerk also serves as Secretary to the Board of Internal Economy, which is the governing body of the House of Commons and has representation from all recognized political parties.

The legislative basis for the House Administration lies with the *Parliament of Canada Act*.¹ This Act delegates the management of the Administration to the Board of Internal Economy, chaired by the Speaker of the House of Commons.² The powers and authority of the Board flow from this Act, the *Standing Orders of the House of Commons*,³ and the *Parliamentary Employment and Staff Relations Act*.⁴ The Speaker also has extensive responsibilities regarding the administration of the House, as set out in the *Parliament of Canada Act* and the Board by-laws.

Service Areas

The Administration strives to provide sound advice and quality services to Members of Parliament through five service areas. A more complete description of these areas is provided in Appendix B.

- **Corporate Services:** provides advice, support and services, and strategic direction in the areas of finance; human resources; resource information management; occupational health, safety and the environment; planning, communication and review; and food services.
- **Information Services:** provides advice, support and strategic direction concerning information technology and management; delivers integrated solutions, technologies and tools; and develops business strategies and delivers information services related to printing, parliamentary publications, television and radio, the Internet and the broadcasting of parliamentary events.
- **Office of the Law Clerk and Parliamentary Counsel:** offers comprehensive legal and legislative counsel services to the Speaker, the Board of Internal Economy, Members and House managers.

¹ <http://laws.justice.gc.ca/en/P-1/index.html>

² http://www.parl.gc.ca/information/about/people/House/Speaker/index_e.html

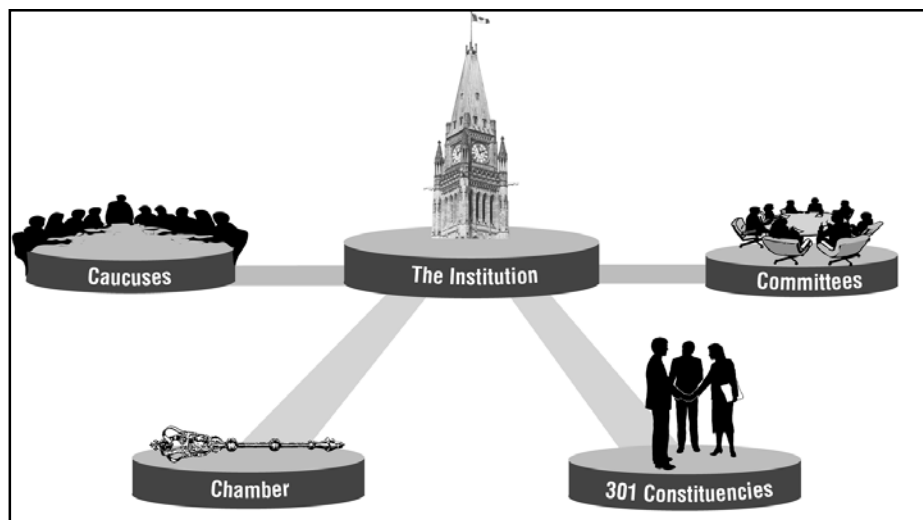
³ <http://www.parl.gc.ca/information/about/process/house/standingorders/toc-e.htm>

⁴ <http://laws.justice.gc.ca/en/P-1.3/index.html>

- **Parliamentary Precinct Services:** protects life and property, maintains peace and order, provides functional accommodations and related services, and safeguards the heritage and traditions of the House of Commons.
- **Procedural Services:** provides procedural and legislative services, acts as a secretariat for the Chamber and committees, and organizes Parliament's participation in international parliamentary activities and official exchanges.

Lines of Business

Supporting Members and the Institution



The Administration supports Members of the House of Commons in their four lines of business: in the Chamber, in committee, in the constituency and in caucus.

- In the Chamber, Members participate in debates, and study and vote on legislation. The Administration supports them by interpreting and advising on the rules and traditions governing House of Commons procedure and practice. The Administration also promotes knowledge and understanding of the House of Commons and Parliament through its information programs for parliamentarians and staff.
- In committee, Members scrutinize government programs and policies, and review proposed legislation. Their work includes hearing from the public and expert witnesses on a range of issues, conducting extensive research and making recommendations to Parliament. The House Administration provides a range of support services, including procedural advice, administrative arrangements for meetings, and publication of committee reports, minutes and evidence of proceedings.

- In their constituencies, Members participate in events and activities and talk to constituents face to face about their concerns. The Administration assists in this work and helps Hill and constituency offices stay in contact by providing communications equipment and a wide range of services. It also offers Members and their staff guidance and support in setting up and administering their offices.
- In caucus, Members develop strategy, discuss policy and examine important issues with fellow party members, and direct the work of party research offices. Administration staff provide a range of services for the party caucuses, such as providing for interpretation services.

The Administration sustains the institution of the House of Commons by providing institutional continuity from one Parliament to another, access to parliamentary records and a stable infrastructure to support Members in the democratic process. It also provides Canadians with information on their democratic processes and institutions.

Corporate Priorities

The House of Commons' *Administration Performance Report 2003-2004* highlights the Administration's ongoing work and special long-term projects to provide quality service to Members now and in the future. It also reports on the Administration's performance against the objectives and plans set out in the *Report on Plans and Priorities 2003-2004*.⁵ The key accomplishments of the past year are grouped according to six priorities, each targeting a key result. Please see Appendix A for a summary of these accomplishments and their benefits.

