



CANADA

House of Commons
Administration



Library of Parliament / McElliott Photography, Ltd.

Report
on Plans and
Priorities

2003 - 2004



Approved by the Board of Internal Economy
April 2003

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	iii
Introduction by the Clerk	v
I The Year in Context	1
1. Operating Environment — 2003-2004.....	1
2. Framework for Achieving Results	3
3. Service Areas of the House of Commons	3
II Plans and Priorities for 2003-2004	5
1. Improving Information Resources for Members.....	5
<i>Information Management</i>	5
Managing Procedural and Parliamentary Information	5
Enhancing PRISM — A Leading-Edge System	6
Managing Legal Information.....	6
Members' Manual of Allowances and Services.....	6
Upgrading the Financial Management Modules of the Integrated Resource Management System	6
Election Preparedness.....	7
Information Management Program.....	7
<i>Promoting the Understanding of Parliamentary Procedure and Institutions</i>	7
Resources on Parliamentary Procedure	7
Parliamentarians' International Activities	8
Web Access to Parliamentary Proceedings	8
Web Site on Parliamentary Heritage Collection.....	9
2. Moving Ahead with Renovations.....	10
<i>New Building for the Parliamentary Precinct</i>	10
<i>Renovations to the Library of Parliament</i>	11
<i>Updating the Chamber Infrastructure</i>	11
<i>Consolidation of Administrative Services</i>	11
3. Providing Appropriate Security	13
<i>Alternate Operations Centre for Security Services</i>	13
<i>Improving Tools for Strategic Planning and Decision Making</i>	13
4. Investing in People.....	14
<i>Competency-Based Initiatives</i>	14
<i>Learning Opportunities</i>	14
<i>A Human Resources Strategy for Corporate Services</i>	15

<i>Succession Planning</i>	15
<i>Making Progress on Classification Renewal</i>	15
<i>Multi-Year Policy Plan</i>	15
5. Improving Communications.....	17
<i>Improving Constituency Communication</i>	17
<i>E-Mail Management Framework</i>	17
<i>Internal Communications Strategy</i>	17
6. Reviewing and Reporting on Performance	18
<i>Strengthening Management Practices</i>	18
<i>Environmental Management</i>	18
III Expenditure Plans for 2003-2004	21
Appendix A: Summary of Planned Activities and Initiatives for 2003-2004	27
Appendix B: Service Areas of the House of Commons Administration	31



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

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 2003-2004*.

This report describes the major initiatives the House Administration will be pursuing during the coming year and the results it will seek to achieve. Some of these initiatives were launched in previous years and have progressed through different phases. These will continue in 2003-2004 to ensure their full implementation as part of the House Administration's concerted efforts to improve services to Members of the House of Commons. Others are new initiatives that will be undertaken to further enhance services to Members.

The service areas work together to achieve the common goal of improved service delivery to all Members. Through collaboration and commitment, the House Administration employees will continue to meet all challenges with the creativity and innovation demonstrated in their work.

The services provided by the House Administration are critical to support the Members in their four lines of business — Chamber, caucus, constituency and committees — and to sustain the House of Commons by providing institutional continuity, a stable infrastructure and reliable access to parliamentary information.

I would like to thank the staff of the House Administration for their professionalism and dedication to the continuous improvement of services to Members in their activities as Parliamentarians and representatives of their constituents.

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 2003-2004* describes the principal activities of the Administration in the context of the following six priorities: (1) Improving Information Resources for Members; (2) Moving Ahead with Renovations; (3) Providing Appropriate Security; (4) Investing in People; (5) Improving Communications; and (6) Reviewing and Reporting on Performance.

Over the last few years, the requirements of Members have evolved and increased in complexity in light of globalization and rapid technological innovation. The Administration's five service areas work in close partnership to respond to the changing needs of Members in the most efficient and effective ways possible.

With the progress on PRISM, a leading-edge integrated system designed for information management and publishing, and the advances in the Integrated Resources Management System, to support the management of all financial, materiel and human resources of the House of Commons, the Administration's technology infrastructure has now reached a new level of maturity. Now that the information management infrastructure is in place, the Administration can focus its efforts on maximizing its potential.

The *Long-Term Vision and Plan for the Parliamentary Precinct* will enter its third year of implementation in 2003-2004. The renovations contemplated in the Plan will contribute to the preservation of a national and historical symbol and will have a significant impact on Members' and staff's working environment.

Security has always been a priority at the House of Commons — for Members of Parliament, employees and visitors alike. This year, efforts will focus on renovation of space to create an alternate operations centre, upgrading the communications system and improving tools for strategic planning and decision making.

The House Administration recognizes that qualified and knowledgeable staff is at the core of the operations of the institution. It will continue to offer learning and development opportunities to employees to ensure that they are able to perform their work at the highest level of excellence.

This year, the Administration will also be undertaking initiatives to enhance communications, particularly between the House of Commons and Members' constituency offices. As well, an Internal Communications Strategy will be finalized in order to provide new tools and practices to improve communications within the Administration.

Policy initiatives will include a modernized staffing policy, an updated employment equity policy, and a health and safety policy which takes into consideration changes made to the *Canada Labour Code*. The House Administration will also continue to encourage and support the development of effective financial management practices and reporting.

As Clerk of the House of Commons, I am confident we will meet the challenges ahead. I look forward to working with all House Administration employees to ensure the highest possible level of service to Members of Parliament and the institution.

A handwritten signature in black ink, appearing to read "W. Corbett". The signature is stylized with large, sweeping loops and a long horizontal stroke at the end.

William C. Corbett,
Clerk of the House of Commons

I The Year in Context

1. Operating Environment — 2003-2004

The House Administration's plans and priorities for 2003-2004 are founded on past investments and achievements while looking toward the evolving and emerging needs of Members of the House of Commons.

Our goal is to provide the most effective and efficient services to Members of Parliament whether here at the House of Commons or in their constituencies. Each of the five service areas of the House Administration, in its own area of activity and collectively, anticipates and responds to the needs of Members.

As in previous years, the House Administration has considered many factors and variables, both national and international, in determining its plans and priorities for the upcoming year.

For example, global events over the past two years have heightened awareness of the need for enhanced security. Ensuring the ongoing security of the House of Commons, Members of Parliament, employees and visitors will continue to be a priority for the House Administration.

The House Administration remains interested in developments and trends in the broader public and private sector operating environments as well as in technological innovation. During the past years, the Administration has invested in new information management systems, such as PRISM and the Integrated Resource Management System. Work will continue to renew the technology infrastructure and operational business environment of the House. Advances in the information technology sector will be monitored to ensure that Members continue to have access to a leading-edge technological infrastructure.

Renovations to the Parliament buildings will proceed within the framework established by the *Long-Term Vision and Plan for the Parliamentary Precinct*. This major undertaking will continue to have a significant impact on the work of the House Administration. The renovations will provide modern, state-of-the-art facilities for Members of Parliament and employees, while protecting the heritage value of this historic site.

The House Administration is facing the challenge of an aging workforce. The demographics suggest a significant increase in retirements within the next five years. Therefore, succession planning, and the transfer of knowledge and expertise to the next generation of employees to ensure the continued availability of competent personnel, remains a priority.

