CANADA

House of Commons
Administration

Report on Plans and Priorities

2004 - 2005

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BOARD OF INTERNAL ECONOMY   **BUREAU DE RÉGIE INTERNE**

Foreword by the Speaker of the House of Commons

As Speaker of the House of Commons and Chair of the Board of Internal Economy, I am pleased to present the *Report on Plans and Priorities of the House of Commons Administration 2004-2005*.

The report outlines the upcoming activities of the House Administration and highlights a collaborative effort to improve service delivery to Members and their staff, as well as to develop new tools and services. Through this work, the Administration provides Members with the support and services they need to serve Canadians and represent Canada's Parliament around the world.

An important theme in this report is the transition to the 38th Parliament. This initiative requires careful planning and attention to the needs of Members. Drawing on the activities and commitment of employees across the organization, the Administration plays an important role in providing continuity, expertise and service from one Parliament to the next.

In addition to this special effort, the House Administration will proceed with many other ongoing and new activities. While this report focuses on key projects for the coming year, it is also through the day-to-day work of employees that the House Administration achieves its objectives. Their commitment and professionalism mean exceptional results for Members of Parliament.

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

Introduction by the Clerk of the House of Commons

The *Report on Plans and Priorities 2004–2005* sets out the House Administration's goals for the upcoming fiscal year and how it plans to achieve them. It describes activities in all areas of the Administration's responsibility, from improving information management and communications to ensuring that buildings are safe, up-to-date workplaces, and that employees have the skills and abilities they need for the future.

The Administration is readying itself to offer the specialized services Members require in the period surrounding a general election. The services provided to new, returning and departing Members touch on every subject from office administration to pay and benefits, and parliamentary procedure. They require careful planning and the participation of partners like the Library of Parliament. They also highlight the Administration's role in providing institutional continuity from one Parliament to the next.

In 2004–2005, attention will also turn to international partnerships as Canada hosts the 50th Commonwealth Parliamentary Conference. The Parliament of Canada, in co-operation with the legislatures of Ontario and Quebec, is organizing this event, where delegates from across Canada and around the world will discuss global political issues and the parliamentary system of government.

Technology will be a key factor in improving services for Members, allowing them to access and manage the information they receive, through the introduction of mobile communications services and e-mail management strategies. In addition, Canadians will find more on-line resources about committee activities and the day-to-day business conducted in the Chamber. A number of new Web sites are also planned to facilitate Members' international parliamentary activities and to provide easier access to information on services and procedural, legal and legislative matters.

The House Administration will also work on various ongoing plans and projects targeting the physical infrastructure, security and human resources. It continues to develop plans for a new building at the corner of Bank and Wellington to ensure that the design specifications reflect the needs of parliamentarians. Renovations to the Library of Parliament, upgrades to Chamber technology and renovations to buildings that house administrative services are some examples of the activities that the Administration will focus on over the coming year.

Staff development, enhanced security measures and the preparation of an overall emergency management plan are some of the activities planned to improve the safeguarding of the Parliamentary Precinct.

Human resources is another area where policies and programs contribute to build a solid foundation for the future. This is very important as more and more employees draw close to retirement. The introduction of its new staffing policy and related programs in 2004–2005 will help the Administration recruit and retain employees. The completion of the classification renewal process will ensure the Administration continues to reflect a modern employment market.

As Clerk of the House of Commons, I have great confidence in the ability of Administration employees to continue providing Members with excellent service. I look forward to working with them and to reporting on the results of the initiatives described in this report.

William C. Corbett,
Clerk of the House of Commons

I. Overview of the Organization

The House Administration

The House Administration supports Members by providing the programs and services they need to play their part in Canada's parliamentary system of government.

The legislative basis for the House Administration lies with the *Parliament of Canada Act*. This Act delegates the management of the Administration to the Board of Internal Economy, chaired by the Speaker of the House of Commons. The powers and authority of the Board flow from this Act, the *Standing Orders of the House of Commons*, and the *Parliamentary Employment and Staff Relations Act*. 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.

Members, the Chamber, committees, House Officers and the caucuses are supported by the resources and services administered under the Clerk of the House of Commons, who is Secretary to the Board of Internal Economy and who, as senior official of the Administration, reports to the Speaker.

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 in the areas of finance; human resources; resource information management; occupational health, safety and environment; planning, communication and review; and food services.

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

- **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.

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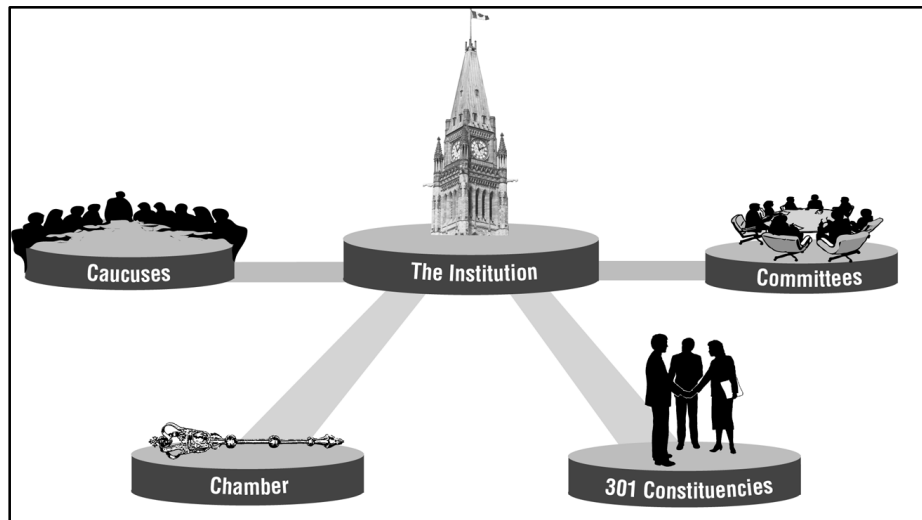
The Administration supports Members of the House of Commons in their four lines of business: in the Chamber, in committee, in the constituency and in caucus.

- In the Chamber, Members participate in debates, consider legislation and vote. 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 program estimates 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 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 provides a range of services for the party caucuses, such as ensuring meeting rooms are prepared and secure.