Priorities	Key Result
1. Improving Information Resources for Members	Accurate, timely and impartial information and reliable support to Members of the House of Commons
2. Moving Ahead with Renovations	Appropriate facilities for Members of the House of Commons and preservation of a national symbol of historical significance
3. Providing Appropriate Security	A secure and functional environment for Members of the House of Commons, employees and visitors to the parliamentary precinct
4. Investing in People	An effective, competent and committed workforce to serve Members of the House of Commons
5. Improving Communications	Improved communications tools and support for Members of the House of Commons and the Administration
6. Reviewing and Reporting on Performance	Continuous improvement of management practices to better serve Members of the House of Commons

⁵ <http://www.parl.gc.ca/information/about/process/house/plans03/01-toc-e.htm>

II. Accomplishments

1. Improving Information Resources for Members

Key Result

- Accurate, timely and impartial information and reliable support to Members of the House of Commons.

The House Administration made information about Parliament's activities more accessible to Members, their staff and the public. New technology and on-line resources for Members' offices helped staff manage and retrieve data quickly. Live webcasts of proceedings brought the work of Parliament to Canadians across the country and, through international outreach, Members shared knowledge with legislatures around the world.

Information Management

Preparing for the 38th Parliament: As part of its responsibilities to Members and its role in sustaining the institution, the House of Commons Administration helps to ensure a smooth transition from one Parliament to another. Over the past year, the House Administration put in place the services and materials that new, re-elected and departing Members will need in the period surrounding the general election and at the opening of the 38th Parliament.

As part of its election readiness strategy, the Administration developed plans and logistical arrangements for an Information Centre. At the centre, Members will have access to key services, on-site advice from House of Commons representatives and temporary offices. The House Administration also developed the format and design of an information package for all Members, which will be sent out the day after the election and will cover such topics as the Information Centre, orientation sessions, and setting up Hill and constituency offices.

The House Administration also developed the structure and content of *Towards the 38th Parliament*, a new Web site to serve Members and their staff. The site, which will be activated the day following dissolution, will give Members information on organizing and closing their offices, allowances and services, and specific procedural matters. A series of tips were developed to "green" the dissolution of Parliament and suggest environmentally friendly ways to dispose of surplus materials. The Administration also planned a series of orientation sessions, where new and returning Members will be briefed on the services and support available to them in their roles as legislators and constituency representatives.

Modernizing the Members' Allowances and Services Manual: The House Administration completed its project to modernize the *Members' Allowances and Services Manual*. The manual is an important source of information for Members and

House Officers on the decisions and directions of the Board of Internal Economy as well as the services offered by the Administration. The manual can now be consulted from anywhere in the parliamentary precinct as well as from Members' constituency offices using IntraParl, the internal Web site which provides parliamentarians and their staff with information and services to support them in their work. The on-line manual will be easy to update, offers links to other valuable resources and can be used with new technologies like hand-held devices. The manual was also restructured to make information easier to find and rewritten in a more user-friendly style.

Enhancing PRISM: Using PRISM, a technology system for delivering information services and parliamentary publications, the House introduced new products and services to help Members search documents and records more easily. In 2003-2004, the House Administration launched or enhanced PRISM modules for managing committee business, drafting bills and managing conferences. It also designed a module to improve the process for sending and receiving texts for translation. Other PRISM activities included standardizing procedural terminology and introducing a data quality assurance program, both of which will ensure that data is accurate, reliable and easy to locate.

Vital Signs: In October 2003, PRISM won the Government in Technology (GTEC) Distinction Awards gold medal in the category of Securing and Managing Information Assets. The GTEC awards recognize innovation, excellence and leadership in e-government in Canada.

Managing Legal and Legislative Information: Following a review of information technology/information management needs, the House Administration began updating Legal Services' file management system and overhauling the system's search engine. These updates will enable staff to deliver legal advice and services to Members more efficiently. In addition, the groundwork was laid for a litigation file management system that would enable Legal Services staff to monitor ongoing litigation files and produce related reports and statistical data.

The House Administration and its partners in the Senate and the Department of Justice continued to develop the Legislative Information Management System (LIMS). LIMS is designed to reduce the risk of error in legislative information and introduce a reliable system for legislative drafting, Web content management and electronic publication.

Vital Signs: From April 1, 2003 to March 31, 2004, the Legislative Counsel Office received 189 requests for the preparation of Private Members' bills. Over the same period, Legislative Counsel also drafted close to 1,200 motions to amend government bills either at committee or report stage.

Upgrading the Integrated Resource Management System: The Integrated Resource Management System enables Members and House Administration employees to manage financial and human resources more efficiently from their offices. In 2003-2004, the

salary management system was upgraded to enable users to generate faster, more detailed reports on salary expenditures. The financial reporting system for committees was also developed to provide committee staff with enhanced financial information and reporting tools. In addition, new Web-based human resources software now enables employees to submit their leave requests on-line and receive approval electronically. The process is designed to manage leave requests more efficiently and reduce paper use.

Promoting the Understanding of Parliamentary Procedure and Institutions

Providing Resources on Parliamentary Procedure: The House Administration developed products and services to help Members research and retrieve information contained in traditional parliamentary publications, and to provide them with solid procedural resources. Other special projects included updating the Web version of the *Précis of Procedure*. Planning and research began for a second edition of the *Annotated Standing Orders*, to be published in print and electronically, as well as a second edition of *House of Commons Procedure and Practice*.

A multidisciplinary working group was established to develop new Web sites for House of Commons committees. These new sites will benefit not only Members, their staff and the House Administration, but also the public in general. They will offer more information about committee members and their work, allow users to search for details on witnesses and committee studies, and provide direct access to background information on individual committees.

