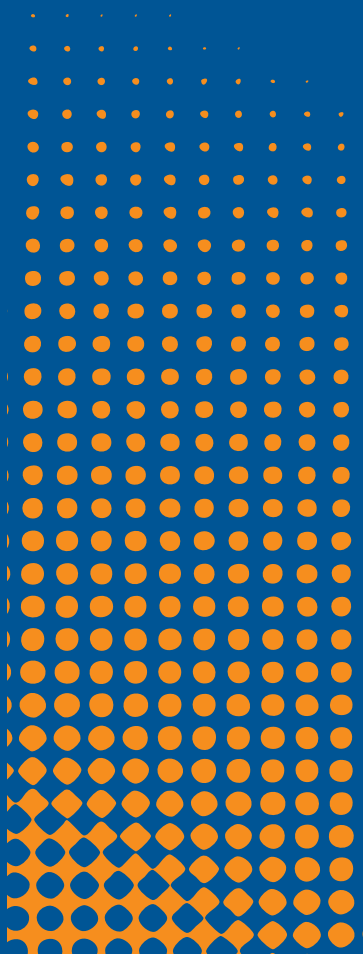


**2009-10
ANNUAL
REPORT**



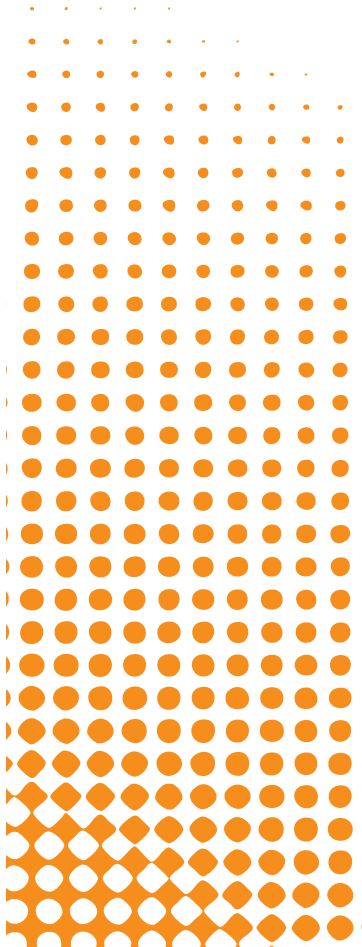
Executive Council

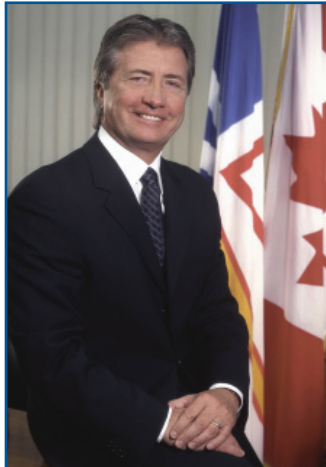


**2009-10
ANNUAL
REPORT**



Executive Council





MESSAGE FROM THE PREMIER

I am pleased to present the Annual Report of the Office of the Executive Council for fiscal year ending March 31, 2010.

This report provides a summary of the achievements of the Office of the Executive Council (OEC) in meeting its objectives, as outlined in its 2008-11 Activity Plan. A comparison of actual to planned results is provided, as well as 2009-10 financial information.

The 2009-10 fiscal year marked the second year of the 2008-11 Activity Plan. During this timeframe progress continued to be made in building policy capacity and enhancing the coordination of government policy development. As well, the Office continued to champion government's commitment to transparency and accountability by supporting entities in successfully meeting their requirements under the *Transparency and Accountability Act*. Together, these initiatives will assist government in furthering its economic and social policy agenda and help to ensure our ability to make decisions that benefit the residents of our Province.

The results described in this report illustrate the dedication and commitment of our employees and their commitment to ensuring the efficient and effective delivery of programs and services to the people of Newfoundland and Labrador. Significant progress has been made and the OEC looks forward to building on this success in the year ahead.

In maintaining our commitment to transparency and accountability, this report was prepared under my direction in accordance with the *Transparency and Accountability Act*. As Premier, I am accountable for the results reported in this document.

A handwritten signature in black ink that reads "Danny Williams". The signature is written in a cursive, flowing style.

Honourable Danny Williams, QC
Premier



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INTRODUCTION

In fulfilling its commitment to being accountable to the citizens of Newfoundland and Labrador, in 2006, government introduced the *Transparency and Accountability Act* (the Act). The Office of the Executive Council (OEC) is considered a Category 3 government entity within the context of the legislation.

In June 2008, in accordance with the Act, the Office of the Executive Council tabled a new Activity Plan outlining its priorities for 2008 to 2011. This annual report identifies the OEC's progress in achieving the objectives set out for the second year of this Activity Plan.

For the purpose of this annual report, the Office of the Executive Council includes the Office of the Clerk of the Executive Council and Cabinet Secretariat, the Lieutenant Governor's Establishment, the Transparency and Accountability Office, the Communications and Consultation Branch, the Provincial Government Programs Office, the Protocol Office, the Strategic Human Resource Management Division, and the Financial Administration Division.

Other central agencies of Executive Council, including the Women's Policy Office, Intergovernmental Affairs Secretariat, Rural Secretariat, Office of the Chief Information Officer, the Voluntary and Non-Profit Secretariat, the Public Service Secretariat, the Office of Climate Change, Energy Efficiency and Emissions Trading, and the Research and Development Corporation have each developed separate annual reports to independently inform the public of their respective results.