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

Corporate Priorities

The House Administration carries out its activities within a standard framework of six priorities, which form the structure for this report. A special priority — Towards the 38th Parliament — has been added to the report to reflect the impact of an anticipated new Parliament on the Administration's work and the related services it offers Members.

Plans and activities are structured according to the following priorities:

- Towards the 38th Parliament

- Improving Information Resources for Members

- Moving Ahead with Renovations

- Providing Appropriate Security

- Investing in People

- Improving Communications

- Reviewing and Reporting on Performance

II. The Year in Context

As the current Parliament enters its fourth year, the House Administration is preparing for the next general election. These preparations for the start of a new Parliament will be priorities for the Administration in 2004–2005.

Following an election call, parliamentary activities are suspended and there is a change in focus for the House Administration. Efforts shift from providing the standard services that support Members in their lines of business, to preparing for the specialized services needed by new or re-elected Members and those not returning to Parliament. These services range from advice on setting up an office, to information on pay and benefits, and briefings on committee work and procedures in the Chamber.

The opening of Parliament after a general election involves many special activities, from electing a Speaker by secret ballot to preparing the seating plans, the parliamentary publications necessary for the first sitting day and the correct onscreen identification of Members for televised events. Each activity requires rigorous preparation by the House Administration. Early in a new Parliament there is also an increase in operational demand and workload, as the Administration helps Members and their staff become acquainted with their new environment and activities. The Administration must ensure that it can respond to this demand.

The transition to a new Parliament has historically been a time when Members consider opportunities for changing procedural rules to reflect emerging needs. Discussions on procedural reforms are ongoing both at the Canadian House of Commons and in legislatures around the world. As it has done in the past, the Administration will continue to offer timely and impartial advice on this subject to Members.

From an internal perspective, changing demographics increasingly affect the Administration's operating environment. All sectors of the economy will see increasing numbers of employees retire between 2005 and 2020. The impact will be felt more acutely by the public sector, and the House Administration in particular, because its workforce is older than the Canadian average. Already, the number of employees, including managers, over the age of 50 is about 30%. Over the next 15 years, a significant percentage of House Administration employees will be eligible for retirement.

The Administration must therefore attract and retain a new generation of young professionals, and must ensure there are trained replacements for departing employees. Its success in this regard will enable it to provide high quality services to Members over the long-term.

National and international partnerships will play an important role in the coming year as the Administration works with provincial colleagues to prepare for the 50th Commonwealth Parliamentary Conference. The conference, to be held in Canada in

the fall of 2004, will give parliamentarians from around the world the opportunity to discuss global political issues and developments in the parliamentary system.

Ongoing partnerships with other organizations active on Parliament Hill are also important to the Administration's operating environment. The Administration maintains a close relationship with the Senate of Canada and the Library of Parliament. Public Works and Government Services Canada (PWGSC) is a key partner in construction and renovation projects, as is the National Capital Commission in terms of public activities on the Hill. And in matters of security, the Administration maintains close ties with the Royal Canadian Mounted Police. Sustaining and developing these partnerships enable the organizations concerned to coordinate activities and build upon each other's strengths to serve Members effectively.

III. Plans and Priorities for 2004–2005

This section describes the Administration's priorities for 2004–2005, focussing on related activities, expected outcomes and benefits for Members, their staff and Administration employees. A chart summarizing these activities is provided in Appendix A.

1. Towards the 38th Parliament

> **Expected Outcome**
>
> Appropriate information and support to new, re-elected and departing Members in the period surrounding a general election.

Preparations for the transition to a new Parliament begin well in advance of an election call since these activities require extensive planning and draw on the skills of employees from across the House Administration and its partner organizations. The Administration has taken steps to ensure that new, re-elected and departing Members have the support they require before, during and after the next general election. One of the important features of this initiative is that it offers Members and their staff a variety of options for obtaining information.

All new or re-elected Members will receive a kit containing the key information and contacts they require in the days following their election. A new Web site, *Towards the 38th Parliament*, will offer quick access to administrative and procedural information. The Administration will also produce a directory with Members' photographs, addresses, fax numbers and telephone numbers.

During the first few months of the 38th Parliament, an information and business centre will regroup key services to assist new and returning Members. House of Commons representatives will be on site to answer questions from Members and their staff, and an information hotline will also be available. At the Centre, Members will have access to temporary offices while awaiting permanent accommodations. Services such as Pay and Benefits will be on site as well.

Orientation sessions will be offered to Members before the opening of Parliament to brief them on the services and support available to them in their roles as legislators and constituency representatives. Information sessions will focus on setting up an office, hiring staff, parliamentary procedure and law, and the committee system.

The Administration will also join forces with the Library of Parliament to offer a series of seminars on various aspects of work on the Hill, including accessing House and Library services, researching, handling constituent inquiries and understanding parliamentary proceedings. These seminars will be available on demand to groups of Members' staff, researchers and others interested in better understanding the work of the House of Commons.

As is done at the beginning of each Parliament, Members will receive briefing documents on parliamentary committees. Work is underway to prepare for various procedural and administrative scenarios for a new Parliament, including possible changes in the number, size and composition of committees as well as the staff structure required to support them. The House Administration is also ensuring it can meet parliamentarians' growing demand concerning the scrutinizing of estimates, the annual planned expenditures of various federal organizations.

Benefits to Members

New, re-elected and departing Members and their staff have the information and support they require.

Members and staff have a greater range of options for obtaining information, including a telephone hotline, a Web site, information sessions and information kits.

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2.   Improving Information Resources for Members

> **Expected Outcome**
>
> Accurate, timely and impartial information and reliable support to Members of the House of Commons.

The House Administration views information as a fundamental corporate asset, which must be managed carefully to meet the needs and expectations of Members and the institution and to safeguard corporate memory. It will therefore continue to enhance its management systems to ensure information is reliable, easy to access and maintained for the future. It will also make greater use of the Web to provide access to information and will ensure that technological tools meet the needs of the people using them.

Developing New Web Sites

Canada's Parliament currently has a public Web site that provides Canadians with information about Parliament, Senators and Members, and the work they do. Also in place is an internal Web site (IntraParl) that provides parliamentarians and their staff with information and services to support them in their work. Over the next year, the House Administration will build on those sites to bring new content to parliamentarians and the public.