In addition to these initiatives, the House Administration offered new workshops and seminars on parliamentary procedure to Members of Parliament and their staff. It promoted a better understanding of Parliament by giving presentations and seminars on parliamentary procedure and the House to other audiences. The Administration also strengthened its assistance to the Canadian Study of Parliament Group, an organization that enhances the understanding of parliamentary government and institutions by promoting research and dialogue on legislative systems in Canada.

Supporting Parliamentarians' International Activities: Working with its counterparts in Ontario and Quebec, the House Administration continued preparations for the 50th Annual Commonwealth Parliamentary Conference, hosted by the Canadian Region of the Commonwealth Parliamentary Association. Approximately 600 delegates are expected to attend the conference, which will take place from August 28 to September 10, 2004, at venues in Ottawa, Québec City and Toronto. Preparations included ensuring that the Web site, on-line registration system and other technological components would be available for this and future conferences.

A number of international activities took place in 2003-2004. The Parliament of Canada hosted the 21st Conference of Canadian Presiding Officers in Ottawa and the 17th Conference of Commonwealth Speakers and Presiding Officers in Montebello, Quebec, in January 2004. In 2003, the House Administration also organized the first

Canadian Parliamentary Seminar in Africa, which was held in Nigeria, Ghana and Sierra Leone, at which Canadian parliamentarians presented an interactive seminar on Canada's federal system.

Providing Web Access to Parliamentary Proceedings: ParlVu, which offers the webcast of live televised parliamentary proceedings and the broadcast of live audio from all committee rooms, was launched on IntraParl in April 2003 and made available to Members of the House of Commons, House Officers and their staff. In February 2004, ParlVu was extended to Senators, the Senate Administration, the House of Commons Administration and the Library of Parliament. The live webcast of Chamber proceedings and televised committees was also made available to the public on Canada's Parliamentary Internet Site.⁶

Over the past year, the House Administration continued its preparations to make recorded proceedings available on ParlVu as well. It carried out design and procurement activities related to the Digital Asset Management Program, which is designed to capture Chamber debates in digital format and make them available for electronic distribution.

Creating the House of Commons Heritage Collection Web Site: The House Administration continued to develop the House of Commons Heritage Collection Web Site for Members of Parliament and the public. This site, currently 50% complete, will be a valuable tool as it will offer historical information on the fine art and artifacts at the House of Commons, descriptions of its heritage spaces and on-line access to images. The House Administration receives hundreds of inquiries about these subjects each year.

⁶ www.parl.gc.ca

2. Moving Ahead With Renovations

Key Result

- Appropriate facilities for Members of the House of Commons and preservation of a national symbol of historical significance.

Renovation and planning activities focused on providing Members and Administration employees with the facilities and services that help them in their work.

In light of the government's expenditure review of all major capital projects, the Administration re-examined House priorities in the *Long-Term Vision and Plan for the Parliamentary Precinct*.⁷

The House Administration continued to provide expertise to cross-institutional steering committees on urban planning in the parliamentary precinct and on construction and renovation issues. In particular, it focused on critical House objectives concerning security, sustainability, heritage conservation, Members' accommodations and site services.

Planning a New Building for the Parliamentary Precinct

The Administration's review of House priorities in the long-term plan for the parliamentary precinct highlighted the importance of the new building proposed for the corner of Bank and Wellington streets, which will include 12 new committee rooms, a multimedia operations centre with television control rooms, and offices for parliamentarians and committee-related services. This building is a key stage in the sequencing of all other projects and will help to minimize disturbances to parliamentary business. As part of the architectural competition for the new building, the House Administration participated in the evaluation of design proposals submitted by the five finalists.

In preparation for the new building, a committee room prototype was developed so that the Administration could test the type of facilities committees would need. This two-year project was completed in 2003-2004. Numerous tests were conducted, especially regarding information technology, and adjustments were made to the room design. Members of Parliament, including members of the Liaison Committee, composed of the chairs of all standing committees, and other user groups visited the prototype room to further validate the design and technical criteria. Their findings were consolidated into a project workbook that provides architectural and technological guidelines for future committee rooms.

⁷ http://www.collineduparlement.gc.ca/text/ltvpfull_e.html

Updating the Chamber Infrastructure

The Chamber's technological infrastructure has been upgraded to meet Members' needs and respond to recommendations by the Special Committee on the Modernization and Improvement of the Procedures of the House of Commons. Phase one of this initiative was completed in 2003-2004 and involved installing a wireless simultaneous interpretation system and replacing cameras and the supporting electrical infrastructure. A data network was also installed, giving Members access to the same type of services available on their office computers.

Renovating the Library of Parliament

Renovations to the Library of Parliament progressed in 2003-2004. The objective of these renovations is to increase collection space and update the information technology used by Library employees. The House Administration continued to provide professional expertise to the Library and Public Works and Government Services Canada (PWGSC), and ensured that information technology and security infrastructure systems were installed as specified in the tender documents.

Consolidating Accommodations for Administrative Services

The House Administration has begun work to consolidate administrative services in a more organized manner and in adequate workspaces, which will optimize service delivery to Members. In 2003-2004, an overall accommodation strategy was developed along with a functional program for the temporary facilities that services will occupy during renovations to the Wellington and La Promenade buildings. Relocation of Information Services Directorate personnel to 181 Queen Street began in the spring of 2004. The House Administration also finalized its requirement to consolidate all trades services in a more suitable environment.

3. Providing Appropriate Security

Key Result

- A secure and functional environment for Members of the House of Commons, employees and visitors to the parliamentary precinct.

Providing for contingencies and ensuring that security information is shared are two ways in which the House Administration maintains a secure workplace and a safe national site for the public.