OVERVIEW

The mandate of the Office of the Executive Council includes the following:

- Support the Premier and the work of Cabinet and its committees
 - Coordinate and support the Cabinet decision-making process and communicate decisions of Cabinet
 - Coordinate advice and initiatives on matters related to economic policy, social policy, and government operations
 - Coordinate strategic/business/activity and operational planning within government
 - Coordinate the evaluation of program effectiveness and advise on priorities for the achievement of government objectives
- Support the role of the Lieutenant Governor
- Advise on protocol matters
- Provide strategic communications, advice and support to the Premier, Cabinet, the Office of the Executive Council, and coordinate government-wide communications.

The OEC's mandate is derived from government direction and is informed by numerous pieces of legislation (see Appendix A). This mandate is fulfilled through two principal lines of business, as detailed below, which serve the OEC's primary clients. These clients include the Premier, Cabinet and its committees, government departments and public bodies, and foreign governments.

Lines of Business

The two principle lines of business and their respective parameters are as follows:

1. Support to the Premier, Cabinet and the Public Service:

Premier and Cabinet

The OEC is the agency of the public service which provides support to the Premier in his role of setting overall government policy and coordinating initiatives brought forward by ministers. The office is also the primary support for the Cabinet and its committees. This role incorporates policy analysis, the preparation of briefing materials, the coordination and facilitation of Cabinet meetings, and the maintenance of Cabinet records.

Coordination

The OEC is responsible for broader issues coordination, coordinating policy activities, program evaluation, the development of responses to government-level issues and, as required, the implementation of strategic directions related to horizontal initiatives. Through various coordination efforts, staff also ensure consistency in the application of government policies and procedures.

Planning and Reporting

The OEC provides support services to Provincial Government departments and public bodies in the development of multi-year performance-based plans and reports and reviews these documents to provide feedback on the degree to which they comply with the *Transparency and Accountability Act*. The OEC also provides support services to ministers and deputy ministers in the development and monitoring of deputy ministers' performance contracts.

Organizational Development

The OEC works to ensure that the public service has the capacity and readiness to implement directions of government. This is carried out by focusing on priority areas such as enhanced policy capacity within government, the effective implementation of government's Human Resource Management Strategy, recognition of excellence, and executive development. Executive development includes, but is not limited to, providing secondment and other professional development activities in a variety of areas such as governance, planning and reporting, and policy analysis.

Communications and Consultations

The OEC also manages government's corporate communications function and coordinates communications activities across government. This role includes developing communications and consultation policy and procedures, advising on communications and consultation planning, providing multimedia communications support, managing information collection and distribution services, and establishing and maintaining content and visual standards for government's web presence.

2. Support to Lieutenant Governor and Other Dignitaries

The OEC provides executive, administrative, and household support to the Lieutenant Governor. It also advises government members and departments on official matters of provincial, national and international protocol and organizes state and ceremonial events. The OEC organizes itineraries for visiting diplomats, heads of state, senior government representatives and other visitors, and coordinates flag and regalia ceremonies and protocols for local and national events.

In addition to the core lines of business, the work of the OEC is supported by its two corporate services divisions.

Corporate Services

Within the Office of the Executive Council, corporate services activities are provided by the Strategic Human Resource Management (SHRM) and Financial Administration Divisions.

The SHRM Division provides human resource management advisory and consultative services to the Office of the Executive Council. It plans, develops and delivers programs, policies and services in the areas of employee relations, human resource planning, integrated disability management and organization and development.

The Financial Administration Division provides financial management and advisory services to various departments/divisions within the corporate structure. Responsibilities include the provision of all financial, accounting, purchasing, financial reporting, budgeting, budget monitoring and general operations services to the designated departments. The division also ensures that all employees are informed of departmental and general government guidelines and procedures relating to the above services.

Staff and Expenditures

The OEC has a staff complement of 79 (29% male and 71% female) and expended approximately \$6.5 million for the fiscal year ending March 31, 2010. The details are as follows:

Central Agency	Staff	2009-10 Expenditures
The Office of the Clerk of the Executive Council and Cabinet Secretariat ¹	36	\$3,264,033
Lieutenant Governor's Establishment	11	\$741,466
Communications and Consultation Branch	12	\$889,011
Financial Administration and Strategic Human Resource Management	20	\$1,605,001
TOTAL	79	\$6,499,511

Source (financial information): *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2010* (un-audited).

¹ Cabinet Secretariat includes the Transparency and Accountability Office, the Protocol Office, and the Provincial Government Programs Office.

Values

In fulfilling its responsibilities, the OEC fosters an organizational culture based on respect for the public and the democratic process through the promotion of the following six core values:

Accountability	Each individual takes responsibility for their actions while adhering to deadlines, schedules, and timeframes.
Integrity	Each individual ensures the provision of accurate, unbiased advice and adheres to the confidentiality associated with the OEC.
Responsiveness	Each individual exercises readiness to respond to changing priorities and identifies opportunities to address challenges in new ways.
Judgment	Each individual uses knowledge of policies, practices, and client needs as a foundation for all activities.
Respect	Each individual listens to and considers the ideas and opinions of others and works collaboratively to achieve results.
Leadership	Each individual carries out responsibilities and makes decisions to advance the priorities of government.

vision

The vision of the Office of the Executive Council is of a responsive Provincial Government with coordinated and effective decision-making and communication processes.

