



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES

# AFTER THE BALLOT

REPORT TO CANADIANS 2012

In 2011, Canada's 40th Parliament was dissolved and a general election was held. Shortly after the vote on May 2, the government announced that the 41st Parliament would commence on June 2. That meant the House Administration had to act quickly, welcoming 111 newly elected Members to Parliament and preparing them to carry out their democratic duties.

This report tells the story of the days after the ballot—and how they set the stage for the country's next Parliament.

Period of this report: April 1, 2011 to March 31, 2012

Total number of sitting days: 103

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# OVERVIEW

## OF THE HOUSE OF COMMONS

### CANADA'S PARLIAMENT

The Parliament of Canada includes the Monarch (the Queen, represented by the Governor General), the Senate (composed of members appointed by the Governor General on the advice of the Prime Minister) and the House of Commons (composed of elected Members).

### THE HOUSE OF COMMONS

#### MEMBERS OF PARLIAMENT

The House of Commons is where Members of Parliament—the men and women elected by Canadians to represent them in our national legislature—come together to make laws, hold the government to account and decide on the affairs of the country.

## WHAT MEMBERS DO

IN THE CHAMBER	IN COMMITTEES	IN CAUCUSES	IN THEIR CONSTITUENCIES	INTERNATIONALLY
Members debate and vote on legislation, present documents and petitions, ask and respond to questions, and raise issues of importance to their constituents.	Members work together to study proposed legislation, examine proposed government spending, investigate current issues, and receive input from citizens and other experts.	Members join with colleagues in their political parties to discuss policies and parliamentary strategy.	Members meet with constituents and the public to discuss important issues. When the House is sitting, roughly one week in four is set aside for such exchanges.	Members represent Canada, promote democratic institutions and strengthen ties with other countries by travelling or receiving visitors from abroad.

## *IN MEMORIAM*: THE HONOURABLE JACK LAYTON, P.C., M.P.



JULY 18, 1950 – AUGUST 22, 2011

Within four months of the election that saw his party win its greatest number of seats in the House of Commons, the Honourable Jack Layton, Leader of the Official Opposition, succumbed to cancer. Inspiring so many to get involved to create a better Canada, he will be remembered for his unwavering passion, optimism and courage and the message of hope he left for all Canadians.

## HOUSE ADMINISTRATION

The House Administration provides Members with the services, infrastructure and advice they need to carry out their work both on Parliament Hill and in their constituencies. Its work includes producing Parliament's daily publications (in both official languages, in print and online), helping Members stay connected through technology, and ensuring the Parliament buildings are secure and equipped to accommodate a number of different activities.

In providing non-partisan support to Members, the House Administration is guided by three core values: professional excellence, respect for the democratic process, and balancing continuity and change.

## SIX SERVICE AREAS

- Procedural Services
- Office of the Law Clerk and Parliamentary Counsel
- Information Services
- Parliamentary Precinct Services
- Finance Services
- Human Resources, Corporate Planning and Communications Services



### WHO GETS A SEAT?

The House of Commons operates on a model of representation by population, with the number of seats distributed according to each province's population. After each decennial census, the Chief Electoral Officer of Canada calculates the number of seats required. New electoral boundaries are then drawn by provincial commissions, whose members are appointed by the Speaker of the House and the province's Chief Justice to ensure the boundaries are established in a fair and unbiased way.

### HOW LAWS ARE MADE

Government ministers propose new laws by introducing bills for debate in the Senate or the House of Commons. (Bills that involve raising or spending public money must be introduced in the House.) Individual Members can also introduce and debate private Member's bills during the time set aside for such business in the *Standing Orders of the House of Commons*.

### THE SPEAKER'S ROLE

The Speaker of the House is responsible for maintaining order and decorum and ruling on

procedural issues—everything from points of order to questions of privilege to requests for emergency debates.

### QUESTION PERIOD

For 45 minutes each day the House sits, Members can ask questions of the government on important issues. Question Period is a busy time: Members asked an average of 39 questions during each of the last fiscal year's 103 sitting days.

### STAYING INFORMED

All Canadians are encouraged to learn more about—and become involved in—the activities of the House of Commons. They can do so by watching sittings of the Chamber and committee meetings live on the Internet at [parlvu.parl.gc.ca](http://parlvu.parl.gc.ca), or by attending in person and taking a seat in the House's public galleries. Information about the House of Commons' committees is available at [www.parl.gc.ca](http://www.parl.gc.ca), a site that also includes information on each individual Member of Parliament and on international activities.

# MESSAGE FROM THE SPEAKER



As Speaker of the House of Commons, I am proud to present the *Report to Canadians 2012*. Much of this report focuses on the extraordinarily busy days in May 2011 between the conclusion of Canada's 40th Parliament and the beginning of the new Parliament on June 2, 2011.

The transition from one Parliament to the next is always a complex undertaking. Last year we saw 111 new Members take their place on Parliament Hill. The House Administration was active and effective in ensuring they—and all Members—were ready for business as Canada's 41st Parliament got underway, providing the practical and procedural support they needed to prepare for their duties in the Chamber, during committee and caucus meetings, and in their constituencies across our great country. On behalf of all Members of the House of Commons, I want to thank the House Administration for its hard work and dedication.

I was honoured to be elected Speaker in June 2011, following in the footsteps of the Honourable Peter Milliken, the longest-serving Speaker in the history of the country. Since taking on this important role, I have strived to live up to his legacy in everything I do as I carry out my duties in the interest of all Canadians.

