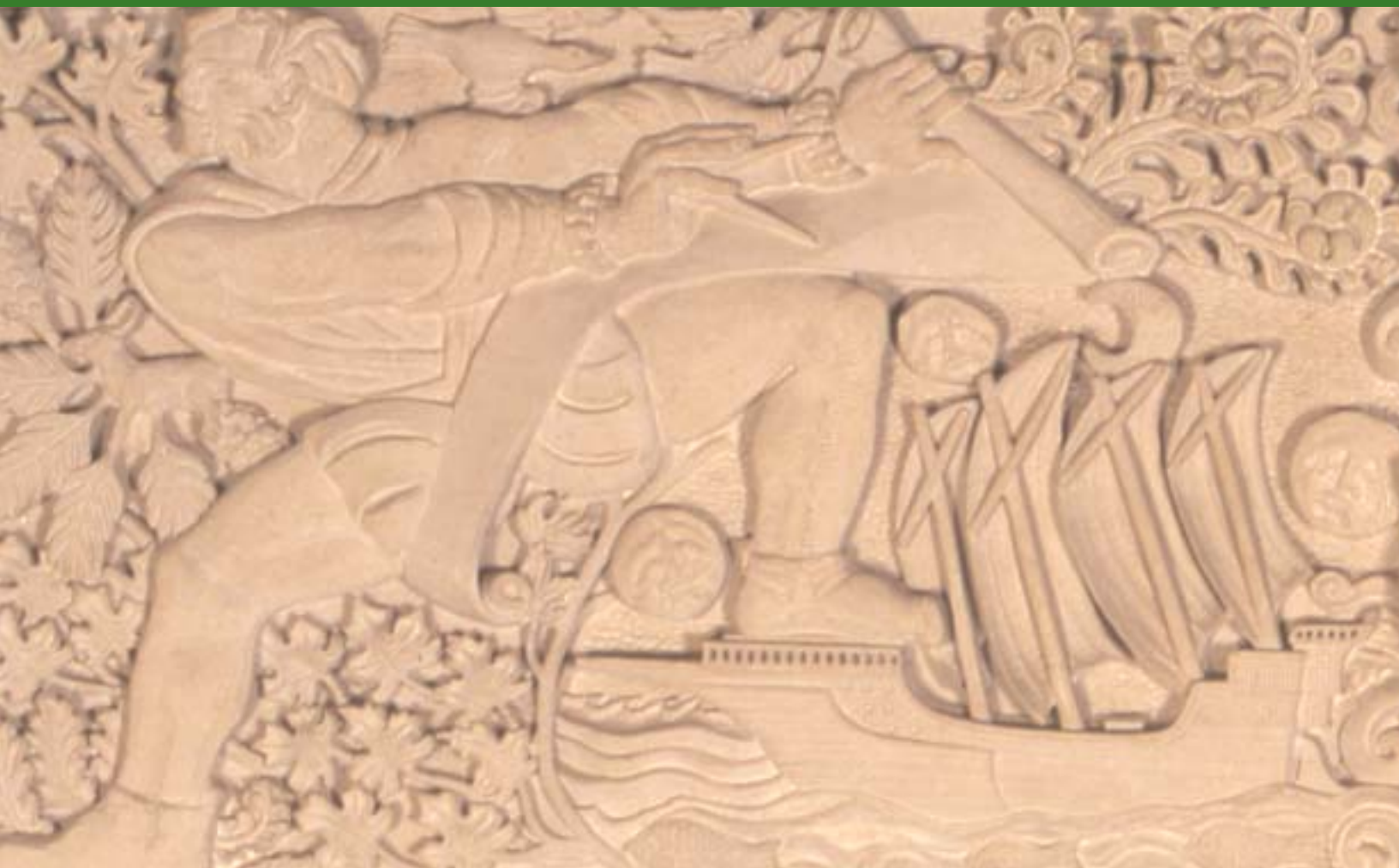




Strategic Outlook for the 38th Parliament

House of Commons Administration





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This image depicts the bas-relief entitled *Jacques Cartier maps the shores of the St. Lawrence River*. It is taken from the History of Canada series, a monumental frieze located in the House of Commons Foyer. The series portrays key social, economic and political developments over a 25,000 year period and was carved by R. Eleanor Milne, Dominion Sculptress (1962-1993) and her team between 1962 and 1974. Images and descriptions of Parliament's architectural details and heritage objects may be found on the House of Commons Heritage Collection Web site, soon to be linked to the Parliament of Canada Web site at www.parl.gc.ca.