SHARED COMMITMENTS

Shared commitments represent those results that could only be achieved with the participation and actions of partners. In much of the OEC's work, partnerships are essential due to its nature as a central agency. In 2009-10, partnerships contributed significantly to the OEC's ability to meet its annual objectives and to advance the strategic issues (accountability, coordination and capacity enhancement) identified in its 2008-11 activity plan.

In addressing government's strategic directions relating to transparency and accountability and strategic communication, the OEC worked with departmental and public body partners to ensure their planning and reporting obligations under the Act were met. Given that 2009-10 marked the second year of the three-year planning cycle, the Transparency and Accountability Office (TAO) began working with departments to assess

the planning supports required for the upcoming planning cycle. Further detail of the support provided to these entities in 2009-10 is given on pages 6 and 7.

Professional development continued to be a priority within the OEC (see pages 12 and 13). During 2009-10, the OEC worked with the Centre for Learning and Development and other agencies on various initiatives to support learning and development for government executives.

The OEC works daily with departmental partners to coordinate communications activities across government. As part of its role in providing leadership in communications throughout the Provincial Government, the Communications Branch facilitated regular meetings with departmental communications staff, which included a number of professional development opportunities.

In 2009-10, the Communications Branch, in conjunction with the Office of the Chief Information Officer (OCIO), continued with the government-wide website redesign initiative, initiated in 2008-09. Most redesigned departmental websites went live in 2009-10 and feedback from users has been positive. Further information is provided under Highlights and Accomplishments.

Throughout the year, the OEC worked with departments and their policy divisions to identify areas of opportunity for enhanced development of policy capacity. In order for departments and agencies to operate efficiently and effectively, government must focus on building the capacity of its employees and ensuring the proper structures and resources are in place to develop the necessary skills and capabilities. Part of this involves ensuring that skills are appropriately aligned with position requirements. In 2009-10, the OEC worked with policy directors and departmental executive to assess current policy and evaluation capacity and identify capacity gaps. This work helps contribute to the ongoing improvement of good governance including program effectiveness and efficiency, a strategic direction of government. Further detail on this commitment is provided on page 11.

mission

By 2011, the Office of the Executive Council will have improved the capacity of the public service to provide advice to government in the support of good decision-making and implementation of government's agenda.

REPORT ON PERFORMANCE

The following section provides an overview of the results achieved during the 2009-10 fiscal year.

Issue 1: Accountability

In 2006, government proclaimed the *Transparency and Accountability Act* to provide a standardized legislative framework for enhanced accountability of government departments and public bodies. Since the proclamation of this Act, the OEC, through its Transparency and Accountability Office, has provided planning and reporting support to all entities that fall under the legislation.

In 2009-10, while the TAO continued to provide timely advice, support and feedback to all entities under the Act, additional effort was applied to updating and developing the support material used to guide planning and reporting processes. This material has assisted entities in the development of their annual reports and will assist them in the development of their upcoming 2011-14 performance-based plans.

In achieving its 2009-10 objective, the TAO contributed to government's strategic direction of enhanced transparency and accountability. Furthermore, the work undertaken by the TAO in 2009-10 also helped the OEC move closer to the achievement of its three-year goal, as given below.

Goal 1: By 2011, the Office of the Executive Council will have supported enhanced performance-based planning and reporting efforts within government.

Objective 1.2: By 2010, the Office of the Executive Council will have developed/updated policy and procedural documentation for the office.

Measure: Developed/updated documentation

Indicators	Accomplishments
Updated performance-based planning and reporting guidelines	<p>In 2009-10 the TAO updated its performance-based planning and reporting guidelines and posted the revised guidelines on the TAO website. Support provided to government entities through these updates is critical given entities are entering the final year of the 2008-11 planning cycle, and will soon be engaging in processes to develop their 2011-14 plans.</p> <p>The TAO also developed a separate guideline to assist entities in writing the performance component of their 2009-10 annual reports. Because the nature of performance reporting varies depending on the specific report year within the planning cycle, it is important for entities to have guidelines and illustrative examples to guide them through the writing process.</p>

Developed orientation manual for new accountability coordinators	In supporting new departmental accountability coordinators, the TAO is committed to developing the appropriate orientation resources. As a first step, during 2009-10, the TAO developed an orientation manual. This manual provides new coordinators with an overview of the <i>Transparency and Accountability Act</i> and the expectations of their role in supporting their departments and associated entities in meeting the requirements under the Act.
Developed/updated and distributed newsletters	<p>Part of the TAO's role is to keep accountability coordinators apprised of timelines, critical dates and the various processes around planning and reporting. TAO fulfills this role through the distribution of timely newsletters. Throughout the year, two newsletters and two annual reporting guidelines were written and distributed to keep entities aware of each step in the planning and reporting process.</p> <p>Topics covered in the newsletters included indicator development and environmental scanning processes that entities may undertake in preparation for the development of their 2011-14 plans.</p>

Discussion of Results:

As government entities are entering the final year of the 2008-11 planning cycle, in addition to providing support with respect to performance reporting, the OEC will also be concentrating on supporting these entities in the development of their 2011-14 performance-based plans. A major aspect of this support is the resource documentation provided by the TAO. It is therefore essential that this documentation is reviewed and updated periodically. Through the work of the TAO, the OEC successfully achieved its objective for 2009-10.

