



OFFICE OF THE CITIZENS'
REPRESENTATIVE

2026-2029
Activity Plan



Office of the Citizens' Representative

Province of Newfoundland and Labrador

4th Floor, Beothuck Building, 20 Crosbie Place, P.O. Box 8400, St. John's, NL A1B 3N7

Telephone: (709) 729-7647 Toll Free: 1-800-559-0079 Facsimile: (709) 729-7696

Email: citrep@gov.nl.ca Website: www.citizensrep.nl.ca

June 30, 2026

The Honourable Paul Lane, MHA
Speaker
House of Assembly
Confederation Building, East Block
P.O. Box 8700
St. John's, NL A1B 4J6

Dear Speaker:

I am pleased to submit to you for tabling in the House of Assembly, my Activity Plan for the fiscal years 2026-27 through 2028-29.

This Plan has been prepared as required by s.7 of the **Transparency and Accountability Act** ("the Act") for a Category 3 entity.

As the Citizens' Representative, I acknowledge my obligations under the Act. As per s. 7(4), I affirm that I am accountable for the preparation of the Plan, and for the achievement of the objectives contained herein.

Yours truly,

Bradley J. Moss
Citizens' Representative

TABLE OF CONTENTS

Overview.....	4
Mandate.....	5
Lines of Business.....	7
Values.....	8
Primary Clients.....	9
Vision.....	10
Issue.....	10
Activities.....	11

OVERVIEW

The Office of the Citizens' Representative is one of seven statutory Offices of the House of Assembly. The Office provides a province-wide Ombudsman service for citizens with respect to their interactions with the provincial public service, and in doing so, works to ensure that citizens of the province are treated fairly by acts and decisions of the departments, agencies, boards and commissions of the government scheduled to the **Citizens' Representative Act**. The Office is also responsible for investigating public interest disclosures under both the **House of Assembly Accountability, Integrity and Administration Act**, and the **Public Interest Disclosure and Whistleblower Protection Act**. In addition, the Office is responsible for investigations under the **Harassment-Free Workplace Policy Applicable to Complaints Against Members of the House of Assembly**.

Bradley Moss is the Citizens' Representative and is responsible for the management of the Office and the prosecution of its mandate. The Office has a permanent staff of eight, including:

- an Assistant Citizens' Representative (female)
- two Senior Investigators (one female, one male)
- two Investigators (female)
- one Intake Officer / Investigator (female)
- an Office Administrator, (female) and
- an Executive Assistant (female)

To accomplish its work, pursuant to the 2026 – 2027 Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund, the Office has a budget of \$1,208,900.00 for 2026 - 2027.

Salaries	\$976,500.00
Employee Benefits	7,000.00
Transportation and Communications	34,800.00
Supplies	5,000.00
Professional Services	69,600.00
Purchased Services	108,000.00
Property, Furnishings and Equipment	<u>8,000.00</u>
TOTAL	1,208,900.00

This Office can be contacted by:

Telephone: (709) 729-7647
(800) 559-0079

Address: 20 Crosbie Place
4th Floor Beothuck Building
P.O. Box 8400
St. John's, NL A1B 3N7

Email: citrep@gov.nl.ca

Website: www.citizensrep.nl.ca

MANDATE

The Office of the Citizens' Representative is established under the **Citizens' Representative Act**, (SNL2001 c. C-14.1), which outlines the role of the Citizens' Representative and establishes the various investigatory powers of the Office. The Office is designated as a Statutory Office of the House of Assembly in Section 2 (r)(v) of the **House of Assembly Accountability, Integrity, and Administration Act**, (SNL2007 c. H-10.1). The Office is also granted certain powers of investigation under both the **House of Assembly Accountability, Integrity and Administration Act** and the **Public Interest Disclosure and Whistleblower Protection Act** SNL2014 c. P-37.2 with respect to protected disclosures of wrongdoing. On April 1, 2020, the Office also assumed responsibility for investigations under the **Harassment-Free Workplace Policy Applicable to Complaints Against Members of the House of Assembly**.

Accordingly, these statutes and policy give rise to the following mandates:

The mandate flowing from the **Citizens' Representative Act** includes:

- The receipt and independent investigation of complaints about administrative unfairness from citizens.
- By implication, the mediation of these complaints through early resolution or informal mediation.