Committee Information: The Administration has investigated how its committee Web sites could be redesigned to better inform Canadians about the work of committees and prepare the necessary infrastructure for possible e-consultation initiatives. As a result, new Web sites for House of Commons committees will be launched at the beginning of the 38th Parliament. In addition to the basic information currently offered, such as lists of studies, notices of meetings, minutes and evidence, lists of members and reports, on-line visitors can learn about the mandate and history of committees. They will find enhanced information on committee meetings, members, procedure and studies as well. Web broadcasts of televised Chamber and committee meetings, and the audio from public committee meetings will also be offered.

International and Interparliamentary Affairs: This new Web site, to be launched during the next Parliament, will provide a calendar of parliamentarians' international activities and the programs and reports of these events. Parliamentarians can then forecast their international commitments, keep abreast of Canada's interparliamentary relations and enhance their knowledge of parliamentary diplomacy worldwide.

Today in the House of Commons: This site, to be developed in 2004–2005, will offer information on the business the House of Commons will consider on a particular day. For

example, an on-line visitor could click on a particular item of business in the electronic daily *Order of Business* and find related links, such as procedural information and pertinent documentation.

Legislative and Legal Information: Members will have greater access to legislative and legal information from the IntraParl site, including summaries of new statutes of interest to Members, fact sheets on the legal aspects of a Member's work, sample leases for constituency offices and information on Private Members' Bills.

Parliamentary Procedure: To better support the work of Members in the Chamber and in committee, the Administration is developing a Web site on parliamentary procedure. On-line materials will include the *Standing Orders*, the *Glossary of Parliamentary Procedure* and the electronic version of *House of Commons Procedure and Practice*. A new publication on parliamentary procedure designed especially for the Web will also be available. Intended to complement the more detailed and scholarly explanations found in the *House of Commons Procedure and Practice*, this publication will offer basic facts and amalgamate the information now found in the *Précis of Procedure* and various fact sheets and booklets.

Information Technology Support: The Administration plans to use the Web to deliver on-line information technology (IT) support services to Members, their staff and Administration employees. People will be able to find answers to frequently asked questions and common requests, and obtain general information on any service outages or scheduled maintenance. The first phase of this project will be to develop the IT Service Desk Web site.

Enhancing Information Management

Improving the Production of Committee Documents and Hansard Blues: The Administration is examining ways to improve service for committee evidence and Hansard blues, the first-run transcripts of Chamber proceedings. Working with internal and external partners, it will conduct a pilot project to provide more rapid electronic access to committee evidence. A similar project will be conducted to review the processes for Hansard blues and give Members more flexible tools for making revisions.

The Administration continues to work closely with the Library of Parliament and PWGSC's Translation Services to improve the process for drafting, revising and translating committee reports. While improvements have been made over the years, the increased complexity of the formatting and graphics, and the tight deadlines involved still pose some production challenges. A working group will be established to explore alternate tools for processing and formatting the more substantive or complex committee reports and posting them on the Web. The objective is to produce the paper copy and Internet versions in an efficient, cost-effective and timely manner.

***Modernizing the* Members' Allowances and Services Manual:** As a key step in its Information Management Program, the Administration is restructuring the *Members' Allowances and Services Manual*, simplifying the language for easier consultation and making it available on line. The manual is an important source of information for Members and House Officers on the services offered by the Administration and the by-laws, decisions and opinions of the Board of Internal Economy. The Web version will be introduced in 2004 to facilitate the searching and updating of information, and provide Members, House Officers and staff with links to other resources.

Replacing Computer Systems and Upgrading Software: In response to Members' requests for more up-to-date and faster technologies, the Administration will launch a project to replace computer systems and upgrade software. All House of Commons, Library of Parliament and Translation Bureau workstations will receive a new set of standard tools and services for their computers, collectively known as "Desktop 2004." This project also allows for the ongoing replacement of technologies as they reach the end of their planned life.

Managing Digital Assets: The Administration will capture televised Chamber and committee proceedings in digital format through its Digital Assets Management Program. The benefits are twofold: Members and staff will be able to view these proceedings quickly from their computers, and data will be stored more securely and efficiently. In 2004–2005, the House will develop and test a prototype system specifically for Chamber debates.

Managing Financial and Material Resources: Since its implementation, the Integrated Resource Management System has given Members a useful tool for managing financial and material resources in their Hill and constituency offices. The upgrade of the system's financial management module will be completed in 2004–2005, enabling the House Administration to improve information resources and offer enhanced services. For example, Members and their staff will be able to use the system wherever an Internet connection is available. A new on-line purchasing system will also enable Members to buy office supplies from an electronic catalogue and keep their budget balances up-to-date in real time.

Managing Legal and Legislative Information: Working with the Department of Justice, the Administration will improve the processes for the production of government bills, thereby increasing their overall accuracy and integrity. Following changes to the Standing Orders that affect Private Members' Bills and motions, the Administration will also continue to adapt its operations so that it can serve Members more efficiently.

The *List of Reports and Returns*, which must be tabled in the House at the beginning of each session, will undergo substantial work to make it more comprehensive and better organized. The List brings together in one convenient location the reports and other documents that must be tabled in the House according to federal legislation. The List is now available on the parliamentary Web site and IntraParl.

In 2004–2005, the Administration will move toward a comprehensive information management system for Legal Services. The system will improve file management, allow for faster and more accurate data retrieval and ensure secure automated litigation reporting. These tools will provide staff with better, faster and more flexible access to information, resulting in improved service to Members.

Promoting the Understanding of Parliamentary Procedure and Institutions

***Welcoming the Commonwealth Parliamentary Association*:** In 2004–2005, the House Administration will continue to work with its partners in the Senate and provincial legislatures to prepare for the 50th Commonwealth Parliamentary Conference. This conference will give parliamentarians the opportunity to discuss global political issues and developments in the parliamentary system. Approximately 600 delegates are expected to attend the event, which will begin in Ottawa on August 28, 2004, continue in Québec City and conclude in Toronto on September 9, 2004.

The size and complexity of the conference provide an opportunity to build on past best practices and take advantage of emerging technologies. The House Administration will develop a conference Web site and on-line registration system to better serve Canadian parliamentarians and international delegates alike. These features, combined with an enhanced database through the House-wide PRISM system, will then be used for future parliamentary conferences.