Establishing an Alternate Operations Centre for Security Services

An Alternate Operations Centre was established to ensure the House Administration is able to respond to emergency situations should the primary Operations Centre be incapacitated. In addition, an upgraded communications infrastructure was put in place to ensure continued delivery of wireless security communications. Both initiatives are key elements in providing a safe, secure environment and ensuring business continuity on Parliament Hill.

Improving Tools for Information Sharing

The House Administration completed an assessment of its software needs for sharing security information and incorporating it in strategic planning and decision-making. Based on the assessment, it purchased specialized software for exchanging security information and compiling and presenting security data.

4. Investing in People

Key Result

- An effective, competent and committed workforce to serve Members of the House of Commons.

The House Administration continued to work on the fundamentals of a successful service organization: comprehensive training, policies and practices that promote the sound stewardship of human and financial resources, and a workplace culture that recognizes employees' efforts.

Modernizing Human Resources Practices

Classification Renewal: The Administration had previously tested and selected a system to evaluate and classify all types of work performed at the House. Over the past fiscal year, all jobs were evaluated under the system. Through classification renewal, the Administration has ensured its classification process reflects the challenges and skill requirements of today's workplace.

Vital Signs: As of March 2004, the new classification standard and pay scale applied to approximately 90% of House employees who are subject to the Administration's classification renewal process. Negotiations were ongoing for the remaining 10%.

Staffing Policy: In 2003-2004, the House Administration updated and approved its staffing policy to introduce modern and transparent staffing practices. The revised policy promotes fundamental principles such as fairness and valuing employees, and encourages a balance between recruitment and workforce renewal and the development of current employees. Revision of the staffing policy took place within a multi-year policy development framework to set corporate policy priorities.

Succession Planning: Throughout the House Administration, various services developed succession plans and took steps to ensure that employees have the skills to fill positions within the organization. To provide flexibility for the Clerk and Deputy Clerk with regard to succession planning, Procedural Services revised various management positions to reflect new duties and levels of responsibility. The Office of the Law Clerk and Parliamentary Counsel developed a new organizational structure to provide for ongoing staff development and the eventual succession of the Law Clerk and Parliamentary Counsel.

Page Program: The House Administration modernized the House of Commons Page Program to enable the House to compete for highly qualified candidates. Pages work part-time serving Members and House Officials while studying at one of the universities in the National Capital Region.

Managing Performance

Competency-based Processes and Tools: Competency profiles were developed for a variety of positions, including managers, advisors/analysts, deputy principal clerks, lawyers and legislative editors. Various services throughout the House Administration used these competency profiles to determine employees' professional development needs and provide individual and group training. Corporate Services used competency profiles for its managers and advisors/analysts as part of its performance management initiative, a component of its long-term Human Resources Strategy. Security Services competency measurements were used for staffing and performance management. Security Services also created a People Effectiveness Branch, which is using competency profiles to work toward finalizing coaching certification for all supervisors and managers by June 2004.

Vital Signs: As a result of its Career Management Program, begun three years ago, approximately 50% of Security Services employees have now been recruited, promoted or assigned based on competency measurements.

Recognition of Achievement: Corporate Services launched a formal recognition program to celebrate its employees' achievements in a number of categories, including client service, leadership, enhancing the work environment and promoting teamwork. The first awards ceremony was held in June 2003. An informal recognition initiative was also launched in 2003 to promote an organizational culture that acknowledges employees' contributions on an ongoing basis. Other services within the House Administration continued to recognize their employees' contributions through a variety of initiatives.

Learning Opportunities: During 2003-2004, Procedural Services provided training on Web publishing and PRISM. Procedural training seminars were enhanced, and procedural clerks received operations-specific training through rotations into new organizational units. Procedural Services also continued to offer and promote learning opportunities in parliamentary procedure for House of Commons employees and partners who want to gain a better understanding of the core business of the institution in which they work.

Following the development of the leadership profile, Corporate Services offered leadership-oriented training to its managers on effective resource management. It also offered seminars for all House of Commons managers on such topics as motivating employees, teamwork and change management.

Maintaining a Safe, Healthy and Diverse Workplace

Employment Equity: The House Administration is revising its employment equity policy and program based on its commitment to a diversified workforce that reflects Canada's population. It completed research on best practices and consulted with management and employees to implement a policy and program for promoting awareness of diversity issues in the workplace.

Occupational Health and Safety: Consultation began on a modernized occupational health and safety policy. The draft policy takes into consideration current best practices and initiatives for resolving problems and addressing changes to the *Canada Labour Code*⁸ Part II.

⁸ <http://laws.justice.gc.ca/en/L-2/index.html>

5. Improving Communications

Key Result

- Improved communications tools and support for Members of the House of Commons and the Administration.

By introducing the latest technology, the House Administration gave Members and their staff greater access to services and increased the performance of communications systems.

Improving Constituency Communications

The House Administration introduced a high-speed communications network between the parliamentary precinct and constituency offices across Canada. Members and their staff now have greater access to existing House of Commons services through the IntraParl Web site, including Web-based training and on-line printing services. The infrastructure uses the latest technology to give clients access to House of Commons data and resources through as many different avenues as possible, including the Internet and wireless communications tools.

Streamlining E-Mail Management

Over the past year, the House Administration took steps to enhance e-mail performance and management, improve information technology security and deal with virus issues. These measures included acquiring anti-spam technology and dedicating more resources to preventing security vulnerabilities or eliminating them in a timely fashion.

6. Reviewing and Reporting on Performance

Key Result

- Continuous improvement of management practices to better serve Members of the House of Commons.

The House Administration continued to promote risk management and review activities and encourage their use throughout the organization. It strengthened environmental activities by joining with its partners on Parliament Hill and recognizing employees' innovative ideas.