As the 2008-11 planning cycle draws to a close, and government moves into the next planning cycle, the 2010-11 year will require that the TAO continue to work closely with departments and public bodies to support performance measurement practices and the development of their 2011-14 plans.

Objective 1.3: By 2011, the Office of the Executive Council will have supported performance measurement practices and the development of plans for the next planning cycle.

Measure 1: Supported performance measurement practices

Indicators:

- Provided feedback on indicator development for plans and reports upon request
- Updated/developed and distributed newsletters
- Provided information sessions

Measure 2: Supported the development of plans

Indicators:

- Provided introductory planning presentations to new executive
- Facilitated customized planning sessions as requested
- Supported departmental representatives in the planning and reporting processes
- Developed/updated and distributed guidelines

Issue 2: Coordination – Supporting Coordinated Government Policy, Programs and Services

As policy, program and service delivery requirements become increasingly complex and issues more frequently cross multiple sectors and jurisdictions, the need for effective and efficient coordination becomes essential. The OEC is entrusted with this important coordinating role to ensure elected officials and decision makers are provided with comprehensive and coordinated analysis and timely advice on key policy, program, and legislative initiatives.

In 2009-10, the OEC continued to fulfill this role by: coordinating consultations with departments on the establishment of a corporate evaluation policy; continuing to improve information management systems and practices across the OEC and throughout government; and identifying areas of opportunity for enhanced coordination of policy development. The OEC's role helped strengthen the ongoing commitment to improved effectiveness and efficiency, a strategic direction of government.

Goal 2: By 2011, the Office of the Executive Council will have supported government departments and agencies in the advancement of government's agenda.

Objective 2.2: By 2010, the Office of the Executive Council will have identified further opportunities to improve processes for coordination

Measure: Further opportunities identified

Indicators	Accomplishments
<p>Consulted with departments on the development of a corporate evaluation policy</p>	<p>In 2009-10 the OEC, through its Provincial Government Programs (PGP) Office, consulted with departments on the development of a corporate evaluation policy.</p> <p>As a part of this process, meetings were held with key departmental representatives throughout the year regarding current evaluation practices, frequency of evaluations and potential parameters for consideration in the development of a corporate policy. In March 2010, the PGP Office held a formal consultation session with policy assistant deputy ministers (ADMs), staff, and directors to share information and current practices and to seek input on the components of an evaluation policy.</p> <p>These findings, in addition to research in best practices (including a review of evaluation practices of other jurisdictions) will contribute to a coordinated and consistent approach to the development of departmental evaluation plans.</p>

<p>Identified areas of opportunity for enhanced coordination of policy development</p>	<p>During the 2009-10 year, the OEC completed a review and analysis of policy capacity throughout government. Recommendations to enhance coordination were approved by the Clerk of the Executive Council.</p> <p>One common suggestion that emerged from the discussions was the establishment of a forum or “community of practice” that will provide policy directors with an opportunity to meet on a regular basis for networking, sharing experiences, expertise and best practices and to serve as a forum for professional development.</p> <p>Other suggestions for enhanced coordination of policy development related to a more collaborative approach to the development of policy proposals.</p>
<p>Continued to improve internal information management practices</p>	<p>Throughout the year, the OEC continued to enhance its information management systems and practices to support the electronic distribution of documents in a secure manner.</p> <p>In 2009-10, OEC initiated a SharePoint project which will provide a longer term solution for the secure electronic distribution of documents across government. It is envisioned that the outcome of the project will provide secure access to documentation not only for personnel in Cabinet Secretariat and government departments, but for those working in select agencies, boards and commissions as well.</p> <p>In addition to the above, the OEC also completed the implementation of TRIM, a best-practice document and records management system, for the Strategic Human Resource Management Division. All requests for staffing action are now held and managed electronically in the TRIM database, moving them from a paper workflow environment. This reduction in paper workflow provides environmental benefits through reduced waste and improves the operational efficiency of the division.</p>

Discussion of Results:

During the 2009-10 year the OEC successfully identified opportunities to improve processes for information sharing and coordination.

In addition to the above-noted activities, the OEC undertook and maintained a number of other initiatives to enhance coordination efforts, including the establishment of the Provincial Government Programs Office within Cabinet Secretariat. By formalizing policy and processes for program evaluation throughout government, this office will provide a coordinated and consistent focus to evaluation functions across government departments. A consistent approach will help create a reliable base of evaluation evidence to support ongoing policy and program development and improvements.

The OEC also continued to support a number horizontal planning initiatives for those issues that either do not fall to the responsibility of any one department or that require the involvement and input of a number of government departments. Committees supported in 2009-10 by the OEC included responses to: the closure of the Abitibi Bowater Grand Falls-Windsor mill; the coordination of the Regional Coordination Pilot Project; the identification of priorities for infrastructure development; the identification and development of coordinated approaches to fisheries issues; and the assessment of recommendations of the Turner Review and Investigation.

Through its Transparency and Accountability Office, the OEC sought opportunities to improve coordination of planning and reporting requirements of the 140 entities captured under the Act. To ensure that planning and reporting processes are implemented for each of these entities within required timeframes and in accordance with legislation and policy requirements requires considerable coordination. Early in 2010, the Transparency and Accountability Office contacted and met with departmental accountability coordinators to discuss individual planning needs for the 2011-14 planning cycle. This will enable the TAO to assess the potential planning supports required thereby ensuring it is prepared to respond to the needs of those entities in the upcoming year. Draft 18-month timelines/schedules for planning and reporting deliverables were also provided to departments to help them coordinate their own internal processes with respect to planning and reporting.