- The investigation of matters referred to it by the Lieutenant Governor in Council, the House of Assembly, or matters that are otherwise independently determined by the Citizens' Representative of requiring investigation.
- Reporting the results of the investigations to the parties to the complaint and recommending appropriate redress.
- Follow-up with departments, public bodies, etc., to ensure the meaningful implementation of accepted recommendations; and,
- In certain circumstances, making public reports on matters considered by the Office.

The mandate flowing from the **House of Assembly Accountability, Integrity and Administration Act** includes:

- The receipt and impartial investigation of complaints relating to public interest disclosures (whistleblowing) from public employees against members and employees of the House of Assembly, its Statutory Officers, Speaker and Clerk.

The mandate flowing from the **Public Interest Disclosure and Whistleblower Protection Act** includes:

- The receipt and impartial investigation of complaints relating to public interest disclosures (whistleblowing) from public employees in all government departments, agencies, boards and commissions.

The mandate flowing from the **Harassment-Free Workplace Policy Applicable to Complaints Against Members of the House of Assembly** includes:

- The receipt of inquiries and of complaints by a Member of the House of Assembly, employees of the Legislative and Executive branches, and bystanders relating to complaints of harassment against Members of the House of Assembly.
- The coordination of informal resolution processes (facilitated discussions or mediations) or an independent investigation under the formal process as determined by the complainant.

LINES OF BUSINESS

The Office of the Citizens' Representative pursues the following lines of business.

1. Investigation and Mediation of Complaints

The Office of the Citizens' Representative ensures that citizens' complaints and matters referred to it by the Lieutenant Governor in Council, the House of Assembly, or on its own motion are:

- a. Investigated and mediated in a timely, thorough, and objective manner.
- b. Mediated to the satisfaction of all stakeholders if possible.
- c. Reported upon in a concise and easily understood format.
- d. When appropriate, subject to recommendations which would ameliorate the cause of the complaint and/or improve the overall provision of public service by departments and agencies.

2. Investigation of Whistleblower Complaints

The Office of the Citizens' Representative accepts complaints of gross mismanagement from government employees under two statutory programs, and ensures that:

- a. Subsequent investigations are carried out as expediently and informally as possible.
- b. All parties are treated with procedural fairness.
- c. investigations and subsequent reports are thorough, unbiased and fair.

3. Intake and Investigation of Harassment Complaints against MHAs

The Office of the Citizens' Representative provides independent confidential advice, and accepts complaints of harassment against Members of the House of Assembly from government employees and other Members of the House, ensuring that:

- a. Employees are aware of and have access to the external Independent Support Advisor.
- b. Employees are aware of and have access to the informal and formal resolution processes available.
- c. All parties are treated with procedural fairness.
- d. Investigations are carried out in accordance with timelines established by the policy.
- e. Investigations are thorough, unbiased and fair.

VALUES

The following values are fundamental to all interactions and communications between the Office of the Citizens' Representative, citizens, and public officials.

Value	Action Statement
Fairness	Each individual undertakes to perform his or her duties in an open, unbiased and independent manner.
Respect	Each individual considers, weighs and appreciates the circumstances and contributions of others and communicates in a manner that enhances the working environment.
Ingenuity	Each individual respects the importance of precedent and corporate history but looks for

new ways to enhance the Office's mandate. All suggestions are respected, considered, analyzed and discussed to ascertain their effectiveness in meeting stakeholders' needs.

Courage

While appreciating the vulnerability of citizens and the power of various government offices, each individual exercises his or her duties emboldened by the principal of truth to power and the recognition that ultimately everyone strives for, and benefits from, excellence in the public service.

PRIMARY CLIENTS

The primary clients of the Office of the Citizens' Representative are:

1. Citizens who allege they have been treated unfairly when pursuing or receiving access to public services.
2. Whistleblowers who allege gross mismanagement that is contrary to the public interest.
3. Members of the House of Assembly, Legislative and Executive branch employees who allege harassment by Members of the House of Assembly.

Secondary clients include:

1. House of Assembly;
2. Lieutenant Governor in Council;
3. Public Service.

VISION

A citizenry confident in a public service that is fair and grounded in integrity and good governance.