Strengthening Management Practices

Risk assessment and review activities enable the House Administration to make informed decisions and improve its management practices. The House Administration ensured that all of its review activities in 2003-2004 included the identification of risks, related mitigation strategies and critical success factors. Service areas continued to integrate risk assessment into their project management planning activities.

Using the Multi-Year Review Plan as the foundation for identifying high-priority and high-risk areas, various risk assessments were carried out. A risk assessment of the legacy informatics business environments that support procedural services was undertaken, as were risk assessments of the financial and the human resource practices within the House Administration.

Environmental Management

Through its environmental management plan, the House of Commons Administration pursued a number of initiatives to promote a cleaner, healthier environment on Parliament Hill.

Partners for a Green Hill: The Senate, the House of Commons and the Library of Parliament merged their environmental programs and are standardizing and updating their current environmental practices and developing new programs to promote environmental protection. Activities in 2003-2004 included modernizing the PaperSave program and the multi-material recycling centres to make them easier to use and to increase their capacity.

2003 Environmental Awards: The Administration presented its annual Environmental Awards in recognition of efforts to make Parliament Hill a more environmentally healthy place. Through these initiatives, the Administration reduced the amount of waste sent to landfill sites by reducing the use of plastic plates, introducing a paper towel composting program and turning materials salvaged from the Library of Parliament renovation into retail products, such as maple leaf pins made from copper roofing.

Greening Procurement: The House of Commons Administration has built environmental criteria into its purchasing and tendering decisions in a more systematic way by introducing standard environmental clauses into its competitive procurement processes.

Vital Signs: The House Administration refurbished 235 desktop computers and returned them to use, resulting in savings of over \$235,000. It also reduced paper consumption by putting publications on-line — the *Members' Allowances and Services Manual* alone could save some two million pages over the next four to five years.

III. Expenditures Report 2003-2004

Total 2003-2004 Main Estimates for the House of Commons were \$324.8 million, which represented a year-over-year net increase of \$12.4 million or 4.0%. Supplementary Estimates of \$12.2 million in statutory authorities and \$2.9 million in voted appropriations (total of \$15.1 million) were received. Statutory authorities were subsequently decreased by \$1.2 million to equal the year-end statutory expenditures, decreasing the total authorities for 2003-2004 to \$338.7 million.

The statutory authorities increase in Supplementary Estimates covered the additional costs incurred for the revised annual salaries and allowance of Members and House Officers; an actuarial adjustment for the Members of Parliament Retirement Compensation Arrangements Account; and a transfer of funds from voted to statutory funds to reflect the accounting entries of expenses related to the High-Speed Communications Network for Members and their constituency offices. The additional voted appropriations were necessary to meet the following major requirements:

- obligations arising from salary increases for unrepresented employees and the Classification Renewal Program;
- the increased workload and resolution of issues of quality in parliamentary publications; and
- development of new Web sites for House of Commons committees.

Total authorities amounted to \$338.7 million against which actual expenditures of \$333.1 million have been charged, leaving unspent funds of \$3.6 million relating to Members' activities and \$2.0 million to those of the House Administration.

Financial Table 1

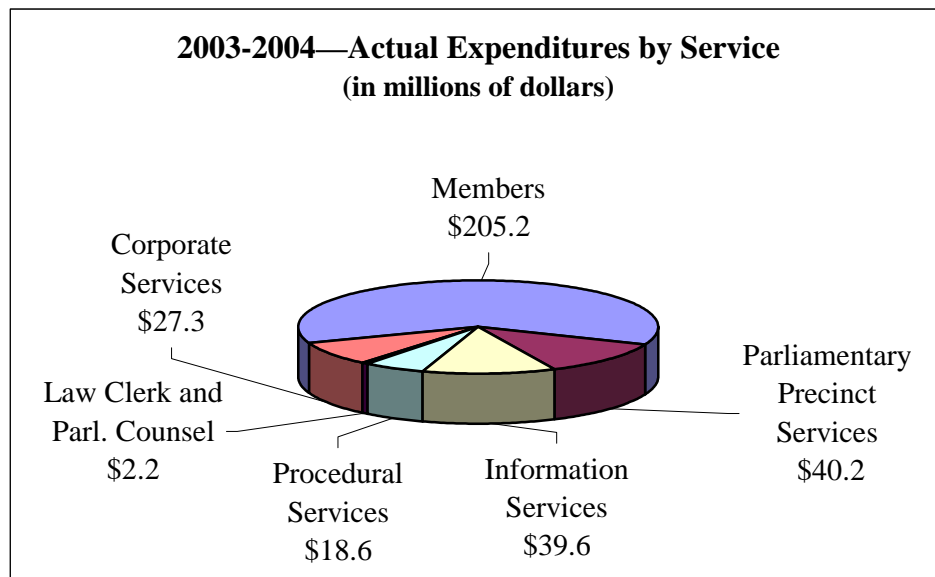
2003-2004—Planned versus Actual Spending by Authority (thousands of dollars)					
Vote	Program Name	Planned Spending*	Supplementary Estimates and Statutory Adjustments	Total Authorities	Actual Spending
5	Program Expenditures	205,515	2,908	208,423	202,806
(S)	Members of the House of Commons - Salaries and allowance of Officers and Members of the House of Commons under the <i>Parliament of Canada Act</i> and contributions to the Members of Parliament Retiring Allowances Account and the Members of Parliament Retirement Compensation Arrangements Account	90,586	13,959	104,545	104,545
(S)	Contributions to employee benefit plans	28,686	(2,904)	25,782	25,782
Total—House of Commons		324,787	13,963	338,750	333,133
* Refers to the 2003-2004 Main Estimates					