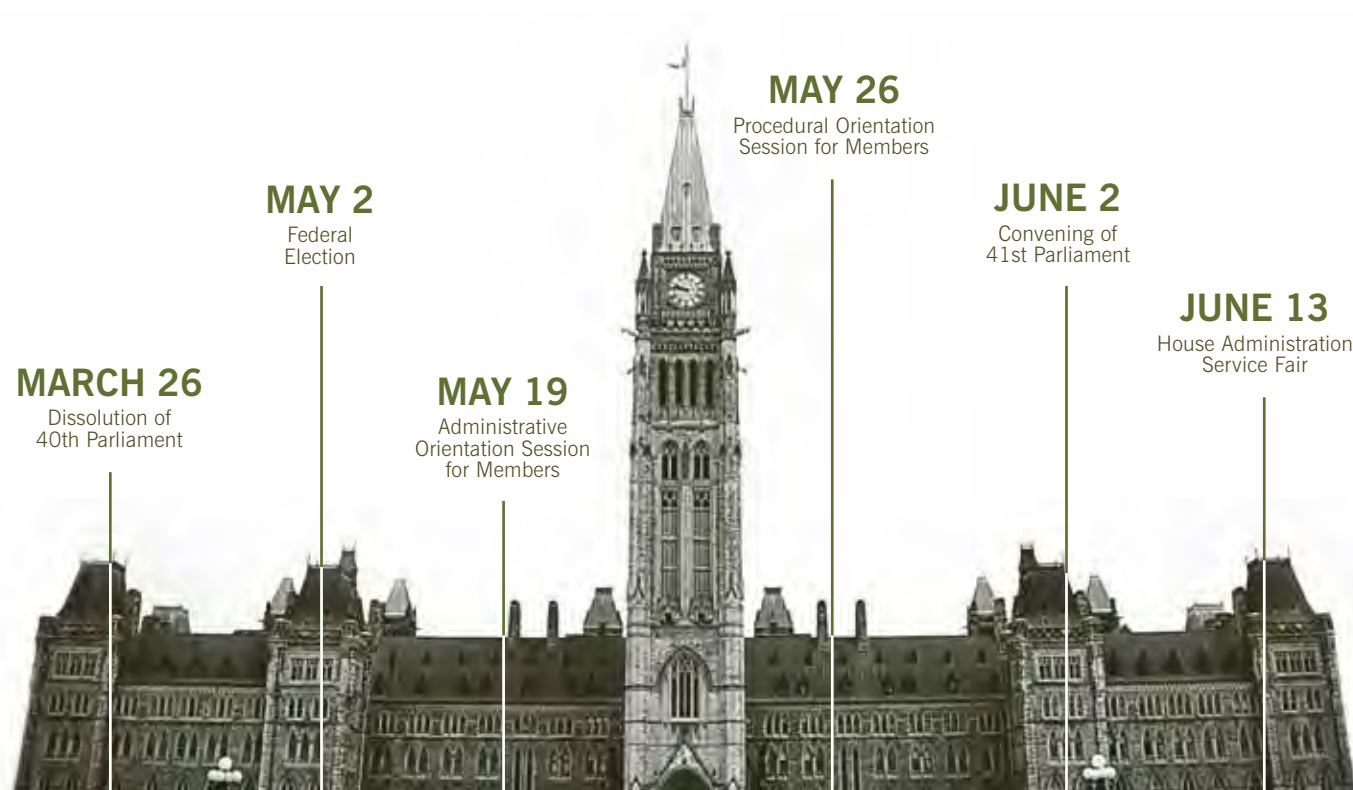
As we move forward with the work of the 41st Parliament, I look forward to strengthening my relationships with all Members. We will continue to serve Canadians well while acting as responsible stewards of the history and traditions of this important democratic institution.