On the international front, the House Administration will plan and prepare the 50th Annual Commonwealth Parliamentary Conference. This unique forum will provide Members of the House of Commons with an opportunity to consult with their international counterparts, and discuss global political issues and developments in the parliamentary system.

In pursuing these plans and priorities, the House Administration will continue to monitor its internal and external environment for factors that could influence its work during the year. It will keep pace with the changing needs of Members, and will review its performance to continuously better the service given to Members.

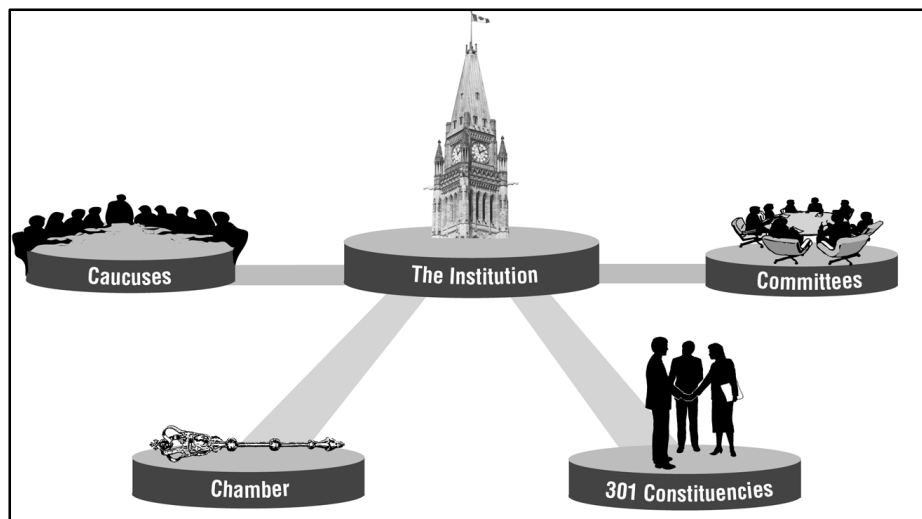
2. Framework for Achieving Results

As in previous years, and as mentioned in the *Introduction by the Clerk of the House of Commons*, effective and efficient services to Members of the House of Commons will continue to be provided within the framework of six priorities for 2003-2004:

1. Improving Information Resources for Members
2. Moving Ahead with Renovations
3. Providing Appropriate Security
4. Investing in People
5. Improving Communications
6. Reviewing and Reporting on Performance.

The House Administration has retained a client-focused model as the basis upon which it provides support to Members in their four lines of business while, at the same time, sustaining the institution.

Serving Members in Their Four Lines of Business



3. Service Areas of the House Administration

The House Administration consists of five service areas. Appendix B presents a description of each of these: Procedural Services, Parliamentary Precinct Services, the Office of the Law Clerk and Parliamentary Counsel, the Information Services Directorate, and Corporate Services.

II Plans and Priorities for 2003-2004

This section outlines the key results sought and specific activities to be undertaken in 2003-2004 for each of the six broad priorities. A summary table of these activities is included as Appendix A to this report.

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 will continue to improve its information management in order to facilitate parliamentary business and provide accurate, timely and impartial information to Members. It will also continue to encourage information sharing across the organization, with other institutions, and with the public to promote the understanding of parliamentary procedure and institutions.

Information technology is becoming increasingly important to the daily functioning of the House of Commons, and new technologies are playing a critical role in the delivery of House Administration services. The *Report of the Special Committee on the Modernization and Improvement of the Procedures of the House of Commons*, presented in the House in June 2001, calls on the Administration to “proceed with plans for enhanced use of technology for the House, its committees and its Members.” The initiatives outlined in this section demonstrate the Administration’s action in this regard.

Information Management

Managing Procedural and Parliamentary Information

Managing the wealth of information contained in various holdings throughout Procedural Services will be a major challenge over the coming years. Procedural Services will take a leadership role in the management of parliamentary information, ensuring accessibility to parliamentary proceedings, delivery of information that meets the needs of clients and the preservation of corporate knowledge. Since quality of information is the foundation of any information management initiative, a parliamentary information management team will be created in 2003-2004 to establish custodianship and data quality measures.

With the continuous co-operation of the Library of Parliament, Procedural Services and Information Services will participate in the development of product and service innovations in order to improve Members’ ability to research and retrieve information contained in traditional parliamentary publications.

Enhancing PRISM — A Leading-Edge System

The PRISM team will pursue its work to renew the technology infrastructure, operational business environment, service delivery and support framework for publishing and record-keeping activities. Work will focus on developing PRISM modules for committee business as well as standardizing procedural terminology for all information capture in PRISM. The latter will help ensure that information is catalogued in a consistent manner.

Continuing efforts will be made to offer quality legislative services to Members in a timely and professional manner. The PRISM application will help to achieve this goal through: (1) the enhancement of the existing “Amendment to Bills Module,” which allows legislative counsel to respond to Members’ requests for the drafting of amendments to government bills in a timely and efficient fashion; and, (2) the implementation, in 2003-2004, of a comprehensive tool for the drafting of Private Members’ bills, the “Bill Drafting Module,” which will assist legislative counsel to better respond to Members’ varied and evolving drafting needs.

Managing Legal Information

Over the past year, Legal Services has laid the groundwork for a comprehensive data capture and analysis system. In 2003-2004, this system will be refined and finalized, taking into account expanded areas of legal expertise and the need to ensure the integrity and timeliness of data in a secure, confidential environment. In addition, Legal Services will undertake Phase II of the project — the review of its internal search engine. These tools will allow staff to more effectively meet Members’ evolving legal needs by responding with greater precision and in a more accessible and timely fashion.

Members’ Manual of Allowances and Services

A major initiative is the modernization of the *Manual of Allowances and Services* and the *House Officers Manual*, both of which are directly used by Members and their staff. The objective of the modernization is to provide greater functionality based on current technology available within the House of Commons, easily accessible professional manuals that are simple to use, greater flexibility for future enhancements and maintenance, and effective on-line orientation for new or infrequent users.

Upgrading the Financial Management Modules of the Integrated Resource Management System

The Integrated Resource Management System was implemented in 1999, providing a single window environment for Members to manage resources within their offices. As with all institution-wide information management systems, major upgrades are required every four to five years. Adopting the most current software allows Members to benefit from new and improved technologies and functions. These upgrades ensure that Members continue to be provided with efficient day-to-day financial, human resources and operational services.

This year, the Administration will undertake the Financial and Materiel Management upgrades to Version Eight. This upgrade will allow Members to procure goods on-line via the Internet. Members' budgets will immediately be debited by the system when purchases are made electronically.

In addition, the Administration will assess a new module on competency and training relating to employment requirements of the House of Commons in order to facilitate the development and tracking of this information.

Election Preparedness

In preparation for the next general election, a steering committee composed of senior representatives from all services of the House was created last year to oversee all project activities and to deal with strategic level issues related to election preparedness. Efforts will proceed this year under the guidance of this steering committee to ensure that new, re-elected, and departing Members alike are provided with the necessary information and support before, during and following the next general election.