Financial Table 2

2003-2004—Actual Spending by Business Line (thousands of dollars)								
Business Lines	Salaries and Other Personnel Costs	Employee Benefit Plans	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Revenues Netted Against Expenditures	Total Net Expenditures
Constituency	141,545	12,593	57,512	4,330	-	215,980	(238)	215,742
Chamber	11,793	2,074	3,271	757	-	17,895	(22)	17,873
Committees	12,010	1,807	3,899	504	1,133	19,353	(60)	19,293
Caucus	16,017	2,837	5,617	532	-	25,003	(75)	24,928
Institution	35,283	6,471	10,097	4,064	-	55,915	(618)	55,297
Total	216,648	25,782	80,396	10,187	1,133	334,146	(1,013)	333,133

Financial Table 3

2003-2004—Actual Spending by Business Line for Each Service (thousands of dollars)							
Business Lines	Members' Activities	Parliamentary Precinct Services	Information Services Directorate	Procedural Services	Office of the Law Clerk & Parl. Counsel	Corporate Services	Total
Constituency	186,377	10,726	12,643	19	364	5,613	215,742
Chamber	-	4,802	7,623	4,481	653	314	17,873
Committees	-	3,560	4,525	10,056	364	788	19,293
Caucus	18,855	3,896	611	19	28	1,519	24,928
Institution	-	17,218	14,223	4,035	810	19,011	55,297
Total	205,232	40,202	39,625	18,610	2,219	27,245	333,133



Appendix A: Accomplishments for 2003-2004 by Lines of Business

The chart below indicates the accomplishments of the House of Commons Administration against commitments in its *Report on Plans and Priorities 2003-2004*.

Priority Areas	Lines of Business					Benefits to Members	Accomplishments in 2003-2004
	Committees	Chamber	Caucuses	Constituencies	Institution		
1. Improving Information Resources for Members							
Preparing for the 38th Parliament	✓	✓	✓	✓	✓	Election-related services before, during and following an election.	Developed package to send to Members the day after the election, Web site and orientation sessions.
Modernizing the <i>Members' Allowances and Services Manual</i>			✓	✓	✓	New on-line access to information on Members' allowances and services.	Project completed. Manual put on-line and paper version updated.
Enhancing PRISM	✓	✓			✓	Greater capacity for research and retrieval of parliamentary proceedings and other information.	Launched and enhanced modules for committee business, conference management and the drafting of bills. Quality assurance program introduced.
Managing legal and legislative information	✓	✓			✓	Timely and more accurate turnaround of bills, amendments and legal matters.	Began enhancement of file management systems, continued to develop LIMS.
Upgrading the Integrated Resource Management System	✓	✓		✓	✓	Improved tools for the management of financial, human and materiel resources for Members.	Upgraded financial and salary management modules, the financial reporting system for committees and the annual leave system.
Providing resources on parliamentary procedure	✓	✓			✓	Enhanced resources on parliamentary procedure.	Introduced and updated on-line versions of resources, planned for new Web sites; provided workshops to Members and staff.

Priority Areas	Lines of Business					Benefits to Members	Accomplishments in 2003-2004
	Committees	Chamber	Caucuses	Constituencies	Institution		
Supporting parliamentarians' international activities	✓	✓			✓	Enhanced knowledge of international activities and Web tools to manage international activities and events.	Continued preparations for 50th Annual Commonwealth Parliamentary Conference; participated in international events.
Providing Web access to parliamentary proceedings	✓	✓		✓	✓	Enhanced access to parliamentary proceedings.	Live televised Chamber proceedings and live audio from committees available to parliamentarians and public on the Web. Design and procurement activities carried out for the Digital Asset Management Program.
Creating the House of Commons Heritage Collection Web Site				✓	✓	Access for Members and the public to information on art, artifacts and heritage spaces.	50% complete.
2. Moving Ahead with Renovations							
Planning a new building for the parliamentary precinct	✓		✓		✓	More functional work environment with no disruption to service during renovations.	Technical evaluation of design proposals; testing of prototype committee room completed.
Updating the Chamber infrastructure		✓			✓	Improved technological infrastructure in the Chamber.	Phase one completed.
Renovating the Library of Parliament					✓	Preservation of architectural heritage, and access to increased collection in Library and to more sophisticated library information technology.	Information technology and security infrastructure installed as specified.

Priority Areas	Lines of Business					Benefits to Members	Accomplishments in 2003-2004
	Committees	Chamber	Caucuses	Constituencies	Institution		
Consolidating accommodations for administrative services	✓	✓	✓	✓	✓	Optimal functioning of administrative services.	Strategy developed; some personnel relocated.
3. Providing Appropriate Security							
Establishing an Alternate Operations Centre for Security Services		✓	✓		✓	A safe and secure environment for Members, employees and visitors.	Centre established; communications infrastructure updated.
Improving tools for information sharing		✓	✓		✓	A safe and secure environment for Members, employees and visitors.	Needs assessment completed and specialized software purchased.
4. Investing in People							
Classification renewal					✓	A competent, flexible and committed workforce able to meet current and future needs of Members.	All jobs evaluated; new standard applied to about 90% of employees.
Staffing policy					✓	Policies that meet the needs of the House's unique environment.	Updated and approved staffing policy to introduce modern and transparent staffing practices.
Succession planning	✓	✓			✓	A competent, flexible and committed workforce able to meet current and future needs of Members.	Succession plans developed for various services.
Page Program		✓			✓	Ensure highly qualified pages to assist Members.	Program modernized.
Competency-based processes and tools	✓	✓			✓	A competent, flexible and committed workforce able to meet current and future needs of Members.	Competency profiles developed and used for training, staffing and performance management.