**Andrew Scheer, M.P.**

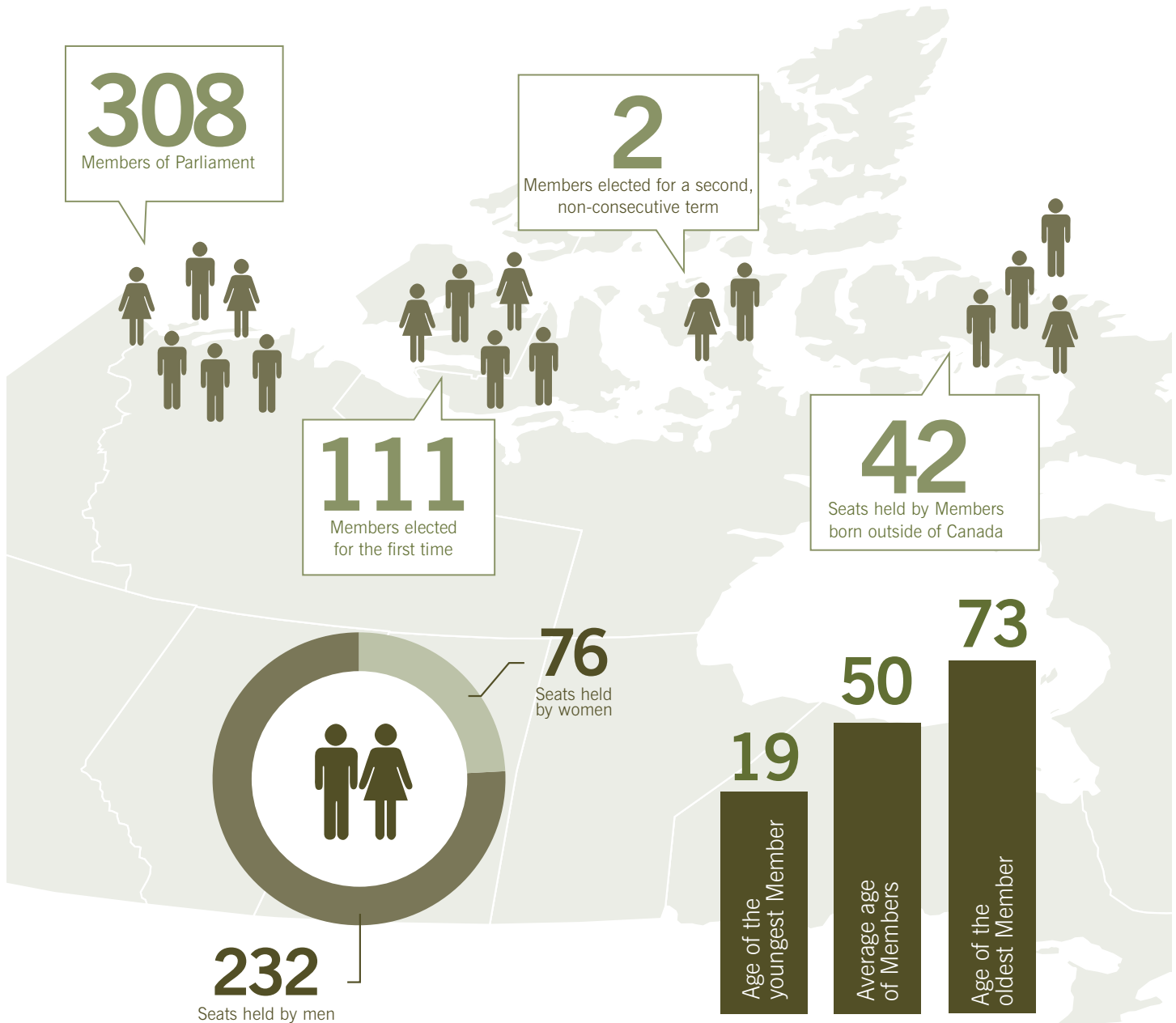
Speaker of the House of Commons

# ANATOMY OF AN ELECTION

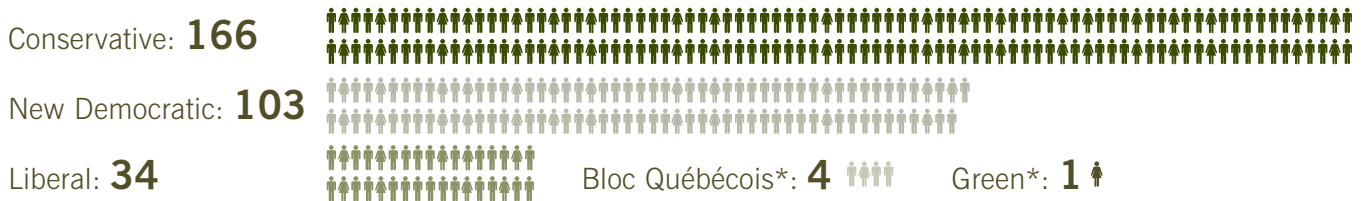
When the Governor General dissolved the 40th Parliament in March 2011 and issued the writs of election at the request of the Prime Minister, the House Administration had to be prepared for every possible outcome. Regardless of the number of new Members—or how quickly they would arrive on the Hill—the House Administration was ready to deliver the administrative, financial and procedural information and services required to welcome them to Parliament and support them in their new roles.



# MEMBERS' SNAPSHOT (AS OF MAY 2, 2011)



## MEMBERS BY POLITICAL PARTY



\* Does not hold official party status



## HOUSE ADMINISTRATION

9 

Liaison Officers to support newly elected Members

6 

Transition Officers to support Members not re-elected

489 

Meetings scheduled between new Members and House Administration service experts

466 

Outgoing calls made by Liaison Officers in the six weeks following the election

213 

Outgoing calls made by Transition Officers in the six weeks following the election

247 

Office moves on Parliament Hill completed in the seventeen days following the election

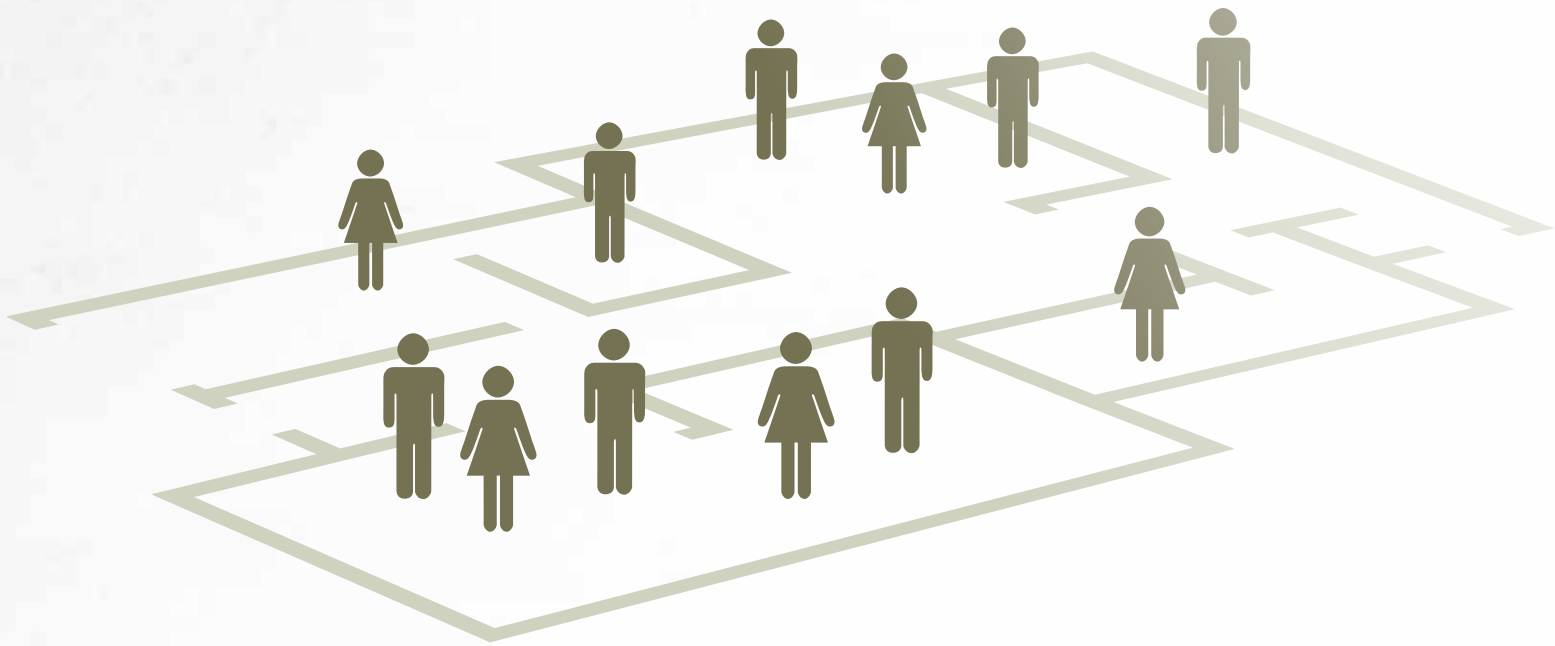
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Constituency office moves across Canada completed in the twelve weeks following the election

“ Getting elected is like finding a new job—and we all need a little help to take on new challenges. It’s very rewarding to know that I contributed to the collective efforts of the House Administration in helping newly elected representatives transition to their new roles as parliamentarians.”

~ Jocelyne Laporte, Liaison Officer

# NOTHING LIKE A DEADLINE



May 2, 2011. The election results are in and already the clock is ticking. The House Administration knows the House will sit again soon and is already putting in place everything the 111 newly elected Members will need to start serving their constituents. It is not until May 16, however, that June 2 is announced as the opening date of the new Parliament, making this the shortest time from election to opening since 1988.

## READY FROM DAY ONE

Within hours of the election results, House Administration staff began contacting new Members, putting into motion the processes that would help newly elected Members quickly and efficiently assume their roles on Parliament Hill. One of the first tasks was to take care of the ‘business’ side of the equation. On May 2, the House Administration opened an Orientation Centre—a central location where Members could access administrative advice as well as temporary workspace until their new offices were available.

## REACHING OUT TO MEMBERS

Every new Member was assigned a liaison officer as a guide and for support during the first few weeks on Parliament Hill. Almost immediately, these liaison officers began providing important information about the processes involved, scheduling in-person meetings between Members and representatives from the House Administration’s six service areas. Through these meetings—489 in total—new Members had their basic administrative requirements attended to, from being placed on the payroll to having their email and mobile devices configured.