Information Management Program

The Information Management Program is focused on preserving corporate information, aligning the various information management initiatives at the House of Commons and promoting the sharing of knowledge. The blueprint for this initiative was developed in 2002-2003. This year, the House Administration will begin implementing the blueprint's recommendations. For example, a renewed Information Management/Information Technology governance body will be established to ensure that best practices in information management are incorporated into information technology projects. A number of related information management initiatives will be undertaken, such as the development of a self-service information management repository of practical tips and techniques.

Promoting the Understanding of Parliamentary Procedure and Institutions

Resources on Parliamentary Procedure

Several initiatives will be undertaken to ensure that solid procedural information is available to Members of Parliament. Special projects include the publication of the *Selected Decisions of Speaker Parent*, making the *House of Commons Procedure and Practice* (Marleau and Montpetit) available on Intraparl and updating the Web version of the *Précis of Procedure*. The Web version of this book will provide greater accessibility for all parliamentary users.

In addition to these publishing initiatives, Procedural Services will continue to offer workshops and seminars on parliamentary procedure to Members of Parliament and their staff. These sessions are organized on request and can be tailored to meet the specific needs and interests of groups of almost any size, from one-on-one briefings for Members of Parliament elected in by-elections to classroom style instruction for staff. Presentations feature question-and-answer sessions and are supported by information packages and a list of contacts for follow-up

enquiries. The feedback and suggestions provided by participants in these briefings will be incorporated in Procedural Services' Election Preparedness activities, most particularly in the design of orientation material for Members of Parliament and others following the next general election.

Parliamentarians' International Activities

The House Administration will continue to support the work of Parliamentarians on the international scene with the implementation of Web tools to manage calendars of Parliamentarians' international activities, including special conferences, as well as the programs and reports of these events. This will enable Parliamentarians to forecast their international commitments, keep abreast of Canada's parliamentary relations, and enhance their knowledge of parliamentary diplomacy worldwide.

In 2003-2004, the House Administration will also work in partnership with other parliamentary partners to prepare for and support all organizational aspects of the 50th Annual Commonwealth Parliamentary Conference. The conference will provide Members with important opportunities to discuss global political issues and developments in the parliamentary system. It is scheduled to take place from August 28 to September 10, 2004, in Ottawa, Toronto and Quebec City, and will be co-hosted by the Canadian Regional Council and the Ontario and Quebec branches of the Commonwealth Parliamentary Association. The Association of Commonwealth Parliamentarians was established to promote knowledge and understanding of the constitutional, legislative, economic, social and cultural systems within a parliamentary democratic framework.

Web Access to Parliamentary Proceedings

In September 2002, the House initiated a pilot project to carry out user and technical tests of ParlVu (our streaming Web site). The pilot phase is now completed and ParlVu is launched on the Intraparl Web site. This includes the Web broadcast of televised Chamber and televised committee proceedings, and the Web broadcast of the audio from all public committee meetings that are presently available to listeners within the parliamentary precinct.

The Digital Asset Management Strategy will be implemented as a series of projects. The purpose of Project I is to be able to store, manage, repurpose and distribute the House of Commons Chamber proceedings in a safe environment within the existing Centre Block Underground Services (CBUS) facility and avoid the continued unmanaged growth of the existing tape collection. The project will lay the groundwork for the development of an enterprise Digital Asset Management strategy through enhanced life cycle management and may leverage other information technology initiatives (e.g. PRISM, and the Integrated Security System). Future projects will build on the infrastructure established in Project I to manage content from other Parliamentary venues as well as enhanced functionality for Members and staff.

Web Site on Parliamentary Heritage Collection

The House of Commons will launch a Parliamentary Heritage Collection Web site for Members of Parliament and the public by September 2003. Each year, the House of Commons receives hundreds of requests concerning historical aspects of the House and specific objects, such as paintings, sculptures and desks. This Web site will provide information in response to the needs of Members and the public for this type of information. The site will be a valuable tool during the closure for renovations of the main Parliament building since it will also offer users on-line access to images.

Expected Results and Benefits to Members

- ✓ Preservation of corporate memory, access to better integrated information services and products, and data quality control
- ✓ New on-line access to information on parliamentary procedure and on the Parliamentary Heritage Collection
- ✓ Improved and timely access to legal information and legislative services to meet Members' evolving needs
- ✓ Improved tools for the management of financial, human and materiel resources for Members
- ✓ Election-related services before, during and following an election (general/by-election)

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

Phase I of the *Long-Term Vision and Plan for the Parliamentary Precinct* will be in its third year in 2003-2004. The House of Commons will continue to work with Public Works and Government Services Canada in implementing the priorities for Phase I, particularly related to the new building for the Parliamentary Precinct, to be constructed at the corner of Bank and Wellington streets, and the renovation of the Library of Parliament. The goal is to ensure that implementation of the long-term plan and projects meets the requirements of the House with respect to space, integration of information technology, security systems and furniture, and timetables.

To achieve this goal, the House will be represented at all cross-institutional steering committees dealing with long-term planning issues. This includes the appointment of the Special Advisor to the Sergeant-at-Arms, Long-Term Architectural Planning Office, to the Parliamentary Precinct Oversight Advisory Committee. This committee provides independent advice to the Minister of Public Works and Government Services Canada on the implementation of the plan. Robert Marleau, former Clerk of the House, was chosen by the Board of Internal Economy to represent the House of Commons on the Design Evaluation Board that will select the winning design concept for the new building.

New Building for the Parliamentary Precinct

The architectural competition for the design of this new building was launched by Public Works and Government Services Canada last fall. In 2003-2004, the Long-Term Architectural Planning Office will be involved in the technical evaluation of the architectural proposals.

The new building will accommodate twelve new committee rooms for the House of Commons, offices for committee-related services, and a multimedia operations centre, including television control rooms. In addition, it will include offices for Parliamentarians.

The Committee Room Prototype Project is a first step in validating requirements for committee rooms in the new building and the committee rooms that will be renovated in existing buildings. The testing of this prototype by Members of Parliament and user groups will continue in 2003-2004 to ensure that the proposed functional design for committee rooms, including multimedia technologies, is suitable.

The findings will serve as architectural and technological guidelines for committee rooms and will be provided to the architectural consultants for incorporation in the design of the new building.

Renovations to the Library of Parliament

The Library of Parliament is undergoing a major renovation to restore architectural heritage characteristics and upgrade the mechanical, electrical and other similar systems within the building. Over the next three years, the construction will increase the collection space and update the information technology to the same standards currently used throughout the Precinct. In 2003-2004, the House Administration will continue to work with the Library and Public Works and Government Services Canada to ensure information technology and security infrastructure requirements are implemented as specified in tender documents.

Updating the Chamber Infrastructure

Prior to the renovation of the Centre Block, the Chamber technology infrastructure must be upgraded to meet new demands and ensure enhanced services to Members. The design and implementation of this new infrastructure will occur over the next two years to:

- replace the aging technological infrastructure, including cameras, sound and control systems;
- give Members the capability to connect to the House of Commons network while attending to their functions in the Chamber;
- allow the possibility of providing new services;
- ensure enhanced production and sound quality for special events in the Chamber;
- upgrade audio equipment in the galleries; and
- allow for any increase in the number of seats in the Chamber.