Priority Areas	Lines of Business					Benefits to Members	Accomplishments in 2003-2004
	Committees	Chamber	Caucuses	Constituencies	Institution		
Recognition of achievement					✓	A competent, flexible and committed workforce able to meet current and future needs of Members.	Formal and informal employee recognition programs launched.
Learning opportunities					✓	A competent, flexible and committed workforce able to meet current and future needs of Members.	Training offered in parliamentary procedure, PRISM and Web publishing.
Employment equity					✓	Policies that meet the needs of the House's unique environment.	Continued to revise employment equity policy and implement program.
Occupational health and safety					✓	Policies that meet the needs of the House's unique environment.	Consulted on modernized occupational health and safety policy.
5. Improving Communications							
Improving constituency communications				✓	✓	Better communication links between the Hill and constituency offices.	Introduced high-speed communication network for constituency offices.
Streamlining e-mail management	✓	✓	✓	✓	✓	Enhanced tools to help Members simplify e-mail management.	Enhanced e-mail performance and management, and improved security.
6. Reviewing and Reporting on Performance							
Strengthening management practices					✓	Sound management practices and effective risk management.	Risk assessment of the retirement of PRISM legacy systems; carried out assurance services; preliminary survey of human resources function.

Priority Areas	Lines of Business					Benefits to Members	Accomplishments in 2003-2004
	Committees	Chamber	Caucuses	Constituencies	Institution		
Environmental management					✓	Reduction of environmental risks in the workplace.	Partners for a Green Hill formed; Environmental Awards held; procurement processes include environmental criteria.

Appendix B: Service Areas of the House of Commons Administration

The five service areas of the House Administration are geared towards meeting the needs of Members as they carry out their roles as legislators and representatives of their constituents in the Chamber, in committee, in the constituency and in caucus. The Administration also supports the institution of the House of Commons by providing continuity from one Parliament to the next, preserving parliamentary traditions and decisions, ensuring a stable infrastructure for Members in the democratic process and providing opportunities for Canadians to learn about Parliament.

1. Corporate Services

The mandate of Corporate Services is to support the work of Members, the Speaker, the Board of Internal Economy, managers and employees throughout the House Administration. The functions of each of the Corporate Services directorates are described briefly below.

Policy and Financial Planning supports Members and House Administration staff in establishing strategic and operational financial resources plans, ensuring budgetary control and reporting on the use of House resources. It supports the House Administration in the research and development of human resources, health and safety, and financial and materiel management policies. It is also responsible for providing strategic advice to the Board of Internal Economy and senior management on the House Administration's financial matters, as well as on the allowances, services and entitlements of Members, House Officers, and parliamentary committees and associations.

Financial Management Operations includes two sections. The *Financial Management Section* provides financial services and ensures the consistent application of professional accounting and financial management standards and practices. As well, it ensures the integrity and timeliness of financial information, analysis and advice, and develops processes and systems for clients to report on financial accountability. The *Materiel Management Section* provides functional and advisory services related to procurement, asset management, inventory management, warehousing and disposal services.

Human Resources provides consulting and advisory services in the fields of organizational design, classification, compensation, staffing, and pay and benefits. Other portfolios include learning, language training, harassment prevention, grievance management, collective bargaining and union/management relations. In addition, Human Resources organizes and coordinates community activities, such as the workplace charitable campaign and special events.

Occupational Health, Safety and Environment manages, promotes, coordinates and provides programs and services in the areas of health, safety and the environment for parliamentarians, employees of the House of Commons and constituency offices. These

programs include asbestos control, the Environmental Management System, ergonomics and the Employee Assistance Program.

Planning, Communications and Review partners with all five service areas to develop and deliver timely and integrated products, services and advice related to planning, communications and review, ultimately enabling the Administration to deliver services to Members as efficiently and effectively as possible.

Food Services provides various hospitality services to parliamentarians and their staff, House Administration employees and visitors to the Hill. These services are offered by the Parliamentary Restaurant and cafeterias located in different buildings. Food Services also provides a full catering service for a variety of functions.

Resource Information Management manages, develops and supports, in partnership with Information Services and functional partners, the application of financial, human resources and materiel management information within the Integrated Resource Management System. This service also ensures that the Integrated Resource Management System continues to evolve and to meet the requirements of its business partners.

2. Information Services Directorate

The Information Services Directorate provides advice, support and strategic direction concerning information technology; delivers integrated solutions, technologies and tools; and develops business strategies and delivers information services related to printing, parliamentary publications, television and radio, the Internet and the broadcasting of parliamentary events.

The Information Services Directorate includes the following service units:

Printing Services provides a wide variety of products and services, including creative and graphic design, desktop publishing, scanning, photocopying, pre-press, electronic and offset printing, and bindery services. Consultation and planning services are also provided in the preparation of documents to be printed. The products include householders, ten percenters, personalized stationery, parliamentary publications and demand print services, as well as other parliamentary business information material.

Parliamentary Publications produces parliamentary information in both official languages and ensures its availability to Members and the general public through a variety of media. This work involves the capture, transcription, editing and publishing of the *Debates of the House of Commons*, the proceedings and evidence of both House and joint committees, committee reports, government and Private Members' bills and analytical indexes.

Multimedia Services provides information services including the parliamentary Web sites and the Parliamentary Television and Radio Network, which gives on-campus viewers access to parliamentary events and cable, satellite and information channels. It televises

the House of Commons debates and committee meetings, webcasts them to the parliamentary Web sites and works in partnership with CPAC (the Cable Public Affairs Channel) to broadcast them across Canada. It also provides the technical staging of parliamentary committee meetings and events in the Chamber. It provides similar services on a cost-recovered basis to the Senate of Canada. Multimedia Services also sets standards and provides technical support to Members for the televisions and related equipment in their Hill offices.