In addition to the liaison officer function, a new role was introduced in 2011: House Administration volunteers served as transition officers to assist Members who had not been re-elected—relaying information, coordinating meetings and facilitating moves. For the first time as well, an integrated information package was produced for Members leaving the House. Thanks to the efficiencies gained through this new approach to transition, within two weeks of the election more than 90 meetings took place between departing Members and House Administration staff.

## A NON-PARTISAN APPROACH

Members and their spouses/partners were invited to a non-partisan administrative orientation session on May 19 on Parliament Hill. The session outlined the financial and legal obligations of Members including staffing and budget management. Returning Members from all three officially recognized parties shared their experiences and perspectives, and the Clerk of the House of Commons addressed the group. Key to the House Administration’s approach was delivering information to Members ‘just in time’—when it was most relevant to the tasks before them.

# PERSPECTIVE: CONSTITUENCIES

Each of Canada's 308 constituencies—also called ridings or electoral districts—elects an individual to the House of Commons. The Members who represent these constituencies are available to discuss issues of concern with constituents, attend important events and help citizens access federal programs and services.

The House of Commons typically meets for three weeks each month; Members usually spend the remaining week in their ridings (and longer when the House is not sitting during the summer and over the winter holidays). They also have local offices and staff, allowing the public to connect with them at any time. The House Administration supports Members' constituency work by providing up to four telephone lines and a high-speed Internet connection for their primary constituency offices, and by allocating office budgets and administering payroll services for staff employed by Members in their offices both in Ottawa and their constituencies.

## CANADA'S CONSTITUENCIES

- British Columbia: **36**
- Alberta: **28**
- Saskatchewan: **14**
- Manitoba: **14**
- Ontario: **106**
- Quebec: **75**
- New Brunswick: **10**
- Nova Scotia: **11**
- Prince Edward Island: **4**
- Newfoundland and Labrador: **7**
- Yukon: **1**
- Northwest Territories: **1**
- Nunavut: **1**

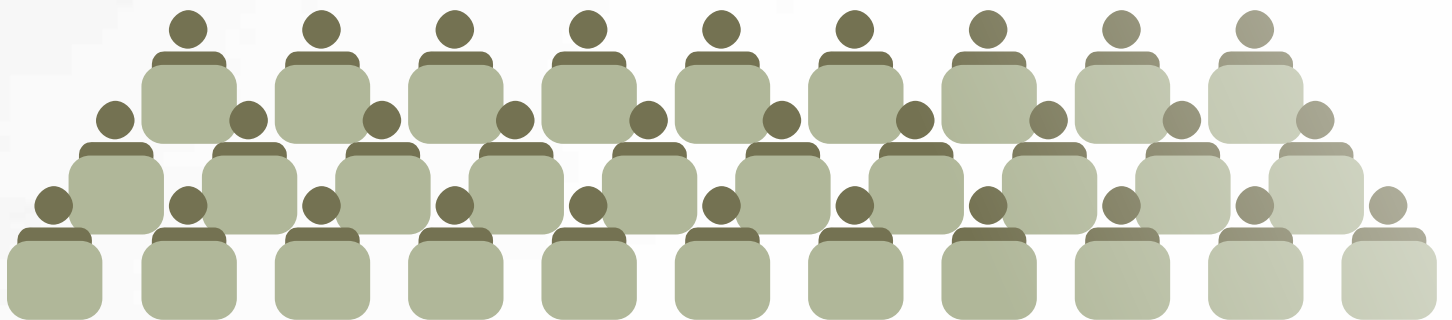
*The positions of liaison officer and transition officer are staffed by dedicated volunteers within the House Administration; since some regular parliamentary activities cease during an election, additional resources are not required to fulfill these important roles.*

“ By providing the information they needed to shut down their offices, I think I helped lessen the impact of the transition on defeated Members. It was very rewarding to have been a personal contact for the Members assigned to me—and they were all grateful to have somebody there to answer their questions.”

~ Danielle Gougeon, Transition Officer



# GETTING DOWN TO BUSINESS



May 26, 2011. The House sits in just one week. With most of their administrative duties attended to, Members start turning their attention to the role and responsibilities they will have in conducting the business of Canada's democracy.

## SUSTAINING THE INSTITUTION

A week after the administrative orientation session, Members gathered in the Chamber of the House of Commons, many for the first time, for an introduction to parliamentary procedure. The session focused specifically on the first few days in the Chamber—the election of the Speaker, the Speech from the Throne—and outlined general House protocol and decorum. A panel of experienced Members from different political parties gave practical advice to all newly elected Members on how they might maximize their effectiveness in the Chamber and during their

work on committees. One of the responsibilities of the House Administration in coordinating this procedural orientation session is to share and explain parliamentary traditions.

## MAKING IT OFFICIAL

Before they can take their seat in the Chamber, all Members—whether newly elected or returning for another term—must take an oath of allegiance or make a solemn affirmation to the Queen. The Clerk of the House of Commons performed this ceremony after the certificates confirming the election returns were received from the Chief Electoral Officer.

*Before they can officially undertake their work, Members must be 'sworn in'. They have two options: taking an oath of allegiance, or making a solemn affirmation to the Queen. The obligation to take an oath is found in the Constitution Act, 1867.*

# PERSPECTIVE: THE CHAMBER

The Chamber is where elected Members come together to debate issues of national importance and introduce potential new laws. In 2011–2012, 36 government bills were introduced on topics such as agriculture, citizenship and immigration, international trade, national defence, democratic reform and public safety. In addition, 210 private Member's bills were introduced on issues such as pensions, employment insurance, the *Criminal Code*, environment, health, immigration, transportation, and income and excise taxes.

All of these activities were presided over by the Speaker of the House, the Honourable Andrew Scheer—the youngest Speaker in Canadian history.

The House Administration supports the Speaker and all the other Members by producing the publications required for a sitting, providing advice on parliamentary procedure, compiling lists of Members who wish to speak during debates, and broadcasting Chamber proceedings on television and the Internet.

# PERSPECTIVE: COMMITTEES

In committees, Members investigate the issues that matter to Canadians by studying proposed legislation, examining government spending, conducting inquiries, and receiving input from citizens and other experts. Several kinds of committees exist to advance parliamentary business. In 2011–2012 there were:

- 24 standing committees—whose role includes overseeing the activities of government departments
- 2 legislative committees—specifically created to review bills
- 2 joint committees—which include Members of both the Senate and House
- subcommittees—created by committees, as required from time to time

Members took part in 889 committee meetings, hearing testimony from 2,670 witnesses and preparing 85 reports. In 2011–2012, topics addressed by committees included:

- Celebrations for Canada's 150th anniversary
- Immigration backlogs and wait times
- Trade agreements between Canada and the European Union
- Salmon aquaculture
- The readiness of the Canadian Forces
- Oil and gas pipelines and refining capacity
- Drug and alcohol use in prisons

The House Administration supports Members by preparing notices and agendas in advance of the meeting and minutes after the meeting, by coordinating the production of committee reports, by preparing workplans and making arrangements for future meetings, and by providing on-demand access to committee proceedings through the parliamentary Web site.