Consolidation of Administrative Services

The report *Building the Future* approved by the Board of Internal Economy in December 1999, notes that “in order to function optimally, administrative services should be consolidated and organized in a logical, coherent manner in adequate workspaces.” The Wellington and La Promenade buildings accommodate House of Commons and Library support services, and will be renovated as part of the later projects in Phase I of the long-term plan for the Parliamentary Precinct. In 2003-2004, the House Administration will work in collaboration with Public Works and Government Services Canada to develop functional programs, temporary space requirements, as well as an overall strategy for project timetables to ensure renovation work to these buildings does not interfere with operations.

To support this priority, project planning for location of services to the new building at 181 Queen Street, currently under construction, will continue in the first half of 2003-2004. Relocation of all Information Services Directorate personnel to this new building is expected to begin in spring 2004. Other services are slated for relocation in subsequent years.

The expansion of the current Belfast Road facility will allow the consolidation of all trades services into a single and better-suited working environment. The expansion will also serve to accommodate the consolidation of high volume photocopying with the offset printing equipment, as well as provide the appropriate storage space for Materiel Management operations and the Parliamentary Heritage Collection. The House Administration will focus on planning fit-up aspects of this project during fiscal 2003-2004.

Expected Results and Benefits to Members

- ✓ Preservation of the heritage and architectural integrity of the Parliament buildings in the nation's Capital
- ✓ More functional work environment for Members and staff with no disruption to service during renovations to the Parliament buildings
- ✓ Access to increased collection in the Library of Parliament and to more sophisticated library information technology
- ✓ An improved technological infrastructure in the Chamber

3. Providing Appropriate Security

Key Result

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

Security of the House of Commons will continue to be a priority during 2003-2004. Members of the House of Commons, employees and visitors alike must feel safe and secure on Parliament Hill.

Alternate Operations Centre for Security Services

In order to provide an effective response capability in emergency situations, the renovations of an alternate Operations Centre will be completed during fiscal year 2003-2004. This space will ensure continued operations in exceptional situations where the primary Operations Centre could not function in its current location. An upgraded communications infrastructure will also be put in place to ensure effective communication capabilities at the Parliamentary Precinct. It will replace the present system that is near the end of its life cycle. The upgrade will meet all requirements and demands expected over the next ten years.

Improving Tools for Strategic Planning and Decision Making

Installation of the Integrated Security System and measures implemented since September 11, 2001 have enhanced the physical security environment within the House of Commons. The next planning period will focus on continuing to improve our software functionalities and associated security equipment. Work will also continue to ensure a secure information management and technology framework and program for the House.

Expected Results and Benefits to Members

- ✓ A safe and secure workplace for Members and employees
- ✓ An accessible and safe environment for visitors to Parliament Hill

4. Investing in People

Key Result

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

The House Administration strives to provide a work environment where employees can reach their full potential while serving Members with the utmost competence. It is conscious of the importance of sustaining and developing its workforce by providing career management opportunities and undertaking succession planning. The establishment of competency profiles, as well as the introduction of a modernized job classification system, support many initiatives in this area.

Competency-Based Initiatives

Competency profiles for House Administration employees are in various stages of development and application throughout the service areas. The profiles will help employees plan their careers and upgrade their knowledge, skills and abilities. They will also support recruitment, performance appraisal and other human resources decision making.

Security Services will finalize the integration of its Career Management Program. This competency-based people management model is in full use in recruitment, staffing activities and performance management. Primary objectives in this fiscal year will include coaching certification for supervisors and managers, competency measurement and career action planning for employees. These activities will fully integrate into the Career Management Program in Security Services. As part of this, required positions will be staffed on an indeterminate basis to support integrated human resources management practices.

The Office of the Law Clerk and Parliamentary Counsel, in line with the long-term goal of ensuring a flexible workforce responsive to the evolving legislative and legal needs of Members, will finalize a competency profile that identifies the knowledge, skills and abilities that are important for performing key responsibilities within the Office.

As part of its Human Resources strategy, Corporate Services are in the process of developing competency profiles and learning plans for all of its positions. This initiative will support recruitment, employee mobility and succession planning.

Learning Opportunities

During 2003-2004, Procedural Services will offer a training program for its administrative staff based on the administrative competency profile. It will also continue 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.

Procedural Services will also focus on training administrative and procedural staff on the utilization of PRISM. Enhancement of training seminars and operations-specific training by rotations into various organizational units will support the ongoing training of procedural clerks.

The Building Management Directorate will offer additional learning opportunities for its staff. In response to the increasing volume of human resources and administrative information provided on-line by the House of Commons, it will install computer kiosks to provide Web access to staff without computer accounts. Once completed in October 2003, approximately two hundred additional Hill employees whose day-to-day work does not involve computers will have access to on-line training Web sites and House administrative information. This initiative will provide these employees with the opportunity to use the on-line learning site to improve and develop new skills.

A Human Resources Strategy for Corporate Services

Corporate Services has recently begun implementing a comprehensive long-term Human Resources Strategy to ensure that its employees maintain and develop the full range of knowledge and skills required to provide proactive and responsive advice to Members. The major priorities and activities of the strategy include developing competencies and learning plans for all Corporate Services employees, creating a succession planning framework, a performance management plan and a recognition program.

Succession Planning

As with all service areas, succession planning continues to be a priority for Procedural Services. As part of the overall strategy adopted by the Board of Internal Economy, additional procedural clerks will be hired through a competitive process. A succession plan for administrative employees within Procedural Services will also be completed. These two initiatives will allow for the transfer of knowledge and expertise while ensuring uninterrupted quality service to Members.

Making Progress on Classification Renewal

The Classification Renewal Program has been focused on the planning and development of a new system that will be better aligned with the environment and future needs of the House. In the coming year, pending ratification by the Board of Internal Economy, the emphasis will be on implementing the new classification system across the organization, and reviewing all positions within the House Administration with the Adapted Hay Classification Plan. This single classification tool, developed and adapted to the House of Commons environment, will make classification a more efficient and transparent exercise.

Multi-Year Policy Plan

The House Administration has developed a framework to increase its capacity to determine policy priorities and link them to corporate objectives. Key initiatives for 2003-2004 will include implementing a modernized staffing policy, updating the Employment Equity Policy, and a new policy on health and safety.

In 1995, the *Employment Equity Act* conferred obligations and responsibilities on employers relating to the following groups: women, Aboriginal peoples, persons with disabilities, and visible minorities. The House of Commons has always been committed to respecting the spirit of the laws that govern public service institutions. It created the Employment Equity Program as an expression of this commitment. In 2003-2004, the House Administration will update its employment equity policy to reflect changes to the *Employment Equity Act* and reconfirm the organization's commitment to an inclusive workplace that reflects the diversity of the Canadian population.