***Sharing Procedural Research*:** In 2004–2005, the Administration will begin work on the second edition of the *Annotated Standing Orders*, first published in 1989. The document provides a detailed analysis of each standing order, tracing its origins and evolution and providing examples of how it has been used and interpreted over time. The second edition, which will be published in late 2005 and offered on-line, will be an important addition to the procedural reference material available to the Speaker and other Members.

Other publishing efforts for 2004–2005 include the *Selected Decisions of Speaker Gilbert Parent*, an updated *Glossary of Parliamentary Procedure* and briefing material for the Speakers and Chair occupants.

Benefits to Members

Preservation of corporate memory, access to better-integrated information services and products, and enhanced data quality control.

New on-line access to information on legal matters as well as parliamentary business and procedure for both Chamber and committee proceedings.

Improved tools for managing human, financial and material resources for Members.

3. Moving Ahead with Renovations

> **Expected Outcome**
>
> Appropriate facilities for parliamentarians and preservation of the Parliament buildings.

In 2004–2005, the Administration will reach the halfway point in the first of five phases of the *Long-Term Vision and Plan for the Parliamentary Precinct.*[1] Implementation of first phase priorities will continue, subject to the government's program review, including design preparations for the new building in the Parliamentary Precinct, the renovation of the Library of Parliament, and planning for the renovation of the Wellington and La Promenade buildings.

To ensure that implementation of the long-term plan and associated construction projects meet House requirements, the Long-Term Architectural Planning Office will continue in its role of planning, coordination and liaison. A Construction Engineering Office has been created to provide strategic advice, professional and technical expertise, and construction oversight.

Upgrading Technology in the Chamber

The Chamber technology infrastructure is being upgraded to meet new demands and provide enhanced services to Members. The first phase, completed late in the summer of 2003, included a wireless simultaneous interpretation system for special events, a data network with electrical power to Members' desks, the replacement of cameras and the extension of services to accommodate seating for additional Members, if required. The second phase, which is planned for the summer of 2004, will include replacement of the sound systems and installation of infrastructure for possible future services, such as electronic voting.

New Building for the Parliamentary Precinct

The new building planned for construction at the corner of Bank and Wellington streets is intended to house 12 House of Commons committee rooms, parliamentarians' offices, support services and underground parking. An architectural competition was held to select a design proposal for this building, and the Minister of Public Works and Government Services Canada is expected to make a decision further to the recommendation of the Design Evaluation Board.[2] In 2004–2005, the House Administration will work closely with the Department and the design consultants to oversee design development and the preparation of tender documents. Consultations with Members and the House Administration will ensure that all requirements are included in

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[1]   http://www.parliamenthill.gc.ca/text/ltvpfull_e.html
[2]   http://www.collineduparlement.gc.ca/text/newbuildingdesign_e.html

the design. The Administration will keep Members and staff informed of measures taken to minimize any impact that interim work for this project, such as the removal of the Federal Court Annex, the relocation of the RCMP vehicle screening facility and adjustments to parking, may have on operations.

Renovations to the Library of Parliament

The fiscal year 2004–2005 marks the final stage in the major renovation of the Library of Parliament to restore its architecture and upgrade building systems to current technological standards. The House Administration will continue to work with the Library and PWGSC to ensure information technology and security infrastructure systems are installed as specified in the tender documents.

Consolidating Administration Services

Responding to recommendations in *Building the Future*,[3] a report on House of Commons requirements for the long-term renovation of the Parliamentary Precinct, the Administration intends to consolidate its services so that it can serve Members better. As a first step in 2004–2005, the Information Services Directorate will be relocated to a new building at 181 Queen Street. In the future, the Wellington and La Promenade buildings will need to be renovated to meet functional requirements, conform to current building codes and improve overall efficiency, and services currently housed there will need to be moved temporarily. These and other services dispersed in the downtown core will eventually be consolidated in both these buildings as a long-term, cost-effective measure.

In 2004–2005, the Administration will continue to work with PWGSC to ensure that temporary facilities, and planning for the future renovation of the Wellington and La Promenade buildings reflect House requirements. An overall implementation strategy will be developed to ensure renovations do not interfere with operations.

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[3]   http://www.parl.gc.ca/information/about/process/house/LTAPO/english/home-e.htm

Benefits to Members

Preservation of the heritage and architectural integrity of the Parliament buildings.

An improved technological infrastructure in the Chamber.

More functional work environments for Members and staff with no disruption to service during renovations.

Increased and improved access to collections in the Library of Parliament.

4.   Providing Appropriate Security

Expected Outcome

A secure and functional environment for Members of Parliament, employees and visitors.

The Administration responds to the day-to-day security demands in the Parliamentary Precinct and prepares for any eventuality by investing in technology and in the training and development of its security staff.

Enhancing House Security

In 2004–2005, the Administration will build on previous enhancements to the House security program through three primary initiatives. One initiative centres on strengthening Security Services' human resources capacity to respond to security and safety needs through on-the-job coaching and security simulation activities. The remaining two will focus on implementing new software for sharing security information and for managing the deployment and scheduling of employees who provide security services around the clock.

Ensuring Continued Operation of the House of Commons

As part of its ongoing Business Continuity Management (BCM) activities, the Administration constantly evaluates threats and risks to the House of Commons business processes and the Parliamentary Precinct technology infrastructure, and implements mitigation strategies to decrease or eliminate the likelihood of their occurrence and their potential effects.

Like other organizations, the Administration is developing an overall emergency management plan and enhancing security measures to protect the Parliamentary Precinct. In 2004, it will identify accommodation requirements for a relocated Chamber so that Members can resume their work quickly and efficiently should a major incident disrupt the House of Commons. In addition, the Administration will plan for the long-term resumption of Members' four lines of business should a major incident affect business at regular locations.

In 2004–2005, efforts will be made to increase awareness of the BCM Program through an improved communications plan, information material, and revised training sessions. Intrusion detection and prevention software and devices will be implemented to reduce risks to the Parliamentary Precinct Network Infrastructure.

Benefits to Members

A safe and secure workplace for Members and employees.

An accessible and safe environment for visitors to Parliament Hill.

Efficient continuity of House of Commons operations.

5.   Investing in People

> **Expected Outcome**
>
> An effective, competent and committed workforce to serve
> Members of the House of Commons.