# DAY ONE— AND BEYOND



June 2, 2011. The 41st Parliament sits for the first time. The first order of business is the election of the Speaker; after six rounds of secret ballots, the Honourable Andrew Scheer is elected by his peers to be Speaker of the House. For Members and the House Administration alike, all the work leading up to this point is just the beginning. An entire year of new parliamentary business awaits.

## SUPPORTING MEMBERS YEAR ROUND

Once the new session of Parliament was officially underway, Members had the opportunity to learn more about the services available to them. On June 13, representatives from the House Administration and the Library of Parliament held a service fair in the Centre Block, hosted by representatives from areas such as printing, communications, security, interpretation and translation. This event not only connected Members to a broader array of vital services but also helped them build networks of contacts within the organizations.

To further assist Members in their daily activities, the House Administration and the Library of Parliament coordinated a series of seminars and professional development workshops on topics such as the parliamentary cycle, the legislative process and handling constituency casework.

## USING RESOURCES EFFICIENTLY

Before, during and after an election, the House Administration is tasked with delivering high-quality services that make the most efficient use of limited resources. For example, by revising and repackaging the welcome kits sent to new Members, the House Administration was able to cut costs while making the material more useful to Members.

This focus on efficiency and cost savings was maintained and built upon throughout the year; for example, by developing standards for the use of meeting rooms and aligning the House's security program with the goals of the Master Security Plan (a partnership between the Senate, the House of Commons and the Royal Canadian Mounted Police).

It was then formalized in September 2011 when the Board of Internal Economy asked the House Administration to review its operations and identify further efficiencies. The Board approved the proposed savings and reduction strategy in March 2012, which will see spending for the House of Commons decrease by \$30.3 million by 2014–2015 through budget reductions, operational efficiencies, service delivery transformation, retirements and the elimination of vacant positions.

*Staff from the six service areas support the House Administration's Orientation and Election Readiness Program. The effective coordination of resources across the organization is a critical factor in the success of this program given the complexity involved in transitioning a large number of departing and newly elected Members on the Hill and in constituencies across Canada.*

## PERSPECTIVE: CAUCUSES

Most Members of Parliament belong to a political party; together with their colleagues in the Senate (if the party is represented in the Upper House), they make up that party's parliamentary caucus. Each caucus meets weekly to discuss policies, plan strategy and develop positions on issues being debated in the House of Commons. Held in private, caucus meetings allow Members to express their views and opinions freely.

Each party assigns a Member to be its Whip, who is responsible for ensuring discipline within the caucus. The House Administration works closely with the Whips to allocate office space to Members and to schedule speakers for various bills, motions and other House proceedings.

## PERSPECTIVE: INTERNATIONAL

Whether welcoming visitors to the House of Commons or participating in delegations to foreign legislatures and international conferences, Members of Parliament play an active role in representing our country to the rest of the world.

In 2011–2012, the Parliament of Canada received a number of distinguished guests, including the Right Honourable David Cameron, Prime Minister of the United Kingdom, who delivered an official address to Members and Senators—the first by a British prime minister since 2001. Members

were also invited to discuss issues with colleagues in other parliaments; for example, the Speaker attended the 10th Meeting of the Speakers of the Lower Houses of the G8 in Paris.

As part of their respective roles, the Speakers of the Senate and the House also liaise with foreign dignitaries and the diplomatic community; for example, by receiving calls from arriving and departing ambassadors to Canada. Last year, the Speaker of the House received 67 courtesy calls.



# SUMMARY OF MEMBERS' ACTIVITIES

## STANDING COMMITTEES

- Aboriginal Affairs and Northern Development
- Access to Information, Privacy and Ethics\*
- Agriculture and Agri-Food
- Canadian Heritage
- Citizenship and Immigration
- Environment and Sustainable Development
- Finance
- Fisheries and Oceans
- Foreign Affairs and International Development
- Government Operations and Estimates\*
- Health
- Human Resources, Skills and Social Development and the Status of Persons with Disabilities
- Industry, Science and Technology
- International Trade
- Justice and Human Rights
- National Defence
- Natural Resources
- Official Languages
- Procedure and House Affairs
- Public Accounts\*
- Public Safety and National Security
- Status of Women\*
- Transport, Infrastructure and Communities
- Veterans Affairs

## STANDING JOINT COMMITTEES

- Library of Parliament
- Scrutiny of Regulations\*

\* *Committee chaired by a Member of the Official Opposition with a Vice Chair from the governing party.*

## OTHER CHAIR OCCUPANTS FOR THE 41ST PARLIAMENT, FIRST SESSION

- Denise Savoie, Deputy Speaker and Chair of Committees of the Whole
- Barry Devolin, Deputy Chair of Committees of the Whole
- Bruce Stanton, Assistant Deputy Chair of Committees of the Whole

## SESSIONAL PAPERS TABLED

Tabling a document in the House of Commons is a formal way of presenting information and putting it on the official public record. A variety of documents must be tabled in the House by the government, including reports on studies conducted by government task forces and commissions, annual reports for a number of federal institutions, corporate plans, performance reports, and other papers concerning matters related to the administrative responsibilities of the government. Committees present reports to the House further to their studies and can request that the government respond to those reports. Collectively, these documents are referred to as sessional papers. In 2011–2012, a total of 1,726 sessional papers were presented.