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**Approved by the Board of Internal Economy
December 2004**

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

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

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



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Message from the Clerk



The last federal election, held on June 28, 2004, ushered in Canada's 38th Parliament and with it a whole new series of opportunities and challenges for the House of Commons Administration. I believe that the Administration is ready to respond with its characteristic professionalism and energy, and we owe much of that readiness to the strategic planning undertaken over the past decade.

In the mid-nineties, during the 35th Parliament, the Administration published its first *Outlook on Program Priorities and Expenditures*. This document established a robust service delivery model for the House: it cast Members of Parliament as our clients; identified four lines of business in which Members are engaged, that is, the Constituency, Committees, the Chamber and Caucus; and articulated the ways in which our organization supports and serves them.

Since then, the Administration has presented its plans and accomplishments every year in the *Report on Plans and Priorities* and the *Administration Performance Report*. The transition to the 38th Parliament provides an excellent opportunity to refine the planning and reporting process thus reflecting more accurately the activities of the House of Commons and the support structure that the Administration puts in place to support the work of Members.

The *Strategic Outlook* will be produced at the start of each new Parliament to provide Members with our strategic orientation and key commitments for that Parliament. The *Annual Report* will provide Canadians with a summary of Members' parliamentary activities during the year and will report on the programmes and projects supporting those activities.

In preparing the first *Strategic Outlook*, the Administration has taken note of the many factors that shape the operating environment over the life of a Parliament to assess the most critical variables at play and to base its strategic objectives on that assessment.

Legislators around the world are discussing how better to align democratic institutions and processes to meet the needs of their people in the 21st century. In Canada, the same debate is carried on at all levels of government. At the federal level, Members of all parties have expressed an interest in strengthening their representative and deliberative roles, and in cultivating active, responsible and inclusive citizenship for all Canadians. This has an impact on how Members fulfill their roles in the Chamber and in committees, and how they manage the work in their constituencies and their activities on the world stage.

There are certain key themes that affect any organizational development in 2004. Technology continues to play a central role in our society and its presence is pervasive. Institutions, including legislatures, must plan ahead, to anticipate the evolution of technology, the better to manage its impact on work and on the workforce. There is also a growing public interest in responsible and accountable corporate management in the public and private sectors. Institutions are also faced with the demographics of an aging workforce and the challenge of balancing continuity of service with changes in key human resources. Everywhere – especially in legislatures – increased security concerns demand that ongoing, effective assessment be met with measured, effective response. All these factors have been considered in planning for the 38th Parliament because of the impact they have on the stewardship the Administration exercises over the resources of the House of Commons.

The *Strategic Outlook* presents strategic objectives and identifies corresponding initiatives. The projects and programmes needed to undertake these initiatives will be presented to the Board of Internal Economy and Board approval will be sought for the required resources, human and financial, ongoing and new.

With the publication of this *Strategic Outlook for the 38th Parliament* and in full confidence that this new approach will be of benefit to both Members and Canadians, we are ready to embrace the opportunities and meet the challenges that lie ahead during this Parliament.

William C. Corbett,
Clerk of the House of Commons



Vision

To exercise leadership in supporting the House of Commons and its Members and in the advancement of parliamentary institutions.

Values

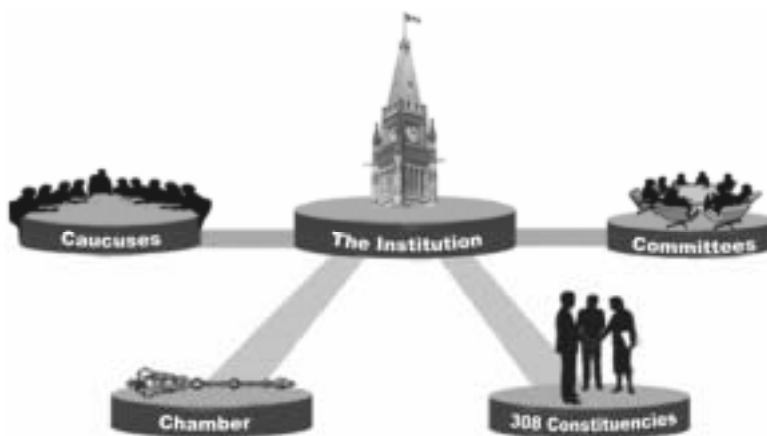
The employees of the House Administration are proud to serve the Parliament of Canada. We are guided by values that motivate us to provide excellent service and non-partisan expert advice to Members.