One of the factors that the Administration must take into consideration in order to provide excellent service to Members well into the future is demographic change. The average age of its workforce is increasing and it is projected that by 2007 almost 16% of employees will be 55 years old and have 30 years of service, making them eligible for retirement without penalty.

The Administration must ensure it continues to maintain its level of qualified staff, that knowledge is transferred to employees and that they are able to meet Members' needs. It is developing a number of human resources policies and initiatives to support these goals. It is also using a multi-year plan to identify policy priorities and link them to corporate objectives. This framework helps to ensure that policies are up-to-date, respond to the organization's needs and support the delivery of services to Members. The priorities for 2004–2005 include classification renewal and employment equity.

The House Administration is also implementing programs and activities in its various service areas to attract and retain staff, enhance employee competencies and manage performance. This section of the report describes these initiatives and the Administration's efforts to provide a safe, healthy and supportive workplace.

Modernizing Staffing Practices

*Staffing Policy and Programs***:** The Administration is committed to hiring and promoting competent employees through fair and transparent staffing processes. The modernization of its staffing policy will provide managers and employees with updated staffing principles and practices. The resulting programs and processes, which will be developed and implemented in 2004–2005, will provide the foundation for the ongoing recruitment, development and retention of a competent workforce.

*Classification Renewal***:** The Administration has introduced a new job classification system to better reflect today's employment market and make job classification more transparent. A human resources transition team is overseeing all aspects of converting Administration positions to this new system. The classification renewal project is expected to enter its final phase in 2004–2005, with the completion of negotiations with bargaining groups and the conversion of all positions to the new system.

Enhancing Employee Competencies and Managing Performance

The knowledge, skills, abilities and behaviours that employees use to perform their duties are known as competencies. Competency profiles — the set of competencies and level of proficiency required for a certain job — provide a foundation for staffing positions, establishing training and development plans, and managing performance and career paths.

In 2004–2005, the House Administration will continue to develop and use employee competencies in specific human resources activities, such as leadership capacity and succession planning. Security Services, for example, aims to have 85% of supervisors acquire full coaching certification to support the competencies needed for supervisory work. It will also develop a succession plan for its management positions and a succession inventory to select prospective managers for assignments that will help them increase their competency levels.

Profiles continue to be developed for Procedural Services employees and will form the basis of a learning framework that ensures employees have the skills they require and offers a more uniform approach to planning for learning needs. Information Services and Corporate Services will continue to develop competency profiles as well, using them in activities related to training, recruitment and retention, and performance management.

Maintaining a Safe, Healthy and Diverse Workplace

***Employment Equity*:** The Administration is modernizing its employment equity program and policy to foster a workforce that reflects the diversity of the Canadian society. Activities in 2004–2005 will include consultations with stakeholders to develop the policy and programs as well as data collection and the identification of appropriate reporting requirements.

***Partners for a Green Hill*:** Working with the Senate of Canada and the Library of Parliament, the House Administration will implement its new environmental program *Partners for a Green Hill — Preserving our Past, Protecting our Future*, which was launched in February 2004. The program enables partners on the Hill to work together to update current programs and introduce new ones. Activities will focus on the "4Rs" of environmental protection: reduce, reuse, recycle and rethink. In 2004–2005, the priorities will be to develop an integrated Web site and enhance the environmental awards program to reflect the involvement of the three institutions. A comprehensive review will also be conducted to assess the purchase, handling and disposal of chemical products currently used on the Hill and to consider alternatives.

Benefits to Members

A competent, flexible and committed workforce able to meet Members' current and future needs.

Human resources policies and programs that meet the needs of the House's unique environment and reflect the realities of today's workforce.

Enhanced management of environmental risks and integrated environmentally friendly programs on Parliament Hill.

6.   Improving Communications

Expected outcome

An improved communication infrastructure, including effective
communication tools and support for Members of the House of
Commons and the Administration.

This year, efforts will focus on using technology to make communications more flexible
and easier to manage, and improving the flow of information.

Introducing Mobile Services

The House Administration will implement mobile services for Members, making it
possible to have anywhere-anytime communications within a secure and manageable
computing environment. Using pocket devices, people will be able to read and respond to
e-mail, manage their appointment schedules and make telephone calls.

E-mail Strategies and Management

Members are interested in ensuring that Canadians have access to them and to
information about Parliament. Nevertheless, the very nature of Parliament gives rise to
unique e-mail management challenges. The House Administration maintains its
commitment to balancing the need for information with the need for security.

The Administration will implement new e-mail management initiatives and strategies to
help Members manage the large volume of messages they receive. For example,
technology will be introduced that automatically tags incoming e-mail which may have
questionable business content. Members and staff can then adjust their e-mail settings to
deal with the messages.

Internal Communication Strategy

The Administration will begin implementing an internal communication plan to improve
the flow of information throughout the organization. The plan will provide House
Administration managers and employees with tools and products that will help them
communicate more effectively. It will include training, workshops and a communication
toolkit.

Benefits to Members

Anywhere-anytime communications

Increased ability to manage e-mail.

More effective internal communications.

7. Reviewing and Reporting on Performance

Expected Outcome

> Management of risks and continuous improvement of services and information for Members of the House of Commons.

The *Report on Plans and Priorities* and the *Administration Performance Report* work in tandem to describe the House Administration's priorities for the upcoming fiscal year, its plans to achieve them and its accomplishments in this regard. This cycle of planning and reporting allows Members of the House of Commons and the public to review the Administration's progress on meeting its commitments.

Through the implementation of a multi-year review plan approved by the Board of Internal Economy, the Administration ensures that its business risks are effectively managed. Other review activities also ensure that the House Administration operates with sound management practices and due diligence in the management of assets and resources.

Benefits to Members

> Information on the House Administration's plans in support of Members' activities and performance against these plans.
>
> Sound management practices, due diligence in the management of assets and resources and effective risk managament.