## VISITS TO PARLIAMENT BY HEADS OF STATE OR GOVERNMENT

<b>September 22, 2011</b>	The Right Honourable David Cameron, Prime Minister of the United Kingdom of Great Britain and Northern Ireland
<b>September 25–26, 2011</b>	His Highness Sheikh Nasser Al-Mohammed Al-Ahmed Al-Jaber Al-Sabah, Prime Minister of the State of Kuwait
<b>October 17, 2011</b>	His Excellency Nika Gilauri, Prime Minister of Georgia
<b>November 18, 2011</b>	His Excellency John Evans Atta Mills, President of the Republic of Ghana
<b>March 2, 2012</b>	His Excellency Benjamin Netanyahu, Prime Minister of the State of Israel

## SPEAKER-LED VISITS TO PARLIAMENT

<b>September 26–30, 2011</b>	His Excellency Jakup Krasniqi, President of the Assembly of the Republic of Kosovo, and a parliamentary delegation
<b>October 3–7, 2011</b>	The Honourable Kenneth Marende, Speaker of the National Assembly of the Republic of Kenya, and a parliamentary delegation
<b>October 31 to November 5, 2011</b>	Her Excellency Rose Francine Rogombé, Speaker of the Senate of the Gabonese Republic, and a parliamentary delegation
<b>March 4–9, 2012</b>	His Excellency Dag Terje Anderson, President of the Parliament of the Kingdom of Norway, and a parliamentary delegation

## OFFICIAL PARLIAMENTARY DELEGATIONS LED BY THE SPEAKER OF THE HOUSE

<b>February 20–22, 2012</b>	United Kingdom of Great Britain and Northern Ireland
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## PARLIAMENTARY CONFERENCES ATTENDED BY THE SPEAKER OF THE HOUSE

<b>November 20–22, 2011</b>	18th Canada-Mexico Interparliamentary Meeting (Ottawa)
<b>January 7–12, 2012</b>	21st Conference of Speakers and Presiding Officers of the Commonwealth (Trinidad and Tobago)
<b>February 2–5, 2012</b>	29th Canadian Presiding Officers' Conference (Edmonton)

## INTERPARLIAMENTARY ASSOCIATIONS

The Parliament of Canada is involved in interparliamentary associations that promote cooperation and understanding among nations and strengthen relations between Canadian parliamentarians and their counterparts around the world.

### MULTILATERAL ASSOCIATIONS:

- Canada-Africa Parliamentary Association
- Canada-Europe Parliamentary Association
- Organization for Security and Co-operation in Europe Parliamentary Assembly

- Assemblée parlementaire de la Francophonie
- Commonwealth Parliamentary Association
- Inter-Parliamentary Union
- NATO Parliamentary Association
- ParlAmericas

### BILATERAL ASSOCIATIONS:

- Canada-China Legislative Association
- Canada-France Interparliamentary Association
- Canada-Japan Inter-Parliamentary Group
- Canada-United Kingdom Inter-Parliamentary Association
- Canada-United States Inter-Parliamentary Group

## SELECT ASSOCIATION ACTIVITIES, 2011–2012

<b>May 3–5, 2011</b>	Meeting of the Standing Committee of the Canada-France Interparliamentary Association (Montréal)
<b>June 29, 2011</b>	Visit to Canada of the South African Parliamentary Standing Committee on Police (Ottawa)
<b>July 8–9, 2011</b>	25th Meeting of the International Executive Committee of the Interparliamentary Forum of the Americas (Ottawa)
<b>July 7–12, 2011</b>	35th Annual Conference of New England Governors and Eastern Canadian Premiers (Halifax)
<b>July 10–14, 2011</b>	Joint visit to Canada of the NATO Parliamentary Association Sub-Committees on Energy and Environmental Security (STCEES) and Transatlantic Economic Relations (ESCTER) (Edmonton, Fort McMurray, Dawson Creek)
<b>July 17–21, 2011</b>	Visit of the Bureau of the Delegation for Relations with Canada of the European Parliament (Toronto, Winnipeg, Churchill)
<b>August 22–26, 2011</b>	27th Assemblée parlementaire de la Francophonie America Region Assembly (Regina)
<b>September 21–23, 2011</b>	Visit to Canada by a delegation of the Budgetary Affairs Commission of the Standing Committee of the National People's Congress of the People's Republic of China (Ottawa)
<b>October 16–27, 2011</b>	9th Commonwealth Parliamentary Association Canadian Parliamentary Seminar (Ottawa)
<b>February 2, 2012</b>	Meeting with a delegation from the Republic of Namibia (Ottawa)
<b>March 18–21, 2012</b>	Meeting of the Assemblée parlementaire de la Francophonie Parliamentary Affairs Committee (Vancouver)



# MESSAGE FROM THE CLERK



The 2011–2012 fiscal year of the House of Commons began on April 1 and concluded on March 31. That period spanned two Parliaments—the dissolution of the 40th ahead of the national election on May 2, and the beginning of the 41st just a month later.

For the House Administration, facilitating the transition between the two Parliaments was a major focus, ensuring not only that Members were equipped to carry out their duties by the start of the new session but also that the right foundation and supports were in place for the successful conduct of that session over the next several years.

With roughly one-third of Members newly elected, and many coming to Parliament for the first time, the transition was significant. That it was carried out smoothly in a matter of weeks speaks volumes about the strength of our team—many volunteered their time to perform extra functions outside of their

usual day-to-day roles. I am particularly proud of the fact that we accomplished the task without bringing in external resources; our core staff executed the work with dedication and focus.

As the title of this report indicates, our work did not end with the start of the new session. The House Administration continues to actively support Members in their daily business.

In my role as Clerk, I report to the Speaker of the House of Commons and advise him—and all Members of Parliament—on the interpretation of parliamentary rules, precedents and practices. I also work closely with my management team to develop the House Administration's overall strategy on a wide range of issues, from the security of the Parliamentary Precinct to the effective stewardship of public resources to the engagement of our workforce.