A policy on health and safety will be developed taking into consideration the changes made in the *Canada Labour Code* Part II. It will be consistent with current best practices and relevant legislation. The development of a policy framework, in consultation with key stakeholders including the members of the Joint Occupational Safety and Health Committee, was undertaken last year. In 2003-2004, the House Administration will finalize and seek approval of the Policy, and will communicate it institution-wide. Relevant programs will be put in place in order to ensure efficient implementation in line with policy requirements.

In addition, the House Administration will revise its travel policy, and financial reporting practices.

Expected Results and Benefits to Members

- ✓ A competent, flexible and committed workforce able to meet current and future needs of Members
- ✓ Human resources policies that meet the needs of the House's unique environment and reflect the realities of today's workforce

5. Improving Communications

Key Result

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

A solid communications infrastructure is vital in providing fast, secure and effective communication for Members. It is also essential in order to ensure good communications within and across the service areas of the House Administration. This year, efforts will centre on improving access to information between Members' constituency offices and existing House of Commons services.

Improving Constituency Communication

The Constituency Communications Network is a high-speed network piloted in 2002-2003 to some constituency offices across Canada using a number of land and satellite-based technologies. Scheduled for implementation in 2003-2004, this new high-speed capability will enable constituency office access to existing parliamentary services, such as Intraparl, which includes Intratel (electronic telephone directory), the printing Web site and computer-based training. It will provide access to House of Commons data and resources with the latest Internet technology and through a variety of mechanisms and devices such as Internet and wireless communications.

E-Mail Management Framework

In the coming year, the House will see the implementation of a number of tools to simplify e-mail management. This will include enhancements to existing tools to help manage incoming e-mails, training on managing filtering capabilities from the desktop, and the introduction of an e-mail archiving package that will eliminate existing e-mail limits and quotas.

Internal Communications Strategy

The House Administration must have consistent and integrated communication tools and processes in order to serve Members effectively. In 2003-2004, the Administration will finalize and begin implementing an internal communications strategy. This strategy will provide a communications framework and guiding principles that will aid the development of practical tools and products such as information sessions, tool kits, and training programs to facilitate communication within the Administration.

Expected Results and Benefits to Members

- ✓ Better communication links between the House of Commons and constituency offices
- ✓ More effective internal communications

6. Reviewing and Reporting on Performance

Key Result

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

Ongoing assessments of management practices and business processes are fundamental to ensuring stable and healthy organizations. In 2003-2004, the House Administration will continue to support the development of effective financial management practices and reporting. The Administration will pursue its work on risk management through the implementation of pilot projects. It will also introduce environmental management initiatives.

Strengthening Management Practices

During the past several years, the House Administration has introduced formal risk management practices in a number of corporate initiatives. In 2003-2004, the Administration will continue to work toward a structured, more consistent and corporate approach to managing risks to help ensure that the organization proactively assesses and addresses risks from all sources. This will be achieved through pilot projects within the organization's service areas, leading to the eventual implementation of a corporate-wide risk management framework and integration of risk management practices across all the operations of the House.

A risk-based multi-year review plan, re-assessed and validated on an annual basis, provides the foundation for reviewing the efficiency and effectiveness of management practices, business processes and management control frameworks. The development of this plan was initiated in 2002-2003, and will guide review activities to be undertaken in 2003-2004. This will ensure that House Administration priorities continue to be supported through ongoing assessments using various mechanisms, such as risk assessments, lessons learned studies and reviews.

Environmental Management

Based on the results of an audit of the Environmental Management System, the Administration's Environmental Working Group developed an environmental plan for 2003-2004.

The following programs/initiatives identified in the environmental plan are considered to have tangible benefits for Members, their staff and employees of the House of Commons Administration, and are concrete measures to respect commitments made in the environmental policy of the House of Commons: (1) update the Greening the Hill Program; (2) Greening Procurement; (3) Greening the Dissolution of Parliament; (4) support of the Eco-logo Certificate Program.

The implementation of this plan in 2003-2004 will strengthen the environmental practices established in accordance with the Greening the Hill Program and will have a positive impact on the reduction of environmental risks at the House of Commons.

Expected Results and Benefits to Members

- ✓ Sound management practices and effective risk management
- ✓ Reduction of environmental risks in the workplace

III Expenditure Plans for 2003-2004

Figure 1: Authorities for 2003-2004 — Part II of the Main Estimates

(thousands of dollars)	Vote	2003-2004 Main Estimates	2002-2003 Main Estimates	Variance
Program Expenditures	5	205,515	194,953	10,562
Members of the House of Commons — Salaries and allowances 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	(s)	90,586	90,072	514
Contributions to employee benefit plans	(s)	<u>28,686</u>	<u>27,394</u>	<u>1,292</u>
Total: House of Commons		<u>324,787</u>	<u>312,419</u>	<u>12,368</u>

Figure 2: House of Commons 2003-2004 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)	<u>301 Individual Constituencies</u>	<u>Chamber</u>	<u>Committees</u>	<u>Caucuses</u>	<u>Institution</u>	<u>Total</u>
Law Clerk and Parl. Counsel	449.4	812.9	456.9	33.5	697.6	2,450.3
Procedural Services	24.7	4,677.6	9,377.3	24.7	3,993.3	18,097.6
Precinct Services	11,168.4	4,995.1	3,698.0	4,069.2	17,476.0	41,406.7
Information Services	12,303.5	7,490.5	4,374.8	616.4	12,971.3	37,756.5
Corporate Services	<u>6,300.8</u>	<u>355.1</u>	<u>869.9</u>	<u>1,704.6</u>	<u>16,664.1</u>	<u>25,894.5</u>
Sub-Total: House Administration	30,246.8	18,331.2	18,776.9	6,448.4	51,802.3	125,605.6
Members and House officers	<u>180,622.9</u>	-	-	<u>18,558.9</u>	-	<u>199,181.8</u>
Total: House of Commons	<u>210,869.7</u>	<u>18,331.2</u>	<u>18,776.9</u>	<u>25,007.3</u>	<u>51,802.3</u>	<u>324,787.4</u>

House of Commons 2003-2004 Resource Allocation by Business Line

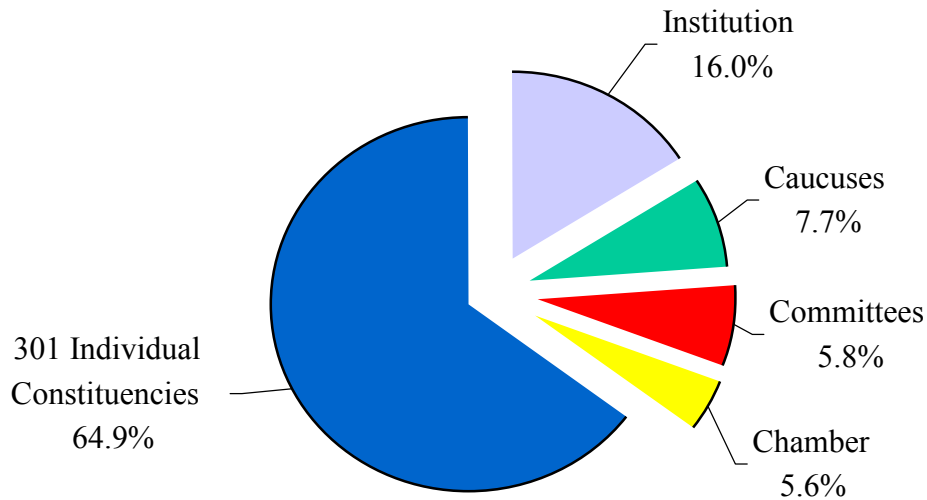


Figure 3: Main Estimates 2003-2004: Allocation by Reporting Object for Each Activity