IV. Expenditure Plans for 2004–2005

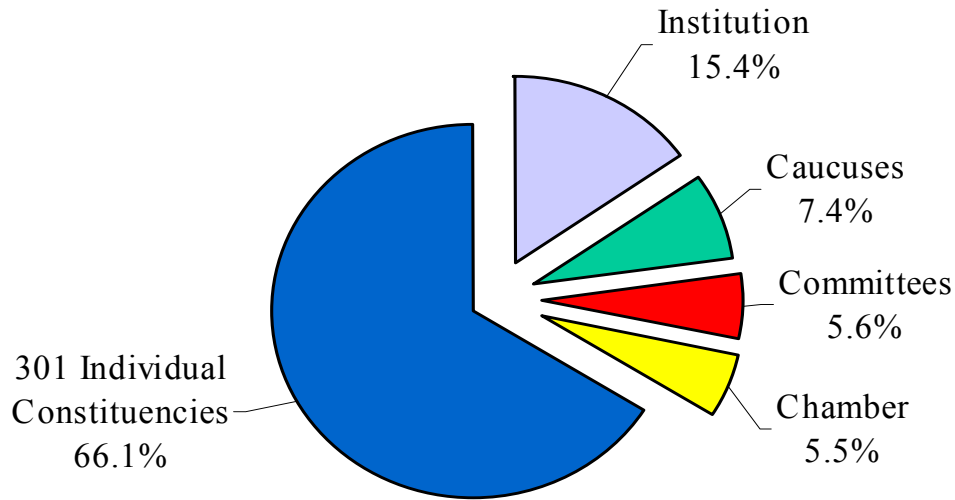## Figure 1: Authorities for 2004–2005 — Part II of the Main Estimates

(thousands of dollars)	Vote	2004-2005 Main Estimates	2003-2004 Main Estimates	Variance
Program expenditures	5	212,498	205,515	6,983
Members of the House of Commons — Salaries and allowances of Officers and Members of the House of Commons under the *Parliament of Canada Act* and contributions to the Members of Parliament Retiring Allowances Account and the Members of Parliament Retirement Compensation Arrangements Account	(s)	102,378	90,586	11,792
Contributions to employee benefit plans	(s)	31,687	28,686	3,001
Total: House of Commons		**346,563**	**324,787**	**21,776**

Figure 2: House of Commons 2004–2005 Budget by Activity for Each Business Line

The following table presents the allocation of resources for each activity of the House of Commons including Members and House Officers' budgets. The chart shows the percentage (%) of resources allocated to each business line.

Activity (thousands of dollars)	301 Individual Constituencies	Chamber	Committees	Caucuses	Institution	Total
Law Clerk & Parl. Counsel	448.1	788.0	599.4	36.7	613.4	2,485.6
Procedural Services	25.3	5,220.3	9,872.0	25.3	4,701.2	19,844.1
Parl. Precinct Services	11,330.0	5,063.6	3,748.1	4,141.5	17,864.5	42,147.7
Information Services	12,856.7	7,582.7	4,344.7	641.3	13,769.1	39,194.5
Corporate Services	5,812.7	319.5	736.6	1,599.8	16,462.4	24,931.0
Sub-Total: House Administration	**30,472.8**	**18,974.1**	**19,300.8**	**6,444.6**	**53,410.6**	**128,602.9**
Members and House Officers	198,592.3	-	-	19,367.6	-	217,959.9
Total: House of Commons	**229,065.1**	**18,974.1**	**19,300.8**	**25,812.2**	**53,410.6**	**346,562.8**

House of Commons 2004-2005
Resource Allocation by Business Line

Institution 15.4%
Caucuses 7.4%
Committees 5.6%
Chamber 5.5%
301 Individual Constituencies 66.1%

Figure 3: Main Estimates 2004–2005: Allocation by Reporting Object for Each Activity

Objects (thousands of dollars)	Members & House Officers	Law Clerk and Parl. Counsel	Procedural Services	Parl. Precinct Services	Information Services	Corporate Services	Total
Personnel	138,539.4	1,610.4	10,517.1	29,991.0	23,752.1	18,764.8	223,174.8
Other Operating	58,263.2	489.0	6,097.2	5,105.5	9,112.0	3,060.4	82,127.3
Capital	7,361.2	40.0	233.4	650.1	1,224.7	188.3	9,697.7
Revenue	-	-	(14.0)	(47.0)	(1.0)	(811.2)	(873.2)
Contributions	-	-	749.2	-	-	-	749.2
Sub-Total	**204,163.8**	**2,139.4**	**17,582.9**	**35,699.6**	**34,087.8**	**21,202.3**	**314,875.8**
EBP *	13,796.1	346.2	2,261.2	6,448.1	5,106.7	3,728.7	31,687.0
Total	**217,959.9**	**2,485.6**	**19,844.1**	**42,147.7**	**39,194.5**	**24,931.0**	**346,562.8**

* Contributions to Employee Benefit Plans

Figure 3a: Summary of Revenues Credited to the Vote — 2004–2005

The House of Commons charges fees for a number of goods and services provided to Members, Senators, staff and the public. Since 1995-1996, this revenue is being used to partially offset the salary and other operating costs incurred to provide these services. The amount of revenue forecasted to be credited against expenditures is summarized as follows:

(dollars)	Revenue Credited to the Vote
Food Services	811,240
Recycling	16,000
Rental of Rooms for Non-Parliamentary Functions	15,000
Gymnasium	15,000
Parliamentary Associations	14,000
Miscellaneous (Members' lapel pins, multimedia services)	2,000
Total	**873,240**

Figure 4: House Administration 2004–2005 Full-Time Equivalents Allocation by Business Line

Business Line	Law Clerk & Parl. Counsel	Procedural Services	Parl. Precinct Services	Information Services	Corporate Services	Total
301 Ind. Constituencies	3.8	0.2	186.8	154.2	61.2	406.2
Chamber	6.6	49.8	84.4	92.0	3.9	236.7
Committees	5.1	100.0	62.7	51.8	8.8	228.4
Caucuses	0.3	0.2	69.0	7.9	18.0	95.4
Institution	5.2	45.8	294.1	165.1	208.1	718.3
Total	**21.0**	**196.0**	**697.0**	**471.0**	**300.0**	**1,685.0**

Table Description

Figures 5 to 9: The tables present the budgets (salary and operating) and full-time equivalents for the sub-activities within the Office of the Law Clerk and Parliamentary Counsel, Procedural, Parliamentary Precinct, Information, and Corporate Services for fiscal year 2004-2005. Budgets include all reporting objects (including contributions to employee benefit plans). The charts show the percentage (%) of the budget allocated to each business line for each activity.