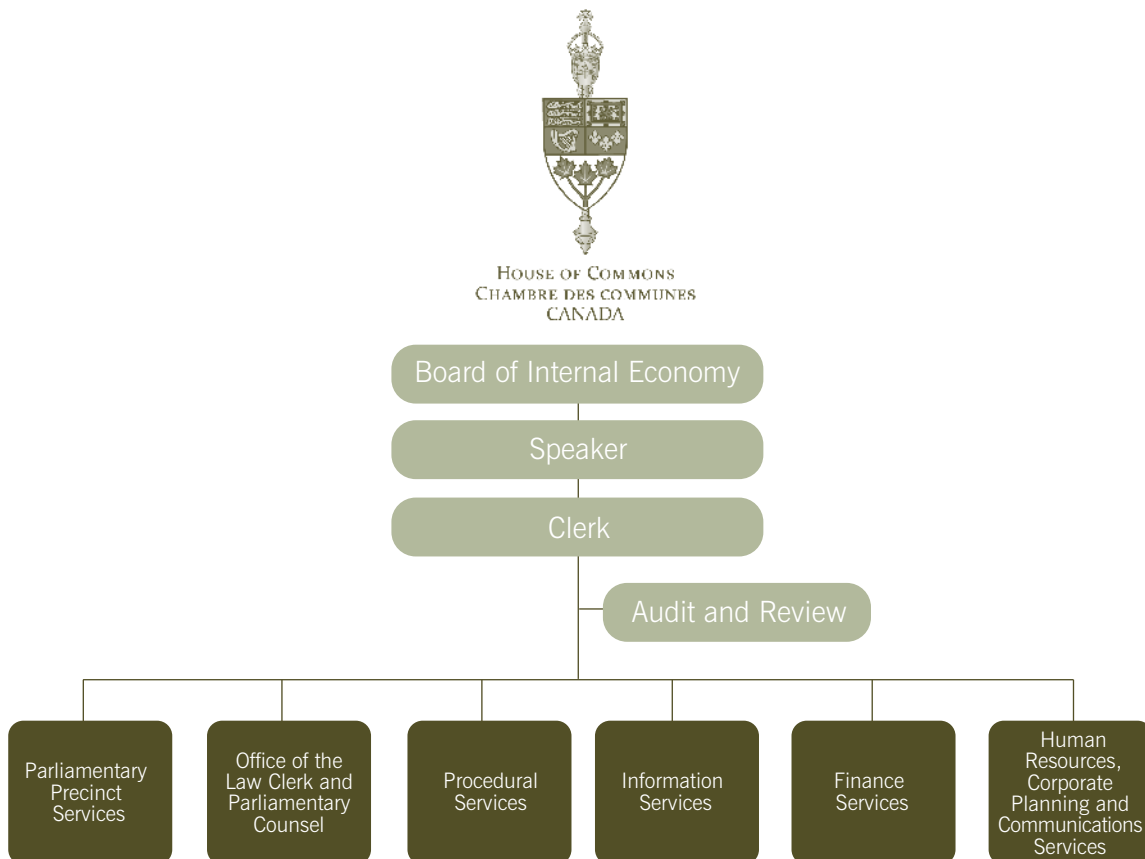
Over the past year, we continued to collaborate with our partners in the Senate, at the Library of Parliament and at Public Works and Government Services Canada on the Long Term Vision and Plan—a complex undertaking to renovate and rehabilitate the important heritage buildings of the Parliamentary Precinct. We also continued to refine and streamline our own internal processes, looking closely at everything from security and technology implementation to postal services and recruitment strategies.

As always, it continues to be a privilege and an honour to guide the activities of the House Administration as it provides support to Canada's Members of Parliament. It is my hope that this report sheds some light on the many ways in which we supported the House and its Members—before, during and after the election.

**Audrey O'Brien**

Clerk of the House of Commons

# THE HOUSE ADMINISTRATION



# BOARD OF INTERNAL ECONOMY

Under the *Parliament of Canada Act*, the Board of Internal Economy governs the House Administration. It is responsible for all matters of financial and administrative policy that affect the House and its Members, premises, services and employees. It has the legal authority to make by-laws (which are tabled in the House) and to regulate the use of resources available to the House of Commons.

The Speaker of the House chairs the Board of Internal Economy, which is made up of Members from all recognized political parties. It meets on a regular basis, and minutes of those meetings are tabled in the House. To learn more about the Board of Internal Economy and the documents made

available to the public, please visit the Parliament of Canada Web site at [www.parl.gc.ca](http://www.parl.gc.ca).

The Board membership as of March 31, 2012, was as follows: Hon. Andrew Scheer, M.P., Speaker of the House of Commons and Chair of the Board; Ms. Chris Charlton, M.P., Chief Opposition Whip; Mr. Joe Comartin, M.P., House Leader of the Official Opposition; Ms. Judy Foote, M.P., Whip of the Liberal Party; Hon. Rob Merrifield, M.P. (CPC); Hon. Gordon O'Connor, M.P., Minister of State and Chief Government Whip; Hon. Peter Van Loan, M.P., Leader of the Government in the House of Commons. The Clerk of the House of Commons, Ms. Audrey O'Brien, is Secretary to the Board.

# CLERK'S MANAGEMENT GROUP

The Clerk's Management Group (CMG) is an executive governing body representing all services of the House of Commons. It assists the Clerk on matters regarding the administration of the House of Commons.

Chaired by the Clerk and composed of the heads of the House Administration's six service areas, the CMG is responsible for:

- setting strategic directions, priorities and expected results for the House Administration;
- ensuring the House Administration has the financial and human resources necessary to carry out its mandate;
- reviewing all policies pertaining to the House Administration; and
- ensuring the House Administration complies with approved policies and directives.

# PERFORMANCE REVIEW

## STRATEGIC OBJECTIVE 1

To respond to the evolving role of Members and the institution

- Improving Members' access to parliamentary information
- Facilitating the involvement and awareness Canadians have about their Parliament and the parliamentary process

## PROJECT

Compiling key procedural decisions delivered by Speaker Milliken and his fellow Chair occupants

The proceedings of the House of Commons are regulated by a vast body of rules and practices, not all of which are written into the *Standing Orders*. In interpreting these traditions, the rulings made by the Speaker of the House help inform future proceedings by adding weight to an established precedent, interpreting practice in a new context, or refining or redefining the appropriate practice. To provide practitioners with an authoritative reference and avert the need for laborious searches through the Debates, collections of the most significant rulings have been assembled at the close of each Speaker's tenure since the 1970s.

Former Speaker of the House, Peter Milliken, set a record during the 40th Parliament as the longest-serving Speaker in Canadian history. Work on the book containing his rulings, *Selected Decisions of Speaker Peter Milliken*, is well underway; the text for all chapters was drafted and is now undergoing review and approval. In 2012–2013, the focus will turn to the indexing, layout and publishing stages of the book's production. A database containing all of the decisions rendered during Mr. Milliken's tenure was also completed last year.

# STRATEGIC OBJECTIVE 2

To enhance ongoing services to Members and sustain the institution

- Advancing the Long Term Vision and Plan to rehabilitate heritage buildings and grounds, and provide additional parliamentary accommodations
- Providing a flexible technology infrastructure to respond to the needs of Members and the institution
- Ensuring the guardianship of the institution

## PROJECTS

Rehabilitating heritage buildings in the Parliamentary Precinct

As part of the ongoing work under the Long Term Vision and Plan, requirements for the rehabilitation of the West Block, the Sir John A. Macdonald Building (formerly the Bank of Montreal Building) and the Wellington Building were developed and submitted to Public Works and Government Services Canada (PWGSC). Concept design and design development were also completed and tabled at the Design Advisory Group meeting in March 2012, with comments submitted to PWGSC.

The West Block and Wellington Building will accommodate functions from the Centre Block during its renovation by providing space for the interim Chamber, committee rooms and parliamentary office units. The Sir John A. Macdonald Building will be used to permanently accommodate the special parliamentary events previously held in the West Block.

In addition, the House Administration continued to play a lead role in overseeing the planning, design and implementation of technology services and infrastructure for the data network, multimedia services and security infrastructure in all building renovations.