Objects (\$000's)	<u>Members & Officers</u>	<u>Law Clerk and Parl. Counsel</u>	<u>Procedural Services</u>	<u>Precinct Services</u>	<u>Information Services</u>	<u>Corporate Services</u>	<u>Total</u>
Personnel	125,971.2	1,601.1	9,804.1	29,790.1	22,749.6	18,622.8	208,538.9
Other Operating	56,778.4	489.0	5,354.1	5,055.5	8,854.7	4,333.0	80,864.7
Capital	3,975.4	40.0	243.4	650.1	1,603.3	309.8	6,822.0
Revenue	-	-	(14.0)	(47.0)	(1.0)	(811.2)	(873.2)
Contributions	-	-	749.2	-	-	-	749.2
Sub-Total	186,725.0	2,130.1	16,136.8	35,448.7	33,206.6	22,454.4	296,101.6
EBP *	<u>12,456.8</u>	<u>320.2</u>	<u>1,960.8</u>	<u>5,958.0</u>	<u>4,549.9</u>	<u>3,440.1</u>	<u>28,685.8</u>
Total	<u>199,181.8</u>	<u>2,450.3</u>	<u>18,097.6</u>	<u>41,406.7</u>	<u>37,756.5</u>	<u>25,894.5</u>	<u>324,787.4</u>

* Statutory Employee Benefit Plans

Figure 3a: Summary of Revenues Credited to the Vote — 2003-2004

The House of Commons charges fees for a number of goods and services provided to Members, Senators, staff and the public. Since 1995-96, 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)	<u>Revenue Credited to the Vote</u>
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)	<u>2,000</u>
Total	<u>873,240</u>

Figure 4: House Administration 2003-2004 Full-Time Equivalents Allocation by Business Line

Business Line	<u>Law Clerk and Parl. Counsel</u>	<u>Procedural Services</u>	<u>Precinct Services</u>	<u>Information Services</u>	<u>Corporate Services</u>	<u>Total</u>
301 Ind. Constituencies	4.1	0.2	187.4	147.2	73.9	412.8
Chamber	7.3	43.3	84.3	89.7	4.2	228.8
Committees	4.0	92.8	62.7	52.4	10.1	222.0
Caucuses	0.3	0.2	69.3	7.4	18.5	95.7
Institution	<u>6.3</u>	<u>37.5</u>	<u>293.3</u>	<u>155.3</u>	<u>192.3</u>	<u>684.7</u>
Total	<u>22.0</u>	<u>174.0</u>	<u>697.0</u>	<u>452.0</u>	<u>299.0</u>	<u>1,644.0</u>

An adjustment of approximately 53 full-time equivalents is included in 2003-2004 to reflect changes in accounting methodology and omissions to previous years numbers. In addition, the numbers of full-time equivalents for 2003-2004 includes salary recoveries (22) and the impact of the decision to convert seasonal employees to full-time equivalents (11).

Figures 5 to 9: The tables present the budgets (salary and operating) and full-time equivalents for the sub-activities within the Law Clerk and Parliamentary Counsel, Procedural, Precinct, Information, and Corporate Services for fiscal year 2003-2004. Budgets include all reporting objects (including contributions to statutory employee benefit plans). The charts show the percentage (%) of the budget allocated to each business line for each activity.

Figure 5: 2003-2004 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Law Clerk and Parliamentary Counsel

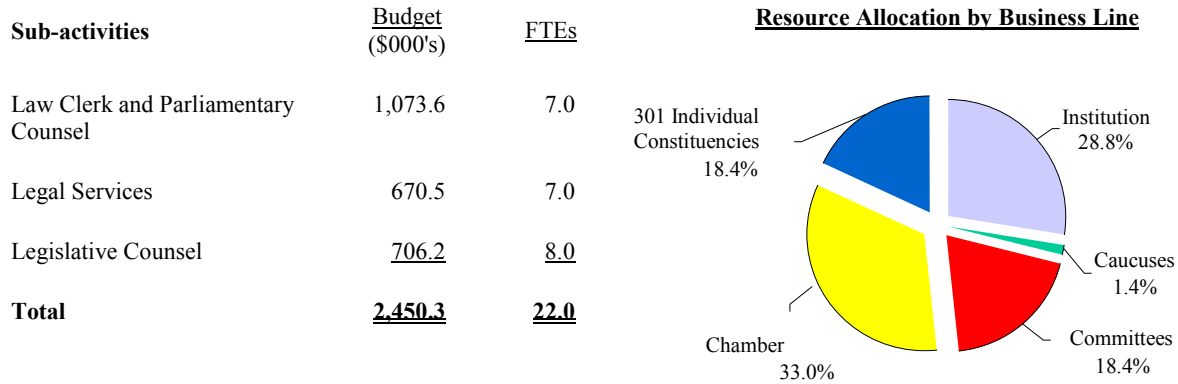
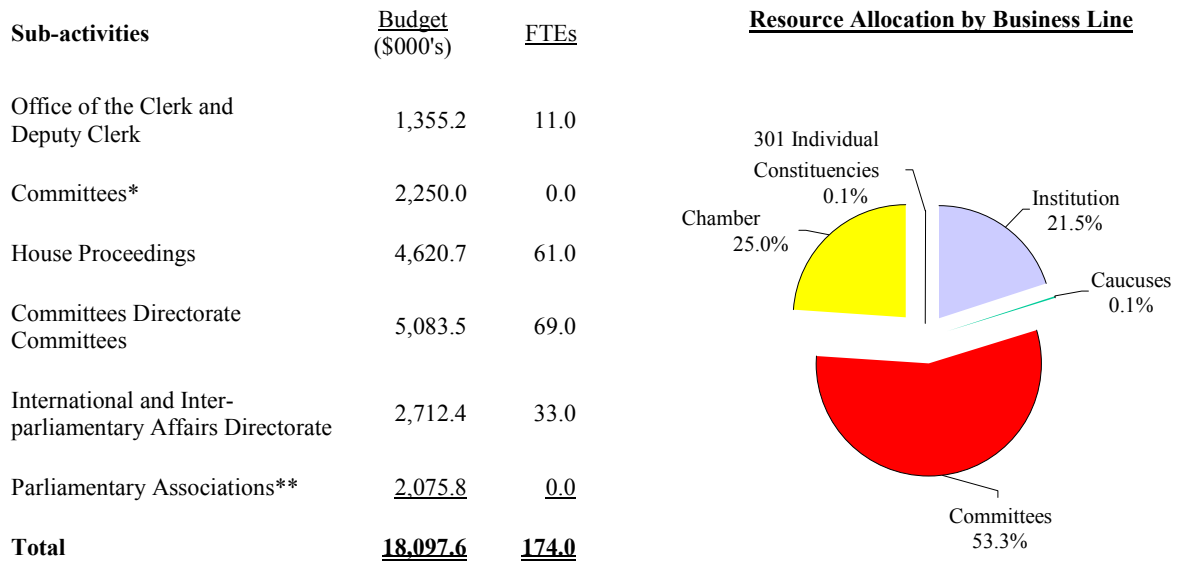