ISSUE

The Office of the Citizens' Representative (OCR) is a statutory office of the House of Assembly. As an Ombudsman office promoting principles of administrative fairness, we strive to ensure that all citizens of Newfoundland and Labrador are aware of the services available in relation to access to provincial government programs and services. Increasingly, citizens are using Artificial Intelligence to learn about the services offered by the OCR and to support them in the complaint process. Additionally, the use of Artificial Intelligence (AI) as a tool to increase efficiencies is being considered by public bodies. With consideration to these efficiencies and the reliance on AI, the OCR must consider an appropriate and responsible use of this technology, being mindful of the risks inherent in its use.

The following issue, goal and objectives reflect intended results in the interest of ensuring that our Office and its services are accessible in an efficient and accurate manner to the greater citizenry of the Province of Newfoundland and Labrador considering advances in technology.

Issue 1: **Increasing accessibility, accuracy and efficiency of our services for citizens when they are experiencing difficulty accessing provincial government services.**

ACTIVITIES

Since opening in 2002, the Office of the Citizens' Representative (the OCR) has prioritized efforts to reach all citizens in our province and to provide them with information of how and when an Ombudsman service may be an appropriate avenue of support when accessing provincial government programs and services.

The OCR strives to support citizens with knowledge of its role and mandate as an ombudsman office and to ensure that citizens understand the types of complaints that fit the traditional ombudsman role. The OCR strives to support citizens by emphasizing and making clear statements about the types of complaints, those based on matters of administration, which are best suited to our Office. Similarly, the OCR strives to create effective internal processes that work in the best interest of citizens. These processes can be attempting to resolve a problem or following assessment of the policy and circumstances of a complaint, working towards helping a citizen understand that the public body has treated them with administrative fairness. There is currently publicly available educational material available in electronic form via the OCR website and by way of brochures that are shared with the general public. It is important to the OCR that this work is completed with the utmost accuracy and efficacy.

In recent years, the use of Artificial Intelligence (AI) has emerged and is becoming increasingly known for creating efficiencies in decision-making, problem solving, and professional communication. The Office of the Chief Information Office has developed governance relating to the *Responsible Use of Artificial Intelligence Technology*. Like this governance, the OCR recognizes the promise of improvement in operations and services, as well as risks posed by using any AI technology. The OCR is often presented with the opportunity to use AI technology in our daily operations, while balancing any potential risks that may be associated with the protection of privacy and accuracy of information used in decision-making process. Additionally, we recognize that the information available about ombudsman offices generally, and the OCR specifically from AI sources can present with inaccuracies about its role and mandate and the processes for achieving optimal levels of administrative fairness in the public service.

The work of the OCR is impacted by AI in the following specific areas:

- The opportunity to actively use AI technology in our daily operations (i.e., research, formulating decisions, professional communication).

- The use of AI technology by citizens submitting formal complaints to the OCR that includes desired outcomes and how to achieve them.
- The use of AI technology in the decision-making processes of the various public bodies within OCR jurisdiction and the impact on our assessment of administrative fairness in such instances.

During this planning cycle, the Office will pursue the following goal:

Goal 1: By March 31, 2029, the Office of the Citizens' Representative will have undertaken measures to responsibly use AI technology and be responsive to its use by citizens and public bodies who present communication and decisions using AI technology.

Objectives Pursuant to Goal 1:

Objective 1: By March 31, 2027, the Office of the Citizens' Representative will have developed publicly available guidance to better support citizens using Artificial Intelligence technology to effectively and efficiently outline their specific complaint that aligns with the OCR role and mandate.

Indicator: Participate in a community of practice with national parliamentary Ombudsman colleagues to discuss responsible use of Artificial Intelligence technology.

Indicator: Consult with other statutory offices and complaint organizations with comparable experience and interest in supporting citizens with optimal guidance for complaining effectively.

Indicator: Review guidance available from other jurisdictions for citizens using Artificial Intelligence to submit complaints to support the clearest manner that will also better manage expectations in relation to achievable resolution/outcome.

Objective 2: By March 31, 2028, the Office of the Citizens' Representative will have undertaken an analysis of the efficiencies, risks, and best practices of the direct use of Artificial Intelligence technology by Ombudsman Offices, other provincial Statutory Offices, and provincial complaint organizations.

Objective 3: By March 31, 2029, the Office of the Citizens' Representative will have created a policy specific to the use of Artificial Intelligence technology that supports efficacy of the core mandate and effectively manages the risks involved.