Information Technology Operations is responsible for planning, designing, managing and supporting the Parliamentary Precinct Networks (broadband, fibre optic and Ethernet); providing ongoing management, maintenance and support of all corporate and client servers, network services and infrastructure communication devices; providing direction in the planning, management and support of new information technologies provided to network users and staff in constituency offices; and responding to new and standard technologies designed to meet client and business needs by providing analysis, consultation, support and training services. Information Technology Operations also coordinates all information technology functions within the Long-Term Architectural Planning Office for all renovation and construction projects in the parliamentary precinct and implements precinct-wide technology strategies, designs and directions developed by the House of Commons in collaboration with stakeholders such as the Senate and Library of Parliament.

Systems Integration and Application Development is responsible for establishing the strategic direction for the development and maintenance of House-wide secure automated information systems and for the delivery of information technology systems, products and services to its clients. This work includes assistance in the management of their information technology portfolios by providing a business technology plan, project management support, the architecture and design of integrated databases and the development of specialized, integrated information technology solutions to meet clients' evolving business requirements. Systems Integration and Application Development is also responsible for information management at the House of Commons by providing guidance on the effective management of the lifecycle of information holdings and information services.

3. Office of the Law Clerk and Parliamentary Counsel

The Legislative Counsel Office and Legal Services are two services within the Office of the Law Clerk and Parliamentary Counsel. They offer comprehensive legal and legislative counsel services to the Speaker, the Board of Internal Economy, Members and House managers.

Legal Services offers legal advice and services with respect to constitutional and parliamentary law, the legal rights and immunities of Members, the legal powers of the House and its committees, labour and employment law, human rights law, conflict of

interest, contractual obligations and the application of federal laws to the business of the House. Legal Services is also increasingly involved in House Administration policy development and review and is constantly expanding its level of expertise and degree of specialization.

Legislative Counsel assists Members in the preparation of Private Members' bills and amendments to government bills and related legislative matters.

4. Parliamentary Precinct Services

Parliamentary Precinct Services serves Members, the Canadian people and visitors to the House of Commons by protecting life and property, maintaining peace and order, providing functional accommodations and related services, and safeguarding the heritage and traditions of the House of Commons. Its specific duties include the following:

The *Building Management Directorate* provides functional accommodation and related building support services, preserves the heritage assets of the House of Commons, provides delivery services and maintains internal and external partnerships.

The *Ceremonial Unit* maintains parliamentary traditions associated with the Office of the Sergeant-at-Arms, such as leading parades for the opening of the House and Royal Assent, safeguarding the Mace, preserving security and decorum in the Chamber and maintaining the Books of Remembrance.

The *Long-Term Architectural Planning Office* acts as the knowledgeable client, provides professional advice to the House of Commons, liaises with PWGSC on planning for long-term renovation and construction projects in the parliamentary precinct, and supports the implementation of the precinct-wide information technology and security strategy.

The *Construction Engineering Office*, as the construction authority for the House of Commons, provides program management strategies, project implementation oversight, coordination and professional advice related to construction, technology and design.

The *Parliamentary Press Gallery* provides the technical and administrative infrastructure for the Canadian Parliamentary Press Gallery.

Security Services is responsible for protecting life and property and maintaining peace and order in the precinct. It maintains a ceremonial role in the Speaker's parade and in the daily changing of the page in the Memorial Chamber's Books of Remembrance. It also maintains liaison with a variety of agencies, including the RCMP and provincial and municipal police forces.

Parking Enforcement is responsible for the allocation and management of parking and the enforcement of parking regulations on the grounds of Parliament Hill.

5. Procedural Services

Procedural Services provides a full range of procedural and legislative services to the Speaker, Members and Officers of the House of Commons, including preparing the official agenda and record of proceedings of the House and committees, and maintaining House papers and records. It also provides a secretariat function to the Chamber and committees and organizes Parliament's participation in the activities of international parliamentary associations and official exchanges.

The *Committees Directorate* provides the necessary procedural and administrative support to all standing, special, joint and legislative committees and is responsible for the safekeeping of all committee documents. The Directorate also manages the report stage of bills.

The *House Proceedings Directorate*, which is also responsible for information management in Procedural Services, is composed of:

The *Journals Branch*, which is the House of Commons secretariat, providing support to the conduct of House business and producing the *Order Paper* and *Notice Paper*, the *Projected Order of Business*, the *Status of House Business* and the *Journals*. It provides support and expertise on Private Members' Business and advises on procedural matters arising in relation to Private Members' Business, petitions and adjournment proceedings. The Journals Branch is also responsible for the Page Program, which employs first-year university students recruited from across Canada to serve Members in the Chamber and perform other office duties.

The *Table Research Branch* is the centre of research, analysis and training on parliamentary procedure. It provides information, advice and briefings to the Speaker, Members, Table Officers and other legislatures. The Branch also manages a database of procedural references and the process for updating the *House of Commons Procedure and Practice* manual.

The *International and Interparliamentary Affairs Directorate* includes *Parliamentary Exchanges and Protocol*, which oversees relations with other parliaments, arranges visits by heads of state and heads of government to the Parliament of Canada, organizes Speaker-led delegations abroad and receives such incoming delegations, and manages the Parliamentary Officers Study Programme (formerly known as the Parliamentary Cooperation Programme). The Directorate also includes *Parliamentary Associations*, which administers the recognized parliamentary associations and friendship groups, coordinates interparliamentary conferences and serves as secretariat to the Joint Interparliamentary Council.