Figure 6: 2003-2004 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Procedural Services



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

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

Figure 7: 2003-2004 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Precinct Services

Sub-activities	<u>Budget</u> (\$000's)	<u>FTEs</u>
Sergeant-at-Arms Office (including Long-Term Architectural Planning, Press Gallery, Traffic Operations)	3,858.8	41.0
Building Management Services	20,603.4	392.0
Security Services	<u>16,944.5</u>	<u>264.0</u>
Total	<u>41,406.7</u>	<u>697.0</u>

Resource Allocation by Business Line

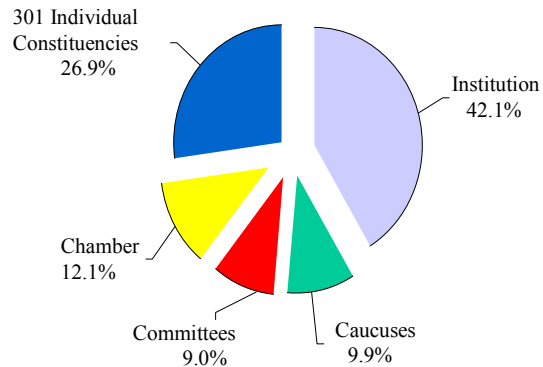


Figure 8: 2003-2004 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Information Services

Sub-activities	<u>Budget</u> (\$000's)	<u>FTEs</u>
IS/IT Operations Services	16,812.7	183.0
Multimedia Services	5,609.2	71.0
Classification Renewal Program	255.0	2.0
Printing Services (excluding Householders)	5,846.3	79.0
Parliamentary Publications	<u>9,233.3</u>	<u>117.0</u>
Total	<u>37,756.5</u>	<u>452.0</u>

Resource Allocation by Business Line

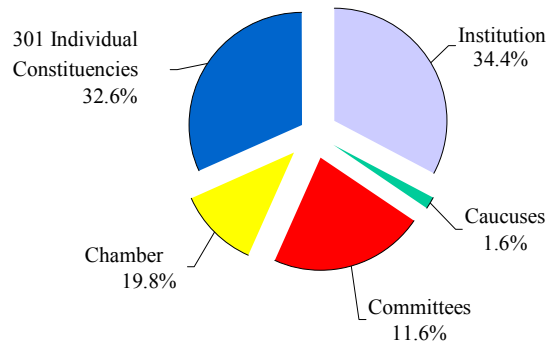
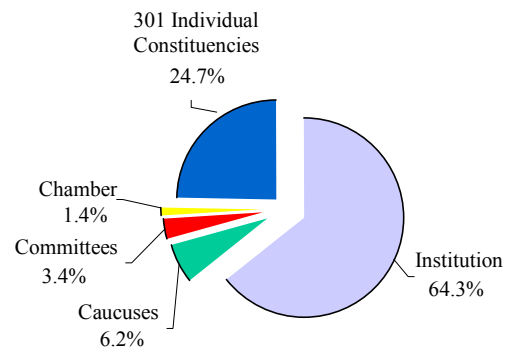


Figure 9: 2003-2004 Budget and Full-Time Equivalents (FTEs) by Sub-activity — Corporate Services

Sub-activities	<u>Budget</u> (\$000's)	<u>FTEs</u>
Director General, Corporate Services	430.3	4.0
Finance and Human Resources Directorate (including Food Services)	22,939.0	285.0
Planning, Communications and Review	1,180.3	10.0
Other Personnel Costs	<u>1,344.9</u>	<u>0.0</u>
Total	<u>25,894.5</u>	<u>299.0</u>

Resource Allocation by Business Line



(\$000's)

Figure 10: Major Capital Projects for 2003-2004

Integrated Resource Management System Software Upgrade	2,895.0
The Web Broadcast of Parliamentary Proceedings on the Internet	900.0
Members' Entitlements for Furniture and Office Equipment (Hill Offices)	510.6
Replacement of Technical Control and Distribution Systems in Committee Rooms	495.0
Total Major Capital Projects for 2003-2004	<u>4,800.6</u>

Figure 11: House of Commons Budget Allocation per Business Line — 2002-2003 to 2004-2005

Business Line (thousands of dollars)	<u>Forecasted 2002-2003 *</u>	<u>Planned 2003-2004</u>	<u>Planned 2004-2005</u>
301 Ind. Constituencies	206,711.8	210,869.7	210,869.7
Chamber	14,399.4	18,331.2	18,331.2
Committees	22,719.1	18,776.9	18,776.9
Caucuses	24,959.0	25,007.3	25,007.3
Institution	<u>51,198.0</u>	<u>51,802.3</u>	<u>51,802.3</u>
Total	<u>319,987.3</u>	<u>324,787.4</u>	<u>324,787.4</u>

** Based on House Managers' forecasts as at December 31, 2002.*

Appendix A: Summary of Planned Activities and Initiatives for 2003-2004

The following table provides a summary of the major initiatives planned by the House Administration for 2003-2004. More comprehensive descriptions of these initiatives are included in Part II of this report.

	Lines of Business					
	Committee	Chamber	Caucuses	Constituencies	Institution	
Planned Activities and Initiatives for 2003-2004						Expected Results and Benefits to Members
1. Improving Information Resources for Members						
Managing Procedural and Parliamentary Information	X	X			X	Enhanced access to procedural and parliamentary information
Enhancing PRISM	X	X			X	Greater capacity for research and retrieval of parliamentary proceedings and other information
Developing tools to anticipate future work requirements for Legal and Legislative Counsel Services	X	X			X	Timely and more accurate turnaround of bills, amendments and on legal matters
Modernization of the Members' Manual of Allowances and Services			X	X	X	New on-line access to information on Members' allowances and services
Upgrading the Financial Management Module of the Integrated Resource Management System (IRMS)	X	X		X	X	Improved tools for the management of financial, human and materiel resources for Members
Election Preparedness	X	X	X	X	X	Election-related services before, during and following an election (general/by-election)
Information Management Corporate Program					X	Preservation of corporate memory
Resources on Parliamentary Procedure	X	X			X	Enhanced resources on parliamentary procedure