Figure 5: 2004–2005 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Law Clerk and Parliamentary Counsel

Sub-activities	Budget (thousands of dollars)	FTEs
Law Clerk and Parliamentary Counsel	1,065.4	7.0
Legal Services	734.3	7.0
Legislative Counsel	685.9	7.0
Total	**2,485.6**	**21.0**

Resource Allocation by Business Line

- 301 Individual Constituencies 18.1%
- Institution 24.9%
- Caucuses 1.4%
- Committees 24.1%
- Chamber 31.5%
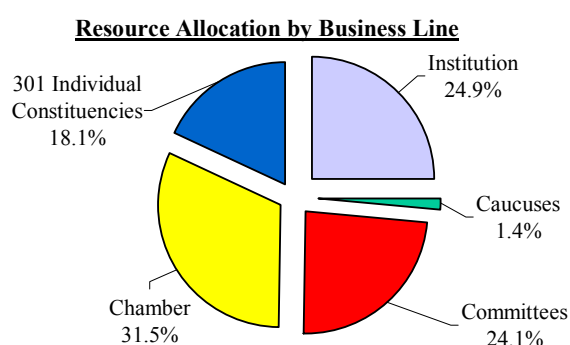
Figure 6: 2004–2005 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Procedural Services

Sub-activities	Budget (thousands of dollars)	FTEs
Office of the Clerk and Deputy Clerk	1,371.7	11.0
House Proceedings	5,235.5	73.0
Committees Directorate	5,293.1	75.0
Committees *	2,250.0	0.0
International and Inter-parliamentary Affairs Directorate	3,491.3	37.0
Parliamentary Associations **	2,202.5	0.0
Total	**19,844.1**	**196.0**

Resource Allocation by Business Line

- 301 Individual Constituencies 0.1%
- Chamber 25.4%
- Institution 23.4%
- Caucuses 0.1%
- Committees 51.0%

*   *Operating funds controlled by the Liaison Committee. Includes standing, joint, special and legislative committees.*

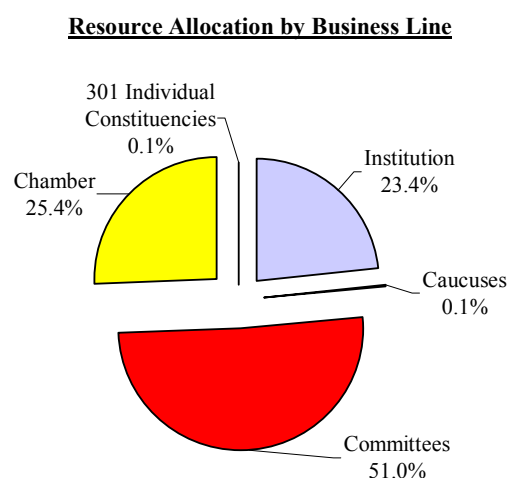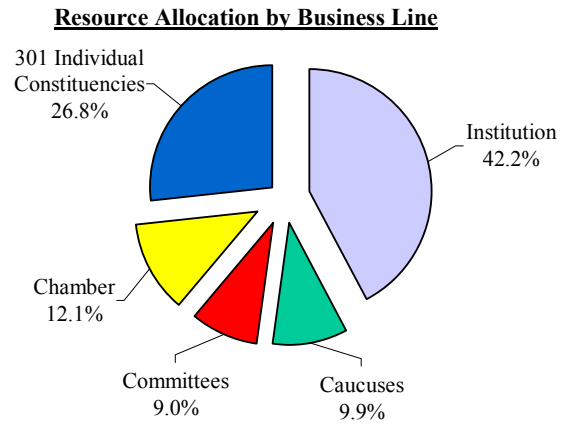** *Operating funds controlled by the Joint Inter-Parliamentary Council.*

Figure 7: 2004–2005 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Parliamentary Precinct Services

Sub-activities	Budget (thousands of dollars)	FTEs	Resource Allocation by Business Line
Sergeant-at-Arms' Office *	3,961.1	41.0	
Building Management Services	20,819.6	392.0	
Security Services	17,367.0	264.0	
Total	**42,147.7**	**697.0**	

Resource Allocation by Business Line:
- 301 Individual Constituencies 26.8%
- Institution 42.2%
- Chamber 12.1%
- Committees 9.0%
- Caucuses 9.9%

* *Includes Long-Term Architectural Planning, Press Gallery, Construction Engineering Office, and Parking Enforcement.*

Figure 8: 2004–2005 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Information Services

Sub-activities	Budget (thousands of dollars)	FTEs	Resource Allocation by Business Line
Information Technology Operations Services	17,320.8	199.0	
Multimedia Services	5,941.5	75.0	
Printing Services *	5,949.8	80.0	
Parliamentary Publications	9,982.4	117.0	
Total	**39,194.5**	**471.0**	

Resource Allocation by Business Line:
- 301 Individual Constituencies 32.7%
- Institution 35.1%
- Chamber 19.5%
- Committees 11.0%
- Caucuses 1.7%
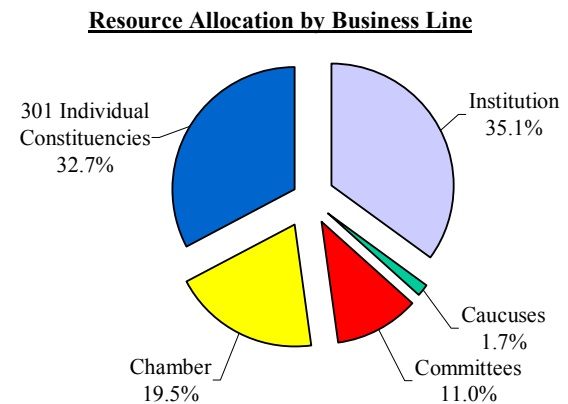
* *Excludes Householders.*

Figure 9: 2004-2005 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Corporate Services