- € Respect for the democratic process: We believe in the importance of parliamentary institutions and the democratic process, and we work to strengthen and foster respect for them.
- € Balancing continuity and change: We preserve the collective memory and ensure institutional continuity, while supporting Members as their roles evolve and the institution evolves with them.
- € Professional excellence: We work together to provide effective, accountable and non-partisan support, and we act with integrity, in a manner that is responsible and ethical.

The Organization

The mandate of the House Administration is to support Members by providing the infrastructure, services and advice they need to carry out their work as legislators and representatives in the Chamber, in committee, in caucus, in their Parliament Hill offices, and in their constituencies.

Supporting Members and the Institution



The Board of Internal Economy is the governing body of the House of Commons and oversees its financial management and administration on behalf of Members and Canadians. It is chaired by the Speaker and composed of Members representing all recognized parties.

The Clerk of the House of Commons is the Secretary to the Board and, as the senior official of the Administration, reports to the Speaker. Five service areas, employing the equivalent of 1,685 full-time workers, report to the Clerk: Procedural Services; the Office of the Law Clerk and Parliamentary Counsel; Information Services; Parliamentary Precinct Services and Corporate Services.



Strategic Objectives and Major Initiatives

The House Administration has established four strategic objectives to focus its efforts and guide its activities during the 38th Parliament, and has identified major initiatives to be undertaken in support of each objective.

1. *To respond to the evolving role of Members*

All political parties represented in the House of Commons have expressed the need for parliamentary reform. The House Administration is prepared to support Members as they consider new ways of conducting House business, engaging their constituents, and bringing Parliament closer to Canadians.

- € *Supporting the evolution of parliamentary practices and rules:* As Members review their own roles and consider changes to their rules for governing their deliberations, the Administration will be ready to provide procedural advice and guidance, presenting options to achieve stated objectives.
- € *Ensuring a flexible technology infrastructure:* Ongoing investment in infrastructure in new and existing parliamentary buildings and better links to constituency offices will ensure that Members will be able to have quick access to the information they need, regardless of where they are or when they seek it. Televised proceedings of the House and committees will be stored in digital format and made available electronically.
- € *Improving Members' access to parliamentary information:* The Administration will launch *Today in the House*, a Web site providing Members and staff with a central access point to information they require to follow House and committee activities on any given day, including the webcast of proceedings, daily publications, information concerning bills and links to a compendium of parliamentary procedure — an on-line reference work designed for a wide range of audiences. A new system will also be developed to allow Members to use electronic communication to give notice of items of House business, such as notices of motions, amendments to bills and written questions.
- € *Involving Canadians in the parliamentary process:* Canadians will be given the opportunity to sign, endorse and submit petitions

electronically using the Parliament of Canada Web site. The Web sites of the House of Commons committees will inform citizens about their work and will be the platform from which committees may undertake their consultations with stakeholders on specific issues.

2. *To enhance ongoing services to Members and to sustain the institution*

Many of our resources are devoted to sustaining the institution and improving our baseline services. This requires balancing the contemporary business requirements of Members and the demand for public access to a national institution.

- € *Renovating the Parliament buildings:* The Long-Term Vision and Plan for renovating Parliament's historic buildings and constructing new facilities will be updated with the assistance of Public Works and Government Services Canada to address new realities, such as the federal government's capital projects restrictions announced in 2003, as well as planning considerations that highlight sustainability and mitigate security risks.
- € *Improving the information technology services:* The Administration will support Members in their parliamentary activities by upgrading technologies in the Chamber, enhancing video-conferencing services, and equipping an additional committee room to televise proceedings. E-mail services for Members will be enhanced, and new self-service tools for information technology support will be provided for Hill and constituency offices.
- € *Refining the business continuity and resumption plan for the House of Commons:* Already ready to respond to different levels of business interruption, through the implementation of this plan, the Administration will develop the capacity for the House of Commons to relocate and operate in an alternate location in the event of a catastrophic event.

3. *To promote understanding and to support the advancement of legislative institutions*

The House Administration, through its procedural seminars and publications, promotes an understanding of our parliamentary institutions and the roles of Members, thereby facilitating participation in parliamentary proceedings. It will also continue to share best practices with its

counterparts at home and abroad and to support the development of existing and emerging legislative institutions.