Through these efforts, the Office of the Executive Council was able to achieve its objective of identifying further opportunities to improve processes for coordination. As the OEC moves into a new fiscal year, it will continue to pursue opportunities for coordination through the following objective and indicators:

Objective 2.3: By 2011, the Office of the Executive Council will have improved processes for coordination to support policy development and ensure decision-makers have the best possible information on which to make decisions.

Measure: Processes for coordination improved

Indicators:

- Established Community of Practice for Policy Directors
- Implemented enhanced information management solutions
- Developed a corporate policy for the evaluation of government programs

Issue 3: Capacity Enhancement

Capacity enhancement involves the development of core skills, capabilities, resources and organizational structures towards improved organizational efficiency and effectiveness. Building capacity for policy development, performance measurement, and results-based planning and reporting within government is critical to positioning the organization to deliver programs and services to the public and plan for future demands. Within the Provincial Government, the Office of the Executive Council plays a leadership role in ensuring that government's policy and evaluation capacity is optimized to facilitate effective decision-making and implementation of government policy.

In 2009-10, the OEC fulfilled its leadership role by identifying areas of opportunity for development of enhanced capacity by developing mechanisms to address these opportunities for capacity growth. The OEC's work in this capacity supported government's broader strategic direction relating to effective and efficient government and contributed to the achievement of its three-year goal, as given below.

Goal 3: By 2011, the Office of the Executive Council will have supported capacity-building enhancements throughout government.

Objective 3.2: By 2010, the Office of the Executive Council will have developed mechanisms/ provided a leadership role in addressing opportunities for capacity growth.

Measure: Developed mechanisms/provided a leadership role in addressing opportunities for capacity growth.

Indicators	Accomplishments
<p>Identified areas of opportunity for enhanced development of policy capacity</p>	<p>In 2009-10, the OEC initiated a review of policy positions within government. The review included an inventory of those positions dedicated specifically to policy development, an examination of evolving workload responsibilities, a comparison of current job requirements to current capacities, and the identification of competencies for policy practitioners.</p> <p>Through this review process, the OEC was able to identify areas of opportunity for enhanced development of policy capacity such as: the establishment of community of practice; opportunities to expand existing internal training for policy practitioners; and the development of a policy-related intranet site. In addition, post-secondary courses that offer relevant work terms and internships were identified. Utilizing such work placements may provide opportunities for development of future employees.</p> <p>In addition, as a result of the consultation process undertaken by the Provincial Government Programs Office, further areas of capacity enhancement relating to evaluation have also been identified, for example, the development of new training modules focused specifically on evaluation.</p>
<p>Assessed current capacity relating to planning and reporting</p>	<p>In 2009-10 the OEC assessed the current capacity relating to planning and reporting within government through a series of focus group sessions held in the fall of 2009. These sessions were held to seek feedback from departmental accountability coordinators with respect to the planning and reporting requirements under the <i>Transparency and Accountability Act</i></p> <p>Through these focus groups coordinators conveyed that they would like to see guidelines updated more frequently and better orientation processes for new accountability coordinators. Subsequent to these sessions and, in an effort to help to build capacity relating to planning and reporting, as described in Issue 1 above, the TAO developed an orientation manual and updated its reporting guidelines to assist coordinators in the development of the 2009-10 annual reports.</p>

<p>Assessed current capacity relating to performance measurement</p>	<p>In 2009-10 the OEC, through its Provincial Government Programs Office, began to assess current capacity relating to performance measurement. As part of the development of a corporate evaluation policy, meetings were held with departmental policy ADMs and directors to discuss current capacities within their departments with respect to performance monitoring and evaluation.</p> <p>In addition, TAO staff assessed current capacity relating to performance measurement as it relates to performance-based planning and reporting through its review of annual performance reports and individual meetings with departmental coordinators. In 2010-11, the TAO will develop resources to help build this capacity in advance of the new planning cycle.</p>
<p>Continued to provide/ support opportunities for professional development</p>	<p>Throughout 2009-10, the OEC provided and supported a number of professional development opportunities in an effort to strengthen internal capacity.</p> <p>In 2009-10, an associate and assistant deputy ministers' forum was established to foster information sharing, networking, and horizontal team building at this level. Throughout the year, six associate and assistant deputy minister forums were held. The meeting agenda for each included routine updates on: finance and budgeting; communications; human resources; collective bargaining; and intergovernmental relations. In addition to the routine updates and, based on suggestions received from associate and assistant deputy ministers, a member of the executive was asked to present on a timely and relevant initiative within their mandate.</p> <p>In December 2009, the Clerk of the Executive Council issued a call for expressions of interest whereby persons interested in working with Cabinet Secretariat could submit the appropriate documentation indicating their interest in any potential opportunities. Three Cabinet officer development opportunities were offered during 2009-10. These professional development opportunities are offered as secondments to experienced policy personnel within government. The experience provides employees the opportunity to enhance their policy skills through exposure and contribution to the government decision-making process.</p> <p>In March 2010, the consultation session held by the PGP Office provided a forum to allow policy ADMs, staff, and directors to share with colleagues knowledge and current practices relating to evaluation.</p> <p>The Cabinet Secretariat Learning and Development Seminars were continued. In 2009-10, six sessions were held on the following topics: Horizontal Policy Development; Communications Branch of Government; Government of Newfoundland and Labrador Fiscal Update and Outlook; Provincial Government Programs; The Legislature; and the Newfoundland Labrador Housing Corporation. These sessions provide OEC staff with broad-based information to enhance their understanding of government processes and policies, thereby enabling them to better perform in their positions within the central agency.</p>