	Lines of Business					
	Committee	Chamber	Caucuses	Constituencies	Institution	
Planned Activities and Initiatives for 2003-2004						Expected Results and Benefits to Members
Parliamentarians' International Activities (50th Annual Conference of the Commonwealth Parliamentary Association)	X	X			X	Enhanced knowledge of international activities and Web tools to manage international activities and events
Web Access to Parliamentary Proceedings	X	X			X	Enhanced access to parliamentary proceedings
Web site on Parliamentary Heritage Collection					X	On-line access for Members and the public to the Parliamentary Heritage Collection Web site
2. Moving Ahead with Renovations						
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	Preservation of architectural heritage and access to increased collection in Library and to more sophisticated library information technology
Updating the Chamber Infrastructure		X			X	Improved technological infrastructure in the Chamber
Consolidation of Administrative Services	X	X			X	Optimal functioning of administrative services
3. Providing Appropriate Security						
Alternate Operations Centre for Security Services		X	X		X	A safe and secure environment for Members, employees and visitors
Improving Tools for Strategic Planning and Decision Making		X	X		X	A safe and secure environment for Members, employees and visitors

	Lines of Business					
	Committee	Chamber	Caucuses	Constituencies	Institution	
Planned Activities and Initiatives for 2003-2004						Expected Results and Benefits to Members
4. Investing in People						
Competency-Based Initiatives	X	X			X	A competent, flexible and committed workforce able to meet current and future needs of Members
Learning Opportunities					X	A competent, flexible and committed workforce able to meet current and future needs of Members
A Human Resources Strategy for Corporate Services					X	More integrated human resources and learning activities
Succession Planning	X	X			X	A competent, flexible and committed workforce able to meet current and future needs of Members
Making Progress on Classification Renewal					X	A competent, flexible and committed workforce able to meet current and future needs of Members
Multi-Year Policy Plan (Update of Employment Equity Policy, development of Policy on Health and Safety, implementation of modernized Staffing Policy, and revision of Travel Policy and financial reporting practices)					X	Policies that meet the needs of the House's unique environment
5. Improving Communications						
Improving Constituency Communication				X	X	Better communication links between the Hill and constituency offices
E-Mail Management Framework	X	X	X	X	X	Enhanced tools to help Members simplify e-mail management
Internal Communications Strategy					X	Integrated communications tools and processes to facilitate communication

	Lines of Business					
	Committee	Chamber	Caucuses	Constituencies	Institution	
Planned Activities and Initiatives for 2003-2004						Expected Results and Benefits to Members
6. Review and Reporting on Performance						
Strengthening Management Practices (Risk management and multi-year review plan)					X	Sound management practices and effective risk management
Environmental Management					X	Reduction of environmental risks in the workplace

Appendix B: Service Areas of the House of Commons Administration

The five service areas of the House of Commons Administration are all geared towards serving the needs of Members of Parliament as they carry out their roles — as legislators, as representatives of their constituents, in the Chamber, in committee 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. Procedural Services

Procedural Services provide a full range of procedural and legislative services to the Speaker, the Members of Parliament and the officers of the House of Commons, including preparing the official agenda and record of proceedings of the House and committees, (e.g., the *Journals of the House of Commons*) and maintaining House papers and records. It also provides a secretariat function to 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.
- *House Proceedings*, which has the responsibility 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 providing information, advice and briefings to the Speaker, Members, Table officers and other legislatures. It also manages a database of procedural references and the updating process of the *House of Commons Procedure and Practice* manual.

- The *International and Inter-Parliamentary 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

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 Inter-Parliamentary Advisory Council.

2. Parliamentary Precinct Services

Parliamentary Precinct Services serve Members of Parliament, 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 Parliament. More specifically,

- *Building Management Directorate* provides functional accommodation and related building support services, preserves the heritage assets of Parliament, provides delivery services and maintains internal and external partnerships.
- *Ceremonial Unit* maintains British parliamentary traditions associated with the Office of the Sergeant-at-Arms, 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.
- *Long-Term Architectural Planning Office* acts as the knowledgeable client, provides professional advice to the House of Commons and liaises with Public Works and Government Services Canada on long-term renovation and construction projects in the Parliamentary Precinct, and supports the implementation of precinct-wide information technology and security strategy.
- *Parliamentary Press Gallery* provides the technical and administrative infrastructure for the Canadian Parliamentary Press Gallery.
- *Security Services* are responsible for protecting life and property and maintaining peace and order in the Precinct through the provision of the highest quality of service.
- *Parking Operations* are responsible for controlling parking on the grounds of Parliament Hill.

3. Office of the Law Clerk and Parliamentary Counsel

The Office of the Law Clerk and Parliamentary Counsel offers comprehensive legal and legislative counsel services to the Speaker, the Board of Internal Economy, Members of Parliament and House managers.

- *Legal Counsel* 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, conflict of interest, contractual

obligations and the application of federal laws to the business of the House. Legal Counsel is also increasingly involved in House policy development and review and constantly expanding the level of expertise and the degree of specialization.

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

4. Information Services Directorate

The Information Services Directorate enables its clients to better conduct their business by providing advice, support and strategic directions, 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 of Parliament, House officers, House Administration, and other business partners.

Specifically, the Information Services Directorate includes the following service units:

- *Printing Services* provide printing, binding, photocopying, electronic printing, photomechanical and digital processing copying. Consulting services are also provided to Members in the delivery of printing products and services. The products include householders, ten percenters, personalized stationery, and demand print services, as well as other parliamentary business information material. Approximately 130 million impressions are printed annually.
- *Parliamentary Publications* produce parliamentary information in both official languages and ensure its access to Members and the general public in a variety of media. This involves the capture, transcription, editing and publishing of the *Debates of the House of Commons* and the proceedings and evidence of both House and joint committees; committee reports, government and Private Members' bills and analytical indexes.
- *Parliamentary Precinct Information Technology Program* 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 (Senate and Library of Parliament).
- *Multimedia Services* are responsible for the parliamentary Web sites and the Parliamentary Television and Radio Network, which includes cable and satellite services and a variety of parliamentary event and information channels. It also televises the House of Commons debates and committee meetings and stages all technical services for events in the Chamber and in committees. It provides similar services on a cost recovered basis to the Senate of Canada. Multimedia Services also set standards and provides technical support to Members in their Hill offices.
- *Information Technology Operations* are 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, responding to new and standard technologies designed to meet client and business needs by providing analysis, consultation, support and training services.

- *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 includes assistance to clients in the management of their information technology portfolio with the preparation of 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.
- *Finance, Administration and Planning* provides administrative services and financial and human resources management within the Information Services Directorate. This includes resources optimization, financial planning and budgeting, purchasing, contracting, special project management, employee leave requirements, and the coordination of the logistics requirements as well as all the communication services to management.
- *Classification Renewal Program* has a corporate mandate to oversee the planning, development and implementation of a new job evaluation/classification system that will meet the future needs of the House Administration and of its employees and managers. Having spanned a two-year period, the project will reach the implementation stage in 2003-2004, at which time responsibility will be returned to the Human Resources function within Corporate Services.

5. Corporate Services

The mandate of Corporate Services is to support the work of Members of Parliament, the Speaker and the Board of Internal Economy, and 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, 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* include 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* provide 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 organize and coordinate 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 environment for Parliamentarians, employees of the House of Commons and constituency offices. These programs include asbestos control, the Environment 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 planning, communication and review products and services, ultimately enabling the Administration to deliver services to Members as efficiently and effectively as possible.
- *Food Services* provide 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 provide 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 the 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.