- € *Updating major publications on parliamentary procedure:* The Administration will produce publications on parliamentary procedure, including the second edition of the *Annotated Standing Orders* and will proceed to the planning and research for the second edition of *House of Commons Procedure and Practice* (Marleau-Montpetit).
- € *Providing learning opportunities for parliamentarians and legislative officials from jurisdictions in Canada and abroad:* The Parliament of Canada will prepare to host some 900 delegates to the annual meeting of the NATO Parliamentary Assembly in 2006. A new International and Interparliamentary Affairs Web site will be launched, in conjunction with the Senate Administration, and will include a calendar of events and detailed information on parliamentarians' international associations and activities. The Parliamentary Officers Study Program will be extended to member countries of the Inter-Parliamentary Forum of the Americas (FIPA).
- € *Sharing Parliament's heritage with Canadians:* The House of Commons' Heritage Collection Web site, a virtual museum for the House of Commons, will be launched. It will provide authoritative information on the Books of Remembrance, art works and heritage artefacts at the House of Commons.

4. *To apply, in a parliamentary context, the highest standards of public sector governance*

Increased scrutiny of public institutions around the world has focused attention on ensuring accountability and transparency in our workplace. We will continue to exercise leadership, adopt best practices, and promote the effective management and responsible stewardship of our resources.

- € *Keeping the House of Commons secure:* The Administration will continue to innovate by providing a modern security model that takes into account Canadians' expectations for an open and accessible Parliament. It will integrate evolving security approaches, features and technologies. Promoting security awareness on the theme "Security is everyone's business" will improve internal capacity to gather and analyze security information and enhance collaborative relationships with its stakeholders.

- € *Strengthening House of Commons management practices:* The Administration will continue to support good governance activities by enhancing accountability measures and risk management practices. We will strengthen stewardship of resources by undertaking financial attestation audits and compliance audits, by enhancing our current financial data repository by developing tools to support electronic transactions and by continuing implementation of the multi-year policy plan.
- € *Managing parliamentary information:* In 2002, the *Parliamentary Information Management Blueprint* set out principles and objectives for methodically managing information. That approach has evolved so that the Administration is now in a position to provide leadership in the management of parliamentary information and to collaborate with our partners at the Senate and the Library of Parliament to deliver meaningful information services, with the goal of providing content through multiple sources in ways that will allow Members to quickly and easily glean what is important to them.
- € *Managing information technology assets:* Information technology assets need to be managed over their lifecycles, including their procurement, use, location, reliability, licenses, replacement and costs.
- € *Sustaining a motivated and effective workforce:* The Administration will meet the challenge of demographics by continuing to develop succession plans that ensure the right people are recruited and retained in all services. It will expand the development and use of competency profiles and focus on developing an inclusive and diversified workforce. It will also promote wellness in the workplace and offer employee assistance programs that help in balancing work and family life.
- € *Improving environmental management on the Hill:* The Administration, in partnership with the Senate, the Library of Parliament and Public Works and Government Services Canada, will update its environmental plan to reduce environmental risks on the Hill, harmonize practices for green procurement, and continue to improve managing the use of hazardous and non-hazardous products and the search for better ecological alternatives.



Moving Forward

Building on the successes of the past and learning from other legislative administrations in Canada and abroad, we are pleased to introduce a new approach to strategic management that will align corporate planning and reporting with the parliamentary cycle. This approach will feature two new documents: a *Strategic Outlook* and an *Annual Report*.

The *Strategic Outlook* articulates how the Administration proposes to respond to the 38th Parliament: identifying four strategic objectives and the major initiatives on which it will focus to achieve them. These objectives, set only after we assessed the factors that shape our current operating environment, are informed by our vision of the work we do, the values we hold dear and our mandate to support the House of Commons and its Members. The initiatives will be carried out at the House of Commons with the approval of the Board of Internal Economy and the Speaker, by the staff of the five service areas of which the Administration is composed.

The *Strategic Outlook* retains what has served us well in the past and refines it to reflect the parliamentary reality, the better to meet the House's future needs. Thus, we have maintained the concept of Members' four lines of business, that is, the Constituency, Committees, the Chamber and Caucus, and our overarching responsibility to sustain the institution of Parliament. However, rather than setting priorities and making plans on a yearly basis, we are setting broad strategic objectives for a Parliament and identifying umbrella initiatives that will address those objectives. The projects and programmes needed to undertake those initiatives will be presented to the Board of Internal Economy in due course.

Each year of a Parliament, an *Annual Report* will be produced to chart progress made towards the Administration's objectives during that year. It will account for the resources used to support the work of Members and to sustain the House of Commons as an institution. The emphasis will be on Members' parliamentary activities, with the programmes and projects that support those activities – the work of the Administration – as the underpinning of the House of Commons.

In the last ten years, the Administration has established the flexible infrastructure and multidisciplinary workforce it needs to serve a diverse

clientele in a changing environment. With its increased institutional agility, and this new *Outlook* as the touchstone for strategic planning, it is ready to respond to ever-changing needs of the Members of the 38th Parliament.