	<p>The Executive Speaker Series continued in 2009-10. This series, which was established in 2008-09, has been well-received. Throughout the year, the OEC invited Provincial Government executives to hear successful and experienced leaders share their successes and lessons learned. Four events were held during the year and the speakers included: Mary Gordon, Founder, Roots of Empathy; Zita Cobb, President Shorefast Foundation; Moya Greene, CEO, Canada Post; and Hareesh Pillai, Senior Project Manager and Vice President, Exxon Mobil.</p> <p>In addition, throughout the year, the OEC participated in (and helped to disseminate information throughout government about) development opportunities provided by other organizations such as the Canadian Evaluation Society (CES).</p>
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Discussion of Results:

As noted above, throughout 2009-10, the OEC provided a leadership role in addressing and supporting opportunities for capacity growth for OEC staff and departmental executive.

The OEC continued to support staff in the development and implementation of their learning and development plans by supporting their attendance at conferences, workshops, and other training sessions as appropriate. In addition, the Clerk, through his role as head of the public service, was actively involved in providing opportunities to enhance leadership within the organization such as through the development of an orientation manual for new executive and ministers, the initiation of regular meetings with assistant deputy ministers, and the continuation of weekly deputy ministers' meetings, for which the Clerk acts as chair.

In addition, the capacity assessments undertaken in 2009-10 will provide the necessary information to support the OEC's development and implementation of mechanisms to address those capacity requirements.

Objective 3.3: By 2011, the Office of the Executive Council will have further implemented priority mechanisms/provided leadership on government wide initiatives which support capacity enhancement in the public service.

Measure: Further implemented priority mechanisms/provided leadership

Indicators:

- Developed competency model for policy positions
- Established community of practice for policy directors
- Initiated development of evaluation toolkit
- Expanded training opportunities for policy practitioners

ADDITIONAL HIGHLIGHTS AND ACCOMPLISHMENTS

Provincial Government Programs Office

During 2009-10, building on government's commitment to ensure the provision of effective and efficient programs and services to the citizens of Newfoundland and Labrador, the Provincial Government Programs (PGP) Office was established within the Office of the Executive Council. The PGP Office is responsible for providing coordination and focus in support of departments' assessment of the effectiveness and efficiency of programs. Throughout 2009-10, the PGP Office conducted government-wide consultations, researched best practices in program evaluation, and completed a jurisdictional review of evaluation practices. In the upcoming year, the PGP Office will incorporate the results of this work into a government-wide evaluation policy.

Cabinet Secretariat

In June 2009, in support of the Clerk's commitment to service excellence, the OEC, in partnership with the Public Service Secretariat, launched the Service Excellence eLearning module. This module was developed in 2008-09 to emphasize to new (and existing) employees the importance government places on excellence in delivering services to the people of Newfoundland and Labrador. To further support this initiative throughout government, in 2009-10, the Clerk established an executive committee to define a framework for service excellence for the provincial public service. This framework will serve as a guide that can be used for all departments to further their work on service quality.

Further supporting the commitment to service excellence, the OEC continued to support the Public Service Award of Excellence. In 2009-10, the Premier and the Clerk of the Executive Council presented six individuals and four teams with this award in recognition of their outstanding contributions to public service and commitment to excellence.

Continuing its commitment to transparency and accountability, during the year, 12 additional entities were categorized under the *Transparency and Accountability Act*. Most of these entities developed one-year transition plans for 2010-11. In the upcoming year, each of these entities will develop three-year performance-based plans consistent with all other government entities.

During the year, the Clerk provided a leadership role by distributing the results of the second Work Environment Survey throughout government and encouraging departmental executives to share and discuss the results of the survey with employees. The survey, which was conducted in 2009-10, is a long-term initiative that will use employee feedback to explore topics relevant to the strategic management of human resources. The survey allows employees the opportunity to give their opinion on various aspects of the workplace including job satisfaction, organizational commitment, communication and learning and development. The results of the survey will be used in the development of government's Human Resource Strategy, and by departments in identifying and addressing human resource issues. The third iteration of the Work Environment Survey is being planned for 2010.

While the Work Environment Survey allowed departments to assess their current human resource requirements, government must also be cognizant of future workforce requirements. Given the current demographic challenges within the public service and the number of employees soon eligible for retirement, the Clerk held a roundtable discussion with a number of co-operative students who were employed by the

Provincial Government during the summer of 2009. This discussion allowed the students to share their experiences and allowed the Clerk to assess the potential for the Provincial Government to position itself an employer of choice.

As head of the public service, it is the responsibility of the Clerk to ensure that all government departments/entities are supported by qualified and effective leaders who share in a vision of excellence. In recent years, when vacancies occur, efforts have been made to look both inside and outside the general government population for interested and qualified candidates to take on senior leadership roles. In each case, following various stages of screening, an appointment is made for the best candidate to uphold government's commitment to continued excellence in leadership. In 2009-10, approximately 30 senior appointments were made.

Communications Branch

In 2009-10, as part of its role in providing leadership in communications throughout the Provincial Government, the Communications Branch facilitated regular meetings with communications staff, which included professional development opportunities.