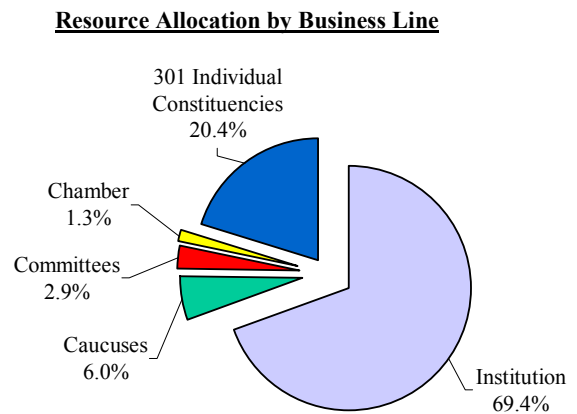| Sub-activities	Budget (thousands of dollars)	FTEs
Director General, Corporate Services	483.7	4.0
Finance and Human Resources Directorate *	21,882.3	284.0
Planning, Communications and Review	1,214.7	12.0
Other Personnel Costs for House Administration	1,350.3	0.0
Total	**24,931.0**	**300.0**

Resource Allocation by Business Line

- 301 Individual Constituencies 20.4%
- Chamber 1.3%
- Committees 2.9%
- Caucuses 6.0%
- Institution 69.4%

*   *Includes Food Services.*

Figure 10: Major Capital Projects for 2004–2005

	(thousands of dollars)
Replacement of Members' and House Officers' Printers	1,710.0
Computer Systems Replacement and Software Upgrade for Members and House Officers	1,345.8
Total Major Capital Projects for 2004–2005	**3,055.8**

Figure 11: House of Commons Budget Allocation by Business Line — 2003-2004 and 2004–2005

Business Line (thousands of dollars)	Forecasted 2003-2004 *	Planned 2004-2005
301 Ind. Constituencies	220,628.4	229,065.1
Chamber	19,037.3	18,974.1
Committees	19,717.2	19,300.8
Caucuses	26,176.3	25,812.2
Institution	54,392.2	53,410.6
Total	**339,951.4**	**346,562.8**

Based on House Managers' forecasts as at December 31, 2003.

Appendix A: Summary of Planned Activities and Initatives for 2004–2005

The following table provides a summary of the major initiatives planned by the House Administration for 2004–2005. More comprehensive descriptions of these initiatives are included in Part III of this report.

Activities and Initiatives	Lines of Business					Benefits to Members
	Chamber	Committees	Caucuses	Constituencies	Institution	
Towards the 38th Parliament						
Information centre, orientation sessions and seminars, information kit and briefing materials	X	X	X	X	X	New, re-elected and departing Members and their staff have a greater range of option for obtaining the information and support they require
Improving Information Resources for Members						
Committee Web Sites		X		X	X	Improved information for Canadians and creation of on-line infrastructure for possible e-consultations
International and Interparliamentary Affairs Web Site	X	X	X		X	On-line access to information on international activities
Today in the House of Commons Web Site	X	X		X	X	On-line information on daily parliamentary business
Legislative and Legal Information on Intraparl	X	X	X	X	X	On-line access to legislative and legal information for Members
Parliamentary Procedure Web Site	X	X	X	X	X	On-line access to procedural reference material
IT Service Desk Web Site					X	On-line access to IT support services
Committee Documents and Hansard Blues Production	X	X		X		Improved tools for revising blues and producing committee reports, better access to committee evidence
Members' Allowances and Services Manual			X	X	X	Improved information on Members' allowances and services and on-line access

Activities and Initiatives	Lines of Business					Benefits to Members
	Chamber	Committees	Caucuses	Constituencies	Institution	
Computer Systems Replacement and Software Upgrade				X	X	Improved tools for Members' offices
Digital Assets Management Program	X	X			X	Preservation of corporate memory, access to better-integrated information services and products
Integrated Resource Management System Upgrade		X		X	X	Improved tools for managing financial, human and material resources for Members
Legal and Legislative Information Management	X	X	X	X	X	Improved products and services for Members
50th Annual Conference of the Commonwealth Parliamentary Association	X	X			X	Enhanced knowledge of international activities and tools to manage international activities and events
Annotated Standing Orders — Second Edition	X	X			X	Enhanced resources on parliamentary procedure
Moving Ahead with Renovations						
Chamber Technology Upgrade	X				X	Improved technological infrastructure in the Chamber
New Building for the Parliamentary Precinct		X	X		X	More functional work environment with no disruption to service during renovations
Renovations to the Library of Parliament			X		X	Preservation of architectural heritage of the Parliament Buildings; increased and improved access to collections in Library
Consolidation of Administration Services		X	X	X	X	Long-term, cost-effective accommodation for Administration services
Providing Appropriate Security						
House Security Enhancement	X	X	X		X	A safe and secure workplace for Members and employees
Business Continuity Management Program	X	X	X		X	Efficient continuity of House of Commons operations

Activities and Initiatives	Lines of Business					Benefits to Members
	Chamber	Committees	Caucuses	Constituencies	Institution	
Investing in People						
Staffing Policy and Programs					X	A competent, flexible and committed workforce able to meet current and future needs of Members
Classification Renewal					X	
Competencies and Performance Management					X	
Employment Equity					X	A workforce that reflects the diversity of Canadian society
Partners for a Green Hill					X	Enhanced management of environmental risks and integrated environmentally friendly programs on Parliament Hill
Improving Communications						
Introduction of Mobile Services	X	X		X	X	Anywhere-anytime communications
E-mail Strategies and Management	X	X		X	X	Enhanced tools to help Members simplify e-mail management
Internal Communication Strategy					X	Integrated communication tools and processes to facilitate internal communication
Reviewing and Reporting on Performance						
Planning and Performance Reports					X	Information on the House Administration's Plans and Performance
Multi-year review plan					X	Sound Management Practices and Effective Risk Management

Appendix B: Service Areas of the House of Commons Administration

The five service areas of the House Administration are geared towards serving 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, Communication and Review partners with all five service areas to develop and deliver timely and integrated planning, communication and review products and services, 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 ranging from a simple coffee service to the complexities of a banquet.

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 enables its clients to better conduct their business by providing advice, support and strategic direction on information technology, and delivering integrated solutions, technologies, tools and excellence in its services in a cost-effective and responsive manner. The Information Services Directorate works with and supports the business strategies and objectives of Members, House Officers, House Administration and other business partners.

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 the 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 services 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 long-term renovation and construction projects in the Parliamentary Precinct, and supports the implementation of the precinct-wide information technology and security strategy.

As the construction authority for the House of Commons, the *Construction Engineering Office* 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 Program). 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.