Optimizing the use of space in the House of Commons

A new House Administration Space and Furniture Allocation Policy was developed and adopted; it includes standards on how to efficiently use areas such as offices and meeting rooms while still meeting operational requirements.

Increasing access within the Parliamentary Precinct

To better accommodate parliamentary access requests, room reservations and event support, an integrated service centre is being developed. This service centre will include the Enhanced per Agent Service Telephony System (EPAS) as well as the Parliamentary Access and Reservation System (PARS), which will be implemented in August 2012.

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Ensuring the security of Parliament	To align the House of Commons security program with the goals of the Master Security Plan (MSP)—the centralized planning, development and implementation of security measures for the Parliamentary Precinct—steps were taken to integrate House of Commons security requirements into the RCMP vehicle screening facility, and to harmonize security standards, policies and practices with MSP partners.
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Enhancing emergency preparedness	The House of Commons continues to be proactive in protecting health and safety within the Parliamentary Precinct. Final consultations are underway on the expansion of the Incident Command System—which enables a more effective response to all major incidents and crises at the House of Commons—for final approval by the Clerk’s Management Group.
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Providing Members with electronic self-service solutions	A pilot project allowing Members to submit financial requests electronically is currently underway. Requests are submitted through a central portal that includes automated, user-friendly forms with built-in controls and tutorial features. The project has garnered positive feedback to date and was released to all Members in June 2012.

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# STRATEGIC OBJECTIVE 3

To promote understanding and support the advancement of legislative institutions

- Providing learning opportunities for parliamentarians and legislative officials from jurisdictions in Canada and abroad
- Increasing public awareness and sustaining the independence and traditions of the House of Commons

## PROJECT

Supporting international activities

The Parliamentary Officers' Study Program (POSP) offers senior officials from foreign legislatures the opportunity to learn about the functioning of the Parliament of Canada and, in turn, reflect on their own procedural and administrative practices. Hosted by the House of Commons in partnership with the Senate and the Library of Parliament, the POSP is traditionally held in the spring; however, it was postponed until the latter half of the fiscal year due to the dissolution of Parliament and subsequent election. The English POSP was held October 16–27, 2011, and the French POSP from February 26 to March 8, 2012. Both had a high number of attendees and extensive waiting lists remain for both versions of the program.

In October 2012, the Parliament of Canada will host the 127th General Assembly of the Inter-Parliamentary Union (IPU) in the city of Québec. To prepare for this event—which is expected to attract some 1,500 delegates from more than 150 countries—sites and venues were selected and negotiations were undertaken for several major contracts. The conference Web site was officially launched at the 125th IPU General Assembly in Bern, Switzerland. Work on the conference program (including themes and panellists) and the online registration system continued throughout 2011–2012. Preparations were also made to further promote the conference at the 126th General Assembly in Kampala, Uganda.

# STRATEGIC OBJECTIVE 4

To apply the highest standards of public sector governance in a parliamentary context

- Promoting strong stewardship and effective management of public resources
- Attracting, engaging and retaining our talent
- Strengthening environmental practices

## PROJECTS

Harmonizing printing and mailing services

The harmonization of printing and mailing services at the House of Commons continued, with work underway to develop and implement a new management information system and a new Web portal for online submissions, and to establish a new organizational structure and business processes.

In lieu of a service-level agreement with Canada Post to document the terms and conditions for processing House mailings, processes were established with Canada Post and documented in a record of decisions.

Optimizing the integration of security services

Business and operational requirements for the integration of camera surveillance, alarm monitoring and electronic access control were defined and provided to Information Services. These requirements will help drive the selection and implementation of the new integrated security system.

Establishing service area plans

To provide better strategic alignment throughout the House Administration, integrated service area plans—operational documents outlining yearly projects and ongoing activities—were developed and implemented. The first of these service area plans, which contain base financials, were presented to the Clerk's Management Group in July 2011. Further work is planned to expand the financial information contained in these plans.



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Meeting today's staffing needs and planning for future requirements

A strategic recruitment strategy is being developed to help the House of Commons attract talented individuals in a highly competitive labour market. A strategic recruitment component was developed for the role of House Administration staffing advisors and a new organizational structure for the House's staffing function was put in place.

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Auditing the House of Commons

In June 2010, the Auditor General of Canada was invited by the Board of Internal Economy to carry out an audit of the House of Commons. This audit will ensure that management policies and control systems needed to support Members are in place and that House objectives—in the areas of strategic planning, financial management, human resources, information services and security—are being met.

The Office of the Auditor General (OAG) began its work in September 2010 and examined thousands of documents and held nearly 130 meetings with House Administration employees. The Speaker tabled the OAG's report in the House in June 2012 and the House Administration is now working on implementing its responses to the OAG's recommendations.

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# FINANCIAL REVIEW

## PLANNED VERSUS ACTUAL SPENDING BY AUTHORITY (IN THOUSANDS OF DOLLARS)

		2011-2012				
Vote	Program Name	Main Estimates	Supplementary Estimates and Adjustments	Total Authorities	Actual Spending	Variance
5	Program expenditures	290,297	3,873	294,170	274,983	19,187
(S)	Members of the House of Commons*	113,442	3,792	117,234	117,234	0
(S)	Contributions to employee benefit plans	37,909	(2,891)	35,018	35,018	0
	<b>Subtotal of statutory items</b>	151,351	901	152,252	152,252	0
	<b>TOTAL</b>	<b>441,648</b>	<b>4,774</b>	<b>446,422</b>	<b>427,235</b>	<b>19,187</b>

\* 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.

## PLANNED VERSUS ACTUAL SPENDING (IN THOUSANDS OF DOLLARS)

Program Activity	2011-2012				
	Main Estimates	Supplementary Estimates and Adjustments	Total Authorities	Actual Spending	Variance
Members and House Officers	254,903	6,036	260,939	249,477	11,462
Committees, Parliamentary Associations and Parliamentary Exchanges	9,324	(227)	9,097	4,138	4,959
House Administration	177,421	(1,035)	176,386	173,620	2,766
<b>TOTAL</b>	<b>441,648</b>	<b>4,774</b>	<b>446,422</b>	<b>427,235</b>	<b>19,187</b>

## HOUSE ADMINISTRATION

	Actual Spending		FTE Budget
	\$	%	
Office of the Clerk and Secretariat	1,867	1%	12
Office of the Law Clerk and Parliamentary Counsel	3,676	2%	32
Procedural Services	18,546	11%	220
Parliamentary Precinct Services	54,453	31%	810
Information Services	65,080	37%	566
Human Resources, Corporate Planning and Communications Services	19,962	12%	143
Finance Services	10,036	6%	115
<b>TOTAL</b>	<b>173,620</b>	<b>100%</b>	<b>1,898</b>