In addition, the Communications Branch provided communications and operational support for the Royal Visit of Their Royal Highnesses, the Prince of Wales and the Duchess of Cornwall.

In conjunction with the OCIO, the Communications Branch continued to update and redesign Provincial Government websites in an effort to make them more user-friendly. Once the sites were updated, usability testing was completed on the new sites and, based on the feedback received, some adjustments were made. Most redesigned departmental websites went live in 2009-10 and feedback from users has been positive. Redesign of the Provincial Government home page is ongoing and will be completed in 2010-11.

Establishment of the Lieutenant Governor

The Lieutenant Governor represents the Queen as Head of State and holds executive powers on behalf of the Crown in Newfoundland and Labrador. In addition to his constitutional and legal responsibilities, the Lieutenant Governor undertakes a wide variety of ceremonial, official and community functions; serves as patron of various non-profit organizations; presides at and/or presents awards and confers honours at various cultural events and military and civilian ceremonies; and regularly travels throughout the province.

In 2009-10, His Honour, the Honourable John Crosbie, PC, OC, ONL, QC and Her Honour, the Honourable Jane Furneaux Crosbie, participated in nearly 300 ceremonies and events, most of which were hosted at Government House.

Among these events were:

- The Royal Visit by Their Royal Highnesses, the Prince of Wales and Duchess of Cornwall;
- A Royal Visit by Her Royal Highness, the Princess Royal;
- Presentation of the Order of Newfoundland and Labrador Awards;
- Presentation of Caring Canadian Awards on behalf of Her Excellency, the Right Honourable Michaëlle Jean, C.C., C.M.M., C.O.M., C.D., Governor General;
- Delivery of the Speech from the Throne to open the Third session of the 46th General Assembly of the House of Assembly;

- Reception of the oaths/affirmations of Members of the House of Assembly elected in by-elections;
- Attendance at the swearing in of two Chief Justices;
- Presentation of numerous awards and service recognition certificates, including awards to serving members of the Royal Newfoundland Constabulary and the Royal Canadian Mounted Police;
- Acceptance of Patronage for several organizations;
- Various functions in support of the Royal Newfoundland Regiment, of which His Honour is Honourary Colonel, and of the Royal Newfoundland Constabulary, of which His Honour is Honourary Chief; and
- Hosting of official visits by various ambassadors and high commissioners to Canada.

In 2009-10, the Lieutenant Governor's Establishment (Government House) was supported by a full time staff of 11, and was assisted by 27 volunteer aides-de-camp and three volunteer tour guides.

Protocol Division

The Protocol Division facilitates the protocol function of government by organizing and managing activities assigned in the protocol area. It provides creative input for major intergovernmental conferences and supports the logistical elements through participation in the planning and development of a comprehensive program of events. The division is responsible for coordinating diplomatic visits, including 10 such visits in 2009-10, by arranging appointments, briefing sessions, tours and follow-up requirements, in consultation with Intergovernmental Affairs Secretariat and other relevant departments. This division works closely with the Clerk and Deputy Clerk, among other advisory committee members, to support the development, establishment and administering of province-wide awards and recognition programs, such as the Order of Newfoundland and Labrador. On a daily basis, Protocol provides advice to government departments and agencies, municipalities, organizations, and the general public on protocol matters.

In 2009-10, the Protocol Office:

- Assisted with the coordination of the Public Service Award of Excellence;
- Initiated the coordination of the call for nominations for The Order of Newfoundland and Labrador;
- Assisted with coordination for the Royal Visit of Their Royal Highnesses, The Prince of Wales and the Duchess of Cornwall; and,
- Continued a major project of identifying historical photographs, VHS tapes, CDs and documents for transfer to the provincial Archives and the Arts and Culture Centre Library for public viewing.

Financial Administration

The Financial Administration Division, located within the Office of Executive Council, provides financial management and advisory services to various departments/divisions within the corporate structure of Executive Council as well as the Departments of Finance, Labrador and Aboriginal Affairs, and Business and the Public Service Commission. Together, all entities represent a total budget responsibility in excess of \$812.5 million.

Responsibilities include the provision of all financial, accounting, purchasing, financial reporting, budgeting, budget monitoring and general operations servicing the designated departments, as well as ensuring that all employees are informed of departmental and general government guidelines and procedures relating to the above services.

During the year, the division continued to be involved in the planning and transition in support of the new corporate model for financial services, which is scheduled to be implemented in 2010-11.

Strategic Human Resource Management Division

The Strategic Human Resources Management (SHRM) Division is located within the Office of the Executive Council and reports directly to the Clerk of the Executive Council. This division is responsible for providing advice and direction to departments, secretariats and agencies within the Executive Council sector on various operational and strategic human resource initiatives. SHRM Division responds to issues on a daily basis as it relates to management inquiries, conflict resolution, organizational justice and allegation investigation. With the addition of the newly established PGP Office during the past fiscal year, the SHRM division now has HR responsibility for the following: Office of the Premier, Office of the Executive Council, Government House, the Departments of Business, Finance, and Labrador and Aboriginal Affairs, OCIO, Intergovernmental Affairs Secretariat, Public Service Secretariat, Voluntary and Non-Profit Secretariat, Public Service Commission, Rural Secretariat, Research and Development Corporation, Women's Policy Office, Office of Climate Change, Energy Efficiency and Emissions Trading, and the new PGP Office. In total, these entities represent over 900 employees.

Last year, 263 positions required recruitment action. This represents approximately 29 per cent of positions within the Executive Council sector and is an increase of approximately 6 per cent from the previous year. In addition to recruitment actions, the division also addressed 1,197 other staffing actions which represented an increase of 457 (or 62%) over the previous year. Many of the staffing actions are a result of employee retirements, corporate financial services restructuring, recruitment initiatives to bring new employees into the public service, promotions within the public service and regular employee turnover.

The SHRM Division continued to assume an active leadership role in organizational development across the sector. The division worked with all clients to identify, coordinate and implement over 200 organizational development initiatives last year. These initiatives related to both legislated and non-legislated training. In addition, training was completed for 27 new occupational health and safety committee members and an additional 61 individuals were trained in two-day standard first aid in an effort to ensure continued compliance with occupational health and safety requirements.

In 2009-10, the SHRM division led the OEC through a workforce planning revision to more closely align the workforce plans with the strategic/business/activity planning cycles. This resulted in several updates to workforce plans which identified priority areas for each entity. These revised and updated plans will be implemented throughout the 2010-11 fiscal year.

OPPORTUNITIES AND CHALLENGES AHEAD

In 2009-10, the Office of the Executive Council was successful in meeting the objectives under its three-year activity plan. In 2010-11, the OEC will move forward in a number of key areas relating to enhanced planning and reporting, coordination, and capacity development. To ensure that the OEC continues to be responsive to the needs of its primary clients and effectively fulfills its mandate, it must be cognizant of any potential obstacles that may impact its objectives and be aware of any opportunities that may facilitate its efforts.

For departments and public bodies under the *Transparency and Accountability Act*, the 2010-11 year represents an exciting yet challenging year as entities enter the final year of the 2008-11 planning cycle. It represents the end of current goal and mission timeframes and a time when entities are moving forward to another cycle of planning. Entities will develop new plans to address ongoing and emerging issues, and to be responsive to government's overall strategic directions. While the upcoming year will be a challenging one with respect to planning and reporting timelines, it will also provide the TAO with the opportunity to meet with new departmental executive and boards, assist them in their planning processes and help build capacity in relation to performance-based planning and performance measurement.

An analysis of the current workforce shows that between 6 and 31 per cent of employees are eligible for retirement over the next five years which will present some human resource challenges in the coming years. Retirement eligibilities include a significant number of key executive, director and management positions. In the face of this challenge, government also has the opportunity to train existing staff, increasing their proficiency and skill levels in particular areas and promoting professional growth within the organization. In addition to the number of prospective retirements, retention of employees within the Office of the Executive Council and throughout government as a whole continues to be a challenge due to the number of other competing opportunities in the public and private sectors. With this in mind, several departments and individual divisions took the opportunity to develop orientation programs and documentation in an effort to improve the transition process for new employees, which can lead to improved retention levels.

As a part of the recruitment/retention effort, the SHRM division and client departments worked in partnership with the new Student Employment Bureau established at the Public Service Commission to increase the utilization of co-operative work term students. Combined with the Clerk's roundtable discussion with work-term students following their placements, it is hoped that these efforts will aid in future recruitment requirements as departments continue to plan for their upcoming workforce needs.

Research and consultations undertaken throughout the year, indicated that the responsibility for most new corporate initiatives introduced over the last several years have typically fallen to departmental policy divisions. While this has created additional pressure in these areas, as the gap between existing resources and the requirements of these initiatives continued to grow, it may also present a number of opportunities for current employees as more positions become available in these areas thereby promoting career advancement. These new initiatives also present a number of professional development opportunities. As new initiatives are introduced, supports and training are provided to ensure existing employees have the necessary supports to complete required work. The research and consultations undertaken in 2009-10 will provide the baseline information for the OEC to move forward with the development and implementation of mechanisms to address any additional capacity gaps.

FINANCIAL STATEMENTS

Expenditures and revenue figures included in this document are based on public information provided in the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2010**
(unaudited)

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
The Lieutenant Governor's Establishment			
Government House	741,466	766,200	703,600
Cabinet Secretariat			
Executive Support	1,692,346	1,727,300	1,589,600
Planning & Coordination	512,527	964,000	971,000
Economic and Social Policy Analysis	669,109	680,900	821,700
Protocol	362,564	389,500	350,000
Public Service Development	27,487	30,000	30,000
Total	3,264,033	3,791,700	3,762,300
Communications and Consultations Branch	889,011	992,700	992,700
Financial Administration and Human Resource Support			
Financial Administration	707,417	838,200	937,100
Strategic Human Resource Management	897,584	975,200	974,300
Total	1,605,001	1,813,400	1,911,400
Total: Office of the Executive Council	6,499,511	7,364,000	7,370,000

APPENDIX A: LEGISLATIVE FRAMEWORK

The mandate of the Office of the Executive Council is informed by the following legislation:

Legislative Responsibility:

- *Bravery Award Act*
- *Conflict of Interest Act, 1995*
- *Executive Council Act*
- *Financial Administration Act*
- *Holocaust Memorial Day Act*
- *Management of Information Act*
- *Newfoundland and Labrador Act*
- *Order of Newfoundland and Labrador Act*
- *Parliamentary Assistant Act*
- *Parliamentary Secretaries Act*
- *Public Employees Act*
- *Transparency and Accountability Act*
- *Volunteer Service Medal Act*
- *Volunteer War Service Medal Act, 1993*

